TOWN OF WINDSOR

First in Connecticut. First for its citizens.

FINANCIAL PLAN AND PROGRAM OF SERVICES

PROPOSED FOR THE FISCAL YEAR 2011-2012

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

PROPOSED

FISCAL YEAR 2012

FINANCIAL PLAN

AND

PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2011 and ending June 30, 2012

TOWN OF WINDSOR
CONNECTICUT

TOWN COUNCIL

Donald S. Trinks - Mayor
Alan J. Simon – Deputy Mayor
Ronald C. Eleveld
William H. Herzfeld
Donald A. Jepsen, Jr.
Aaron Thomas Jubrey
Mathew A. Marci
Michael W. McDonald
Randy P. McKenney

TOWN MANAGER

Peter Souza

ASSISTANT TOWN MANAGER

Emily Moon

FY 2012 PROPOSED BUDGET SUMMARY

	FY 2011 Adopted Budget	FY 2012 Proposed Budget	$ Change	% Change
Board of Education	60,724,650	62,129,030	1,404,380	2.31%
Town Operating Budget	26,587,630	26,637,310	49,680	0.19%
Sewer Service (MDC)	2,798,500	3,020,400	221,900	7.93%
Debt Service	5,888,150	5,888,150	0	0.00%
Capital Projects	314,600	131,500	(183,100)	-58.20%
Total	**96,313,530**	**97,806,390**	**1,492,860**	**1.55%**

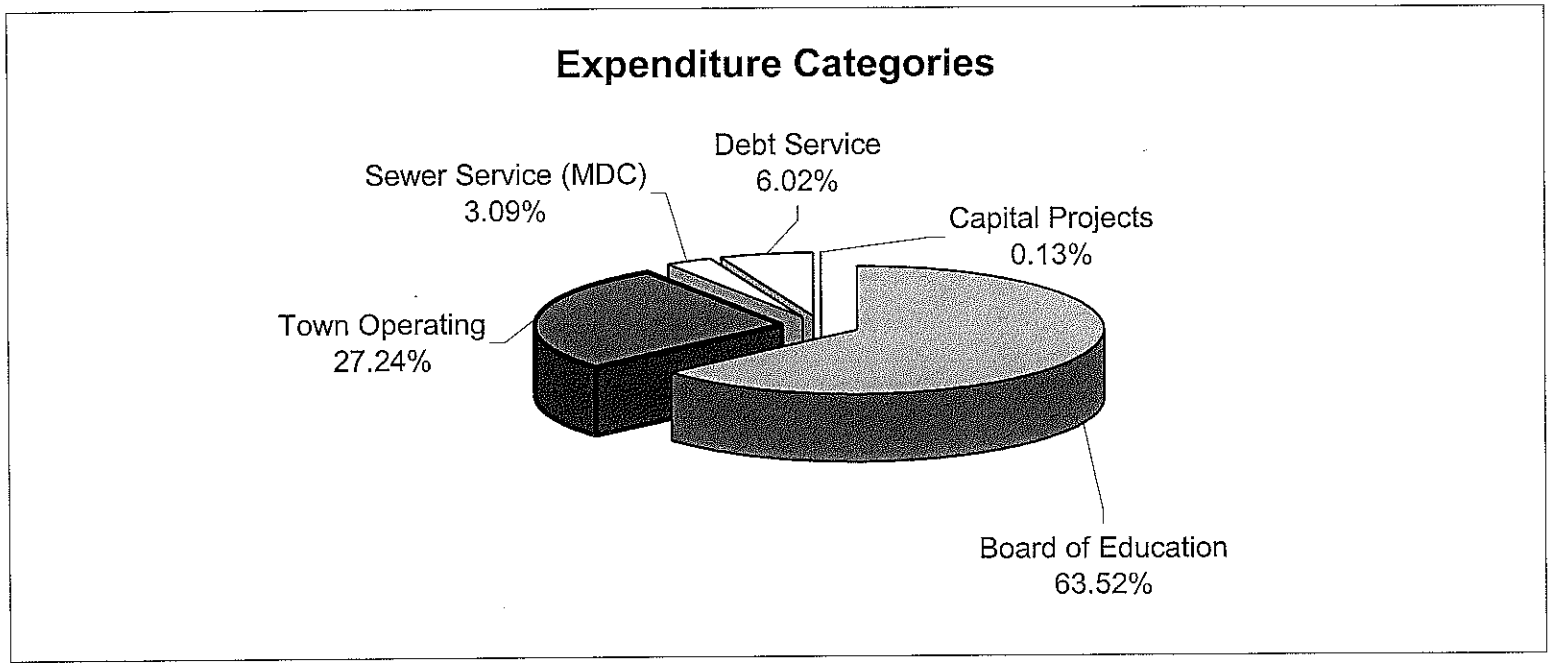


TABLE OF CONTENTS

		Page
	INTRODUCTION	
	A Reader's Guide to the Budget	vii
	Organizational Chart	viii
	Town Manager's Budget Message	ix
	Town Vision and Values Statement	xiv
	Budget Process and Calendar	xv
A.	**SUMMARY OF TOWN FUNDS**	
	General Fund Balance Summary	A-1
	Financial Organization of Accounts	A-2
B.	**GENERAL FUND REVENUES**	
	Revenue Summary	B-1
	Revenues by Type	B-2
	Revenue Explanation	B-4
C.	**GENERAL FUND EXPENDITURES**	
	Expenditures by Department	C-1
D.	**BOARD OF EDUCATION**	
	Operating	D-1
E.	**TOWN SUPPORT FOR EDUCATION**	
	Town Support for Education	E-1
F.	**SAFETY SERVICES**	F-1
	Expenditure Breakdown by Fund	F-2
	Budget Information – FY 2008 – FY 2012	F-3
	Police	F-4
	Fire and Rescue Services	F-14
	Ambulance Services	F-16
	FY 2011 Highlights	F-18
	FY 2012 Goals and Performance Measures	F-19
G.	**RECREATION & LEISURE SERVICES**	G-1
	Expenditure Breakdown by Fund	G-2
	Budget Information – FY 2008 – FY 2012	G-3
	Recreation	G-4
	Facilities Management	G-6
	Youth Services Bureau	G-8
	Northwest Park Educational/Recreational Activities	G-10
	Northwest Park Facility/Property Management	G-12
	FY 2011 Highlights	G-14
	FY 2012 Goals and Performance Measures	G-15

		Page
H.	**HUMAN SERVICES**	H-1
	Expenditure Breakdown by Fund	H-2
	Budget Information – FY 2008 – FY 2012	H-3
	Senior Services	H-4
	Transportation	H-6
	Social Services	H-8
	FY 2011 Highlights	H-10
	FY 2012 Goals and Performance Measures	H-12
I.	**HEALTH SERVICES**	I-1
	Expenditure Breakdown by Fund	I-2
	Budget Information – FY 2008 – FY 2012	I-3
	Inspection and Regulation	I-4
	Disease Prevention and Control	I-6
	Clinic Services	I-8
	Emergency Management	I-10
	FY 2011 Highlights	I-12
	FY 2012 Goals and Performance Measures	I-14
J.	**LIBRARY SERVICES**	J-1
	Expenditure Breakdown by Fund	J-2
	Budget Information – FY 2008 – FY 2012	J-3
	Adult and Teen Services	J-4
	Main Building Services	J-6
	Children's Services	J-8
	Wilson Branch Services	J-10
	FY 2011 Highlights	J-12
	FY 2012 Goals and Performance Measures	J-13
K.	**DEVELOPMENT SERVICES**	K-1
	Expenditure Breakdown by Fund	K-2
	Budget Information – FY 2008 – FY 2012	K-3
	Building Safety	K-4
	Economic Development	K-6
	Planning	K-8
	Design Services	K-10
	FY 2011 Highlights	K-12
	FY 2012 Goals and Performance Measures	K-14
L.	**COMMUNITY DEVELOPMENT**	L-1
	Expenditure Breakdown by Fund	L-2
	Budget Information – FY 2008 – FY 2012	L-3
	FY 2012 Highlights and Performance Measures	L-5
M.	**PUBLIC WORKS**	M-1
	Expenditure Breakdown by Fund	M-2
	Budget Information – FY 2008 – FY 2012	M-3
	Parks and Grounds	M-4
	Facilities Management	M-6
	Pavement Management	M-8
	Stormwater Drainage	M-10
	Traffic Safety and Community Support	M-12
	Equipment Repair	M-14
	Storm Control	M-16

		Page
	FY 2011 Highlights	M-18
	FY 2012 Goals and Performance Measures	M-19
N.	**INFORMATION SERVICES**	N-1
	Expenditure Breakdown by Fund	N-2
	Budget Information – FY 2008 – FY 2012	N-3
	Town Clerk	N-4
	Public Relations	N-6
	FY 2011 Highlights	N-8
	FY 2012 Goals	N-9
O.	**ADMINISTRATIVE SERVICES**	O-1
	Expenditure Breakdown by Fund	O-2
	Budget Information – FY 2008 – FY 2012	O-3
	Financial Accounting and Reporting	O-4
	Human Resources	O-6
	Information Technology	O-8
	Risk Management	O-10
	Property Valuation	O-12
	Tax Collection	O-14
	FY 2011 Highlights	O-16
	FY 2012 Goals and Performance Measures	O-17
P.	**GENERAL GOVERNMENT**	P-1
	Town Council	P-2
	Boards and Commissions	P-3
	Probate Court	P-4
	Elections	P-5
	Town Attorney and Legal Advice	P-6
	Town Manager's Office	P-7
	Town Treasurer's Office	P-8
	Independent Audit	P-9
	Intergovernmental Services	P-10
	Community Services	P-11
Q.	**GENERAL SERVICES**	Q-1
	Debt Service	Q-2
	Sewer Service	Q-3
	Insurance	Q-4
	Retirement Services	Q-5
	Revaluation	Q-6
	Recycling	Q-7
	Capital Projects	Q-8
	Tax Refunds	Q-10
	Open Space	Q-11
R.	**INSURANCE INTERNAL SERVICE FUND**	R-1
	Insurance Internal Service Fund	R-1
S.	**ENTERPRISE FUNDS**	S-1
	Landfill Enterprise Fund	S-1
	Adult Day Care Enterprise Fund	S-9
	Child Development Enterprise Fund	S-20

Page

T. APPENDICES

Appendix A	Relationship Between Operating and Capital Budgets/Proposed Capital Improvement Program 2012-2017	A-1
Appendix B	Special Revenue Funds	B-1
Appendix C	Summary of Personal Services	C-1
Appendix D	Employee Pay Plans	D-1
Appendix E	Code of Accounts	E-1
Appendix F	Debt Management	F-1
Appendix G	Price Guide	G-1
Appendix H	Charter Provisions Concerning Annual Budget	H-1
Appendix I	Glossary	I-1

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 2012 including the new capital projects budget as described on pages Q-8 and Q-9.

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 three town enterprise funds – Windsor Child Development Center, the Caring Connection Adult Day Health Center 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

- **Town Council (9)**
  Independent Audit
- **Probate Judge**
- **Board of Education (9)**
- **Registrar of Voters (2)**
  Constables (3)

- **Town Manager**
  - **Recreation & Leisure Services**
    - *Recreation Services*
    - *Facility Management*
    - *NWP Educational & Recreational Activities*
    - *NWP Facilities & Property Management*
    - *Youth Services Bureau (YSB)*
  - **Human Services**
    - *Senior Services*
    - *Social Services*
    - *Enterprise Funds:*
      Child Day Care
      Adult Day Care
  - **Safety Services**
    - *Police*
    - *Fire & Rescue*
    - *Ambulance*
  - **Public Works**
    - *Parks & Grounds*
    - *Facilities & Fleet Management*
    - *Pavement*
    - *Storm Control*
    - *Traffic Safety & Community Support*
    - *Enterprise Fund:*
      Landfill
  - **Development Services**
    - *Economic Development*
    - *Building Safety*
    - *Planning*
    - *Community Development*
    - *Design Services*
  - **Health**
    - *Disease Prevention & Control*
    - *Clinic Services*
    - *Inspection & Regulation*
    - *Emergency Management*
  - **Administrative Services**
    - *Financial Accounting & Reporting*
    - *Human Resources*
    - *Information Technology*
    - *Property Valuation*
    - *Tax Collection*
  - **Information Services**
    - *Town Clerk*
    - *Public Relations*
  - **Library Services**
    - *Children Services*
    - *Adult & Teen Services*
    - *Main Building Services*
    - *Wilson Branch Services*
- **Town Attorney**
- **BOE Operation**
- **Treasurer**
- **Boards & Commissions**

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

March 29, 2011

Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to submit the Fiscal Year (FY) 2011-2012 Financial Plan and Program of Services. The budget supports the thousands of daily tasks that compose the services and programs that the Town of Windsor delivers to residents, businesses and visitors.

As we approached building this budget in November, many important details were unknown. How will the State of Connecticut work to resolve its most significant budget deficit? How much will it cost us to provide the same quantity and quality of services? What level of service will Windsor's voters be willing and able to support with their tax dollars? As the weeks went by, we learned more about the governor's budget proposal. We tested and refined our cost assumptions. We sought community input in a multitude of ways. We kept the town council budget parameters in mind:

- Emphasize preserving services that help meet the health, safety and welfare needs of the community
- Preserve the multi-year investment plan for infrastructure and asset management activities
- Explore options relative to regional service sharing to reduce costs and preserve services.

As March approached, the anticipated shortfall between revenue and expenditures narrowed. On the town government side, in particular, expenditure increases were minimized dramatically through a variety of actions we are proposing to take. However, the magnitude of the reductions that would be required to make up revenue losses would prevent us from meeting the first two budget parameters that are listed above. In lieu of eliminating services, we have made smaller, but still noteworthy service reductions in this proposed budget. One vacant police officer position is proposed to be eliminated and General Fund resources for pavement, curb and sidewalk management programs are reduced by 58% from last year.

Annualized tax increases have been kept low for a number of years. Taxes* have increased an average of 0.55% each year in the last six years. The proposed tax increase in FY 2012 is considerably larger due to revenue losses and our inability to raise an offsetting amount of non-tax revenue.

Town of Windsor Tax History*

Fiscal year	2006	2007	2008	2009	2010	2011
Percent Change From Previous Year	-0.35%	1.98%	0.00%	0.00%	-0.96%	2.62%

*without revaluation

Overall Assessment of the Proposed Budget

Tax Rate

The budget-related tax increase that is described in this proposed budget is 4.18%. More than half of this increase is due to the need to backfill losses of revenue. The remaining portion is related to spending increases. The budget-related tax increase can be broken down in the following way:

- 2.22% is related to the loss of revenues
- 1.84% is related to increases in board of education operating expenditures
- 0.12% is related to increases in town government operating expenditures and The Metropolitan District Center's (MDC) sewer assessment

A second portion of every taxpayer's bill will be related to the third year of property revaluation phase-in. This figure varies from property to property, according to the assessed value of the property. Most taxpayers will see a total tax increase of 3.5% to 5.0%. The proposed budget, as it is affected by revaluation, resets the mill rate from 28.38 to 28.63.

Total Budget

The total budget, which includes the town 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 1.55% in FY 2012. In FY 2011, the total budget increased 1.31%.

The proposed FY 2012 General Fund budget consists of the following major categories:

	FY 2011 Adopted Budget	**FY 2012 Proposed Budget**	**$ Change**	**% Change**
Board of Education	60,724,650	62,129,030	1,404,380	2.31%
Town Operating Budget	26,587,630	26,637,310	49,680	0.19%
Sewer Service (MDC)	2,798,500	3,020,400	221,900	7.93%
Debt Service	5,888,150	5,888,150	0	0.00%
Capital Projects	314,600	131,500	(183,100)	-58.20%
Total	$95,313,530	$97,806,390	$1,492,860	1.55%

Of the board of education's $1.4 million proposed increase, more than 95% is related to personnel salary and benefit cost increases. Last year, the board of education's budget had a 0% increase, due in great part to employees foregoing any wage increases.

The board of education has applied $600,000 of the federal government's Jobs Funds to the FY 2012 budget. These funds are not planned to be available in FY 2013. Had the

board not applied these funds this year, the board of education's budget would have been a 3.14% increase.

The Metropolitan District Commission (MDC) assessment is increasing 7.93% this year. The assessment was fairly level for the last two fiscal years. The MDC has stated that most of this increase is resulting from higher debt costs for capital projects and rising costs of employee medical benefits.

The proposed FY 2012 debt service payments are level with FY 2011, as we have worked diligently over the last three years to keep these payments as level as possible to minimize their impact on the tax rate and yet continue to fund needed and planned capital projects.

The General Fund budget for Capital Projects is proposed to be reduced by $183,100 or 58%. This leaves $131,500 in the General Fund's annual pavement, curb and sidewalk management programs.

Town Operating Budget

The town operating portion of the budget, which is 27.23% of the overall budget, is proposed to increase slightly by $49,680 or 0.19%. The most significant increases and decreases in the budget are:

- Health care premium costs for current employees and retirees decrease $379,960. A change in state law this year enabled the town to request our actual claims activity information (versus aggregating with our claims pool). As a result of analyzing the town's claims and going out to bid for coverage, the town received a favorable renewal bid. Employees in the Administrative Pay Plan are proposed to increase their premium cost share from 14% to 15% in FY 2012. All other town employee groups will also contribute a minimum of 15% in FY 2012, per their collective bargaining agreements. In addition, town staff is proposing that the town self-fund health insurance. This proposal also reduces the town's health care premium costs, but will require the town to assume the risk of higher than expected claims. The town's Insurance Internal Service Fund's reserve balance has the capacity to fund claims overruns. Currently, the fund has a balance in its health insurance segment of approximately $350,000. This is equivalent to 15% of the town's expected claims costs in FY 2012. The town will also purchase stop loss protection to guard against high-cost claims. In order to pursue self-funding, it is recommended to discontinue using a portion of the Insurance Internal Service Fund's total reserve balance each year to subsidize General Fund general liability and Worker's Compensation costs. In FY 2011, $150,000 of the fund balance was used for this purpose. This practice is not sustainable as the total fund balance has declined by 33% over five years.
- Pension contributions increase $158,347. In FY 2012, it is proposed that Administrative Pay Plan employees will increase their contributions from 2.25% of their salaries to 3.25%, to further their cost sharing of this expense.
- Salaries and wages increase $171,270, which is a 1.33% increase over FY 2011.
- The budget for general liability and Worker's Compensation insurance are proposed to increase $166,300, of which $150,000 is related to discontinuing the fund balance subsidy referenced above.

FY 2012 Revenues

Given the state's budget predicament and the transition to a new governor, this has been an exceptionally difficult year to forecast revenues. We have done our best to be both reasonably conservative and thoughtfully prospective, all in an effort to minimize the ultimate burden on property taxpayers. In some cases, the governor's proposed budget served as our guide and in other cases, we have thought that it is quite possible that the legislature will alter either the method or rate of collection he has proposed. Here are some examples of our revenue assumptions:

- The governor's proposed budget eliminates the manufacturing machinery tax exemption reimbursement. We have included this $1,290,800 budget-to-budget revenue loss in the FY 2012 budget.
- Prior to recently enacted legislation, the state taxed wireless telecommunications equipment and shared that revenue with the town. The law now requires this equipment to be assessed by the town instead of the state, at the town's lower mill rate. This results in a loss of $375,000 in the FY 2012 budget.
- The governor's proposed budget extends the property conveyance fee at its existing rate of $2.50 per $1,000. This rate is assumed in the FY 2012 proposed budget and results in anticipating conveyance fees that are $55,000 higher than the FY 2011 budgeted level, where a rate of $1.10 per $1,000 was assumed.
- Educational Cost Sharing, as proposed by the governor, is unchanged from last year's $11,547,663.
- The governor's budget also includes proposals to increase the hotel lodging tax and state sales tax, a portion of which would be distributed to cities and towns. His proposal would also allow towns to increase the conveyance tax rate to $5.00 per $1,000. The FY 2012 proposed budget does not include any of these new revenue sources, as all of these proposals are still subject of debate at the legislature.
- On the grant-funded side of our revenue, the governor's budget proposes to keep the Local Capital Improvements Program (LOCIP) and the Town Aid for Roads (TAR) program level funded in FY 2012. These grants provide critical funding for pavement rehabilitation and snow control materials.

In summary, non-property tax revenue sources are forecasted to be $1,712,916 lower than the FY 2011 adopted budget. To bridge this gap and to pay for continuance of town government and school services at their projected costs, the proposed mill levy raises $3,205,776 more than in FY 2011. As proposed, all sources of property tax will contribute 82.56% of our total revenues. Property tax revenue is estimated to be 4.18% higher than the FY 2011 adopted budget level. The October 1, 2010 Grand List grew by 1.35% or $39.5 million (prior to adjustments for revaluation), with real estate values increasing 0.5%.

FY 2011 Update

The adopted FY 2011 budget is $96,313,530. Projected revenues are expected to be just slightly more ($30,000) than budgeted. Significant shortfalls in the categories of State Grants ($250,800 less in the manufacturing machinery tax exemption grant) and

Revenues From Other Agencies ($320,000 that is due to the change in the telecommunications property tax reimbursement law) were offset by better than expected building permit revenue ($85,000), Prior Year Levies collections ($200,000) and Special Education Excess Cost Sharing (approximately $238,000).

FY 2011 expenditures are projected to be $17,430 more than the budgeted amount. Town government departments, with the exception of the Department of Public Works project to save approximately $259,000, primarily due to partial year vacancies. This winter's historic snowfalls will result in the Department of Public Works exceeding its budget. Snow removal from town and school facilities and personnel costs associated with plowing are likely to cause the department to go over budget by approximately $277,000. We anticipate receiving some Federal Emergency Management Agency (FEMA) financial assistance and possibly asking town council to approve an appropriation from fund balance to cover any remaining over expenditures related to snow control. The board of education expects to end the year on budget.

Concluding Remarks

We set challenging and commendable goals for the development of the Fiscal Year 2012 proposed budget: preserve critical services, maintain our asset management and infrastructure maintenance plans, and explore regional service and cost sharing possibilities. In large part, the proposed budget preserves the programs and services Windsor's residents, businesses and visitors enjoy and rely upon. One of the primary ways we have done this is through reducing the town government's share of personnel costs. However, to mitigate our revenue losses we have eliminated funding for one vacant police officer position and are proposing to cut our pavement management program. Lastly, we continue to investigate service sharing and cost reduction opportunities with other municipalities, such as the option to join the West Hartford-Bloomfield Health District.

We took substantial steps to reduce town government expenditure increases and the projected townwide gap between funding needs and resources. To eliminate the impact of our projected revenue loss, approximately $1.7 million would have to be cut. This is roughly the equivalent of 24 positions, one fifth of the Police Department's budget, 2.7% of the schools' budget, or the total elimination of the Health, Human Services and Information Services Departments. For every $381,000 in budget cuts, the proposed tax increase would decrease 0.5%. After several years of mitigating rising expenditures, there are very few expenditure cuts that would measurably move the proposed tax increase down and not result in substantially decreased public services. These facts provide the context for the policy questions that town council will debate in the coming month. As always, town staff is ready to provide any and all information that you need to facilitate conversations with the community and to aid you in your decision making.

In closing, I want to remind readers that property revaluation will affect every property differently. I encourage residents to use the tax calculator on the town's website to determine what impact revaluation will have on their July 2011 tax bill.

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, the Finance Department for their work in preparing this proposed budget for fiscal year 2011-2012.

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 and other long-term strategies and goals.

TOWN OF WINDSOR, CONNECTICUT
FY 2012
BUDGET CALENDAR BY DEPARTMENT

Date	Day	Step
Feb. 7, 2011 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens.
March 14-16, 2011	*Tentative*	Finance Committee Meeting
March 29, 2011	Tuesday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget)
March 30, 2011	Wednesday	Informational meeting on Proposed Budget
April 4, 2011 7:15 PM	Monday	Regular Town Council meeting; Public Hearing re: public opinion regarding budget as proposed by Town Manager
April 6, 2011 6:30- 9 PM	Wednesday	Board of Education, Revenues, Public Works, Landfill
April 11, 2011 6:30 - 9 PM	Monday	Safety Services, Recreation & Leisure Services, Library, Human Services, Child Care, and Adult Day Care
April 13, 2011 6:30 - 9 PM	Wednesday	Board of Education, Information Services, Development Services, Community Development, Administrative Services, Town Support for Education
April 20, 2011 6:30 – 9 PM	Wednesday	Health Services, General Government, General Services, Insurance Internal Service Fund, Capital Spending, Price Guide
April 25, 2011 6:30 - 9 PM	Monday	Review of previous Town Council questions & preliminary deliberations
April 27, 2011 6:30 – 9 PM	Wednesday	Town Council final deliberations and vote
May 10, 2011	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
May 16, 2011	Monday	Regular Town Council Meeting; Council sets tax rate
June 17, 2011	Friday	Tax bill mailing completed
June 30, 2011	Thursday	End of current fiscal year

Note:
Passover April 18&19
Easter April 24

GENERAL FUND BALANCE SUMMARY
(budgetary basis)

	FY 2011 Estimate	FY 2012 Proposed
Revenues		
General Property Tax	$ 77,751,100	$ 80,749,530
Licenses and Permits	652,850	566,430
Fines and Penalties	38,000	35,000
Revenues from Use of Assets	607,340	617,950
State School Aid	13,411,114	13,186,750
State Grants in Lieu of Taxes	1,462,621	392,892
Other State Grants	415,610	366,095
Federal Grants	11,350	11,350
Revenues from Other Agencies	176,063	122,773
Charges for Current Services	836,660	817,020
Other Revenues	80,000	40,600
Opening Cash	900,000	900,000
Total Revenues	96,342,708	97,806,390
Expenditures and Encumbrances		
General Government	$ 954,960	$ 899,830
Safety Services	8,611,670	8,678,100
Recreation & Leisure Services	1,308,310	1,310,160
Human Services	695,640	746,620
Health Services	501,650	489,700
Library Services	1,470,450	1,494,380
Development Services	1,704,100	1,697,180
Community Development	25,000	25,000
Public Works	5,449,390	5,100,460
Information Services	427,410	423,140
Administrative Services	1,844,400	1,917,610
General Services	8,334,260	8,675,530
Board of Education	60,724,650	62,129,030
Town Support for Education	4,279,070	4,219,650
Total Expenditures and Encumbrances	96,330,960	97,806,390
Surplus (deficit)	11,748	-
Beginning Fund Balance, July 1, 2011	15,223,877	14,335,625
Use of Fund Balance:		
Opening Cash	(900,000)	(900,000)
		-
Estimate Ending Fund Balance, June 30	$ 14,335,625	$ 13,435,625

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.

Town Aid - Accounts for funds received from the State of Connecticut used for the improvement of town roads.

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.

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

Child and Youth Services - Accounts for grants received from the State of Connecticut used to enhance the town's day care services.

Board of Education Facilities - Accounts for revenues and expenditures in conjunction with the community use of Board of Education facilities.

Social Services Block Grant - Accounts for grants received from the State of Connecticut used to enhance the town's welfare services.

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.)

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 three 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.

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.

Agency Funds

Student Activity - Accounts for the cash receipts and cash disbursements of various student activities and clubs.

Adult Education - Accounts for the cash receipts and cash disbursements of educational programs that serve adults of the town.

Deferred Compensation Plan - Accounts for the accumulation of town employees' compensation that has been deferred.

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.

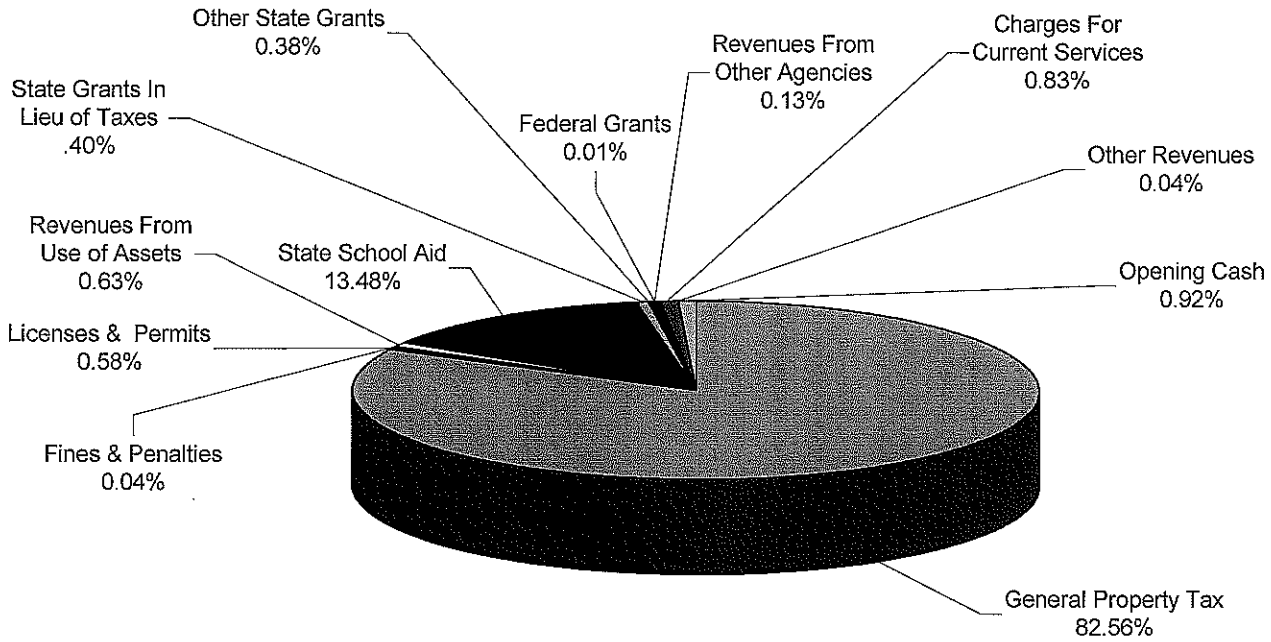
The town's accounting records for the Child Development, Landfill and Adult Day Care Enterprise Funds are maintained on a full accrual basis. Revenues are recognized when earned and expenses are recognized when incurred.

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

		FY 2010	FY 2011		FY 2012	
Category	Revenue Source	Actual	Budget	Estimate	Proposed	Adopted
910	General Property Tax	$75,182,401	$77,543,754	$77,751,100	$80,749,530	-
915	Licenses And Permits	1,037,516	550,700	652,850	566,430	-
920	Fines And Penalties	47,444	42,000	38,000	35,000	-
925	Revenues From Use of Assets	539,627	580,880	607,340	617,950	-
930	State School Aid	11,988,248	13,330,263	13,411,114	13,186,750	-
935	State Grants In Lieu of Taxes	1,954,957	1,697,860	1,462,621	392,892	-
940	Other State Grants	432,301	414,500	415,610	366,095	-
945	Federal Grants	4,446	11,350	11,350	11,350	-
950	Revenues From Other Agencies	604,136	514,453	176,063	122,773	-
955	Charges For Current Services	873,170	687,170	836,660	817,020	-
960	Other Revenues	44,742	40,600	80,000	40,600	-
965	Opening Cash	1,075,000	900,000	900,000	900,000	-
	TOTAL	$93,783,988	$96,313,530	$96,342,708	$97,806,390	



FY 2012

ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
910	GENERAL PROPERTY TAX					
51002	Current Levy	73,466,758	76,106,654	75,980,000	79,290,430	-
51004	Interim Motor Vehicle Tax	469,734	413,000	467,000	425,000	-
51006	Prior Year Levies	695,585	600,000	800,000	610,000	-
51008	Interest	546,178	420,000	500,000	420,000	-
51009	Liens & Penalties	4,146	4,100	4,100	4,100	-
		75,182,401	77,543,754	77,751,100	80,749,530	-
915	LICENSES AND PERMITS					
51200	Vendor's Licenses	435	400	400	400	-
51202	Animal Licenses	27,826	28,000	20,000	20,000	-
51203	Marriage/Civil Union Licenses	1,705	2,000	1,600	1,700	-
51204	Hunting & Fishing Licenses	493	300	250	200	-
51205	Engineering Permits	20,978	8,000	30,000	29,000	-
51206	Building Permits	950,163	480,000	565,000	480,000	-
51212	Lodging House Licenses	-	100	450	450	-
51213	Well Permits	-	100	100	100	-
51214	Food Permits	26,716	25,000	28,250	28,000	-
51216	Septic System Permits	4,965	4,000	4,000	3,500	-
51217	Fire Marshal Permits	-	-	-	-	-
51219	Pistol Permits	4,235	2,800	2,800	3,080	-
51221	Newsrack Permit/Location Fee	-	-	-	-	-
		1,037,516	550,700	652,850	566,430	-
920	FINES AND PENALTIES					
51401	Court Fines	32,790	25,000	25,000	25,000	-
51402	Parking Fines	14,654	17,000	13,000	10,000	-
51403	Other Fines	-	-	-	-	-
		47,444	42,000	38,000	35,000	-
925	REVENUES FROM USE OF ASSETS					
51501	Interest: Unrestricted	215,245	255,000	255,000	255,000	-
51504	Cell Tower Leases	181,641	210,540	237,000	245,300	-
51505	Rental of Town Property	142,741	115,340	115,340	117,650	-
		539,627	580,880	607,340	617,950	-
930	STATE SCHOOL AID					
51701	Special Ed. - Excess Costs	1,772,352	1,350,000	1,588,026	1,350,000	-
51703	Transportation	300,065	346,620	236,914	217,239	-
51705	Adult Education	58,616	50,980	46,511	46,848	-
51709	Blind and Handicapped	19,187	35,000	25,000	25,000	-
51710	Education Cost Sharing	9,838,028	11,547,663	11,514,663	11,547,663	-
		11,988,248	13,330,263	13,411,114	13,186,750	-
935	STATE GRANTS IN LIEU OF TAXES					
51900	Machinery Exemption	1,545,657	1,290,800	1,040,000	-	-
51903	HEART (Elderly)	204,176	200,000	201,000	201,000	-
51904	Property Tax Boats	8,005	-	12,600	-	-
51905	PILOT: State owned Property	64,677	75,350	75,777	59,385	-
51906	Totally Disabled Exemption	2,440	2,400	2,600	2,400	-
51907	Veterans Tax Exemption	25,789	25,000	24,400	25,000	-
51909	Pequot-Mohegan Grant	104,213	104,310	106,244	105,107	
		1,954,957	1,697,860	1,462,621	392,892	-

ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
940	OTHER STATE GRANTS					
52100	Bond Interest Subsidy	48,166	35,654	35,613	22,928	-
52101	School Building Grant	342,256	338,246	338,247	299,167	-
52107	Other State Grants	41,879	40,600	41,750	44,000	-
		432,301	414,500	415,610	366,095	-
945	FEDERAL GRANTS					
52201	Elderly Transportation	4,446	7,100	7,100	7,100	-
52202	Civil Preparedness	-	4,250	4,250	4,250	-
		4,446	11,350	11,350	11,350	-
950	REVENUES FROM OTHER AGENCIES					
52301	Windsor Housing Authority	11,453	11,453	11,453	11,453	-
52302	In Lieu of Tax Payments	12,426	30,000	11,610	12,400	-
52303	Telephone Property Tax	557,257	450,000	130,000	75,000	-
52304	Community Renewal Team	23,000	23,000	23,000	23,920	-
		604,136	514,453	176,063	122,773	-
955	CHARGES FOR CURRENT SERVICES					
52500	Recording Legal Documents	140,694	151,400	131,800	152,300	-
52501	Vital Statistics	29,830	33,000	26,900	28,000	-
52502	Conveyance Fees	215,807	125,000	180,000	180,000	-
52504	Special Police Services/Alarm Fees	-	100	100	100	-
52505	Sale of Accident Reports and Photos	2,443	2,400	2,400	2,400	-
52506	Animal Pound Fees	1,670	2,000	2,000	2,000	-
52507	Town Planning & Zoning Comm. Fees	12,359	10,000	76,280	54,000	-
52508	Zoning Board of Appeals Fees	826	1,000	1,000	1,250	-
52509	Inland Wetlands Fees	7,538	10,000	14,000	15,000	-
52514	Tuition fees from other towns	1,150	-	-	-	-
52517	Special Education Tuition from Other Towns	229,837	150,000	200,000	175,000	-
52518	Library Fines & Fees	29,999	24,000	27,000	25,000	-
52519	Recreation Fees	44,451	39,000	39,000	44,000	-
52520	Northwest Park	3,258	-	-	-	-
52521	Dial-a-Ride Fees	9,017	7,500	7,000	7,500	-
52522	Health Service Fees	5,240	500	4,000	3,000	-
52525	Administrative Overhead	111,250	112,270	112,270	114,250	-
52530	Sale of Publications & Materials	6,972	10,000	4,910	5,220	-
52531	Miscellaneous Service Charges	20,829	9,000	8,000	8,000	-
52534	Assessment Abatement Policy	-	-	-	-	-
		873,170	687,170	836,660	817,020	-
960	OTHER REVENUES					
52701	Sale of Capital Assets	9,300	500	40,000	500	-
52703	Other Refunds	-	100	-	100	-
52704	Miscellaneous Other Revenues	35,442	40,000	40,000	40,000	-
		44,742	40,600	80,000	40,600	-
965	MISCELLANEOUS REVENUES					
52752	Opening Cash	1,075,000	900,000	900,000	900,000	-
	GRAND TOTAL	93,783,988	96,313,530	96,342,708	97,806,390	-

REVENUE EXPLANATION

910 General Property Tax

This category accounts for approximately 82.56% of the town's General Fund revenues in FY 12.

		FY 2010	FY 2011		FY 2012	
		Actual	Budget	Estimate	Proposed	Adopted
51002	Current Levy	73,466,758	76,106,654	75,980,000	79,290,430	
51004	Interim Motor Vehicle Tax	469,734	413,000	467,000	425,000	-
51006	Prior Year Levies	695,585	600,000	800,000	610,000	-
51008	Interest	546,178	420,000	500,000	420,000	-
51009	Liens & Penalties	4,146	4,100	4,100	4,100	-
		75,182,401	77,543,754	77,751,100	80,749,530	-

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 General Fund expenditure program for FY 12 totals $97,806,390. Of this amount, $79,290,430 will come from the current property tax levy, $17,615,960 from other revenues, and $900,000 from opening cash. The estimated Net Taxable Grand List for FY 12, which will be in the third year of a five year revaluation program is estimated at $2,808,000,000. This is based on a revaluation as of October 2010. The proposed collection rate is 98.8%. Accordingly, the required tax levy will be 28.63 mills; or $28.63 for each $1,000 of assessed value. The mill rate is calculated as follows:

MILL RATE CALCULATION

	Proposed	Adopted
Total Expenditure	97,806,390	
Less: Other Revenues	(17,615,960)	
Less: Opening Cash	(900,000)	
Current Property Tax Collection	79,290,430	
Divided by Estimated Rate of Collection	98.80%	
Adjusted Tax Levy	80,253,471	
Less: Pro Rata Assessor's Additions	(45,000)	
Plus: Senior Tax Relief	65,000	
Plus: Exemptions for Volunteer	118,500	
Gross Tax Levy	80,391,971	
Divided by Estimated Taxable Grand List	2,808,000,000	
Mill Rate	28.63	

915 LICENSES AND PERMITS

This category accounts for approximately 0.58% of the town's General Fund revenues in FY 12.

		FY 2010	FY 2011		FY 2012	
		Actual	Budget	Estimate	Proposed	Adopted
51206	Building Permits	950,163	480,000	565,000	480,000	-
	All Others	87,353	70,700	87,850	86,430	-
		1,037,516	550,700	652,850	566,430	-

Building and related permits are expected to finish FY 11 over budget as renovations continue to be strong while new construction continues to be weak due to economic conditions. Building permit revenue for FY 12 is proposed for no increase from the FY 11 adopted budget.

The majority of other revenue sources (e.g., marriage licenses, food permits and hunting licenses) are fairly stable. Current rates for various licenses and permits are listed in Appendix G.

920 FINES AND PENALTIES

This category accounts for approximately 0.04% of the town's General Fund revenues in FY 12.

		FY 2010	FY 2011		FY 2012	
		Actual	Budget	Estimate	Proposed	Adopted
51401	Court Fines	32,790	25,000	25,000	25,000	-
51402	Parking Fines	14,654	17,000	13,000	10,000	-
51403	Other Fines	-	-	-	-	-
		47,444	42,000	38,000	35,000	-

Court fines are those amounts 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. Over the past several years, this revenue item has ranged from a high of $32,790 to a low of $60. This has increased over the past several years while parking fines has dropped.

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 0.63% of the town's General Fund revenues in FY 12.

		FY 2010	FY 2011		FY 2012	
		Actual	Budget	Estimate	Proposed	Adopted
51501	Interest: Unrestricted	215,245	255,000	255,000	255,000	-
51504	Cell Tower Leases	181,641	210,540	237,000	245,300	-
51505	Rental of Town Property	142,741	115,340	115,340	117,650	-
		539,627	580,880	607,340	617,950	-

Unrestricted interest is the revenue resulting from the investment of cash receipts not immediately used to meet expenditures. Due to the recession, investment rates have decreased from 1.1% in July 2008 to .8% in July of 2009 to .4% in January 2011. For FY 11, it is projected that interest income collections will come in on budget. For FY 12, the town expects to achieve an overall rate of return of approximately 0.5%.

There is $245,300 in revenue projected for FY 12 for five cell sites including ground rents and co-location leases. The additional revenues estimated for FY 12 is due to the a new co-location lease. The revenue from the cell tower at the L. P. Wilson Community Center is being directed to the L.P.Wilson Building Fund as historically done.

The components of rental income are as follows:

	FY 2010	FY 2011		FY 2012	
	Actual	Budget	Estimate	Proposed	Adopted
Milo Peck Child Development Center	111,985	115,340	115,340	117,650	-
Cell Tower Site	30,756	-	-	-	-
	142,741	115,340	115,340	117,650	-

The FY 12 budget includes rental income from the Milo Peck Child Development Center. Cell tower site revenue has been moved from Rental of Town Property to Cell Tower Leases.

930 STATE SCHOOL AID

This category accounts for approximately 13.48% of the town's General Fund revenues in FY 12.

		FY 2010	FY 2011		FY 2012	
		Actual	Budget	Estimate	Proposed	Adopted
51701	Special Ed. - Excess Costs	1,772,352	1,350,000	1,588,026	1,350,000	-
51703	Transportation	300,065	346,620	236,914	217,239	-
51705	Adult Education	58,616	50,980	46,511	46,848	-
51709	Blind and Handicapped	19,187	35,000	25,000	25,000	-
51710	Education Cost Sharing	9,838,028	11,547,663	11,514,663	11,547,663	-
		11,988,248	13,330,263	13,411,114	13,186,750	-

This section includes state grants received by the town for school operations as a result of formulas which are established by the state.

Revenue estimates from State School Aid grants are obtained from the governor's proposed budget. The FY 11 estimate for State School Aid in total is anticipated to come in over budget by $80,851, and is due to a greater amount received than anticipated from the Special Education-Excess Costs grant. The FY 12 budget for State School Aid, as projected in the governor's proposed budget, will result in a $143,513 decrease in revenue received as compared to the previous year's budget. This is due primarily to issues related to the efforts put forth by the governor's budget to mitigate the state budget deficit.

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately .40% of the Town's General Fund revenues in FY 12.

		FY 2010	FY 2011		FY 2012	
		Actual	Budget	Estimate	Proposed	Adopted
51900	Machinery Exemption	1,545,657	1,290,800	1,040,000	-	-
51903	HEART (Elderly)	204,176	200,000	201,000	201,000	-
51904	Property Tax Boats	8,005	-	12,600	-	-
51905	PILOT: State owned Property	64,677	75,350	75,777	59,385	-
51906	Totally Disabled Exemption	2,440	2,400	2,600	2,400	-
51907	Veterans Tax Exemption	25,789	25,000	24,400	25,000	-
51909	Pequot-Mohegan Grant	104,213	104,310	106,244	105,107	
		1,954,957	1,697,860	1,462,621	392,892	-

This section contains state grants received by the town, most of which are paid to replace taxes once received. The town has been partially reimbursed by the state for tax exemptions given for eligible machinery and equipment exempt from personal property tax and for exemptions given to the elderly. The property tax boat reimbursement is assumed to not be included in the governor's budget for FY 12. The manufacturer's equipment is not expected to be reimbursed based on the governor's budget. Revenue received from the Mashantucket Pequot-Mohegan Fund Grant that was previously included with the PILOT:State owned Property/Casino account has been split out and is now being shown in revenue account 51909 Pequot-Mohegan Grant.

OTHER STATE GRANTS

This category accounts for approximately 0.37% of the Town's General Fund revenues in FY 12.

940

		FY 2010	FY 2011		FY 2012	
		Actual	Budget	Estimate	Proposed	Adopted
52100	Bond Interest Subsidy	48,166	35,654	35,613	22,928	-
52101	School Building Grant	342,256	338,246	338,247	299,167	-
52107	Other State Grants	41,879	40,600	41,750	44,000	-
		432,301	414,500	415,610	366,095	-

The Bond Interest Subsidy is a grant received from the state to reduce the cost of borrowing for school construction projects and for projects financed prior to FY 96. This revenue decreases 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.

The Other State grants category consists of a state reimbursement for a portion of the town support for health services in private schools. The funding level is consistent with prior year collections.

FEDERAL GRANTS

This category accounts for approximately 0.01% of the Town's General Fund revenues in FY 12.

945

		FY 2010	FY 2011		FY 2012	
		Actual	Budget	Estimate	Proposed	Adopted
52201	Elderly Transportation	4,446	7,100	7,100	7,100	-
52202	Civil Preparedness	-	4,250	4,250	4,250	-
		4,446	11,350	11,350	11,350	-

The Elderly Transportation category represents grant funds received from the Greater Hartford Transit District.

REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.13% of the Town's General Fund revenues in FY 12.

950

		FY 2010	FY 2011		FY 2012	
		Actual	Budget	Estimate	Proposed	Adopted
52301	Windsor Housing Authority	11,453	11,453	11,453	11,453	-
52302	In Lieu of Tax Payments	12,426	30,000	11,610	12,400	-
52303	Telephone Property Tax	557,257	450,000	130,000	75,000	-
52304	Community Renewal Team	23,000	23,000	23,000	23,920	-
		604,136	514,453	176,063	122,773	-

Prior to new legislation being enacted, the Telephone Property Tax allowed telecommunications companies to have personal property assessed by the state rather than by the assessor of the city or town in which the property is located. New legislation now requires *wireless* telecommunications equipment to be assessed at the local level rather than at the state level, with the value of this equipment becoming part of the town's total grand list going forward. *Non-wireless* telecommunications equipment will continue to be assessed at the state level as historically done.

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 0.83% of the town's General Fund revenues in FY 12.

		FY 2010	FY 2011		FY 2012	
		Actual	Budget	Estimate	Proposed	Adopted
52500	Recording Legal Documents	140,694	151,400	131,800	152,300	-
52501	Vital Statistics	29,830	33,000	26,900	28,000	-
52502	Conveyance Fees	215,807	125,000	180,000	180,000	-
52504	Special Police Services/Alarm Fees	-	100	100	100	-
52505	Sale of Accident Reports and Photos	2,443	2,400	2,400	2,400	-
52506	Animal Pound Fees	1,670	2,000	2,000	2,000	-
52507	Town Planning & Zoning Comm. Fees	12,359	10,000	76,280	54,000	-
52508	Zoning Board of Appeals Fees	826	1,000	1,000	1,250	-
52509	Inland Wetlands Fees	7,538	10,000	14,000	15,000	-
52514	Tuition Fees From Other Towns	1,150	-	-	-	-
52517	Special Education Tuition from Other Towns	229,837	150,000	200,000	175,000	-
52518	Library Fines & Fees	29,999	24,000	27,000	25,000	-
52519	Recreation Fees	44,451	39,000	39,000	44,000	-
52520	Northwest Park	3,258	-	-	-	-
52521	Dial-a-Ride Fees	9,017	7,500	7,000	7,500	-
52522	Health Service Fees	5,240	500	4,000	3,000	-
52525	Administrative Overhead	111,250	112,270	112,270	114,250	-
52530	Sale of Publications & Materials	6,972	10,000	4,910	5,220	-
52531	Miscellaneous Service Charges	20,829	9,000	8,000	8,000	-
52534	Assessment Abatement Policy	-	-	-	-	-
		873,170	687,170	836,660	817,020	-

Charges for the overall Current Services category is expected to be approximately $149,490 over budget for FY 11. This is attributable to fees for conveyance of property that were estimated based on the return to old rates, but the conveyance fee sunset provision was consequently extended through FY 11 and led to this increase. The sunset provision is taken into consideration for FY 12 budgeted revenues. For FY 11 and FY 12, Administrative Overhead is composed of $45,000 from the Milo Peck Child Development Enterprise Fund, $18,000 from the Caring Connection Enterprise Fund and $51,250 from the Landfill Enterprise Fund to the town for services provided to these funds by General Fund employees.

960 OTHER REVENUES

This category accounts for approximately 0.04% of the town's General Fund revenues in FY 12.

		FY 2010	FY 2011		FY 2012	
		Actual	Budget	Estimate	Proposed	Adopted
52701	Sale of Capital Assets	9,300	500	40,000	500	-
52703	Other Refunds	-	100	-	100	-
52704	Miscellaneous Other Revenues	35,442	40,000	40,000	40,000	-
52750	Transfer from Other Funds	-	-	-	-	-
		44,742	40,600	80,000	40,600	-

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. The FY11 estimate for $40,000 in Sale of Capital Assets represents the sale of 38 E.Wolcott Ave.

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.92% of the Town's General Fund revenues in FY 12.

	FY 2010	FY 2011		FY 2012	
	Actual	Budget	Estimate	Proposed	Adopted
52752 Opening Cash	1,075,000	900,000	900,000	900,000	-
	1,075,000	900,000	900,000	900,000	-

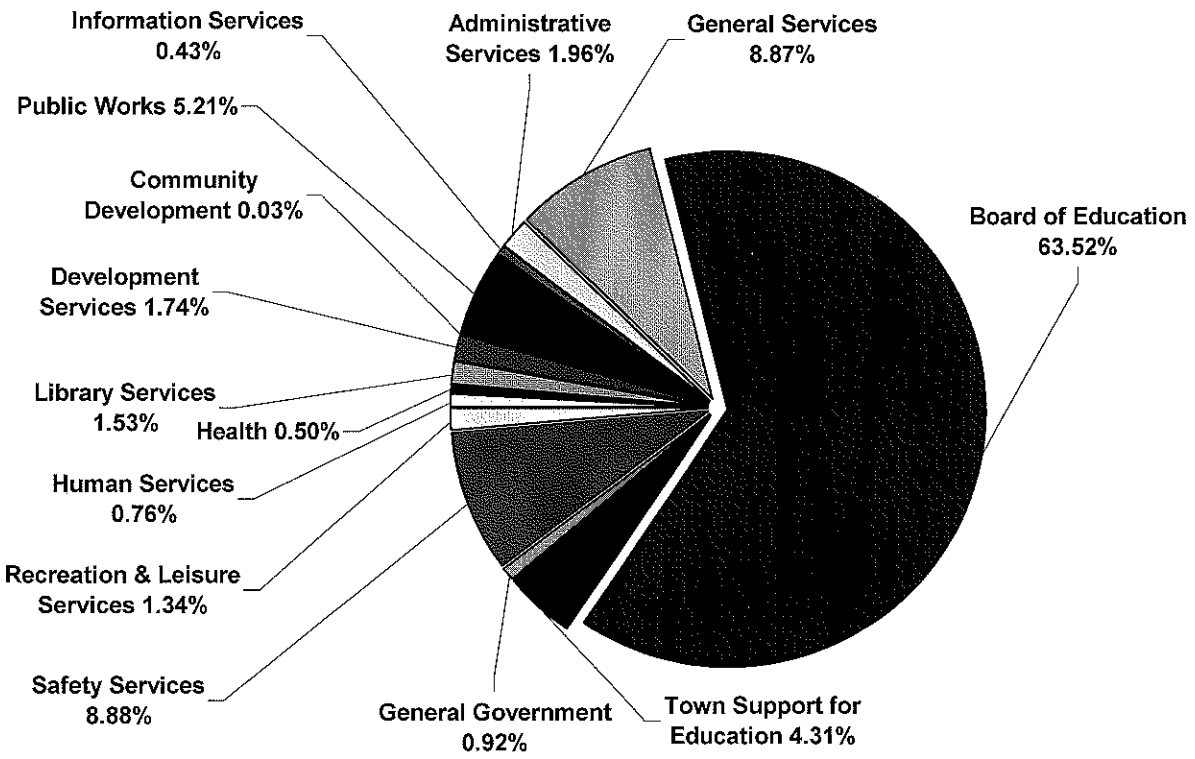
This section reflects the amount of fund balance at year-end that is appropriated for use in the following fiscal year. This reduces the amount of revenue that is raised through property taxes.

Fiscal Year Ended June 30	Budgetary Fund Balance	Adopted or Proposed General Fund Expenditures	Fund Balance as a Percent of Expenditures
2012 Proposed	$13,435,625	$97,806,390	13.74%
2011 Estimated	$14,335,625	$96,313,530	14.88%
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%
2006	$10,296,779	$82,825,103	12.43%
2005	$9,021,467	$80,641,193	11.19%
2004	$7,436,707	$77,323,970	9.62%
2003	$7,139,098	$74,154,660	9.63%
2002	$7,511,600	$69,380,090	10.83%

ANNUAL BUDGET
GENERAL FUND
EXPENDITURES BY SERVICE UNIT

	FY 2010	FY 2011		FY 2012	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
General Government	850,260	960,580	954,960	899,830	-
Safety Services	8,098,242	8,641,680	8,611,670	8,678,100	-
Recreation & Leisure Services	1,260,341	1,308,310	1,308,310	1,310,160	-
Human Services	647,310	726,040	695,640	746,620	-
Health	463,507	518,480	501,650	489,700	-
Library Services	1,421,286	1,515,940	1,470,450	1,494,380	-
Development Services	1,573,545	1,709,210	1,704,100	1,697,180	-
Community Development	25,000	25,000	25,000	25,000	-
Public Works	4,992,513	5,172,380	5,449,390	5,100,460	-
Information Services	404,248	433,130	427,410	423,140	-
Administrative Services	1,751,513	1,928,950	1,844,400	1,917,610	-
General Services	7,729,235	8,368,500	8,334,260	8,675,530	-
Board of Education	58,455,250	60,724,650	60,724,650	62,129,030	-
Town Support for Education	4,108,674	4,280,680	4,279,070	4,219,650	-
Total Expenditures:	91,780,924	96,313,530	96,330,960	97,806,390	-

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 12.

	FY 2010	FY 2011		FY 2012	
	Actual	Budget	Estimated	Proposed	Adopted
Operating	58,455,250	60,724,650	60,724,650	62,129,030	-

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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Town Support for Education	4,108,674	4,280,680	4,279,070	4,219,650	-
Transfer in From the General Fund -	-	-	-	-	-
Total	4,108,674	4,280,680	4,279,070	4,219,650	-

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 12:

- Aid to private schools for health and welfare services
- 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
- 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 to the six schools.

TOWN SUPPORT FOR EDUCATION

	FY 2010	FY 2011		FY 2012	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
Aid to Private Education:					
St. Gabriel School	32,472	28,000	32,000	33,500	-
Trinity Christian	17,500	18,500	18,500	19,000	-
Loomis Chaffee School	27,500	28,500	28,500	29,200	-
Subtotal - Aid to Private Schools	77,472	75,000	79,000	81,700	-
Debt Service:					
Principal	1,993,880	2,047,000	2,082,000	1,889,000	-
Interest	718,740	546,270	508,710	564,680	-
Subtotal - Debt Service	2,712,620	2,593,270	2,590,710	2,453,680	-
General Government:					
Audit Fee (45%)	23,900	24,600	24,600	24,300	-
Town Attorney (25%)	19,090	19,090	19,090	19,960	-
Town Treasurer (50%)	1,941	2,230	2,000	2,230	-
Treasurer's Assistant (50%)	3,435	4,240	4,240	4,240	-
Subtotal - General Government	48,366	50,160	49,930	50,730	-
Risk Management:					
Automobile Liability (3%)	7,200	7,200	7,200	7,320	-
Umbrella Liability (39%)	50,700	50,700	50,700	51,480	-
Comp. General Liability (41%)	98,400	98,400	98,400	100,040	-
Property Protection (73%)	112,790	117,450	117,450	118,480	-
School Board Errors & Omissions (100%)	26,000	26,000	26,000	28,000	-
Football and Sports Accidents (100%)	14,000	14,000	14,000	15,000	-
Psychologists (100%)	12,000	12,000	12,000	12,000	-
Workers Compensation (50%)	255,000	280,000	280,000	280,000	-
Excess Workers Comp. Premium (50%)	25,000	27,500	27,500	28,500	-
Subtotal - Risk Management	601,090	633,250	633,250	640,820	-

TOWN SUPPORT FOR EDUCATION (continued)

	FY 2010	FY 2011		FY 2012	
	ACTUAL	BUDGET	ESTIMATE	PROPOSED	ADOPTED
Retirement Services:					
School Retirement	405,160	650,610	650,610	685,500	-
Subtotal - Retirement Services	405,160	650,610	650,610	685,500	-
Youth Protection Services:					
Police	81,350	87,660	87,660	113,970	-
Recreation & Leisure Services	57,000	57,370	57,370	60,060	-
Subtotal - Youth Protection Services	138,350	145,030	145,030	174,030	-
Public Works:					
Maintenance, Snow Removal &	125,616	133,360	130,540	133,190	-
Supplemental Services	-	-	-	-	-
Subtotal - Public Works	125,616	133,360	130,540	133,190	-
Capital Projects - Schools	-	-	-	-	-
	-	-	-	-	-
Transfer in From the General Fund - Fund Balance	-	-	-	-	-
TOTAL	4,108,674	4,280,680	4,279,070	4,219,650	-

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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	7,432,608	7,853,140	7,932,350	8,036,410	-
Supplies	71,963	65,810	66,380	68,880	-
Services	325,913	364,702	368,060	324,910	-
Maintenance & Repair	342,159	328,540	325,890	338,500	-
Grants & Contributions	42,036	40,790	40,790	40,790	-
Capital Outlay	143,768	123,670	199,320	90,200	-
Energy & Utility	377,241	413,350	402,350	435,400	-
Total	8,735,688	9,190,002	9,335,140	9,335,090	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Safety Services	8,094,692	8,641,680	8,611,670	8,678,100	-
Transfer in from General Fund - Fund Balance	3,550	-	-	-	-
Town Support for Education	81,350	87,660	87,660	113,970	-
Subtotal: Safety General Fund Budget	*8,179,592*	*8,729,340*	*8,699,330*	*8,792,070*	-
Reimbursements	10,608	-	-	-	-
Jag Grants	53,846	-	49,610	-	-
Asset Forfeitures	22,600	41,830	25,200	41,750	-
State & Federal Grants	58,278	185,302	148,220	71,890	-
Donations	2,062	-	2,300	2,730	-
Vehicle Maintenance	5,827	-	5,480	5,650	-
Use of Police Private Duty Account	402,875	233,530	405,000	421,000	-
Subtotal: Special Revenue Funds	*556,096*	*460,662*	*635,810*	*543,020*	-
Total	8,735,688	9,190,002	9,335,140	9,335,090	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	59.40	64.00	62.50	63.00	-
Regular Part Time Employees	1.45	1.60	1.60	1.60	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	60.85	65.60	64.10	64.60	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $145,138 or 1.6% primarily due to Police Private Duty usage offset in part by personnel vacancies in Police Support Services. The FY 11 General Fund expenditures are expected to be under budget by $30,010 or 0.3% (not including Town Support for Education) and is mostly attributable to salary savings due to vacancies. The overall FY 12 budget reflects an increase of $145,088 or 1.6% versus the FY 11 budget and is a reflection of Personal Services and Police Private Duty usage. The FY 12 General Fund budget reflects an increase of $36,420 or 0.4% (not including Town Support for Education) mostly due to Personal Services, Services and gas costs. These increases are partly offset by the FY 12 elimination of one currently vacant patrol officer position in order to reduce costs.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	6,873,150	7,421,540	7,402,710	7,456,280	-
Supplies	61,875	65,810	64,430	66,150	-
Services	286,009	247,980	250,790	260,780	-
Maintenance & Repair	340,901	328,540	325,890	338,500	-
Grants & Contributions	42,036	40,790	40,790	40,790	-
Capital Outlay	113,480	123,670	124,710	90,200	-
Energy & Utility	377,241	413,350	402,350	425,400	-
Total	8,094,692	8,641,680	8,611,670	8,678,100	-

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

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	84,900	87,660	87,660	113,970	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	84,900	87,660	87,660	113,970	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	474,558	343,940	441,980	466,160	-
Supplies	10,088	-	1,950	2,730	-
Services	39,904	116,722	117,270	64,130	-
Maintenance & Repair	1,258	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	30,288	-	74,610	-	-
Energy & Utility	-	-	-	10,000	-
Total	556,096	460,662	635,810	543,020	-

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	7,432,608	7,853,140	7,932,350	8,036,410	-
Supplies	71,963	65,810	66,380	68,880	-
Services	325,913	364,702	368,060	324,910	-
Maintenance & Repair	342,159	328,540	325,890	338,500	-
Grants & Contributions	42,036	40,790	40,790	40,790	-
Capital Outlay	143,768	123,670	199,320	90,200	-
Energy & Utility	377,241	413,350	402,350	435,400	-
Total	8,735,688	9,190,002	9,335,140	9,335,090	-

SAFETY SERVICES
Budget Information
Fiscal Year 2008-2012

Expenditures

Expenditures by Category *	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	7,047,390	7,329,866	7,432,608	7,853,140	7,932,350	8,036,410	-
Supplies	65,523	63,257	71,963	65,810	66,380	68,880	-
Services	315,400	354,395	325,913	364,702	368,060	324,910	-
Maintenance & Repair	331,926	350,377	342,159	328,540	325,890	338,500	-
Grants & Contributions	42,354	38,342	42,036	40,790	40,790	40,790	-
Capital Outlay	202,217	271,174	143,768	123,670	199,320	90,200	-
Energy & Utility	432,882	404,678	377,241	413,350	402,350	435,400	-
Total	8,437,692	8,812,089	8,735,688	9,190,002	9,335,140	9,335,090	-

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

Funding Sources

Funding Source	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	7,596,006	8,128,934	8,094,692	8,641,680	8,611,670	8,678,100	-
Transfer in from General Fund - Fund Balance	-	70,000	3,550	-	-	-	-
Town Support for Education	152,450	162,710	81,350	87,660	87,660	113,970	-
Subtotal: Safety General Fund Budget	*7,748,456*	*8,361,644*	*8,179,592*	*8,729,340*	*8,699,330*	*8,792,070*	-
Reimbursements	10,819	1,096	10,608	-	-	-	-
Jag Grants	-	-	53,846	-	49,610	-	-
Asset Forfeitures	59,282	8,538	22,600	41,830	25,200	41,750	-
State & Federal Grants	124,227	128,538	58,278	185,302	148,220	71,890	-
Donations	5,291	17,768	2,062	-	2,300	2,730	-
Vehicle Maintenance	2,181	287	5,827	-	5,480	5,650	-
Use of Police Private Duty Acct.	487,436	294,218	402,875	233,530	405,000	421,000	-
Subtotal: Special Revenue Funds	*689,236*	*450,445*	*556,096*	*460,662*	*635,810*	*543,020*	-
Total	8,437,692	8,812,089	8,735,688	9,190,002	9,335,140	9,335,090	-

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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	7,218,091	7,632,080	7,711,290	7,811,680	-
Supplies	46,915	39,170	39,740	42,440	-
Services	149,210	67,460	73,520	85,450	-
Maintenance & Repair	184,888	186,540	180,890	191,110	-
Grants & Contributions	16,059	16,590	16,590	16,590	-
Capital Outlay	48,061	23,870	99,520	-	-
Energy & Utility	227,189	243,510	256,650	264,340	-
Total	7,890,413	8,209,220	8,378,200	8,411,610	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Police	7,249,886	7,777,620	7,771,450	7,812,750	-
Transfer in from General Fund - Fund Bal.	3,550	-	-	-	-
Town Support for Education	81,350	87,660	87,660	113,970	-
Subtotal: Police General Fund Budget	*7,334,786*	*7,865,280*	*7,859,110*	*7,926,720*	-
Reimbursements	10,608	-	-	-	-
Jag Grants	53,846	-	49,610	-	-
Asset Forfeitures	22,600	41,830	25,200	41,750	-
State & Federal Grants	57,809	68,580	31,500	13,760	-
Donations	2,062	-	2,300	2,730	-
Vehicle Maintenance	5,827	-	5,480	5,650	-
Use of Police Private Duty Account	402,875	233,530	405,000	421,000	-
Subtotal: Special Revenue Funds	*555,627*	*343,940*	*519,090*	*484,890*	-
Total	7,890,413	8,209,220	8,378,200	8,411,610	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	58.40	63.00	61.50	62.00	-
Regular Part Time Employees	1.45	1.60	1.60	1.60	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	59.85	64.60	63.10	63.60	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $168,980 or 2.1% primarily due to the Special Revenue Fund Police Private Duty usage offset in part by personnel vacancies in Police Support Services. The FY 11 General Fund expenditures are expected to be under budget by $6,170 or 0.1% (not including Town Support for Education) and is mostly attributable to salary savings due to vacancies. The overall FY 12 budget reflects an increase of $202,390 or 2.5% versus the FY 11 budget and is mostly a reflection of Police Private Duty usage and increased gas costs. The FY 12 General Fund budget reflects an increase of $35,130 or 0.5% (not including Town Support for Education) mostly due to Personal Services, Services and gas costs. These increases are partly offset by the FY 12 elimination of one currently vacant patrol officer position in order to reduce costs.

Total Police Department
(Does not include Fire or Ambulance)

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	6,658,633	7,200,480	7,181,650	7,231,550	-
Supplies	36,827	39,170	37,790	39,710	-
Services	109,306	67,460	72,970	79,450	-
Maintenance & Repair	184,099	186,540	180,890	191,110	-
Grants & Contributions	16,059	16,590	16,590	16,590	-
Capital Outlay	17,773	23,870	24,910	-	-
Energy & Utility	227,189	243,510	256,650	254,340	-
Total	7,249,886	7,777,620	7,771,450	7,812,750	-

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

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	84,900	87,660	87,660	113,970	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	84,900	87,660	87,660	113,970	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	474,558	343,940	441,980	466,160	-
Supplies	10,088	-	1,950	2,730	-
Services	39,904	-	550	6,000	-
Maintenance & Repair	789	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	30,288	-	74,610	-	-
Energy & Utility	-	-	-	10,000	-
Total	555,627	343,940	519,090	484,890	-

Total Expenditures (agrees to page F-4):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	7,218,091	7,632,080	7,711,290	7,811,680	-
Supplies	46,915	39,170	39,740	42,440	-
Services	149,210	67,460	73,520	85,450	-
Maintenance & Repair	184,888	186,540	180,890	191,110	-
Grants & Contributions	16,059	16,590	16,590	16,590	-
Capital Outlay	48,061	23,870	99,520	-	-
Energy & Utility	227,189	243,510	256,650	264,340	-
Total	7,890,413	8,209,220	8,378,200	8,411,610	-

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 to the public and works with the community to provide information as required for problem identification and resolution.

Expenditures

Expenditures by Category *	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	532,810	532,980	534,050	-
Supplies	23,780	23,780	24,270	-
Services	20,750	20,850	21,250	-
Maintenance & Repair	59,740	59,740	61,530	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	27,130	-	-
Energy & Utility	127,330	127,330	120,430	-
Total	764,410	791,810	761,530	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Police	764,410	765,640	761,530	-
Town Support for Education	-	-	-	-
Subtotal: Police General Fund Budget	*764,410*	*765,640*	*761,530*	-
Jag Grant	-	26,170	-	-
Subtotal: Special Revenue Funds	-	*26,170*	-	-
Total	764,410	791,810	761,530	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	5.00	5.00	5.00	-
Regular Part Time Employees	1.00	1.00	1.00	-
Temporary/Seasonal Employees	-	-	-	-
Total	6.00	6.00	6.00	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $27,400 or 3.6% primarily due to the purchase of a livescan booking system funded by a state grant. The FY 11 General Fund expenditures are expected to be over budget by $1,230 or 0.2% and is mostly attributable to Capital Outlay for software and office furniture. The FY 12 budget reflects a decrease of $2,880 or 0.4% versus the FY 11 budget and is a reflection of savings in utility costs.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management *$205,610*

- Provide leadership and coordination of all department activities
- Continue to improve departmental access to 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 *$555,920*

- Data storage, retrieval & dissemination
- Provide information and analysis to support departmental management functions
- Provide timely responses to FOIA requests
- Provide support to 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,209,810	978,930	1,255,040	-
Supplies	1,810	3,310	3,200	-
Services	180	1,660	1,980	-
Maintenance & Repair	2,500	2,500	2,500	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	25,000	-	-
Energy & Utility	-	-	-	-
Total	1,214,300	1,011,400	1,262,720	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Police	1,084,810	897,240	1,105,610	-
Town Support for Education	87,660	87,660	113,970	-
Subtotal: Police General Fund Budget	*1,172,470*	*984,900*	*1,219,580*	-
Asset Forfeitures	41,830	25,200	41,750	-
Donations	-	1,300	1,390	-
Subtotal: Special Revenue Funds	*41,830*	*26,500*	*43,140*	-
Total	1,214,300	1,011,400	1,262,720	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	9.00	7.50	9.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	9.00	7.50	9.00	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $202,900 or 16.7% primarily due to personnel vacancies. This decrease is offset by increases in Supplies for the car seat program, Services for crisis intervention training and for Capital Outlay for 3 used undercover vehicles all funded by an asset forfeiture grant. The FY 11 General Fund expenditures are expected to be under budget by $187,570 or 17.3% (not including Town Support for Education) and is attributable to personnel vacancies. The overall FY 12 budget reflects an increase of $48,420 or 4.0% versus the FY 11 budget and is a reflection of Personal Services as well as Supplies and Services for the same reason mentioned for FY 11. The FY 12 General Fund budget reflects an increase of $20,800 or 1.9% (not including Town Support for Education) due to increases in Personal Services.

SUPPORT SERVICES

Products & Services

Criminal Investigation/Crime Prevention *$972,290*

- Violent Crime Initiative - Aggressively investigate crimes of violence and develop intelligence to prevent crimes of violence
- Narcotics Investigations - Street-level and above narcotic investigations with an emphasis on reducing narcotics sales in the Town of Windsor. Work closely with regional, state and federal agencies to apprehend those dealers that also operate beyond town lines
- Gang/Gun Investigations – Investigates any and all gang and "gang like" activity -- particularly behavior related to violence and the threatened use or actual use of weapons
- 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
- Offer crime prevention training presentations to residents and businesses with a focus on crimes against the elderly such as identity theft and scams
- Serve as the primary liaison for intelligence sharing and gathering with municipal agencies, the Federal Bureau of Investigation (FBI), the Bureau of Alcohol, Tobacco, and Firearms (ATF), Connecticut State Police (CSP), Homeland Security (HLS) and other law enforcement agencies as needed.

Evidence & Court Duties *$126,270*

- Liaison with the state court handling all departmental business with the court including but not limited to prisoner transport and court paperwork
- Provide forensic evidence interpretation and collaboration at major crime scenes
- Assist with evidence collection when needed
- Provide liaison with state police laboratory, state toxicology lab and state courts relating to forensic evidence.

Training/Youth Development *$50,510*

- 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 automated fingerprint identification system and record management system for the booking of prisoners and report writing
- Provide leadership and mentoring to Police Explorer program along with student internship opportunities from various high schools (job shadow)
- Youth Commission Liaison - Provide ex-officio member to the Youth Commission assisting with commissions' goals and objectives
- Police Athletic League (PAL) - Serve as the President of the PAL board of directors. Assist in the overall development of PAL programs
- Maroon and Blue Crew - Develop programs with a focus on improving and maintaining positive police/youth relationships beyond the traditional PAL and school resource officer programs
- Social and Life Skills Development - Provide instruction and presentations (Bullying, Gangs, Diversity, Drugs, Personal Safety, etc.) to school age children at the high schools, Middle schools, elementary schools and other town programs.

School Resource Officer *$113,650*

- 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 (hazardous material incident, bomb, 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.

POLICE - UNIFORMED PATROL

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

Expenditures

Expenditures by Category *	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	5,790,580	6,095,560	5,917,250	-
Supplies	11,030	9,700	11,130	-
Services	43,880	44,100	51,410	-
Maintenance & Repair	124,300	118,150	127,080	-
Grants & Contributions	-	-	-	-
Capital Outlay	23,870	47,390	-	-
Energy & Utility	108,400	126,370	143,010	-
Total	6,102,060	6,441,270	6,249,880	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Police	5,799,950	5,975,850	5,809,470	-
Town Support for Education	-	-	-	-
Subtotal: Police General Fund Budget	*5,799,950*	*5,975,850*	*5,809,470*	-
Jag Pass Thru Grant	-	23,440	-	-
State and Federal Grants	68,580	31,500	13,760	-
Vehicle Maintenance	-	5,480	5,650	
Use of Police Private Duty Account	233,530	405,000	421,000	-
Subtotal: Special Revenue Funds	*302,110*	*465,420*	*440,410*	-
Total	6,102,060	6,441,270	6,249,880	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	48.00	48.00	47.00	-
Regular Part Time Employees	0.60	0.60	0.60	-
Temporary/Seasonal Employees	-	-	-	-
Total	48.60	48.60	47.60	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $339,210 or 5.6% primarily due to increased costs in Personal Services in the General Fund and in the Police Private Duty Special Revenue Fund and Energy & Utility for gas. The FY 11 General Fund expenditures are expected to be over budget by $175,900 or 3.0% and is mostly attributable to Personal Services. The overall FY 12 budget reflects an increase of $147,820 or 2.4% versus the FY 11 budget and is mostly a reflection of Personal Services for Police Private Duty usage and Energy & Utility for gas. The FY 12 General Fund budget reflects an increase of $9,520 or 0.2% mostly due to increased gas costs. FY 12 General Fund Personal Services remains relatively flat mostly due to the elimination of one currently vacant patrol officer position in order to reduce costs.

UNIFORMED PATROL

Products & Services

Communications *$1,312,480*

- Serve as the first contact for citizens seeking a safety service response
- Coordinate more than 55,000 calls for service per year
- Obtain and assess information to direct Police, Fire, 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.

EMS and Public Assistance *$874,980*

- First responders to over 3,440 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 *$1,812,460*

- Use Department of Transportation traffic enforcement grants to fund traffic stops that decrease drunk-driving related crashes and crashes involving injuries
- Participate in regional traffic initiatives such as Metro Traffic Service and the newly formed North Central Traffic Enforcement team 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.

Police Private Duty *$374,990*

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

Protect Persons and Property *$1,874,970*

- 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
- 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
- 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, ensuring 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 - 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	98,880	103,820	105,340	-
Supplies	2,550	2,950	3,840	-
Services	2,650	6,910	10,810	-
Maintenance & Repair	-	500	-	-
Grants & Contributions	16,590	16,590	16,590	-
Capital Outlay	-	-	-	-
Energy & Utility	7,780	2,950	900	-
Total	128,450	133,720	137,480	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Police	128,450	132,720	136,140	-
Town Support for Education	-	-	-	-
Subtotal: Police General Fund Budget	*128,450*	*132,720*	*136,140*	-
Donations	-	1,000	1,340	-
Subtotal: Special Revenue Funds	-	*1,000*	*1,340*	-
Total	128,450	133,720	137,480	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $5,270 or 4.1% primarily due to personnel cost associated with the dog pound and Services for increased volume and increased fees. These increases are offset by a decrease in Energy & Utility due to the planned move of the dog pound facility. The overall FY 12 budget reflects an increase of $9,030 or 7.0% versus the FY 11 budget for the same reasons.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances *$68,740*

- 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 *$68,740*

- 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	214,517	221,060	221,060	224,730	-
Supplies	24,835	26,640	26,640	26,440	-
Services	159,722	279,842	277,140	221,230	-
Maintenance & Repair	147,243	132,000	135,000	137,390	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	95,707	99,800	99,800	90,200	-
Energy & Utility	134,251	152,440	128,300	153,660	-
Total	776,275	911,782	887,940	853,650	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	775,806	795,060	771,220	795,520	-
Town Support for Education	-	-	-	-	-
Subtotal: Fire General Fund Budget	775,806	795,060	771,220	795,520	-
LOSAP Grant (Length-of-Service Award Prog.)	-	116,722	116,720	58,130	-
State and Federal Grants	469	-	-	-	-
Subtotal: Special Revenue Funds	*469*	*116,722*	*116,720*	*58,130*	-
Total	776,275	911,782	887,940	853,650	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 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 11 expenditures are expected to come in under budget by $23,842 or 2.6% primarily due to utility savings. The overall FY 12 budget reflects a decrease of $58,132 or 6.4% versus the FY 11 budget and is a reflection of the reduced second year funding of the Length-of-Service Award Program. The FY 12 General Fund budget reflects an increase of $460 or 0.1%.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration *$340,240*

- Respond more than 1,300 emergency incidents
- Contract for water supply with MDC for maintenance & service of 1,030 hydrants
- Manage, direct and monitor all fire department activities
- Prepare, administer and monitor fire budget including maintenance contracts and new equipment purchases.

Fire Facilities & Building Maintenance *$180,680*

- Provide fire suppression and community usage for five strategically located fire stations
- Maintain service and cleaning contracts for each station
- Provide all utility services for each station.

Apparatus Maintenance & Service *$97,700*

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

Recruitment, Training and Retention *$105,800*

- Provide continued cross training 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
- Maintain high morale and esprit de corps
- Fund the Length of Service program to retain firefighters.

Fire Prevention, Equipment and Supplies *$129,230*

- Support community fire prevention programs
- Support fire prevention week by conducting fire education programs town-wide
- 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	213	-	-	-	-
Services	16,981	17,400	17,400	18,230	-
Maintenance & Repair	10,028	10,000	10,000	10,000	-
Grants & Contributions	25,977	24,200	24,200	24,200	-
Capital Outlay	-	-	-	-	-
Energy & Utility	15,801	17,400	17,400	17,400	-
Total	69,000	69,000	69,000	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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	69,000	69,000	69,000	69,830	-
Town Support for Education	-	-	-	-	-
Subtotal: General Fund	*69,000*	*69,000*	*69,000*	*69,830*	-
Grants	-	-	-	-	-
Donations	-	-	-	-	-
User Fees	-	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-	-
Total	69,000	69,000	69,000	69,830	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The FY 11 expenditures are expected to come in on budget. The FY 12 budget reflects an increase of $830 or 1.2% versus the FY 11 budget and is a reflection of the Coordinated Medical Emergency Directions (CMED) communications system assessment for the town increasing by that same amount.

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 EMS to maximize early system activation.

SAFETY SERVICES

FY 2011 Highlights

2010 ended much like 2009 with a lower overall crime rate than the year before. Our Part 1 crime rate (Murder, Robbery, Sexual Assault, Aggravated Assault, Burglaries, Larcenies, and Arson) was down for the third year in a row. More importantly, the Town of Windsor is experiencing extremely low crime rates that have not been seen in this area in well over 20 years. The Communications, Patrol and Support Service Divisions combined, achieved the current low crime rates by working closely with citizens.

In 2011, the Communication Division handled over 55,000 calls for service, which included over 9,500 E-911 calls. Often referred to as the "life line" for patrol officers on the street, the Communications Division now has the capability of using Global Positioning Sensors to monitor officers' locations. The division continues to provide immediate emergency assistance to Windsor residents through the use of Emergency Medical Dispatch. EMD allows the dispatchers to instruct callers in the proper handling of medical emergencies ranging from sprained ankles to heart attacks.

The Animal Control Officer (ACO) continues to ensure that all dogs in town have a proper license. 2,789 dogs and 13 kennels were licensed in Windsor this year. The ACO also provided education for residents on the proper handling of animals and the dangers of interacting with wild animals.

The Support Services Division completed the year on a high note as the unit met the two pronged goal of assisting in the reduction in the number of burglaries while increasing the burglary clearance rate. Additionally, the unit saw a marked increase in the number of drug investigations resulting in safer Windsor neighborhoods. A new case management system was implemented to further assist detectives with tracking and clearing cases.

The drug/violent crime squad was extremely successful in identifying and eradicating drug dealers and reputed gang members. The squad made a number of substantial monetary seizures with one case alone netting more than $60,000.

As times have changed so has the focus of many of our school investigations. The newly appointed School Resource Officer solved several drug incidents and quelled several cyber bullying type incidents by working closely with the court system and with social media web sites.

The Patrol Division is the largest and most visible division in the police department. The division made over 140 driving under the influence (DUI) arrests and is largely responsible for maintaining an accident with injury number below one hundred (98 total), for the second consecutive year.

The Patrol Division is heavily involved in the new youth/police group (Maroon & Blue Crew). The Maroon & Blue Crew was created by the Youth Services Bureau with the help of a government grant and its purpose is to improve the relationship between youth and police. The group has hosted several successful events such as cookouts, ropes challenge courses and group discussions of various topics.

In FY 11, the Fire Department actively worked on the procurement of a pumper/rescue vehicle to be placed at the Safety Complex.

The renovations of the Hayden Station firehouse began in March 2010 with completion scheduled for March 2011.

In FY 11, volunteer firefighters responded to over 1,400 calls and logged over 6,000 hours of training. Training sessions were held at the Connecticut Fire Academy, the new major buildings in the northwest section of town and throughout the region.

SAFETY SERVICES

Key Statistics	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Number of Part I crimes	638	649	598	535	600
Number of motor vehicle accidents with injuries	122	119	89	98	100
Number of calls for service received by Dispatch	49,527	57,019	60,100	55,000	60,500
Number of Fire Department responses	1,211	1,464	1,404	1,400	1,450
Number of structure fires	16	12	13	12	12

Performance Measures	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate	FY 2012 Target
Clearance rate for each Part I violent crime is better than regional rate by 10% or more (2009 Regional Rate was 49%)	79%	75%	57%	60%
Limit motor vehicle accidents with injuries on arterial roads to under 5 per 1,000 capita	4.1	1.8	2.0	2.5

A fun fact about the value of our services…

Did you know that the Police Department's Part I crime rate is lower today than it was 25 years ago.

Since the inception of the Fire Explorer program, there have been 15 individuals from the Fire Explorers who have joined the Fire Department as active members.

FY 2012 Goals

1. Maintain a Part 1 crime rate below 600 crimes per year
2. Reduce the total number of traffic accidents by 5%
3. Increase motor vehicle stops by 5%
4. Increase positive police and school age children interactions through classroom presentations and social outings
5. License 3,000 dogs (2,789 in FY 11) and conduct animal awareness training in every elementary school
6. Maintain an average Fire Department response time of six minutes
7. Complete the addition and renovation to the Hayden Station Firehouse.

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
6002	Crisis Intervention Program	1,430	-	700	730	-	730	-
6012	State Reimbursements	11,330	22,930	31,500	2,760	11,000	13,760	-
6026	Car Seat Program	1,260	-	600	660	-	660	-
6301	DEA Seizures	200	-	200	-	-	-	-
6302	Federal Sharing	48,158	40,070	-	88,228	40,000	35,000	93,228
6305	Asset Forfeiture - State	31,750	-	25,000	6,750	-	6,750	-
6312	JAG Grant	-	26,170	26,170	-	-	-	-
6700	Animal Shelter	87,593	-	-	87,593	-	-	87,593
6701	Powalka Memorial Fund	1,150	40	550	640	50	690	-
6702	K-9 Donations	950	-	300	650	-	650	-
6704	Pet ID Program	459	280	150	589	-	-	589
6800	Police Private Duty	181,160	450,000	405,000	226,160	450,000	421,000	255,160
6908	Vehicle Maintenance	(753)	12,950	5,480	6,717	-	5,650	1,067
6910	JAG Pass Thru Grant	(6,560)	30,000	23,440	-	-	-	-
	Total 03 Funds	**358,127**	**582,440**	**519,090**	**421,477**	**501,050**	**484,890**	**437,637**

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

#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.

#6302 - Federal Sharing - Funds received through U.S. Department of Justice on cases which 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.

#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.

#6312 - JAG Grant - Federal Grant used to fund a long term lease agreement for an automated finger printing system.

#6700 - Animal Shelter - Funds are received from the fees paid by the Town of Bloomfield for the space it leases at the Town of Windsor's 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.

#6704 - Pet ID Program - Monies paid by citizens who adopt a dog or elect to have a microchip implanted in their dog which will allow the dog to be located if it is lost. Funds are used to purchase microchips and support outreach programs.

#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, for private construction contractors, public utilities and the Windsor School District.

#6908 - Vehicle Maintenance - This fund was set up to pay for the services of a part time mechanics and maintenance assistant.

#6910 - JAG Pass Thru Grant - Federal funds provided through the state OPM for the purchase of in-car cameras.

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
3105	FD LOSAP Grant	116,722	116,720	116,720	116,722	58,130	58,130	116,722
	Total 03 Funds	**116,722**	**116,720**	**116,720**	116,722	**58,130**	**58,130**	**116,722**

#3105 - FD LOSAP Grant - This account is designated for the LOSAP plan for the volunteer firefighters. The funding of this account for the first four years is a federal grant. The FY 2010 revenue reflects first payment of the grant with expenditures for the first year of the program to be the same as the revenue. The second year of the program reflects the same.

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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	969,117	1,070,150	1,067,180	1,086,960	-
Supplies	136,155	132,770	142,630	128,580	-
Services	601,992	616,570	615,320	605,050	-
Maintenance & Repair	33,987	37,500	40,320	37,500	-
Grants & Contributions	14,000	14,000	14,000	14,000	-
Capital Outlay	1,382	-	1,870	-	-
Energy & Utility	87,752	97,440	89,650	93,420	-
Total	1,844,385	1,968,430	1,970,970	1,965,510	-

* 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.

Funding Source	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Recreation & Leisure Services	1,258,241	1,308,310	1,308,310	1,310,160	-
Transfer in from General Fund - Fund Balance	2,100	-	-	-	-
Town Support for Education	57,000	57,370	57,360	60,060	-
Subtotal: Rec. Svcs General Fund Budget	*1,317,341*	*1,365,680*	*1,365,670*	*1,370,220*	-
Grants	30,604	24,240	43,490	30,490	-
Private Contributions	46,622	37,830	57,700	39,950	-
User Fees	449,818	540,680	504,110	524,850	-
Subtotal: Special Revenue Funds	*527,044*	*602,750*	*605,300*	*595,290*	-
Total	1,844,385	1,968,430	1,970,970	1,965,510	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	7.00	7.00	7.00	7.00	-
Regular Part Time Employees	6.76	10.21	9.23	9.17	-
Temporary/Seasonal Employees	10.61	10.06	10.77	10.85	-
Total FTEs	24.37	27.27	27.00	27.02	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $2,540 or 0.1%. This is mostly attributable to the purchase of diving boards for Welch Pool, Northwest Park bathroom renovations and vehicle repairs. The General Fund expenditures are coming in on budget. The overall FY 12 budget reflects a decrease of $2,920 or 0.1% versus the FY 11 budget. The FY 12 General Fund budget reflects an increase of $1,850 or 0.1%.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	714,395	768,260	770,130	767,290	-
Supplies	47,092	32,940	40,030	32,990	-
Services	376,725	377,970	372,640	383,150	-
Maintenance & Repair	32,455	36,000	37,020	36,000	-
Grants & Contributions	14,000	14,000	14,000	14,000	-
Capital Outlay	882	-	1,870	-	-
Energy & Utility	72,692	79,140	72,620	76,730	-
Total	1,258,241	1,308,310	1,308,310	1,310,160	-

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

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	59,100	57,370	57,360	60,060	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	59,100	57,370	57,360	60,060	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	195,622	244,520	239,690	259,610	-
Supplies	89,063	99,830	102,600	95,590	-
Services	225,267	238,600	242,680	221,900	-
Maintenance & Repair	1,532	1,500	3,300	1,500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	500	-	-	-	-
Energy & Utility	15,060	18,300	17,030	16,690	-
Total	527,044	602,750	605,300	595,290	-

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	969,117	1,070,150	1,067,180	1,086,960	-
Supplies	136,155	132,770	142,630	128,580	-
Services	601,992	616,570	615,320	605,050	-
Maintenance & Repair	33,987	37,500	40,320	37,500	-
Grants & Contributions	14,000	14,000	14,000	14,000	-
Capital Outlay	1,382	-	1,870	-	-
Energy & Utility	87,752	97,440	89,650	93,420	-
Total	1,844,385	1,968,430	1,970,970	1,965,510	-

RECREATION AND LEISURE SERVICES
Budget Information
Fiscal Year 2008-2012

Expenditures

Expenditures by Category *	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	826,358	992,294	969,117	1,070,150	1,067,180	1,086,960	-
Supplies	131,147	120,024	136,155	132,770	142,630	128,580	-
Services	590,284	630,392	601,992	616,570	615,320	605,050	-
Maintenance & Repair	36,266	39,030	33,987	37,500	40,320	37,500	-
Grants & Contributions	10,000	14,300	14,000	14,000	14,000	14,000	-
Capital Outlay	686	12,000	1,382	-	1,870	-	-
Energy & Utility	105,032	88,536	87,752	97,440	89,650	93,420	-
Total	1,699,773	1,896,576	1,844,385	1,968,430	1,970,970	1,965,510	-

* 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	1,093,507	1,277,035	1,258,241	1,308,310	1,308,310	1,310,160	-
Transfer in from General Fund - Fund Balance	-	-	2,100	-	-	-	-
Town Support for Education	45,000	57,000	57,000	57,370	57,360	60,060	-
Subtotal: Rec. Svcs. General Fund Budget	*1,138,507*	*1,334,035*	*1,317,341*	*1,365,680*	*1,365,670*	*1,370,220*	-
Grants	22,100	63,180	30,604	24,240	43,490	30,490	-
Private Contributions	10,140	15,590	46,622	37,830	57,700	39,950	-
User Fees	529,026	483,771	449,818	540,680	504,110	524,850	-
Subtotal: Special Revenue Funds	*561,266*	*562,541*	*527,044*	*602,750*	*605,300*	*595,290*	-
Total	1,699,773	1,896,576	1,844,385	1,968,430	1,970,970	1,965,510	-

RECREATION

Recreation Services provides an array of enjoyable and safe programs for Windsor families and individuals. Recreation also provides program development and supervision for the Police Athletic League (PAL).

Expenditures

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	584,720	562,130	560,510	-
Supplies	67,130	66,550	65,400	-
Services	200,420	204,540	196,270	-
Maintenance & Repair	1,500	1,500	1,500	-
Grants & Contributions	14,000	14,000	14,000	-
Capital Outlay	-	-	-	-
Energy & Utility	7,000	8,200	7,900	-
Total	874,770	856,920	845,580	-

* 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. Other sources of revenue, including user fees, grants or contributions are used to offset staffing, programming and facility management costs.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	530,570	530,450	523,810	-
Town Support for Education	-	-	-	-
Subtotal: Rec. Services General Fund Budget	*530,570*	*530,450*	*523,810*	-
Grants	-	-	-	-
Private Contributions	2,500	7,000	5,000	-
User Fees	341,700	319,470	316,770	-
Subtotal: Special Revenue Funds	*344,200*	*326,470*	*321,770*	-
Total	874,770	856,920	845,580	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	-
Regular Part Time Employees	6.15	6.15	6.09	-
Temporary/Seasonal Employees	6.40	6.25	6.15	-
Total FTEs	15.55	15.40	15.24	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $17,850 or 2.0% primarily due to reductions in summer program staffing. The FY 11 General Fund expenditures are expected to be under budget by $120. The overall FY 12 budget reflects a decrease of $29,190 or 3.3% versus the FY 11 budget and is a reflection of Personal Services associated with summer programming. The FY 12 General Fund budget reflects a decrease of $6,760 or 1.3% and is due to transferring some costs associated with Personal Services and Supplies to the special revenue accounts as well as benefit cost savings for fulltime employees.

RECREATION

Products & Services

Aquatics *$126,090*

- Provide swim lessons and open swim for more than 1,500 individuals
- Provide swim lessons for persons with disabilities
- Offer summer fitness swim, open swim and water fitness for over 1,180 residents
- Provide adult swim lessons
- Provide certified staff for the safety of users
- Offer 8 family events at the outdoor pools.

Leisure Opportunities *$204,910*

- 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 theater experience 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
- Provide adventure-based programming for adults and teens
- Continue lifetime sports series including skiing, tennis and golf lessons for over 250 teens
- Continue to host local Youth Hershey Track and Field program
- Provide monthly Teen Extravaganza program for approximately 220 middle school students.

Community Centers *$185,890*

- Provide safe and enjoyable facilities
- Schedule facilities for use by more than 4,450 residents and sports groups
- Deliver activities that are appropriate for the designated facility
- Provide staffing for birthday parties for young children at 330 Windsor Avenue.

Summer Activities *$189,450*

- Provide summer programs for youth that include pottery, archery, ropes course, swim lessons and sports camps
- Provide all-day playground programs for ages 5-13
- Coordinate and administer the teen Doug Malone Counselor-in-Training program
- Provide a theater experience for youth in the Cirillo Theater program
- Provide day trips and various activities for middle school-age students during summer vacation
- Provide family trips and outings.

Community Events *$104,880*

- Provide town events to include *Flashlight Easter Egg Hunt, 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.*

Partnership for Protecting Our Children *$34,360*

- Provide staffing for Police Athletic League programs and facility supervision
- Provide Intensive Youth Leader Development Training.

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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	13,000	20,000	13,000	-
Services	329,950	333,500	344,500	-
Maintenance & Repair	11,500	11,500	11,500	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	58,390	49,620	50,050	-
Total	412,840	414,620	419,050	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	397,840	399,620	404,050	-
Town Support for Education	-	-	-	-
Subtotal: Rec. Services General Fund Budget	*397,840*	*399,620*	*404,050*	-
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	15,000	15,000	15,000	-
Subtotal: Special Revenue Funds	*15,000*	*15,000*	*15,000*	-
Total	412,840	414,620	419,050	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 11 expenditures are expected to come in over budget by $1,780 or 0.4% primarily due to the unexpected purchase of diving boards for Welch pool and replacing basketball masts at the L.P. Wilson Community Center. The FY 12 budget reflects an increase of $6,210 or 1.5% versus the FY 11 budget and is a reflection of increased operating cost of the L.P. Wilson Community Center.

FACILITIES MANAGEMENT

Products & Services

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

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

330 Windsor Ave. Community Center *$30,350*

- Provide support for utilities at 330 Windsor Avenue.

Outdoor Pools *$62,750*

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

YOUTH SERVICE 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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	125,320	151,820	145,420	-
Supplies	10,300	16,890	11,180	-
Services	35,410	26,920	25,920	-
Maintenance & Repair	1,500	1,500	1,500	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,000	830	750	-
Total	173,530	197,960	184,770	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	104,800	100,380	100,280	-
Town Support for Education	-	-	-	-
Subtotal: Youth Services General Fund	*104,800*	*100,380*	*100,280*	-
Grants	24,240	43,490	30,490	-
User Fees	44,490	54,090	54,000	-
Subtotal: Special Revenue Funds	*68,730*	*97,580*	*84,490*	-
Total	173,530	197,960	184,770	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	0.91	0.60	0.60	-
Temporary/Seasonal Employees	0.73	1.66	1.90	-
Total	2.64	3.26	3.50	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $24,430 or 14.1% primarily due to the implementation of new grant funded programs requiring an increase in FTE's. The FY 11 General Fund expenditures are expected to be under budget by $4,420 or 4.2% and is mostly attributable to efficiencies related to after school transportation. The overall FY 12 budget reflects an increase of $11,240 or 6.5% versus the FY 11 budget and is a reflection of increased staffing of 0.24 FTEs for after-school programming. This increase is offset by user fees. The FY 12 General Fund budget reflects a decrease of $4,520 or 4.3% as a result of transportation cost efficiencies and benefit cost savings.

YOUTH SERVICES BUREAU

Products and Services

Positive Youth Development *$70,000*

- Provide after-school program with enrichment activities in art, computer literacy, games, culinary arts, science and adventure challenge
- Provide full day activity programs for February and April vacation weeks and school holidays
- Coordinate field trips to the Windsor Public Library for youth programs and Northwest Park Challenge Course
- Provide high school leadership program
- Provide transportation for after-school program from Sage Park Middle School.

Family Events *$8,000*

- 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
- Assist in the coordination of "Alex's Lemonade Stand" events to benefit pediatric cancer research.

Summer Camp *$62,000*

- Provide summer day camp program with educational mini-camps in the areas of arts, computers, fishing, sports, cooking and adventure challenge
- Provide a weekly field trip to local and regional educational and recreational sites.

Prevention Programs *$15,000*

- Provide dissemination of substance use prevention information and organize Red Ribbon Week activities
- Educate groups in social skills development and substance abuse prevention during after-school and summer programs.

Juvenile Justice *$29,770*

- Provide Crossroads Program, an after-school juvenile diversion program for at-risk middle school age youth who exhibit behaviors of concern that could lead to involvement with the juvenile justice system and/or academic failure
- Coordinate the provision of community service, intervention and family assessments for juvenile offenders
- Serve on Juvenile Review Board
- Provide outreach and counseling to parents of at-risk-youth referred to Juvenile Review Board and Crossroads Program.

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 in a number of locations.

Expenditures

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	220,140	211,580	239,660	-
Supplies	35,840	31,670	33,050	-
Services	41,640	41,330	28,010	-
Maintenance & Repair	1,000	2,950	1,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	160	-	-
Energy & Utility	2,300	1,200	940	-
Total	300,920	288,890	302,660	-

* 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. These items have no effect on the General Fund.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	81,570	79,200	79,560	-
Town Support for Education	57,370	57,360	60,060	-
Subtotal: Rec. Services General Fund Budget	*138,940*	*136,560*	*139,620*	-
Grants	-	-	-	-
Private Contributions	27,990	41,180	27,460	-
User Fees	133,990	111,150	135,580	-
Subtotal: Special Revenue Funds	*161,980*	*152,330*	*163,040*	-
Total	300,920	288,890	302,660	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	-
Regular Part Time Employees	2.65	1.98	1.98	-
Temporary/Seasonal Employees	2.70	2.46	2.46	-
Total FTEs	6.85	5.94	5.94	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $12,030 or 4.0% primarily due to reductions in seasonal staffing for summer camp and supplies. Reductions in staffing were achieved by combining job functions and tasks. The FY 11 General Fund expenditures are expected to be under budget by $2,370 or 2.9%. The overall FY 12 budget reflects an increase of $1,740 or 0.6% versus the FY 11 budget. The FY 12 General Fund budget reflects a decrease of $2,010 or 2.5% (does not include Town Support for Education) and is a result of reductions to contract services.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Indoor Activities *$85,270*

- Plan and provide nature-oriented exhibits and services for 30,000 visitors per year
- Maintain a nature library with books and videos for all ages.
- Maintain the animal barn on a daily basis for the sheep, turkeys, burros, chickens, rabbits, and ducks and for the 20-70 daily visitors.
- Maintain the barn for approximately 850 visitors who tour the museum annually to learn about the part tobacco played in the region's history.
- Offer the public a variety of environmental and nature-related products which reflect the uniqueness of Northwest Park.

Out door Recreational Activities *$9,120*

- Provide picnic tables, signage and develop maps for the 12 miles of farm roads and trails used by over 8,000 hikers, cross-country skiers and snow-shoe hikers, bicyclists and joggers
- Provide a wayside dinosaur museum with fossil dinosaur tracks and interpretive signs
- Provide a rope-guided trail and Braille signage for the visually impaired on two trails
- Provide 25-30 garden plots for use by the public, as well as demonstration vegetable, herb and butterfly gardens
- Provide a 12,000 square foot organic gardening area with interpretive signs and living gardens.

Educational / Recreational Programs *$208,270*

- Develop and present more than 80 public programs annually in environmental education and nature camps
- Develop, schedule and present over 300 school programs, including Fleece to Fiber (processing raw fleece into finished cloth), maple sugaring, winter ecology via cross-country skis and a variety of other programs led by park staff
- Present programs at corporate events, civic meetings and nature-oriented programs
- Provide family nature walks, adult nature workshops and public overnight camping
- Provide direct service or support for community-oriented, recreational events including the Annual Country Fair, Pancake Breakfast, Cabin Fever Festival, Earth Day Celebration, Creatures of the Night and Whose Egg Is It
- Oversee a volunteer program for more than 20 volunteers who maintain bluebird boxes, gardens, trails and provide animal care
- Run ROPES challenge course, and related prevention and team-building programs.

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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	139,970	141,650	141,370	-
Supplies	6,500	7,520	5,950	-
Services	9,150	9,030	10,350	-
Maintenance & Repair	22,000	22,870	22,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	1,710	-	-
Energy & Utility	28,750	29,800	33,780	-
Total	206,370	212,580	213,450	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Recreation Services	193,530	198,660	202,460	-
Town Support for Education	-	-	-	-
Subtotal: Rec. Services General Fund Budget	*193,530*	*198,660*	*202,460*	-
Grants	-	-	-	-
Private Contributions	7,340	9,520	7,490	-
User Fees	5,500	4,400	3,500	-
Subtotal: Special Revenue Funds	*12,840*	*13,920*	*10,990*	-
Total	206,370	212,580	213,450	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	1.50	1.50	1.50	-
Regular Part Time Employees	0.50	0.50	0.50	-
Temporary/Seasonal Employees	0.23	0.40	0.34	-
Total FTEs	2.23	2.40	2.34	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $6,210 or 3.0% primarily due to vehicle repairs, bathroom restoration and costs associated with developing a customer service area in the exhibit hall. The FY 11 General Fund expenditures are expected to be over budget by $5,130 or 2.7% for the same reasons. The overall FY 12 budget reflects an increase of $7,080 or 3.4% versus the FY 11 budget. The FY 12 General Fund budget reflects an increase of $8,930 or 4.6% and is due to increased water cost, telephone charges, and increased electricity usage.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance *$84,480*

- Manage all park land for the safety, educational use and enjoyment of the public
- Maintain over 12 miles of trails and farm roads
- Maintain six grasslands as part of an overall park management plan by mowing and prescribed burning
- Prepare 25-30 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 *$128,970*

- 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 2011 Highlights

Recreation

A new community service program began this year in which more than 62 Windsor elementary to high school students participated. A total of 2,000 hours of service was donated at various facilities and parks around town such as L.P. Wilson Community Center, Windsor Senior Center, Windsor Food Bank, Northwest Park, Windsor Dog Park, Washington Park, Police Athletic League Center, and the 330 Windsor Avenue Community Center. Over the past year projects included: spreading of mulch at playgrounds and the dog park; painting and erecting of park benches; trail maintenance; program staffing; stocking the Windsor Food Bank; and gardening.

The Washington Park capital improvement project was completed and opened to the public. Improvements included a new 30'x36' picnic shelter, renovations to the bathhouse, construction of a flower garden with park benches and new picnic tables. Park permits show that more than 2,000 people enjoyed the park.

An automated calling system was implemented. The system was used to promote programs and inform families of program cancellations or changes. The system allowed the department to save over 115 personnel hours in phone calls to various recreation participants.

Approximately 200 Sage Park students participated in the monthly Middle School Extravaganza program. Over 800 youth participated in our American Red Cross swim lessons. Lessons included Parent/Tot through Lifeguard Readiness classes. The Windsorland program located at 330 Windsor Avenue Community Center had a 30% increase in reservations. Families enjoyed the indoor playscape, six-foot rock wall climbing unit and play equipment.

The Recreation Department provided scholarships and financial aid totaling $16,675 for 53 families participating in summer programs

Youth Services Bureau

The Youth Services Bureau (YSB) moved its programs from the L.P. Wilson Community Center to the Community Center at 330 Windsor Avenue as a result of its growth within the last two years. The move also allowed the Senior Center additional space for additional programming during the afternoon. The Youth Services Bureau received a grant from the Connecticut Office of Policy and Management to collaborate with the Windsor Police Department in creating activities to encourage police and youth interactions in non-enforcement venues. The Maroon-Blue Crew, a partnership of youth from the Youth Services' Leaders-In-Training program and several patrol officers, was created. Maroon stands for the color of Windsor's youth sports teams and blue for the police officers. In addition, the YSB received a grant from the Youth Development Training Resource Center, a collaboration of the Consultation Center in New Haven and Yale University. The funding was used to run three workshops in collaboration with the Police Department for youth on effective communications. As part of this project, the youth completed an outdoor picnic area at the Community Center at 330 Windsor Avenue. A partnership was created with Windsor Locks Youth Services and Bloomfield Youth Services to provide three regional youth conferences. In addition, Windsor Police Department personnel were able to orchestrate a driving skills workshop for 40 youth from the YSB and the Plato Program at the Windsor High School. The program on driving simulators was held at the Department of Transportation facility in Newington.

This year, the after-school program increased by 15 youth. The after-school program continues to participate in the statewide initiative "After-School Science Plus" and a nutrition program titled "Power of Choice" as well as providing an Adventure Challenge program. A computer specialist was hired to provide structured classes for the youth in the after-school program and assist the high school youth in creating media to present their accomplishments.

FY 2011 Highlights (continued)

Northwest Park

A geothermal heating and cooling system was installed at the Nature Center thanks to a substantial federal grant under the American Recovery and Reinvestment Act of 2009 (ARRA) and the Friends of Northwest Park. A geothermal heating and cooling exhibit was developed and is now used as a teaching tool for public education and for use with school groups. The Nature Center's restrooms were renovated and affixed with energy efficient systems to reduce water and electric use. The Windsor/Windsor Locks Rotary Shelter was renovated. The structure was painted and two fire rings and outdoor seating were added. The area is now called, "Outdoor Living Skills" and is used to teach outdoor living skills at summer camp. Other completed projects included the repairs to the pond, erecting of a new animal shelter, and installation of new carpeting in the Nature Center and program area. The Friends of Northwest Park provided the resources necessary for the new carpeting and science equipment. The science equipment will be used for various programs held at the park.

A reception area was development and is located on the first floor of the Nature Center. This has greatly enhanced customer service.

The Nature Day Camp reached a new peak in attendance with 521 campers in attendance over an eight-week period.

RECREATION AND LEISURE SERVICES

Key Statistics	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Number of recreational activities offered	700	700	712	680	700
Number of elementary school-age children registrations for after-school & vacation programs	4,300	4,200	4,000	4,300	4,000
Number of programs offered in environmental education and nature camps at Northwest Park	675	456	457	550	560
Number of participants at Northwest Park community events	5,700	5,280	6,330	7,790	8,020
Number of middle school and high school youth registrations for after-school and vacation programs	550	610	610	650	650
Number of participants at Youth Services Bureau community events	1,000	1,200	1,300	1,200	1,200

Performance Measures	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate	FY 2012 Target
Retention rate for youth participants in after-school programs	75%	80%	90%	85%
Retention rate for youth participants in summer programs	70%	80%	90%	85%
Percentage of total enrollments achieved	78%	85%	85%	85%
Percentage of programs offered that are new	5%	10%	5%	5%
Percentage of program survey respondents that rate department programs as "good" or "very good"	90%	90%	90%	90%

A fun fact about the value of our services…

More than 65,000 users enjoy recreation facilities and programs offered by the Recreation and Leisure Services Department.

FY 2012 Goals

1. Provide a counseling program for youth exhibiting behaviors of concern and provide outreach to parents of youth referred to the Juvenile Review Board
2. Increase the percentage of funding derived from contributions and grants by 10%
3. Develop and initiate a grades 7-9 ecology program that meets national and state standards for science and technology that will attract a minimum of 4 new schools.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
2002	Cirillo Youth Theatre (Jr. Division)	26,898	25,500	25,000	27,398	25,000	25,000	27,398
2007	Teen-O-Rama	82,684	300,000	280,000	102,684	300,000	282,270	120,414
2010	Positive Youth Development	35,788	53,200	54,090	34,898	56,000	54,000	36,898
2016	Passage Program	151	13,330	11,600	1,881	18,090	17,440	2,531
2018	Live-n-Learn	5,425	30,000	24,500	10,925	24,500	24,500	10,925
2042	Youth & Police Program Grant	-	10,000	10,000	-	-	-	-
2043	Youth Services Bureau FY 11	-	20,000	20,000	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 12	N/A	N/A	N/A	N/A	20,000	20,000	-
2045	Dog Park	3,281	7,000	7,000	3,281	5,000	5,000	3,281
2046	YSB Enhancement Grant FY 11	-	6,250	6,250	-	N/A	N/A	N/A
NEW	YSB Enhancement Grant FY 12	N/A	N/A	N/A	N/A	6,250	6,250	-
2047	CASAC FY 11 *	-	4,240	4,240	-	N/A	N/A	N/A
NEW	CASAC FY 12 *	N/A	N/A	N/A	N/A	4,240	4,240	-
2048	YSB - Reaching for Respect	-	3,000	3,000	-	-	-	-
2202	NW Park Youth Conservation Corp.	8,425	7,350	9,520	6,255	7,490	7,490	6,255
2204	Northwest Park Nature Camp/Clubs	97,173	84,600	59,730	122,043	81,000	76,930	126,113
2207	Friends of Northwest Park Grant	4,400	28,180	28,180	4,400	14,040	14,040	4,400
2208	Northwest Park Shop	4,949	3,300	3,700	4,549	5,500	4,330	5,719
2210	NWP Environ. Education Programs	38,956	40,700	36,120	43,536	44,430	36,880	51,086
2211	Northwest Park Tobacco Museum	12,832	13,000	13,000	12,832	13,420	13,420	12,832
2325	NWP Facilities	5,637	4,000	4,400	5,237	5,000	3,500	6,737
4022	River Walkways	18,762	542	-	19,304	-	-	19,304
4023	Palisado Riverwalk Project **	7,862	(2,892)	4,970	-	-	-	-
		353,223	**651,300**	**605,300**	**399,223**	**629,960**	**595,290**	**433,893**

*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.

#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.

#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.

#2042 - Youth & Police Program Grant - Funds from the Connecticut Office of Policy and Management to develop a youth-led team in partnership with the Police Department to promote youth and police relationships.

Recreation & Leisure Services (cont.)

#2043/NEW - Youth Service Bureau FY 11/FY 12 - 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 fundraising efforts of the committee.

#2046 - 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.

#2047/NEW - CASAC FY 11/FY 12 - Funds are used for substance abuse prevention programs and for positive youth development programs.

#2048 - Reaching for Respect - Funds from the Youth Development Training and Resource Center (YDTRC) at the Consultation Center, Inc. for youth to design projects that promote positive relationships/interactions between youth and police.

#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 by the 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 pubic workshops and classes. The funds from this account are used for part-time wages (clerical 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.

#4023 - Palisado Riverwalk Project - Funds from this account will be used for the improvements associated with the parking area and other access measures for the Riverwalk adjacent to Palisado Ave. Based on a state reimbursement grant $542 was returned to project #4022 and $21,200 was returned to the Capital Outlay Fund Undesignated/Unreserved Fund Balance in FY 2011.

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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	655,916	726,240	693,570	706,210	-
Supplies	26,433	31,540	30,960	27,690	-
Services	49,565	40,200	47,490	46,530	-
Maintenance & Repair	86,819	124,790	120,950	122,900	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	222	-	-	3,000	-
Energy & Utility	57,130	53,450	45,150	53,870	-
Total	876,085	976,220	938,120	960,200	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Human Services	647,310	726,040	695,640	746,620	-
Grants	69,843	76,940	81,480	44,340	-
User Fees	46,342	45,020	46,000	49,000	-
Subtotal: Special Revenue Funds	*116,185*	*121,960*	*127,480*	*93,340*	-
Transfer from Caring Connection	112,590	128,220	115,000	120,240	-
Total	876,085	976,220	938,120	960,200	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	6.15	5.68	5.31	5.68	-
Regular Part Time Employees	8.16	9.75	9.17	9.09	-
Temporary/Seasonal Employees	-	-	0.06	-	-
Total FTEs	14.31	15.43	14.54	14.77	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $38,100 or 3.9% primarily due to savings in part-time staffing, fuel usage in Transportation and vacancies in Social Services. The FY 11 General Fund expenditures are expected to be under budget by $30,400 or 4.2% due to the same reasons. The overall FY 12 budget reflects a decrease of $16,020 or 1.6% due mostly to Personal Services savings in Transportation for part-time driver hours. The FY 12 General Fund budget reflects an increase of $20,580 or 2.8% and is mostly a result of the approximate $16,000 loss of the Social Services Block Grant and the 25% reduction, or $9,340, of the Dial-A-Ride Grant offset by a reduction in Personal Services for Transportation and for benefit cost savings in all divisions.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	506,099	568,320	543,010	569,380	-
Supplies	15,886	11,270	11,270	18,690	-
Services	18,740	15,870	15,630	22,960	-
Maintenance & Repair	69,733	103,700	101,700	104,600	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	222	-	-	-	-
Energy & Utility	36,630	26,880	24,030	30,990	-
Total	647,310	726,040	695,640	746,620	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	149,817	157,920	150,560	136,830	-
Supplies	10,547	20,270	19,690	9,000	-
Services	30,825	24,330	31,860	23,570	-
Maintenance & Repair	17,086	21,090	19,250	18,300	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	3,000	-
Energy & Utility	20,500	26,570	21,120	22,880	-
Total	228,775	250,180	242,480	213,580	-

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	655,916	726,240	693,570	706,210	-
Supplies	26,433	31,540	30,960	27,690	-
Services	49,565	40,200	47,490	46,530	-
Maintenance & Repair	86,819	124,790	120,950	122,900	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	222	-	-	3,000	-
Energy & Utility	57,130	53,450	45,150	53,870	-
Total	876,085	976,220	938,120	960,200	-

HUMAN SERVICES
Budget Information
Fiscal Year 2008-2012

Expenditures

Expenditures by Category *	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	690,684	622,687	655,916	726,240	693,570	706,210	-
Supplies	42,367	34,827	26,433	31,540	30,960	27,690	-
Services	49,032	41,268	49,565	40,200	47,490	46,530	-
Maintenance & Repair	78,530	81,071	86,819	124,790	120,950	122,900	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	15,638	90,698	222	-	-	3,000	-
Energy & Utility	49,235	41,486	57,130	53,450	45,150	53,870	-
Total	925,486	912,037	876,085	976,220	938,120	960,200	-

* 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Human Services	763,443	771,423	647,310	726,040	695,640	746,620	-
Grants	98,583	93,410	69,843	76,940	81,480	44,340	-
User Fees	42,549	47,204	46,342	45,020	46,000	49,000	-
Subtotal: Special Revenue Funds	*141,132*	*140,614*	*116,185*	*121,960*	*127,480*	*93,340*	-
Reimbursement	20,911	-	-	-	-	-	-
Transfer From Caring Connection	-	-	112,590	128,220	115,000	120,240	-
Total	925,486	912,037	876,085	976,220	938,120	960,200	-

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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	136,880	135,780	136,520	-
Supplies	16,500	10,100	10,150	-
Services	21,090	29,490	29,490	-
Maintenance & Repair	1,800	1,200	800	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	3,000	-
Energy & Utility	2,770	2,770	3,070	-
Total	179,040	179,340	183,030	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	134,020	133,340	134,030	-
Grants	-	-	-	-
User Fees	45,020	46,000	49,000	-
Subtotal: Special Revenue Funds	*45,020*	*46,000*	*49,000*	-
Total	179,040	179,340	183,030	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	0.89	0.89	0.89	-
Regular Part Time Employees	1.92	1.92	1.92	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.81	2.81	2.81	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $300 or 0.2%. The overall FY 12 budget reflects an increase of $3,990 or 2.2% versus the FY 11 budget and is a reflection of the purchase of fitness equipment using special revenue funds. The FY 12 General Fund budget is expected to come in $10 more than the FY 11 budgeted amount.

SENIOR SERVICES

Products & Services

Senior Center *$159,240*

- 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 and instruction to 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 Monday through Friday
- Coordinate programs of senior center clubs
- Operate a medical lending closet that loans equipment to residents for free
- Work closely with Social Services caseworkers to provide comprehensive services
- Coordinate with the Health Department and the Social Services division to produce annual senior health fair and flu shot clinic.

Volunteer Programs *$23,790*

More than 200 Windsor residents volunteer their time and efforts to enhance the lifestyles of seniors and adults with disabilities through the following activities:

- Deliver meals to homebound seniors and disabled adults unable to prepare their own meals
- Assist staff in the coordination of more than 1,200 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
- Receive recognition at a volunteer lunch.

TRANSPORTATION

The Transportation Unit is responsible for providing safe, reliable rides to 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	230,370	205,890	213,650	-
Supplies	1,460	1,460	1,460	-
Services	5,930	5,740	5,930	-
Maintenance & Repair	35,000	32,000	34,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	45,950	37,100	44,950	-
Total	318,710	282,190	299,990	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	145,990	123,410	148,230	-
Grants	44,500	43,780	31,520	-
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*44,500*	*43,780*	*31,520*	-
Transfer from Caring Connection	128,220	115,000	120,240	-
Total	318,710	282,190	299,990	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	1.70	1.57	1.70	-
Regular Part Time Employees	4.98	4.38	4.30	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	6.68	5.95	6.00	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $36,520 or 11.5% primarily due to a savings in Personal Services (mostly the part-time line) and fuel usage. The FY 11 General Fund expenditures are expected to be under budget by $22,580 or 15.5% for the same reasons. The overall FY 12 budget reflects a decrease of $18,720 or 5.9% versus the FY 11 budget and is a reflection of savings in part-time driver hours and fulltime benefit costs. The FY 12 General Fund budget reflects an increase of $2,240 or 1.5% and is mostly due to the 25% reduction in the Dial-A-Ride Grant offset by savings in Personal Services for benefit costs.

TRANSPORTATION UNIT

Products & Services

Senior Transportation *$299,990*

- Provide transportation for Windsor's seniors and adults with disabilities to in-town locations Monday through Friday and to out-of-town appointments on Monday, Wednesday and Thursday
- Provide scheduled trips to grocery stores, department stores, pharmacies, banking 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	358,990	351,900	356,040	-
Supplies	13,580	19,400	16,080	-
Services	13,180	12,260	11,110	-
Maintenance & Repair	87,990	87,750	88,100	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,730	5,280	5,850	-
Total	478,470	476,590	477,180	-

* 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.

Funding Source	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	446,030	438,890	464,360	-
Grants	32,440	37,700	12,820	-
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*32,440*	*37,700*	*12,820*	-
Total	478,470	476,590	477,180	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	3.09	2.85	3.09	-
Regular Part Time Employees	2.85	2.87	2.87	-
Temporary/Seasonal Employees	-	0.06	-	-
Total	5.94	5.78	5.96	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $1,880 or 0.4% and is primarily due to fulltime position vacancies. The FY 11 General Fund expenditures are expected to be under budget by $7,140 or 1.6% for the same reason. The overall FY 12 budget reflects a decrease of $1,290 or 0.3% versus the FY 11 budget and is mostly a reflection of benefit cost savings in Personal Services. The FY 12 General Fund budget reflects an increase of $18,330 or 4.1% and is primarily due to the elimination of the Social Services Block Grant.

SOCIAL SERVICES

Products & Services

Casework Services *$196,090*

- Provide casework services and advocacy to seniors, adults with disabilities and families who reside in Windsor
- Provide information and referral on local, state and federal social services programs to Windsor residents who may call or come in for service information.

Support Services *$74,510*

- Organize and facilitate the monthly *SHARE Support Group* for adult residents of the Windsor Housing Complexes
- Plan and lead programs for the monthly *Diabetic Support Group*
- Prepare and lead the monthly *Caregiver's Support Group*
- Host the annual *Caregiver's Luncheon*
- Plan and host the *Helping to Hear Better Support Group*
- Collaborate with the Early Childhood Council and Family Resource Centers to provide programming and public education
- Provide information to families of young children and distribute mailings to new parents in town, and write and distribute a semi-annual newsletter pertaining to parenting issues and nutrition.

Basic Human Needs Programs *$121,580*

- Manage the Windsor Food Bank and provide supplemental food to households on a monthly basis
- Provide friendly visitors, shoppers and home helpers to assist the frailest seniors and those with a disability who are most in need
- Coordinate and take applications for Operation Fuel and Windsor Fuel Bank and other state and federal energy assistance programs
- Facilitate the Windsor Community Service Council consisting of volunteers and staff liaisons who raise monies and support a multitude of Social Service programs including: Food Bank, Fuel Bank, holiday programs, and emergency assistance
- Facilitate the Windsor CARES Service Club of volunteers who take on a wide variety of community projects for people of all ages
- Advocate on the local, state and federal level for people in need of social services
- Coordinate the Food Bank, supervise Food Bank volunteers, and recruit and train additional volunteers
- Host educational programs on topics relevant to adults, seniors, families and low-income residents with a focus on nutrition, mental health and financial issues
- Coordinate the Medicare D Individual Counseling program and the CHOICES program
- Co-coordinate and implement the Holiday Toy Drive
- Participate in the planning and implementation of the annual Childhood Conversations Conference
- Actively participate in the town's emergency management planning.

Milo Peck Child Development *$85,000*

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

FY 2011 Highlights

Social Services

The Windsor Community Service Council (WCSC) continues to be incredibly generous in supporting the efforts of Social Services. The WCSC conducted a successful annual appeal this year with donations totaling more than $24,000. This total is comparable to last year's total. One hundred percent of donated monies are returned to the community through various programs such as the food bank, the fuel bank, holiday programs, clothing vouchers and other efforts. A total of 178 households were provided with financial assistance for emergency fuel needs, electric shut-off prevention, and other emergency needs in the past year. This is an increase of 64 households over last year.

The food bank has a total of 35 volunteers who assist with various tasks. The food bank currently has 432 registered households comprising of 1,197 people with 521 of those being under the age of eighteen. The number of average monthly visits to the food bank is an increase of 30 over last year. Nearly 115,000 pounds of food was distributed. For Thanksgiving, 200 turkeys and trimmings were distributed to Windsor families. The diaper bank provided more than 7,000 diapers and wipes to parents in town. This was an increase of more than 4,000, as there was a significant increase in donations and need.

This year marked the second Volunteer Appreciation Luncheon for 28 food bank volunteers. Volunteers were treated to lunch and were also provided important training by a guest presenter from Foodshare.

Support from outside agencies included: Loomis Chaffee School, which assisted in delivering holiday gifts to 24 clients; the Kiwanis Club and Trinity Methodist Church, which assisted in purchasing and distributing more than 200 backpacks and supplies to school-age children during the fourth annual Back Pack to School Program; religious institutions and more than 85 businesses; civic organizations and individuals.

Windsor C.A.R.E.S. (Citizens Assisting Residents Everywhere by Sharing) is in its tenth year and has grown to almost 50 members who contribute countless volunteer hours to benefit Windsor residents including cooking and baking for Windsor Seniors, individuals with disabilities and area shelters. Windsor C.A.R.E.S. has donated more than $2,000 in cash and goods to directly provide assistance to Windsor residents through generous donations and two annual fundraisers held by the group.

The annual Caring for Caregivers Day event honors Windsor caregivers who help care for our frailest elders. This summer 40 caregivers were recognized at this event fully funded by the Social Services Block Grant.

A total of 161 families participated in the annual Windsor holiday toy drive, with 317 children receiving holiday toys. More than 85 local businesses, schools, religious institutions, civic groups and individuals adopted families during the holiday season.

In FY 11 Social Services formed a Social Services Safety Team to examine the safety of our caseworkers, make recommendations for changes, and take action on those recommendations. This Safety Team includes staff members from Social Services, Risk Management, and the Police Department.

Senior Services

The Senior Center's two largest annual programs, the senior picnic and the health fair, were a success again this year. More than 175 seniors attended the picnic at Northwest Park and enjoyed the food, games and entertainment. The Health Fair was also a very successful collaboration with the Health Department and Social Services staff. Over 30 local businesses participated as vendors to market their services to hundreds of seniors in our community during the fair. Over 350 flu shots were administered.

FY 2011 Highlights (continued)

Senior Services (continued)

The Senior Center continues to be a site for CRT Elderly Nutrition Program. The number of meals served has increased 14% over last year.

The Senior Center collaborates with local businesses to co-sponsor events, workshops and classes. Windsor Rehabilitation, Kimberly Hall, Seabury, Bright Star Homecare and Bloomfield Health Care are some of the businesses that have supported our events.

In September of 2010, the Senior Center celebrated its 40th anniversary with a week full of well-attended events, including a dinner party at the Elk's Club, a free country and western concert and a birthday party in which state representatives attended and awarded Windsor seniors with a plaque from the General Assembly. Several new programs were introduced at the Senior Center including a ballroom dancing class, a jewelry making workshop and a town wide 55 and older tomato growing contest.

The Senior Center is fortunate to have 37 dedicated volunteers who work approximately 6,000 hours per year assisting in many of the center's day-to-day administrative operations, customer service and transportation duties. These volunteer hours equate to approximately $95,000 in personnel cost savings.

Transportation

In the first 6 months of FY 11, Senior Transportation provided 13,708 trips to elderly and disabled Windsor residents, including Caring Connection clients and Dial-a-Ride patrons. The transportation staff has provided 402 out-of-town medical rides and 415 in-town medical appointments. Volunteers have provided 219 rides for seniors to out-of-town medical rides. For the first half of this year, 60 volunteers have delivered 2,820 meals to homebound seniors and the disabled through the Meals-on-Wheels program.

HUMAN SERVICES

Key Statistics	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Number of times the food bank was utilized annually (duplicated number of clients)	2,313	2,500	2,773	3,000	3,000
Participants in the four support groups (SHARE, Diabetic, Helping to Hear Better and Caregivers) (duplicate number of actual participants per group)	290	485	351	400	400
Telephone and walk-in contacts related to case management	2,400	3,296	3,093	2,500	3,000
Telephone inquiries and requests for services from Social Services staff	10,600	9,710	8,428	8,300	8,400
Number of visits to the Senior Center per year	1,800	26,000	26,000	26,000	26,000
Number of meals delivered to homebound senior and disabled persons and served through the Elderly Nutrition Program	10,862	11,000	16,320	13,000	13,000
Number of rides the Transportation Unit provides annually	N/A	N/A	26,797	27,400	28,000
Number of people borrowing medical equipment from the lending closet	82	201	232	175	200

Performance Measures	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate	FY 2012 Target
Increase annual donations to the Windsor Community Service Council by $500 each year	$0	$24,500	$24,000	$24,500
Increase average number of participants in the SHARE support group by at least 2 per month (number indicates monthly participation)	0	10	11	13
Achieve a "good" or "very good" rating by 85% of those who responded to the annual Senior Citizen survey	0%	85%	85%	85%
Achieve a "good" or "very good" rating by 85% of users of transportation services in annual survey	0%	85%	90%	90%
Recover 100% of costs for at least 3 user fee based special events or programs	0%	100%	100%	100%

A fun fact about the value of our services…

There are currently 432 registered households that utilize the Windsor Food Bank with an average of 250 monthly visits. During the last calendar year, approximately 115,000 pounds of food was distributed to these households. Food for the food pantry comes from Foodshare and local food drives. On average 7.14 cents per pound is charged to receive the food.

The Senior Center led a membership drive in the spring of 2010. Over 550 patrons of the Senior Center filled out a registration form updating important contact information. We also created the first Senior Center email group consisting of over 150 people who receive emails from the Senior Center Coordinator about programs, events, etc.

Windsor Senior Transportation provides approximately 27,000 trips to our Windsor seniors and disabled each year. Not only do we provide our Dial-a-Ride patrons with essential trips to medical appointments, grocery and department store shopping, banking, the pharmacy, etc. but we also provide approximately 17,000 trips to the Caring Connection Adult Day Health Center, which is essential in the health and well-being of Windsor and surrounding town residents.

HUMAN SERVICES

FY 2012 Goals

1. Continue to enhance marketing and visibility of all Human Services programs and services by increasing the distribution of the Senior Center Newsletter, utilizing press releases, and continuing to do public service announcements on WIN-TV and WGTV. Research options of creating a brochure to promote our services

2. Complete renovations to the Senior Center during the first quarter of FY 2012

3. Conduct senior transportation patron satisfaction survey

4. The Social Services Safety Team will continue to examine the safety of our caseworkers, make recommendations for changes to our policies and/or procedures, take action on recommendations, and provide training opportunities.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
2300	Windsor Senior Center	15,914	48,000	46,000	17,914	48,000	49,000	16,914
2311	Dial-a-Ride Matching Grant FY 11	-	37,360	37,360	-	N/A	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 12	N/A	N/A	N/A	N/A	28,020	28,020	-
2312	NCAAA Grant 10/01/09 - 9/30/10	880	1,790	2,670	-	N/A	N/A	N/A
2313	NCAAA Grant 10/01/10 - 9/30/11	-	3,750	3,750	-	1,250	1,250	-
NEW	NCAAA Grant 10/01/11 - 9/30/12	N/A	N/A	N/A	N/A	2,250	2,250	-
3816	Human Services Assistance Fund	61,002	-	5,000	56,002	-	5,000	51,002
3817	Healthy People Program	2,500	-	2,500	-	-	-	-
3822	Mental Health Committee	400	-	200	200	-	200	-
3840	NCAAA/Operation Fuel	6,029	1,070	1,500	5,599	-	1,500	4,099
3855	SSBG 10/1/09 - 9/30/10	6,000	5,800	11,800	-	N/A	N/A	N/A
3865	SSBG 10/1/10 - 9/30/11	-	16,000	16,000	-	5,420	5,420	-
NEW	SSBG 10/1/11 - 9/30/12	N/A	N/A	N/A	N/A	-	-	-
3867	Windsor Community Service Council	-	700	700	-	700	700	-
		92,725	**114,470**	**127,480**	**79,715**	**85,640**	**93,340**	**72,015**

#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.

#2311/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.

#2312/2313/NEW - NCAAA Grants - (Runs on State Fiscal Year) Evening and Weekend Grant starting on Oct 1,09 ending Sept 30. $9,000 first year, 70% second year, 50% match on the third year.

#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.

#3817 - Healthy People Program - Funds are from donations that were received from Anthem Blue Cross and Windsor Education Association. These funds are for the Annual Childhood Conversations Conference.

#3822 - Healthy People - 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 - NCAAA/Operation Fuel - Funds are from the Operation Fuel Grant and the North Central Area Agency on Aging. These funds are used to support the Social Services Division.

#3855/3865/NEW - 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 which 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	424,522	460,250	419,960	447,480	-
Supplies	34,486	32,460	72,146	31,890	-
Services	108,801	105,300	135,784	93,350	-
Maintenance & Repair	1,296	4,590	2,260	1,690	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,101	4,270	4,550	4,180	-
Total	573,206	606,870	634,700	578,590	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Health Services	463,507	518,480	501,650	489,700	-
Grants	93,728	63,490	96,406	63,490	-
Private Contributions	379	-	420	200	-
User Fees	15,592	24,900	36,224	25,200	-
Subtotal: Special Revenue Funds	*109,699*	*88,390*	*133,050*	*88,890*	-
Total	573,206	606,870	634,700	578,590	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	3.74	4.00	3.50	4.00	-
Regular Part Time Employees	1.00	1.00	1.00	1.00	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	4.74	5.00	4.50	5.00	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $27,830 or 4.6% primarily due to supply costs associated with unexpected or increased grants, increase in flu clinic and H1N1 user fees, and mid-year sanitarian contractual services which are balanced by a decrease in Personal Services. The FY 11 General Fund expenditures are expected to be under budget by $16,830 or 3.2% and is mostly attributable to the half-year reduced cost for a sanitarian position. The overall FY 12 budget reflects a decrease of $28,280 or 4.7% versus the FY 11 budget and is a reflection of providing senior clinic services with existing staff versus contracting with the VNA and lower personal service costs. The FY 12 General Fund budget reflects a decrease of $28,780 or 5.6% and is mostly a result of the two items mentioned above as well as a decrease in benefit costs in Personal Services.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	423,877	460,250	419,960	447,480	-
Supplies	4,110	2,640	2,640	2,280	-
Services	30,423	46,950	72,240	34,070	-
Maintenance & Repair	1,296	4,370	2,260	1,690	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,801	4,270	4,550	4,180	-
Total	463,507	518,480	501,650	489,700	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	645	-	-	-	-
Supplies	30,376	29,820	69,506	29,610	-
Services	78,378	58,350	63,544	59,280	-
Maintenance & Repair	-	220	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	300	-	-	-	-
Total	109,699	88,390	133,050	88,890	-

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	424,522	460,250	419,960	447,480	-
Supplies	34,486	32,460	72,146	31,890	-
Services	108,801	105,300	135,784	93,350	-
Maintenance & Repair	1,296	4,590	2,260	1,690	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,101	4,270	4,550	4,180	-
Total	573,206	606,870	634,700	578,590	-

HEALTH SERVICES
Budget Information
Fiscal Year 2008-2012

Expenditures

Expenditures by Category *	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	403,636	433,138	424,522	460,250	419,960	447,480	-
Supplies	44,442	45,877	34,486	32,460	72,146	31,890	-
Services	86,050	102,850	108,801	105,300	135,784	93,350	-
Maintenance & Repair	2,446	1,503	1,296	4,590	2,260	1,690	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	2,420	384	-	-	-	-	-
Energy & Utility	2,978	3,874	4,101	4,270	4,550	4,180	-
Total	541,972	587,626	573,206	606,870	634,700	578,590	-

* 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Health Services	411,765	432,858	463,507	518,480	501,650	489,700	-
Grants	112,313	136,358	93,728	63,490	96,406	63,490	-
Private Contributions	-	-	379	-	420	200	-
User Fees	17,894	18,410	15,592	24,900	36,224	25,200	-
Subtotal: Special Revenue Funds	*130,207*	*154,768*	*109,699*	*88,390*	*133,050*	*88,890*	-
Total	541,972	587,626	573,206	606,870	634,700	578,590	-

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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	236,820	199,580	222,460	-
Supplies	2,030	2,010	1,700	-
Services	30,450	60,109	30,730	-
Maintenance & Repair	3,770	1,760	1,290	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,290	2,670	2,200	-
Total	275,360	266,129	258,380	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	271,070	259,390	253,380	-
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	4,290	6,739	5,000	-
Subtotal: Special Revenue Funds	*4,290*	*6,739*	*5,000*	-
Total	275,360	266,129	258,380	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	2.10	1.71	2.05	-
Regular Part Time Employees	0.80	0.80	0.80	-
Temporary/Seasonal Employees	-	-	-	-
Total	2.90	2.51	2.85	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $9,231 or 3.4% primarily due to mid-year reduced cost for a vacant sanitarian position and vehicle maintenance costs. The FY 11 General Fund expenditures are expected to be under budget by $11,680 or 4.3% and is mostly attributable to the reasons mentioned previously. The overall FY 12 budget reflects a decrease of $16,980 or 6.2% versus the FY 11 budget and is a reflection of a full year of filling the vacant sanitarian position at a lower salary. The FY 12 General Fund budget reflects a decrease of $17,690 or 6.5% and is mostly a result of the items noted for the overall budget.

INSPECTION AND REGULATION

Products & Services

Food Safety *$57,360*

- Issue permits and inspect 146 permanent and approximately 124 temporary food service establishments participating at 64 events
- Conduct follow-up inspections, as required, to abate unsanitary conditions
- Investigate complaints of improper food sanitation and food-borne disease
- Coordinate epidemiologic investigations with the CTDPH, DCP, USFDA and USDA, as appropriate
- Conduct education sessions and updates for food service managers and employees.

Drinking Water Protection *$3,260*

- 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 *$14,910*

- 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 necessary
- Review and approve building additions and new pool locations, etc. for properties served by septic systems
- Monitor CT DOT compliance with glycol discharge from Bradley International Airport to Rainbow and Seymour Hollow Brooks.

Public Health Nuisances *$71,070*

- Investigate and issue more than 215 abatement orders as necessary for complaints of nuisances including, but not limited to, property maintenance, housing, refuse and litter, hazardous materials, air pollution, odors and noise.

Institutional Health and Safety *$6,160*

- Inspect for compliance with state regulations and licensing requirements and investigate any complaints received of unsanitary conditions at 15 public and private schools, 15 day care centers, two migrant labor camps, 18 public/semi-public swimming pools and spas, youth resident and day camps, 4 group homes, parks and public playgrounds, a school infirmary, 8 hotels and motels, and 38 salons.

Emergency & Hazardous Situations *$58,870*

- Coordinate with Fire and the CT Department of Environmental Protection (DEP) in the investigation and mitigation of hazardous material incidents
- Respond to potential bio-terror incidents (60 since 2002) as a member of the town's Bio-hazard Assessment Response Team
- Exercise oversight of cleanup of industrial wastes at ABB Combustion Engineering and Hamilton Sundstrand and coordinate with CT DEP, U.S. EPA, U.S. DOE and U.S. NRC
- Assist the 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 and other all-hazard response and mitigation activities.

Mosquito Control *$34,060*

- 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 in the summer season to prevent mosquito breeding
- Distribute mosquito "dunks" to Windsor residents free of charge so that residents can treat standing water on their property
- Advise residents on tick identification and infection regarding Lyme Disease.

Environmental Assessment *$5,570*

- As a member of the town's planning review team, 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.

Landfill Support *$7,120*

- Provide long-term planning, regulatory and environmental support for landfill operations, closure and post-closure monitoring requirements
- Plan for solid waste collection and disposal once the landfill is closed.

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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	170,240	168,610	167,780	-
Supplies	6,840	6,223	6,600	-
Services	1,100	2,575	810	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	960	920	960	-
Total	179,140	178,328	176,150	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	172,740	170,600	169,950	-
Grants	3,500	3,823	3,500	-
Private Contributions	-	420	200	-
User Fees	2,900	3,485	2,500	-
Subtotal: Special Revenue Funds	*6,400*	*7,728*	*6,200*	-
Total	179,140	178,328	176,150	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.40	1.30	1.40	-
Regular Part Time Employees	0.08	0.08	0.08	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.48	1.38	1.48	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $812 or 0.5% primarily due to lower personal services and supply costs countered by increased costs associated with grants, user fees and private contributions. The FY 11 General Fund expenditures are expected to be under budget by $2,140 or 1.2% and is mostly attributable to lower personal service costs. The overall FY 12 budget reflects a decrease of $2,990 or 1.7% versus the FY 11 budget. The FY 12 General Fund budget reflects a decrease of $2,790, or 1.6% due primarily to a reduction in benefit costs in the personal services category.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment *$49,690*

- Gather and monitor local health data in order to evaluate and plan for community health needs
- Participate as a member of the state Health Equity Action Team that is studying health disparities among various segments of the population
- 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.

Epidemiological Investigations *$73,100*

- Review, record and follow-up as necessary all cases of state-mandated Reportable Diseases and Laboratory Reportable Significant Findings occurring to Windsor residents (e.g., AIDS, chickenpox, diphtheria, hepatitis, influenza deaths, lead poisoning in children and adults, Lyme disease, measles, meningococcal disease, rabies, SARS, 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 *$53,360*

- Provide information and training related to Weapons of Mass Destruction and bioterrorism (BT), including pandemic flu, smallpox, anthrax, SARS and other potential BT agents
- Train medical volunteers to administer smallpox vaccinations
- Conduct health & safety classes to train people in first aid, CPR, professional rescuer and the use of Automated External Defibrillators (AED)
- Focus on increasing public access to Automated External Defibrillators (AEDs) in the community through the Heart Start program
- Promote cardiovascular health through education and participation in the American Heart Association community awareness initiatives
- Continue cholesterol reduction programs and stroke screening supported by the State Department of Public Health Preventative Health Grant
- Present or sponsor four programs on health and wellness topics including Lyme disease, West Nile infection, cardiovascular fitness, pandemic flu (e.g., H1N1), rabies prevention, unintentional injuries and violence, nutrition, mental health and stress management
- Promote head injury prevention and safety through a bicycle, multi-sport and the new ski helmet program which makes helmets available in the department for people of all ages from toddler to adult
- Partner with the Early Childhood Council, Windsor Volunteer Ambulance, Windsor Police, Windsor Fire, YSB, and the Recreation Department to offer a Kids Safety Fair at the Northwest Park Country Fair
- Maintain links and information concerning consumer safety and alerts on the department's website
- 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
- Partner with Safety Services and Social Services for the Holiday 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	53,190	51,770	57,240	-
Supplies	17,570	37,316	17,560	-
Services	8,140	8,750	140	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	78,900	97,836	74,940	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	61,190	60,540	57,240	-
Grants	-	11,296	-	-
Private Contributions	-	-	-	-
User Fees	17,710	26,000	17,700	-
Subtotal: Special Revenue Funds	*17,710*	*37,296*	*17,700*	-
Total	78,900	97,836	74,940	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	0.50	0.49	0.55	-
Regular Part Time Employees	0.12	0.12	0.12	-
Temporary/Seasonal Employees	-	-	-	-
	0.62	0.61	0.67	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $18,936 or 24.0% primarily due to the replenishment of supplies associated with the H1N1 clinics and the annual flu clinic. The FY 11 General Fund expenditures are expected to be under budget by $650 or 1.1%. The overall FY 12 budget reflects a decrease of $3,960 or 5.0% versus the FY 11 budget and is a reflection of senior clinic services at L.P. Wilson being taken on by the department's nurse and not contracted with the VNA as has been done previously and to having no charges associated with the H1N1 clinics. The FY 12 General Fund budget reflects a decrease of $3,950 or 6.5% and is mostly a result of filling the sanitarian position at a lower salary and a reduction in benefit costs in Personal Services.

CLINIC SERVICES

Products & Services

Health Screenings *$9,530*

- 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 approximately 800 Windsor residents and caregivers.

Immunization Clinics *$50,130*

- Administer approximately 900 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
- Administer pneumonia vaccine to approximately 20 senior citizens
- Participate as a member of the State of Connecticut Flu and Pneumonia Coalition in the planning for state-wide flu and pneumonia immunizations
- Co-sponsor the annual Windsor/Bloomfield Rabies Clinic that administers approximately 50 rabies vaccinations to dogs and cats.

Health Services *$15,280*

- 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
- Directly provide health services for senior citizens at the Windsor Senior Center
- Confer with state and local health care professionals and health agencies on issues related to the provisions of health services, the interpretation of public health code requirements and community public health issues.

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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-
Supplies	6,020	26,597	6,030	-
Services	65,610	64,350	61,670	-
Maintenance & Repair	820	500	400	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,020	960	1,020	-
Total	73,470	92,407	69,120	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	13,480	11,120	9,130	-
Grants	59,990	81,287	59,990	-
Donations	-	-	-	-
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*59,990*	*81,287*	*59,990*	-
Total	73,470	92,407	69,120	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $18,937 or 25.8% primarily due to expenditures for supplies associated with the FY 10 and FY 11 bioterrorism grants. The FY 11 General Fund expenditures are expected to be under budget by $2,360 or 17.5% and is mostly attributable to lower equipment maintenance costs for the Emergency Operations Center (EOC) and lower energy and utility costs associated with telephones in the EOC. The overall FY 12 budget reflects a decrease of $4,350 or 5.9% versus the FY 11 budget and is a reflection of lower contractual services due to lower user and support costs associated with the town's Everbridge system. The FY 12 General Fund budget reflects a decrease of $4,350 or 32.3% and is the result of lower fees and system support costs for the town's Everbridge system.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response *$9,130*

- 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
- Assist Senior Services in opening and staffing emergency shelters used to house residents displaced during emergency events
- Act as the primary local contact point with the State Department of Emergency Management and Homeland Security (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 NIMS compliant
- Assist police, fire and other emergency responders with communications, on-scene control, transportation and other activities as needed
- 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 at any time by any device (such as mobile phones, landlines, smart phones or text messages) and receive valuable information back from any targeted distribution group.

Local Homeland Security *$59,990*

- Coordinate the Local Public Health Preparedness Planning & Coordination (LHPPC) efforts (bioterrorism planning) for Mass Dispensing Area #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 LHD/MDA representative to participate in at least 3 regional drills and exercises
- Participate in training & utilization of Connecticut's HAN and maintain a local HAN
- Update the technical assessment review (TAR) for MDA #31 and develop an improvement plan based on the TAR 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 H1N1 vaccine to Windsor & South Windsor residents and meet required deliverables for H1N1 dispensing and distribution
- Coordinate and schedule distance learning opportunities for public health, emergency management and police.

HEALTH SERVICES

FY 2011 Highlights

During Fiscal Year 2011, the Windsor Health Department returned to a semblance of normality with no public health crisis facing the department such as the H1N1 pandemic it was faced with in FY 2010. As a result, the department was able to meet its mandates and provide a wide variety of preventive public health programs that had been put on the back burner or delayed due to time and resource restrictions in FY 2010.

The most noticeable program improvement was in the area of food safety where 96.7 percent of mandated inspections were conducted during the first six months of the fiscal year, a 20 percent improvement over the previous fiscal year. In addition, the department was able to conduct nine food safety seminars for the managers and employees of commercial and industrial food service establishments throughout town. Three food safety briefings were also conducted for civic and volunteer groups who were serving foods at various town events such as Shad Derby, the Chili Challenge and the Northwest Park Country Fair.

The department partnered with the Early Childhood Council, Windsor Volunteer Ambulance, Windsor Police and Fire Departments, the Youth Services Bureau and the Recreation Department to offer a Kids Safety Fair as part of the Northwest Park Country Fair. In addition to selling bike, skate board and ski helmets, the safety fair focused on home safety recognition, fire protection and EMS response. The department also conducted body mass index (BMI) screenings for children with the plan of developing a program designed to address some of the factors leading to obesity.

Through a Preventive Health Block Grant received from the State Department of Public Health, the department was able to improve on a program in cholesterol education and screening begun in FY 2009. Not only were classes for the public conducted, but an educational component was added as part of the screening program that was conducted at the Senior health fair in October. In addition to the cholesterol screening, more than 30 local and regional health vendors took part in the Health Fair and they remained busy throughout the four and one- half hour event addressing questions, conducting various health screenings and distributing educational literature. In late spring, the department conducted a pre-opening training session for the town's lifeguards in pool operations, testing and infection control. This training was required by the department before the town's swimming pools were approved for opening.

A major part of the health fair was the annual influenza immunization clinic that combined with an evening clinic conducted a week later and with immunizations offered to employees and first responders, resulted in 592 persons being immunized. The number of immunizations given to the public at its flu clinics has continued to decrease as the number of businesses offering flu shots to the public has increased. While disappointed in the decreasing number of people attending our flu clinics, the department is encouraged that the public has a greater opportunity to access immunizations hopefully resulting in a healthier population. During the coming year, the department will be working with the school system to monitor a potential new mandate requiring all school age children to be immunized for the flu in order to be admitted to school.

Emergency Management and public health emergency planning continue to be an integral part of departmental activities both as a civil preparedness and as a Mass Dispensing Area #31 (MDA) activity. In the fall, the town launched its emergency and non-emergency notification system (Everbridge) offering residents the opportunity to register to receive notification of emergency and non-emergency events impacting them. This service is funded through the health department's Emergency Management program. The department also oversaw the review and revisions to the town's Emergency Operations Plan and the Public Health Emergency Response Plan and participated in the Emergency Management Program Grant (EMPG) program sponsored by the Department of Emergency Management and Homeland Security. This program requires that the town address certain aspects of its emergency preparedness, all of which the town has accomplished. MDA #31 participated in the Center for Disease Control's required technical assessment review (TAR) of all of its emergency planning activities and as in FY 2010, MDA #31 received one of the highest TAR scores in the state, a significant achievement. In addition to the previously mentioned emergency activities, the town's Biohazard Response Team, of which the health department is a member, conducted a training course for local industries on what they could expect from the town when they have a "white powder" incident or some other fire or police emergency. The session was well attended and plans are to conduct similar sessions for small business.

FY 2011 Highlights (continued)

Department personnel actively participate on a number of state committees and are active members of professional organizations. This participation allows Windsor's health professionals to keep up to date and have an active voice on the latest policies and legislation that are likely to impact both the health of Windsor residents and the resources and finances of the department and the town.

Finally, on January 3, 2011, Charles Wall, a Registered Sanitarian with the Health Department, retired after almost 39 years of employment. His knowledge and dedication to providing professional health services for all residents will be sorely missed.

HEALTH SERVICES

Key Statistics	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Number of total flu shots administered (seasonal & H1N1)	858	885	2,952	592	650
Number of residential larvicide packets distributed	54	65	52	50	60
Number of public nuisance complaints investigated*	70	239	204	200	200
Number of people participating in cholesterol classes/being screened	0/55	8/184	34/194	40/200	40/210
Number of mandatory Windsor disease reports reviewed**	317	406	422	390	400
Number of animals tested for rabies/amount tested positive	7/0	13/1	8/0	3/0	5/0
Number of reported childhood lead levels exceeding 10ug/dL ***	10	8	17	7	8

* Public nuisance complaints are those complaints entered into the Citizen Response System (CRS) 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 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

Performance Measures	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate	FY 2012 Target
Percentage of Required Food Service Inspections Performed	74.0	90.0	96.3	95.0
Number of Food Service Educational Sessions Conducted	*	3	12	5

** new performance measure*

A fun fact about the value of our services…

Every resident no matter their age, every business no matter their size, and every visitor no matter the time of year they live, work, or come to the town of Windsor is impacted by virtually every program, product and service provided by the Windsor Health Department from the food they buy and eat, the water they drink, the air they breathe, the dwellings they occupy, and the sewage and refuse they generate, to name a few.

HEALTH SERVICES

FY 2012 Goals

1. Maintain the inspection frequency for all Class 3 and Class 4 food service operations at 97% and conduct five educational sessions for food service managers and employees of these establishments

2. Continue to improve Windsor's emergency response level by revising Windsor's Emergency Operations Plan and all supplements and attachments to that plan, by conducting at least one drill or exercise involving all town departments that is designed to test various segments of that plan, and by increasing volunteer participation in Windsor's Civil Preparedness organization

3. Participate in regional emergency planning by continuing to lead MDA 31's planning and organizational efforts, actively participate in the Cities Readiness Initiative, and by becoming actively involved in DEMHS Region 3 emergency planning efforts

4. Continue to explore the organizational options for the delivery of full time public health services for Windsor residents

5. Along with the Board of Education, assess the need for establishing a school-based health clinic capable of providing basic health services to Windsor's school age children.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
3803	Toy Drive	591	195	420	366	200	200	366
3805	CPR Classes	1,743	930	370	2,303	1,500	1,000	2,803
3808	Clinic Services	11,089	25,030	26,000	10,119	20,000	17,700	12,419
3814	Bike Safety Equipment	-491	4,350	3,115	744	1,700	1,500	944
3831	Pandemic Influenza Grant	68	-	68	-	-	-	-
3839	Lead Poisoning Prevention & Control	6,153	6,739	6,739	6,153	5,000	5,000	6,153
3841	Bioterrorism Grant 8/10/09 - 8/09/10	26,164	-	26,164	-	N/A	N/A	N/A
3856	Bioterrorism Grant 8/10/10 - 8/09/11	-	60,025	55,055	4,970	-	4,970	-
NEW	Bioterrorism Grant 8/10/11 - 8/09/12	N/A	N/A	N/A	N/A	60,025	55,020	5,005
3846	H1N1 Vaccine Clinics	11,296	-	11,296	-	-	-	-
3848	Public Health Emergency Readiness	-	-	-	-	-	-	-
3849	Public Health Block Grant FY 11	-	3,823	3,823	-	N/A	N/A	N/A
NEW	Public Health Block Grant FY 12	N/A	N/A	N/A	N/A	3,500	3,500	-
		56,613	**101,092**	**133,050**	**24,655**	**91,925**	**88,890**	**27,690**

#3803 - Toy Drive - 2009 - 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 Safety Equipment – This fund is used for the purchase and sale of bike safety equipment.

#3831 - Pandemic Influenza Grant - Grant funds are used to plan for conducting H1N1 clinics in response the H1N1 pandemic.

#3839 - 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 of education and awareness services. Funding amounts are based on age of housing within the town, # of child lead cases last year, and the cost of lead inspections.

#3856/NEW - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. The grant cycle is from August 10 to August 9. 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.

#3846 - H1N1 Vaccine Clinics - Funds made available to MDAs to conduct H1N1 Vaccination Clinics. The amount funded is based on the amount of vaccine ordered and/or doses administered by the MDA.

#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

3849/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, 2011 and 2012 respectively.

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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,055,795	1,107,760	1,075,800	1,093,140	-
Supplies	182,678	193,700	192,700	193,280	-
Services	82,128	111,430	108,580	108,580	-
Maintenance & Repair	26,431	25,230	26,230	26,230	-
Grants & Contributions	-	3,000	-	3,000	-
Capital Outlay	-	2,000	24,940	5,000	-
Energy & Utility	110,361	130,420	129,740	124,080	-
Total	1,457,393	1,573,540	1,557,990	1,553,310	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	1,421,286	1,515,940	1,470,450	1,494,380	-
Grants	947	5,600	35,540	5,600	-
Donations	5,944	28,080	28,080	28,080	-
User Fees	29,216	23,920	23,920	25,250	-
Subtotal: Special Revenue Funds	*36,107*	*57,600*	*87,540*	*58,930*	-
Total	1,457,393	1,573,540	1,557,990	1,553,310	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	9.00	9.00	8.71	9.00	-
Regular Part Time Employees	9.50	9.61	9.90	9.61	-
Temporary/Seasonal Employees	-	-	0.30	-	-
Total	18.50	18.61	18.91	18.61	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $15,550 or 1.0% primarily due to Personal Services savings derived from a fulltime partial year vacancy. An unanticipated Hartford Foundation for Public Giving technology grant increased the FY 11 overall budget by nearly $30,000. The FY 11 General Fund expenditures are expected to be under budget by $45,490 or 3.0% and is mostly attributable to salary savings. The overall FY 12 budget reflects a decrease of $20,230 or 1.3% versus the FY 11 budget. The FY 12 General Fund budget reflects a decrease of $21,560 or 1.4% and is mostly a result of utility and benefit costs savings.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,055,795	1,107,760	1,065,800	1,093,140	-
Supplies	156,340	152,990	152,990	152,240	-
Services	78,372	100,540	100,690	100,690	-
Maintenance & Repair	20,418	24,230	24,230	24,230	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	110,361	130,420	126,740	124,080	-
Total	1,421,286	1,515,940	1,470,450	1,494,380	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	10,000	-	-
Supplies	26,338	40,710	39,710	41,040	-
Services	3,756	10,890	7,890	7,890	-
Maintenance & Repair	6,013	1,000	2,000	2,000	-
Grants & Contributions	-	3,000	3,000	3,000	-
Capital Outlay	-	2,000	24,940	5,000	-
Energy & Utility	-	-	-	-	-
Total	36,107	57,600	87,540	58,930	-

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,055,795	1,107,760	1,075,800	1,093,140	-
Supplies	182,678	193,700	192,700	193,280	-
Services	82,128	111,430	108,580	108,580	-
Maintenance & Repair	26,431	25,230	26,230	26,230	-
Grants & Contributions	-	3,000	3,000	3,000	-
Capital Outlay	-	2,000	24,940	5,000	-
Energy & Utility	110,361	130,420	126,740	124,080	-
Total	1,457,393	1,573,540	1,557,990	1,553,310	-

LIBRARY SERVICES
Budget Information
Fiscal Year 2008-2012

Expenditures

Expenditures by Category *	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,055,682	1,050,809	1,055,795	1,107,760	1,075,800	1,093,140	-
Supplies	173,904	207,433	182,678	193,700	192,700	193,280	-
Services	80,452	93,552	82,128	111,430	108,580	108,580	-
Maintenance & Repair	29,243	31,835	26,431	25,230	26,230	26,230	-
Grants & Contributions	-	-	-	3,000	-	3,000	-
Capital Outlay	3,622	-	-	2,000	24,940	5,000	-
Energy & Utility	111,681	117,165	110,361	130,420	129,740	124,080	-
Total	1,454,584	1,500,794	1,457,393	1,573,540	1,557,990	1,553,310	-

* 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	1,400,500	1,458,598	1,421,286	1,515,940	1,470,450	1,494,380	-
Grants	1,500	-	947	5,600	35,540	5,600	-
Donations	34,784	25,130	5,944	28,080	28,080	28,080	-
User Fees	17,800	17,066	29,216	23,920	23,920	25,250	-
Subtotal: Special Revenue Funds	*54,084*	*42,196*	*36,107*	*57,600*	*87,540*	*58,930*	-
Total	1,454,584	1,500,794	1,457,393	1,573,540	1,557,990	1,553,310	-

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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	716,420	681,020	696,410	-
Supplies	116,730	116,730	115,950	-
Services	8,780	8,780	8,780	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	21,940	2,000	-
Energy & Utility	-	-	-	-
Total	843,930	828,470	823,140	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	812,210	766,810	792,200	-
Grants	2,600	32,540	2,600	-
Donations	17,840	17,840	17,840	-
User Fees	11,280	11,280	10,500	-
Subtotal: Special Revenue Funds	*31,720*	*61,660*	*30,940*	-
Total	843,930	828,470	823,140	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	6.00	5.71	6.00	-
Regular Part Time Employees	4.64	4.93	4.64	-
Temporary/Seasonal Employees	-	0.30	-	-
Total	10.64	10.94	10.64	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $15,460 or 1.8% primarily due to Personal Services fulltime position vacancy savings. The FY 11 General Fund expenditures are expected to be under budget by $45,400 or 5.6% and is mostly attributable to salary savings. The overall FY 12 budget reflects a decrease of $20,790 or 2.5% versus the FY 11 budget. The FY 12 General Fund budget reflects a decrease of $20,010 or 2.5% and is a result of salary for part-time children's cataloguing being moved from this budget to Children's Services as well as reduced benefit costs in Personal Services.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More *$391,030*

- Select, acquire and catalog 8,000 novels, fact-filled works, audiobooks, video recordings, compact discs and downloadable audiobooks
- Lend and ensure prompt return and reshelving of library materials
- Offer renewal of borrowed materials by email, phone, in person or online. Allow customers to reserve needed materials using their home or library computers
- Extend a friendly reception to library users who visit the library
- Provide helpful, accurate and consistent lending services to patrons and staff by managing the flow of over 300,000 loans per year
- Assist patrons with managing their on-line library card accounts
- Process 2,500 telephone renewals, manage 10,600 hold pickups and route 29,000 materials to other libraries
- Solicit input and concerns from patrons and seek appropriate solutions
- Provide support and referral to Kidspace and Adult reference
- Provide on-line access to a Connecticut State supported service, iCONN.org, which funds access to databases containing over 6,500 full text periodicals
- Subscribe to 153 magazines and daily newspapers
- Provide access to computers and printers for word processing, electronic typewriter and fax at a modest charge.

Information,Research and Referral *$350,170*

- Maintain collection of 450 research materials for direct use by customers
- Provide in-depth research and referral services for 52,000 reference requests by phone, fax, email and in person
- Assist patrons with the 26 public computers in the adult area 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 57 public computers at the main library as well as staff computers
- Provide Wi-Fi 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 its programs and the Wilson Branch Library programs.

Cultural & Recreational Programs *$81,940*

- Plan, conduct and host cultural, educational and recreational programs such as book discussions, author visits and other informational programs
- Sponsor and lead a teen advisory group to provide teens with materials, programs and information and to encourage teen involvement in the library community
- Continue the federal and state tax form distribution program, which provides over 40,000 tax forms and publications to Windsor citizens
- Raise community awareness of library services via press releases, newsletters and brochures
- Provide meeting space for library and community programs, quiet study use and small group meetings. The five main library meeting rooms are booked approximately 3,100 times over the course of the year, accommodating 17,000+ 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	23,690	23,690	24,050	-
Supplies	16,910	16,910	19,160	-
Services	80,990	80,990	80,990	-
Maintenance & Repair	20,080	20,080	20,080	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	108,540	108,540	102,160	-
Total	250,210	250,210	246,440	-

* 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.

Funding Source	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	246,210	246,210	239,440	-
Grants	-	-	-	-
Donations	-	-	-	-
User Fees	4,000	4,000	7,000	-
Subtotal: Special Revenue Funds	*4,000*	*4,000*	*7,000*	-
Total	250,210	250,210	246,440	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.79	0.79	0.79	-
Temporary/Seasonal Employees	-	-	-	-
Total	0.79	0.79	0.79	-

Budget Commentary

The FY 11 expenditures are expected to come in on budget. The overall FY 12 budget reflects a decrease of $3,770 or 1.5% versus the FY 11 budget and the FY 12 General Fund budget reflects a decrease of $6,770 or 2.7%. These decreases are primarily a result of electricity savings in Energy & Utility.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance *$246,440*

- Provide lighting, heat, air conditioning, telephones, elevator and water for the Main Library
- Clean and maintain library's seven days per week
- Maintain the library's computer system which comprises the online catalog, user database and database of library materials
- Provide photocopiers and 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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	228,110	234,260	233,280	-
Supplies	32,600	32,600	32,640	-
Services	9,500	9,500	9,500	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	3,000	-	3,000	-
Capital Outlay	-	-	-	-
Energy & Utility	-	3,000	-	-
Total	273,210	279,360	278,420	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	261,510	267,660	266,680	-
Grants	3,000	3,000	3,000	-
Donations	5,240	5,240	5,240	-
User Fees	3,460	3,460	3,500	-
Subtotal: Special Revenue Funds	*11,700*	*11,700*	*11,740*	-
Total	273,210	279,360	278,420	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	-
Regular Part Time Employees	1.95	1.95	1.95	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.95	3.95	3.95	-

Budget Commentary

The overall and General Fund FY 11 expenditures are expected to come in over budget by $6,150 or 2.3% primarily due to overlap of Head of Children's Services personnel. The General Fund FY 12 budget reflects an increase of $5,170 or 2.0% versus the FY 11 budget and is attribuable to the transfer of part-time children's cataloguing salary from Adult & Teen Services to this budget.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More *$130,780*

Select, purchase, catalog and process 3,000 children's items and ensure the collection is accurate, current and in good condition

- Continue to reorganize materials in ways that make it easier for patron access.

Information, Research and Referral *$92,160*

- Satisfy the demand for informational requests by answering inquiries on parenting, reading readiness, reader's advisory and homework/home schooling in a timely and accurate manner
- Assist the 16,000 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 *$55,480*

- Conduct 20 book club sessions to strengthen literacy in school age children
- Provide summer reading program, school vacation programs and special events for 3,000 children
- Provide programs for children birth to six that feature interactive play, stories, songs, crafts and games to encourage early literacy and school readiness
- Participate in the statewide Nutmeg Book Awards by promoting the nominees with book talks, a ten session book club and a program built around the official vote in January
- Provide over 40 programs during the school year to support early literacy at Windsor's Headstart, Discovery, nursery schools and Parent Resource Centers.

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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	139,540	136,830	139,400	-
Supplies	27,460	26,460	25,530	-
Services	12,160	9,310	9,310	-
Maintenance & Repair	5,150	6,150	6,150	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	3,000	3,000	-
Energy & Utility	21,880	18,200	21,920	-
Total	206,190	199,950	205,310	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	196,010	189,770	196,060	-
Grants	-	-	-	-
Donations	5,000	5,000	5,000	-
User Fees	5,180	5,180	4,250	-
Subtotal: Special Revenue Funds	*10,180*	*10,180*	*9,250*	-
Total	206,190	199,950	205,310	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	2.23	2.23	2.23	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.23	3.23	3.23	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $6,240 or 3.0% primarily due to salary savings. The FY 11 General Fund expenditures are expected to be under budget by $6,240 or 3.2% and is also due to personnel savings. The overall FY 12 budget reflects a decrease of $880 or 0.4% versus the FY 11 budget. The FY 12 General Fund budget remains relatively flat.

WILSON BRANCH SERVICES

Products & Services

Books andMore *$83,260*

- Lend and ensure prompt return and reshelving of 31,000 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 3,000 bestsellers, paperbacks, high-interest factual titles and audiovisual materials.

Information, Research and Referral *$35,210*

- Assist 8,000 library patrons by providing information and community referrals
- Provide and maintain six public computers for 10,000 people to access resources such as the Internet, word processing and Public Access Catalog.

Cultural and Recreational Events/Programs *$42,680*

- Provide cultural enrichment programs for adults and children
- Operate a tutoring program to reach 58 children three afternoons each week during the school year
- Offer 12 new intergenerational programs that are family focused.

Building Security and Maintenance *$44,160*

- 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 2011 Highlights

Windsor Public Library was awarded a $30,000 technology grant from The Hartford Foundation for Public Giving. This one-time non competitive grant required no match and recognized libraries' long history of providing quality programs and valuable resources to all residents regardless of socio-economic status. The grant was used to purchase 20 new public computers, 2 laptops, projection equipment and to provide one-on-one intensive training and tutoring to senior citizens who need help with computer literacy. More than 50 Windsor seniors participated in these classes.

Retirements of two long-time employees, Head of Children's Services, Barbara Tolve-Silver (23 years) and Reference Librarian, Mary Ellen Johnson (21 years) resulted in the hiring of two new individuals and the reorganization of two existing positions. Deb Roe was hired to become the new Head of Children's Services. Robert Kinney moved from the Wilson Library Branch into the reference position at the main library. Teen Librarian, Amy McCue, was promoted to Branch Manager and Andrea Ingala was hired to become the new Teen/Reference Librarian.

The library took part in CT Works, a federally funded program designed to provide training opportunities for adults re-entering the workforce. For three months, Lending Services Manager, Gail Mannion, supervised an individual 30 hours per week on a variety of special projects.

Patrons can now send print jobs from one of the library's public PCs or from their personal laptop to a copier that produces both black & white and color copies.

The Community Development Block Grant renovation project at the Wilson Branch Library was completed. The geothermal HVAC system, in addition to providing a more energy efficient way to heat and air condition the building also increased the amount of useable interior space by nearly 1,000 square feet. Other enhancements included a fireproof vestibule that houses an interior book return as well as thermal insulated glass windows and doors throughout the building.

The main library completed its renovation project with a number of safety and aesthetic property improvements. Stones surrounding the building were replaced with mulch, granite curbing was installed and curb cuts were widened to allow for greater handicap accessibility. Attractive brickwork was laid near the building's main entrance and flanking several of the walkways. Public Works Department staff planted a spectacular array of flowering shrubs, hostas, evergreens and perennial flowers.

More than 80 adults attended a program featuring M. William Phelps, author of The Devil's Rooming House. This gripping historical true-crime novel tells the tale of Amy Archer-Gilligan, whose life story inspired the movie *Arsenic and Old Lace.* In 1911, this female entrepreneur and proprietress of the Archer Home for Elderly People and Chronic Invalids in Windsor, Connecticut, was accused of murdering both her husbands and up to 66 of her patients with cocktails of lemonade and arsenic.

LIBRARY SERVICES

Key Statistics	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Volunteer hours per week	87.37	106	92.88	92.6	92
Total circulation of items	288,031	299,307	308,463	304,000	307,000
Circulation per capita	10.2	10.37	10.69	10.7	10.7
Library visits	211,928	259,941	268,443	273,000	275,000
Computer Users	61,974	68,047	67,824	68,500*	69,000*
External visits to library webpage	114,296	125,782	146,038	160,641	176,705

** total now includes laptop users*

Performance Measures	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate	FY 2012 Target
Volunteer hours per week is more than the statewide average	92.88 Windsor 26 statewide	90	92.6	92
Circulation per capita exceeds statewide average	10.69 Windsor 9.5 statewide	10.64	10.7	10.7
Library visits per capita exceed statewide average	9.3 Windsor 6.70 statewide	9.53	9.2	9.3
Computer users exceed the statewide average	67,824 Windsor 31,066 statewide	69,000	69,000	70,000

Note: Windsor's population of 28,851 and statewide per capita numbers from Connecticut Public Library Annual Report 2009/2010

A fun fact about the value of our services…

Did you know that you can visit the library without leaving home? Use your Windsor library "virtually" by downloading audio, video and E-book titles onto your personal electronic devices. Take a free course, learn a language, repair your car, ask questions via E-Mail....Simply go to www.windsorlibrary.com and type in your Windsor library card number. Last year Windsor patrons visited from home nearly 150,000 times.

LIBRARY SERVICES

FY 2012 Goals

1. Cross-train staff at the main library and the branch to ensure equitable products and services at both locations. Provide patrons with materials and comparable programs that promote literacy, adult independent learning, computer competency and basic life skills

2. Identify and utilize new venues for marketing "virtual" databases that include Universal Class, Consumer Reports, Mango and Ebsco Home/Auto Repair that the library subscribes to and are free to Windsor citizens. Expand use of free downloadable audio/video/ E-book service by 25%

3. Partner with Windsor Library Association to utilize Walter Becker bequest funds at the Wilson Branch Library. Convert the former underutilized meeting room space to a children's room and expand children's programming by 25%.

4. Collaborate with local schools, Youth Services Bureau and Youth Commission to develop a volunteer community service program for Windsor teens to strengthen their skills and foster civic engagement. Projects will be identified and staff will administer them during the school year to at least 50 teens

5. Work with full time staff, town building and public works departments to implement those space planning recommendations made by the Connecticut State Library that optimize workflow, maximize energy efficiency and enhance service delivery. Work with town Information Technology staff to incorporate future technology needs.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
2501	Library Copy Machine Fund	7,424	4,000	4,000	7,424	7,000	7,000	7,424
2502	Windsor Library Association Grant	5,228	1,000	1,000	5,228	1,000	1,000	5,228
2503	Main Library Non-Print Materials	26,394	14,740	14,740	26,394	14,000	14,000	26,394
2504	Wilson Library Non-Print	6,201	5,180	5,180	6,201	4,250	4,250	6,201
2505	Connecticard	10,909	3,000	3,000	10,909	3,000	3,000	10,909
2507	Cary Nearing Book Project	23,018	-	5,000	18,018	-	5,000	13,018
2509	State Library Grant	2,757	2,600	2,600	2,757	2,600	2,600	2,757
2510	Hartford Foundation Grant	-	29,940	29,940	-	N/A	N/A	N/A
N/A	Library Association Donation***	-	22,080	22,080	-	22,080	22,080	-
		81,931	**82,540**	**87,540**	**76,931**	**53,930**	**58,930**	**71,931**

***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 - Connecticard - By state statute, 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.

#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 a one-time grant source to be used for the purchase of print material.

#2510 - Hartford Foundation Grant For Public Living Grant - Revenues are from a one-time grant source to be used for the purchase of computer equipment and to provide classes for senior citizen computer classes.

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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,480,018	1,597,000	1,584,650	1,581,820	-
Supplies	11,002	13,320	11,850	12,420	-
Services	87,185	95,280	103,720	97,630	-
Maintenance & Repair	1,504	4,550	5,350	5,750	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	17,266	20,370	19,780	21,410	-
Total	1,596,975	1,730,520	1,725,350	1,719,030	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	1,567,262	1,709,210	1,704,100	1,697,180	-
Transfer in from General Fund - Fund Balance	6,283	-	-	-	-
	1,573,545	1,709,210	1,704,100	1,697,180	-
Special Revenue Funds	5,030	2,910	2,850	3,450	-
Charges to CDBG Fund	-	-	-	-	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	-
Subtotal: Other Funds	*23,430*	*21,310*	*21,250*	*21,850*	-
Total	1,596,975	1,730,520	1,725,350	1,719,030	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	15.90	16.00	16.00	16.00	-
Regular Part Time Employees	0.39	0.47	0.47	0.47	-
Temporary/Seasonal Employees	0.85	1.01	0.84	1.01	-
Total	17.14	17.48	17.31	17.48	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $5,170 or 0.3% primarily due to a savings in Personal Services. The FY 11 General Fund expenditures are expected to be under budget by $5,110 or 0.3% and is also attributable to savings in Personal Services. The overall FY 12 budget reflects a decrease of $11,490 or 0.7% versus the FY 11 budget and is a reflection of benefits costs offset in part for a reallocation of $5,000 in GIS consulting services and $1,000 for server licenses from the Assessing division to the Planning division budget. This was done to consolidate administration of the GIS function within Planning. The FY 12 General Fund budget reflects a decrease of $12,030 or 0.7% for the same reasons.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,451,525	1,578,140	1,564,900	1,563,420	-
Supplies	11,002	11,770	11,050	10,870	-
Services	85,965	94,380	103,020	95,730	-
Maintenance & Repair	1,504	4,550	5,350	5,750	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	17,266	20,370	19,780	21,410	-
Total	1,567,262	1,709,210	1,704,100	1,697,180	-

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

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	6,283	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	6,283	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	22,210	18,860	19,750	18,400	-
Supplies	-	1,550	800	1,550	-
Services	1,220	900	700	1,900	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	23,430	21,310	21,250	21,850	-

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,480,018	1,597,000	1,584,650	1,581,820	-
Supplies	11,002	13,320	11,850	12,420	-
Services	87,185	95,280	103,720	97,630	-
Maintenance & Repair	1,504	4,550	5,350	5,750	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	17,266	20,370	19,780	21,410	-
Total	1,596,975	1,730,520	1,725,350	1,719,030	-

DEVELOPMENT SERVICES
Budget Information
Fiscal Year 2008-2012

Expenditures

Expenditures by Category *	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,400,987	1,438,378	1,480,018	1,597,000	1,584,650	1,581,820	-
Supplies	13,860	12,772	11,002	13,320	11,850	12,420	-
Services	116,505	102,449	87,185	95,280	103,720	97,630	-
Maintenance & Repair	4,485	4,112	1,504	4,550	5,350	5,750	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	4,512	21,684	-	-	-	-	-
Energy & Utility	19,980	17,397	17,266	20,370	19,780	21,410	-
Total	1,560,329	1,596,792	1,596,975	1,730,520	1,725,350	1,719,030	-

* 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	1,539,727	1,575,945	1,567,262	1,709,210	1,704,100	1,697,180	-
Transfer in from General Fund - Fund Balance	-	-	6,283	-	-	-	-
Total	1,539,727	1,575,945	1,573,545	1,709,210	1,704,100	1,697,180	-
Special Revenue Funds	2,202	2,447	5,030	2,910	2,850	3,450	-
Charges to CDBG Funds	-	-	-	-	-	-	-
Charges to Landfill Enterprise Funds	18,400	18,400	18,400	18,400	18,400	18,400	-
Subtotal: Other Funds	*20,602*	*20,847*	*23,430*	*21,310*	*21,250*	*21,850*	-
Total	1,560,329	1,596,792	1,596,975	1,730,520	1,725,350	1,719,030	-

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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	538,630	538,630	534,230	-
Supplies	3,750	3,250	3,750	-
Services	23,660	23,160	23,660	-
Maintenance & Repair	2,750	3,750	3,750	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	9,620	9,620	10,630	-
Total	578,410	578,410	576,020	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	578,410	578,410	576,020	-
Special Revenue Funds	-	-	-	-
Charges to CDBG Fund	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	578,410	578,410	576,020	-

Personnel Requirements

Full Time Equivalents	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	6.00	6.00	6.00	-
Regular Part Time Employees	0.47	0.47	0.47	-
Temporary/Seasonal Employees	-	-	-	-
Total	6.47	6.47	6.47	-

Budget Commentary

The FY 11 expenditures are expected to come in on budget . The FY 12 budget reflects a decrease of $2,390 or 0.4% versus the FY 11 budget and is a reflection of a savings in benefit costs.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm Losses *$547,220*

- Conduct more than 5,000 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 1,800 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) 60 public education programs to the community related to fire safety and code compliance
- Present public education programs related to building code safety for residential usage
- Provide support and technical assistance to the Zoning Board of Appeals, the Building Code Board of Appeals and the Local Emergency Planning Commission
- Maintain and update hazardous materials information at industrial and commercial facilities in support of emergency services and to improve public access to the information.

After Emergency Assistance *$28,800*

- Conduct investigations of fires, alarms and building failures to determine the cause, origin, circumstances and responsibilities
- Coordinate with owners, tenants and other agencies in the rehabilitation and restoration of fire, 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	162,210	159,070	162,880	-
Supplies	670	450	470	-
Services	29,900	29,700	29,670	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,000	1,010	1,010	-
Total	193,780	190,230	194,030	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	193,780	190,230	194,030	-
Special Revenue Funds	-	-	-	-
Charges to CDBG Fund	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	193,780	190,230	194,030	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.16	0.11	0.16	-
Total	1.16	1.11	1.16	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $3,550 or 1.8% primarily due to reduction in part-time staffing. The FY 12 budget reflects an increase of $250 or 0.1% versus the FY 11 budget.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion *$58,200*

- Provide ombudsman services to Windsor businesses to assist them to be as competitive as possible
- Assist existing businesses to secure public or private-sector financing for current operations or expansions
- Conduct business visits to obtain information about the needs of exiting 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 *$87,300*

- Work with the Windsor Redevelopment Agency on the redevelopment of the 55-69 Mechanic Street site adjoining the commuter rail station area in Windsor Center
- 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.

Business Recruitment and Development *$48,530*

- Contact at least 25 businesses to promote locating to Windsor
- Assist potential new businesses to find an appropriate site, secure financing, achieve town board and commission approvals and open their facility 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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	369,440	364,500	367,080	-
Supplies	5,800	5,050	5,100	-
Services	19,620	20,360	26,000	-
Maintenance & Repair	200	200	400	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,550	2,550	2,570	-
Total	397,610	392,660	401,150	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	394,700	389,810	397,700	-
Special Revenue Funds	2,910	2,850	3,450	-
Charges to CDBG Fund	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	*2,910*	*2,850*	*3,450*	-
Total	397,610	392,660	401,150	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	4.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	4.00	4.00	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $4,950 or 1.2% primarily due to disability leave for two employees. The FY 11 General Fund expenditures are expected to be under budget by $4,890 or 1.2% and is attributable to the same reason. The overall FY 12 budget reflects an increase of $3,540 or 0.9% versus the FY 11 budget and is mostly a reflection of a reallocation of $5,000 in GIS consulting services and $1,000 for server licenses from the Assessing division to the Planning division budget. This was done to consolidate administration of the GIS function within Planning. This increase is offset in part by benefit cost reductions in Personal Services. The FY 12 General Fund budget reflects an increase of $3,000 or 0.8% for the same reasons.

PLANNING

Products & Services

Plan Review & Design Development *$ 256,730*

- Monitor federal, state and local plans and programs to maximize their benefit and minimize their liabilities to the community
- Prioritize 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 going to the Town Planning & Zoning Commission (TPZC) to ensure compliance with the master plan and 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 and provide local review and input as required.

Geographic Information System *$44,130*

- Continue updating the property map and prepare this map for use with future applications
- Administer the Assessor's Online GIS
- Create maps/databases and perform analysis to support town programs.

Support Boards & Commissions *$100,290*

- 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
  - Energy Task Team.

DESIGN SERVICES

Design Services develops the town's infrastructure for non-building related projects in accordance with the Plan of Development 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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	526,720	522,450	517,630	-
Supplies	3,100	3,100	3,100	-
Services	22,100	30,500	18,300	-
Maintenance & Repair	1,600	1,400	1,600	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	7,200	6,600	7,200	-
Total	560,720	564,050	547,830	-

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

Funding Sources

The Town Engineer provides services associated with the landfill operations and closure. The General Fund is therefore compensated for a portion of the Engineer's salary with charges to the Landfill Enterprise Fund in FY 12 budgeted at $18,400.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	542,320	545,650	529,430	-
Special Revenue Funds	-	-	-	-
Charges to CDBG Fund	-	-	-	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	-
Subtotal: Other Funds	*18,400*	*18,400*	*18,400*	-
Total	560,720	564,050	547,830	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	5.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.85	0.73	0.85	-
Total	5.85	5.73	5.85	-

Budget Commentary

The FY 11 expenditures are expected to come in over budget by $3,330 or 0.6% due to an increase in Services offset in part by a decrease in Personal Services. The overall FY 12 budget reflects a decrease of $12,890 or 2.3% versus the FY 11 budget and is a reflection of a decrease in salary and benefit costs. The FY 12 General Fund budget reflects the same decrease of $12,890.

DESIGN SERVICES

Products & Services

Road Improvements *$164,350*

- Provide survey, design and engineering support for major road improvement projects.

Professional and Technical Advice *$82,200*

- 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 DEP regulatory compliance.

Information Services *$54,800*

- Provide data and information for 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 *$80,180*

- 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, and Illicit Discharges and Connections Ordinance, and associated requirements.

Capital Improvements *$109,500*

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

Landfill Regulatory Issues *$18,400*

- Provide technical and administrative guidance for the Windsor/Bloomfield landfill to ensure that engineering-related tasks and projects are in compliance with the landfill Consent Order.

Flood Plain Management *$11,000*

- Administer and implement the provisions of the Floodplain Management Ordinance and associated requirements.

Traffic Calming *$27,400*

- 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
- Provide leadership, management and administrative support to the Volunteer Traffic Calming program.

Development Services

FY 2011 Highlights

Building Safety
During FY 11, Building Safety oversaw the following projects that were either completed or are nearing completion:

- Hayden Station Fire House @ 54 Basswood - 6,557 SF of new construction and 4,606 SF of renovations
- 955 Kennedy Rd. - New England Veterinary Center & Cancer Care – 9,039 SF new construction
- 500 Day Hill Rd - Konica Minolta - 15,580 SF renovations
- 519 Palisado Ave - Madina Academy - Phase 1 - 8,900 SF renovations
- 360 Bloomfield Liberty Mutual - 2,000 SF renovations
- 601 River St.@ CREC River St. School - 2,400 SF new pavilion
- 3 Waterside Crossing - 120,000 SF renovations
- 7 Waterside Crossing - 3,829 SF renovations
- 10 Targeting Center - CREC Magnet School – 49,000 SF renovations
- 100 Northfield Dr. - Jack Henry – 4,000 SF renovations
- 175 Addison Rd. - Alstom Power – 175,000 SF renovations
- 200 Great Pond - Alstom Power – 124,000 SF renovations
- 415 Day Hill Rd. - Oak Leaf Management – 54,316 SF renovations
- 60 Baker Hollow - Wellington Management – 28,500 SF renovations
- 2000 Day Hill Rd. - Approximately 578,500 SF of building demolition
- 530 Windsor Ave. - TJ MAXX – 33,368 SF renovations
- Town projects include Wilson Library and Northwest Park Geothermal and Poquonock School boilers

Loomis Chaffee continues to expand and renovate:

- Slate roofing, copper flashings and finishings at 3 buildings valued at $1,170,000
- Other Loomis Chaffee construction valued at $370,000 in the first six months of FY 11 included remodeling and small additions to residences.

96 new single family homes have received Certificate of Occupancies in the first 6 months of FY 11.
Country Walk subdivision is complete. The first home is expected to be under construction at Windsor Place (Glenwood Drive and Kennedy Road).

The Fire Marshal Office (FMO) has received training on Juvenile Fire Setting and will be implementing a prevention and response program to educate juveniles who have been involved in fire play and fire setting activities and have been referred to the program by the Juvenile Review Board. Deputy Fire Marshal Scott Yeomans has taken the lead in this.

The FMO has expanded the vacant building identification and inspection program to include not only commercial but also residential properties. This expansion also includes a partnership with the Police and Health Departments. The goal is to prevent these buildings from becoming derelict, attracting squatters and becoming dangerous to our volunteer fire fighters.

The FMO has increased public education programs to over 60 programs reaching more than 5,000 people. Fire Inspector Lauri Volkert has updated the FMO fire education library through the use of Power Point and other resources. Lauri also provided fire safety tags to the Fire Department's Christmas tree fund raiser.

The FMO, led by Deputy Fire Marshal Yeomans and the Windsor Fire Department, co-hosted a program on Emergency Response and Autism at the LP Wilson Community Center. Attendees included not only fire, police and EMS from Windsor but also from a number of towns from across the state.

Deputy Fire Marshal Richard Shea set up joint training with the Capital Region Hazardous Materials Response Team and the Town of Windsor Bio-hazard Response Team. This team has been added as a resource to the town's response plan.

FY 2011 Highlights (continued)

Fire Inspector Lauri Volkert hosted a training program to familiarize property managers from the larger commercial properties with the Windsor Bio-Hazard and Emergency Response Plans. This was in partnership with the Police Department, Health Department, DEP and FBI.
Fire Inspector Lauri Volkert has been accepted to two classes in the Fire Prevention: Education Curriculum at the National Fire Academy in Emmitsburg, Maryland. Last summer she attended "Demonstrating your Fire Prevention Program's Worth" and this May she will be attending "Community Education Leadership." Both training opportunities, including travel and lodging, are provided free of charge through a federal refund program.

The FMO has continued its partnership with the Fire Department, hosting Day Drill training opportunities throughout the year and hosted the 10th Annual Day Drill Holiday Breakfast.

Economic Development
Economic Development continued the systematic business visitation program. Information gathered in these visits has been used to create a database of local businesses and to help coordinate technical assistance.

Economic Development also completed a successful solicitation of a developer for redevelopment of 55-69 Mechanic Street as part of the continued planning for transit-oriented development in Windsor Center.

The town continued its successful partnership with the Chamber of Commerce and local businesses to address the immediate and long-term transportation needs of the corporate area.

Design Services
In May 2010, Engineering re-published the Town of Windsor Engineering Standards and Specifications in one comprehensive document available for the public. This document, as well as individual specifications and details, can be found on the town's website. Since the last revisions, some significant changes have occurred in construction methods, materials, and design guides. For example, the local residential roadway width has been reduced from 30 feet to 28 feet to address concerns with stormwater management and wetlands protection; and sidewalk details and specifications have been modified to include detectable warning strips at sidewalk ramps. The adoption of several Town of Windsor ordinances and manuals, including the Erosion and Sediment Control Ordinance, the Stormwater Management Ordinance, the Town Stormwater Manual, and the Traffic Calming Manual also resulted in some new and/or revised details and specifications.

In 2010, Engineering reviewed nine Erosion & Sediment Control Permit applications and nine Stormwater Management Permits. Permit fees collected for the two permits were $15,801. In an effort to expand educational resources regarding illicit discharges, a car wash brochure, outlining best management practices, was published in April 2010 on the town's website for fundraising organizations.

Engineering also completed the in-house design and assisted Public Works with the project administration and inspection services for both the reconstruction of Capen Street and the 2010 Day Hill Road Rehabilitation Project. Engineering also administered the year's sidewalk and mudjacking contracts and developed and managed the contract to repair both the basketball court at Trent Drive and the tennis courts at L.P. Wilson. Evaluations and recommendations for future court repairs were also provided to the Recreation Department for upcoming capital projects.

Engineering continued to administer the consultant planning and permitting contracts for the Meadow Brook Channel Stabilization, Riverfront Trail Project, Day Hill Road Capacity Improvements, and an evaluation of Decker's Brook. Permitting for both the Meadow Brook Channel Stabilization project and the Riverfront Trail project is anticipated to be completed so that the construction of both projects may begin in 2011. Results from the Day Hill Road Capacity Analysis and Decker's Brook Evaluation will also assist Engineering in identifying upcoming Capital Projects. The planning contract for the design of Prospect Hill Road was also negotiated in 2010. Design and permitting for this partially STP-funded project is anticipated to start in FY 11 with construction in FY 12.

In 2010, Engineering administered the new traffic calming program using radar speed display signs to collect data and reduce speeds in various areas. More than 20 volunteers were solicited to assist in mounting the signs and collecting the data. Radar speed display signs were deployed on 11 streets in 2010.

FY 2011 Highlights (continued)

Planning

In calendar year 2010, the Planning Department and Town Planning and Zoning Commission (TPZC) reviewed 89 applications. Although these applications were mostly special uses and minor site plan revisions that did not involve the construction of new square footage, 8,916 square feet of new commercial/industrial space and 96 dwelling units were approved. The major new projects included:

- Windsor Place Subdivision: 47-lot open space subdivision with 35.1 acres of open space
- 109-125 Poquonock Avenue: Mixed-use development with 42 one- and two-bedroom units and 6,800 sq. ft. of retail space
- Traditional Neighborhood Design Development Regulations – Enabling regulations to allow for the incremental development of a new mixed-use village.

In the past year, we are pleased to report that the following long-standing projects achieved the following status:

- Go Dog Stay, a 2,050 SF dog kennel at 909 Stone Road, completed construction and is open for business
- Lord's Woods, a 60-lot subdivision, has received all required land use permits and could begin development in FY 11/12.

In the upcoming year, the town is looking forward to the completion (and start) of several projects approved during 2009 and 2010. They include:

- Hayden Station Fire House building alteration and 6,525 SF addition at 54 Basswood Road
- New England Veterinary Center & Cancer Cares 9,039 SF veterinary center at 955 Kennedy Road
- Scapa Tape's 20,000 SF factory addition at 111 Great Pond Drive off of Day Hill Road
- Archer Memorial AME Zion Church 11,727 SF addition at 320 Hayden Station Road.

The TPZC held numerous workshops on smart growth, form-based regulations, and both residential and economic development (in preparation for updating two chapters of the Plan of Conservation and Development) and also held a joint meeting with the Inland Wetlands and Watercourse Commission for an informal discussion of the proposed Great Pond Village development on the ABB property located at 2000 Day Hill Road.

Development Services

Key Statistics	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Number of participants in Engineering community / neighborhood project meetings	30	36	60	47	155
Total value of construction Engineering projects awarded	$2,644,000	$944,400	$1,287,000	$644,200	$4,294,000
Total construction value of Building permits issued	$140,209,355	$75,615,985	$55,750,000	$42,500,000	$42,500,000
Building permit fees collected *	$1,226,854	$696,668	$960,560	$580,000	$495,000
Visits to existing businesses by Economic Development staff	15	173	50	25	50
Prospective business contacts made	19	20	15	20	25
Fees in-lieu of open space collected	$12,000	$6,000	$4,000	$11,000	$10,000
Acres of open space preserved	55	0	8	67	35
Dwelling units approved by TPZC	239	67	7	220	300
Non-residential floor area approved by TPZC	476,400	864,747	8,580	15,000	40,000
IWWC & TPZC Applications	135	130	125	130	130

** Building permit fees collected include an education fee increment that goes to the State of Connecticut.*

Performance Measures	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate	FY 2012 Target
Value of change orders as a % of original contract	1.5%	7%	5.4%	7%
Percentage of residential permits requesting follow-up inspections on a timely basis	85%	90%	85%	90%
Percentage of residential permit holders that respond to a follow-up letter or phone call for inspection compliance	50%	95%	65%	95%
Voluntary compliance or resolution of building & zoning violations	90%	80%	96%	95%
Households signed up for green energy	22	100	50	50

A fun fact about the value of our services…

Entrepreneurs and existing business owners wishing to do business in Windsor can schedule an informal discussion with members from all of the development services departments for valuable input on their project in just one Tuesday morning meeting.

DEVELOPMENT SERVICES

FY 2012 GOALS

1. The Fire Marshal Office will develop a prioritized inspection schedule to bring Windsor into compliance with the new state inspection schedule requirements. The Fire Marshal Office will focus on high hazard properties first and then work towards a fully compliant inspection schedule in 5 years

2. Continue response to automatic fire alarms to collect information to identify public education needs, provide alternatives to reduce false alarms, and to ensure that all fire alarms are installed and maintained according to pertinent fire and building codes

3. Building Safety will fully prepare and educate building inspectors for International Energy Conservation Code effective January 1, 2012 by taking advantage of webinars, free classes offered by the state and in-house plan review training

4. Research and implement on-line permits. The on-line permit center allows homeowners and licensed contractors to apply for and receive building permits over the internet

5. Continue small business outreach and assistance program to address town council goals

6. Facilitate the redevelopment of one of the town's priority redevelopment properties

7. Complete the update of the 2004 Plan of Conservation and Development Chapters on Economic and Residential Development and begin the comprehensive update of the entire plan for adoption in 2014

8. Transition the online Assessor's GIS and the update of parcel data to the Planning Department and add inland wetlands, as well as updated aerial imagery, to the Assessor's GIS

9. Complete permitting, design and construction of the Riverfront Trail Project

10. Complete the permitting and design of the Prospect Hill Road Project

11. Complete the design and construction of Stone Road Drainage and Pavement Project

12. Complete the design and construction of the Day Hill Road Pavement Improvement Project.

SPECIAL REVENUE FUNDS

Planning

		FY 2011				FY 2012		
Project #	Project Name	Beginning Balance (7/1/10)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/11)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/12)
1704	Wetlands Inventory Grant	694	-	-	694	-	200	494
1705	Wetlands Account	3,666	-	-	3,666	-	1,000	2,666
1706	Energy Task Force Fund	4,681	-	-	4,681	-	750	3,931
1707	Earth Day	539	1,500	1,500	539	1,500	1,500	539
1720	Walden Woods Inspection Account	37,063	(35,713)	1,350	-	-	-	-
		46,643	**(34,213)**	**2,850**	**9,580**	**1,500**	**3,450**	**7,630**

#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 that was completed but never charged against the General Fund. This account can be used to enhance inland wetlands programs and activities.

#1706 - Energy Task Force Fund - This fund is from a grant from the Connecticut Clean Energy Fund to be used for promoting local energy conservation and use of renewable energy sources.

#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.

#1720 - Walden Woods Inspection Account - This escrow account was created from a bond from CT Windsor Developers to cover the cost of inspections during their construction. It has been used by the Engineering and Planning departments to offset the cost of inspections of erosion, sedimentation and stormwater management controls for compliance with their IWWC and TPZC permits. At the completion of construction, the funds may also be used to perform any unfinished activities required by their permits. Any unused funds will be returned to the CT Windsor Developers at the completion of construction in accordance with their permits. In FY 11, Walden Woods received it's final certificate of occupancy and thus all remaining funds will be returned.

COMMUNITY DEVELOPMENT

The Office of Community Development (OCD) solicits and administers grant funds for a variety of activities including housing rehabilitation, down payment assistance, a small business loan program and infrastructure improvements. In addition, the OCD is involved with neighborhood issues and assistance with the facilitation of the redevelopment of targeted properties.

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	174,907	172,430	171,390	171,280	-
Supplies	2,268	1,700	1,200	1,250	-
Services	492,782	667,850	592,000	691,900	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	600	700	-
Total	670,557	842,680	765,190	865,130	-

* 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, they have revolving funds which generate program income for the activity from which such income was derived. The town's General Fund contributes $25,000 annually to cover a portion of administrative expenses.

Funding Source	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	25,000	25,000	25,000	25,000	-
Small Cities Funds	550,358	742,680	653,590	761,220	-
Loan Repayment Fund	63,316	50,000	61,600	53,910	-
Special Revenue Funds	5,550	-	-	-	-
Project Management Fees	26,333	25,000	25,000	25,000	-
Subtotal: Other Funds	*645,557*	*817,680*	*740,190*	*840,130*	-
Total	670,557	842,680	765,190	865,130	-

Personnel Requirements

Full Time Equivalents	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	2.00	2.00	2.00	2.00	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $77,490 or 9.2% due to timing of the proposed improvements to Fitch Court. These projected expenditures have been moved to FY 12. The FY 12 expenditures will be $22,450 or 2.7% over the FY 11 budget. Project management fees represent revenue from a contractual service agreement with the Town of Enfield.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	25,000	25,000	25,000	25,000	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	25,000	25,000	25,000	25,000	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services				-	-
Supplies				-	-
Services				-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility				-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	149,907	147,430	146,390	146,280	-
Supplies	2,268	1,700	1,200	1,250	-
Services	492,782	667,850	592,000	691,900	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	600	700	-
Total	645,557	817,680	740,190	840,130	-

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	174,907	172,430	171,390	171,280	-
Supplies	2,268	1,700	1,200	1,250	-
Services	492,782	667,850	592,000	691,900	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	600	700	-
Total	670,557	842,680	765,190	865,130	-

COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2008-2012

Expenditures

Expenditures by Category *	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	153,885	157,620	174,907	172,430	171,390	171,280	-
Supplies	1,957	1,164	2,268	1,700	1,200	1,250	-
Services	527,312	276,850	492,782	667,850	592,000	691,900	-
Maintenance & Repair	-	-	-	-	-	-	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	500	600	600	700	600	700	-
Total	683,654	436,234	670,557	842,680	765,190	865,130	-

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

Funding Sources

Funding Source	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	25,000	25,000	25,000	25,000	25,000	25,000	-
Small Cities Funds	476,730	342,318	550,358	742,680	653,590	761,220	-
Loan Repayment Fund	181,924	68,916	63,316	50,000	61,600	53,910	-
Special Revenue Funds	-	-	5,550	-	-	-	-
Project Management Fees	-	-	26,333	25,000	25,000	25,000	-
Subtotal: Other Funds	*658,654*	*411,234*	*645,557*	*817,680*	*740,190*	*840,130*	-
Total	683,654	436,234	670,557	842,680	765,190	865,130	-

COMMUNITY DEVELOPMENT

Products & Services

General Administration *$175,130*

- Solicit and administer federal and state funds including Community Development Block Grant (CDBG) - Small Cities and Small Town Economic Assistance Program (STEAP) funds
- Provide staff support to the Wilson/Deerfield Advisory Committee, the Economic Development Commission, One Book – One Windsor, the Human Relations Commission, the Fair Rent Commission and the Conversations on Race initiative
- Plan and implement educational forums for local residents focusing on property improvements and financial literacy
- Address quality of life issues in neighborhoods
- Administer the Neighborhood Assistance Act (NAA) Tax Credit program
- Promote fair housing awareness by holding educational forums
- Assist with the town's effort to facilitate reinvestment in targeted sites.

Housing Rehabilitation/Refinance Program *$305,000*

- Provide financial and technical assistance to income-eligible residential property owners for home repair, provide cost-effective energy conservation measures, perform lead and asbestos abatement, removal of underground storage tanks and render properties handicap accessible

- Preserving neighborhoods through a neighborhood stabilization initiative funded through the American Recovery and Reinvestment Act, by way of a comprehensive rehabilitation and refinance program.

Renovations – Fitch Court Apartments *$170,000*

- The Office of Community Development will be partnering with the Windsor Housing Authority to provide energy conservation and security improvements at Fitch Court apartments. The project is being funded by a $350,000 Community Development Block Grant. The project is anticipated to commence in FY 11 and be completed in FY 12. The $170,000 represents only the estimated expenditures for FY 12.

Infrastructure Improvements *$215,000*

- The Office of Community Development proposes to solicit federal Community Development Block Grant funds for the reconstruction of Maple Ave and Spring Street. The application is subject to public hearing and Town Council approval. The scope of work includes pavement reconstruction, sidewalks, and drainage improvements. It is anticipated that this project will occur in FY 12 and FY 13. The amount shown in this budget represents the expenditure of funds for FY 12 only.

COMMUNITY DEVELOPMENT

FY 2011 Highlights

- Rehabilitated 24 residential units through the town's Housing Rehabilitation program. The scope of work included cost-effective energy conservation measures, the correction of code violations, the removal or encapsulation of hazardous material including lead based paint, asbestos, underground fuel storage tanks and modifications for handicap accessibility.
- Worked closely with the Access Agency to leverage funds for lead paint abatement.
- Provided a Small Business Loan with loan repayments from previously funded business loans.
- Administered the Neighborhood Assistance Act (NAA) Tax Credit Program that assisted local non-profit organizations to leverage donations from the corporate community.
- Coordinated the "Conversations on Race" initiative that promoted dialogue on issues of diversity.
- Promoted financial literacy by hosting training for human services workers throughout the state, to enable them to assist clients in financial matters.
- Implemented the on going of One Book, One Windsor program.
- Successfully implemented two projects funded through the American Recovery & Reinvestment Act. These consisted of the demolition of the Dunfey Tavern and the reconstruction of sidewalks in the Deerfield neighborhood.
- Implemented a Community Development Block Grant – Small Cities Grant, which provided funds for improvements at the Wilson Branch Library. Specific improvements included the installation of a geothermal HVAC system, window and door replacements and the construction of a vestibule.
- Provided 56 referrals to individuals related to housing and/or financial matters.
- Maintained a revolving loan fund with a loan portfolio of $2,209,173.
- Developed guidelines for a Housing Rehabilitation/Refinance Program which was funded through the American Recovery & Reinvestment Act.
- Generated program management fees by providing services to the Office of Community Development for the Town of Enfield.

COMMUNITY DEVELOPMENT

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS
As Of 6/30/2010

Type of Loan	Principal Balances
Amortized Payment Loans:	
Housing Rehab. & Downpayment Assistance	$315,444
Deferred Payment Loans:	
Housing Rehabilitation	$1,619,263
Forgiveness Loans:	
Housing Rehabilitation & Facade Improvement	$39,907
Amortized Economic Development Loans	$234,559
Sub-total	$2,209,173
Allowance for uncollectible loans	($500,000)
Loans Receivable, net	$1,709,173

Performance Measures	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate	FY 2012 Target
Number of housing rehabilitation projects	24	18	22	25
Successful foreclosure intervention (new initiative)	N/A	N/A	3	4

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

Between 2000 and 2011 the Office of Community Development has secured $4,850,000 in federal grants and generated approximately $1,600,000 in loan repayments with only $25,000 per year in funding from local property tax support.

FY 2012 Goals

1. Secure Small Cities Program funding for an infrastructure project
2. Implement a program to assist households under threat of foreclosure with Community Development Block Grant funds made available through the American Recovery and Reinvestment Act.

SPECIAL REVENUE FUNDS

Community Development

Project #	Project Name	Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	2,913,756	3,173,410	3,129,460	3,170,780	-
Supplies	352,562	422,180	533,270	419,200	-
Services	607,002	682,220	982,170	756,690	-
Maintenance & Repair	567,482	487,770	563,110	488,400	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	168,137	159,000	159,530	159,000	-
Energy & Utility	881,459	1,017,510	941,170	951,770	-
Total	5,490,398	5,942,090	6,308,710	5,945,840	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Public Works	4,936,593	5,172,380	5,449,390	5,100,460	-
Transfer in from General Fund - Fund Balance	55,920	-	-	-	-
Charges to Other Departments	63,584	60,560	75,000	75,000	-
Town Support for Education	122,016	133,360	130,540	133,190	-
Subtotal: Public Works Gen. Fund Budget	*5,178,113*	*5,366,300*	*5,654,930*	*5,308,650*	-
State Grants - Town Aid	25,212	205,000	266,120	328,000	-
Facilities Revenues & User Fees	118,175	179,220	136,440	119,580	-
Reimbursements	8,611	7,240	5,300	5,280	-
Subtotal: Special Revenue Funds	*151,998*	*391,460*	*407,860*	*452,860*	-
State Grants - LoCIP	160,287	184,330	245,920	184,330	-
Total	5,490,398	5,942,090	6,308,710	5,945,840	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	30.33	32.00	31.44	32.00	-
Regular Part Time Employees	2.16	2.65	2.65	2.65	-
Temporary/Seasonal Employees	2.28	3.10	3.00	3.10	-
Total	34.77	37.75	37.09	37.75	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $366,620 or 6.2% primarily as a result of expenditures related to snow removal activities. The FY 11 General Fund expenditures are expected to be over budget by $277,010 or 5.4% and is mostly attributable to higher personal services, material costs and contractual services expenses for the snow and ice program, offset by savings in utility costs. The overall FY 12 budget reflects an increase of $3,750 or 0.1% versus the FY 11 budget and is a reflection of savings in utility costs offset by an effort to perform increased amounts of pavement preventive maintenance using the Town Aid Roads grant. The FY 12 General Fund budget reflects a decrease of $71,920 or 1.4% and is mostly a result of savings in utility costs.

PUBLIC WORKS EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	2,771,255	3,071,410	3,032,610	3,068,980	-
Supplies	307,296	245,730	355,500	243,730	-
Services	379,879	344,190	558,930	340,660	-
Maintenance & Repair	543,433	468,200	536,460	468,200	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	168,137	159,000	159,530	159,000	-
Energy & Utility	766,593	883,850	806,360	819,890	-
Total	4,936,593	5,172,380	5,449,390	5,100,460	-

Town Support for Education, Charges to Other Department Expenditures and Transfer from General Fund - Fund Balance:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	138,112	91,660	86,540	91,490	-
Supplies	37,237	40,000	41,500	40,000	-
Services	2,587	1,700	2,500	1,700	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	63,584	60,560	75,000	75,000	-
Total	241,520	193,920	205,540	208,190	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	4,389	10,340	10,310	10,310	-
Supplies	8,029	136,450	136,270	135,470	-
Services	224,536	336,330	420,740	414,330	-
Maintenance & Repair	24,049	19,570	26,650	20,200	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	51,282	73,100	59,810	56,880	-
Total	312,285	575,790	653,780	637,190	-

Total Expenditures (agrees with page M-1):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	2,913,756	3,173,410	3,129,460	3,170,780	-
Supplies	352,562	422,180	533,270	419,200	-
Services	607,002	682,220	982,170	756,690	-
Maintenance & Repair	567,482	487,770	563,110	488,400	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	168,137	159,000	159,530	159,000	-
Energy & Utility	881,459	1,017,510	941,170	951,770	-
Total	5,490,398	5,942,090	6,308,710	5,945,840	-

PUBLIC WORKS
BUDGET INFORMATION
Fiscal Year 2008-2012

Expenditures

Expenditures by Category *	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	2,877,734	2,917,749	2,913,756	3,173,410	3,129,460	3,170,780	-
Supplies	418,242	423,605	352,562	422,180	533,270	419,200	-
Services	625,444	617,099	607,002	682,220	982,170	756,690	-
Maintenance & Repair	423,829	574,666	567,482	487,770	563,110	488,400	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	153,782	261,342	168,137	159,000	159,530	159,000	-
Energy & Utility	964,948	998,106	881,459	1,017,510	941,170	951,770	-
Total	5,463,979	5,792,567	5,490,398	5,942,090	6,308,710	5,945,840	-

* 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	4,800,234	5,185,425	4,936,593	5,172,380	5,449,390	5,100,460	-
Transfer in from General Fund - Fund Balance	-	-	55,920	-	-	-	-
Charges to Other Departments	61,630	61,183	63,584	60,560	75,000	75,000	-
Town Support for Education	133,214	115,091	122,016	133,360	130,540	133,190	-
Subtotal: Public Works Gen. Fund Budget	*4,995,078*	*5,361,699*	*5,178,113*	*5,366,300*	*5,654,930*	*5,308,650*	-
State Grants- Town Aid	255,516	170,684	25,212	205,000	266,120	328,000	-
Facilities Revenues & User Fees	114,366	142,690	118,175	179,220	136,440	119,580	-
Reimbursements	283	19,573	8,611	7,240	5,300	5,280	-
Subtotal: Special Revenue Funds	*370,165*	*332,947*	*151,998*	*391,460*	*407,860*	*452,860*	-
State Grants- LoCIP	*98,736*	*97,921*	*160,287*	*184,330*	*245,920*	*184,330*	-
Total	5,463,979	5,792,567	5,490,398	5,942,090	6,308,710	5,945,840	-

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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	855,440	835,630	851,220	-
Supplies	98,190	93,500	98,220	-
Services	20,710	16,820	17,050	-
Maintenance & Repair	570	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	10,950	13,760	12,030	-
Total	985,860	959,710	978,520	-

* 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 on the property tax rate.

Funding Source	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Parks & Grounds	845,260	823,870	840,050	-
Town Support for Education	133,360	130,540	133,190	-
Subtotal: Parks & Grnds. Gen. Fund Budget	*978,620*	*954,410*	*973,240*	-
State Grants - Town Aid	-	-	-	-
User Fees	-	-	-	-
Reimbursements	7,240	5,300	5,280	-
Subtotal: Special Revenue Funds	*7,240*	*5,300*	*5,280*	-
LoCIP	-	-	-	-
Total	985,860	959,710	978,520	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	9.00	9.00	9.00	-
Regular Part Time Employees	0.90	0.90	0.90	-
Temporary/Seasonal Employees	3.10	3.00	3.10	-
Total	13.00	12.90	13.00	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $26,150 or 2.7% primarily due to savings in Personal Services. The FY 11 General Fund expenditures are expected to be under budget by $21,390 or 2.5% and is attributable to the same reason. The overall FY 12 budget reflects a decrease of $7,340 or 0.7% versus the FY 11 budget and is attributable to Personal Services. The FY 12 General Fund budget reflects a decrease of $5,210 or 0.6% and is mostly a result of benefit costs.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas *$254,930*

- 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 *$65,460*

- Maintain and operate irrigation systems at the Town Center Green, Main Library, Veterans Cemetery and Northwest Park.

Improve Turf Areas *$62,340*

- Re-seed and aerate at Town Hall, Main Library, Veterans Cemetery and Sage Park
- Spray for weeds and fertilize turf at these locations.

Maintain Brick Pavers/Sidewalks *$19,250*

- Sweep sand and debris from bricks and sidewalks at Town Center, Main Library, railroad station, Milo Peck Center, Windsor Avenue, Wilson Median and the Riverwalk Trail
- Apply weed control to bricks in these areas.

Prepare Fields for Recreational Use *$71,050*

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

Maintain Safe Playground Equipment *$61,470*

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

Maintain Medians *$32,470*

- 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 and town-maintained cul-de-sacs. 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 *$154,710*

- 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 and Benches *$18,280*

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

Prepare & Maintain Ice Skating Surfaces *$18,690*

- Prepare and post rinks for skating, as well as clear and repair ice surfaces as necessary at the Town Green, Sharshon Park and Welch Park.

Public Property Litter *$49,140*

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

Maintain Public Trail Areas *$37,200*

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

Town Support for Education *$133,530*

- 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	260,090	255,350	262,740	-
Supplies	27,830	31,820	26,820	-
Services	170,560	177,370	174,740	-
Maintenance & Repair	144,000	148,110	145,200	-
Grants & Contributions	-	-	-	-
Capital Outlay	1,000	1,530	1,000	-
Energy & Utility	357,960	313,810	302,760	-
Total	961,440	927,990	913,260	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Town Buildings	771,660	728,450	721,680	-
Charges to Other Departments	60,560	75,000	75,000	-
Town Support for Education	-	-	-	-
Subtotal: Facilities Mgmt. Gen. Fund Budget	*832,220*	*803,450*	*796,680*	-
State Grants - Town Aid	-	-	-	-
Facilities Revenues	129,220	124,540	116,580	-
Reimbursements	-	-	-	-
Subtotal: Special Revenue Funds	*129,220*	*124,540*	*116,580*	-
LoCIP	-	-	-	-
Total	961,440	927,990	913,260	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	2.00	2.00	2.00	-
Regular Part Time Employees	1.35	1.35	1.35	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.35	3.35	3.35	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $33,450 or 3.5% primarily due to savings in utility costs. The FY 11 General Fund expenditures are expected to be under budget by $43,210 or 5.6% and is mostly attributable to lower electricity and natural gas expenses for town facilities. The overall FY 12 budget reflects a decrease of $48,180 or 5.0% versus the FY 11 budget, and the FY 12 General Fund budget reflects a decrease of $49,980 or 6.5% and is mostly a result of lower utility costs.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center *$249,450*

- 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 Complex & Parks Facility *$101,530*

- Ensure code compliance, effect necessary repairs and maintenance of the facilities
- Fund utilities, supply charges, cell phones and postage.

330–332 Windsor Ave. Community Center *$121,205*

- 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 *$71,685*

- 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 Library, Milo Peck Child Development Center, Hayden Station, Poquonock, Wilson, Rainbow, and Windsor Fire Houses *$129,500*

- Coordinate with town departments on code compliance, effect necessary repairs and maintenance of 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 *$119,890*

- Respond to requests from civic groups for community event support such as Shad Derby, the Lion's Arts and Craft Fair and the Chili Fest
- 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 the Old Wilson Firehouse
- Perform preventive and emergency maintenance to the exterior of the various cell phone towers on town property
- Assist Registrar of Voters with setup of polling places for elections and referenda.

Administration of Building Improvements *$120,000*

- 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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	773,420	771,620	772,630	-
Supplies	48,000	78,270	48,000	-
Services	329,530	379,700	384,930	-
Maintenance & Repair	99,200	140,000	99,200	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,250,150	1,369,590	1,304,760	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Pavement	950,820	1,005,650	949,430	-
Town Support for Education	-	-	-	-
Subtotal: Pavement Mgmt. Gen. Fund Budget	*950,820*	*1,005,650*	*949,430*	-
State Grants - Town Aid	65,000	106,120	168,000	-
User Fees	50,000	11,900	3,000	-
Reimbursements	-	-	-	-
Subtotal: Special Revenue Funds	*115,000*	*118,020*	*171,000*	-
State Grants - LoCIP	184,330	245,920	184,330	-
Total	1,250,150	1,369,590	1,304,760	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.00	8.00	8.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	8.00	8.00	8.00	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $119,440 or 9.6% primarily due to the Capen Street pavement rehabilitation project which was paid for from a special revenue account as well as performing additional pavement preventive maintenance work such as crack filling using the Town Aid Roads grant. The FY 11 General Fund expenditures are expected to be over budget by $54,830 or 5.8% and is mostly attributable to additional materials for snow, as well as performing increased thin asphalt overlays on the streets to reduce the occurrence of potholes. The overall FY 12 budget reflects an increase of $54,610 or 4.4% versus the FY 11 budget and is a reflection of the need to continue to carry out additional pavement preventive maintenance activities using the Town Aid Roads grant. The FY 12 General Fund budget reflects a decrease of $1,390 or 0.1% and is mostly a result of reduced Personal Services costs.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks *$214,420*
- Clean and seal roadway cracks to eliminate water seepage into road base on numerous streets.

Localized Pavement Repairs *$171,910*
- Repair surface defects and potholes caused by poor base and sub-base material.

Pavement Preventive Maintenance *$146,680*
- Perform thin overlays and other related maintenance measures on certain street sections.

Reclaim/Mill & Repave Streets *$475,880*
- Perform milling of the street surface or pavement reclamation of the street surface and the base followed by resurfacing with hot-mix asphalt overlay on Matianuck Avenue, Sunnyside Circle, Robin Road, West Ridge, Sunnyfield Drive, and the Wilson Library parking lot.

Repair Curbing *$179,850*
- Replace damaged or worn curbing at various locations throughout town.

Repair Lawns *$84,320*
- Repair lawns damaged during snow removal.

Repair Dirt Roads *$21,700*
- Grade, shape and roll town dirt roads affected by weather conditions. Install new drainage as needed.

Pavement Management System Maint. *$10,000*
- Pavement management system consultant 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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	245,620	229,330	245,260	-
Supplies	30,610	30,610	30,610	-
Services	34,000	33,000	32,800	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	310,230	292,940	308,670	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Stormwater Drainage	300,230	282,940	298,670	-
Town Support for Education	-	-	-	-
Subtotal: Storm. Drainage Gen. Fund Budget	*300,230*	*282,940*	*298,670*	-
State Grants - Town Aid	10,000	10,000	10,000	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
Subtotal: Special Revenue Funds	*10,000*	*10,000*	*10,000*	-
LoCIP	-	-	-	-
Total	310,230	292,940	308,670	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $17,290 or 5.6% primarily due to personnel costs being allocated to the Landfill Enterprise Fund as a result of work done for a landfill stormwater basin project. The FY 12 budget reflects a decrease of $1,560 or 0.5% versus the FY 11 budget and is a result of reduced costs in Contractual Services for catch basin cleaning.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins and Adjust Manholes — *$95,050*

- 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 — *$28,550*

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

Maintain Concrete Channel of Deckers Brook — *$40,580*

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

New Drainage Systems — *$48,840*

- Install new drainage structures and systems to alleviate erosion, road flooding and icing problems.

Maintain Stormwater Drainage Pipe — *$34,820*

- Maintain 92 miles of stormwater pipe in the town rights-of-way
- 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 — *$23,240*

- Maintain and clean out natural drainage channels to eliminate problems caused by sedimentation, erosion and concrete deterioration.

Catch Basin Sand and Litter Removal & Inspection — *$37,590*

- 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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	593,370	577,190	591,210	-
Supplies	18,500	16,570	16,500	-
Services	86,820	112,420	106,820	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	535,000	500,000	505,000	-
Total	1,233,690	1,206,180	1,219,530	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Traffic Safety	1,233,690	1,186,180	1,199,530	-
Town Support for Education	-	-	-	-
Subtotal: Traffic Safety Gen. Fund Budget	*1,233,690*	*1,186,180*	*1,199,530*	-
State Grants - Town Aid	-	20,000	20,000	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
Subtotal: Special Revenue Funds	-	*20,000*	*20,000*	-
LoCIP	-	-	-	-
Total	1,233,690	1,206,180	1,219,530	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.00	7.00	7.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	7.00	7.00	7.00	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $27,510 or 2.2% primarily due to lower costs for electricity for streetlights and traffic signals. The FY 11 General Fund expenditures are expected to be under budget by $47,510 or 3.9% and is mostly attributable to lower cost for streetlights, Personal Service costs being allocated to the Landfill Enterprise Fund as a result of work done for a landfill stormwater basin project and savings in overtime. The overall FY 12 budget reflects a decrease of $14,160 or 1.1% versus the FY 11 budget and is a result of lower utility costs offset by Town Aid Roads funding for pavement line striping. The FY 12 General Fund budget reflects a decrease of $34,160 or 2.8% and is mostly a result of savings in costs for streetlights and traffic signals.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings *$105,640*
- Install and maintain pavement markings
- Repaint crosswalks, stop lines and railroad crossings as needed.

Traffic & Safety Signing *$89,400*
- Install traffic control and street name signs
- Replace vandalized, stolen or outdated signs
- Provide special street signing as requested.

Streetlights *$560,440*
- Fund utility costs for 3,699 streetlights
- Maintain 776 town-owned streetlights
- Repair damaged streetlights
- Inspect/accept new streetlights in subdivisions
- Monitor and inspect contractor repairs.

Traffic Signals *$100,300*
- Fund utility costs for 57 traffic signals
- Maintain traffic signals and school signs
- Conduct annual safety tests and monitor repairs.

Community Events *$91,610*
- Set up and take down equipment for events which include:
  - Shad Derby
  - Northwest Park Country Fair
  - Chili Fest
  - 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 carnivals
  - Columbus Day weekend soccer tournament
  - Block parties.

Guard Rails *$18,420*
- Maintain and repair four miles of guard rails.

State-Mandated Evictions and Auctions *$21,560*
- Respond to up to 45 evictions yearly
- Move and store property for evictions
- Auction unclaimed property from evictions and town surplus property.

Election Setup *$34,930*
- Set up and take down equipment for referenda, primaries and elections.

24-Hour Emergency Response *$39,060*
- 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 *$69,750*
- 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 *$88,420*
- 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.

EQUIPMENT REPAIR

Equipment Repair provides for the repair, maintenance and replacement of DPW vehicles and heavy equipment and supports the town's fuel dispensing system.

Expenditures

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	278,200	233,920	273,540	-
Supplies	47,500	55,000	47,500	-
Services	40,600	39,200	40,350	-
Maintenance & Repair	244,000	275,000	244,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	158,000	158,000	158,000	-
Energy & Utility	113,600	113,600	131,980	-
Total	881,900	874,720	895,370	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Equipment Repair	881,900	874,720	895,370	-
Town Support for Education	-	-	-	-
Subtotal: Equip. Repair Gen. Fund Budget	*881,900*	*874,720*	*895,370*	-
State Grants - Town Aid	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
LoCIP	-	-	-	-
Total	881,900	874,720	895,370	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.44	3.00	-
Regular Part Time Employees	0.40	0.40	0.40	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.40	2.84	3.40	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $7,180 or 0.8% primarily due to vacancy savings tempered by higher vehicle repair expenses resulting from the severe winter of 2010-2011. The FY 12 budget reflects an increase of $13,470 or 1.5% versus the FY 11 budget and is a reflection of higher unit costs for diesel and gasoline.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance *$509,390*

- 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 *$212,510*

- Procure gasoline and diesel fuel for town
- Monitor automated fuel system for town vehicles.

Vehicle & Equipment Procurement *$173,470*

- 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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	167,270	226,420	174,180	-
Supplies	151,550	227,500	151,550	-
Services	-	223,660	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	318,820	677,580	325,730	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Storm Control	188,820	547,580	195,730	-
Town Support for Education	-	-	-	-
Subtotal: Storm Control Gen. Fund Budget	*188,820*	*547,580*	*195,730*	-
State Grants - Town Aid	130,000	130,000	130,000	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
Subtotal: Special Revenue Funds	*130,000*	*130,000*	*130,000*	-
LoCIP	-	-	-	-
Total	318,820	677,580	325,730	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The overall FY 11 expenditures are expected to come in over budget by $358,760 or 112.5% due to the higher Personal Services and Supplies costs related to snow plowing activities, as well as Contractual Services for snow removal costs from the roofs of town and school buildings. The FY 11 General Fund expenditures are expected to be over budget by 190% for the same reasons. The overall FY 12 budget and the General Fund budget reflects an increase of $6,910 or 2.2% versus the FY 11 budget due to higher Personal Services costs.

STORM CONTROL

Products & Services

Clear, Safe Pavement Surfaces *$278,580*

- Respond immediately 24-hours-a-day to hazardous road conditions reported by the Windsor Police Department
- Plow and sand 136 miles of roads, 189 cul-de-sacs and 39 acres of public parking lots
- Maintain snow plowing and ice control vehicles and attachments including 25 snowplows, 19 material spreaders, three payloaders and two sidewalk plows/sanders
- Mix and maintain a stockpile of sand/salt material for traction control
- Maintain sand/salt barrels throughout the Town of Windsor.

Complaint Response *$47,150*

- Investigate and resolve customer complaints
- Repair and replace mailboxes damaged by storm control activity
- Repair driveway, curb and turf damage caused by plows
- Patch potholes caused by weather, road age and traffic
- Sand or otherwise alleviate icing conditions.

PUBLIC WORKS

FY 2011 Highlights

Pavement Management
Pavement, drainage and curbing were completely rehabilitated on west-bound lanes of Day Hill Road from the Comtrust Federal Credit Union to the west driveway at the ABB campus. The construction work on this street, performed by Public Works and the Town Engineer's Office, included the milling off of the existing pavement down to the base material, removal of the old curbing and various drainage improvements. New pavement, curbing, restoration of the grass and the installation of new islands were included. Performing the work in this manner saved significant funding versus the cost of reconstructing the street and allowed for the completion of the work in a much shorter time period.

Street sections which were milled and paved included: Capen Street from Broad Street to Crest Drive (in coordination with the MDC), Matianuck Avenue between Donna Lane to Hale Drive, as well as from Lee Lane to 227 Matianuck Avenue. In addition, similar work was done on Windbrook Drive from Herbert Lane to the end, Rood Avenue from Green Manor to Shelley Avenue, River Street from Hayden Station Road to Kennedy Road, and from Poquonock Avenue to River Street Park. Additional streets that were milled and resurfaced included Ford Road, Phillip Henry Circle, Donna Lane and Hale Drive. On going coordination with the milling and paving companies resulted in timely and efficient completion of the paving.

In order to maintain the pavement on additional streets, skim coats of asphalt were applied to reduce potholes and provide a smoother pavement condition. In the last year this list of streets included: Batchelder Road, Island Road, Abbey Lane, Richmond Crescent, Cooper Circle, and Pond Road. Parking lots at schools which were repaired similarly included: Poquonock, Kennedy, and Clover Elementary Schools.

The department has performed crack filling on more streets in the last year than in the past. Crack filling of asphalt pavement is used as a method of preventive maintenance to keep water from entering the pavement base and causing potholes. Crack filling is most effective when reapplied every five years. Our analysis shows that we need about $168,000 a year (in today's dollars) devoted to crack filling to be able to keep to the five year schedule.

Storm Water System Repairs
Stormwater system repairs and maintenance work occurred at: Kendrick Pond, Sunnyfield Drive, Addison Road, Stone Road, along the Meadow Brook, Day Hill Road, Willowcrest Drive, and Capen Street. Drainage improvements were performed on all of the streets prior to milling and paving.

Snow Program
The department worked throughout the winter to serve the needs of the traveling public and pedestrians to keep our streets open during the record amount of snow. The Public Works' 42-year-old snow loader was used to widen the streets and to keep the snow from encroaching on the roadways.

Washington Park
Improvements to Washington Park included: replacing the playground surfacing material at the swing set area; redoing the driveway entrance to the park; installing a decorative brownstone wall with recycled materials from the old Farmington River bridge; and planting two flower gardens.

Tree Replacement Program
A plan is in place to create, maintain and enhance healthy and diverse trees in our residential neighborhoods, commercial districts and parks.

Funding provided for this purpose by the town council and through a grant from Keep America Beautiful has allowed us to begin a multi-year effort to replace trees and strengthen our urban forest for future generations.

Facility Management
Expenses for electricity and natural gas for town facilities were 23% less than the previous year as a result of savings from procurements. In FY 11, we worked with the Fire Department in the expansion and renovation of the Hayden Station Firehouse as well as beginning the replacement and improvements to the heating system at Poquonock Elementary School.

FY 2011 Highlights (continued)

Volunteer Efforts

Nick Chapman, an Eagle Scout candidate developed a project to clean the headstones of our veterans to improve the appearance of the Veterans Cemetery.

Nick organized his troop and the community to clean over 1,000 headstones. Nick organized almost 200 volunteers who used hand brushes and water so as to not damage the soft marble stones or information carved in the headstones. As a result of his efforts and those of the Windsor community, all of the headstones were cleaned on one Saturday, far in excess of what was planned. The town assisted Nick in planning this work by providing the water truck, hoses and other materials.

PUBLIC WORKS

Key Statistics	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Number of working days to complete spring street sweeping	33	29	25	30	25
Number of working days lost for weather & special events during street sweeping	9	5	3	5	3
Number of stormwater ponds maintained per year	3	3	4	4	4
Number of catch basins cleaned	970	1,395	1,600	1,400	1,400
Number of trees trimmed and/or removed	180	225	200	140	200

Performance Measures	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate	FY 2012 Target
Percent of center-lines on pavement re-marked (painted) in accordance with the schedule	100%	100%	90%	100%
Percent of catch basins cleaned in accordance with the schedule	112%	100%	100%	100%
Percent of storm water ponds maintained in accordance with the schedule	133%	133%	133%	100%
Percent of total street name signs installed to conform with the federal retro-reflectivity regulation deadline of 2018	93%	93%	94%	94%
Percent of work orders for litter completed within 10 working days	100%	100%	100%	100%
Average response time for citizen generated service requests for graffiti abatement on town property (working days)	5 working days	5 working days	5 working days	5 working days

A fun fact about the value of our services…

The number of working days to complete the spring street sweeping program has seen a *40% reduction* since 2007. The street sweeping program was more productive because fewer personnel were used to carry out the program than in the past. This allowed staff to perform other work during the street sweeping period. Due to the faster completion of sweeping, crews could take on other work sooner than in the past, such as storm water system construction and curb repair. Repairs to curbing were also completed several months earlier than in previous years.

PUBLIC WORKS

FY 2012 Goals

1. Continue the increased efforts in pavement preventive maintenance, such as crack sealing
2. Reduce pavement management costs by using the new asphalt recycling equipment. An additional goal is to reduce the amount of asphalt purchased for pothole patching and curb replacement, as well as reducing the number of tons of asphalt requiring disposal
3. Further implement the storm water management and repair plan including the improvements to Deckers Brook
4. Continue to implement the facility asset management plan by completing the roof replacement at Kennedy Elementary School, as well as phase II of the HVAC improvements at Poquonock Elementary School
5. Continue the increased efforts in the use of liquids in the snow and ice program, to improve response and lessen costs.

SPECIAL REVENUE FUNDS

Public Works

		FY 2011				FY 2012		
Project #	Project Name	Beginning Balance (7/1/10)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/11)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/12)
1980	Stony Hill School	-	3,710	3,370	340	3,710	3,470	580
2014	330 Windsor Avenue Maintenance	28,542	91,650	86,660	33,532	91,650	85,010	40,172
4003	Archer Road Maintenance	62,735	-	11,900	50,835	-	-	50,835
4009	Town Aid Road Improvements	360,606	204,010	266,120	298,496	204,010	328,000	174,506
4010	East Granby Road Maintenance	40,000	-	-	40,000	-	3,000	37,000
4012	Local Cap. Improve. - Recording Fees	69,618	16,000	56,820	28,798	16,000	-	44,798
4018	Veterans Cemetery	21,103	3,200	5,300	19,003	3,200	5,280	16,923
4100	Rental Revenue (Properties)	-	14,500	13,710	790	14,500	13,800	1,490
4101	Train Station/Freight House	228,225	1,300	20,800	208,725	1,300	14,300	195,725
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		816,530	**334,370**	**464,680**	**686,220**	**334,370**	**452,860**	**567,730**

#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. Most recently, it was 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. 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.

#4010 - East Granby Road Maintenance - Funding for this account was received from a developer along East Granby Road to pay for future improvements to the street. This account will be treated similar to the Archer Road Maintenance account where funds will be used for paving or other improvements to the street in the future.

#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 which 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 Carriage House (town green). The Luddy House is used by the Chamber of Commerce and the Luddy Carriage House is rented by a hair salon. Larger expenditures expected in the near future include painting work at the Luddy House.

#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. The Freight House is presently being used as an Arts Center. Larger expenditures expected in the near future include roof work at the train station.

#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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	324,549	342,450	339,870	337,410	-
Supplies	73,555	80,650	76,590	78,330	-
Services	101,244	114,500	116,120	108,000	-
Maintenance & Repair	7,957	11,990	10,990	19,810	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,008	3,100	3,400	3,400	-
Total	510,313	552,690	546,970	546,950	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Info. Services	404,248	433,130	427,410	423,140	-
Other General Fund Accounts	52,476	60,000	60,000	58,000	-
Subtotal: Info. Services Gen. Fund	*456,724*	*493,130*	*487,410*	*481,140*	-
Grants	16,017	6,000	6,000	6,000	-
User Fees	19,572	35,560	35,560	41,810	-
Subtotal: Special Revenue Funds	*35,589*	*41,560*	*41,560*	*47,810*	-
Other Funds	18,000	18,000	18,000	18,000	-
Total	510,313	552,690	546,970	546,950	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00	-
Regular Part Time Employees	1.35	1.20	1.20	1.10	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	4.35	4.20	4.20	4.10	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $5,720 or 1.0% primarily due to decreases in Personal Services and Supplies. The FY 11 General Fund expenditures are expected to be under budget by $5,720 or 1.3% and is mostly attributable to Personal Services. The overall FY 12 budget reflects a decrease of $5,740 or 1.0% while the General Fund for FY 12 reflects a decrease of $9,990 or 2.3% due to the elimination of a one time video streaming charge and reduced benefit costs in Personal Services.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	320,312	338,690	336,110	334,180	-
Supplies	23,023	23,950	19,890	23,230	-
Services	49,948	57,400	59,020	48,520	-
Maintenance & Repair	7,957	9,990	8,990	13,810	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,008	3,100	3,400	3,400	-
Total	404,248	433,130	427,410	423,140	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	45,661	50,000	50,000	48,000	-
Services	6,815	10,000	10,000	10,000	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	52,476	60,000	60,000	58,000	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	4,237	3,760	3,760	3,230	-
Supplies	4,871	6,700	6,700	7,100	-
Services	44,481	47,100	47,100	49,480	-
Maintenance & Repair	-	2,000	2,000	6,000	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	53,589	59,560	59,560	65,810	-

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	324,549	342,450	339,870	337,410	-
Supplies	73,555	80,650	76,590	78,330	-
Services	101,244	114,500	116,120	108,000	-
Maintenance & Repair	7,957	11,990	10,990	19,810	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,008	3,100	3,400	3,400	-
Total	510,313	552,690	546,970	546,950	-

INFORMATION SERVICES
Budget Information
Fiscal Year 2008-2012

Expenditures

Expenditures by Category *	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	308,511	318,592	324,549	342,450	339,870	337,410	-
Supplies	84,524	88,581	73,555	80,650	76,590	78,330	-
Services	116,222	89,452	101,244	114,500	116,120	108,000	-
Maintenance & Repair	10,858	12,138	7,957	11,990	10,990	19,810	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	6,247	8,886	-	-	-	-	-
Energy & Utility	2,410	3,007	3,008	3,100	3,400	3,400	-
Total	528,772	520,656	510,313	552,690	546,970	546,950	-

* 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	398,178	399,098	404,248	433,130	427,410	423,140	-
Other General Fund Accounts	63,103	63,034	52,476	60,000	60,000	58,000	-
Subtotal: Info. Services Gen. Fund	*461,281*	*462,132*	*456,724*	*493,130*	*487,410*	*481,140*	-
Grants	12,000	12,000	16,017	6,000	6,000	6,000	-
User Fees	37,491	28,524	19,572	35,560	35,560	41,810	-
Subtotal: Special Revenue Funds	*49,491*	*40,524*	*35,589*	*41,560*	*41,560*	*47,810*	-
Other Funds	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*	-
Total	528,772	520,656	510,313	552,690	546,970	546,950	-

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, providing information and notary services.

Expenditures

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	234,240	232,240	229,390	-
Supplies	18,100	18,100	17,740	-
Services	42,900	41,250	42,000	-
Maintenance & Repair	10,990	10,990	19,810	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,200	2,500	2,500	-
Total	308,430	305,080	311,440	-

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

Funding Sources

In addition to the General Fund budget, other funding is from copier user fees and grants for document preservation. These items have no effect on the General Fund budget or the property tax rate.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	266,870	263,520	263,630	-
Other General Fund Accounts	-	-	-	-
Subtotal: Info. Services General Fund	*266,870*	*263,520*	*263,630*	-
Grants	6,000	6,000	6,000	-
User Fees	35,560	35,560	41,810	-
Subtotal: Special Revenue Funds	*41,560*	*41,560*	*47,810*	-
Other Funds	-	-	-	-
Total	308,430	305,080	311,440	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	-
Regular Part Time Employees	1.20	1.20	1.10	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.20	3.20	3.10	-

Budget Commentary

The General Fund FY 11 expenditures are expected to come in under budget by $3,350 or 1.3% primarily due to decreases in Personal Services and legal notices. The overall FY 12 budget reflects an increase of $3,010 or 1.0% versus the FY 11 budget and is a reflection of accelerating the imaging of the land records and software maintenance fees for the new Town Clerk operating system through user fees. The FY 12 General Fund budget reflects a decrease of $3,240 or 1.2% due primarily to reduced benefits in Personal Services.

TOWN CLERK

Products & Services

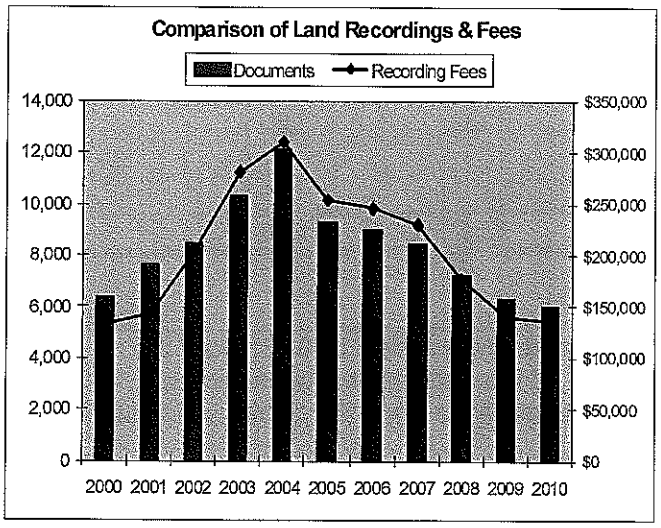
Public Records *$132,460*

- 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 in images on computers
- Identify, preserve and manage historic records.

Licensing & Vital Statistics *$47,780*

- Issue marriage licenses, civil union licenses, dog and kennel licenses, Sportsmen licenses and permits through the on-line DEP kiosk
- Account for and report to the state on all licenses issued
- Receive, index and record vital records, distribute to the State Vital Records Division and to other involved towns
- Issue approximately 6,000 certified copies per year
- Issue burial and cremation permits and maintain a Windsor cemetery burial database.

Comparison of Land Recordings & Recording Fees From Fiscal Year 2000 through 2010



Elections Support *$43,500*

- Administer absentee ballots
- Manage paper ballot elections
- Record campaign finance filings for each active political party
- 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 Registrar of Voters as requested.

Notary/Trade Names/Veterans Records *$11,120*

- Register and certify Notary and Justice of the Peace appointments
- Notarize uncontroversial documents as requested
- Provide notary applications, manuals and literature
- Issue certificates of trade name and maintain an informational database
- Maintain records and a database of Veterans discharge records.

Information Assistance *$76,580*

- 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.

PUBLIC RELATIONS

The Public Relation's 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	108,210	107,630	108,020	-
Supplies	62,550	58,490	60,590	-
Services	71,600	74,870	66,000	-
Maintenance & Repair	1,000	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	900	900	900	-
Total	244,260	241,890	235,510	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Info. Services	166,260	163,890	159,510	-
Other General Fund Accounts	60,000	60,000	58,000	-
Subtotal: Info. Services General Fund	*226,260*	*223,890*	*217,510*	-
Grants	-	-	-	-
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Other Funds	18,000	18,000	18,000	-
Total	244,260	241,890	235,510	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	-

Budget Commentary

The FY 11 overall and General Fund expenditures are expected to come in under budget by $2,370 or 1.0% primarily due to Personal Services and special project savings. The FY 12 General Fund budget reflects a decrease of $6,750 or 4.1% and is the result of the elimination of a one time video streaming charge and reduced benefit costs in Personal Services.

PUBLIC RELATIONS

Products & Services

Support to Town Manager *$75,370*

- Prepare semi-monthly Town Manager's Report 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 *$33,640*

- 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 *$126,500*

- Assist in maintaining Windsor's website including *Windsor E-Mail Direct, E-Gov Direct, E-Calendar* and video streaming
- Write and publish three seasonal brochures, Citizen's Guide to the Windsor Town Budget, Newcomer's A to Z Guide to Windsor town services and other public relations materials promoting town services
- Provide information packets to prospective and new Windsor residents and businesses
- Coordinate marketing efforts with Windsor Public School system
- Develop budget communications methods and materials to educate residents on budget process and value of town services
- Plan Memorial Day, Veteran's Day and 9/11 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.

INFORMATION SERVICES

FY 2011 Highlights

On-demand viewing of town council, board of education and town planning and zoning meetings became available to Windsor residents in October of this year following the addition of video streaming services to the town's website.

The town's citizen academy program continued to educate residents on the day-to-day operations and value of services provided to them by the town. With the completion of the 2010 session, 90 residents have completed the program.

Election Activity:

Voters went to the polls multiple times in 2010.

1. The FY 11 Budget Referendum passed on the first try on May 11th. The percent of Windsor residents voting was 9%, approving the question 961 'Yes' to 828 'No'.
2. August 10th the Town of Windsor used 14 polling places, two in each of the seven established polling districts, to accommodate both Republican and Democratic primaries. Both primaries saw a 31% turnout to place their selected candidates on the November ballot. Of the 2,833 registered Republicans, 893 voters selected candidates for five contested offices. Of the 9,294 registered Democrats, 2,881 voters selected candidates for seven contested offices.
3. On November 2, 2010, 11,855 voters out of 19,780 registered came out to elect the next Governor, Dannel Malloy, the new Probate court District 4 Judge Brian Griffin, "Greater Windsor Probate Court," and all the constitutional offices for 60% turnout.

Land Activity & Revenues:

The Town Clerk's Office took in 6,047 land recordings during the fiscal year 2010, which is down by 263 documents from last fiscal year and reflective of the still deteriorating housing market. The revenue generated to the general fund for land recordings is still down but seems to have stabilized. There are fewer transfers of property but increased lien filings. The conveyance revenue seems to have somewhat stabilized, however, the revenues in FY 11 are running behind the same period in FY 10. Below is a list showing the activity and revenue of the past ten years. The temporary Conveyance Tax legislation will sunset as of June 30, 2011. Unless extended, the conveyance tax collected by the municipality will go back to $1.10 per thousand.

Fiscal Year	No. of Docs. Filed	Land Revenue	Conveyance Tax Revenue	Total
2000	6,386	$132,407	$144,093	$276,500
2001	7,627	$143,898	$124,851	$268,749
2002	8,455	$205,170	$144,790	$349,960
2003	10,351	$281,493	$256,188	$537,681
2004	12,152	$311,147	$379,459	$690,606
2005	9,305	$253,863	$526,571	$780,434
2006	9,042	$245,766	$524,440	$770,206
2007	8,464	$230,660	$676,621	$907,281
2008	7,245	$177,130	$445,495	$622,625
2009	6,310	$140,697	$224,391	$365,088
2010	6,047	$135,070	$215,807	$350,877

The FY 11 Historic Document Grant was reduced to $6,000 for mid-size towns. Windsor was awarded a targeted grant for use in accelerating the land record imaging in anticipation of the new town clerk's office operating system in the FY 11 CIP. The grant was also used to continue the records management part-time clerk position to continue the records management of inactive records in the various departments.

INFORMATION SERVICES

Key Statistics	FY 2008 Actual	FY 2009 Actual		FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Land Recordings	7,245	6,310		6,047	6,100	6,200
Dog Licenses	2,577	2,815		2,789	2,800	2,900
Birth, Death & Marriage Certificates	789	850		826	810	830
Notarized Documents	1,479	1,650		1,607	1,500	1,500
Sportsman Licenses	662	691		494	400	350
Citizen Academy Participants	25	15		15	15	20
		1st	2nd			
Referendum Participation	2,063	2,414	2,934	2,805	1,789	2,500

Performance Measures	*Outcomes*
Provide next day assembled land record books for convenient and efficient land record research by receiving, recording, scanning, and printing all documents within a turnaround time that is ranked in the top 3 of our comparable towns.	Windsor ranks in the top 5 towns offering completed land record volumes within the 13 comparable towns in Greater Hartford, allowing our citizens and customers the ability to research land records without having to review individual documents.
Provide next day on-line access to land record indexes 24/7 from 1970 to the current day by indexing and editing all land records received on the current day, maintaining a ranking within the top 3 of our comparable towns.	Windsor's customers have 24/7 access and experience a 99% success rate when looking up the land record indexes through our website. Windsor is one of three towns in the 13 comparable towns in Greater Hartford which offers next day on-line indexes.

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

Approximately 50 Mayoral proclamations are presented to Windsor citizens and organizations each year recognizing local and national causes as well as heroism and the most special of all – 50 year anniversaries of loving couples and birthdays for those who celebrate 100 years of life.

FY 2012 Goals

1. Implement and install a new comprehensive software operating system in the town clerk's office and complete the imaging of the land record documents by September 2011
2. Apply for the Targeted Historic Preservation grant to accelerate the imaging of the land record documents in preparation for the new operating system, as well as to continue funding a seasonal part time records clerk to assist departments with their records management
3. Collaborate with Windsor community organizations, businesses and schools to plan a meaningful community observance on the 10th anniversary of the 9/11 tragedy.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
1304	Town Clerk Copier	71,124	29,300	29,300	71,124	35,680	35,680	71,124
1306	Historic Preservation	4,652	6,260	6,260	4,652	6,130	6,130	4,652
1308	Preservation Microfilming Grant	-	6,000	6,000	-	6,000	6,000	-
		75,776	**41,560**	**41,560**	**75,776**	**47,810**	**47,810**	**75,776**

#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 - $10,000 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 they need in order to deliver products and services to the community. Administrative Services also protects town personnel and assets from the risk of loss through risk management services.

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,599,622	1,783,110	1,696,480	1,770,260	-
Supplies	56,918	61,630	60,860	62,380	-
Services	197,222	199,550	199,820	196,540	-
Maintenance & Repair	43,222	42,860	42,860	45,550	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	11,055	12,000	12,000	12,000	-
Energy & Utility	11,286	12,620	13,220	13,820	-
Total	1,919,325	2,111,770	2,025,240	2,100,550	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Admin. Services	1,746,603	1,928,950	1,844,400	1,917,610	-
Transfer in from Gen. Fund - Fund Bal.	4,910	-	-	-	-
Total	1,751,513	1,928,950	1,844,400	1,917,610	-
Insurance Internal Service Fund	149,083	162,940	160,960	162,450	-
Enterprise Funds	17,880	17,880	17,880	18,490	-
Other Funds	849	2,000	2,000	2,000	-
Subtotal: Other Funds	*167,812*	*182,820*	*180,840*	*182,940*	-
Total	1,919,325	2,111,770	2,025,240	2,100,550	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	15.82	17.50	17.15	17.50	-
Regular Part Time Employees	0.65	0.80	0.48	0.83	-
Temporary/Seasonal Employees	0.66	0.95	1.09	0.95	-
Total	17.13	19.25	18.72	19.28	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $86,530 or 4.1% primarily due to Personal Services. The FY 11 General Fund expenditures are expected to be under budget by $84,550 or 4.4% and is mostly attributable to two partial year vacancies, one in the Accounting and Reporting division and one in the Tax Collection division. The overall FY 12 budget reflects a decrease of $11,220 or 0.5% versus the FY 11 budget. The FY 12 General Fund budget reflects a decrease of $11,340 or 0.6% and is mostly a result of benefit cost savings in Personal Services.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,448,742	1,629,970	1,545,320	1,617,810	-
Supplies	55,941	58,780	58,010	59,530	-
Services	177,567	173,720	173,990	169,900	-
Maintenance & Repair	43,222	42,860	42,860	45,550	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	11,055	12,000	12,000	12,000	-
Energy & Utility	10,076	11,620	12,220	12,820	-
Total	1,746,603	1,928,950	1,844,400	1,917,610	-

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

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	4,910	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	4,910	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	145,970	153,140	151,160	152,450	-
Supplies	977	2,850	2,850	2,850	-
Services	19,655	25,830	25,830	26,640	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,210	1,000	1,000	1,000	-
Total	167,812	182,820	180,840	182,940	-

Total Expenditures (agrees with page O-1):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,599,622	1,783,110	1,696,480	1,770,260	-
Supplies	56,918	61,630	60,860	62,380	-
Services	197,222	199,550	199,820	196,540	-
Maintenance & Repair	43,222	42,860	42,860	45,550	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	11,055	12,000	12,000	12,000	-
Energy & Utility	11,286	12,620	13,220	13,820	-
Total	1,919,325	2,111,770	2,025,240	2,100,550	-

ADMINISTRATIVE SERVICES
Budget Information
Fiscal Year 2008-2012

Expenditures

Expenditures by Category *	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	1,604,864	1,608,003	1,599,622	1,783,110	1,696,480	1,770,260	-
Supplies	58,247	56,526	56,918	61,630	60,860	62,380	-
Services	176,553	215,017	197,222	199,550	199,820	196,540	-
Maintenance & Repair	40,350	38,516	43,222	42,860	42,860	45,550	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	15,595	22,153	11,055	12,000	12,000	12,000	-
Energy & Utility	12,180	11,144	11,286	12,620	13,220	13,820	-
Total	1,907,789	1,951,359	1,919,325	2,111,770	2,025,240	2,100,550	-

* 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	1,740,616	1,779,798	1,746,603	1,928,950	1,844,400	1,917,610	-
TSE and Other G.F Accounts	-	-	4,910	-	-	-	-
Subtotal: Adm. Services Gen. Fund	*1,740,616*	*1,779,798*	*1,751,513*	*1,928,950*	*1,844,400*	*1,917,610*	-
Insurance Internal Service Fund	145,111	149,102	149,083	162,940	160,960	162,450	-
Enterprise Funds	17,880	17,880	17,880	17,880	17,880	18,490	-
Other Funds	4,182	4,579	849	2,000	2,000	2,000	-
Subtotal: Other Funds	*167,173*	*171,561*	*167,812*	*182,820*	*180,840*	*182,940*	-
Total	1,907,789	1,951,359	1,919,325	2,111,770	2,025,240	2,100,550	-

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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	624,470	557,100	619,270	-
Supplies	15,000	14,550	15,350	-
Services	18,820	19,300	18,700	-
Maintenance & Repair	35,500	35,500	36,450	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,500	3,650	3,650	-
Total	697,290	630,100	693,420	-

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

Funding Sources

The majority of the Accounting Department is funded by the General Fund. A small portion is funded by the Insurance Internal Service Fund, reflecting the cash management and record keeping required under the self-insurance program.

Funding Source	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Admin. Services	682,290	615,100	678,420	-
Insurance Internal Svc. Fund	15,000	15,000	15,000	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	*15,000*	*15,000*	*15,000*	-
Total	697,290	630,100	693,420	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	6.50	6.15	6.50	-
Regular Part Time Employees	0.13	0.13	0.13	-
Temporary/Seasonal Employees	0.75	0.75	0.75	-
Total	7.38	7.03	7.38	-

Budget Commentary

The FY 11 General Fund expenditures are expected to come in under budget by $67,190 or 9.8%, primarily due to savings in Personal Services as a result of a partial year vacancy. The FY 12 General Fund budget reflects a decrease of $3,870 or 0.6% as compared to the FY 11 budget and is mainly due to benefit cost savings in Personal Services.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis *$297,410*

- 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 $95 million and produce accounts receivable reports for town services
- Promote cost containment by providing cost accounting services to each service unit.

Audit *$106,580*

- Assist the independent auditor during fieldwork and in preparation of the annual financial statements
- Prepare records and statements required for GASB 54, GASB 57 and GASB 59.

Payroll & Benefits *$105,030*

- Administer the town's payroll and benefits
- Communicate payroll to town staff and coordinate changes in deductions
- Prepare and pay monthly insurance premiums and manage pension and payroll deduction plans.

Cash Management *$13,990*

- 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 *$10,780*

- Manage the issuance of general obligation bonds and bond anticipation notes, pursuant to the town's debt management policy
- Assist financial advisor during debt issuance process in preparation of the official statement
- Assist with preparation for rating agency presentations.

Budgeting *$159,630*

- 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 along with providing training for employee development. 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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	320,990	319,430	318,790	-
Supplies	1,730	1,510	1,530	-
Services	50,840	50,630	53,740	-
Maintenance & Repair	3,660	3,660	5,400	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,580	1,880	1,880	-
Total	378,800	377,110	381,340	-

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

Funding Sources

The Human Resources Program is supported solely by General Fund resources.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	378,800	377,110	381,340	-
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	378,800	377,110	381,340	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	0.07	-	-
Total	3.00	3.07	3.00	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $1,690 or 0.4% and is primarily due to savings in Personal Services costs. The FY 12 budget reflects an increase of $2,540 or 0.7% versus the FY 11 budget and is a result of increased costs for Services and Maintenance & Repair, specifically, increases in unemployment claims and the MUNIS Human Resources Information System maintenance fees.

HUMAN RESOURCES

Products & Services

Recruitment and Selection *$95,740*

- Recruit and select qualified applicants which includes advertising and posting job announcements; answering telephone, mail and walk-in inquiries; reviewing and processing applications; interviewing and testing; background and reference checking and final hiring
- Maintain skill bank applicant file of walk-ins and write-ins from the general labor market
- Maintain hiring statistics and workforce demographic data for compliance with Equal Employment Opportunity reporting requirements.

Employee Relations *$63,610*

- 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)
- Provide advice and direction to administrative staff on personnel policies and regulations
- Provide assistance with employee counseling, discipline issues and coordinate grievance processing
- Update administrative and personnel policies in accordance with legal developments, governmental mandates and best practices.

Employee Benefits Administration *$74,010*

- Research enhancements and cost saving measures and make recommendations as needed
- Monitor benefit trends and analyze impact of benefit modifications
- Educate employees about the benefits offered by the town and any 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 *$46,460*

- Conduct orientation for new fulltime 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 *$37,650*

- Provide funding for unemployment compensation, review and verify accuracy of state invoices, perform claims research, attend hearings and follow appeals processes.

Classification and Salary Administration *$37,740*

- 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.

Compliance with Regulations *$26,130*

- Ensure compliance with state and federal mandates such as the Americans with Disabilities Act (ADA), the Family Medical Leave Act (FMLA), the DOT regulations on drug & alcohol testing, COBRA, HIPAA, CT 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	302,350	299,890	300,370	-
Supplies	4,100	4,000	4,000	-
Services	56,040	56,040	53,750	-
Maintenance & Repair	3,000	3,000	3,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	12,000	12,000	12,000	-
Energy & Utility	3,300	3,300	3,900	-
Total	380,790	378,230	377,020	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Admin. Services	362,910	360,350	358,530	-
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	17,880	17,880	18,490	-
Other Funds	-	-	-	-
Subtotal: Other Funds	*17,880*	*17,880*	*18,490*	-
Total	380,790	378,230	377,020	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	3.00	3.00	3.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	-

Budget Commentary

The FY 11 General Fund expenditures are expected to come in under budget by $2,560 or 0.7% primarily due to savings in Personal Services costs. The FY 12 General Fund budget reflects a decrease of $4,380 or 1.2% as compared to the FY 11 budget and is mainly a result of Services due to the elimination of licensing that is currently required for the town clerk's office applications. The new town clerk system will no longer require that licensing.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support *$118,650*

- 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 GIS applications to assessor, development services and police departments.

Enterprise Networking and Systems *$182,250*

- 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 *$76,120*

- 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
- Purchase, deploy\redeploy and repair town computers, printers and peripherals.

Information Technology Account Charges	
Child Day Care Enterprise Fund	$2,650
Adult Day Care Enterprise Fund	$2,500
Landfill Enterprise Fund	$13,340
Total Charges to Other Funds	$18,490

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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	138,140	136,160	137,450	-
Supplies	1,050	1,050	1,050	-
Services	7,750	7,750	7,950	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,000	1,000	1,000	-
Total	147,940	145,960	147,450	-

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

Funding Sources

Risk Management is paid for entirely from the Insurance Internal Service fund. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Admin. Services	-	-	-	-
Insurance Internal Service Fund	147,940	145,960	147,450	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	*147,940*	*145,960*	*147,450*	-
Total	147,940	145,960	147,450	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	-

Budget Commentary

The FY 11 Insurance Fund expenditures for Risk Management are expected to come in under budget by $1,980 or 1.3% primarily due to savings in Personal Services costs. The FY 12 Risk Management budget reflects a decrease of $490 or 0.3% as compared to the FY 11 budget and is mostly due to benefit cost savings in Personal Services.

RISK MANAGEMENT

Products and Services

Insurance *$73,640*

- Manage insurance program with assistance from the Insurance Commission and town's agent of record
- Coordinate town's claims-related activities cooperatively with insurance company and third party administrator
- 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 *$6,290*

- Control risk of loss from crimes such as pilferage and vandalism within the organization through preventative safety activities
- Support various internal committees.

Employee Safety *$36,050*

- Provide safety training programs in conjunction with the Town of Windsor Safety Team with regard to regulatory compliance and safe operating procedures
- Manage self-insured workers compensation program to ensure proper and efficient handling of claims.

Loss Control *$31,470*

- Inspect and evaluate various town properties for loss exposures
- Investigate property and liability losses to develop corrective actions
- Review standard operating procedures for safety/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/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

	FY 2011		FY 2012	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	206,330	204,190	207,270	-
Supplies	8,750	8,750	8,750	-
Services	38,400	38,400	32,800	-
Maintenance & Repair	300	300	300	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,890	1,890	1,890	-
Total	255,670	253,530	251,010	-

* 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.

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	253,670	251,530	249,010	-
Other Funds	2,000	2,000	2,000	-
Subtotal: Other Funds	*2,000*	*2,000*	*2,000*	-
Total	255,670	253,530	251,010	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	2.00	2.00	2.00	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $2,140 or 0.8% primarily due to savings in Personal Services costs. The FY 12 budget reflects a decrease of $4,660 or 1.8% versus the FY 11 budget and is mostly a reflection of the reallocation of $5,000 in GIS consulting services and $2,000 for maintenance on server licenses from the Property Valuation division to the Planning division budget. This was done to consolidate administration of the GIS function within Planning.

PROPERTY VALUATION

Products and Services

Property Valuation *$198,300*

- Develop and maintain valuations for 12,040 real estate, 27,477 motor vehicle and 1,317 personal property accounts
- Maintain and enhance the town GIS/Assessment web site.

Exemptions & Benefits *$52,710*

- 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 the town-wide services in the most courteous and efficient manner possible.

Expenditures

Expenditures by Category *	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	190,830	179,710	187,110	-
Supplies	31,000	31,000	31,700	-
Services	27,700	27,700	29,600	-
Maintenance & Repair	400	400	400	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,350	1,500	1,500	-
Total	251,280	240,310	250,310	-

* 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Admin. Services	251,280	240,310	250,310	-
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	251,280	240,310	250,310	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	2.00	2.00	2.00	-
Regular Part Time Employees	0.67	0.35	0.70	-
Temporary/Seasonal Employees	0.20	0.27	0.20	-
Total	2.87	2.62	2.90	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $10,970 or 4.4% primarily due to a partial year vacancy in the regular part-time position and the hiring of a new employee in the full-time tax clerk position after the retirement of a long-time employee. The FY 12 budget reflects a decrease of $970 or 0.4% as compared to the FY 11 budget and is mostly a reflection of benefit cost savings in Personal Services.

TAX COLLECTION

Products and Services

Current Tax Collection *$58,310*

- Collect 95% of the total levy during normal tax-due period (July-August and January).

Delinquent Tax Collection *$132,810*

- 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 foreclosures in an attempt to collect the balance of the total tax levy.

Parking Tickets *$2,120*

- Collect parking tickets fees for the Police Department.

Tax Billing Preparation *$57,070*

- Prepare for annual tax billing by creating consolidated tax statements by coding appropriate bills to be sent directly to leasing companies and to banks holding tax escrow accounts
- Mail more than 44,000 tax bills.

ADMINISTRATIVE SERVICES

FY 2011 Highlights

Tax Collection
The Tax Office continues to diligently create partnerships with mortgage companies to assist non-escrowed taxpayers in bringing their outstanding real estate taxes current. We also continue to work closely with many taxpayers in working out mutually agreeable payment schedules for their outstanding taxes.

The Tax Office installed a new Tax Bill Inquiry and Payment Link on the Town of Windsor website. This link allows taxpayers to view their tax bills and pay them directly. Taxpayers have the option of paying directly through their checking account, or with a debit card, for a fee which is substantially lower than the credit card processing fees.

Risk Management
Risk Management assisted the Senior Transportation Coordinator with safety training for all bus drivers.

Risk Management provided specialty training to Public Works personnel throughout the year including certified flagger training and snow plow/winter operations training.

Risk Management collaborated with Social Services to form a Social Services Safety Team to examine the safety of their caseworkers, make recommendations for changes, and take action on those recommendations.

Human Resources
Human Resources coordinated and participated in negotiations with the town's public works and clerical bargaining unit in FY 11 as well as the public safety dispatchers union.

Human Resources implemented new online application software automating the job application process and improving the efficiency of the recruitment process. The software allows staff to communicate with applicants via email and eliminates the need for mailing letters to applicants reducing paper and postage costs. The estimated savings is $580 for FY 11 and $1,150 for FY 12.

Seven fulltime, one promotional and eighteen part-time recruitment processes were conducted by Human Resources along with approximately 85 seasonal and temporary recruitments, resulting in 111 employees being hired.

26 employees were recognized at the town's annual employee service awards ceremony. Eight of the thirty-one employees had been employed by the town for 20 years or more.

The employee newsletter, The Grapevine, was revamped in FY 11 and is now sent to employees electronically and available via the employee intranet. This communication enhancement serves as a vital internal communication tool regarding employee benefits and organizational accomplishments.

Information Technology
Information Technology consolidated existing high servers in a virtual environment that provided improved performance, reliability, scalability and availability and reduced power consumption by 22%.

Town website enhancements included: video streaming; directions around town; department site improvements; and, "Build-A-Budget.

Implemented secure mobile connectivity to allow data communications with handheld devices (smart phones).

Financial Accounting and Reporting
The Finance department completed time and attendance data entry policies and procedures for the payroll process, trained staff on the procedures and implemented the new process.

During FY 11 Finance made improvements to the budget process by utilizing technologies to streamline data input and provided training on the new procedures to the divisions. These improvements increased data entry accuracy levels and created efficiencies for both the division directors and the Finance department in preparing the FY 12 budget.

ADMINISTRATIVE SERVICES

Key Statistics	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Number of staff and public computers supported	Staff 260 Public 60	Staff 261 Public 60	Staff 261 Public 60	Staff 258 Public 75	Staff 260 Public 75
Average investment yield	4.0%	1.5%	.5%	.5%	.5%
Bonded debt per capita	$1,509	$1,358	$1,335	$1,330	$1,330
Debt as a percent of total budget	6.8%	6.4%	5.9%	6.1%	6.1%
Investment income for the General Fund	$1.753 M	$0.90 M	$0.25 M	$0.25 M	$0.25 M
Net Grand List growth (October 1 to Sept. 30)	4.31%	7.86%	12.0% **	.45%	.45%
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	40,938	40,879	41,008	40,739	40,787
Total loss time claims	26	15	15	15	12
Total Worker Compensation claims	121	105	93	93	90
Number of full time positions posted	15	7	8	7	7
Number of job applications processed	1,050	750	1,825	2,600	2,200
Full Time Employee turnover rate	8.3%	4.6%	5.3%	3.2%	3.3%

**Revaluation 5 year phase-in

Performance Measures	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate	FY 2012 Target
Availability of network data access (% of time)	99%	99%	99%	99%
Percentage of help desk calls resolved at the time of the call	54%	60%	61%	50%
Total revenue collected in all categories as a % of adjusted levy	98.8%	98.8%	98.8%	98.8%
Annual financial reporting award received by Finance department	Yes	Yes	Yes	Yes
Reduce auto, liability and property claims at least 10% each year through training	42	39	39	35
Time to hire from job posting closing date to job offer	2.0 months	2.0 months	2.2 months	2.0 months
Percent of full time employees completing trial period (measures quality of hire)	100%	90%	100%	100%

A fun fact about the value of our services…

The Tax Collector's Office has a new bill inquiry and payment lookup system on the Town of Windsor website. The system is updated on a daily basis so that taxpayers can view the status of their accounts, including up-to-date balances. This system accepts ACH, debit card and credit card payments. Taxpayers can also use this bill inquiry program to print tax payment records to be included with both their Federal and State income tax returns.

ADMINISTRATIVE SERVICES

FY 2012 Goals

1. Continue to monitor employee benefit trends to ensure Windsor remains competitive, continue employee cost containment efforts which is critical in light of the current economic environment, keep employees informed of such efforts through meetings, newsletters and electronic communications

2. Complete negotiations with the public works and clerical bargaining unit and the Dispatchers bargaining unit if not completed in FY 11, and implement new contract provisions. Prepare for, coordinate, and participate in successful contract negotiations with the Police bargaining unit

3. Work with all departments that have vehicles to reduce accidents by 10% over the next two fiscal years using a combination of learning through classroom, on-the-road, and simulator training

4. Risk Management to continue to work with Social Services Safety Team to develop violence prevention training programs for employees who work in at risk situations

5. Continue to make improvements to the five-year budget forecast and budget monitoring process

6. Continue to provide efficient, friendly and courteous service in the tax office to our customers while at the same time maintaining Windsor's 98+% collection rate

7. Continue to assist taxpayers with bringing their taxes to a current level by calculating mutually agreeable payment schedules as needed

8. Assist in the acquisition and implementation of the town clerk's information system, ensuring the application will fit into our existing infrastructure and is fully functional according to design specifications and the contract.

SPECIAL REVENUE FUNDS

Assessor's Office

		FY 2011				FY 2012		
Project #	Project Name	Beginning Balance (7/1/10)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/11)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/12)
1650	Assessor's Coin-Op Copiers	-	2,000	2,000	-	2,000	2,000	-
		-	**2,000**	**2,000**	**-**	**2,000**	**2,000**	**-**

#1650 - Assessor's Coin-Op Copiers - Revenues are from 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.

GENERAL GOVERNMENT

FY 2012 Request

General Government programs provide 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 2010	FY 2011		FY 2012	
	Actual	Budget	Estimated	Proposed	Adopted
Expenditures					
Town Council	13,783	64,210	62,900	15,050	-
Boards and Commissions	7,185	10,330	9,850	10,330	-
Probate Court	8,599	8,270	8,270	8,270	-
Elections	84,232	102,060	108,400	94,350	-
Counsel and Legal Advice	170,523	183,160	183,160	182,290	-
Town Manager's Office	385,757	412,660	405,030	409,650	-
Town Treasurer's Office	5,676	6,800	6,560	6,800	-
Independent Audit	23,200	20,590	18,290	20,590	-
Intergovernmental Services	40,503	40,510	40,510	40,510	-
Community Services	110,802	111,990	111,990	111,990	-
Total General Fund	850,260	960,580	954,960	899,830	-
TSE and Charges to Other Depart.'s	48,940	50,160	49,930	50,730	-
Special Revenue & Other Funds	11,740	10,810	11,290	10,810	-
Total Expenditures	910,940	1,021,550	1,016,180	961,370	-

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	456,642	487,350	487,410	478,520	-
Supplies	20,128	31,660	28,700	28,340	-
Services	253,303	321,010	315,680	269,410	-
Maintenance & Repair	-	-	3,000	3,000	-
Grants & Contributions	110,802	111,990	111,990	111,990	-
Capital Outlay	2,126	-	-	-	-
Energy & Utility	7,259	8,570	8,180	8,570	-
Total	850,260	960,580	954,960	899,830	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	5,950	6,470	6,240	6,470	-
Supplies	-	-	-	-	-
Services	42,990	43,690	43,690	44,260	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	48,940	50,160	49,930	50,730	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	1,240	-	300	300	-
Services	10,500	10,810	10,990	10,510	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	11,740	10,810	11,290	10,810	-

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	462,592	493,820	493,650	484,990	-
Supplies	21,368	31,660	29,000	28,640	-
Services	306,793	375,510	370,360	324,180	-
Maintenance & Repair	-	-	3,000	3,000	-
Grants & Contributions	110,802	111,990	111,990	111,990	-
Capital Outlay	2,126	-	-	-	-
Energy & Utility	7,259	8,570	8,180	8,570	-
Total	910,940	1,021,550	1,016,180	961,370	-

GENERAL GOVERNMENT
Budget Information
Fiscal Year 2008-2012

Expenditures

Expenditures by Category *	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	448,745	458,756	462,592	493,820	493,650	484,990	-
Supplies	50,452	23,473	21,368	31,660	29,000	28,640	-
Services	284,380	279,372	306,793	375,510	370,360	324,180	-
Maintenance & Repair	-	-	-	-	3,000	3,000	-
Grants & Contributions	131,909	124,064	110,802	111,990	111,990	111,990	-
Capital Outlay	1,818	1,068	2,126	-	-	-	-
Energy & Utility	8,779	8,025	7,259	8,570	8,180	8,570	-
Total	926,083	894,758	910,940	1,021,550	1,016,180	961,370	-

* 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	874,292	832,016	850,260	960,580	954,960	899,830	-
Town Support For Education	35,300	46,678	48,940	50,160	49,930	50,730	-
Subtotal: General Govt. Gen. Fund Budget	909,592	878,694	899,200	1,010,740	1,004,890	950,560	-
Special Revenue Funds	16,491	16,064	11,740	10,810	11,290	10,810	-
Total	926,083	894,758	910,940	1,021,550	1,016,180	961,370	-

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	3,051	3,350	2,100	4,050	-
Services	9,532	59,660	59,600	9,800	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,200	1,200	1,200	1,200	-
Total	13,783	64,210	62,900	15,050	-

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

Funding Sources

Town Council expenditures are funded solely by the General Fund.

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/commissions.

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $1,310 or 2.0%. This is primarily due to purchasing fewer materials and supplies. The FY 12 budget reflects a decrease of $49,160 or 76.6% versus the FY 11 budget due to eliminating the one-time expenditure of the Police Department Efficiency and Effectiveness Study, which was completed in FY 11. The baseline FY 12 budget (after the one-time study is removed) is proposed to increase by $840 to cover increased advertising, printing and election year related expenses such as nameplates and business cards for new town council members.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	2,974	3,010	2,600	3,180	-
Services	3,311	7,070	7,480	6,900	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	900	950	950	950	-
Total	7,185	11,030	11,030	11,030	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Gen. Fund - Boards and Commissions	7,185	10,330	9,850	10,330	-
Special Revenue Funds	-	700	1,180	700	-
Other Fund - Community Development Grant	-	-	-	-	-
Total	7,185	11,030	11,030	11,030	-

There are currently 24 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 CT General Statutes* and local ordinances.

Budget Commentary

The overall FY 11 expenditures are expected to come in on budget. This is primarily due to slight under expenditures in the General Fund and more expenditures in the Special Revenue Funds. The FY 11 General Fund expenditures are expected to be under budget by $480 or 4.6% and is attributable to fewer postage expenses. The overall and General Fund FY 12 budget reflects no increase over FY 11.

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	7,106	7,100	7,100	7,100	-
Services	557	190	190	190	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	936	980	980	980	-
Total	8,599	8,270	8,270	8,270	-

* 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 four clerks are exempt and are not considered town employees. Probate Court salaries are paid by the court system.

The Probate Court of the District of Windsor was established on 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. It will be called the Greater Windsor Probate Court and will be located at the South Windsor Town Hall beginning in January 2011. 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 and 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.

Budget Commentary

The Windsor Probate Court has been consolidated with South Windsor and East Windsor. It will be located in the South Windsor Town Hall beginning in January 2011 and the costs of operations will be shared. Budget estimates are based on maintaining the same level of services.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	74,346	84,080	87,820	78,260	-
Supplies	4,911	11,470	11,070	7,580	-
Services	3,304	4,470	4,470	3,470	-
Maintenance & Repair	-	-	3,000	3,000	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,671	2,040	2,040	2,040	-
Total	84,232	102,060	108,400	94,350	-

* See Appendix E for a breakdown of each expenditure category.

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 22,288 registered voters. Funds are included for supplies, payroll for election workers and the costs of the annual enumeration.

Budget Commentary

The FY 11 estimate and the FY 12 budget show an increase of $3,000 in Maintenance & Repair for maintenance of the 16 voting machines because the state no longer pays for this service. The FY 12 budget is based on one municipal election in November 2011 and one budget referendum in May 2012. If a second budget referendum is needed then the department will need additional funding.

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	968	4,000	4,000	4,000	-
Services	188,645	198,250	198,250	198,250	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay		-	-	-	-
Energy & Utility		-	-	-	-
Total	189,613	202,250	202,250	202,250	-

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

Funding Source:	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Gen. Fund - Counsel & Legal	170,523	183,160	183,160	182,290	-
Town Support for Education	19,090	19,090	19,090	19,960	-
Subtotal: General Fund	*189,613*	*202,250*	*202,250*	*202,250*	-
Other Funds	-	-	-	-	-
Total: Gen. Fund Budget	189,613	202,250	202,250	202,250	-

The town attorney is the legal advisor of the town council, board of education, town manager and other town officials, 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, boards or 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 11	FY 12
Retainer	76,349	79,849
Litigation @ $175/hour	48,000	48,000
Legal Intern @ $50/hour	3,500	-
Conflict contingency	5,000	5,000
Books and periodicals	4,000	4,000
Membership fees	110	110
Total Cost	136,959	136,959

TOWN MANAGER'S OFFICE

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	376,920	396,800	393,360	393,790	-
Supplies	1,119	2,700	2,100	2,700	-
Services	3,340	10,060	6,860	10,060	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,126	-	-	-	-
Energy & Utility	2,252	3,100	2,710	3,100	-
Total	385,757	412,660	405,030	409,650	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Exempt - Town Manager	1.00	1.00	1.00	1.00	-
Regular Full Time Employees	2.00	2.00	2.00	2.00	-
Regular Part Time Employees	0.45	0.40	0.40	0.40	-
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	3.45	3.40	3.40	3.40	-

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; 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, deliver superior services, strive for continuous improvement and recommend increasingly efficient use of resources.

Community

- Guide the balanced growth of Windsor by promoting economic development effort
- Represent Windsor among other towns, states and regional organizations to exchange effective ideas and to promote policies used in
- Serve residents by keeping the community informed on town affairs, encouraging dialogue between citizens and municipal officers and improving the quality and range of public service.

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $7,630 or 1.8%. This is primarily due to savings in Personal Services, recruitment and training and travel and meeting expenses. The overall FY 12 budget reflects a decrease of $3,010 or 0.7% versus the FY 11 budget due to benefit cost savings in personal services.

TREASURER

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	10,752	12,940	12,470	12,940	-
Supplies	-	30	30	30	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	300	300	300	300	-
Total	11,052	13,270	12,800	13,270	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - Treasurer	5,676	6,800	6,560	6,800	-
Town Support for Education	5,376	6,470	6,240	6,470	-
Total: Gen. Fund Budget	11,052	13,270	12,800	13,270	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	-	-	-	-	-
Part Time and Temporary	0.18	0.25	0.25	0.23	-
Total	0.18	0.25	0.25	0.23	-

The town treasurer is appointed for a two-year term by the town council. Responsibilities of this part-time office include:

- Reconciliation of the town and board of education monthly bank statements
- Countersigning of all town and board of education checks.

Budget Commentary

The FY 12 budget is the same as the FY 11 budget.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	56,900	55,300	53,000	55,000	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	56,900	55,300	53,000	55,000	-

* 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund – Audit	23,200	20,590	18,290	20,590	-
Town Support for Education	23,900	24,600	24,600	24,300	-
Subtotal: Gen. Fund Budget	*47,100*	*45,190*	*42,890*	*44,890*	-
Charges to:					
Landfill Enterprise Fund	4,200	4,330	4,330	4,330	-
Caring Connection Enterprise Fund	2,800	2,890	2,890	2,890	-
Day Care Enterprise Fund	2,800	2,890	2,890	2,890	-
Subtotal: Other Funds	*9,800*	*10,110*	*10,110*	*10,110*	-
Total	56,900	55,300	53,000	55,000	-

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

FY 11 will come in less than budget due to a March 2010 Request for Proposals for a three year audit service agreement.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	40,503	40,510	40,510	40,510	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay		-	-	-	-
Energy & Utility	-	-	-	-	-
Total	40,503	40,510	40,510	40,510	-

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

Intergovernmental Services expenditures are funded solely by the General Fund.

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:

- Contributions to the Capitol Region Council of Governments
- Ongoing review of federal and state proposed legislation, regulations, rate setting activities and regional taking appropriate steps to serve the town's interests
- Contributions to the Greater Hartford Transit District
- Contributions to the Connecticut Conference of Municipalities for membership.

Budget Commentary

Services:	FY 2011 Budget	FY 2012 Budget
Capitol Region Council of Governments	18,041	18,041
Connecticut Conference of Municipalities	18,795	18,795
Greater Hartford Transit District	3,674	3,674
	40,510	*40,510*

COMMUNITY SERVICES

Expenditures

Expenditures by Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-			-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	110,802	111,990	111,990	111,990	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-		-	-
Total	110,802	111,990	111,990	111,990	-

Funding Sources

Community Services consists of town expenditures that support community programs and organizations that enrich the quality of life in Windsor.

	Budget FY 2011	Proposed FY 2012		Budget FY 2011	Proposed FY 2012
Archer Memorial A.M.E. Zion Church Supports Windsor Freedom Trail activities given that Windsor has four official Freedom Trail sites on the Connecticut Freedom Trail. *Requested $4,110*	**$3,700**	**$3,700**	**First School Society** Supports maintenance efforts at the Palisado Cemetery. *Requested $810*	**$810**	**$810**
Celebrate Wilson Supports an annual one-day event in August in Wilson. *Requested $1,000*	**$900**	**$900**	**First Town Downtown** Supports community efforts to revitalize downtown businesses. *Requested $45,000*	**$31,500**	**$31,500**
Cable Television - WIN-TV Contributes to WIN-TV, Windsor's local cable station. *Requested $4,500*	**$4,500**	**$4,500**	**1000 Friends of Connecticut** Provides support for initiative of smart growth and tax reform. *Requested $1,000*	**$900**	**$900**
Farmington River Watershed Supports the restoration and conservation of the natural resources of this watershed. *Requested $1,580*	**$1,350**	**$1,350**	**Hartford Interval House** Provides services to Windsor residents who are victims of domestic violence. *Requested $2,000*	**$1,800**	**$1,800**
Fire Explorers Provides personal development and teamwork programs to Windsor youth. *Requested $10,000*	**$9,000**	**$9,000**	**Housing Education Resource** Supports the provision of housing counseling and assistance services to Windsor residents through the Direct Services Program. *Requested $2,000*	**$1,800**	**$1,800**

COMMUNITY SERVICES (cont.)

	Budget FY 2011	Proposed FY 2012
Holiday Observance Supports the commemoration of Veterans and Memorial Day. *Requested $5,950*	$5,950	$5,950
Network Against Domestic Abuse Provides free support services to Windsor residents who are victims of domestic abuse. *Requested $1,350*	$1,350	$1,350
North Central Counseling Services & Genesis Center Supports mental health services for Windsor residents. *Requested $15,000*	$11,700	$11,700
Police Cadets Provides personal development and teamwork programs to Windsor youth. *Requested $9,000*	$9,000	$9,000
Riverfront Recapture Supports a regional effort to restore access to the Connecticut River. *Requested $750*	$680	$680
Shad Derby Supports the activities of the Shad Fest Bureau. *Requested $7,500*	$4,050	$4,050
Tourism Grant to Chamber of Commerce Promotes tourism and increases small business opportunities. *Requested $15,000*	$13,500	$13,500

	Budget FY 2011	Proposed FY 2012
Volunteer Appreciation Provides support for a number of functions to recognize the town's many volunteers. *Requested $10,000*	$9,500	$9,500
Celebrate Windsor Non-profit organization established to manage the outdoor amphitheater and promote a range of cultural arts programs. *Requested $20,000*	$0	$0
North Central Regional Mental Health Board Helps determine and monitors local mental health services. *Requested $1,980*	$0	$0
New Directions of North Central CT Provides substance abuse prevention and treatment services. *Requested $10,000*	$0	$0

SPECIAL REVENUE FUNDS

Boards and Commissions

		FY 2011				FY 2012		
Project #	Project Name	Beginning Balance (7/1/10)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/11)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/12)
5250	One Book One Windsor	1,436	-	300	1,136	-	300	836
5252	Bridge Builder's Award	520	415	880	55	400	400	55
		1,956	**415**	**1,180**	**1,191**	**400**	**700**	**891**

#5250 - One Book One Windsor - This funds' 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

FY 2012 General Fund Request

This section includes the general services of the current budget which are not specific to any given department.

	FY 2010	FY 2011		FY 2012	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Debt Service - Principal	2,449,419	2,558,000	2,609,830	2,619,150	-
Debt Service - Interest	651,111	736,880	687,610	815,320	-
Sewer Services	2,757,000	2,798,500	2,761,700	3,020,400	-
Workers Comp. & Liability Insurance	615,610	648,950	648,950	807,680	-
Retiree Health Benefit and Retirement Actuarial Costs	809,766	860,800	860,800	815,780	-
Revaluation	20,000	20,000	20,000	20,000	-
Recycling Services	405,899	413,770	413,770	425,700	-
Capital Projects	-	314,600	314,600	131,500	-
Tax Refunds--Prior Year	20,430	17,000	17,000	20,000	-
Open Space	-	-	-	-	-
Total Expenditures	7,729,235	8,368,500	8,334,260	8,675,530	-

Budget Commentary

The overall FY 11 expenditures are expected to come in under budget by $34,240 or 0.4%. This is primarily due to lower than expected Metropolitan District Commission (MDC) sewer assessment. The FY 12 General Fund budget for General Services reflects an increase of $307,030 or 3.7% over the FY 11 adopted budget. This is due to increases in debt services payments, sewer services, recycling costs, worker's compensation and liability, and tax refunds. The increases are offset by decreases in cash funding for pay-as-you-go capital projects, and retiree health insurance.

DEBT SERVICE

Debt Services are costs associated with bonds and notes sold by the town for a variety of projects approved at various periods of time. Principal is the amount allocated annually to reduce the total debt for the town. Interest is the annual cost of all borrowings.

Expenditures

	FY 2011		FY 2012	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Debt Service – Principal	4,605,000	4,735,000	4,571,000	-
Debt Service – Interest	1,363,540	1,196,320	1,380,000	-
Total Debt Service	5,968,540	5,931,320	5,951,000	-

Funding Sources

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund – General Services	3,294,880	3,297,440	3,434,470	-
Carryover from Debt Service Fund	80,390	43,170	62,850	-
Use of Fund Balance	-	-	-	-
Town Support for Education	2,593,270	2,590,710	2,453,680	-
Total	5,968,540	5,931,320	5,951,000	-

2011-2012 DEBT SUMMARY

Appendix F illustrates detailed debt schedules and summaries of principal and interest payments on all bonded projects as of June 30, 2010. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be $39,915,000. Anticipated school construction grant receivables are expected to offset this amount by $572,800.

				2011 - 2012 Payments		
	Total Debt	**Less Anticipated Grants**	**Net Debt**	**Principal**	**Interest**	**Total**
SCHOOLS *	17,273,000	572,800	16,700,200	1,889,000	564,680	2,453,680
TOWN	21,457,000	-	21,457,000	2,682,000	815,320	3,497,320
TOTAL	38,730,000	572,800	38,157,200	4,571,000	1,380,000	5,951,000

* School debt service is included under Town Support for Education.

SEWER SERVICE

Expenditures

Expenditure by Category	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Sewer Services	2,798,500	2,761,700	3,020,400	-

Funding Sources

Funding Source	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - General Services	2,798,500	2,761,700	3,020,400	-
Non-General Fund	-	-	-	-
Total	2,798,500	2,761,700	3,020,400	-

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 in the district 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. Sewer Service provides funds for the payment of the 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.

WORKER'S COMPENSATION & LIABILITY INSURANCE

Expenditures

Expenditures by Category	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Worker's Comp & Liability Insurance	1,432,200	1,432,200	1,448,500	-

Funding Sources

Funding Source	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund - General Services	648,950	648,950	807,680	-
Town Support for Education	633,250	633,250	640,820	-
Total General Fund	*1,282,200*	*1,282,200*	*1,448,500*	-
Special Revenue Fund	-	-	-	-
Insurance Internal Service Fund	150,000	150,000	-	-
Total Other Funds	*150,000*	*150,000*	-	-
Total	1,432,200	1,432,200	1,448,500	-

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 of which are covered by some form of insurance. Due to prohibitive cost, 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 established an Insurance Internal Service Fund out of which premiums, administrative costs and claims are paid. The 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.)

Past practice has been to utilize funds from the Insurance Internal Service Fund to minimize the General Fund appropriation. The FY 12 proposal eliminates use of these reserve funds as the practice is not sustainable as the fund balance has declined by 33% over five years.

The portion of insurance which is budgeted in Town Support for Education is itemized as follows:

Liability	Amount
Auto	7,320
Umbrella	51,480
Comprehensive General	100,040
Property Protection	118,480
School Board Errors & Omissions	28,000
Sports Accident	15,000
Psychologists	12,000
Workers Comp.	280,000
Excess Workers Comp.	28,500
Total	**640,820**

RETIREE HEALTH BENEFITS AND RETIREMENT PLAN ACTUARIAL COSTS

The Town of Windsor provides health, dental and prescription insurance coverage to retirees. Actuarial and 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

	FY 2011		FY 2012	
Expenditures by Category	Budget	Estimate	Budget	Approved
Retiree Health Benefits	1,008,000	1,008,000	956,100	-
Retirement Plan Actuarial Costs	52,000	52,000	55,000	-
Total	1,060,000	1,060,000	1,011,100	-

Funding Sources

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Budget	Approved
General Fund - General Services	860,800	860,800	815,780	-
Retiree Copays	199,200	199,200	195,320	-
Insurance Internal Service Fund	-	-	-	-
Total	1,060,000	1,060,000	1,011,100	-

Funded By General Fund - General Services - FY 2012

Retiree Health Benefits *$760,780*

- Provides health, dental and prescription benefits to retirees on the Town of Windsor pension plan.

Retirement Plan Actuarial Costs *$50,000*

- Provides funding for actuarial reviews to comply with GASB (Governmental Accounting Standards Board) statements dealing with retirement services and plan management financial analysis.

OPEB (Other Post Employment Benefits) *$5,000*

- Provides funding for OPEB program to comply with GASB (Government Accounting Standards Board) Statement No. 45.

REVALUATION

Expenditures

Expenditure by Category	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Revaluation	20,000	20,000	20,000	-

Funding Sources

Funding Source	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Fund	20,000	20,000	20,000	-
Special Revenue Fund	-	-	-	-
Total	20,000	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 (10/1/08) that was completed and implemented for FY 10 will be phased in over a five-year period. The funding for FY 12 is estimated at $20,000 in order to build up a balance to be available for the next required revaluation for 10/1/2013 which is estimated to cost $100,000.

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 in this account.

Expenditures

	FY 2011		FY 2012	
Expenditure by Category	Budget	Estimate	Proposed	Adopted
Recycling	413,770	413,770	425,700	-

Funding Sources

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	413,770	413,770	425,700	-
Non-General Fund	-	-	-	-
Total	413,770	413,770	425,700	-

Curbside Collection Services *$358,550*

- Contract for the curbside collection of recyclable materials for approximately 9,650 Windsor households.

Leaf Collection Services *$50,850*

- 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 Landfill 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 overall FY 11 General Fund budget is estimated to come in on budget. The overall increase to the FY 12 General Fund budget is 11,930 or 2.9%.

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 2011 Adopted Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Capital Projects – Town	5,605,171	5,329,170	10,576,473	-
Capital Projects – Schools	1,933,788	1,710,000	396,361	-
Total Capital Projects	7,538,959	7,039,170	10,972,834	-

Funding Sources

Funding Source	FY 2011 Adopted Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
General Services – Capital Projects	314,600	314,600	131,500	-
Town Support for Education	-	-	-	-
Subtotal – General Fund	*314,600*	*314,600*	*131,500*	-
Other Funds	7,224,359	6,724,570	10,841,334	-
Total	7,538,959	7,039,170	10,972,834	-

Budget Commentary

The town and school projects included in the proposed FY 12 Capital Improvement Program are summarized in the total above. Details can be found on the next page (Q-9). On page Q-9, "Other Funds" includes state and federal grants, appropriations from the General Fund balance, appropriations from the Capital Projects Fund balance and appropriations from other town funds and private sources. Reduction in General Fund cash funding will result in less pavement management activities being completed.

CAPITAL PROJECTS (continued)

Anticipated FY 2012 Capital Improvement Projects

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2012						
Pavement Management Program	245,830	61,500		184,330		
Sidewalk and Curb Replacement Program	70,000	70,000				
Streetlight Replacement Program	242,600		242,600			
Stormwater Management Improvements	150,000		150,000			
Silver Birch Pond Study	20,400					20,400
Day Hill Road Capacity Improvements - Right Turn Lanes	182,900		182,900			
Day Hill Road Capacity Improvements - Coordinated Signal System Installation (Design)	237,120					237,120
Day Hill Road Reconstruction/Reclaiming/Resurfacing (Phase IV)	2,013,908		2,013,908			
Street Reconstruction - Maple Ave, Spring St & Court St (Bloomfield Ave to Elm St, Construction)	692,364		692,364			
Street Reconstruction - Hillcrest Road and Harvey Road	565,254		565,254			
Day Hill Road Pedestrian Circulation Enhancements	151,781		151,781			
Wilson Route 159 Corridor Enhancement Program (Design)	75,000					75,000
Town Facility Improvements - HVAC, Electricity & Energy	193,474		193,474			
Energy Management, Fire and Security System Improvements (Study)	30,000					30,000
Public Works Equipment Replacement	219,625		219,625			
Fire Department - Support Vehicles	92,165					92,165
Fire Department - Heavy Duty Rescue/Pumper for Hayden Station	757,523		757,523			
Park Improvements - Basketball/Tennis Courts (Phase III)	195,323		195,323			
Landfill Closure	75,000				75,000	
BOE - Fire Alarm System Upgrades	100,000		100,000			
BOE - Sage Park Middle School - Soundproof & Air Condition Cafeteria (Design)	62,400					62,400
BOE - Oliver Ellsworth School - Replace Roof (Design)	141,593		141,593			
BOE - Clover St. School - Convert Steam Heating to Hot Water (Design)	59,704					59,704
BOE - Oliver Ellsworth School - Remodel Main Office Area (Design)	32,664					32,664
Subtotal FY 2012	6,606,628	131,500	5,606,345	184,330	75,000	609,453
FY 2012 Projects Anticipated to Require Voter Approval						
Street Reconstr. - Prospect Hill Rd., Poquonock Ave/Rte 75 to West Street (Phase I Construction)	4,366,206	0	2,066,456	2,299,750	0	0
Subtotal FY 2012	4,366,206	0	2,066,456	2,299,750	0	0
GRAND TOTAL	10,972,834	131,500	7,672,801	2,484,080	75,000	609,453

Notes:

See Appendix A for the complete six-year project schedule.

TAX REFUNDS - PRIOR YEAR

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.

Expenditures

	FY 2011		FY 2012	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Tax Refunds Prior Year	17,000	17,000	20,000	-

Funding Sources

	FY 2011		FY 2012	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	17,000	17,000	20,000	-
Total	17,000	17,000	20,000	-

OPEN SPACE

Expenditures

Expenditures by Category	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Approved
Open Space	10,000	390,240	5,000	-

Funding Sources

Funding Source	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Approved
General Fund	-	-	-	-
Non-General Fund	10,000	390,240	5,000	-
Total	10,000	390,240	5,000	-

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. Projected fund balance in the Open Space fund as of June 30, 2011 is $325,000. In FY 11, an appropriation from the Open Space fund in the amount of $375,000 was approved by the town council at a special town meeting for the purchase of open space on Pigeon Hill Rd. Planned expenditures in FY 12 will be used for property appraisals and other due diligence activities.

SPECIAL REVENUE FUNDS

General Services

		FY 2011				FY 2012		
Project #	Project Name	Beginning Balance (7/1/10)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/11)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/12)
1630	Revaluation	31,958	20,000	-	51,958	20,000	-	71,958
1703	Open Space Fund	696,529	18,440	390,240	324,729	10,000	5,000	329,729
		728,487	**38,440**	**390,240**	**376,687**	**30,000**	**5,000**	**401,687**

#1630 - Revaluation - This fund provides the revenue source to conduct annual revaluations.

#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.

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/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 $500,000 retention limit. The town purchases insurance for claims in excess of $500,000. The funds are also used for third party claims, administrative services, excess insurance policy premium and costs associated with centralized safety and training.

Health and Benefit: This program accounts for the town's health insurance premiums for existing employees and their dependents as well as the life insurance and disability programs offered by the town.

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 Travelers. 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 Traveler's 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 Travelers.

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 $500,000 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 AIG. The Town also has an additional $5,000,000 layer with American Alternative.

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 Travelers.

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 Travelers.

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.

Civil Defense Accident - Provides accident insurance coverage for Civil Defense volunteers. Our current policy is with CIGNA.

Fiduciary Liability - Provides coverage for pension plan administrators against liability from alleged mismanagement of the town employee's pension fund. Out 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 $25,000 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 Travelers.

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 Travelers.

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 Zurich.

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 2010	FY 2011		FY 2012	
	Actual	Budget	Estimate	Proposed	Approved
PUBLIC LIABILITY					
Comprehensive Gen. Liability/Auto	240,000	240,000	240,000	244,000	-
Catastrophe Coverage (umbrella)	130,000	130,000	130,000	132,000	-
Public Officials' Liability	26,000	26,000	26,000	26,000	-
Football and Sports Accident	14,000	14,000	14,000	15,000	-
SubTotal - Public Liability	*410,000*	*410,000*	*410,000*	*417,000*	-
EMPLOYEE PROTECTION					
Civil Defense Accident	1,000	1,000	1,000	1,000	-
Volunteer Firemen Accident	15,000	18,000	18,000	20,000	-
Police Professional Liability	35,000	35,000	35,000	35,000	-
Pension Fiduciary Liability	12,000	13,000	13,000	14,000	-
School Board Errors & Omissions	26,000	26,000	26,000	28,000	-
Heart and Hypertension	125,000	125,000	125,000	125,000	-
Special Medical Claims	1,000	1,000	1,000	2,000	-
SubTotal - Employee Protection	*215,000*	*219,000*	*219,000*	*225,000*	-
PROPERTY PROTECTION					
Property including Flood/Earth	130,000	135,000	135,000	136,000	-
Inland Marine including Watercraft	11,000	11,000	11,000	11,000	-
Boiler	13,500	15,000	15,000	15,300	-
SubTotal - Property Protection	*154,500*	*161,000*	*161,000*	*162,300*	-
SECURITY					
Employee Blanket Bond (Crime)	5,500	5,500	5,500	5,500	-
SubTotal - Security	*5,500*	*5,500*	*5,500*	*5,500*	-
STATUTORY					
Constable's Bond	1,000	1,000	1,000	1,000	-
Tax Collector's Bond	1,000	1,000	1,000	1,000	-
Nurse Professional	7,700	7,700	7,700	7,700	-
Psychologists	12,000	12,000	12,000	12,000	-
SubTotal - Statutory	*21,700*	*21,700*	*21,700*	*21,700*	-
Total - Liability Insurance	806,700	817,200	817,200	831,500	-

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 2010	FY 2011		FY 2012	
	Actual	Budget	Estimate	Proposed	Approved
Workers Compensation	510,000	560,000	560,000	560,000	-
Excess Workers Comp. Premium	50,000	55,000	55,000	57,000	-
Total - Workers Compensation	560,000	615,000	615,000	617,000	-

BUDGET COMMENTARY

Each year the town allocates funds to be used to pay claims below the $500,000 retention limit. The town's excess insurance provides protection for single claims or any one event involving several employees in which the cost exceeds $500,000. 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
INSURANCE INTERNAL SERVICE FUND

This program accounts for the town's health insurance premiums 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Cost:					
Health	3,144,996	3,550,000	3,300,000	3,068,675	-
Dental	185,823	220,000	195,000	200,000	-
Prescriptions	607,818	650,500	650,500	700,500	-
Life	40,137	45,000	42,000	48,000	-
Disability	96,536	97,000	102,000	104,000	-
Subtotal Benefit Cost	4,075,310	4,562,500	4,289,500	4,121,175	-
Less Reimbursements:					
Employee/Retiree Copay Health/Dental	(519,735)	(605,650)	(566,000)	(571,460)	-
Employee/Retiree Copay Prescriptions	(67,524)	(79,240)	(74,000)	(91,590)	-
Other Adjustments (COBRA, etc.)	-	-	-	-	-
Landfill Allocated Costs	(117,740)	(119,980)	(119,980)	(90,600)	-
Child Day Care Allocated Costs	(159,670)	(171,400)	(171,400)	(166,100)	-
Adult Day Care Allocated Costs	(56,600)	(59,990)	(59,990)	(52,850)	-
Community Development Allocated Costs	(32,340)	(34,280)	(34,280)	(30,200)	-
Subtotal Reimbursements	(953,609)	(1,070,540)	(1,025,650)	(1,002,800)	-
Total General Fund Contribution	3,121,701	3,491,960	3,263,850	3,118,375	-

Budget Commentary

The FY 11 overall employee and retiree benefit cost is expected to come in 6% or $273,000 under budget. This is due to several positions being held vacant during the year and three retirees taking coverage with new employers per the union contract and personnel rules language.

- The FY 11 cost for health insurance for employees and retirees is expected to be 7% or $250,000 under budget and the FY 11 prescription drug cost for employees and retirees is expected to be on budget.

- The FY 11 cost for dental insurance for employees and retirees is expected to be 11% or $25,000 under budget. The dental plan was self-funded in FY 08 and has had positive claims experience since that time including FY 11 resulting in lower than expected expenditures.

- The FY 11 cost for life insurance for employees is expected to come in 6% or $3,000 under budget. The FY 11 disability insurance is expected to come in 5% or $5,000 over budget. In FY 10 we experienced higher claims resulting in a rate increase for FY 11 after the budget was adopted.

The FY 12 employee and retiree benefits budget is decreasing 9.7% or $441,325 from FY 11.

- The FY 12 cost for retiree and employee health insurance is decreasing 13.6% or $481,325 from FY 11 budget. This is due to the decision to self-fund health insurance. In the past the town was being rated by our insurer with a group of other towns. This year we were able to receive the claims cost for our group alone and the actual claims experience was favorable enough to consider self-funding. After reviewing the options and funding requirements with our consultant, the decision was made to self-fund for FY 12.

- The FY 12 cost for retiree and employee prescription drug coverage is increasing 7.7% or $50,000. This is due to a few high-cost claims that have developed recently and are expected to continue into FY 12.

- The FY 12 cost for retiree and employee dental coverage is decreasing by 9.1% or $20,000 under the FY 11 budget. This decrease is due to good claims experience for FY 11, which is expected to continue.

- The FY 12 cost for employee life insurance is increasing 6.7% or $3,000. The disability insurance is increasing by 7.2% or $7,000. These increases are due to an increase in rates after experiencing higher disability claims in the past few years and no rate increases between FY 06 and FY 10.

Landfill Enterprise Fund

Town of Windsor
FY 2011-2012
Proposed Budget

LANDFILL ENTERPRISE FUND

HIGHLIGHTS

For more than thirty years the Windsor-Bloomfield Sanitary landfill has served the solid waste disposal needs of the towns of Windsor and Bloomfield. In February of 2004, a final landform was approved that presented the best environmental and fiscal options to the residents of the towns of Windsor and Bloomfield. This landform allows for the post-closure uses that were identified by the Landfill Steering Committee in 2001 and has been incorporated into the final closure plan that has been submitted to the State Department of Environmental Protection (DEP) for their approval.

As part of the Landfill management / closure effort, staff has been working with our engineers on the design of a stormwater management project along the south side of the landfill. The project involves the construction of a large detention basin and the installation of a drainage pipe to carry the stormwater underground along side Huckleberry Road towards Goodwin Pond. The basin would contain the stormwater during/after a storm, such that the speed of the flow of water would be reduced/slowed. The pipe from the basin would return to the surface north of Goodwin Pond, so that the stormwater would flow overland for about 230 feet prior to entering into the pond. All regulatory approvals have been received for this project. The property for the basin and pipe has been conveyed to the town from the property owners (ABB) at no cost to the town.

The construction of the basin and the stormwater pipe began during the winter of 2010-11, with completion in the spring of 2011. The work was carried out by a combination of staff from the landfill and the operations division of public works. These staff took on the great majority of the work, including excavation of the basin, and installation of stormwater structures and piping. Vendors carried out the clearing and grubbing of the site along with the moving and installation of fencing. Funding from the Landfill Enterprise Fund was used for this project.

We have been notified by the State DEP that they have issued a Stewardship Permit for the landfill. The permit encompasses the various permits the DEP has traditionally issued for landfills, i.e., capping plan, leachate management, groundwater monitoring, gas collection and post closure maintenance & monitoring. The first deliverable under the new permit has been the submission to the DEP a schedule which outlines when items such as a Revised Closure and Post Closure Plan, Water Quality Monitoring Plan, Quality Assurance Plan, and a Remediation Action Plan (if needed) will be submitted for DEP review and approval. We will continue to work with the DEP regarding the review processes for this permit.

The tip fee for municipal solid waste (MSW) is not proposed to be increased in FY 12. We look to increase the tipping fee for bulky waste (construction and demolition debris from $66 to $68 a ton effective July 1, 2011. It is estimated that this will generate $42,000 in additional revenue. This will make the tipping fees for municipal solid waste (MSW) and bulky waste the same.

Due to the large increase in the intake in mattresses & box springs, the landfill began charging $15 per item in January 2011. This price is provided for in the price guide, and remains one-half to one-third the cost of disposal of these items at other facilities in the area. It also helps to offset the high equipment maintenance costs associated with the receipt of these materials.

FINANCIAL SUMMARY

It is anticipated that the total revenues for the Landfill Enterprise fund will be greater than the amount budgeted for FY 2011. As shown on page S-3, total revenues are estimated to be $307,775 greater than budgeted. Two factors, with opposite effects on our revenues, contribute to these results. The MSW tonnage received has been reduced and has had a negative impact on revenues. However, bulky waste tons received have been higher, leading to greater revenues than budgeted.

Total expenses for FY 2011 are estimated to be $112,925 less than budgeted. Considering revenues and expenditures together, it is estimated that the annual operating income will be $420,700 better than budgeted for FY 2011.

For FY 2012, it is estimated that total revenues for the Enterprise Fund will total $2,519,954. This figure is similar to the estimate for FY 2011, except that it is not anticipated that we will not be receiving funds from the sale of greenhouse gas credits in FY 2012 (see below).

Operating expenses for FY 2012 are estimated to be $1,609,361. Annual Operating Income (operating expenses and revenues considered together) is anticipated to be $895,883 for FY 2012.

The budget also assumes improvements being made to the landfill gas collection system in FY 2012. These are shown in the row entitled: Closure/Post Closure related expenses at an amount totaling $300,000.

Staff has also been successful in our efforts regarding the sale of greenhouse gas credits from the landfill. To date, we have completed two sales of credits. The credits sold were earned in the periods from 2007 through October 2009. We also have a potential sale in progress for credits earned between November 2009 and the end of October 2010. Should all three of these sales be successful, we anticipate receiving/having received approximately $278,800 in gross revenues from these sales. There are/have been costs associated with these sales (verification of the credits, related field work, annual fees with the credit market, and brokerage fees). With these costs included, the Landfill Enterprise Fund will have earned approximately $180,000 in net revenues from the sale of our greenhouse gas credits.

ESTIMATED YEAR-END BALANCE NEEDED FOR FUTURE OBLIGATIONS

The annual operating income in FY 2012 is projected to add $895,883 toward the estimated end of year balance needed for future obligations (the retained earnings of the Landfill Enterprise Fund) which may be used to meet costs of landfill closure, post-closure monitoring, leachate management, the methane gas collection system and other obligations. Assuming these projections in net income are realized, this will bring the total estimated balance to approximately $29,660,793 at the end of FY 2012. This figure takes into consideration the closure-related expenses for the construction of the stormwater basin in FY 2011 ($391,320) and the improvements to the gas collection system in FY 2012 ($300,000), which are described above.

During FY 2010, the town received feedback from the DEP which indicates that a final cover system made of impermeable soils will be acceptable at the site. This decision should have a favorable effect and is expected to reduce one component of our long-term closure cost estimates.

TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2010	FY 2011		FY 2012	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges for Services	2,127,658	2,013,025	2,225,462	2,273,954	-
Permits & Other Revenues	165,809	142,107	150,096	146,000	-
Total Operating Revenue	2,293,467	2,155,132	2,375,558	2,419,954	-
Non-Operating Revenue:					
Interest Income	276,156	210,000	102,149	100,000	-
Sale of Greenhouse Gas Credits	83,601		195,200		
Total Non-Operating Revenue	359,757	210,000	297,349	100,000	-
Total Revenue	2,653,224	2,365,132	2,672,907	2,519,954	-
Operating Expenses:					
Personal Services	615,017	641,255	624,770	626,730	-
Supplies	74,575	132,160	110,831	134,660	-
Services	496,166	446,000	447,183	491,341	-
Maintenance & Repairs	68,683	108,000	82,430	111,000	-
Capital Outlay	-	10,000	9,500	10,000	-
Energy & Utility	102,357	154,240	109,792	157,255	-
Administrative Overhead	51,250	51,250	51,250	51,250	-
Payment in lieu of taxes	-	-	-	-	-
Rent expense	-	-	-	-	-
Insurance & Permit Fees	30,290	29,125	23,349	27,125	-
Total Operating Expenses	1,438,338	1,572,030	1,459,105	1,609,361	-
Non-Operating Expenses:					
Depreciation	14,710	14,710	14,710	14,710	-
Other Expenses	3,458	-	-	-	-
Total Non-Operating Expenses	18,168	14,710	14,710	14,710	-
Total Expenses	1,456,506	1,586,740	1,473,815	1,624,071	-
Annual Operating Income/(loss)	1,196,718	778,392	1,199,092	895,883	-
Closure/Post Closure related expenses	-	-	391,320	300,000	-
Estimated End of Year Balances Needed for Future Obligations	$28,257,138	$28,704,617	$29,064,910	$29,660,793	-

Personnel Requirements

	FY 2010	FY 2011		FY 2012	
Full Time Equivalents	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00	-
Regular Part Time Employees	0.60	0.60	0.70	0.70	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	6.60	6.60	6.70	6.70	-

TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
OPERATING REVENUES BY SOURCE

Revenue Accounts Re-Aligned to match Quarterly Reports to Town Council

	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted	Percent of Total Revenues
Municipal Solid Waste (MSW)						
Windsor Residential MSW	542,071	550,800	540,845	540,000	-	22.3%
Bloomfield Residential MSW	1,107	1,088	1,673	1,800	-	0.1%
Windsor Commercial MSW	225,436	251,600	201,296	200,000	-	8.3%
Bloomfield Commercial MSW	74,461	69,360	72,738	72,000	-	3.0%
Spot Market MSW	910	1,972	177	1,000	-	0.0%
Contaminated Soil & Spec Wastes		705	18,733	5,000	-	0.2%
Sub-total MSW	*843,985*	*875,525*	*835,462*	*819,800*	-	*33.9%*
Bulky Waste (C&D Only)						
Demolition	1,283,673	1,137,500	1,390,000	1,454,154	-	60.1%
Other Revenues						
Brush Revenues (Non-Disposed)	25,891	20,500	20,500	20,000	-	0.8%
Permit Fees & Other Administrative	81,712	85,707	88,497	83,000	-	3.4%
Recyclables & Non-Disposed Items	9,212	8,750	6,607	8,000	-	0.3%
Other	48,994	27,150	34,492	35,000	-	1.4%
Sub-total Other Revenues	*165,809*	*142,107*	*150,096*	*146,000*	-	*6.0%*
TOTAL OPERATING REVENUES	2,293,467	2,155,132	2,375,558	2,419,954	-	100.0%

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.

Expenditures

Expenditures by Category	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	641,255	624,770	626,730	-
Supplies	132,160	110,831	134,660	-
Services	162,000	177,104	194,254	-
Maintenance & Repair	108,000	82,430	111,000	-
Grants & Contributions	3,125	3,125	3,125	-
Capital Outlay	10,000	9,500	10,000	-
Energy & Utility	154,240	109,792	157,255	-
Insurance & Other	26,000	20,224	24,000	-
Administrative	51,250	51,250	51,250	-
Total	1,288,030	1,189,026	1,312,274	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time	6.00	6.00	6.00	-
Part Time and Temporary FTE	0.60	0.70	0.70	-
Total FTE	6.60	6.70	6.70	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $99,004 or 7.7%. This is primarily due to savings in the Energy & Utility and Personal Services categories. The savings in Personal Services is mainly due to the charging of expenditures for the stormwater basin project to closure expenditures. The FY 12 budget reflects an increase of $24,244 or 1.9% versus the FY 11 budget and is a reflection of increased site work in preparation for the landfill's final placement of waste and closure. This is expected to occur in calendar year 2013.

LANDFILL OPERATIONS

Products and Services

Solid Waste Management *$950,510*

- Weigh and process approximately 22,000 commercial and residential vehicles per year
- Produce monthly invoices for billing by the finance department
- Submit quarterly reports to the state on the amount of incoming and outgoing refuse
- Process approximately 650 residential permit renewal applications through direct mailing
- Process, compact and cover approximately 2,300 tons of municipal solid waste, construction and demolition materials per month
- Perform cell maintenance, excavation and site improvements per Department of Environmental Protection (DEP) requirements
- Conduct regular site inspections to ensure compliance with federal and state regulations
- Review special waste disposal requests prior to approval and admittance
- Maintain operation records according to DEP and EPA regulatory requirements
- Maintain all federal and state landfill permits.

Equipment Purchase, Maint.& Fueling *$224,039*

- Inspect, purchase, repair and maintain heavy equipment
- Perform scheduled preventive maintenance & oil sampling on equipment to detect major failures before they occur.

Recycling Service *$7,101*

- Process and compost leaves, wood chips and brush
- Collect and market approximately 1,000 tons of recyclable materials - metal, tires and batteries
- Operate small business recyclables receiving area
- Track and report quarterly and yearly the status of residential and commercial recycling to the DEP.

Technical Assistance *$7,295*

- Respond to 1,500 requests from residents and businesses regarding:
  - recycling
  - household hazardous waste
  - composting
  - grass cycling
  - problem resolution
- Organize household hazardous waste collection days.

Public Education *$4,327*

- Conduct public education programs for residents and businesses for household hazardous waste collection and promote the safe disposal and recycling of electronics and mercury-containing devices.

Property Maintenance *$67,752*

- Perform ground maintenance on approximately 200 acres of landfill property including:
- Maintain 13,900 feet of perimeter fence line
- Mow and plant three acres of grassed area
- Plow access roads, recycling and transfer station areas
- Provide preventive maintenance for all structures and facilities.

Administrative *$51,250*

- Provide administrative services and guidance towards the operation of the enterprise.

LANDFILL ENGINEERING

Landfill Engineering provides engineering, testing and monitoring of support services to the Windsor-Bloomfield Landfill.

Expenditures

Expenditures by Category	FY 2011 Budget	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	284,000	270,079	297,087	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	284,000	270,079	297,087	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time	-	-	-	-
Part Time and Temporary FTE	-	-	-	-
Total FTE	-	-	-	-

Budget Commentary

Funds from this program support design and engineering services for landfill water and air quality monitoring, closure and leachate management alternatives and management of the landfill gas collection system. The use of engineering services in FY 11 has been slightly lower than originally budgeted but is expected to increase next fiscal year primarily due to additional permit requirements with the Department of Environmental Protection.

Products & Services

Engineering *$297,087*

- 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 DEP consent agreement including:
  - testing leachate discharges
  - managing site monitoring programs
  - continuing analysis of decomposition gases
  - conduct overall landfill engineering projects
  - comply with federal environmental requirements
  - update the landfill capacity analysis
  - assistance with closure of landfill cells.
- Collect and analyze stormwater samples as required by storm water regulations
- Review requests by companies and individuals to deposit material in the landfill
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells as well as gas collection wells and equipment.

LANDFILL CLOSURE & POSTCLOSURE

The Landfill Enterprise Fund is required to close the landfill in compliance with various State & 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. It is expected that the landfill staff will continue this process on a "part-time" basis until the last receipt of waste. At that point, landfill staff efforts will be fully-focused to finish the process.

	FY 2011		FY 2012	
Expenditures by Category	Budget	Estimated	Proposed	Adopted
Personal Services	-	78,245	-	-
Supplies	-	213,793	-	-
Services	-	99,281	300,000	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administrative	-	-	-	-
Total	-	391,319	300,000	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents	Budget	Estimated	Proposed	Adopted
Regular Full Time	-	-	-	-
Part Time and Temporary FTE	-	-	-	-
Total FTE	-	-	-	-

Budget Commentary

Landfill staff has begun projects that are required for the closure of the landfill. FY 11 work involved the installation of a stormwater basin along the south edge of the landfill. This work was not included in the FY 2011 budget, but appropriations were approved by the town council during FY 11. Work budgeted for FY 12 involves long-term maintenance and upgrades to the gas collection system that are best performed before a final cover is applied to the surface of the landfill. This involves both improvements & expansions to the existing system. It is anticipated that this work will be performed with the assistance of our landfill gas consultant.

THIS PAGE INTENTIONALLY LEFT BLANK

Adult Day Care Enterprise Fund

Town of Windsor
FY 2011-2012
Proposed Budget

ADULT DAY CARE ENTERPRISE FUND

INTRODUCTION

Windsor's Adult Day Health Center, The Caring Connection, celebrated its 23rd anniversary in November of 2010. The service was established in 1987 as a community option to long-term care and continues its commitment to that mission today. A team of professionally trained staff provides care to approximately 40-50 frail or disabled adults per day while giving respite, support and peace of mind to caregivers.

The Caring Connection is a medical model adult day center certified by the Connecticut Association of Adult Day Centers, Inc. and the State of Connecticut Department of Social Services. The service provides skilled nursing, nutrition, family counseling, personal care, socialization, transportation, therapeutic recreation and specialized therapies. Foot care is also available for an additional fee. In addition, space is allocated to speech, and physical and occupational therapists to provide these services as ordered by physicians. Engagement in an individualized plan of care provides services to maintain and enrich a dignified quality of life for both the client and the caregiver.

The FY 12 budget is based on an average daily census of 40 clients at our 330 Windsor Avenue location. The service enrolls an overall census of 65-70 clients in the Monday through Friday program. Funding is provided by User Fees generated at the daily rate by clients participating in the Home Care for Elders program, Respite Care program, Alzheimer's funding, North Central Area Agency on Aging, State of Connecticut Department of Social Services, private foundations, and private-pay individuals. The Caring Connection also participates in the USDA adult food program through the State of Connecticut Department of Education. Enrollment in the program continues to keep pace with the demand for community-based services to serve the residents of our aging community.

The Caring Connection continues to offer the option of home and community care versus institutionalization. The program benefits frail, disabled and geriatric adults. This allows individuals and caregivers the choice of remaining at home with caregivers or living independently in their residences. The program is a cost-effective option for all taxpayers in Windsor, those referred by the State of Connecticut and in-home service agencies. The Caring Connection continues to be an integral part of the federal, state and municipal government programs by meeting the needs of its senior residents.

TOWN OF WINDSOR
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2010	FY 2011		FY 2012	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	705,486	705,000	650,000	665,000	-
Permits & Other Revenues	31,359	30,200	29,500	31,000	-
Total Operating Revenue	736,845	735,200	679,500	696,000	-
Non-Operating Revenue:					
Donations	6,862	2,500	4,000	3,500	-
Interest Income	2,133	2,300	2,100	1,800	-
Total Non-Operating Revenue	8,995	4,800	6,100	5,300	-
Total Revenue	745,840	740,000	685,600	701,300	-
Operating Expenses:					
Personal Services	381,299	433,300	393,330	404,110	-
Supplies	20,959	23,000	19,500	19,000	-
Services	56,377	56,250	48,000	51,000	-
Maintenance & Repairs	-	-	-	-	-
Grants and Contributions	-	-	-	-	-
Capital Outlay	9,007	8,500	9,700	-	-
Energy & Utility	1,664	1,300	1,700	1,750	-
Administrative Overhead	16,000	17,020	17,020	18,000	-
Payment in Lieu of Taxes	-	-	-	-	-
Rent	69,000	71,000	71,000	71,000	-
Other	7,738	4,300	5,200	5,400	-
Transfer Payment to GF Transportation Unit	112,590	128,220	115,000	120,240	-
Total Operating Expenses	674,634	742,890	680,450	690,500	-
Non-Operating Expenses:					
Depreciation	5,101	4,290	4,300	4,200	-
Bus Replacement	-	-	-	10,000	-
Return of Contributed Capital	30,000	30,000	30,000	30,000	-
Total Non-Operating Expenses	35,101	34,290	34,300	44,200	-
Total Expenses	709,735	777,180	714,750	734,700	-
Change In Net Assets	36,105	(37,180)	(29,150)	(33,400)	-
Net Assets (Retained Earnings), Beginning of Year	517,372	553,477	553,477	524,327	-
Net Assets (Retained Earnings), End of Year	$ 553,477	$ 516,297	$ 524,327	$ 490,927	$ -

Personnel Requirements

	FY 2010	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.50	3.50	3.50	3.50	-
Regular Part Time Employees	5.30	5.52	4.35	4.42	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	8.80	9.02	7.85	7.92	-

ADMINISTRATION

Administration coordinates the overall operation of the enterprise fund including financial management, education, community outreach, marketing, case management and supervision of all paid and volunteer personnel.

Expenditures

	FY 2011		FY 2012	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	126,990	118,850	120,590	-
Supplies	4,700	3,900	3,700	-
Services	5,850	3,600	4,200	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	2,900	3,300	-	-
Energy & Utility	500	580	590	-
Administration	5,680	5,680	6,000	-
Rent Expense	23,700	23,700	23,700	-
Other	1,650	1,700	1,800	-
Total	171,970	161,310	160,580	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	0.98	0.80	0.80	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.98	1.80	1.80	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $10,660 or 6.2% primarily due to personnel savings and slight savings in supplies and services. The FY 12 budget reflects a decrease of $11,390 or 6.6% versus the FY 11 budget and is a reflection of less part time hours budgeted and decreased benefit costs in addition to savings in supplies, services and capital outlay purchases offset by increases in administration costs.

ADMINISTRATION

Products & Services

Administration *$102,180*

- Develop the budget and 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, Hartford Foundation for Public Giving (Brainard & Archer Trusts), Reynolds, USDA 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
- Develop outreach efforts and market the program to the community and the private sector
- Provide administrative support to all areas on the interdisciplinary team
- Provide counseling, information support and referrals to clients and caregivers.

Intake, Assessment, and Case Management *$58,400*

- Conduct prospective clients' interviews, 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
- Develop and provide monthly newsletter in conjunction with nursing, therapeutic recreation and transportation
- 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

	FY 2011		FY 2012	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	208,640	195,250	203,870	-
Supplies	9,800	9,500	9,600	-
Services	46,750	42,000	44,000	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	2,900	3,200		-
Energy & Utility	400	560	580	-
Administration	5,670	5,670	6,000	-
Rent Expense	23,650	23,650	23,650	-
Other	1,650	1,750	1,800	-
Total	299,460	281,580	289,500	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	-
Regular Part Time Employees	3.45	2.97	3.14	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.95	4.47	4.64	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $17,880 or 6.0% primarily due to an adjustment in staffing and related expenditures as a result of a reduced client census. The FY 12 budget reflects a decrease of $9,960 or 3.3% versus the FY 11 budget and is a reflection of fluctuations in client census and decreased personal sevices benefit costs.

NURSING

Products & Services

Skilled/Non-Skilled Nursing *$184,950*

- 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 MD orders as needed
- Supply wound and skin treatments as ordered by MD
- Prepare snack calendar and daily snacks
- Monitor meal service, diets and purchase groceries
- Arrange for all vaccines, including PPD's 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 *$49,000*

- 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, *$55,550*
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

	FY 2011		FY 2012	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	97,670	79,230	79,650	-
Supplies	8,500	6,100	5,700	-
Services	3,650	2,400	2,800	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	2,700	3,200		-
Energy & Utility	400	560	580	-
Administration	5,670	5,670	6,000	-
Rent Expense	23,650	23,650	23,650	-
Other	1,000	1,750	1,800	-
Total	143,240	122,560	120,180	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	1.09	0.58	0.48	-
Temporary/Seasonal Employees	-	-	-	-
Total	2.09	1.58	1.48	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $20,680 or 14.4% primarily due to an adjustment in staffing and related expenditures as a result of reduced client census. The FY 12 budget reflects a decrease of $23,060 or 16.1% versus the FY 11 budget and is a reflection of fluctuations in client census and decreased benefit costs in personal services.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming *$86,690*

- Develop, plan and implement a therapeutic recreation program designed to meet clients' cognitive, social, physical and spiritual needs
- Develop and provide 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/ Documentation/Education *$33,490*

- 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Transfer Payment to GF Transportation Unit	128,220	115,000	120,240	-
Total	128,220	115,000	120,240	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $13,220 or 10.3% primarily due to fewer services provided due to lower client census. The FY 12 budget reflects a decrease of $7,980 or 6.2% versus the FY 11 budget and is a reflection of reduced client base.

TRANSPORTATION

Products & Services

Daily Transportation *$120,240*

- Transfer payment to the General Fund Transportation Unit in Human Services.

FY 2011 Highlights

The Caring Connection Adult Day Health Center continues to maintain its excellent reputation as a municipally-operated, community-based health center in the State of Connecticut. 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. The Caring Connection Adult Day Health Center provides services to the community at its spacious and functional facility at 330 Windsor Avenue.

Clients, caregivers and the Caring Connection facility continues to receive benefits from outside funding from various agencies in FY 11 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 (State of Connecticut Department of Education)
- The Hartford Foundation for Public Giving (Archer and Brainard Trusts)
- Granger Trust and Reynolds Foundations (Creative Arts Program)
- Windsor and Windsor Locks Rotary Clubs
- Memorial donations.

The Caring Connection continues to honor its financial obligation of repayment of $30,000 per year for relocation funding to the Town of Windsor.

The Fiscal Year 2011 highlights include:

- Community Service projects with volunteers from UPS Capital Credit and ASIS Insurance Company
- Participation with the "United Way Day of Caring" with Aetna Insurance employees
- Donations and fundraisers by Caring Connection staff, clients and their families to the Windsor Food Bank and "Doctors without Borders" organizations
- Creative Arts Program donation of $2,500 from the Reynolds Foundation that provides exceptional programming for clients and all seniors
- Intergenerational programs with Loomis Chaffee students, Windsor Discovery Center and Windsor Police Cadets
- Caring Connection Bell Choir performance at Kimberly Hall Nursing Home
- Rotary Club purchased a refrigerator for Caring Connection kitchen
- Addition of Facebook for caregivers and family members to share in programs held at the Caring Connection
- Clients' holiday performance program to be aired on WIN-TV for the Windsor community.

Child Development Enterprise Fund

Town of Windsor
FY 2011-2012
Proposed Budget

CHILD DEVELOPMENT ENTERPRISE FUND

INTRODUCTION

The Windsor Discovery Center and Montessori School located at the Milo Peck Child Development Center celebrated its 30th anniversary in January of 2010. This service started as a supplemental child care program for three and four year olds attending Windsor Head Start. The Milo Peck Child Development Center has expanded over the course of 30 years to include accredited comprehensive child care and educational enrichment programs for children between the ages of three months and twelve years. Windsor Discovery Center and Windsor Montessori School continue to maintain a national accreditation status awarded by the National Academy of Early Childhood Programs and the American Montessori Society.

During the school year, the center will serve more than 145 children from 120 families in the following programs: Infant/Toddler, Montessori Toddler, Montessori Kindergarten, Montessori Primary, and Before and After Elementary School. For the summer months, the Discovery Center and the Montessori School offer a variety of summer camp programs that have separate enrollments serving an average of 120 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 self 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 believe that parents and teachers are partners in their child's care and education.

TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2010	FY 2011		FY 2012	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	1,236,607	1,304,660	1,304,660	1,337,270	-
Permits & Other Revenues	-	700	700	700	-
Total Operating Revenue	1,236,607	1,305,360	1,305,360	1,337,970	-
Non-Operating Revenue:					
Donations	-	-	-	-	-
Interest Income	2,223	1,670	1,900	2,000	-
Total Non-Operating Revenue	2,223	1,670	1,900	2,000	-
Total Revenue	1,238,830	1,307,030	1,307,260	1,339,970	-
Operating Expenses:					
Personal Services	954,577	995,120	995,100	1,009,270	-
Supplies	21,737	19,170	18,500	17,900	-
Services	63,584	73,950	75,150	76,050	-
Maintenance & Repairs	16,712	17,510	17,510	17,510	-
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	20,960	21,080	21,080	18,290	-
Administrative Overhead	44,000	44,000	44,000	45,000	-
Payment in Lieu of Taxes	-	-	-	-	-
Rent	111,985	115,340	115,340	117,650	-
Other (bad debt)	217	-	-	-	-
Total Operating Expenses	1,233,772	1,286,170	1,286,680	1,301,670	-
Non-Operating Expenses:					
Depreciation	-	-	-	-	-
Total Non-Operating Expenses	-	-	-	-	-
Total Expenses	1,233,772	1,286,170	1,286,680	1,301,670	-
Change In Net Assets	5,058	20,860	20,580	38,300	-
Net Assets (Retained Earnings), Beginning of Year	457,174	462,232	462,232	482,812	-
Net Assets (Retained Earnings), End of Year	462,232	483,092	482,812	521,112	-

Personnel Requirements

	FY 2010	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	13.00	13.00	13.00	13.00	-
Regular Part Time Employees	5.70	5.70	5.70	5.70	-
Temporary/Seasonal Employees	0.15	0.15	0.15	0.15	-
Total	18.85	18.85	18.85	18.85	-

INFANT/TODDLER PROGRAMS

The Milo Peck Child Development Center offers two programs for children between the ages of three months and three years. Full day infant/toddler child care is offered year round and Montessori Toddler is offered on a school year, half-day morning schedule, and an eight week summer camp These programs are accredited by the National Association for the Education of Young Children (NAEYC) and the American Montessori Society (AMS).

Expenditures

Expenditures by Category	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	275,650	275,650	277,060	-
Supplies	1,500	1,500	1,500	-
Services	2,800	2,700	2,800	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	279,950	279,850	281,360	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	2.85	2.85	2.85	-
Regular Part Time Employees	3.25	3.25	3.25	-
Temporary/Seasonal Employees	-	-	-	-
Total	6.10	6.10	6.10	-

Budget Commentary

The FY 11 expenditures are expected to come in under budget by $100. The FY 12 budget reflects an increase of $1,410 or .5% versus the FY 11 budget and is a reflection of the increased cost of personal services.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler *$213,830*

- Conduct a year-round, full time program for 12 children age three months to three years.

Montessori Toddler *$67,530*

- Provide a morning half-day, school year and summer camp Montessori enrichment programs for eight children ages 18 months to three years.

PRESCHOOL/KINDERGARTEN PROGRAMS

The Milo Peck Child Development Center provides an American Montessori accredited primary program and nationally accredited summer camps for children ages three through five on a part time or full time schedule. During the school year, a total of 91 children are served in these programs with an additional enrollment during the summer months.

Expenditures

Expenditures by Category	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	531,600	531,580	542,850	-
Supplies	14,820	14,150	13,550	-
Services	32,390	33,550	32,500	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	578,810	579,280	588,900	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	8.50	8.50	8.50	-
Regular Part Time Employees	0.90	0.90	0.90	-
Temporary/Seasonal Employees	-	-	-	-
Total	9.40	9.40	9.40	-

Budget Commentary

The FY 11 expenditures are expected to come in $470 over budget due to a slight increase in services. The FY 12 budget reflects an increase of $10,090 or 1.7% versus the FY 11 budget and is a reflection of the increased cost of personal services.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori *$507,630*

- Provide a Montessori educational experience for children ages three through five on a full or half-day schedule from September to June.

Preschool Camp *$42,400*

- Conduct a nine-week Discovery preschool summer camp for children ages three through five.

Montessori Camp *$38,870*

- Introduce the Montessori method through an eight week summer camp experience for preschool children.

ELEMENTARY PROGRAMS

The Milo Peck Child Development Center provides before and after-school child care during the school year for families whose children attend any of the Windsor elementary schools and Sage Park Middle School. A full day summer camp is offered for eight weeks during the summer months for children ages six through twelve.

Expenditures

	FY 2011		FY 2012	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	187,870	187,870	189,360	-
Supplies	2,850	2,850	2,850	-
Services	38,760	38,900	40,750	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	229,480	229,620	232,960	-

Personnel Requirements

	FY 2011		FY 2012	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.65	1.65	1.65	-
Regular Part Time Employees	1.55	1.55	1.55	-
Temporary/Seasonal Employees	0.15	0.15	0.15	-
Total	3.35	3.35	3.35	-

Budget Commentary

The FY 11 expenditures are expected to come in $140 or 0.1% over budget due to a slight increase in services. The FY 12 budget reflects a slight increase of $3,480 or 1.5% versus the FY 11 budget and is a reflection of increased cost of personal services and busing.

ELEMENTARY PROGRAMS

Products & Services

Before and After School Elementary — *$167,730*

- Provide a before and after-school program for first through sixth grade students
- Transport children to and from all Windsor elementary schools and Sage Park Middle School through a contract with Rainbow Bus Lines
- Expand to full day sessions during inclement weather, in-service days, holidays and school vacations.

Elementary Camp — *$65,230*

- Provide a nine-week full day summer camp experience for children ages six through twelve that includes educational and recreational field trips, daily swimming, arts and crafts activities, science and nature experiences, ceramics 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 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	17,510	17,510	17,510	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	44,000	44,000	45,000	-
Rent Expense	115,340	115,340	117,650	-
Energy & Utility	21,080	21,080	18,290	-
Other	-	-	-	-
Total	197,930	197,930	198,450	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Budget	FY 2011 Estimate	FY 2012 Proposed	FY 2012 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 11 expenditures are expected to come in on budget. The FY 12 budget reflects a slight increase of $520 or 0.3% versus the FY 11 budget and is a reflection of a decrease in natural gas costs offset by an increase in rent and administrative overhead.

FACILITIES MANAGEMENT

Products & Services

Management *$162,650*
- Pay rental and administrative fees to the Town of Windsor.

Support Services *$35,800*
- Provide custodial services and utilities for Discovery Center programs.

FY 2011 Highlights

The Windsor Discovery Center and Montessori School has maintained their National Accreditation from the National Association for the Education of Young Children (NAEYC) for the 19th year. The center will remain accredited through September 2012.

The Windsor Montessori School maintains it's accreditation from the American Montessori Society (AMS). The school remains accredited through June 2013.

Children attending Camp Discovery raised money through a car wash and bake sales to donate to the Windsor Food and Fuel Banks.

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. Food was collected throughout the year for the Windsor Food Bank. Montessori kindergarten children participated in some intergenerational programs both at the Caring Connection Adult Day Health Center and the Windsor Senior Center. Teachers presented a parent education seminar on the Montessori Philosophy and Curriculum to families of children attending the program and any new families interested in enrolling their children in the program.

Parents, relatives and friends were invited to participate in "special person" visiting days, a fall center-wide celebration, a winter social, a talent show, plays put on by both the elementary after school program and the kindergarten program, a kindergarten ceremony and an end of the school year celebration.

The Mental Health Association of Connecticut, Inc. presented their Kids on the Block program on "Feelings are Important" to the 89 preschool age children attending the Windsor Montessori School.

This year staff held a "Parent Appreciation Day" in May. Staff provided a buffet breakfast for all parents in the morning and in the evening childcare, dinner and activities were provided for the children so parents could have a "Parents Night Out."

APPENDICES

SECTION	TITLE	PAGE
APPENDIX A	Capital Improvement Program 2012-2017	A-1
APPENDIX B	Special Revenue Funds	B-1
APPENDIX C	Summary of Personal Services	C-1
APPENDIX D	Employee Pay Plans	D-1
APPENDIX E	Code of Accounts	E-1
APPENDIX F	Debt Management	F-1
APPENDIX G	Price Guide	G-1
APPENDIX H	Charter Provisions Concerning Annual Budget	H-1
APPENDIX I	Glossary	I-1

APPENDIX "A"
Capital Improvement Program
2012-2017

Town of Windsor
FY 2011 – 2012
Proposed Budget

APPENDIX A

TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2012 – FY 2017

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.

APPENDIX A

Proposed CIP

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2012						
Pavement Management Program	245,830	61,500		184,330		
Sidewalk and Curb Replacement Program	70,000	70,000				
Streetlight Replacement Program	242,600		242,600			
Stormwater Management Improvements	150,000		150,000			
Silver Birch Pond Study	20,400					20,400
Day Hill Road Capacity Improvements - Right Turn Lanes	182,900		182,900			
Day Hill Road Capacity Improvements - Coordinated Signal System Installation (Design)	237,120					237,120
Day Hill Road Reconstruction/Reclaiming/Resurfacing (Phase IV)	2,013,908		2,013,908			
Street Reconstruction - Maple Ave, Spring St & Court St (Bloomfield Ave to Elm St, Constructio	692,364		692,364			
Street Reconstruction - Hillcrest Road and Harvey Road	565,254		565,254			
Day Hill Road Pedestrian Circulation Enhancements	151,781		151,781			
Wilson Route 159 Corridor Enhancement Program (Design)	75,000					75,000
Town Facility Improvements - HVAC, Electricity & Energy	193,474		193,474			
Energy Management, Fire and Security System Improvements (Study)	30,000					30,000
Public Works Equipment Replacement	219,625		219,625			
Fire Department - Support Vehicles	92,165					92,165
Fire Department - Heavy Duty Rescue/Pumper for Hayden Station	757,523		757,523			
Park Improvements - Basketball/Tennis Courts (Phase III)	195,323		195,323			
Landfill Closure	75,000				75,000	
BOE - Fire Alarm System Upgrades	100,000		100,000			
BOE - Sage Park Middle School - Soundproof & Air Condition Cafeteria (Design)	62,400					62,400
BOE - Oliver Ellsworth School - Replace Roof (Design)	141,593		141,593			
BOE - Clover St. School - Convert Steam Heating to Hot Water (Design)	59,704					59,704
BOE - Oliver Ellsworth School - Remodel Main Office Area (Design)	32,664					32,664
Subtotal FY 2012	6,606,628	131,500	5,606,345	184,330	75,000	609,453
FY 2012 Projects Anticipated to Require Voter Approval						
Street Reconstr. - Prospect Hill Rd., Poquonock Ave/Rte 75 to West Street (Phase I Constructic	4,366,206	0	2,066,456	2,299,750	0	0
Subtotal FY 2012	4,366,206	0	2,066,456	2,299,750	0	0
GRAND TOTAL FY 2012	**10,972,834**	**131,500**	**7,672,801**	**2,484,080**	**75,000**	**609,453**

Proposed CIP

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2013						
Pavement Management Program	560,326	375,996		184,330		
Sidewalk and Curb Replacement Program	72,467	72,467				
Streetlight Replacement Program	131,198		131,198			
Stormwater Management Improvements	300,000		300,000			
Pavement Resurfacing at Town Facilities & Schools	143,334		143,334			
Day Hill Road Capacity Improvements - Coordinated Signal System Installation (Construction)	2,189,710			2,189,710		
Ramp Modification at I-91 & Rte 75/Day Hill Rd	46,981,571			46,981,571		
Street Reconstr. - Prospect Hill Rd., Poquonock Ave/Rte 75 to Bent Rd (Phase II Design)	216,320		216,320			
Day Hill Road Pedestrian Circulation Enhancements	91,181		91,181			
Public Works Equipment Replacement	263,218		263,218			
Town Facility Improvements - Roofs	1,000,725		1,000,725			
Fire Department - Support Vehicles	95,851					95,851
Expansion of Public Safety Complex (Preliminary Design)	102,000					102,000
Landfill Future Use Planning	139,526					139,526
Landfill Closure	2,260,000				2,260,000	
Park Improvements - L.P. Wilson Field Renovations (Phase I)	473,325		473,325			
Park Improvements - Deerfield & Sharshon	212,996		212,996			
BOE - Sage Park Middle School - Soundproof & Air Condition Cafeteria (Construction)	658,611		658,611			
BOE - Oliver Ellsworth School - Replace Roof (Construction)	1,583,668		837,127	746,541		
BOE - Clover St. School - Code Compliance (Design)	30,000					30,000
BOE - Clover St. School - Convert Steam Heating to Hot Water (Construction)	1,428,917		1,428,917			
BOE - Clover St. School - Air Condition Media Center (Design)	27,040					27,040
BOE - Oliver Ellsworth School - Abate Adhesive in Gym Floor	128,534		128,534			
BOE - Oliver Ellsworth School - Remodel Main Office Area (Construction)	371,655		371,655			
Subtotal FY 2013	59,462,173	448,463	6,257,141	50,102,152	2,260,000	394,417
FY 2013 Projects Anticipated to Require Voter Approval						
Relocation & Replacement of the Parks Garage	3,107,698	0	3,107,698	0	0	0
Subtotal FY 2013	3,107,698	0	3,107,698	0	0	0
GRAND TOTAL FY 2013	**62,569,871**	**448,463**	**9,364,839**	**50,102,152**	**2,260,000**	**394,417**

Proposed CIP

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2014						
Pavement Management Program	575,060	390,730		184,330		
Sidewalk and Curb Replacement Program	75,366	75,366				
Streetlight Replacement Program	136,446		136,446			
Pavement Line Striping	84,365					84,365
Federal Sign Upgrade Program	56,243					56,243
Tree Replacement Program	39,370					39,370
Street Reconstruction - Pigeon Hill Road (Poquonock Ave. to Lamberton Rd, Design)	269,967					269,967
Construct Sidewalks - Safe Routes to Schools	145,763		145,763			
Day Hill Road Pedestrian Circulation Enhancements	292,962		292,962			
Wilson Route 159 Corridor Enhancement Program (Phase I)	200,243		200,243			
Town Facility Improvements - Roofs	146,773		146,773			
Public Works Equipment Replacement	232,685		232,685			
Fire Department - Engine Tanker for Rainbow Station	856,894		856,894			
Expansion of Public Safety Complex (Design)	760,500		760,500			
Landfill Closure	4,760,000				4,760,000	
Landfill Methane Gas Collection	2,250,000				2,250,000	
Landfill Leachate Management	2,500,000				2,500,000	
BOE - Oliver Ellsworth School - Code Compliance Upgrade (Design, Construction)	316,905		316,905			
BOE - L.P. Wilson Center - Abate Adhesive in Floor Tiles	307,624		307,624			
BOE - School Roof Evaluations	136,738		136,738			
BOE - School Window Replacement	136,446		136,446			
Subtotal FY 2014	14,280,350	466,096	3,669,979	184,330	9,510,000	449,945
FY 2014 Projects Anticipated to Require Voter Approval						
Street Reconstr. - Prospect Hill Rd., Poquonock Ave/Rte 75 to Bent Rd (Phase II Construction)	2,906,338	0	2,906,338	0	0	0
BOE - Sage Park Middle School - Implementation of Alternative Energy and Energy Efficiencies	5,303,926	0	5,303,926	0	0	0
Subtotal FY 2014	8,210,264	0	8,210,264	0	0	0
GRAND TOTAL FY 2014	**22,490,614**	**466,096**	**11,880,243**	**184,330**	**9,510,000**	**449,945**

Proposed CIP

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2015						
Pavement Management Program	590,377	406,047		184,330		
Sidewalk and Curb Replacement Program	78,381	78,381				
Streetlight Replacement Program	141,904		141,904			
Pavement Line Striping	87,739					87,739
Federal Sign Upgrade Program	58,493					58,493
Tree Replacement Program	40,945					40,945
Stormwater Management Improvements	400,000		400,000			
Pavement Resurfacing at Town Facilities & Schools	155,030		155,030			
Street Reconstruction - Pigeon Hill Road (Poquonock Ave. to Lamberton Rd, Construction)	1,434,640		1,434,640			
Street Reconstruction - River Street (Poquonock to Old River, Design)	753,697		753,697			
Street Reconstruction - Batchelder Rd (Design)	88,441					88,441
Traffic Signal at Windsor Avenue and Corey Street (Design and ROW)	56,153					56,153
Day Hill Road Pedestrian Circulation Enhancements	77,558					77,558
Wilson Route 159 Corridor Enhancement Program (Phase II)	202,493		202,493			
Town Facility Improvements - HVAC, Electricity & Energy	1,267,585		1,267,585			
Town Facility Improvements - Town Hall Portico & Windows	464,026		464,026			
Fire Department - Engine 10 Replacement Vehicle	831,917		831,917			
BOE - Clover St. School - Air Condition Media Center (Construction)	355,900		355,900			
BOE - School Window Replacement	141,904		141,904			
Subtotal FY 2015	7,227,183	484,428	6,149,096	184,330	0	409,329
FY 2015 Projects Anticipated to Require Voter Approval						
Expansion of Public Safety Complex (Phase I)	6,651,538	0	6,651,538	0	0	0
Subtotal FY 2015	6,651,538	0	6,651,538	0	0	0
GRAND TOTAL FY 2015	**13,878,721**	**484,428**	**12,800,634**	**184,330**	**0**	**409,329**

Proposed CIP

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2016						
Pavement Management Program	606,301	421,971		184,330		
Sidewalk and Curb Replacement Program	81,516	81,516				
Pavement Line Striping	91,249					91,249
Federal Sign Upgrade Program	60,833					60,833
Tree Replacement Program	42,583					42,583
Street Reconstruction - Batchelder Rd (Construction)	871,416		871,416			
Traffic Signal at Windsor Avenue and Corey Street (Construction)	533,186		443,186	90,000		
Day Hill Road Pedestrian Circulation Enhancements	253,058		253,058			
Construct Sidewalks - Safe Routes to Schools	157,658		157,658			
Town Facility Improvements - HVAC, Electricity & Energy	1,567,803		1,567,803			
Reconstruct Boat Launch	496,784		496,784			
Park Improvements - Ellsworth Field	276,862		276,862			
Park Improvements - Fitch Field Improvements	392,699		392,699			
BOE - Mechanical Systems Energy Efficiencies	608,326		608,326			
Subtotal FY 2016	6,040,274	503,487	5,067,792	274,330	0	194,665
FY 2016 Projects Anticipated to Require Voter Approval						
Street Reconstruction - River Street (Poquonock to Old River, Construction)	5,247,955	0	5,247,955	0	0	0
Expansion of Public Safety Complex (Phase II)	7,041,090	0	7,041,090	0	0	0
Subtotal FY 2016	12,289,045	0	12,289,045	0	0	0
GRAND TOTAL FY 2016	**18,329,319**	**503,487**	**17,356,837**	**274,330**	**0**	**194,665**

Proposed CIP

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 17						
Pavement Management Program	622,855	438,525		184,330		
Sidewalk and Curb Replacement Program	84,776	84,776				
Streetlight Replacement Program	153,483		153,483			
Pavement Line Striping	94,899					94,899
Federal Sign Upgrade Program	63,266					63,266
Tree Replacement Program	44,286					44,286
Stormwater Management Improvements	400,000		400,000			
Streetlight Energy & Maintenance Cost Reduction	1,014,818		1,014,818			
Street Reconstruction - River Street (Kennedy Road to Old River Street, Design)	285,322		285,322			
Street Reconstruction - Pigeon Hill Road (Lamberton Rd to Addison Rd, Design)	317,622		317,622			
Day Hill Road Pedestrian Circulation Enhancements	276,184		276,184			
Town Green Improvements	185,243		185,243			
Energy Management, Fire and Security System Improvements (Construction)	468,535		468,535			
Construct Sidewalks - Safe Routes to Schools	163,964		163,964			
Fire Department - Tower Ladder Truck Replacement	1,538,122		1,538,122			
Park Improvements - L.P. Wilson Field Renovations (Phase II)	353,768		353,768			
BOE - School Window Replacement	230,225		230,225			
BOE - Mechanical Systems Energy Efficiencies	632,660		632,660			
Subtotal FY 2017	6,930,028	523,301	6,019,946	184,330	0	202,451
FY 2017 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2017	0	0	0	0	0	0
GRAND TOTAL FY 2017	**6,930,028**	**523,301**	**6,019,946**	**184,330**	**0**	**202,451**

APPENDIX "B"
Special Revenue Funds

Town of Windsor
FY 2011 – 2012
Proposed Budget

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
6002	Crisis Intervention Program	1,430	-	700	730	-	730	-
6012	State Reimbursements	11,330	22,930	31,500	2,760	11,000	13,760	-
6026	Car Seat Program	1,260	-	600	660	-	660	-
6301	DEA Seizures	200	-	200	-	-	-	-
6302	Federal Sharing	48,158	40,070	-	88,228	40,000	35,000	93,228
6305	Asset Forfeiture - State	31,750	-	25,000	6,750	-	6,750	-
6312	JAG Grant	-	26,170	26,170	-	-	-	-
6700	Animal Shelter	87,593	-	-	87,593	-	-	87,593
6701	Powalka Memorial Fund	1,150	40	550	640	50	690	-
6702	K-9 Donations	950	-	300	650	-	650	-
6704	Pet ID Program	459	280	150	589	-	-	589
6800	Police Private Duty	181,160	450,000	405,000	226,160	450,000	421,000	255,160
6908	Vehicle Maintenance	(753)	12,950	5,480	6,717	-	5,650	1,067
6910	JAG Pass Thru Grant	(6,560)	30,000	23,440	-	-	-	-
	Total 03 Funds	**358,127**	**582,440**	**519,090**	**421,477**	**501,050**	**484,890**	**437,637**

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

#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 which 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.

#6312 - JAG Grant - Federal Grant used to fund a long term lease agreement for an automated finger printing system.

#6700 - Animal Shelter - Funds are received from the fees paid by the Town of Bloomfield for the space it leases at the Town of Windsor's 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.

#6704 - Pet ID Program - Monies paid by citizens who adopt a dog or elect to have a microchip implanted in their dog which will allow the dog to be located if it is lost. Funds are used to purchase microchips and support outreach programs.

#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, for private construction contractors, public utilities and the Windsor School District.

#6908 - Vehicle Maintenance - This fund was set up to pay for the services of a part time mechanics and maintenance assistant.

#6910 - JAG Pass Thru Grant - Federal funds provided through the state OPM for the purchase of in-car cameras.

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
3105	FD LOSAP Grant	116,722	116,720	116,720	116,722	58,130	58,130	116,722
	Total 03 Funds	**116,722**	**116,720**	**116,720**	116,722	**58,130**	**58,130**	**116,722**

#3105 - FD LOSAP Grant - This account is designated for the LOSAP plan for the volunteer firefighters. The funding of this account for the first four years is a federal grant. The FY 2010 revenue reflects first payment of the grant with expenditures for the first year of the program to be the same as the revenue. The second year of the program reflects the same.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

		FY 2011				FY 2012		
Project #	Project Name	Beginning Balance (7/1/10)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/11)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/12)
2002	Cirillo Youth Theatre (Jr. Division)	26,898	25,500	25,000	27,398	25,000	25,000	27,398
2007	Teen-O-Rama	82,684	300,000	280,000	102,684	300,000	282,270	120,414
2010	Positive Youth Development	35,788	53,200	54,090	34,898	56,000	54,000	36,898
2016	Passage Program	151	13,330	11,600	1,881	18,090	17,440	2,531
2018	Live-n-Learn	5,425	30,000	24,500	10,925	24,500	24,500	10,925
2042	Youth & Police Program Grant	-	10,000	10,000	-	-	-	-
2043	Youth Services Bureau FY 11	-	20,000	20,000	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 12	N/A	N/A	N/A	N/A	20,000	20,000	-
2045	Dog Park	3,281	7,000	7,000	3,281	5,000	5,000	3,281
2046	YSB Enhancement Grant FY 11	-	6,250	6,250	-	N/A	N/A	N/A
NEW	YSB Enhancement Grant FY 12	N/A	N/A	N/A	N/A	6,250	6,250	-
2047	CASAC FY 11 *	-	4,240	4,240	-	N/A	N/A	N/A
NEW	CASAC FY 12 *	N/A	N/A	N/A	N/A	4,240	4,240	-
2048	YSB - Reaching for Respect	-	3,000	3,000	-	-	-	-
2202	NW Park Youth Conservation Corp.	8,425	7,350	9,520	6,255	7,490	7,490	6,255
2204	Northwest Park Nature Camp/Clubs	97,173	84,600	59,730	122,043	81,000	76,930	126,113
2207	Friends of Northwest Park Grant	4,400	28,180	28,180	4,400	14,040	14,040	4,400
2208	Northwest Park Shop	4,949	3,300	3,700	4,549	5,500	4,330	5,719
2210	NWP Environ. Education Programs	38,956	40,700	36,120	43,536	44,430	36,880	51,086
2211	Northwest Park Tobacco Museum	12,832	13,000	13,000	12,832	13,420	13,420	12,832
2325	NWP Facilities	5,637	4,000	4,400	5,237	5,000	3,500	6,737
4022	River Walkways	18,762	542	-	19,304	-	-	19,304
4023	Palisado Riverwalk Project **	7,862	(2,892)	4,970	-	-	-	-
		353,223	**651,300**	**605,300**	**399,223**	**629,960**	**595,290**	**433,893**

*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.

#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.

#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.

#2042 - Youth & Police Program Grant - Funds from the Connecticut Office of Policy and Management to develop a youth-led team in partnership with the Police Department to promote youth and police relationships.

Recreation & Leisure Services (cont.)

#2043/NEW - Youth Service Bureau FY 11/FY 12 - 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 fundraising efforts of the committee.

#2046 - 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.

#2047/NEW - CASAC FY 11/FY 12 - Funds are used for substance abuse prevention programs and for positive youth development programs.

#2048 - Reaching for Respect - Funds from the Youth Development Training and Resource Center (YDTRC) at the Consultation Center, Inc. for youth to design projects that promote positive relationships/interactions between youth and police.

#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 by the 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 pubic workshops and classes. The funds from this account are used for part-time wages (clerical 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.

#4023 - Palisado Riverwalk Project - Funds from this account will be used for the improvements associated with the parking area and other access measures for the Riverwalk adjacent to Palisado Ave. Based on a state reimbursement grant $542 was returned to project #4022 and $21,200 was returned to the Capital Outlay Fund Undesignated/Unreserved Fund Balance in FY 2011.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
2300	Windsor Senior Center	15,914	48,000	46,000	17,914	48,000	49,000	16,914
2311	Dial-a-Ride Matching Grant FY 11	-	37,360	37,360	-	N/A	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 12	N/A	N/A	N/A	N/A	28,020	28,020	-
2312	NCAAA Grant 10/01/09 - 9/30/10	880	1,790	2,670	-	N/A	N/A	N/A
2313	NCAAA Grant 10/01/10 - 9/30/11	-	3,750	3,750	-	1,250	1,250	-
NEW	NCAAA Grant 10/01/11 - 9/30/12	N/A	N/A	N/A	N/A	2,250	2,250	-
3816	Human Services Assistance Fund	61,002	-	5,000	56,002	-	5,000	51,002
3817	Healthy People Program	2,500	-	2,500	-	-	-	-
3822	Mental Health Committee	400	-	200	200	-	200	-
3840	NCAAA/Operation Fuel	6,029	1,070	1,500	5,599	-	1,500	4,099
3855	SSBG 10/1/09 - 9/30/10	6,000	5,800	11,800	-	N/A	N/A	N/A
3865	SSBG 10/1/10 - 9/30/11	-	16,000	16,000	-	5,420	5,420	-
NEW	SSBG 10/1/11 - 9/30/12	N/A	N/A	N/A	N/A	-	-	-
3867	Windsor Community Service Council	-	700	700	-	700	700	-
		92,725	**114,470**	**127,480**	**79,715**	**85,640**	**93,340**	**72,015**

#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.

#2311/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.

#2312/2313/NEW - NCAAA Grants - (Runs on State Fiscal Year) Evening and Weekend Grant starting on Oct 1,09 ending Sept 30. $9,000 first year, 70% second year, 50% match on the third year.

#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.

#3817 - Healthy People Program - Funds are from donations that were received from Anthem Blue Cross and Windsor Education Association. These funds are for the Annual Childhood Conversations Conference.

#3822 - Healthy People - 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 - NCAAA/Operation Fuel - Funds are from the Operation Fuel Grant and the North Central Area Agency on Aging. These funds are used to support the Social Services Division.

#3855/3865/NEW - 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 which is used to pick up food.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
3803	Toy Drive	591	195	420	366	200	200	366
3805	CPR Classes	1,743	930	370	2,303	1,500	1,000	2,803
3808	Clinic Services	11,089	25,030	26,000	10,119	20,000	17,700	12,419
3814	Bike Safety Equipment	-491	4,350	3,115	744	1,700	1,500	944
3831	Pandemic Influenza Grant	68	-	68	-	-	-	-
3839	Lead Poisoning Prevention & Control	6,153	6,739	6,739	6,153	5,000	5,000	6,153
3841	Bioterrorism Grant 8/10/09 - 8/09/10	26,164	-	26,164	-	N/A	N/A	N/A
3856	Bioterrorism Grant 8/10/10 - 8/09/11	-	60,025	55,055	4,970	-	4,970	-
NEW	Bioterrorism Grant 8/10/11 - 8/09/12	N/A	N/A	N/A	N/A	60,025	55,020	5,005
3846	H1N1 Vaccine Clinics	11,296	-	11,296	-	-	-	-
3848	Public Health Emergency Readiness	-	-	-	-	-	-	-
3849	Public Health Block Grant FY 11	-	3,823	3,823	-	N/A	N/A	N/A
NEW	Public Health Block Grant FY 12	N/A	N/A	N/A	N/A	3,500	3,500	-
		56,613	**101,092**	**133,050**	**24,655**	**91,925**	**88,890**	**27,690**

#3803 - Toy Drive - 2009 - 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 Safety Equipment – This fund is used for the purchase and sale of bike safety equipment.

#3831 - Pandemic Influenza Grant - Grant funds are used to plan for conducting H1N1 clinics in response the H1N1 pandemic.

#3839 - 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 of education and awareness services. Funding amounts are based on age of housing within the town, # of child lead cases last year, and the cost of lead inspections.

#3856/NEW - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. The grant cycle is from August 10 to August 9. 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.

#3846 - H1N1 Vaccine Clinics - Funds made available to MDAs to conduct H1N1 Vaccination Clinics. The amount funded is based on the amount of vaccine ordered and/or doses administered by the MDA.

#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

3849/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, 2011 and 2012 respectively.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
2501	Library Copy Machine Fund	7,424	4,000	4,000	7,424	7,000	7,000	7,424
2502	Windsor Library Association Grant	5,228	1,000	1,000	5,228	1,000	1,000	5,228
2503	Main Library Non-Print Materials	26,394	14,740	14,740	26,394	14,000	14,000	26,394
2504	Wilson Library Non-Print	6,201	5,180	5,180	6,201	4,250	4,250	6,201
2505	Connecticard	10,909	3,000	3,000	10,909	3,000	3,000	10,909
2507	Cary Nearing Book Project	23,018	-	5,000	18,018	-	5,000	13,018
2509	State Library Grant	2,757	2,600	2,600	2,757	2,600	2,600	2,757
2510	Hartford Foundation Grant	-	29,940	29,940	-	N/A	N/A	N/A
N/A	Library Association Donation***	-	22,080	22,080	-	22,080	22,080	-
		81,931	**82,540**	**87,540**	**76,931**	**53,930**	**58,930**	**71,931**

***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 - Connecticard - By state statute, 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.

#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 a one-time grant source to be used for the purchase of print material.

#2510 - Hartford Foundation Grant For Public Living Grant - Revenues are from a one-time grant source to be used for the purchase of computer equipment and to provide classes for senior citizen computer classes.

SPECIAL REVENUE FUNDS

Planning

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
1704	Wetlands Inventory Grant	694	-	-	694	-	200	494
1705	Wetlands Account	3,666	-	-	3,666	-	1,000	2,666
1706	Energy Task Force Fund	4,681	-	-	4,681	-	750	3,931
1707	Earth Day	539	1,500	1,500	539	1,500	1,500	539
1720	Walden Woods Inspection Account	37,063	(35,713)	1,350	-	-	-	-
		46,643	**(34,213)**	**2,850**	**9,580**	**1,500**	**3,450**	**7,630**

#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 that was completed but never charged against the General Fund. This account can be used to enhance inland wetlands programs and activities.

#1706 - Energy Task Force Fund - This fund is from a grant from the Connecticut Clean Energy Fund to be used for promoting local energy conservation and use of renewable energy sources.

#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.

#1720 - Walden Woods Inspection Account - This escrow account was created from a bond from CT Windsor Developers to cover the cost of inspections during their construction. It has been used by the Engineering and Planning departments to offset the cost of inspections of erosion, sedimentation and stormwater management controls for compliance with their IWWC and TPZC permits. At the completion of construction, the funds may also be used to perform any unfinished activities required by their permits. Any unused funds will be returned to the CT Windsor Developers at the completion of construction in accordance with their permits. In FY 11, Walden Woods received it's final certificate of occupancy and thus all remaining funds will be returned.

Community Development

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
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

SPECIAL REVENUE FUNDS

Public Works

		FY 2011				FY 2012		
Project #	Project Name	Beginning Balance (7/1/10)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/11)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/12)
1980	Stony Hill School	-	3,710	3,370	340	3,710	3,470	580
2014	330 Windsor Avenue Maintenance	28,542	91,650	86,660	33,532	91,650	85,010	40,172
4003	Archer Road Maintenance	62,735	-	11,900	50,835	-	-	50,835
4009	Town Aid Road Improvements	360,606	204,010	266,120	298,496	204,010	328,000	174,506
4010	East Granby Road Maintenance	40,000	-	-	40,000	-	3,000	37,000
4012	Local Cap. Improve. - Recording Fees	69,618	16,000	56,820	28,798	16,000	-	44,798
4018	Veterans Cemetery	21,103	3,200	5,300	19,003	3,200	5,280	16,923
4100	Rental Revenue (Properties)	-	14,500	13,710	790	14,500	13,800	1,490
4101	Train Station/Freight House	228,225	1,300	20,800	208,725	1,300	14,300	195,725
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		816,530	**334,370**	**464,680**	**686,220**	**334,370**	**452,860**	**567,730**

#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. Most recently, it was 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. 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.

#4010 - East Granby Road Maintenance - Funding for this account was received from a developer along East Granby Road to pay for future improvements to the street. This account will be treated similar to the Archer Road Maintenance account where funds will be used for paving or other improvements to the street in the future.

#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 which 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 Carriage House (town green). The Luddy House is used by the Chamber of Commerce and the Luddy Carriage House is rented by a hair salon. Larger expenditures expected in the near future include painting work at the Luddy House.

#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. The Freight House is presently being used as an Arts Center. Larger expenditures expected in the near future include roof work at the train station.

#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 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
1304	Town Clerk Copier	71,124	29,300	29,300	71,124	35,680	35,680	71,124
1306	Historic Preservation	4,652	6,260	6,260	4,652	6,130	6,130	4,652
1308	Preservation Microfilming Grant	-	6,000	6,000	-	6,000	6,000	-
		75,776	**41,560**	**41,560**	**75,776**	**47,810**	**47,810**	**75,776**

#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 - $10,000 for the Targeted grant or up to $50,000 for the Competitive grant.

Assessor's Office

Project #	Project Name	FY 2011 Beginning Balance (7/1/10)	FY 2011 Projected Revenue	FY 2011 Estimated Expenditures	FY 2011 Projected Balance (6/30/11)	FY 2012 Projected Revenue	FY 2012 Budgeted Expenditures	FY 2012 Projected Balance (6/30/12)
1650	Assessor's Coin-Op Copiers	-	2,000	2,000	-	2,000	2,000	-
						-		
		-	**2,000**	**2,000**	**-**	**2,000**	**2,000**	**-**

#1650 - Assessor's Coin-Op Copiers - Revenues are from 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.

SPECIAL REVENUE FUNDS

Boards and Commissions

		FY 2011				FY 2012		
Project #	Project Name	Beginning Balance (7/1/10)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/11)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/12)
5250	One Book One Windsor	1,436	-	300	1,136	-	300	836
5252	Bridge Builder's Award	520	415	880	55	400	400	55
		1,956	**415**	**1,180**	**1,191**	**400**	**700**	**891**

#5250 - One Book One Windsor - This funds' 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

		FY 2011				FY 2012		
Project #	Project Name	Beginning	Projected	Estimated	Projected	Projected	Budgeted	Projected
1630	Revaluation	31,958	20,000	-	51,958	20,000	-	71,958
1703	Open Space Fund	696,529	18,440	390,240	324,729	10,000	5,000	329,729
		728,487	**38,440**	**390,240**	**376,687**	**30,000**	**5,000**	**401,687**

#1630 - Revaluation - This fund provides the revenue source to conduct annual revaluations.

#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.

SPECIAL REVENUE FUNDS

Not Allocated to Specific Service Unit

		FY 2011				FY 2012		
Project #	Project Name	Beginning Balance (7/1/10)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/11)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/12)
2100	L.P. Wilson Fund	-14,535	503,050	500,000	(11,485)	519,050	500,000	7,565
5200	Community Use of Schools	35,942	60,000	55,000	40,942	60,000	55,000	45,942
		21,407	**563,050**	**555,000**	**29,457**	**579,050**	**555,000**	**53,507**

#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 2011 – 2012
Proposed Budget

SUMMARY OF PERSONAL SERVICES

GENERAL FUND POSITIONS

	FY 2011 Approved	FY 2012 Proposed
ADMINISTRATIVE SERVICES		
Full Time	17.50	17.50
Part-time FTE	1.75	1.78
DEVELOPMENT SERVICES		
Full-time	16.00	16.00
Part-time FTE	1.48	1.48
RECREATION & LEISURE SERVICES		
Full-time	6.80	6.76
Part-time FTE	13.18	11.04
HUMAN SERVICES		
Full-time	4.93	5.05
Part-time FTE	5.85	5.49
HEALTH SERVICES		
Full-time	4.00	4.00
Part-time FTE	1.00	1.00
INFORMATION SERVICES		
Full-time	3.00	3.00
Part-time FTE	1.20	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	5.75	5.75
SAFETY SERVICES		
Full-time	64.00	63.00
Part-time FTE	1.60	1.60
GENERAL GOVERNMENT		
Full-time	3.00	3.00
Part-time FTE	0.65	0.63
COMMUNITY DEVELOPMENT		
Full-time	0.25	0.25
TOTAL GENERAL FUND		
Full-time	160.48	159.56
Part-time FTE	42.07	39.48
Total	202.55	199.04

NON-GENERAL FUND POSITIONS

SPECIAL REVENUE FUNDS		
Full-time	0.20	0.24
Part-time FTE	7.09	8.98
ENTERPRISE FUNDS		
Full-time	22.50	22.50
Part-time FTE	11.97	10.97
HUMAN SERVICES - Transportation (Transfer from Caring Connection)		
Full-time	0.75	0.63
Part-time FTE	3.90	3.60
COMMUNITY DEVELOPMENT		
Full-time	1.75	1.75
Part-time FTE	-	-
TOTAL NON-GENERAL FUND		
Full-time	25.20	25.12
Part-time FTE	22.96	23.55
Total	48.16	48.67

APPENDIX "D"
Employee Pay Plans

Town of Windsor
FY 2011 – 2012
Proposed Budget

APPENDIX D

TOWN OF WINDSOR
TEAMSTERS LOCAL 671 PAY PLAN
FY 2010-2011*

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1	32,552	35,805
GRADE 2 Clerk Typist I Laborer Mechanic's Assistant	33,869	37,596
GRADE 3	35,887	39,472
GRADE 4	37,683	41,449
GRADE 5	39,565	43,518
GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator/Receptionist	41,541	45,696
GRADE 7 Account Clerk I Clerk Typist II Engineering Aide Tax Clerk	43,617	47,981
GRADE 8 Account Clerk II Public Property Maintainer II Senior Citizen Bus Driver	45,799	50,380
GRADE 9 Administrative Clerk Assistant Town Clerk Community Development Assistant Weighing Station Clerk	48,093	52,892
GRADE 10 Landfill Operator Public Property Maintainer III Secretary	50,491	55,535
GRADE 11 Mechanic Electrician	53,010	58,314
GRADE 12 Crew Leader Senior Engineering Aide	55,667	61,227
GRADE 13 Public Works Inspector Town Forester	58,452	64,293

*This pay plan expires on June 30, 2011 and is included for informational purposes. A salary schedule for FY 2012 will be determined when collective bargaining is concluded.

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
UPSEU LOCAL 424, UNIT 10 PAY PLAN
FY 2010 – 2011*

	STEPS			
PAY GRADE	1	2	3	4
CIVILIAN DISPATCHER	48,965	51,631	54,299	56,965

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 500 Hours
Part-time Civilian Dispatcher	17.35/Hour	21.67/Hour	23.84/Hour	25.99/Hour

*This pay plan expires on June 30, 2011 and is included for informational purposes. A salary schedule for FY 2012 will be determined when collective bargaining is concluded.

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
POLICE PAY PLAN
FY 2011– 2012*

	STEPS						
PAY GRADE	A	B	C	D	E	F	G
Pay Grade P1 Police Officer	59,138	62,443	65,878	69,506	73,327	77,354	
Pay Grade P2 Detective Special Services Officer			69,172	72,979	76,993	81,225	85,352
Pay Grade P3 Evidence Technician Sergeant			75,450	79,606	83,977	88,602	93,606
Pay Grade P4 Shift Commander			83,977	88,602	93,474	98,614	
Pay Grade DW1 Dog Warden			55,294	57,731	60,220	62,926	

*This pay plan reflects the current contractual agreement which provides a 3.8% increase.

APPENDIX D

FY 2011-2012 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1 **Associates**		
Group A	33,495	67,300

Administrative Aide
Assistant Assessor
Assistant Building Official
Caseworker
Code Enforcement Official
Confidential Secretary
Engineering Assistant
Environmental Educator
Environmental Planner
Fire Inspector
Interpretive Naturalist
Library Assistant
Payroll and Benefits Assistant
Public Health Nurse
Recreation Program Specialist
Sanitarian
Senior Center Programmer
Transportation Coordinator

Group B	38,115	76,860

Accountant
Assistant Buildings & Facilities Manager
Assistant Recreation Manager
Assistant Town Planner
Deputy Town Clerk
Fire Department Administrator
Human Resources Generalist
Information Technology Specialist
Lead Social Worker
Lending Services Manager
Librarian
Library Branch Manager
Management Analyst
MIS Supervisor
Parent Resource Coordinator
Project Engineer
Senior Center Coordinator
Social Worker
Youth Services Counselor

FY 2011-2012 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 2	47,355	100,400

Managers/Coordinators

Assessor
Assistant Finance Director
Assistant to Town Manager
Building Official
Buildings and Facilities Manager
Community Development Coordinator*
Fire Marshal
Northwest Park Manager
Partnership Program Coordinator
Police Division Commander
Public Works Operations Manager
Risk Manager
Social Services Coordinator
Solid Waste Manager *
Tax Collector
Town Clerk
Town Engineer
Youth Services Coordinator

GRADE 3	68,970	115,800

Directors

Assistant Town Manager
Coordinator of Information Technology
Director of Health
Director of Human Resources
Director of Human Services
Director of Public Works
Director of Recreation and Leisure Services
Director of Finance
Economic Development Director
Library Director
Police Chief
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 2011-2012

CLASSIFICATION	MINIMUM	MAXIMUM
Early Childhood Coordinator 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

PART-TIME AND SEASONAL PAY PLAN FOR FY 2011-2012

PAY GRADE	MINIMUM	MAXIMUM
GRADE I	$ 8.25	$ 9.90
Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant		
GRADE II	$ 8.25	$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		
GRADE III	$ 8.45	$12.15
Clerical Aide III Early Childhood Aide II Library Clerk II Lifeguard II Recreation Specialist Maintenance Assistant Tax Collection Aide Undergraduate Intern		
GRADE IV	$ 9.00	$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 Security Monitor Senior Activities Specialist Senior Citizen's Bus Driver		

PAY GRADE	MINIMUM	MAXIMUM
GRADE IV – Cont'd		
Senior Maintenance Assistant Supernumerary Police Officer Traffic Safety Specialist Treasurer's Assistant		
GRADE V	$10.10	$18.00
Administrative Aide Code Enforcement Official Head Lifeguard Youth Theater Director		
GRADE VI	$11.25	$23.50
Adult Day Care Professional Director of Aquatics Director of Special Programs Naturalist Substitute Librarian		

APPENDIX "E"
Code of Accounts

Town of Windsor
FY 2011 – 2012
Proposed 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	40110	Substitutes	41130	Health Insurance
40020	Regular Part Time	41010	FICA (Social Security)	41140	Major Medical
40040	Temporary Full Time	41020	Medicare	41150	Disability Insurance
40050	Temporary Part Time	41110	Clothing Allowance	41160	Life Insurance
40060	Holiday Overtime	41120	Pension (Police)	41170	Workers' Compensation
40070	Training Overtime	41125	Retirement Expense Town	41180	Unemployment Comp.
40090	Overtime	41126	Retirement Expense BOE	41190	Other Compensation
		41128	Deferred Comp Match Town	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.

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

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 2011 – 2012
Proposed 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) Windsor does not issue bonds, the total amount of which would exceed 50% of its legal debt limit
d) The town will maintain an undesignated, unreserved fund balance of between 8% - 11% 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 $75,193,237. 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.

As of the latest CAFR, the town's total net direct and net overlapping indebtedness totals $56,251,049 and the total debt limit is $526,352,659.

APPENDIX F

Town of Windsor Debt Schedule FY 2010 - FY 2011

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2010	PROJECTED ADDITIONS	REFUNDED	RETIREMENTS	BALANCE 6/30/2011
SCHOOLS									
School Roofs	6.40 - 6.60	1991	7/15/2011	835,000	92,000	-	-	**46,000**	46,000
2004 Refunding series C	2.00 - 5.00	2004	7/15/2020	7,274,000	563,000	-	-	**563,000**	-
2008 Poquonock Elementary School Renovations	1.80 - 4.125	2008	6/15/2023	235,000	93,000	-	-	**24,000**	69,000
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	6,051,000	5,922,000	-	-	**899,000**	5,023,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	3,768,000	3,694,000	-	-	**515,000**	3,179,000
2010 Poquonock School HVAC	2.00 - 4.00	2010	4/15/2025	700,000	700,000	-	-	**35,000**	665,000
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,209,000	6,209,000	-	-	-	6,209,000
TOWN									
Town Hall Renovations	6.40 - 6.60	1991	7/15/2011	4,165,000	458,000	-	-	**229,000**	229,000
2004 Refunding series C	2.00 - 5.00	2004	7/15/2019	1,726,000	162,000	-	-	**162,000**	-
2006 Fire Truck, Milo Peck, Storm Projects & Mechanic Street	4.00 - 5.00	2006	6/15/2021	2,000,000	225,000	-	-	**225,000**	-
2007 Windsor Green, Batchelder Rd & Mototown	4.00 - 5.50	2007	6/15/2017	1,555,000	300,000	-	-	**150,000**	150,000
2008 Mechanic St.,Day Hill, Lang Rd, Windsor Green, PW Facility	1.80 - 4.125	2008	6/15/2023	3,508,000	1,607,000	-	-	**301,000**	1,306,000
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	2,879,000	2,818,000	-	-	**426,000**	2,392,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	5,927,000	5,811,000	-	-	**815,000**	4,996,000
2010 Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	2.00-4.00	2010	4/15/2025	3,980,000	3,980,000	-	-	**345,000**	3,635,000
2010 Refunding - Series B	3.00-5.00	2010	7/15/2023	6,096,000	6,096,000	-	-	-	6,096,000
TOTAL				**56,908,000**	**38,730,000**	**-**	**-**	**4,735,000**	**33,995,000**

APPENDIX F

Town of Windsor
Debt Schedule FY 2011 - FY 2012

Interest Repayment

		FISCAL 2011	FISCAL 2012
	SCHOOL PROJECTS		
1991	School Roofs	4,554	1,518
2004	Refunding Series C	11,260	-
2008	Poquonock School Renovations	3,454	3,385
2009	Refinanced 2009 "A" Issue	159,078	138,290
2009	Refinanced 2009 "B" Issue	118,230	105,148
2010	Poquonock School HVAC	24,160	23,450
2010	Refunding Series B	187,974	247,125
2011	Poquonock School HVAC Conversion & Upgrade	-	12,000
2011	JFK School Roof Replacement - Bond Issue	-	27,363
2011	JFK School Roof Replacement - Temp.One Year Note	-	6,401
	TOTAL FY2011 & FY2012 INTEREST (SCHOOL PROJECTS)	508,710	564,680
	TOWN PROJECTS		
1991	Town Hall Renovations	22,671	7,557
2004	Refunding series C	3,240	-
2006	Fire Truck, Milo Peck, Storm Projects & Mechanic Street	11,250	-
2007	Windsor Green, Batchelder Rd & Mototown	12,000	6,000
2008	Mechanic St.,Day Hill, Lang Rd, Windsor Green, PW Facility	61,015	50,521
2009	Refunding - Series A	75,735	65,798
2009	Refunding - Series B	185,795	165,365
2010	Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	132,287	123,800
2010	Refunding - Series B	183,617	244,400
2011	New Projects - Estimated Interest	-	151,880
	TOTAL FY 2011 & FY 2012 INTEREST (TOWN PROJECTS)	687,610	815,320
	GRAND TOTAL INTEREST	**1,196,320**	**1,380,000**

APPENDIX F

Town of Windsor
Debt Schedule FY 2011 - FY 2012

Principal Repayment

		FISCAL 2011	FISCAL 2012
	SCHOOL PROJECTS		
1991	School Roofs	46,000	46,000
2004	Refunding Series C	563,000	-
2008	Poquonock School Renovations	24,000	23,000
2009	Refinanced 2009 "A" Issue	899,000	735,000
2009	Refinanced 2009 "B" Issue	515,000	421,000
2010	Poquonock School HVAC	35,000	45,000
2010	Refunding Series B	-	549,000
2011	Poquonock School HVAC Conversion & Upgrade	-	22,000
2011	John F. Kennedy School Roof Replacement	-	48,000
	TOTAL FY 2011 & FY 2012 PRINCIPAL (SCHOOL PROJECTS)	2,082,000	1,889,000
	TOWN PROJECTS		
1991	Town Hall Renovations	229,000	229,000
2004	Refunding series C	162,000	-
2006	Fire Truck, Milo Peck, Storm Projects & Mechanic Street	225,000	-
2007	Windsor Green, Batchelder Rd & Mototown	150,000	150,000
2008	Mechanic St.,Day Hill, Lang Rd, Windsor Green, PW Facility	301,000	302,000
2009	Refunding - Series A	426,000	350,000
2009	Refunding - Series B	815,000	664,000
2010	Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	345,000	380,000
2010	Refunding - Series B	-	337,000
2011	New Projects - Estimated Principal	-	270,000
	TOTAL FY 2011 & FY 2012 PRINCIPAL (TOWN PROJECTS)	2,653,000	2,682,000
	GRAND TOTAL PRINCIPAL	**4,735,000**	**4,571,000**

APPENDIX "G"
Price Guide

Town of Windsor
FY 2011 – 2012
Proposed Budget

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
DEVELOPMENT SERVICES					
Building Inspection					
Building Permit	General Fund	Resolution	$30 for 1st $1,000	12/05/1997	
Building Permit - After 1st $1,000	General Fund	Resolution	$13 per $1,000 (after 1st $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 Appeal & Application Fee	General Fund	ZBA	$125	5/11/2010	
ZBA Commercial/Industrial Appeal & Application Fee	General Fund	ZBA	$175	5/11/2010	
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	
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
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	
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Design Services					
Engineering Specifications	General Fund	Resolution	$30	4/24/2006	
Aerial Map Blueprints	General Fund	Resolution	$5 per copy	4/24/2006	
All Other Blueprints	General Fund	Resolution	$2 per copy	4/24/2006	Change to "Other Maps and Blueprints" - $4 per copy
Erosion And Sediment Control Permit					Add General Note to all E&S Permits: "Fees shall be reduced when Inland Wetland fees are also collected for the same activity"
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 lot to be disturbed	2/17/2009	Change fee: "$300 + $100 for each acre of area to be disturbed" (typo in the FY 11 document; was already approved)
Stormwater 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 lot to be disturbed	2/17/2009	Change to "$300 + $100 for each acre of area to be disturbed" (typo in the FY 11 document; was already approved)
Stormwater 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	General Fund	Resolution	$25	9/23/1991	Change to under "Additional Charge Per Excavation" add two bullets. "-adjacent locations at the same property" "-each 50 feet of main line construction"
Penalty fee for excavation of street resurfaced or reconstructed within three years of permit application	General Fund	Resolution	10x permit fee; minimum of $250	9/23/1991	
Street Light Changes - New Residential Development	General Fund	*CGS 8-25*	One year fee per street light at CL&P rate	1949	
					New:
					Add - "Color Copy 24" x 36" - Price $10 per copy

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
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	
Wood Stoves	General Fund	Resolution	$30	4/27/2005	Delete - Building Permit covers this
Oil Tanks	General Fund	Resolution	$30	4/27/2005	Delete - Building Permit covers this
Commercial Amusement Fee	General Fund	Resolution	$100 fee & $1,000 bond	6/29/1981	
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Inland Wetlands					
Summary Ruling:					
Residential lot containing wetlands or regulated area	General Fund	*CGS 22a-36 to 22a-45*	$100 per lot	4/01/2005	Change to: Plus $100 per acre disturbance; ACTION: 7/01/2008
Modification to existing owner-occupied lot	General Fund	*CGS 22a-36 to 22a-45*	$55 per lot includes $30 CT DEP fee	7/01/2002	Change to: $25.00
Agricultural or recreational regulated area affected by proposed activity	General Fund	*CGS 22a-36 to 22a-45*	$100 per acre	4/01/2005	Change to: $100 per acre *of disturbance*
Commercial, industrial or residential multi-family or other use	General Fund	*CGS 22a-36 to 22a-45*	$300 plus $100 per lot or acre	5/12/1989	Change to: ...per lot or acre *of disturbance*
Plenary Ruling:					
Residential lot containing wetland or regulated area	General Fund	*CGS 22a-36 to 22a-45*	$200 per lot	5/12/1989	Change to: Plus $100 per acre disturbance
Agricultural or recreational with regular area affected by proposed activity	General Fund	*CGS 22a-36 to 22a-45*	$200 per acre	5/12/1989	Change to: ...per acre *of disturbance*
Commercial, industrial or multi-family or other use	General Fund	*CGS 22a-36 to 22a-45*	$600 plus $100 per acre	5/12/1989	Change to: ...per acre *of regulated area disturbance*
Permit revisions as they affect wetlands/watercourses	General Fund	*CGS 22a-36 to 22a-45*	$90	4/01/2005	ACTION: 7/01/2008
Wetlands Permit Renewal	General Fund	*CGS 22a-36 to 22a-45*	$70	4/01/2005	ACTION: 7/01/2008
Amendments to Map or Regulations	General Fund	*CGS 22a-36 to 22a-45*	$250	4/01/2005	Change to: ...plus linear foot fee; ACTION: 7/01/2008
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	5/12/1989	ACTION: 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	$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	

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Inland Wetlands (cont.)					
					New:
					Linear Foot Fee: Less than 500 ft. : $250; 500 ft. - 1,000 ft. : $500; 1,000+ ft. : $750
					ADD NOTE: A $60 Conservation Fund fee must be added to the cost of all land use applications. Mandated by CT Department of Environmental Protection effective 10/1/09.

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Planning					
Subdivision Application - Minimum Fee	General Fund	TP&Z	$100	3/25/1997	Change to: "$100 base fee plus $300 per lot"; DELETE "Minimum Fee"
Subdivision Application - Maximum Fee	General Fund	TP&Z	$300 per lot	3/25/1997	Delete
Resubdivision - Minimum Fee	General Fund	TP&Z	$100	3/25/1997	Change to: "$100 base fee plus $300 per lot"; DELETE "Minimum Fee"
Resubdivision - Maximum Fee	General Fund	TP&Z	$300 per lot	3/25/1997	Delete
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 - Plan of Development Application	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/19/2008	Change to: "PUD - Concept Plan"; CHANGE ...plus $25 per 1,000 sq.ft. Gross Non-residential Floor Area
Gross Non-residential Floor Area	General Fund	TP&Z	$25 per 1,000 sq.ft.	5/19/2008	Delete
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	
PUD - Site Plan with Residential Lots or Dwelling Units	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/19/2008	Change to: Site Plan with Residential Lots or Dwelling Units including PUD, Special Use and Traditional Neighborhood Design Developments
Special Use Site Plan with Residential Lots or Dwelling Units	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/19/2008	Delete: included in above.
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	$150	5/19/2008	
Subdivision Text Amendment	General Fund	TP&Z	$150	5/19/2008	
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	General Fund	TP&Z	$50	12/01/1990	Change to: "Bond - Subdivision & Site Plan Performance, Reduction/Release, Maintenance "
Non-Conforming Use	General Fund	TP&Z	$100	12/01/1990	Change to $150
Build on Unpaved Street	General Fund	TP&Z	$150	5/19/2008	

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Planning (cont.)					
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	
Amendment to Plan of Development	General Fund	TP&Z	$150	5/19/2008	
Videotape Copying	General Fund	Resolution	$25	10/07/1997	Delete
Pre-made GIS map	General Fund	Resolution	$10	10/07/1997	
Custom GIS map	General Fund	Resolution	$10 to $25 + fees	10/07/1997	Change to $10 to $25 + hourly labor
Digital GIS Table Data	General Fund	Resolution	$60 per disk + fees	10/07/1997	Change to: Media costs plus hourly labor for data conversion, if required
Digital GIS Map Data	General Fund	Resolution	$80 per disk + fees	10/07/1997	Change to: Media costs plus hourly labor for data conversion, if required
Paper MIS Data	General Fund	Resolution	$0.50 per page + fees	10/07/1997	Change to: $0.50 per page + hourly labor for data conversion, if required
NOTE: A $60 Conservation Fund fee must be added to the cost of all applications. Mandated by CT Department of Environmental Protection effective 10/1/09.					Change to: "...cost of all *land use* applications..."
Wetlands Map	General Fund	Resolution	$8	5/05/2003	Change to: Small - $10; Large - $20
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	
Flood Insurance Program Regulations	General Fund	Resolution	$1	3/21/1988	Delete
					New:
					ADD: Traditional Neighborhood Design Development Concept Plan - $10,000
					ADD: Traditional Neighborhood Design Development Form-Based Regulation - $10,000
					ADD: Traditional Neighborhood Design Development Warrant - $50

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Health Services					
CPR, AED and First Aid Classes:					
NOTE: If a participant has Red Cross class materials with the current ECC guidelines, subtract $10 from the cost of the class.					NOTE: If the student has up to date materials, subtract $10.00 from the cost of the class.
Adult CPR	Special Revenue	Resolution	$30	4/11/2007	Adult and Child CPR $45.00
Child CPR	Special Revenue	Resolution	$30	4/11/2007	Delete
Infant CPR	Special Revenue	Resolution	$30	4/11/2007	Change to $40
AED (Adult or Child)	Special Revenue	Resolution	$30	4/27/2009	Change to $40
Basic First Aid	Special Revenue	Resolution	$30	4/27/2009	Change to $40
Any Two of the Above	Special Revenue	Resolution	$35	4/27/2009	Change to $45
Any Three of the Above	Special Revenue	Resolution	$38	4/27/2009	Change to $50
Any Four of the Above	Special Revenue	Resolution	$40	4/27/2009	Change to $55
Professional Rescuer	Special Revenue	Resolution	$55	4/27/2009	Change to $60
CPR and First Aid Challenges:					
Basic First Aid	Special Revenue	Resolution	$15	4/27/2009	Change to $25
CPR - Any One Component	Special Revenue	Resolution	$15	4/27/2009	Change to $25
CPR or First Aid - Any Two Components	Special Revenue	Resolution	$18	4/27/2009	Change to $30
CPR or First Aid - Any Three or More Components	Special Revenue	Resolution	$20	4/27/2009	Change to $35
Professional Rescuer	Special Revenue	Resolution	$20	4/11/2007	Change to $35
Bicycle/Multi-Sport Helmet	Special Revenue	Resolution	$10	4/27/2009	
Knee and Elbow Pads (set)	Special Revenue	Resolution	$10	4/11/2007	ADD a NEW LINE - Ski Helmets $20.00
Flu Shots	Special Revenue	Resolution	$25	4/11/2007	
Pneumonic Shots	Special Revenue	Resolution	$40	4/27/2009	Change to $55
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	

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Health Services (cont.)					
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 Flat Fee	5/19/2008	
Septic Permits:					
Under 2,000 Gallons Per Day	General Fund	Resolution	$200 - all one price	5/19/2008	
2,000-4,999 Gallons Per Day	General Fund	Resolution	$300	5/19/2008	
5,000 Gallons Per Day or Greater	General Fund	Resolution	$325	5/19/2008	
New Septic System Plan Review	General Fund	Resolution	$100	5/11/2004	
19-13-B100a Building Addition/Use Change Review	General Fund	Resolution	$55	5/19/2008	
Soil Tests	General Fund	Resolution	$150	5/19/2008	
Other Fees:					
Property Maintenance Fines	General Fund	Resolution	$100 per day	4/11/2007	
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	$10	4/26/2000	
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
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	Special Revenue	Resolution	black & white $0.20 per page; color $0.50 per page	5/11/2010	Add "and printers"
Fax Fees	Special Revenue	Resolution	$1.95 for first page; $1 for each thereafter	5/19/2008	
Laser Copies	Special Revenue	Resolution	$0.20 per page	5/19/2008	Delete
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	
One Hour Computer Pass	Special Revenue	Resolution	$1 per hour w/o library card; free with card	5/19/2008	Change to "visitor computer pass"
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	$1 per day	5/19/2008	
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	$1 per day	5/07/1990	
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	
Wilson Branch - After Hours	Special Revenue	Resolution	$30 per hour	4/11/2007	Delete
Wilson Branch Room	Special Revenue	Resolution	$20 per hour	4/11/2007	Delete
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
SAFETY SERVICES					
Police					
False Alarm Penalty - 1st 3 False Alarms	General Fund	Resolution	no penalty	5/05/2003	
False Alarm Penalty - 4th and 5th	General Fund	Resolution	$50 each	5/05/2003	
False Alarm Penalty - 6th and 7th	General Fund	Resolution	$75 each	5/05/2003	
False Alarm Penalty - 8th and 9th	General Fund	Resolution	$100 each	5/05/2003	
False Alarm Penalty - 10th and Each Additional	General Fund	Resolution	$150 each	5/05/2003	
Fire, False Alarm - 1st and 2nd	General Fund	Resolution	no penalty	5/05/2003	
Fire, False Alarm - 3rd	General Fund	Resolution	$100 each	5/05/2003	
Fire, False Alarm - 4th	General Fund	Resolution	$200 each	5/05/2003	
Fire, False Alarm - 5th	General Fund	Resolution	$400 each	5/05/2003	
Fire, False Alarm - 6th 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	$5 per day	10/01/1986	
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	$35	10/01/1993	
Permit to Sell	General Fund	Resolution	$100	4/25/2001	
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	

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Police (cont.)					
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	
Photostat of Photograph	General Fund	Resolution	$0.50 each	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	$10.66 per hour	5/19/2008	
Police Private Duty Officer:					
Non-profit, 4 Hours or Less	Special Revenue	Resolution	$260.47	5/11/2010	Change to $275.78
Non-profit, Over 4 Hours	Special Revenue	Resolution	$65.12 per hour	5/11/2010	Change to $68.94
Board of Education/Municipal	Special Revenue	Resolution	$65.12 per hour	5/11/2010	Change to $68.94
Construction, 4 Hours or Less	Special Revenue	Resolution	$308.47	5/11/2010	Change to $325.22
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	$616.95	5/11/2010	Change to $650.43
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	$925.42	5/11/2010	Change to $975.65
Construction, Over 12 Hours	Special Revenue	Resolution	$77.12 per hour	5/11/2010	Change to $81.30
Vehicle Usage Fee	Special Revenue	Resolution	$15 per hour if cruiser is required	5/19/2008	
Vendor Licenses - Individual	General Fund	Resolution	$40 per person	5/19/2008	
Vendor Licenses - Group up to 10	General Fund	Resolution	$60 per person	5/19/2008	
Vendor Licenses - Group over 10	General Fund	Resolution	$7.50 per person	5/19/2008	
Fire					
Firefighter firewatch	Special Revenue	Resolution	$25 per hour	5/11/2010	
Firefighter firewatch-municipal	Special Revenue	Resolution	$20 per hour	5/11/2010	
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
PUBLIC WORKS					
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	
Snow Plowing and/or sanding each time on unaccepted street in subdivision(s)					
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	
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
RECREATION & LEISURE SERVICES					
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	$50 - $100 per session	5/05/2003	Change to $55-$110 per session
AM Playground	Special Revenue	Resolution	$45 per week	5/05/2003	Delete - Program no longer offered due to lack of interest
Archery	Special Revenue	Resolution	$50 - $75 per session	5/05/2003	Change to $55-$90 per session
Arts and Crafts	Special Revenue	Resolution	$25 - $65 per course	5/19/2008	
Baseball Clinic	Special Revenue	Resolution	$85 - $125	5/19/2008	
Basketball Clinic	Special Revenue	Resolution	$85 - $150	5/05/2003	Change to $90-$155
Ceramics	Special Revenue	Resolution	$45 - $125 per session	5/03/2003	Change to $55-$150 per session
Movie Night	Special Revenue	Resolution	$2 - $7	4/11/2007	
Computer Training	Special Revenue	Resolution	$65 - $95	5/11/2004	
Counselor in Training Program	Special Revenue	Resolution	$80 per 4 wk session	5/05/2003	Change to $80-$100 per 4 wk session
CPR/First Aid	Special Revenue	Resolution	$75 -$120	4/27/2009	
Culinary Arts Program	Special Revenue	Resolution	$100 - $150	5/19/2008	
Dance Movement Workshop	Special Revenue	Resolution	$60 - $130 per session	5/11/2010	
Deck Hockey	Special Revenue	Resolution	$37	5/06/2002	
Diving Lessons - Adult	General Fund	Resolution	$60 - $75	5/05/2003	
Diving Lessons - Child	General Fund	Resolution	$45 - $60	5/05/2003	
Drawing Class	Special Revenue	Resolution	$37 - $62	5/06/2002	Delete - Program no longer offered
Extended Playground Hours	Special Revenue	Resolution	$20 - $25 per week	4/27/2005	
Family Trips (In-State/Out-of-State)	Special Revenue	Resolution	$50 - $1,500	5/19/2008	
Field Hockey Clinic	Special Revenue	Resolution	$85 - $150	5/05/2003	
Foreign Languages	Special Revenue	Resolution	$30 - $75	4/27/2009	
Full Day Playground	Special Revenue	Resolution	$99 per week	4/27/2009	Change to $99 - $110

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
RECREATION & LEISURE SERVICES (cont.)					
Full Day Playground with Transportation	Special Revenue	Resolution	$119 per week	4/27/2009	Change to $119-$139 per week
Full Day Playground with Swim Lesson	Special Revenue	Resolution	$230 per 2 wk session	4/27/2009	Change to $235-$250
Golf	Special Revenue	Resolution	$80 - $125	5/05/2003	Change to $85-$150
Gymnastics	Special Revenue	Resolution	$110 per 3 wk session	5/05/2003	Change to $75-$150
Hotshots	Special Revenue	Resolution	$45 - $55	4/11/2007	Change to $55-$65
Indoor Playscape Drop-In - Non-resident	Special Revenue	Resolution	$2 per person per visit	5/11/2004	
Indoor Playscape Drop-In fee - Resident	Special Revenue	Resolution	$1 per person per visit	5/11/2004	
Indoor Playscape Pass - Non-resident	Special Revenue	Resolution	$60 per family from September - May	5/11/2004	
Indoor Playscape Pass - Resident	Special Revenue	Resolution	$30 per family from September - May	5/11/2004	
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	
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	$95 - $150 per session	5/19/2008	
Karate	Special Revenue	Resolution	$35 -$45 per month	4/27/2009	
Kindergarten Dance	Special Revenue	Resolution	$70 - $90 per session	5/05/2003	Change to $75-$150
Lacrosse Clinic	Special Revenue	Resolution	$85 - $150	5/05/2003	
Late Pickup Fee	Special Revenue	Resolution	$5 per 15 minutes	4/27/2005	
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	$35 - $75	5/11/2004	
Mommy n' Me	Special Revenue	Resolution	$35 per session	5/05/2003	
Nutrition and Wellness Programs	Special Revenue	Resolution	$45 - $110	5/11/2004	
Outdoor Adventure	Special Revenue	Resolution	$80 -$175	4/27/2009	
Painting Class	Special Revenue	Resolution	$45 - $75	4/27/2009	
Parent/Child Movement	Special Revenue	Resolution	$35 - $45 per session	5/05/2003	
Passage (fifth grade)	Special Revenue	Resolution	$45 per session	5/05/2003	
Pee Wee Tennis	Special Revenue	Resolution	$45	5/05/2003	Delete
PM Aerobics	Special Revenue	Resolution	$50 - $100 per session	5/05/2003	

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
RECREATION & LEISURE SERVICES (cont.)					
PM Low Impact Aerobics	Special Revenue	Resolution	$50 - $100 per session	5/05/2003	
PM Playground	Special Revenue	Resolution	$45 per week	5/05/2003	
Pool Parties	General Fund	Resolution	$250/Resident per party; $350/Non-resident per party	5/19/2008	
Pre-School Dance	Special Revenue	Resolution	$35 - $45 per session	5/05/2003	Change to $75-$150 per session
Quilting	Special Revenue	Resolution	$45 - $75	4/11/2007	
Romp and Learn	Special Revenue	Resolution	$50 per week or $175 per month	4/27/2005	
Safety Training for Swim Coaches	General Fund	Resolution	$100 per session plus books	4/27/2005	
SAT Preparatory	Special Revenue	Resolution	$40		
Schools Out Special	Special Revenue	Resolution	$25 per day	4/27/2009	
Ski Club	Special Revenue	Resolution	$220 - $400	4/27/2009	Change to $225-$430
Skyhawks/Mini Hawks	Special Revenue	Resolution	$85 - $150	5/05/2003	
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 Ceramics	Special Revenue	Resolution	$35 - $110	5/05/2003	
Student Open Basketball	General Fund	Resolution	$10	4/27/2009	
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	4/27/2005	

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
RECREATION & LEISURE SERVICES (cont.)					
Swim Lessons - Two Children	General Fund	Resolution	$46 Mon-Thurs per two week session (make up lessons Fri)	4/27/2005	
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	
T - Ball	Special Revenue	Resolution	$45	5/05/2003	
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	$87-$110	5/05/2003	
Tennis Classes (4 sessions)	Special Revenue	Resolution	$35 - $50 varying number of sessions	5/11/2004	
Tumbling	Special Revenue	Resolution	$50 - $75 per session (winter)	5/5/2003	
Water Aerobics	Special Revenue	Resolution	$50 - $100	4/27/2005	Change to $55-$110
Windsor Instructional Basketball - First Child	Special Revenue	Resolution	$45	4/24/2006	
Windsor Sports Academy	Special Revenue	Resolution	$75 - $150	4/11/2007	
Windsor Youth Theater	Special Revenue	Resolution	$100 - $180	5/19/2008	
Windsor Youth Theater - Non-resident	Special Revenue	Resolution	$140 - $225	5/19/2008	
Working Women's Aerobics	Special Revenue	Resolution	$50 - $100 per session	5/05/2003	
Yoga	Special Revenue	Resolution	$60 - $80 per session	4/11/2007	
Youth Band	Special Revenue	Resolution	$100 plus bus fee	4/24/2006	Change to $100-$150 plus bus fee
Indoor Swim Lessons	Special Revenue	Resolution	$40	4/27/2009	
Kiddie Express	Special Revenue	Resolution	$10 - $25	4/27/2009	
Windsor Challenge Course - Youth Group	Special Revenue	Resolution	$200 - $2,300	4/27/2009	
Windsor Challenge Course - Adult Group	Special Revenue	Resolution	$300 - $2,500	4/27/2009	
Windsor Challenge Course - Corporate Group	Special Revenue	Resolution	$500 - $5,000	4/27/2009	

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
RECREATION & LEISURE SERVICES (cont.)					
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	$65 - $80	4/27/2009	
Full Day Playground, Swim Lessons And Transportation	Special Revenue	Resolution	$250	4/27/2009	
Half Day Playground	Special Revenue	Resolution	$65 - $85	5/11/2010	
Scuba Classes	Special Revenue	Resolution	$75 - $300	4/27/2009	
Indoor Archery	Special Revenue	Resolution	$25 - $50	4/27/2009	
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 - $220 per party	5/11/2010	
Indoor Playscape Party - Non-resident	Special Revenue	Resolution	$160 - $325 per party	4/24/2006	
Northern Connecticut Ballet	General Fund	Resolution	$540 per month	5/11/2010	Change to $1,000 per month
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 field	5/19/2008	
Softball Field Permits - Co-Sponsored	General Fund	Resolution	$25 per field	5/19/2008	
Softball Field Permits - Not Sponsored	General Fund	Resolution	$25 per field	5/19/2008	
Windsor Jesters	General Fund	Resolution	$140 per month	4/24/2006	
					New:
					Student Open Gym Drop-In Fee $1.00 Special Revenue
					CPR/First Aid recertification $45 - $75 Special Revenue
					Tournament Permit $100 per field General Fund

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
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	$10 - $20 per session	5/11/2004	
Youth Adventures After School	Special Revenue	Resolution	$50 - $60	4/27/2009	Change to $65-$80
Leader-in-Training Program	Special Revenue	Resolution	$20 - $50 per session	4/11/2007	
Adventure Schools Out Special	Special Revenue	Resolution	$20 - $30	5/19/2008	
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
NORTHWEST PARK					
Public Programs	Special Revenue	Resolution	$2/person to $100/person depending on activity	4/11/2007	
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	$30	4/11/2007	
Warming Shed Full Day Rental - Non-resident	General Fund	Resolution	$100 + $100 sec. deposit	4/11/2007	
Warming Shed Half Day Rental - Resident	General Fund	Resolution	$15	4/11/2007	
Warming Shed Half Day Rental - Non-resident	General Fund	Resolution	$50 - $100 sec. deposit	4/11/2007	
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	4/27/2009	
School Programs	Special Revenue	Resolution	$75 per hour and up	4/26/2000	
Nature Camp - Half Day - Resident	Special Revenue	Resolution	$85 per week	4/27/2005	
Nature Camp - Half Day - Non-resident	Special Revenue	Resolution	$95 per week	4/27/2005	
Nature Camp - Whole Day - Resident	Special Revenue	Resolution	$145 - $300 per week	4/27/2009	
Nature Camp - Whole Day - Non-resident	Special Revenue	Resolution	$155 - $310 per week	4/27/2009	
Note: Children ages 2 and under can participate in community events at no charge					
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
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	
Enrichment Programs	Special Revenue	Resolution	$5 - $15	4/27/2009	
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	$3 - $6 per trip	5/11/2010	Change to "Going Rate"
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	$12 - $18	4/27/2009	Change to "Going Rate"
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	
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	

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
HUMAN SERVICES (cont.)					
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	
					New:
					Ballroom Dancing $50 - $70 per session
					Ballroom Dancing Drop In $5 - $7

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
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	General Fund	*CGS 26-28*	$11	4/14/2010	
Fishing	General Fund	*CGS 26-28*	$28	4/14/2010	
Hunting & Fishing	General Fund	*CGS 26-28*	$38	4/14/2010	
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	
Recording Legal Documents:					
Legal Documents: Historic Preservation Fee	General Fund	PA-00-146	$3 per document	7/01/2000	Delete; redundant noted below
Legal Documents: Open Land Preservation	General Fund	PA-05-228	$40 per document	7/01/2009	Delete; redundant noted below
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	
Legal Documents - Each Additional Page	General Fund	*CGS 7-34a*	$5	7/01/1989	
Neighborhood Protection Act (Vacant Property Registration)	General Fund	*PA-09-229*	$100	5/11/2010	
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	

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Town Clerk (cont.)					
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	
Sale of Publications and Materials:					
Agenda, Including Minutes and Backup	General Fund	Resolution	$65 per year	2/07/1994	10% increase for FY12 - change from $65 to $71.50 per year
Agenda, With Minutes	General Fund	Resolution	$30 per year	2/07/1994	10% increase for FY12 - change from $30 to $33.00 per year
Agenda Only	General Fund	Resolution	$15 per year	2/07/1994	10% increase for FY12 - change from $15 to $16.50 per year
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	
Civil Union License	General Fund	PA 05-10	$30	10/01/2005	Delete; Elminated by State Statute
Civil Union Certificate	General Fund	PA 07-133	$20 per document	10/01/2009	Delete; Elminated by State Statute

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Town Clerk (cont.)					
Burial and Cremation Permit	General Fund	*CGS 7-74*	3 per document	5/19/2008	
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
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	
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
OTHER					
Bad Check Fee	General Fund	Resolution	$25	6/19/2008	
ASSESSMENT ABATEMENT POLICY					
Application Filing Fee - assessment rehabilitation abatement incentive	General Fund	Resolution	$500	4/27/2009	
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
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.					
					New:

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Adult Day Care					
Daily Care	08-3-32-343	Resolution	$80 per day	5/19/2008	
Half Daily Care	08-3-32-343	Resolution	$48 per half day	4/24/2006	
Late Fee	08-3-32-343	Resolution	$25 per 15 minutes	4/27/2005	
					New: No changes to the present private pay rate for FY12

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Child Day Care					
Infant/Toddler	05-3-3-31-340	Resolution	$1,335 per month	5/11/2010	Change to $1,370 per month
Preschool full time	05-3-3-31-340	Resolution	$1,025 per month	5/11/2010	Delete
Elementary Before & After School	05-3-3-31-340	Resolution	$495 per month	5/11/2010	No change
Elementary After School	05-3-3-31-340	Resolution	$375 per month	5/11/2010	Change to $385 per month
Elementary Before School	05-3-3-31-340	Resolution	$320 per month	5/11/2010	Change to $330 per month
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	$90 per month	5/11/2010	Change to $95 per month
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	$165 per month	5/11/2010	Change to $170 per month
Elementary After 3 day/Month	05-3-3-31-340	Resolution	$215 per month	5/11/2010	Change to $225 per month
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	$310 per month	5/11/2010	Change to $320 per month
Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$190 per week	5/11/2010	Change to $200 per month
Summer Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	$215 per week	5/11/2010	Change to $225 per month
Montessori Camp - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	$130 per week	5/11/2010	Change to $135 per month
Montessori Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	$270 per week	5/11/2010	Change to $280 per month
Montessori Toddler	05-3-3-31-340	Resolution	$575 per month	5/11/2010	Change to $590 per month
Montessori ½ Day	05-3-3-31-340	Resolution	$550 per month	5/11/2010	Change to $565 per month
Montessori Extended Day	05-3-3-31-340	Resolution	$1,010 per month	5/11/2010	Change to $1,040 per month
Montessori Full Day	05-3-3-31-340	Resolution	$1,125 per month	5/11/2010	Change to $1,155 per month
After Hours - 5:30 PM - 7:00 PM	05-3-3-31-340	Resolution	$8.50 per day	5/19/2008	No change
Registration Fees	05-3-3-31-340	Resolution	$20 per year	5/11/2010	No change
Sibling Discount (applies to lowest tuition)	05-3-3-31-340	Resolution	10%	6/07/1982	No change

New:	
Summer Camp Preschool 8:30 AM - 4:30 PM	$225 per week
Summer Camp Preschool 6:45 AM - 5:30 PM	$250 per week
Late payment fee (assessed on 25th of month)	$30
Finance charge for late payments	10 % monthly on unpaid balances
Hourly rate	$8 per hour

FY 12 PROPOSED PRICE GUIDE

Fines and Fees	Fund	Authority	FY 2011	Last Action	FY 2012 Proposed
Landfill					
Commercial/Out-of-Town Business Vehicle Permit	04-4-48-480	Resolution	$30 - $70 per vehicle depending on gvw	6/08/1992	
Commercial and Industrial Refuse	04-4-48-480	Resolution	$50 - $80 per ton	12/06/1999	
Residential Permits	04-4-48-480	Resolution	$77/year	4/27/2009	
Demolition and Bulky Waste	04-4-48-480	Resolution	$30 - $80 per ton	4/27/2005	
Processed Residue	04-4-48-480	Resolution	$48 - $60 per ton	4/27/2005	
Taylor & Fenn Sand	04-4-48-480	Resolution	$51.50 per ton	11/04/1997	
Small Business Recycling Drop-Off	04-4-48-480	Resolution	$40 per ton	7/01/1991	
Tires	04-4-48-480	Resolution	$1 to $3/tire; $120/ton from commercial hauler	10/07/1996	
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	
Commercial Scrap Metal, Requiring Removal of Refrigerant Gases	04-4-48-480	Resolution	$20 per small appliance $30 per large appliance	5/11/2004	
Difficult to Manage MSW (per item)	04-4-48-480	Resolution	$2 - $50 per item	5/19/2008	
Difficult to Manage MSW (per ton)	04-4-48-480	Resolution	$65 - $90 per ton	5/11/2004	
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 per item	5/11/2004	
Penalty for Disposal of Recyclables	04-4-48-480	Resolution	$50 per load - flat fee	5/11/2004	
					New:

APPENDIX "H"
Charter Provisions Concerning Annual Budget

Town of Windsor
FY 2011 – 2012
Proposed Budget

APPENDIX H

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

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 2011 – 2012
Proposed 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,

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.