TOWN OF WINDSOR

First in Connecticut. First for its citizens.

FINANCIAL PLAN AND PROGRAM OF SERVICES

ADOPTED FOR THE FISCAL YEAR 2012-2013

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

ADOPTED

FISCAL YEAR 2013

FINANCIAL PLAN

AND

PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2012 and ending June 30, 2013

TOWN OF WINDSOR
CONNECTICUT

TOWN COUNCIL

Donald S. Trinks - Mayor
Alan J. Simon – Deputy Mayor
Lisa M. Boccia
William H. Herzfeld
Donald A. Jepsen, Jr.
Aaron Thomas Jubrey
Michael W. McDonald
Randy P. McKenney
Jody L. Terranova

TOWN MANAGER

Peter Souza

ASSISTANT TOWN MANAGER

Emily Moon

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

May 21, 2012

Honorable Mayor, Town Council and Citizens of Windsor:

I am pleased to transmit the Fiscal Year 2013 Adopted Budget to the Town Council and the community. The Proposed Budget was presented to the Council on March 28, 2012 and a public hearing on the budget was held on April 2, 2012. The Town Council conducted several budget workshops throughout the month of April.

Revenues and expenditures in the Proposed Budget totaled $98,884,600. During the budget deliberations, the Town Council made amendments to the price guide and added $30,000 funding for the purchase of fire department thermal imaging cameras. The additional funding for the cameras will come from non-general fund sources. Therefore, the total proposed general fund budget of $98,884,600 remains the same as the Town Manager's proposed budget. This budget was adopted by citizen vote at the budget referendum held on May 15, 2012. This budget yields a mill rate of 27.95 utilizing the fourth year of a five year revaluation phase-in.

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

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

Sincerely,

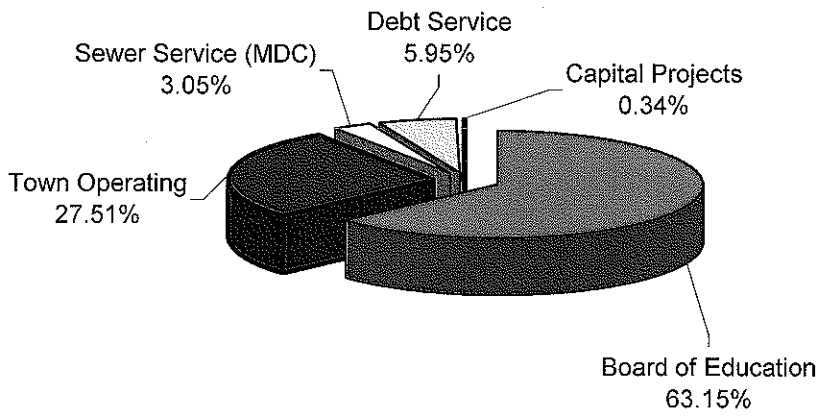
Peter Souza
Town Manager

275 Broad Street • Windsor, Connecticut 06095 • www.townofwindsorct.com

FY 2013 ADOPTED BUDGET SUMMARY

	FY 2012 Adopted Budget	FY 2013 Adopted Budget	$ Change	% Change
Board of Education	61,829,030	62,443,130	614,100	0.99%
Town Operating Budget	26,470,810	27,205,920	735,110	2.78%
Sewer Service (MDC)	3,020,400	3,016,050	(4,350)	-0.14%
Debt Service	5,888,150	5,888,000	(150)	0.00%
Capital Projects	131,500	331,500	200,000	152.09%
Total	**$97,339,890**	**$98,884,600**	**$1,544,710**	**1.59%**

FY 2013 Expenditure by Category



CHANGES TO THE TOWN MANAGER'S FY 2013 PROPOSED BUDGET

The Town Manager's proposed budget totaled $98,884,600. During the budget deliberations, the Town Council made amendments to the price guide and added $30,000 funding for the purchase of fire department thermal imaging cameras. This additional funding will come from non-general fund sources. Therefore, the total proposed general fund budget of $98,884,600 remains the same as the Town Manager's proposed budget. The changes proposed by the Town Council are summarized below.

Amendments To Price Guide:
Non-resident fees for Northwest Park nature camp programs shall be 15% greater than resident fees (page G-9)
Non-resident registration period for all Northwest Park nature camp programs will begin one week following resident registrations
Do not delete the price guide item under "Registrars for Electronic Voter List Tape (page G-11)
Proposed fees for text amendments to zoning and subdivision regulations, and the Plan of Development be reduced from $300 to $250 (page G-3)

Capital Projects Appropriation:
Increase Fire Department non-General Fund budget by $30,000 to purchase thermal imaging cameras through an appropriation from the Capital Projects Assigned Fund Balance.

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A READER'S GUIDE TO THE BUDGET

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

The budget may be broken down into the following components:

1) ***Introduction.*** The introductory section of the budget describes the overall philosophy upon which the budget was developed. The Town Manager's message provides an executive summary of the budget and outlines the organization's short-term and long-term strategies. The budget process gives an overview of the procedures used to prepare the budget and provides a calendar of important dates.

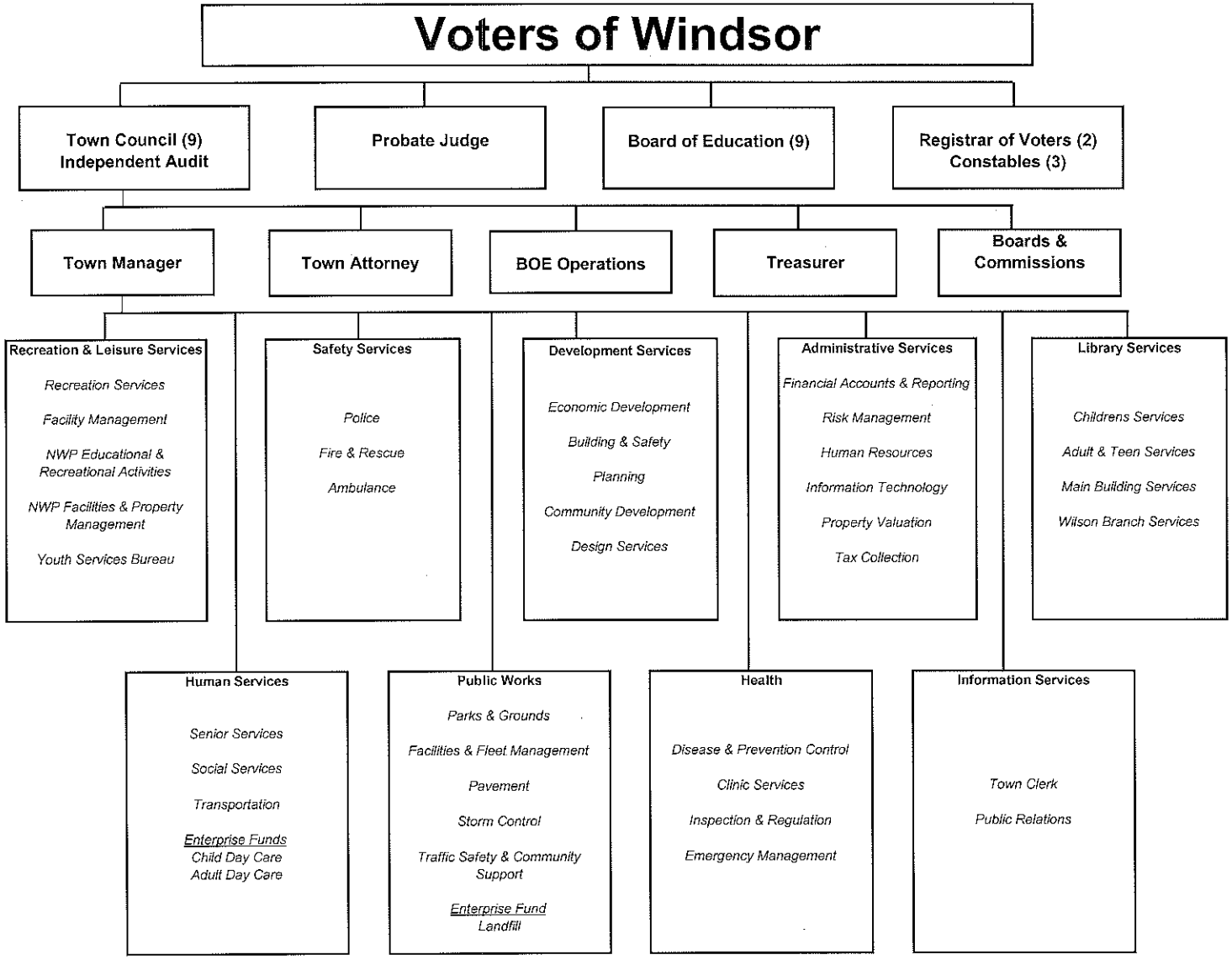
2) ***Financial Summary.*** Sections A (Summary of Town Funds) and B (General Fund Revenues) provide a summary of all the funds managed by the town, as well as a detailed explanation of revenues. Section C (General Fund Expenditures) lists the General Fund impact of each department and the Board of Education. Upon the recommendation of the Town Council, the community will vote on the total proposed General Fund expenditures for fiscal year 2013 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.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NWP Facilities & Property Management
Youth Services Bureau
Safety Services
Police
Fire & Rescue
Ambulance
Development Services
Economic Development
Building & Safety
Planning
Community Development
Design Services
Administrative Services
Financial Accounts & Reporting
Risk Management
Human Resources
Information Technology
Property Valuation
Tax Collection
Library Services
Childrens Services
Adult & Teen Services
Main Building Services
Wilson Branch Services
Human Services
Senior Services
Social Services
Transportation
Enterprise Funds
Child Day Care
Adult Day Care
Public Works
Parks & Grounds
Facilities & Fleet Management
Pavement
Storm Control
Traffic Safety & Community Support
Enterprise Fund
Landfill
Health
Disease & Prevention Control
Clinic Services
Inspection & Regulation
Emergency Management
Information Services
Town Clerk
Public Relations

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

March 28, 2012

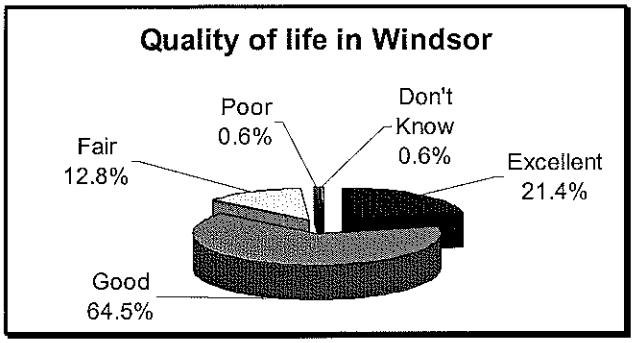
Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to submit the Fiscal Year (FY) 2012-2013 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 I read news story after news story of how local governments across the country are facing dire choices about the future of their communities, I am grateful that Windsor has not suffered a similar fate during this recession. While other towns and cities are closing parks, mothballing community centers and laying off droves of public safety employees, so far, we have been spared from having to abandon important public services. Our good fortune is due in part to careful financial planning, deliberate prioritization and postponements, living within our means, and some measure of luck.

As I count our blessings there are, however, significant challenges in our future. Despite annual efforts to change trend lines, our expenditure growth is still outpacing our ability to generate an equal amount of non-tax revenue. This puts considerable pressure on achieving Grand List growth and the mill levy. Our roads, buildings and other capital infrastructure continue to age and degrade. Over the past several years, we have reduced tax-supported investment in this infrastructure dramatically. Meanwhile, replacement costs climb. The funds that we set aside in Fiscal Year 2009 for vehicle and Information Technology replacement will be exhausted in FY 12 and FY 13, respectively. These set asides were made possible by the increase in revenue from newly constructed businesses such as ING and The Hartford. In addition, we have held our debt service payment flat for the past three years. The costs of several critical commodities (such as asphalt) have not remained constant. Continuing to bond finance at the same level will mean that we will have to further postpone or eliminate capital projects in the future. The reduction in our investment in these physical assets will become apparent soon. Difficult choices on our infrastructure front loom in the very near future, but some opportunities for re-investment are solidifying as major business projects' tax abatements are ending.

While our infrastructure is important, our community is not simply made of roads, buildings and equipment. A far bigger share of the town's budget pays for services and programs. These hands-on services make Windsor a community and the quality of life in town great. This accomplishment was shown in the most recent citizen survey results.



I encourage you to read through each department's highlights and performance measures to see evidence of the volume and quality of work done by our employees. These individuals are dedicated to serving Windsor's residents, students, businesses and visitors with pride and professionalism.

The most remarkable element in this year's proposed budget is funding for a long-term community goal, the implementation of an all-day kindergarten. The school district's side of the budget also includes improvements to curriculum, such as a foreign language program for our youngest students. It is all of our hopes that these new offerings will result in better prepared and performing students. In so many ways, the success of Windsor's public school students correlates to the well-being of our entire town. Our business community benefits from having a deeper pool of well-qualified employees. Our law enforcement and criminal justice system is less burdened. Our property values are reinforced. Our children are ready to take on challenges. To begin this new era in our school system, the board of education is consolidating the five elementary schools into four and is recommending the reduction of 15.9 positions. Through these actions and by prioritizing the needs of students, the board of education was able to achieve a budget that requires an increase of less than one percent.

While the town government side of the budget does not have the same sort of long-sought finish line, it quietly achieves an enviable goal of preserving public services. In this day and age, this is a remarkable feat. The demands that we face have not diminished and in many cases have grown. Our population is growing slowly. Investment in the business sector is returning. Law enforcement challenges keep the pressure on us to stay vigilant and innovative. The importance of a good emergency response and management capability has been reinforced recently. Residents are increasingly expecting that we provide recreational opportunities, basic needs assistance, information and referral assistance, and socialization in this difficult economy. As such, we are finding ways to reallocate staff time and other resources to respond to these needs. We recently kicked-off our Neighborhood Enhancement Team, which will help neighbors make personal connections, resolve issues and share information about town services. This spring, we are unveiling the latest aspect of our traffic calming program, Drive Wise, which we hope will enhance quality of life in neighborhoods by tackling speeding. We are working diligently to coordinate our police department activities such that we can keep Windsor's crime rate low. We are making meaningful improvements and repairs to some of our most deserving parks. We are doing these activities and many more, all while minimizing the financial impact to tax payers.

Overall Assessment of the Proposed Budget

Tax Rate

The budget-related tax increase that is described in this proposed budget is 2.81%. 0.82% of this increase is due to the need to backfill losses of non-tax revenue. The remaining portion is related to spending increases. The budget-related tax increase can be broken down in the following way:

- 0.82% is related to the loss of non-tax revenues
- 0.79% is related to increases in board of education operating expenditures
- 1.20% is related to increases in town government operating expenditures

A second portion of every taxpayer's bill will be related to the fourth year of property revaluation phase-in. This figure varies from property to property, according to the assessed value of the property. Most taxpayers (74%) will see a total tax increase of less than 4.0%. The majority of these taxpayers' total tax increase will be between 2.5% and 3.5%. The proposed budget, as it is affected by revaluation, resets the mill rate from 28.03 to 27.95.

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 1.59% in FY 2013. In FY 2012, the total budget increased 1.07%.

The proposed FY 2013 General Fund budget consists of the following major categories:

	FY 2012 Adopted Budget	**FY 2013 Proposed Budget**	**$ Change**	**% Change**
Board of Education	61,829,030	62,443,130	614,100	0.99%
Town Operating Budget	26,470,810	27,205,920	735,110	2.78%
Sewer Service (MDC)	3,020,400	3,016,050	(4,350)	-0.14%
Debt Service	5,888,150	5,888,000	(150)	0.00%
Capital Projects	131,500	331,500	200,000	152.09%
Total	**$97,339,890**	**$98,884,600**	**$1,544,710**	**1.59%**

The board of education's proposed increase is $614,100 or a 0.99% increase over the prior year. Last year, the board of education's budget had a 1.82% increase.

The proposed FY 2013 debt service payments are level with FY 2012, as we have worked diligently over the last four 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 increased by $200,000 or 152%. This increase will be used for the General Fund's annual pavement, curb and sidewalk management programs, as well as fleet replacement. This proposed funding level, $331,500, is roughly equivalent to the FY 2011 level.

Town Operating Budget

The town operating portion of the budget, which is 27.52% of the overall budget, is proposed to increase by $735,110 or 2.78%. The most significant increases and decreases in the budget are:

- Pavement management funding increases $140,000 over FY 2012
- Salaries and wages increase $268,030 or 2.05%
- Health, dental and prescription insurance premium costs for coverage for current employees and retirees increase $185,760 or 5.97%. FY 2012 will be our second year of being self-insured for our health care plan. Apart from the significant decrease we saw last year when we became self-insured, the FY 2013 health insurance premium cost increase percentage is less than we have seen for several years. Employees in the Administrative Pay Plan and employees in the Teamsters bargaining unit will increase their premium share to 16%. All other town employee groups are currently contributing 15% and FY 2013's contribution is being discussed now in negotiations.
- Budgeted pension contribution increases $61,570 or 2.07%. This increase is the smallest percentage increase to the budget in at least 7 years. On January 1, 2013 (FY 2013), it is proposed that Administrative Pay Plan employees increase their contributions from 3.25% of their salaries to 3.75%. Per their bargaining agreement, Teamsters Pay Plan employees' pension contributions will remain at 3.25% for FY 2013 but will increase the following year. All non-Public Safety new hires are now ineligible for the town's Defined Benefit plan and, instead, are enrolled in the town's Defined Contribution plan.
- The budget for general liability and Worker's Compensation insurance are proposed to increase $167,000 or 11.53%. We expect to see an increase in liability costs and have added $140,000 to Worker's Compensation to replenish the reserve fund.

FY 2013 Revenues

Revenue forecasting is always a challenging part of developing the budget, particularly because the State of Connecticut's budget is still in flux when the Town of Windsor adopts its budget. 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 school district's staff has advised us that they anticipate the town will receive $250,000 less in Special Education Excess Costs, due in part to possible changes to the cost allocation formula and an increase in the cost per pupil.
- The Other State Grants (reimbursements for past years' school bond financed projects) will continue to decline. The FY 2013 proposed budget is reduced $146,565 for this reason.
- Interest earnings are projected to be $125,000 lower.
- Budgeted building permits revenue is $110,000 lower than in FY 2012.

Non-property tax revenue sources are forecasted to be $665,470 lower than the FY 2012 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 $2,210,180 more than in FY 2012. As proposed, all sources of property tax will contribute 82.34% of our total revenues. Property tax revenue is estimated to be 2.79% higher than the FY 2012 adopted budget level. The October 1, 2011 Grand List grew by 0.57% or $16.98 million (prior to adjustments for revaluation).

FY 2012 Update

The adopted FY 2012 budget is $97,339,890. Projected revenues are expected to be just slightly less ($161,000) than budgeted. Shortfalls in the categories of building permits, interest earnings and Special Education Excess Cost Sharing funds are offset by better than expected General Property Tax Collections and Revenues From Other Agencies.

FY 2012 expenditures are projected to be $501,860 less than the budgeted amount. Town government departments that expect to exceed their budgets are Safety Services, General Services and General Government. Fleet maintenance expenses, fuel and propane costs, and utility costs for the newly renovated Hayden Station Firehouse pushed expenditures for Safety Services $18,570 beyond the budget. General Services is projected to be over budget by $39,130 due to increases in prior year tax refunds and adjustments in the debt service allocation between General Services and Town Support for Education. General Government is estimated to be over budget by $9,090 due to expenses for two unanticipated elections. The board of education expects to end the year with $100,000 in savings.

The town council approved reserve fund allocations to help pay for expenses related to Winter Storm Alfred. This allocation is shown in the Health Department's accounting of FY 2012 Special Revenue Funds. Should the town receive its expected reimbursement for 75% of eligible costs those funds ultimately would be returned to the General Fund Unassigned Fund Balance.

Concluding Remarks

We were fortunate in FY 2012 to have the financial resources and personnel to deliver high quality public services to the community. Our accomplishments were many. Here are just a few: Windsor's crime rate for the most serious types of crimes declined for the fourth year to the lowest rate in town in 35 years. The highest number of students in

Windsor High School's history took Advanced Placement exams. We responded capably to two federally declared natural disasters. Significant aesthetic and functional improvements were made to our senior center and Hayden Station firehouse. Over 1,200 individuals received basic needs assistance, such as food and heating fuel, from our Social Services Division. We implemented enhancements to our customer service capabilities such as online searchable plot plans. Public Works completed drainage improvements as part of our milling and paving operations more quickly this year than any previous year.

As we approached developing the budget for FY 2013, one of our primary objectives was to preserve the quantity and quality of our services. This budget does that, and will allow us to make a few long-sought improvements, such as adding all-day kindergarten. Preserving critical services while aggressively containing costs and mitigating revenue losses has meant that we have had to push off some important decisions for another day. Our funds for asset management and infrastructure replacement are drying up or are not keeping pace with our needs.

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. For approximately $195,000 in budget cuts, the proposed tax increase would decrease 0.25%. 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 2012 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 2012-2013.

Respectfully Submitted,

Peter Souza
Town Manager

ORGANIZATION VISION, MISSION AND CORE VALUES

The Windsor Vision

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

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

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

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

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

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

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

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

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

THE BUDGET PROCESS

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

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

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

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

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

TOWN OF WINDSOR, CONNECTICUT
FY 2013
BUDGET CALENDAR BY DEPARTMENT

Date	Day	Step
Feb. 6, 2012 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens.
March 12-16, 2012	*Tentative*	Finance Committee Meeting
March 28, 2012	Wednesday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget)
March 29, 2012	Thursday	Informational meeting on Proposed Budget
April 2, 2012 7:15 PM	Monday	Regular Town Council meeting; Public Hearing re: public opinion regarding budget as proposed by Town Manager
April 4, 2012 6:30- 9 PM	Wednesday	Board of Education, Revenues, Public Works, Landfill
April 9, 2012 6:30 - 9 PM	Monday	Safety Services, Recreation & Leisure Services, Library, Human Services, Child Care, and Adult Day Care
April 11, 2012 6:30 - 9 PM	Wednesday	Board of Education, Health Services, Development Services, Community Development, Administrative Services, Town Support for Education
April 18, 2012 6:30 – 9 PM	Wednesday	Public Comment, Information Services, General Government, General Services, Insurance Internal Service Fund, Capital Spending, Price Guide
April 23, 2012 6:30 - 9 PM	Monday	Public Comment, Review of previous Town Council questions & preliminary deliberations
April 25, 2012 6:30 – 9 PM	Wednesday	Town Council final deliberations and vote
May 15, 2012	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
May 21, 2012	Monday	Regular Town Council Meeting; Council sets tax rate
June 22, 2012	Friday	Tax bill mailing completed
June 30, 2012	Saturday	End of current fiscal year

GENERAL FUND BALANCE SUMMARY
(budgetary basis)

	FY 2012 Estimate	FY 2013 Adopted
Revenues		
General Property Tax	$ 79,540,480	$ 81,425,210
Licenses and Permits	425,590	483,000
Fines and Penalties	37,000	37,000
Revenues from Use of Assets	487,650	493,830
State School Aid	13,044,390	12,941,510
State Grants in Lieu of Taxes	1,429,210	1,431,240
Other State Grants	363,140	219,530
Federal Grants	11,350	11,350
Revenues from Other Agencies	166,910	143,500
Charges for Current Services	757,890	772,830
Other Revenues	15,000	25,600
Opening Cash	900,000	900,000
Total Revenues	97,178,610	98,884,600
Expenditures and Encumbrances		
General Government	$ 892,280	937,440
Safety Services	8,696,670	8,946,890
Recreation & Leisure Services	1,305,350	1,331,770
Human Services	726,600	768,340
Health Services	407,960	494,880
Library Services	1,490,120	1,529,160
Development Services	1,677,110	1,730,830
Community Development	25,000	74,020
Public Works	4,827,750	4,989,440
Information Services	410,980	425,420
Administrative Services	1,788,820	1,970,330
General Services	8,714,660	9,268,240
Board of Education	61,729,030	62,443,130
Town Support for Education	4,145,700	3,974,710
Total Expenditures and Encumbrances	96,838,030	98,884,600
Surplus (deficit)	340,580	-
Beginning Fund Balance, July 1	16,023,699	14,973,969
Use of Fund Balance:		
Opening Cash	(900,000)	(900,000)
Transfer to Capital Projects for equipment replacement	(150,000)	-
Transfer to Capital Projects for emergency manag. resources	(75,050)	-
Transfer for storm expenses 11/14/11	(290,000)	-
Transfer for storm expenses 12/05/11	(510,000)	-
Transfer for storm expenses 1/17/12	(106,510)	-
Projected storm reimbursement:		
75% of $855,000 (eligible amount for reimbursement)	641,250	-
Estimate Ending Fund Balance, June 30	$ 14,973,969	$ 14,073,969

FINANCIAL ORGANIZATION OF ACCOUNTS

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

GOVERNMENTAL FUNDS

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

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

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

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

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

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

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

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

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

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

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

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

PROPRIETARY AND INTERNAL SERVICE FUNDS

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

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

Student Activity
Adult Education
Performance Bonds
Town Escrow
Scholarship Fund

BASIS OF ACCOUNTING

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

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

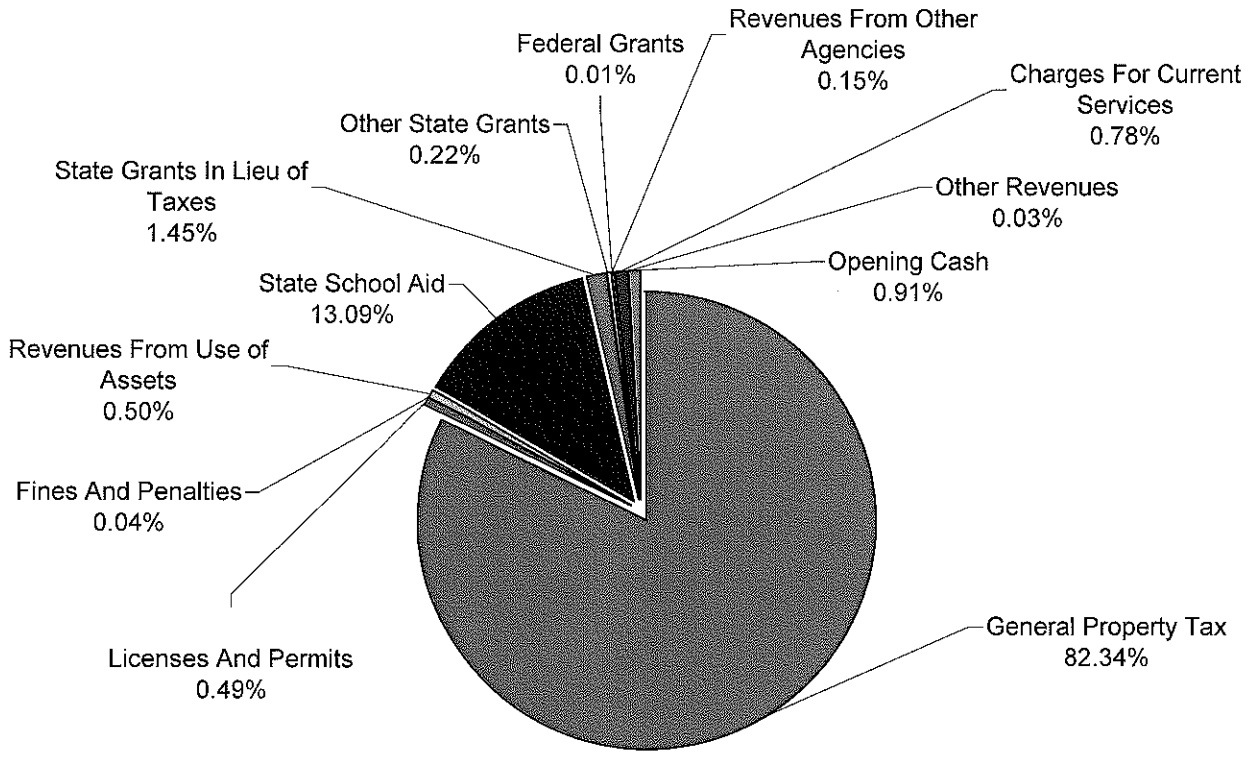
The differences between the budgetary and GAAP basis of accounting are:

- 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 2011	FY 2012		FY 2013	
Category	**Revenue Source**	**Actual**	**Budget**	**Estimate**	**Proposed**	**Adopted**
910	General Property Tax	$78,440,338	$79,215,030	$79,540,480	$81,425,210	81,425,210
915	Licenses And Permits	708,578	591,430	425,590	483,000	483,000
920	Fines And Penalties	43,379	35,000	37,000	37,000	37,000
925	Revenues From Use of Assets	592,930	617,950	487,650	493,830	493,830
930	State School Aid	13,282,832	13,186,750	13,044,390	12,941,510	12,941,510
935	State Grants In Lieu of Taxes	1,465,794	1,435,892	1,429,210	1,431,240	1,431,240
940	Other State Grants	415,651	366,095	363,140	219,530	219,530
945	Federal Grants	11,582	11,350	11,350	11,350	11,350
950	Revenues From Other Agencies	179,399	122,773	166,910	143,500	143,500
955	Charges For Current Services	869,069	817,020	757,890	772,830	772,830
960	Other Revenues	164,312	40,600	15,000	25,600	25,600
965	Opening Cash	-	900,000	900,000	900,000	900,000
	Total Revenues	$96,173,864	$97,339,890	$97,178,610	$98,884,600	$98,884,600

FY 2013 General Fund Revenues by Source



ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
910	GENERAL PROPERTY TAX					
51002	Current Levy	76,259,225	77,755,930	77,634,380	79,941,110	79,941,110
51004	Interim Motor Vehicle Tax	491,799	425,000	560,000	450,000	450,000
51006	Prior Year Levies	1,058,439	610,000	860,000	610,000	610,000
51008	Interest	626,215	420,000	482,000	420,000	420,000
51009	Liens & Penalties	4,660	4,100	4,100	4,100	4,100
		78,440,338	79,215,030	79,540,480	81,425,210	81,425,210
915	LICENSES AND PERMITS					
51200	Vendor's Licenses	388	400	400	350	350
51202	Animal Licenses	28,850	20,000	19,000	20,000	20,000
51203	Marriage/Civil Union Licenses	1,419	1,700	1,500	1,500	1,500
51204	Hunting & Fishing Licenses	348	200	150	150	150
51205	Engineering Permits	25,736	29,000	17,500	27,000	27,000
51206	Building Permits	614,570	505,000	350,000	395,000	395,000
51212	Lodging House Licenses	500	450	450	450	450
51213	Well Permits	100	100	100	100	100
51214	Food Permits	26,957	28,000	29,200	29,500	29,500
51216	Septic System Permits	2,850	3,500	1,500	3,000	3,000
51219	Pistol Permits	6,860	3,080	5,460	5,950	5,950
51221	Newsrack Permit/Location Fee	-	-	330	-	-
		708,578	591,430	425,590	483,000	483,000
920	FINES AND PENALTIES					
51401	Court Fines	27,369	25,000	25,000	25,000	25,000
51402	Parking Fines	16,010	10,000	12,000	12,000	12,000
		43,379	35,000	37,000	37,000	37,000
925	REVENUES FROM USE OF ASSETS					
51501	Interest: Unrestricted	235,270	255,000	130,000	130,000	130,000
51504	Cell Tower Leases	242,320	245,300	240,000	245,000	245,000
51505	Rental of Town Property	115,340	117,650	117,650	118,830	118,830
		592,930	617,950	487,650	493,830	493,830
930	STATE SCHOOL AID					
51701	Special Ed. - Excess Costs	1,458,687	1,350,000	1,268,090	1,100,000	1,100,000
51703	Transportation	234,379	217,239	234,700	246,270	246,270
51705	Adult Education	47,088	46,848	49,080	47,580	47,580
51709	Blind and Handicapped	27,798	25,000	-	-	-
51710	Education Cost Sharing	11,514,880	11,547,663	11,492,520	11,547,660	11,547,660
		13,282,832	13,186,750	13,044,390	12,941,510	12,941,510
935	STATE GRANTS IN LIEU OF TAXES					
51900	State Revenue Sharing (Mach. Exemption)	1,043,076	1,043,000	1,043,000	1,043,000	1,043,000
51903	HEART (Elderly)	200,982	201,000	194,820	194,000	194,000
51904	Property Tax Boats	12,643	-	-	-	-
51905	PILOT: State owned Property	75,777	59,385	45,760	45,660	45,660
51906	Totally Disabled Exemption	2,645	2,400	2,430	2,430	2,430
51907	Veterans Tax Exemption	24,427	25,000	20,080	20,080	20,080
51909	Pequot-Mohegan Grant	106,244	105,107	123,120	126,070	126,070
		1,465,794	1,435,892	1,429,210	1,431,240	1,431,240

ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
940	OTHER STATE GRANTS					
52100	Bond Interest Subsidy	35,654	22,928	22,920	11,530	11,530
52101	School Building Grant	338,247	299,167	299,170	164,000	164,000
52107	Other State Grants	41,750	44,000	41,050	44,000	44,000
		415,651	366,095	363,140	219,530	219,530
945	FEDERAL GRANTS					
52201	Elderly Transportation	8,885	7,100	7,100	7,100	7,100
52202	Civil Preparedness	2,697	4,250	4,250	4,250	4,250
		11,582	11,350	11,350	11,350	11,350
950	REVENUES FROM OTHER AGENCIES					
52301	Windsor Housing Authority	11,453	11,453	11,450	11,450	11,450
52302	In Lieu of Tax Payments	11,567	12,400	-	8,000	8,000
52303	Telephone Property Tax	133,379	75,000	132,000	100,000	100,000
52304	Community Renewal Team	23,000	23,920	23,460	24,050	24,050
		179,399	122,773	166,910	143,500	143,500
955	CHARGES FOR CURRENT SERVICES					
52500	Recording Legal Documents	137,541	152,300	125,000	130,000	130,000
52501	Vital Statistics	29,093	28,000	26,900	27,000	27,000
52502	Conveyance Fees	174,404	180,000	150,000	150,000	150,000
52504	Special Police Services/Alarm Fees	-	100	400	400	400
52505	Sale of Accident Reports and Photos	2,257	2,400	2,090	2,200	2,200
52506	Animal Pound Fees	1,630	2,000	2,000	2,000	2,000
52507	Town Planning & Zoning Comm. Fees	63,620	54,000	40,000	48,000	48,000
52508	Zoning Board of Appeals Fees	815	1,250	1,250	1,250	1,250
52509	Inland Wetlands Fees	11,552	15,000	11,000	8,000	8,000
52517	Special Education Tuition from Other Towns	233,183	175,000	200,000	200,000	200,000
52518	Library Fines & Fees	32,831	25,000	28,000	28,000	28,000
52519	Recreation Fees	39,412	44,000	36,000	38,000	38,000
52521	Dial-a-Ride Fees	7,537	7,500	7,500	7,500	7,500
52522	Health Service Fees	7,050	3,000	3,000	3,000	3,000
52525	Administrative Overhead	112,270	114,250	110,500	114,260	114,260
52530	Sale of Publications & Materials	7,852	5,220	5,500	5,220	5,220
52531	Miscellaneous Service Charges	8,022	8,000	8,250	8,000	8,000
52534	Assessment Abatement Policy	-	-	500	-	-
		869,069	817,020	757,890	772,830	772,830
960	OTHER REVENUES					
52701	Sale of Capital Assets	40,000	500	-	500	500
52703	Other Refunds	-	100	-	100	100
52704	Miscellaneous Other Revenues	124,312	40,000	15,000	25,000	25,000
		164,312	40,600	15,000	25,600	25,600
965	MISCELLANEOUS REVENUES					
52752	Opening Cash	-	900,000	900,000	900,000	900,000
	GRAND TOTAL	96,173,864	97,339,890	97,178,610	98,884,600	98,884,600

REVENUE EXPLANATION

910 General Property Tax

This category accounts for approximately 82.34% of the town's General Fund revenues in FY 13.

		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
51002	Current Levy	76,259,225	77,755,930	77,634,380	79,941,110	79,941,110
51004	Interim Motor Vehicle Tax	491,799	425,000	560,000	450,000	450,000
51006	Prior Year Levies	1,058,439	610,000	860,000	610,000	610,000
51008	Interest	626,215	420,000	482,000	420,000	420,000
51009	Liens & Penalties	4,660	4,100	4,100	4,100	4,100
		78,440,338	79,215,030	79,540,480	81,425,210	81,425,210

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 13 totals $98,884,600. Of this amount, $79,941,110 will come from the current property tax levy, $18,043,490 from other revenues, and $900,000 from opening cash. The estimated Net Taxable Grand List for FY 13, which will be in the fourth year of a five year revaluation program is estimated at $2,900,000,000. This is based on a revaluation as of October 2008. The proposed collection rate is 98.8%. Accordingly, the required tax levy will be 27.95 mills; or $27.95 for each $1,000 of assessed value. The mill rate is calculated as follows:

FY 2013 MILL RATE CALCULATION

	Proposed	Adopted
Total Expenditure	98,884,600	98,884,600
Less: Other Revenues	(18,043,490)	(18,043,490)
Less: Opening Cash	(900,000)	(900,000)
Current Property Tax Collection	79,941,110	79,941,110
Divided by Estimated Rate of Collection	98.80%	98.80%
Adjusted Tax Levy	80,912,055	80,912,055
Less: Pro Rata Assessor's Additions	(45,000)	(45,000)
Plus: Senior Tax Relief	65,000	65,000
Plus: Exemptions for Volunteer	118,500	118,500
Gross Tax Levy	81,050,555	81,050,555
Divided by Estimated Taxable Grand List	2,900,000,000	2,900,000,000
Mill Rate	27.95	27.95

REVENUE EXPLANATION (continued)

915 LICENSES AND PERMITS

This category accounts for approximately 0.49% of the town's General Fund revenues in FY 13.

		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
51206	Building Permits	614,570	505,000	350,000	395,000	395,000
	All Others	94,008	86,430	75,590	88,000	88,000
		708,578	591,430	425,590	483,000	483,000

Building and related permits are expected to finish FY 12 under budget as new construction continues to be weak due to economic conditions. Building permit revenue for FY 13 is anticipated to be lower relative to historic trends, and is expected to be driven mainly by commercial and residential renovations.

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 13.

		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
51401	Court Fines	27,369	25,000	25,000	25,000	25,000
51402	Parking Fines	16,010	10,000	12,000	12,000	12,000
		43,379	35,000	37,000	37,000	37,000

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. The budgeted amount for FY 13 is consistent with recent trends. Parking fine revenue is difficult to predict, but has been fairly stable over the last several years.

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 0.50% of the town's General Fund revenues in FY 13.

		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
51501	Interest: Unrestricted	235,270	255,000	130,000	130,000	130,000
51504	Cell Tower Leases	242,320	245,300	240,000	245,000	245,000
51505	Rental of Town Property	115,340	117,650	117,650	118,830	118,830
		592,930	617,950	487,650	493,830	493,830

Unrestricted interest is the revenue resulting from the investment of cash receipts not immediately used to meet expenditures. Investment rates have yet to recover from the recession, and interest income collections are projected to come in under budget for FY 12. For FY 13, the town expects to achieve an overall rate of return of approximately 0.25%.

Cell tower lease revenue for FY 13 is anticipated to be consistent with recent trend levels.

930 STATE SCHOOL AID

This category accounts for approximately 13.09% of the town's General Fund revenues in FY 13.

		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
51701	Special Ed. - Excess Costs	1,458,687	1,350,000	1,268,090	1,100,000	1,100,000
51703	Transportation	234,379	217,239	234,700	246,270	246,270
51705	Adult Education	47,088	46,848	49,080	47,580	47,580
51709	Blind and Handicapped	27,798	25,000	-	-	-
51710	Education Cost Sharing	11,514,880	11,547,663	11,492,520	11,547,660	11,547,660
		13,282,832	13,186,750	13,044,390	12,941,510	12,941,510

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

Revenue estimates from State School Aid grants are obtained from the governor's proposed budget. The FY 12 estimate is anticipated to come in under budget by $142,360. This is due to an anticipated loss of revenue from the Special Education-Excess Costs grant as well a small reduction in the Education Cost Sharing grant. The FY 13 proposed budget is anticipated to be $245,240 less than the FY 12 budget. Less anticipated revenue in the Special Education-Excess Costs grant is expected. The Education Cost Sharing grant will be funded at the FY 12 level due to uncertainty in the governor's proposed changes to the ECS grant formula.

BOE staff have provided services for special needs students (Blind and Handicapped) in the past. Due to a reduced number of students in this area, these services will be provided directly by the State of Connecticut Board of Education and Services for the Blind for the foreseeable future.

REVENUE EXPLANATION (continued)

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 1.45% of the Town's General Fund revenues in FY 13.

		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
51900	State Revenue Sharing (Mach. Exemption)	1,043,076	1,043,000	1,043,000	1,043,000	1,043,000
51903	HEART (Elderly)	200,982	201,000	194,820	194,000	194,000
51904	Property Tax Boats	12,643	-	-	-	-
51905	PILOT: State owned Property	75,777	59,385	45,760	45,660	45,660
51906	Totally Disabled Exemption	2,645	2,400	2,430	2,430	2,430
51907	Veterans Tax Exemption	24,427	25,000	20,080	20,080	20,080
51909	Pequot-Mohegan Grant	106,244	105,107	123,120	126,070	126,070
		1,465,794	1,435,892	1,429,210	1,431,240	1,431,240

This section contains state grants received by the town, most of which are paid to replace lost tax revenue. 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. State Revenue Sharing (formerly known as Manufacturer's Machinery Exemption) for FY 13 is assumed to be budgeted the same as FY 12. The property tax reimbursement for boats is not included in the governor's budget for FY 13.

940 OTHER STATE GRANTS

This category accounts for approximately 0.22% of the Town's General Fund revenues in FY 13.

		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
52100	Bond Interest Subsidy	35,654	22,928	22,920	11,530	11,530
52101	School Building Grant	338,247	299,167	299,170	164,000	164,000
52107	Other State Grants	41,750	44,000	41,050	44,000	44,000
		415,651	366,095	363,140	219,530	219,530

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. After FY 13, there will be two more years remaining for the School Building Grant and Bond Interest Subsidy funds.

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.

945 FEDERAL GRANTS

This category accounts for approximately 0.01% of the Town's General Fund revenues in FY 13.

		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
52201	Elderly Transportation	8,885	7,100	7,100	7,100	7,100
52202	Civil Preparedness	2,697	4,250	4,250	4,250	4,250
		11,582	11,350	11,350	11,350	11,350

The Elderly Transportation category represents grant funds received from the Greater Hartford Transit District. The Civil Preparedness category represents the Federal Emergency Management Program Grant funding, and is intended to assist local communities in maintaining a robust local emergency management program.

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.15% of the Town's General Fund revenues in FY 13.

		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
52301	Windsor Housing Authority	11,453	11,453	11,450	11,450	11,450
52302	In Lieu of Tax Payments	11,567	12,400	-	8,000	8,000
52303	Telephone Property Tax	133,379	75,000	132,000	100,000	100,000
52304	Community Renewal Team	23,000	23,920	23,460	24,050	24,050
		179,399	122,773	166,910	143,500	143,500

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.

In-Lieu of Tax Payments consists of $8,000 to be paid by the City of Hartford under the Keney Park Golf Course agreement. No revenue is expected to be received in this category in FY 12.

REVENUE EXPLANATION (continued)

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 0.78% of the town's General Fund revenues in FY 13.

		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
52500	Recording Legal Documents	137,541	152,300	125,000	130,000	130,000
52501	Vital Statistics	29,093	28,000	26,900	27,000	27,000
52502	Conveyance Fees	174,404	180,000	150,000	150,000	150,000
52504	Special Police Services/Alarm Fees	-	100	400	400	400
52505	Sale of Accident Reports and Photos	2,257	2,400	2,090	2,200	2,200
52506	Animal Pound Fees	1,630	2,000	2,000	2,000	2,000
52507	Town Planning & Zoning Comm. Fees	63,620	54,000	40,000	48,000	48,000
52508	Zoning Board of Appeals Fees	815	1,250	1,250	1,250	1,250
52509	Inland Wetlands Fees	11,552	15,000	11,000	8,000	8,000
52517	Special Education Tuition from Other Towns	233,183	175,000	200,000	200,000	200,000
52518	Library Fines & Fees	32,831	25,000	28,000	28,000	28,000
52519	Recreation Fees	39,412	44,000	36,000	38,000	38,000
52521	Dial-a-Ride Fees	7,537	7,500	7,500	7,500	7,500
52522	Health Service Fees	7,050	3,000	3,000	3,000	3,000
52525	Administrative Overhead	112,270	114,250	110,500	114,260	114,260
52530	Sale of Publications & Materials	7,852	5,220	5,500	5,220	5,220
52531	Miscellaneous Service Charges	8,022	8,000	8,250	8,000	8,000
52534	Assessment Abatement Policy	-	-	500	-	-
		869,069	817,020	757,890	772,830	772,830

For FY 12, revenues received from the overall Charges for Current Services category are expected to be $55,380 under budget. For FY 13, revenues for the overall category are expected to be $42,940 less that the FY 12 budget. This is mainly due to reduced activity from legal document recording fees and conveyance fees, as well as reduced revenues from Recreation program fees. For FY 13, Administrative Overhead is composed of $45,900 from the Milo Peck Child Development Enterprise Fund, $18,360 from the Caring Connection Enterprise Fund and $50,000 from the Landfill Enterprise Fund. These are payments made to the town for services provided to these funds by General Fund employees.

960 OTHER REVENUES

This category accounts for approximately 0.03% of the town's General Fund revenues in FY 13.

		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
52701	Sale of Capital Assets	40,000	500	-	500	500
52703	Other Refunds	-	100	-	100	100
52704	Miscellaneous Other Revenues	124,312	40,000	15,000	25,000	25,000
		164,312	40,600	15,000	25,600	25,600

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.

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.91% of the Town's General Fund revenues in FY 13.

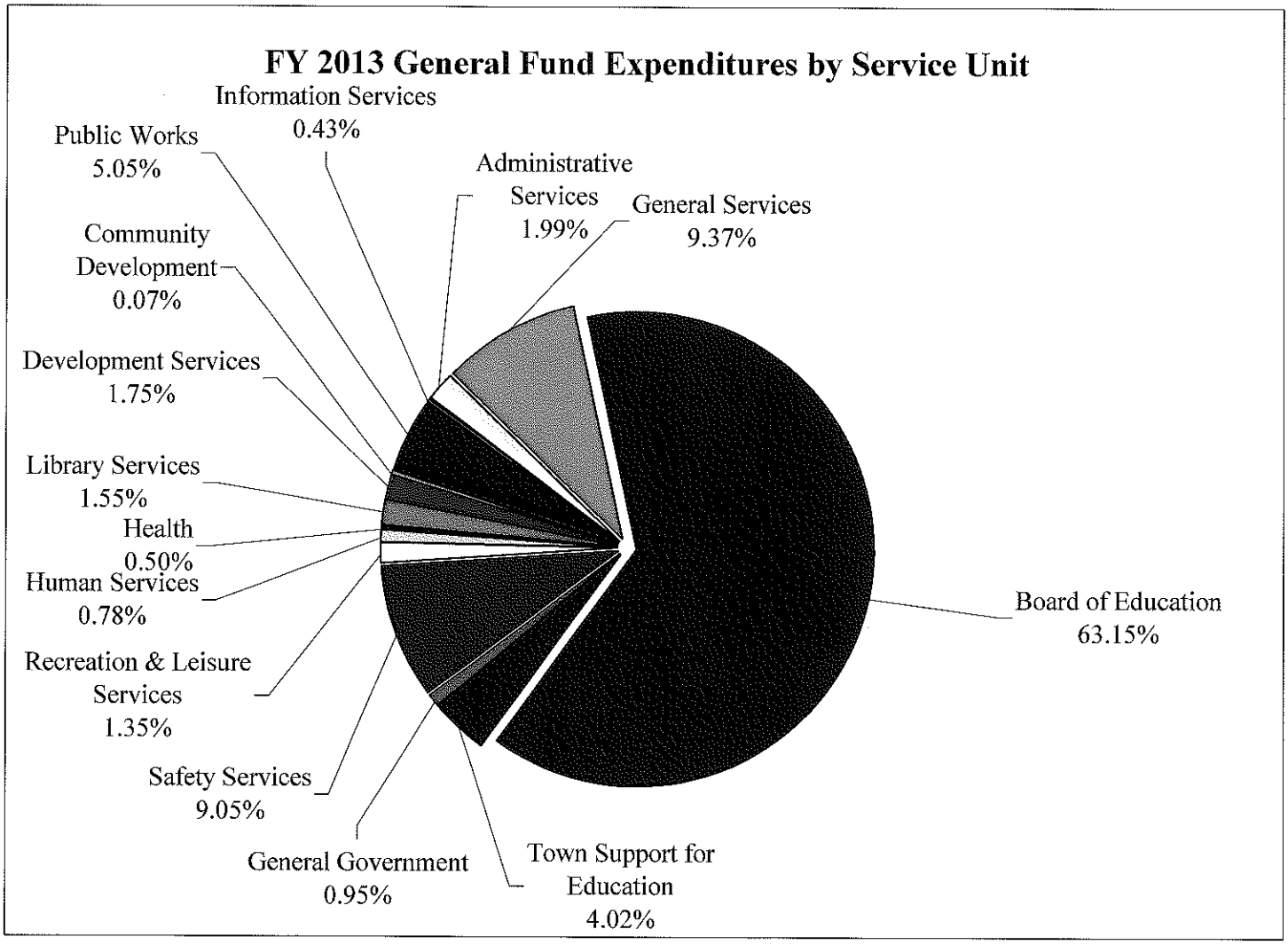
		FY 2011	FY 2012		FY 2013	
		Actual	Budget	Estimate	Proposed	Adopted
52752	Opening Cash	-	900,000	900,000	900,000	900,000
		-	900,000	900,000	900,000	900,000

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
2013 Adopted	$ 14,073,969	$ 98,884,600	14.23%
2012 Estimate	14,973,969	97,339,890	15.38%
2011	16,023,699	96,313,530	16.64%
2010	15,223,877	95,069,970	16.01%
2009	14,745,813	95,806,940	15.39%
2008	13,710,273	90,255,615	15.19%
2007	12,922,409	86,064,550	15.01%
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%

ANNUAL BUDGET
GENERAL FUND
EXPENDITURES BY SERVICE UNIT

	FY 2011	FY 2012		FY 2013	
	Actual	Budget	Estimate	Proposed	Adopted
General Government	926,559	883,330	892,280	937,440	937,440
Safety Services	8,578,347	8,678,100	8,696,670	8,946,890	8,946,890
Recreation & Leisure Services	1,303,293	1,310,160	1,305,350	1,331,770	1,331,770
Human Services	671,108	746,620	726,600	768,340	768,340
Health	471,241	489,700	407,960	494,880	494,880
Library Services	1,444,689	1,494,380	1,490,120	1,529,160	1,529,160
Development Services	1,674,188	1,697,180	1,677,110	1,730,830	1,730,830
Community Development	25,000	25,000	25,000	74,020	74,020
Public Works	5,182,777	4,950,460	4,827,750	4,989,440	4,989,440
Information Services	428,125	423,140	410,980	425,420	425,420
Administrative Services	1,786,296	1,917,610	1,788,820	1,970,330	1,970,330
General Services	8,324,357	8,675,530	8,714,660	9,268,240	9,268,240
Board of Education	60,297,972	61,829,030	61,729,030	62,443,130	62,443,130
Town Support for Education	4,260,090	4,219,650	4,145,700	3,974,710	3,974,710
Total Expenditures:	95,374,042	97,339,890	96,838,030	98,884,600	98,884,600



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 13.

	FY 2011	FY 2012		FY 2013	
	Actual	Budget	Estimate	Proposed	Adopted
Operating	60,297,972	61,829,030	61,729,030	62,443,130	62,443,130

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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Town Support for Education	4,260,090	4,219,650	4,145,700	3,974,710	3,974,710
Total	4,260,090	4,219,650	4,145,700	3,974,710	3,974,710

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 13:

- 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.

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $73,950 or 1.8%. This is due to the structuring of the debt service payments for FY 12. The General Services section of the budget that includes the town debt service projects is over budget while the school debt service projects included in Town Support for Education are under budget. A listing of the debt service repayment schedule is located in Appendix F of this budget document. The overall FY 13 budget reflects a decrease of $244,940 or 5.8% versus the FY 12 budget due to reduced school debt service obligations in FY 13 offset by an increase in liability and worker compensation costs.

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TOWN SUPPORT FOR EDUCATION

	FY 2011	FY 2012		FY 2013	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
Aid to Private Education:					
St. Gabriel School	30,268	33,500	32,500	32,500	32,500
Trinity Christian	18,500	19,000	19,000	19,500	19,500
Loomis Chaffee School	28,500	29,200	29,000	29,500	29,500
Subtotal - Aid to Private Schools	77,268	81,700	80,500	81,500	81,500
Debt Service:					
Principal	2,047,000	1,889,000	1,819,000	1,608,000	1,608,000
Interest	546,270	564,680	562,050	499,010	499,010
Subtotal - Debt Service	2,593,270	2,453,680	2,381,050	2,107,010	2,107,010
General Government:					
Audit Fee (45%)	24,600	24,300	24,300	25,650	25,650
Town Attorney (25%)	19,090	19,960	19,960	19,960	19,960
Town Treasurer (50%)	1,984	2,230	2,230	2,300	2,300
Treasurer's Assistant (50%)	1,818	4,240	4,240	4,300	4,300
Subtotal - General Government	47,492	50,730	50,730	52,210	52,210
Risk Management:					
Automobile Liability (3%)	7,200	7,320	7,320	7,870	7,870
Umbrella Liability (39%)	50,700	51,480	51,480	54,050	54,050
Comp. General Liability (41%)	98,400	100,040	100,040	107,550	107,550
Property Protection (73%)	117,450	118,480	118,480	134,400	134,400
School Board Errors & Omissions (100%)	26,000	28,000	28,000	28,000	28,000
Football and Sports Accidents (100%)	14,000	15,000	15,000	15,000	15,000
Psychologists (100%)	12,000	12,000	12,000	13,000	13,000
Workers Compensation (50%)	280,000	280,000	280,000	350,000	350,000
Excess Workers Comp. Premium (50%)	27,500	28,500	28,500	28,500	28,500
Subtotal - Risk Management	633,250	640,820	640,820	738,370	738,370
Retirement Services:					
School Retirement	660,223	685,500	685,500	685,700	685,700
Subtotal - Retirement Services	660,223	685,500	685,500	685,700	685,700
Youth Protection Services:					
Police	87,660	113,970	113,970	117,260	117,260
Recreation & Leisure Services	57,370	60,060	59,940	62,320	62,320
Subtotal - Youth Protection Services	145,030	174,030	173,910	179,580	179,580
Public Works:					
Maintenance, Snow Removal &	103,557	133,190	133,190	130,340	130,340
Supplemental Services	-	-	-	-	-
Subtotal - Public Works	103,557	133,190	133,190	130,340	130,340
TOTAL	4,260,090	4,219,650	4,145,700	3,974,710	3,974,710

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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	7,935,709	8,036,410	8,045,770	8,218,120	8,218,120
Supplies	62,434	68,880	66,440	65,220	65,220
Services	387,026	324,910	314,170	322,930	322,930
Maintenance & Repair	397,052	338,500	360,270	345,610	345,610
Grants & Contributions	39,171	40,790	40,790	39,650	39,650
Capital Outlay	175,178	90,200	100,180	176,000	206,000
Energy & Utility	422,170	435,400	452,980	460,340	460,340
Total	9,418,740	9,335,090	9,380,600	9,627,870	9,657,870

* 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 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Safety Services	8,578,347	8,678,100	8,696,670	8,946,890	8,946,890
Town Support for Education	87,660	113,970	113,970	117,260	117,260
Subtotal: Safety General Fund Budget	*8,666,007*	*8,792,070*	*8,810,640*	*9,064,150*	*9,064,150*
Subtotal: Capital Projects Fund	-	-	-	-	*30,000*
Jag Grant	2,522	-	-	-	-
Asset Forfeitures	37,285	41,750	48,100	40,000	40,000
State & Federal Grants	192,321	71,890	95,430	93,320	93,320
Donations	1,689	2,730	2,800	1,400	1,400
Vehicle Maintenance	5,735	5,650	2,630	2,000	2,000
Use of Police Private Duty Account	513,181	421,000	421,000	427,000	427,000
Subtotal: Special Revenue Funds	*752,733*	*543,020*	*569,960*	*563,720*	*563,720*
Total	9,418,740	9,335,090	9,380,600	9,627,870	9,657,870

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	62.50	63.00	60.80	63.00	63.00
Regular Part Time Employees	1.60	1.60	1.68	1.70	1.70
Temporary/Seasonal Employees	-	-	-	-	-
Total	64.10	64.60	62.48	64.70	64.70

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $45,510 or 0.5%. This is primarily due to increased state funded traffic enforcement efforts, fleet maintenance, fuel and propane costs, and utility costs for the newly renovated Hayden Station Firehouse. The FY 12 General Fund expenditures are expected to be over budget by $18,570 or 0.2% due to fleet maintenance, fuel and propane costs, and utility costs for the newly renovated Hayden Station Firehouse. The overall FY 13 budget reflects an increase of $295,780 or 3.1% versus the FY 12 budget due to fleet maintenance, Personal Services, increased traffic safety enforcement, utilities, and a price increase for firefighting protective gear. The increase in Capital Outlay is primarily for the purchase of police cruisers using Police Private Duty funds. The FY 13 General Fund budget reflects an increase of $272,080 or 3.1% (including Town Support for Education) due to increases in fleet maintenance, fuel costs, Personal Services, utilities and cost for firefighting protective gear.

Council Action

During budget deliberations, the Town Council increased the Fire Department non-General Fund budget by $30,000 to purchase thermal imaging cameras through an appropriation from the Capital Projects Assigned Fund Balance.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	7,266,909	7,456,280	7,441,930	7,668,670	7,668,670
Supplies	59,990	66,150	64,140	64,560	64,560
Services	259,970	260,780	255,340	264,060	264,060
Maintenance & Repair	390,337	338,500	360,270	345,610	345,610
Grants & Contributions	39,171	40,790	40,790	39,650	39,650
Capital Outlay	139,800	90,200	91,220	104,000	104,000
Energy & Utility	422,170	425,400	442,980	460,340	460,340
Total	8,578,347	8,678,100	8,696,670	8,946,890	8,946,890

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

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	87,660	113,970	113,970	117,260	117,260
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	87,660	113,970	113,970	117,260	117,260

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	581,140	466,160	489,870	432,190	432,190
Supplies	2,444	2,730	2,300	660	660
Services	127,056	64,130	58,830	58,870	58,870
Maintenance & Repair	6,715	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	35,378	-	8,960	72,000	102,000
Energy & Utility	-	10,000	10,000	-	-
Total	752,733	543,020	569,960	563,720	593,720

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	7,935,709	8,036,410	8,045,770	8,218,120	8,218,120
Supplies	62,434	68,880	66,440	65,220	65,220
Services	387,026	324,910	314,170	322,930	322,930
Maintenance & Repair	397,052	338,500	360,270	345,610	345,610
Grants & Contributions	39,171	40,790	40,790	39,650	39,650
Capital Outlay	175,178	90,200	100,180	176,000	206,000
Energy & Utility	422,170	435,400	452,980	460,340	460,340
Total	9,418,740	9,335,090	9,380,600	9,627,870	9,657,870

SAFETY SERVICES
Budget Information
Fiscal Year 2009-2013

Expenditures

Expenditures by Category *	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	7,329,869	7,432,608	7,935,709	8,036,410	8,045,770	8,218,120	8,218,120
Supplies	63,254	71,963	62,434	68,880	66,440	65,220	65,220
Services	354,395	325,913	387,026	324,910	314,170	322,930	322,930
Maintenance & Repair	350,377	342,159	397,052	338,500	360,270	345,610	345,610
Grants & Contributions	38,342	42,036	39,171	40,790	40,790	39,650	39,650
Capital Outlay	271,174	143,768	175,178	90,200	100,180	176,000	206,000
Energy & Utility	404,678	377,241	422,170	435,400	452,980	460,340	460,340
Total	8,812,089	8,735,688	9,418,740	9,335,090	9,380,600	9,627,870	9,657,870

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

Funding Sources

Funding Source	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund	8,128,934	8,094,692	8,578,347	8,678,100	8,696,670	8,946,890	8,946,890
Transfer in from General Fund - Fund Balance	70,000	3,550	-	-	-	-	-
Town Support for Education	162,710	81,350	87,660	113,970	113,970	117,260	117,260
Subtotal: Safety General Fund Budget	*8,361,644*	*8,179,592*	*8,666,007*	*8,792,070*	*8,810,640*	*9,064,150*	*9,064,150*
Subtotal: Capital Projects Fund	-	-	-	-	-	-	*30,000*
Reimbursement	1,096	10,608	-	-	-	-	-
Jag Grants	-	53,846	2,522	-	-	-	-
Asset Forfeitures	8,538	22,600	37,285	41,750	48,100	40,000	40,000
State & Federal Grants	128,538	58,278	192,321	71,890	95,430	93,320	93,320
Donations	17,768	2,062	1,689	2,730	2,800	1,400	1,400
Vehicle Maintenance	287	5,827	5,735	5,650	2,630	2,000	2,000
Use of Police Private Duty Acct.	294,218	402,875	513,181	421,000	421,000	427,000	427,000
Subtotal: Special Revenue Funds	*450,445*	*556,096*	*752,733*	*543,020*	*569,960*	*563,720*	*563,720*
Total	8,812,089	8,735,688	9,418,740	9,335,090	9,380,600	9,627,870	9,657,870

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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	7,716,384	7,811,680	7,821,040	7,988,870	7,988,870
Supplies	37,883	42,440	40,000	40,370	40,370
Services	86,276	85,450	74,710	81,870	81,870
Maintenance & Repair	240,203	191,110	212,880	193,980	193,980
Grants & Contributions	16,550	16,590	16,590	16,590	16,590
Capital Outlay	69,589	-	9,980	72,000	72,000
Energy & Utility	256,560	264,340	271,550	270,850	270,850
Total	8,423,445	8,411,610	8,446,750	8,664,530	8,664,530

* 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 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Police	7,716,843	7,812,750	7,820,950	8,041,680	8,041,680
Town Support for Education	87,660	113,970	113,970	117,260	117,260
Subtotal: Police General Fund Budget	*7,804,503*	*7,926,720*	*7,934,920*	*8,158,940*	*8,158,940*
Jag Grant	2,522	-	-	-	-
Asset Forfeitures	37,285	41,750	48,100	40,000	40,000
State & Federal Grants	58,530	13,760	37,300	35,190	35,190
Donations	1,689	2,730	2,800	1,400	1,400
Vehicle Maintenance	5,735	5,650	2,630	2,000	2,000
Use of Police Private Duty Account	513,181	421,000	421,000	427,000	427,000
Subtotal: Special Revenue Funds	*618,942*	*484,890*	*511,830*	*505,590*	*505,590*
Total	8,423,445	8,411,610	8,446,750	8,664,530	8,664,530

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	61.50	62.00	59.80	62.00	62.00
Regular Part Time Employees	1.60	1.60	1.68	1.70	1.70
Temporary/Seasonal Employees	-	-	-	-	-
Total	63.10	63.60	61.48	63.70	63.70

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $35,140 or 0.4%. This is primarily due to increased state funded traffic enforcement efforts, fleet maintenance, and fuel costs. The FY 12 General Fund expenditures are expected to come in over budget by $8,200 or 0.1% due to fleet maintenance and fuel costs. The overall FY 13 budget reflects an increase of $252,920 or 3.0% as compared to the FY 12 budget due to fleet maintenance, fuel costs, and increased traffic safety enforcement. The increase in Capital Outlay is for the purchase of police cruisers using Police Private Duty funds. The FY 13 General Fund budget reflects an increase of $232,220 or 2.9% (including Town Support for Education) due to fleet maintenance, fuel costs and Personal Services.

Total Police Department
(Does not include Fire or Ambulance)

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

	FY 2011	FY 2012		FY 2013	
Expenditures by Category	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	7,047,584	7,231,550	7,217,200	7,439,420	7,439,420
Supplies	35,439	39,710	37,700	39,710	39,710
Services	75,942	79,450	74,010	81,130	81,130
Maintenance & Repair	233,488	191,110	212,880	193,980	193,980
Grants & Contributions	16,550	16,590	16,590	16,590	16,590
Capital Outlay	51,280	-	1,020	-	-
Energy & Utility	256,560	254,340	261,550	270,850	270,850
Total	7,716,843	7,812,750	7,820,950	8,041,680	8,041,680

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

	FY 2011	FY 2012		FY 2013	
Expenditures by Category	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	87,660	113,970	113,970	117,260	117,260
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	87,660	113,970	113,970	117,260	117,260

Special Revenue & Other Fund Expenditures:

	FY 2011	FY 2012		FY 2013	
Expenditures by Category	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	581,140	466,160	489,870	432,190	432,190
Supplies	2,444	2,730	2,300	660	660
Services	10,334	6,000	700	740	740
Maintenance & Repair	6,715	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	18,309	-	8,960	72,000	72,000
Energy & Utility	-	10,000	10,000	-	-
Total	618,942	484,890	511,830	505,590	505,590

Total Expenditures (agrees to page F-4):

	FY 2011	FY 2012		FY 2013	
Expenditures by Category	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	7,716,384	7,811,680	7,821,040	7,988,870	7,988,870
Supplies	37,883	42,440	40,000	40,370	40,370
Services	86,276	85,450	74,710	81,870	81,870
Maintenance & Repair	240,203	191,110	212,880	193,980	193,980
Grants & Contributions	16,550	16,590	16,590	16,590	16,590
Capital Outlay	69,589	-	9,980	72,000	72,000
Energy & Utility	256,560	264,340	271,550	270,850	270,850
Total	8,423,445	8,411,610	8,446,750	8,664,530	8,664,530

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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	534,050	532,500	545,060	545,060
Supplies	24,270	24,270	24,270	24,270
Services	21,250	21,350	21,350	21,350
Maintenance & Repair	47,930	47,930	47,530	47,530
Grants & Contributions	-	-	-	-
Capital Outlay	-	840	-	-
Energy & Utility	120,430	115,210	115,970	115,970
Total	747,930	742,100	754,180	754,180

* 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.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Police	747,930	742,100	754,180	754,180
Subtotal: Special Revenue Funds	-	-	-	-
Total	747,930	742,100	754,180	754,180

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	5.00	5.00
Regular Part Time Employees	1.00	1.00	1.00	1.00
Temporary/Seasonal Employees	-	-	-	-
Total	6.00	6.00	6.00	6.00

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $5,830 or 0.8%. This is primarily due to reduced electricity costs. The FY 13 budget reflects an increase of $6,250 or 0.8% versus the FY 12 budget due to Personal Services.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management *$203,630*

- 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 *$550,550*

- 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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	1,255,040	1,145,290	1,278,470	1,278,470
Supplies	3,200	3,600	2,470	2,470
Services	1,980	2,830	2,720	2,720
Maintenance & Repair	2,500	2,500	2,500	2,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	8,960	-	-
Energy & Utility	-	-	-	-
Total	1,262,720	1,163,180	1,286,160	1,286,160

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

Funding Sources

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

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,105,610	999,810	1,127,500	1,127,500
Town Support for Education	113,970	113,970	117,260	117,260
Subtotal: Police General Fund Budget	*1,219,580*	*1,113,780*	*1,244,760*	*1,244,760*
Asset Forfeitures	41,750	48,100	40,000	40,000
Donations	1,390	1,300	1,400	1,400
Subtotal: Special Revenue Funds	*43,140*	*49,400*	*41,400*	*41,400*
Total	1,262,720	1,163,180	1,286,160	1,286,160

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	8.25	9.00	9.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	9.00	8.25	9.00	9.00

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $99,540 or 7.9%. This is primarily due to reduced personnel costs based on a vacancy. The total FY 12 General Fund expenditures are expected to be under budget by $105,800 or 8.7% and is attributable to a vacancy and reduced overtime costs. The overall FY 13 budget reflects an increase of $23,440 or 1.9% versus the FY 12 budget due to Personal Services. The FY 13 General Fund budget reflects an increase of $25,180 or 2.1% for the same reason.

SUPPORT SERVICES

Products & Services

Criminal Investigation/Crime Prevention *$990,340*

- 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 Investigation – 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 *$128,620*

- 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 *$51,450*

- 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 commission's 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 *$115,750*

- 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 responding to emergency telecommunication, 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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	5,271,200	5,330,860	5,362,040	5,362,040
Supplies	11,130	8,130	11,130	11,130
Services	51,410	42,860	49,940	49,940
Maintenance & Repair	102,680	124,450	105,950	105,950
Grants & Contributions	-	-	-	-
Capital Outlay	-	180	72,000	72,000
Energy & Utility	143,010	153,980	152,480	152,480
Total	5,579,430	5,660,460	5,753,540	5,753,540

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

Funding Sources

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

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Police	5,139,020	5,199,530	5,289,350	5,289,350
State and Federal Grants	13,760	37,300	35,190	35,190
Vehicle Maintenance	5,650	2,630	2,000	2,000
Use of Police Private Duty Account	421,000	421,000	427,000	427,000
Subtotal: Special Revenue Funds	*440,410*	*460,930*	*464,190*	*464,190*
Total	5,579,430	5,660,460	5,753,540	5,753,540

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	40.00	38.55	40.00	40.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	40.00	38.55	40.00	40.00

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $81,030 or 1.5%. This is primarily attributable to increased state funded traffic enforcement efforts, fleet maintenance, fuel costs, and overtime due to vacancies for illness and injuries. The FY 12 General Fund expenditures are expected to be over budget by $60,510 or 1.2% due to fleet maintenance, fuel costs, and overtime due to vacancies for illness and injuries. The overall FY 13 budget reflects an increase of $174,110 or 3.1% versus the FY 12 budget due to fleet maintenance, fuel costs, Personal Services, and increased traffic safety enforcement. The increase in Capital Outlay is for the purchase of police cruisers using Police Private Duty funds. The FY 13 General Fund budget reflects an increase of $150,330 or 2.9% due to fleet maintenance, fuel costs and Personal Services.

UNIFORMED PATROL

Products & Services

EMS and Public Assistance *$1,032,940*

- 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 *$2,138,260*

- 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 *$401,700*

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

Protect Persons and Property *$2,180,640*

- 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 - COMMUNICATIONS

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

Expenditures

Expenditures by Category *	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	646,050	708,420	694,430	694,430
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	38,000	38,000	38,000	38,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	684,050	746,420	732,430	732,430

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

Funding Sources

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

Funding Source	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Police	684,050	746,420	732,430	732,430
Subtotal: Special Revenue Funds	-	-	-	-
Total	684,050	746,420	732,430	732,430

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	7.00	7.00	7.00	7.00
Regular Part Time Employees	0.60	0.60	0.60	0.60
Temporary/Seasonal Employees	-	-	-	-
Total	7.60	7.60	7.60	7.60

Budget Commentary

The FY 12 expenditures are expected to come in over budget by $62,370 or 9.1%. This is primarily due to increased overtime expenses caused by multiple absences due to disabilities. The FY 13 budget reflects an increase of $48,380 or 7.1% versus the FY 12 budget due to Personal Services increases in insurance, pension, and wages.

COMMUNICATIONS

Products & Services

Communications *$732,430*

- 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.

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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	105,340	103,970	108,870	108,870
Supplies	3,840	4,000	2,500	2,500
Services	10,810	7,670	7,860	7,860
Maintenance & Repair	-	-	-	-
Grants & Contributions	16,590	16,590	16,590	16,590
Capital Outlay	-	-	-	-
Energy & Utility	900	2,360	2,400	2,400
Total	137,480	134,590	138,220	138,220

* 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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Police	136,140	133,090	138,220	138,220
Donations	1,340	1,500	-	-
Subtotal: Special Revenue Funds	*1,340*	*1,500*	-	-
Total	137,480	134,590	138,220	138,220

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	0.08	0.10	0.10
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.08	1.10	1.10

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $2,890 or 2.1%. This is primarily due to reduced overtime and veterinary costs. The overall FY 13 budget reflects an increase of $740 or 0.5% versus the FY 12 budget. The FY 13 General Fund budget reflects an increase of $2,080 due to Personal Services for increased salary and benefit costs and increased hours for part-time staff.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances *$67,730*

- 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 *$70,490*

- 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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	219,325	224,730	224,730	229,250	229,250
Supplies	24,551	26,440	26,440	24,850	24,850
Services	283,456	221,230	221,230	221,690	221,690
Maintenance & Repair	147,179	137,390	137,390	141,630	141,630
Grants & Contributions	-	-	-	-	-
Capital Outlay	105,589	90,200	90,200	104,000	134,000
Energy & Utility	146,195	153,660	164,030	172,090	172,090
Total	926,295	853,650	864,020	893,510	923,510

* 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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Fire and Rescue Services	792,504	795,520	805,890	835,380	835,380
Subtotal: Capital Projects Fund	-	-	-	-	*30,000*
State & Federal Grants	17,069	-	-	-	-
LOSAP Grant (Length-of-Service Award Prog.)	116,722	58,130	58,130	58,130	58,130
Subtotal: Special Revenue Funds	*133,791*	*58,130*	*58,130*	*58,130*	*58,130*
Total	926,295	853,650	864,020	893,510	923,510

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.00	1.00	1.00	1.00	1.00

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $10,370 or 1.2%. This is primarily due to the price of propane gas increasing by more than 40% in the past year and the underestimating of the use of electricity for the newly renovated Hayden Station Firehouse. The overall FY 13 budget reflects an increase of $39,860 or 4.7% versus the FY 12 budget due to increased utilities costs and a price increase in firefighting protective gear.

Council Action

During budget deliberations, the Town Council increased the Fire Department non-General Fund budget by $30,000 to purchase thermal imaging cameras through an appropriation from the Capital Projects Assigned Fund Balance.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration *$346,130*

- Respond to 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 *$198,680*

- 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 *$175,200*

- 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
- Purchase thermal imaging cameras.

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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	17,294	18,230	18,230	19,370	19,370
Maintenance & Repair	9,670	10,000	10,000	10,000	10,000
Grants & Contributions	22,621	24,200	24,200	23,060	23,060
Capital Outlay	-	-	-	-	-
Energy & Utility	19,415	17,400	17,400	17,400	17,400
Total	69,000	69,830	69,830	69,830	69,830

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

Funding Sources

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

Funding Source	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Ambulance Services	69,000	69,830	69,830	69,830	69,830
Subtotal: Special Revenue Funds	-	-	-	-	-
Total	69,000	69,830	69,830	69,830	69,830

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The FY 12 expenditures are expected to come in as budgeted. The FY 13 budget remains the same as the FY 12 budget.

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 2012 Highlights

In 2011, the Part I Crime rate (murder, robbery, forcible rape, aggravated assault, burglary, larceny, motor vehicle theft and arson) in Windsor declined for the fourth consecutive year. 2011 also marked the lowest Part I Crime rate in Windsor in the last 35 years. Included in this drop in crime was a reduction in the number of burglaries from 74 in 2010 to 59 in 2011.

Helping to fuel the overall reduction in crime was an outstanding 2011 Part I Crime clearance rate of 78%. This surpasses an already outstanding clearance rate of 75% achieved in 2010. Windsor's 78% clearance rate compares very favorably to the 2010 Part I Crime regional clearance rate of 48% and the national clearance rate of 46%.

During 2011 the Department greatly enhanced efforts to reach Windsor's youth. Programs like the "Maroon and Blue Crew" led the way by hosting several functions with the Youth Service Bureau for middle and high school aged children. These functions included parties, community service activities, educational field trips and barbeques.

A departmental goal for 2011 was to increase officer interactions in the classroom. The department attained this goal by providing life skills presentations (drug awareness, gang resistance training, cultural diversity training and bully-proof training) at summer camps and after-school programs. Additionally, classes were taught at Windsor High School on subjects ranging from domestic violence and sexual assault to human trafficking.

The Patrol Division operated a specialized Crime Prevention and Control Unit (CPAC). CPAC operated on a part-time basis from June through December 2011 and focused on quality of life issues. Windsor residents took notice as the unit kept the parks quieter at night, assured safer roads by making hundreds of motor vehicle enforcement stops, and made the community safer by making a significant number of arrests under federal warrants for crimes involving narcotics, gun possession, theft, burglary and assault. CPAC was especially effective at preventing crime by increasing communication with residents.

The Support Services Division operated a Gun-Drug Unit (GDU). Although only operational when staffing allowed, the GDU in the last two years has worked in Windsor, and together with officers from surrounding towns, to produce more than 67 arrests for narcotics trafficking and eight firearms seizures. Through the GDU, the Town of Windsor has received significant amounts of money and assets through the state run asset forfeiture program. The focused work of the GDU decreased the likelihood of "home invasions" and the occurrence of other violent crimes, which are at the forefront of narcotics activity.

During FY 12, the Animal Control Officer maintained his presence in our schools and in the community by providing presentations to elementary aged children on the proper handling and care of domestic animals and by overseeing the licensing of almost 3,000 dogs.

In FY 12, the Fire Department actively worked on the procurement of a rescue/pumper vehicle to be placed at the Hayden Station Firehouse and a utility vehicle for the Poquonock Firehouse.

The renovations of the Hayden Station firehouse were completed during the summer of 2011 and came in under budget by more than $275,000. The fire department held an open house to celebrate the completion of the firehouse with more than 75 citizens attending the event. Volunteer firefighters were successful in applying for and receiving a piece of metal from the World Trade Center that was placed in the newly renovated firehouse in commemoration of 9/11.

In FY 12, volunteer firefighters responded to more than 1,300 calls and logged more than 6,000 hours of training. Training sessions were held at the Connecticut Fire Academy and at the new buildings in town. Firefighters also attended training throughout the region.

SAFETY SERVICES

Key Statistics	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Number of Part I crimes	649	598	535	471	460
Number of motor vehicle accidents with injuries	119	89	104	108	100
Number of calls for service received by Dispatch	57,019	60,100	53,677	51,848	55,000
Number of Fire Department responses	1,464	1,404	1,080	1,400	1,200
Number of structure fires	12	13	16	18	12

Performance Measures	FY 2011 Actual	FY 2012 Target	FY 2012 Estimate	FY 2013 Target
Clearance rate for each Part I violent crime is better than regional rate by 10% or more - the most recent regional rate (2010) was 49%	75%	60%	78%	80%
Limit motor vehicle accidents with injuries on arterial roads to under 5 per 1,000 capita	1.8	2.5	2.0	1.8

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

When many of our residents were staying at the town shelter due to the pervasive loss of electricity from Storm Alfred, our school officers collected leftover Halloween candy from police and town employees and worked with teenaged kids to distribute it to the younger children staying at the shelter.

The Fire Department has active members from the age of 18 to 90.

FY 2013 Goals

1. Continue current trend (4 years) of decreasing Part I Crime rate
2. Increase motor vehicle stops by 5%
3. Reduce overall accidents and accidents with injuries
4. Together with other town departments, increase community involvement by expanding Neighborhood Watch programs
5. Continue to increase involvement with school age children by increasing presence in our schools
6. Complete the year-long process of the acquisition of a heavy/rescue vehicle and preparing the vehicle to be placed into service at the Hayden Station Firehouse
7. Participate in the statewide International Association of Fire Chiefs volunteer workforce solution program to recruit and retain volunteer firefighters.

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
6002	Crisis Intervention Program	1,440	-	700	740	-	740	-
6004	Bullet Proof Vest Program	5,190	-	-	5,190	-	5,190	-
6012	State Reimbursements	16,362	23,600	31,500	8,462	23,600	30,000	2,062
6026	Car Seat Program	1,260	-	600	660	-	660	-
6301	DEA Seizures	200	-	200	-	-	-	-
6302	Federal Sharing	136,743	16,260	38,940	114,063	15,000	40,000	89,063
6305	Asset Forfeiture - State	8,960	-	8,960	-	-	-	-
6700	Animal Shelter	91,301	(45,000)	-	46,301	-	-	46,301
6701	Powalka Memorial Fund	420	-	420	-	-	-	-
6702	K-9 Donations	580	-	580	-	-	-	-
6704	Pet ID Program	500	-	500	-	-	-	-
6800	Police Private Duty	374,814	485,000	421,000	438,814	400,000	427,000	411,814
6908	Vehicle Maintenance	7,262	7,660	2,630	12,292	-	2,000	10,292
6910	JAG Pass Thru Grant	(7,700)	7,700	-	-	-	-	-
6915	Just Start Grant	-	5,800	5,800	-	-	-	-
	Total 03 Funds	**637,332**	**501,020**	**511,830**	**626,522**	**438,600**	**505,590**	**559,532**

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

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

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

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

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

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

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

#6700 - Animal Shelter - 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. Based on a town council appropriation, FY 2012 reflects a transfer of funds to a capital project fund for costs associated with the relocation of the dog pound.

#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.

#6915 - Just Start Grant - Funds provided through the state Office of Policy and Management for the collaborative effort with the Board of Education to reduce juvenile arrests.

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	FY 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
3105	Fire Department LOSAP Grant	-	58,130	58,130	-	58,130	58,130	-
	Total 03 Funds	**-**	**58,130**	**58,130**	**-**	**58,130**	**58,130**	**-**

#3105 - FD LOSAP Grant - Funds are from a four year U.S. Department of Homeland Security grant and are transferred directly to a trust fund designated for the Length-of-Service Award Program (LOSAP) for volunteer firefighters. FY 2012 and FY 2013 shown above represent the second and third year of the program.

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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,036,271	1,086,960	1,046,850	1,108,460	1,108,460
Supplies	162,581	128,580	128,100	118,780	118,780
Services	627,031	605,050	624,730	613,910	613,910
Maintenance & Repair	36,913	37,500	62,810	51,500	51,500
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	1,873	-	-	-	-
Energy & Utility	100,245	93,420	92,900	96,760	96,760
Total	1,978,914	1,965,510	1,969,390	2,003,410	2,003,410

* 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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Recreation & Leisure Services	1,303,293	1,310,160	1,305,350	1,331,770	1,331,770
Town Support for Education	57,370	60,060	59,940	62,320	62,320
Subtotal: Rec. Svcs General Fund Budget	*1,360,663*	*1,370,220*	*1,365,290*	*1,394,090*	*1,394,090*
Grants	44,945	30,490	40,520	40,520	40,520
Private Contributions	53,747	39,950	42,750	42,700	42,700
User Fees	519,559	524,850	520,830	526,100	526,100
Subtotal: Special Revenue Funds	*618,251*	*595,290*	*604,100*	*609,320*	*609,320*
Total	1,978,914	1,965,510	1,969,390	2,003,410	2,003,410

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	7.00	7.00	6.73	7.00	7.00
Regular Part Time Employees	8.68	9.17	8.83	9.11	9.11
Temporary/Seasonal Employees	10.60	10.85	10.76	11.44	11.44
Total FTEs	26.28	27.02	26.32	27.55	27.55

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $3,880 or 0.2%. This is primarily due to unexpected maintenance and repairs to outdoor recreation facilities. The FY 12 General Fund expenditures are expected to be under budget by $4,810 or 0.4%. The overall FY 13 budget reflects an increase of $37,900 or 1.9% versus the FY 12 budget due to costs associated with Personal Services and activity programs. Increased costs for activity programs are offset by grants and user fees. The FY 13 General Fund budget reflects an increase of $21,610 or 1.6% due to Personal Services.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	748,583	767,290	748,430	786,910	786,910
Supplies	48,873	32,990	33,160	32,000	32,000
Services	371,816	383,150	385,100	380,800	380,800
Maintenance & Repair	35,222	36,000	49,810	39,500	39,500
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	1,873	-	-	-	-
Energy & Utility	82,926	76,730	74,850	78,560	78,560
Total	1,303,293	1,310,160	1,305,350	1,331,770	1,331,770

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	57,370	60,060	59,940	62,320	62,320
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	57,370	60,060	59,940	62,320	62,320

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	230,318	259,610	238,480	259,230	259,230
Supplies	113,708	95,590	94,940	86,780	86,780
Services	255,215	221,900	239,630	233,110	233,110
Maintenance & Repair	1,691	1,500	13,000	12,000	12,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	17,319	16,690	18,050	18,200	18,200
Total	618,251	595,290	604,100	609,320	609,320

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,036,271	1,086,960	1,046,850	1,108,460	1,108,460
Supplies	162,581	128,580	128,100	118,780	118,780
Services	627,031	605,050	624,730	613,910	613,910
Maintenance & Repair	36,913	37,500	62,810	51,500	51,500
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	1,873	-	-	-	-
Energy & Utility	100,245	93,420	92,900	96,760	96,760
Total	1,978,914	1,965,510	1,969,390	2,003,410	2,003,410

RECREATION AND LEISURE SERVICES
Budget Information
Fiscal Year 2009-2013

Expenditures

Expenditures by Category *	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	992,294	969,117	1,036,271	1,086,960	1,046,850	1,108,460	1,108,460
Supplies	120,024	136,155	162,581	128,580	128,100	118,780	118,780
Services	630,392	601,992	627,031	605,050	624,730	613,910	613,910
Maintenance & Repair	39,030	33,987	36,913	37,500	62,810	51,500	51,500
Grants & Contributions	14,300	14,000	14,000	14,000	14,000	14,000	14,000
Capital Outlay	12,000	1,382	1,873	-	-	-	-
Energy & Utility	88,536	87,752	100,245	93,420	92,900	96,760	96,760
Total	1,896,576	1,844,385	1,978,914	1,965,510	1,969,390	2,003,410	2,003,410

* 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 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund	1,277,035	1,258,241	1,303,293	1,310,160	1,305,350	1,331,770	1,331,770
Transfer in from General Fund - Fund Balance	-	2,100	-	-	-	-	-
Town Support for Education	57,000	57,000	57,370	60,060	59,940	62,320	62,320
Subtotal: Rec. Svcs. General Fund Budget	*1,334,035*	*1,317,341*	*1,360,663*	*1,370,220*	*1,365,290*	*1,394,090*	*1,394,090*
Grants	63,180	30,604	44,945	30,490	40,520	40,520	40,520
Private Contributions	15,590	46,622	53,747	39,950	42,750	42,700	42,700
User Fees	483,771	449,818	519,559	524,850	520,830	526,100	526,100
Subtotal: Special Revenue Funds	*562,541*	*527,044*	*618,251*	*595,290*	*604,100*	*609,320*	*609,320*
Total	1,896,576	1,844,385	1,978,914	1,965,510	1,969,390	2,003,410	2,003,410

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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	560,510	553,640	573,440	573,440
Supplies	65,400	61,600	61,100	61,100
Services	196,270	206,020	198,270	198,270
Maintenance & Repair	1,500	1,500	1,500	1,500
Grants & Contributions	14,000	14,000	14,000	14,000
Capital Outlay	-	-	-	-
Energy & Utility	7,900	7,900	7,900	7,900
Total	845,580	844,660	856,210	856,210

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

Funding Sources

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

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	523,810	516,160	535,710	535,710
Private Contributions	5,000	1,000	2,500	2,500
User Fees	316,770	327,500	318,000	318,000
Subtotal: Special Revenue Funds	*321,770*	*328,500*	*320,500*	*320,500*
Total	845,580	844,660	856,210	856,210

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.75	3.00	3.00
Regular Part Time Employees	6.09	6.33	6.09	6.09
Temporary/Seasonal Employees	6.15	6.10	6.15	6.15
Total FTEs	15.24	15.18	15.24	15.24

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $920 or 0.1%. The FY 12 General Fund expenditures are expected to be under budget by $7,650 or 1.5% and is attributable to savings in Personal Services. The overall FY 13 budget reflects an increase of $10,630 or 1.3% versus the FY 12 budget due to Personal Services. The FY 13 General Fund budget reflects an increase of $11,900 or 2.3% for the same reason.

RECREATION

Products & Services

Aquatics *$128,170*

- 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 *$207,000*

- 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 *$186,690*

- 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 *$192,150*

- 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 *$105,690*

- 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 *$36,510*

- 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	13,000	13,000	13,000	13,000
Services	344,500	344,500	340,950	340,950
Maintenance & Repair	11,500	30,200	15,000	15,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	50,050	50,050	51,020	51,020
Total	419,050	437,750	419,970	419,970

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

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	404,050	413,750	404,970	404,970
User Fees	15,000	24,000	15,000	15,000
Subtotal: Special Revenue Funds	*15,000*	*24,000*	*15,000*	*15,000*
Total	419,050	437,750	419,970	419,970

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $18,700 or 4.5%. This is primarily due to unexpected repairs to the outdoor pools and at the Clover Street park facility. The FY 12 General Fund expenditures are expected to be over budget by $9,700 or 2.4% and is attributable to repairs completed at the outdoor pools. The overall FY 13 budget reflects an increase of $920 or 0.2% versus the FY 12 budget due to increased Metropolitan District Commission's water rates. The FY 13 General Fund budget reflects an increase of $920 or 0.2% for the same reason.

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 *$63,670*

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

YOUTH SERVICES BUREAU

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

Expenditures

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	145,420	148,360	155,230	155,230
Supplies	11,180	12,570	9,780	9,780
Services	25,920	29,870	29,500	29,500
Maintenance & Repair	1,500	2,450	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	750	1,500	1,500	1,500
Total	184,770	194,750	199,010	199,010

* 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.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	100,280	100,280	102,690	102,690
Grants	30,490	40,520	40,520	40,520
User Fees	54,000	53,950	55,800	55,800
Subtotal: Special Revenue Funds	*84,490*	*94,470*	*96,320*	*96,320*
Total	184,770	194,750	199,010	199,010

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.60	0.60	0.57	0.57
Temporary/Seasonal Employees	1.90	2.03	2.25	2.25
Total	3.50	3.63	3.82	3.82

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $9,980 or 5.4%. This is primarily due to staffing and supply costs associated with the one year extension of the Maroon-Blue Crew program. The costs for this program is offset by an unanticipated grant from the Connecticut Office of Policy and Management. The FY 12 General Fund expenditures are expected to come in on budget. The overall FY 13 budget reflects an increase of $14,240 or 7.7% versus the FY 12 budget and is primarily due to Maroon-Blue Crew program expenses. The increase in FTEs is a reflection of the staffing for this program and is offset by this state grant and user fees. The FY 13 General Fund budget reflects an increase of $2,410 or 2.4% due to Personal Services. The increase in FTEs is due to increased program staffing and is funded from the Special Revenue Funds.

YOUTH SERVICES BUREAU

Products and Services

Positive Youth Development *$75,700*

- 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 *$8,750*

- 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 *$65,000*

- 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 *$20,000*

- 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 *$29,560*

- 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	239,660	211,280	234,750	234,750
Supplies	33,050	31,830	26,280	26,280
Services	28,010	33,350	35,440	35,440
Maintenance & Repair	1,000	1,000	10,000	10,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	940	1,550	1,700	1,700
Total	302,660	279,010	308,170	308,170

* 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.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	79,560	78,260	81,380	81,380
Town Support for Education	60,060	59,940	62,320	62,320
Subtotal: Rec. Services General Fund Budget	*139,620*	*138,200*	*143,700*	*143,700*
Private Contributions	27,460	31,100	32,720	32,720
User Fees	135,580	109,710	131,750	131,750
Subtotal: Special Revenue Funds	*163,040*	*140,810*	*164,470*	*164,470*
Total	302,660	279,010	308,170	308,170

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	1.98	1.44	1.95	1.95
Temporary/Seasonal Employees	2.46	2.19	2.70	2.70
Total FTEs	5.94	5.13	6.15	6.15

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $23,650 or 7.8%. This is primarily due to the reallocation in seasonal staff for summer camp and ropes course programs. The FY 12 General Fund expenditures are expected to be under budget by $1,300 or 1.6%. The overall FY 13 budget reflects an increase of $5,510 or 1.8% versus the FY 12 budget due to equipment purchases. These purchases are offset by user fees. The FY 13 General Fund budget reflects an increase of $1,820 or 2.3% due to Personal Services.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Indoor Activities *$86,780*

- 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.

Outdoor Recreational Activities *$12,500*

- 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 *$208,890*

- 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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	141,370	133,570	145,040	145,040
Supplies	5,950	9,100	8,620	8,620
Services	10,350	10,990	9,750	9,750
Maintenance & Repair	22,000	27,660	22,000	22,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	33,780	31,900	34,640	34,640
Total	213,450	213,220	220,050	220,050

* 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. Donations from civic clubs, corporations and the Friends of Northwest Park will be used to fund the Youth Conservation Corps program.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	202,460	196,900	207,020	207,020
Private Contributions	7,490	10,650	7,480	7,480
User Fees	3,500	5,670	5,550	5,550
Subtotal: Special Revenue Funds	*10,990*	*16,320*	*13,030*	*13,030*
Total	213,450	213,220	220,050	220,050

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.48	1.50	1.50
Regular Part Time Employees	0.50	0.46	0.50	0.50
Temporary/Seasonal Employees	0.34	0.44	0.34	0.34
Total FTEs	2.34	2.38	2.34	2.34

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $230 or 0.1%. The FY 12 General Fund expenditures are expected to be under budget by $5,560 or 2.7% due to savings in Personal Services. The overall FY 13 budget reflects an increase of $6,600 or 3.1% versus the FY 12 budget. The FY 13 General Fund budget reflects an increase of $4,560 or 2.3% due to Personal Services and costs associated with utilities.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance *$98,500*

- 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 *$121,550*

- 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 2012 Highlights

Recreation

Led by participants in the Youth Services Bureau's leadership program, the Recreation Department collaborated with the Windsor Police Department and presented five special events in neighborhood parks throughout town during the summer of 2011. The events were held at Trent Park, Sharshon Park, Deerfield Park, Lancaster Park, and Welch Park. The events encouraged people to get outside and to maintain healthy lifestyles. It also introduced event participants to informational materials about youth development and provided youth leadership opportunities. More than 1,000 residents of the community attended the events.

During FY 12, 331 youth participated in summer sport camps. This is an increase of 195 participants from the previous year. Three new early childhood sport development programs were offered and approximately 30 children participated. The new programs focused on the introduction of sports, healthy behavior, parent involvement and good sportsmanship.

The department provided scholarships and financial aid totaling $20,500 for 55 families participating in summer programs.

Youth Services Bureau

The Youth Services Bureau received a second year 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-law enforcement venues. The funds were used to develop and implement violence prevention programs for youth, provide youth facilitator training programs and produce a leadership video.

In addition, the Youth Services Bureau's leadership participants developed and ran a Youth Showcase Summit. The summit gave an opportunity for various Youth Service Bureau agencies throughout Connecticut to showcase their programs and participate in workshops on increasing personal communication and conflict resolution led by Windsor youth. The program was sponsored by the Youth Development Training Resource Center and the Windsor Youth Services Bureau.

Northwest Park

FY 12 saw the completion of the pond restoration project. The project included the installation of a pump to maintain appropriate water levels. It also included the construction of a small stream with a series of cascading waterfalls to create a better ecosystem.

Northwest Park offered several first time programs during FY 12. The first series of autumn photography lessons in the mountains of eastern Pennsylvania was provided. Eight adults participated in this program. An astronomy program was offered for the first time. It was called "Night with the Stars" and it attracted 28 participants. The volunteer instructor was an astronomy teacher from Brown University. In addition, 45 participants enjoyed the first tobacco farms tour and BBQ. This new annual event showcased the history and current technology of tobacco farming in Windsor.

RECREATION AND LEISURE SERVICES

Key Statistics	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Number of recreational activities offered	700	712	720	710	710
Number of elementary school-age children registrations for after-school & vacation programs	4,200	4,000	4,200	4,100	4,100
Number of programs offered in environmental education and nature camps at Northwest Park	456	457	460	460	460
Number of participants at Northwest Park community events	5,280	6,330	5,800	6,500	6,500
Number of middle school and high school youth registrations for after-school and vacation programs	610	610	610	625	625
Number of participants at Youth Services Bureau community events	1,200	1,300	1,200	1,700	1,700

Performance Measures	FY 2011 Actual	FY 2012 Target	FY 2012 Estimate	FY 2013 Target
Retention rate for youth participants in after-school programs	74%	85%	92%	95%
Retention rate for youth participants in summer programs	70%	85%	85%	85%
Percentage of total enrollments achieved	65%	85%	75%	80%
Percentage of programs offered that are new	8%	5%	2%	5%
Percentage of program survey respondents that rate department programs as "good" or "very good"	95%	90%	95%	95%

A fun fact about the value of our services…

More than 11,000 healthy snacks are served annually to children who participate in Recreation and Leisure Services after-school programs.

FY 2013 Goals

1. Provide a collection of support activities for families with foster children
2. Provide two out-of-state enrichment trips for low-income 7-10 grade youth
3. Provide at least 3 regional wildlife and scenic photography ecotourism trips for adults.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

		FY 2012				FY 2013		
Project #	Project Name	Beginning Balance (7/1/11)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/12)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/13)
2002	Cirillo Youth Theatre (Jr. Division)	32,239	30,000	30,000	32,239	26,500	23,500	35,239
2004	Fran Elligers Memorial Fund	1,419	-	-	1,419	-	-	1,419
2007	Teen-O-Rama	143,202	315,500	295,000	163,702	294,500	286,000	172,202
2010	Positive Youth Development	23,174	55,950	53,950	25,174	57,800	55,800	27,174
2016	Passage Program	2,858	10,000	9,570	3,288	13,120	11,800	4,608
2018	Live-n-Learn	8,200	25,000	26,500	6,700	27,000	23,500	10,200
2049	Youth & Police Program Grant FY 12	-	10,000	10,000	-	N/A	N/A	N/A
NEW	Youth & Police Program Grant FY 13	N/A	N/A	N/A	N/A	10,000	10,000	-
2044	Youth Services Bureau FY 12	-	20,030	20,030	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 13	N/A	N/A	N/A	N/A	20,030	20,030	-
2045	Dog Park	1,656	1,000	1,000	1,656	900	2,500	56
2050	YSB Enhancement Grant FY 12	-	6,250	6,250	-	N/A	N/A	N/A
NEW	YSB Enhancement Grant FY 13	N/A	N/A	N/A	N/A	6,250	6,250	-
2051	CASAC FY 12 *	-	4,240	4,240	-	N/A	N/A	N/A
NEW	CASAC FY 13 *	N/A	N/A	N/A	N/A	4,240	4,240	-
2202	NW Park Youth Conservation Corp.	7,631	7,490	10,650	4,471	7,480	7,480	4,471
2204	Northwest Park Nature Camp/Clubs	123,542	89,200	65,130	147,612	86,840	77,580	156,872
2207	Friends of Northwest Park Grant	2,097	17,855	17,700	2,252	16,900	16,900	2,252
2208	Northwest Park Shop	3,856	2,150	2,150	3,856	3,700	3,530	4,026
2210	NWP Environ. Education Programs	43,624	41,350	35,030	49,944	52,100	41,490	60,554
2211	Northwest Park Tobacco Museum	14,127	13,400	13,400	14,127	15,850	15,820	14,157
2325	NWP Facilities	5,991	4,000	3,500	6,491	3,000	2,900	6,591
4022	River Walkways	19,305	-	-	19,305	-	-	19,305
		432,921	**653,415**	**604,100**	**482,236**	**646,210**	**609,320**	**519,126**

*Capital Area Substance Abuse Council

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

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

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

#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.

Recreation & Leisure Services (cont.)

#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.

#2049/NEW - 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.

#2044/NEW - Youth Services Bureau FY 12/FY 13 - 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.

#2050/NEW - 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.

#2051/NEW - CASAC FY 12/FY 13 - Funds are used for substance abuse prevention programs and for positive youth development programs.

#2202 - Northwest Park Youth Conservation Corps (YCC) - The YCC program account provides funding to hire 3 - 4 high school seniors for nature trail and miscellaneous park upkeep during the summer months. This project is funded through donations 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.

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

	FY 2011	FY 2012		FY 2013	
Expenditures by Category *	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	676,250	706,210	705,600	728,210	728,210
Supplies	36,183	27,690	32,860	29,270	29,270
Services	46,335	46,530	45,780	46,740	46,740
Maintenance & Repair	85,135	122,900	116,190	117,580	117,580
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	3,000	6,600	3,600	3,600
Energy & Utility	65,970	53,870	51,870	61,300	61,300
Total	909,873	960,200	958,900	986,700	986,700

* 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		FY 2013	
Funding Source	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	671,108	746,620	726,600	768,340	768,340
Grants	71,665	44,340	61,080	47,780	47,780
User Fees	53,880	49,000	60,400	52,940	52,940
Subtotal: Special Revenue Funds	*125,545*	*93,340*	*121,480*	*100,720*	*100,720*
Transfer from Caring Connection	113,220	120,240	110,820	117,640	117,640
Total	909,873	960,200	958,900	986,700	986,700

Personnel Requirements

	FY 2011	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.31	5.68	5.68	5.68	5.68
Regular Part Time Employees	9.06	9.09	9.09	9.09	9.09
Temporary/Seasonal Employees	0.06	-	-	-	-
Total FTEs	14.43	14.77	14.77	14.77	14.77

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $1,300 or 0.1%. This is primarily due to a reduction in Maintenance & Repair for Transportation offset by special revenue fund expenditures for items related to the Senior Center renovation. The FY 12 General Fund expenditures are expected to be under budget by $20,020 or 2.7% and is attributable to receiving unanticipated Social Services Block Grant funds. The overall FY 13 budget reflects an increase of $26,500 or 2.8% versus the FY 12 budget due to increases in Personal Services and fuel costs. The FY 13 General Fund budget reflects an increase of $21,720 or 2.9% due to increases in Personal Services and fuel costs and the anticipated partial elimination of the Social Services Block Grant.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	535,204	569,380	564,190	585,890	585,890
Supplies	16,918	18,690	13,910	18,685	18,685
Services	10,212	22,960	15,860	21,540	21,540
Maintenance & Repair	67,788	104,600	102,900	104,555	104,555
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	40,986	30,990	29,740	37,670	37,670
Total	671,108	746,620	726,600	768,340	768,340

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	141,046	136,830	141,410	142,320	142,320
Supplies	19,265	9,000	18,950	10,585	10,585
Services	36,123	23,570	29,920	25,200	25,200
Maintenance & Repair	17,347	18,300	13,290	13,025	13,025
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	3,000	6,600	3,600	3,600
Energy & Utility	24,984	22,880	22,130	23,630	23,630
Total	238,765	213,580	232,300	218,360	218,360

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	676,250	706,210	705,600	728,210	728,210
Supplies	36,183	27,690	32,860	29,270	29,270
Services	46,335	46,530	45,780	46,740	46,740
Maintenance & Repair	85,135	122,900	116,190	117,580	117,580
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	3,000	6,600	3,600	3,600
Energy & Utility	65,970	53,870	51,870	61,300	61,300
Total	909,873	960,200	958,900	986,700	986,700

HUMAN SERVICES
Budget Information
Fiscal Year 2009-2013

Expenditures

Expenditures by Category *	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	622,687	655,916	676,250	706,210	705,600	728,210	728,210
Supplies	34,827	26,433	36,183	27,690	32,860	29,270	29,270
Services	41,268	49,565	46,335	46,530	45,780	46,740	46,740
Maintenance & Repair	81,071	86,819	85,135	122,900	116,190	117,580	117,580
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	90,698	222	-	3,000	6,600	3,600	3,600
Energy & Utility	41,486	57,130	65,970	53,870	51,870	61,300	61,300
Total	912,037	876,085	909,873	960,200	958,900	986,700	986,700

* 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 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Human Services	771,423	647,310	671,108	746,620	726,600	768,340	768,340
Grants	93,410	69,843	71,665	44,340	61,080	47,780	47,780
User Fees	47,204	46,342	53,880	49,000	60,400	52,940	52,940
Subtotal: Special Revenue Funds	*140,614*	*116,185*	*125,545*	*93,340*	*121,480*	*100,720*	*100,720*
Transfer From Caring Connection	-	112,590	113,220	120,240	110,820	117,640	117,640
Total	912,037	876,085	909,873	960,200	958,900	986,700	986,700

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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	136,520	136,180	139,320	139,320
Supplies	10,150	15,850	11,490	11,490
Services	29,490	31,540	31,690	31,690
Maintenance & Repair	800	1,060	850	850
Grants & Contributions	-	-	-	-
Capital Outlay	3,000	6,600	3,600	3,600
Energy & Utility	3,070	3,070	4,000	4,000
Total	183,030	194,300	190,950	190,950

* 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.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	134,030	133,900	138,010	138,010
Grants	-	-	-	-
User Fees	49,000	60,400	52,940	52,940
Subtotal: Special Revenue Funds	*49,000*	*60,400*	*52,940*	*52,940*
Total	183,030	194,300	190,950	190,950

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.89	0.89	0.89	0.89
Regular Part Time Employees	1.92	1.92	1.92	1.92
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.81	2.81	2.81	2.81

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $11,270 or 6.2%. This is primarily due to special revenue fund expenditures for items related to the Senior Center renovation. The FY 12 General Fund expenditures are expected to come in under budget by $130 or 0.1%. The overall FY 13 budget reflects an increase of $7,920 or 4.3% versus the FY 12 budget due to Personal Services. The FY 13 General Fund budget reflects an increase of $3,980 or 3.0% for the same reasons.

SENIOR SERVICES

Products & Services

Senior Center *$166,130*

- 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 *$24,820*

More than 225 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 1,250 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
- Recognize volunteers at annual volunteer luncheon.

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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	213,650	213,920	222,430	222,430
Supplies	1,460	1,400	1,460	1,460
Services	5,930	3,680	5,630	5,630
Maintenance & Repair	34,000	26,000	28,500	28,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	44,950	42,950	51,300	51,300
Total	299,990	287,950	309,320	309,320

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

Funding Sources

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

Funding Source	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Human Services	148,230	144,860	156,660	156,660
Grants	31,520	32,270	35,020	35,020
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*31,520*	*32,270*	*35,020*	*35,020*
Transfer from Caring Connection	120,240	110,820	117,640	117,640
Total	299,990	287,950	309,320	309,320

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	1.70	1.70	1.70	1.70
Regular Part Time Employees	4.30	4.30	4.30	4.30
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	6.00	6.00	6.00	6.00

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $12,040 or 4.0%. This is primarily due to a reduction in Maintenance & Repair and Services. The FY 12 General Fund expenditures are expected to be under budget by $3,370 or 2.3% for the same reasons. The overall FY 13 budget reflects an increase of $9,330 or 3.1% versus the FY 12 budget due to increases in Personal Services, fuel costs and NCAAA grant expenditures. The FY 13 General Fund budget reflects an increase of $8,430 or 5.7% due to increases in Personal Services and fuel costs.

TRANSPORTATION UNIT

Products & Services

Senior Transportation *$309,320*

- 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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	356,040	355,500	366,460	366,460
Supplies	16,080	15,610	16,320	16,320
Services	11,110	10,560	9,420	9,420
Maintenance & Repair	88,100	89,130	88,230	88,230
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,850	5,850	6,000	6,000
Total	477,180	476,650	486,430	486,430

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

Funding Sources

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

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	464,360	447,840	473,670	473,670
Grants	12,820	28,810	12,760	12,760
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*12,820*	*28,810*	*12,760*	*12,760*
Total	477,180	476,650	486,430	486,430

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.09	3.09	3.09	3.09
Regular Part Time Employees	2.87	2.87	2.87	2.87
Temporary/Seasonal Employees	-	-	-	-
Total	5.96	5.96	5.96	5.96

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $530 or 0.1%. The FY 12 General Fund expenditures are expected to be under budget by $16,520 or 3.6% and is attributable to receiving unanticipated Social Services Block Grant funds. The overall FY 13 budget reflects an increase of $9,250 or 1.9% versus the FY 12 budget due to increases in Personal Services. The FY 13 General Fund budget reflects an increase of $9,310 or 2.0% due to increases in Personal Services and the anticipated partial elimination of the Social Services Block Grant.

SOCIAL SERVICES

Products & Services

Casework Services *$200,720*

- 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 *$80,280*

- 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*
- Organize and facilitate the monthly *Unemployed and Underemployed Support Group*
- Plan and lead the monthly *Parents of Children with Disabilities 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.

Basic Human Needs Programs *$120,430*

- Manage the Windsor Food Bank and Mobile Foodshare to provide supplemental food to households in need
- 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, Windsor Fuel Bank and other state and federal energy assistance programs
- Assist with 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 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 and supervise the Food Bank and Mobile Foodshare, supervise 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 2012 Highlights

Human Services team members participated in the Storm Alfred emergency shelter from the initial set up, through the eight-day duration of the event, and in days following the closing of the shelter. Our staff acted as shelter managers through portions of the 24-hour shifts, helped with registration of community members, checked in with "at risk" clients periodically throughout the week, provided emergency transportation, and helped facilitate activities. Due to the fact that our offices are located within the L.P. Wilson Community Center where the emergency shelter was housed, we quickly became the point of contact for staff members, shelter residents, and volunteers alike.

Social Services

In FY 12, Social Services formed a new collaborative effort with Foodshare to begin a Mobile Foodshare site. Mobile Foodshare is located at the L.P. Wilson Community Center every other week and offers fresh fruits and vegetables to individuals and families in need. An average of 130 families and individuals visited the site each time it was offered. This has been a great addition to the Windsor Food Bank which currently serves nearly 400 households in Windsor.

During FY 12, approximately 150,000 pounds of food were distributed to over 400 registered households that utilize the Windsor Food Bank, 35,000 pounds or 31% more than the previous year. This equates to 250 monthly visits. Food for the food pantry came from Foodshare and local food drives.

A second exciting new collaborative effort began between Windsor Social Services, Foodshare and community stakeholders during FY 12. A Hunger Action Team has been formed and is composed of a diverse group of participants involved in and committed to identifying the needs of its community and to work toward solutions.

This year Social Services started a new support group. After examining the needs in town, it has been decided that it would be beneficial to begin a support group for parents of children with disabilities. This group was launched in the latter part of the fiscal year.

Over 200 turkeys with trimmings were distributed to families and individuals in need for Thanksgiving 2011. This was made possible by the efforts of Social Services, Foodshare and generous community members.

Senior Services

This year the Senior Center underwent major renovations that greatly improved the comfort of the senior patrons who use the center. The renovations that took place during the summer enhanced the safety and the accessibility for the seniors. The energy efficiency and the aesthetics of the space were also improved. During the renovations the Senior Center continued to offer programs in alternate rooms at the L.P. Wilson Community Center. In October 2011, the Senior Center celebrated a grand reopening of the space with well over 200 people in attendance.

During FY 12, the Senior Center membership increased by 76 new members. There are 669 members with a median age of 77 years old.

In FY 12, 121 Windsor Senior Center volunteers worked a total of 5,838 hours to help with various activities including leading clubs, working at the receptionist desk, driving seniors to their medical appointments and delivering Meals-on-Wheels. These volunteer hours equate to approximately $87,570 in personnel cost savings.

Transportation

In the first six months of FY 12, Senior Transportation provided 13,225 trips to elderly and disabled Windsor residents, including Caring Connection clients and Dial-a-Ride patrons. The transportation staff has provided 422 out-of-town medical rides and 389 in-town medical rides. Volunteers have provided 206 rides for seniors to out-of-town medical appointments. For the first half of this year, 52 volunteers have delivered 2,641 meals to homebound seniors and the disabled through the Meals-on-Wheels program.

Windsor Senior Transportation received a new bus in FY 12, which is the department's first bus that is equipped with a rear view camera for safer backing. This bus was purchased with the help of a $40,000 federal grant.

The Dial-a-Ride portion of Transportation has grown to providing approximately 200 more one-way trips each month than last fiscal year. A record 169 trips were scheduled in just one day during November 2011.

HUMAN SERVICES

Key Statistics	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Number of times the food bank was utilized annually (duplicated number of clients)	2,500	2,773	2,727	2,990	3,000
Participants in the six support groups (SHARE, Diabetic, Helping to Hear Better, Caregivers, Unemployed and Underemployed and Parents of Children with Disabilities) (duplicate number of actual participants per group)	485	351	473	540	550
Telephone and walk-in contacts related to case management	3,296	3,093	2,744	2,400	2,600
Telephone inquiries and requests for services from Social Services staff	9,710	8,428	10,527	13,040	13,500
Number of visits to the Senior Center per year	26,000	26,000	27,000	27,000	27,000
Number of meals delivered to homebound senior and disabled persons and served through the Elderly Nutrition Program	11,000	16,320	12,687	12,260	13,000
Number of rides the Transportation Unit provides annually	N/A	26,797	27,050	27,000	27,000
Number of people borrowing medical equipment from the lending closet	201	232	165	175	175

Performance Measures	FY 2011 Actual	FY 2012 Target	FY 2012 Estimate	FY 2013 Target
Increase annual donations to the Windsor Community Service Council by $500 each year	$26,000	$24,500	$26,500	$27,000
Increase average number of participants in the SHARE support group by at least 2 per month (number indicates monthly participation)	10	10	11	12
Achieve a "good" or "very good" rating by 85% of those who responded to the annual Senior Citizen survey	86%	85%	85%	85%
Achieve a "good" or "very good" rating by 85% of users of transportation services in annual survey	96%	85%	90%	90%
Recover 100% of costs for at least 3 user fee-based special events or programs at the senior center	100%	100%	100%	100%

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

The Windsor Senior Center is one of 33 locations in the greater Hartford area that provides an elderly nutrition program through the Community Renewal Team (C.R.T.). C.R.T. is the Community Action Agency for Middlesex and Hartford Counties and is the largest non-profit provider of human services in Connecticut. They provide the nutrition program to the town at no expense. On average 585 meals are served per month at the senior center. The town's transportation division provides approximately 5,000 trips per year to the lunch program.

HUMAN SERVICES

FY 2013 Goals

1. Create a new Food Bank storage space in order to increase organization and efficiencies within the operation of the Food Bank
2. Increase participation in Mobile Foodshare by at least 10 households through increased marketing of the program
3. Conduct two transportation-related safety trainings for all drivers
4. Provide First Aid and CPR certification course for all drivers
5. Increase Senior Center membership by 100 new members by continuing to offer new programs and marketing the offerings through press releases, the newsletters and local access television.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
2300	Windsor Senior Center	18,139	50,000	60,400	7,739	53,000	52,940	7,799
2316	Dial-a-Ride Matching Grant FY 12	-	28,020	28,020	-	N/A	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 13	N/A	N/A	N/A	N/A	28,020	28,020	-
2313	NCAAA Grant 10/01/10 - 9/30/11	1,250	-	1,250	-	N/A	N/A	N/A
2318	NCAAA Grant 10/01/11 - 9/30/12	-	3,000	3,000	-	1,000	1,000	-
NEW	NCAAA Grant 10/01/12 - 9/30/13	N/A	N/A	N/A	N/A	6,000	6,000	-
3816	Human Services Assistance Fund	71,021	-	5,000	66,021	-	5,000	61,021
3822	Mental Health Committee	400	-	200	200	-	200	-
3840	NCAAA/Operation Fuel	8,311	1,000	1,500	7,811	1,000	1,500	7,311
3865	SSBG 10/1/10 - 9/30/11	-	5,350	5,350	-	N/A	N/A	N/A
3875	SSBG 10/1/11 - 9/30/12	-	16,060	16,060	-	5,360	5,360	-
NEW	SSBG 10/1/12 - 9/30/13	N/A	N/A	N/A	N/A	-	-	-
3867	Windsor Community Service Council	51	700	700	51	700	700	51
		99,172	**104,130**	**121,480**	**81,822**	**95,080**	**100,720**	**76,182**

#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.

#2316/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.

#2313/2318/NEW - NCAAA Grants - Funds are from an evening and weekend transportation matching grant starting on Oct 1, 2009. The grant match is as follows: 85% the first year; 70% the second year; and, 50% the third year and all future years. FY 12 represents 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.

#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.

#3865/3875/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 that is used to pick up food.

HEALTH SERVICES

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

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	416,994	447,480	373,680	449,790	449,790
Supplies	58,789	31,890	35,340	21,120	21,120
Services	126,018	93,350	100,250	85,130	85,130
Maintenance & Repair	886	1,690	1,390	1,870	1,870
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	17,370	-	-
Energy & Utility	4,881	4,180	5,050	4,230	4,230
Storm Alfred	-	-	906,510	-	-
Total	607,568	578,590	1,439,590	562,140	562,140

* 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 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Health Services	471,241	489,700	407,960	494,880	494,880
Grants	77,344	63,490	99,970	45,140	45,140
Private Contributions	576	200	200	200	200
User Fees	58,407	25,200	24,950	21,920	21,920
Storm Alfred	-	-	906,510	-	-
Subtotal: Special Revenue Funds	*136,327*	*88,890*	*1,031,630*	*67,260*	*67,260*
Total	607,568	578,590	1,439,590	562,140	562,140

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	3.40	4.00	3.36	4.00	4.00
Regular Part Time Employees	1.04	1.00	0.59	1.00	1.00
Temporary/Seasonal Employees	-	-	-	-	-
Total	4.44	5.00	3.95	5.00	5.00

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $861,000 or 148.8%. This is primarily due to the unanticipated expenses associated with Storm Alfred being placed in the Emergency Management portion of this budget. We anticipate up to 75% of these storm expenditures will be reimbursed by FEMA. The FY 12 General Fund expenditures are expected to be under budget by $81,740 or 16.7% and is attributable to salary and benefit savings due to two partial year staff vacancies and savings in mosquito program costs. The overall FY 13 budget reflects a decrease of $16,450 or 2.8% versus the FY 12 budget due to reductions in expenditures associated with reduced bioterrorism grant funding offset by slight increases in salary and benefits and a portion of contractual services for senior VNA clinic services. The FY 13 General Fund budget reflects an increase of $5,180 or 1.1% due to salaries and benefits and $3,900 for VNA contractual services.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	415,513	447,480	373,680	449,790	449,790
Supplies	2,691	2,280	4,080	2,260	2,260
Services	47,570	34,070	24,370	37,350	37,350
Maintenance & Repair	886	1,690	1,060	1,250	1,250
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,581	4,180	4,770	4,230	4,230
Total	471,241	489,700	407,960	494,880	494,880

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,481	-	-	-	-
Supplies	56,098	29,610	31,260	18,860	18,860
Services	78,448	59,280	75,880	47,780	47,780
Maintenance & Repair	-	-	330	620	620
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	17,370	-	-
Energy & Utility	300	-	280	-	-
Storm Alfred	-	-	906,510	-	-
Total	136,327	88,890	1,031,630	67,260	67,260

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	416,994	447,480	373,680	449,790	449,790
Supplies	58,789	31,890	35,340	21,120	21,120
Services	126,018	93,350	100,250	85,130	85,130
Maintenance & Repair	886	1,690	1,390	1,870	1,870
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	17,370	-	-
Energy & Utility	4,881	4,180	5,050	4,230	4,230
Storm Alfred	-	-	906,510	-	-
Total	607,568	578,590	1,439,590	562,140	562,140

HEALTH SERVICES
Budget Information
Fiscal Year 2009-2013

Expenditures

Expenditures by Category *	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	433,138	424,522	416,994	447,480	373,680	449,790	449,790
Supplies	45,877	34,486	58,789	31,890	35,340	21,120	21,120
Services	102,850	108,801	126,018	93,350	100,250	85,130	85,130
Maintenance & Repair	1,503	1,296	886	1,690	1,390	1,870	1,870
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	384	-	-	-	17,370	-	-
Energy & Utility	3,874	4,101	4,881	4,180	5,050	4,230	4,230
Storm Alfred	-	-	-	-	906,510	-	-
Total	587,626	573,206	607,568	578,590	1,439,590	562,140	562,140

* 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 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Health Services	432,858	463,507	471,241	489,700	407,960	494,880	494,880
Grants	136,358	93,728	77,344	63,490	99,970	45,140	45,140
Private Contributions	-	379	576	200	200	200	200
User Fees	18,410	15,592	58,407	25,200	24,950	21,920	21,920
Storm Alfred	-	-	-	-	906,510	-	-
Subtotal: Special Revenue Funds	*154,768*	*109,699*	*136,327*	*88,890*	*1,031,630*	*67,260*	*67,260*
Total	587,626	573,206	607,568	578,590	1,439,590	562,140	562,140

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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	222,460	166,810	221,310	221,310
Supplies	1,700	1,700	1,650	1,650
Services	30,730	23,320	30,770	30,770
Maintenance & Repair	1,290	810	750	750
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,200	2,900	2,330	2,330
Total	258,380	195,540	256,810	256,810

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

Funding Sources

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

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	253,380	190,540	251,810	251,810
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	5,000	5,000	5,000	5,000
Subtotal: Special Revenue Funds	*5,000*	*5,000*	*5,000*	*5,000*
Total	258,380	195,540	256,810	256,810

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.05	1.56	2.05	2.05
Regular Part Time Employees	0.80	0.41	0.80	0.80
Temporary/Seasonal Employees	-	-	-	-
Total	2.85	1.97	2.85	2.85

Budget Commentary

Both the overall and General Fund FY 12 expenditures are expected to come in under budget by $62,840 or 24.3% and 24.8% respectively. This is primarily due to salary and benefit cost savings due to two partial year vacant positions and savings in contractual services for mosquito control. The FY 13 overall and General Fund budgets reflect a decrease of $1,570 or 0.6% versus the FY 12 budget due to slight savings in personal services, supplies and maintenance and repairs.

INSPECTION AND REGULATION

Products & Services

Food Safety *$54,700*

- Issue permits and inspect 143 permanent and approximately 112 temporary food service establishments participating at 60 events
- Conduct follow-up inspections, as required, to abate unsanitary conditions
- Investigate complaints of improper food sanitation and reports of alleged food-borne disease
- Coordinate epidemiologic investigations with the CTDPH, DCP, USFDA and USDA, as appropriate
- Conduct educational sessions and updates for food service managers, employees, and civic groups.

Drinking Water Protection *$3,120*

- 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 *$13,970*

- 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
- Continue to monitor CT DOT compliance with glycol discharge from Bradley International Airport to Rainbow and Seymour Hollow Brooks.

Public Health Nuisances *$71,560*

- Receive and investigate more than 300 complaints and issues over 225 abatement orders as necessary including, but not limited to, property maintenance, housing, refuse and litter, hazardous materials, air pollution, odors and noise.

Institutional Health and Safety *$5,920*

- 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 salons.

Emergency & Hazardous Situations *$60,440*

- Coordinate with Fire and the CT Department of Energy & Environmental Protection (DEEP) in the investigation and mitigation of hazardous material incidents
- Respond to potential bio-terror incidents (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 DEEP, 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, public health emergency response planning (BT), and other all-hazard response and mitigation activities.

Mosquito Control *$34,540*

- Organize, monitor, direct and assess treatment of town-owned property by a licensed mosquito contractor to prevent mosquito breeding
- Treat approximately 4,600 town storm water drainage catch basins two to three times from June through September to prevent mosquito breeding
- Distribute 50 to 80 mosquito "dunks" to Windsor residents free of charge and educate residents so that they can treat standing water on their property
- Advise residents on tick identification and infection regarding Lyme Disease.

Environmental Assessment *$5,330*

- As a member of the town's site development 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 *$7,230*

- 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	167,780	157,660	170,080	170,080
Supplies	6,600	6,310	6,310	6,310
Services	810	400	810	810
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	960	910	940	940
Total	176,150	165,280	178,140	178,140

* 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	169,950	159,330	172,190	172,190
Grants	3,500	3,500	3,500	3,500
Private Contributions	200	200	200	200
User Fees	2,500	2,250	2,250	2,250
Subtotal: Special Revenue Funds	*6,200*	*5,950*	*5,950*	*5,950*
Total	176,150	165,280	178,140	178,140

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.40	1.27	1.40	1.40
Regular Part Time Employees	0.08	0.07	0.08	0.08
Temporary/Seasonal Employees	-	-	-	-
Total	1.48	1.34	1.48	1.48

Budget Commentary

The overall and General Fund FY 12 expenditures are expected to come in under budget by $10,870 or 6.2% and $10,620 or 6.2% respectively. This is primarily due to salary and benefits savings due to a partial year vacant full time position a portion of which is funded in this program. The overall and General Fund FY 13 budget reflects increases of $1,990 or 1.1% and $2,240 or 1.3% respectively versus the FY 12 budget due to salary and benefit cost increases offset by decreases in the use of special revenue funds for reference books, CPR supplies and postage.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment *$48,320*

- 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 *$76,700*

- 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 *$53,120*

- Provide information and training related to Weapons of Mass Destruction and bioterrorism (BT), including pandemic flu, smallpox, anthrax, SARS and other potential BT agents
- Conduct health & safety classes to train people in CPR and use of Automated External Defibrillators (AED), first aid and professional rescuer
- 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 awareness supported in part by the State Department of Public Health Preventive Health Block Grant
- Present or sponsor four programs on health and wellness topics which may include nutrition, heart health, Lyme disease, West Nile infection, rabies prevention, unintentional injuries and violence, mental health and stress management
- Promote head injury prevention and safety through a bicycle, multi-sport and the ski helmet program which makes helmets available in the department for people of all ages, toddler to adult
- Partner with the Early Childhood Council, and Windsor Volunteer Ambulance, Windsor Police, Windsor Fire, YSB, and the Recreation Department to offer a Kids Safety Fair at the Northwest Park Country Fair
- Offer public education on the Vial of Life along with distribution of the new product
- Plan and implement the Dinner on a Dime nutrition, wellness and literacy program with other Town departments and community stakeholders
- 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
- Participate with other town departments on the Wellness Committee
- 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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	57,240	49,210	58,400	58,400
Supplies	17,560	17,580	11,320	11,320
Services	140	140	7,040	7,040
Maintenance & Repair	-	-	210	210
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	74,940	66,930	76,970	76,970

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

Funding Sources

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

Funding Source	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Health Services	57,240	49,230	62,300	62,300
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	17,700	17,700	14,670	14,670
Subtotal: Special Revenue Funds	*17,700*	*17,700*	*14,670*	*14,670*
Total	74,940	66,930	76,970	76,970

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	0.55	0.53	0.55	0.55
Regular Part Time Employees	0.12	0.11	0.12	0.12
Temporary/Seasonal Employees	-	-	-	-
	0.67	0.64	0.67	0.67

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $8,010 or 10.7% and the General Fund expenditures are expected to come in under budget by $8,010 or 14.0%. This is primarily due to salary and benefit savings related to a partial year vacancy. The overall FY 13 budget reflects an increase of $2,030 or 2.7% versus the FY 12 budget due to an increase in contractual services for senior VNA services, which was paid for with special revenue funds in FY 12 offset by decreases in flu vaccine and supplies ordered. The FY 13 General Fund expenditures are proposed to increase $5,060 or 8.8% due to increases in salaries and benefits and contractual services for VNA senior clinic services a portion of which will be paid out of special revenue funds.

CLINIC SERVICES

Products & Services

Health Screenings *$12,750*

- 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 600 Windsor residents and caregivers.
- Collaborate with Social Services and Food Bank staff to conduct cholesterol, blood sugar and blood pressure screening for food bank participants and other citizens who utilize services at the L. P. Wilson community center.

Immunization Clinics *$44,290*

- Administer approximately 600 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 10 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 *$19,930*

- Provide public health information to residents seeking access to health services by responding to their questions and referring them to health care providers and other health services
- Provide approximately 475 clinic health service visits through the Hartford VNA 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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	6,030	9,750	1,840	1,840
Services	61,670	76,390	46,510	46,510
Maintenance & Repair	400	580	910	910
Grants & Contributions	-	-	-	-
Capital Outlay	-	17,370	-	-
Energy & Utility	1,020	1,240	960	960
Storm Alfred	-	906,510	-	-
Total	69,120	1,011,840	50,220	50,220

* 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	9,130	8,860	8,580	8,580
Grants	59,990	96,470	41,640	41,640
Storm Alfred	-	906,510	-	-
Subtotal: Special Revenue Funds	*59,990*	*1,002,980*	*41,640*	*41,640*
Total	69,120	1,011,840	50,220	50,220

Personnel Requirements

	FY 2012		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 FY 12 overall expenditures are expected to come in over budget by $942,720. This is primarily due to expenditures related to Storm Alfred being placed in this program area. We anticipate up to 75% of these storm expenditures will be reimbursed from FEMA. The FY 12 General Fund expenditures are anticipated to come in $270 or 3.0% under budget due to a reduction in Services. The FY 13 overall budget reflects a decrease of $18,900 or 27.3% versus the FY 12 budget primarily due to reductions in Supplies and Services expenditures related to an anticipated reduction in the bioterrorism grant funding offset by a slight increase in maintenance & repair for EOC equipment. The FY 13 General Fund expenditures reflects a decrease of $550 or 6.0% due to a decrease in Services for termination of a satellite phone contract.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response *$8,580*

- 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 *$41,640*

- 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 2012 Highlights

Fiscal Year 2012 is a year in which the Windsor Health Department has been faced with a number of challenges, yet a year filled with much satisfaction. The department began the year down 1.5 FTE's or (30% of its workforce) due to the resignation of a long-term sanitarian in January of 2011, the resignation of a part time inspector in May of 2011 and the inability to fill these two positions despite two recruitments. In October the part time inspector position was temporarily filled and that relieved the department's one sanitarian of the responsibility of responding to some of the calls for service and complaints and allowed him to focus his efforts on mandated inspections. The vacant sanitarian position was filled in February.

The area hit hardest by the decreased staffing levels was meeting the mandated food service inspection requirements for the town's 143 permanent establishments. Through the first two quarters of the year, while only 72% of mandated inspections were carried out all required inspections of facilities serving vulnerable populations (nursing homes, schools and day care facilities) were made. We anticipate that with filling the second sanitarian position, we should be able to conduct 100% of the inspections in the fourth quarter and finish the year at around 78% of required food inspections completed. All temporary food events were permitted and reviewed and three food educational sessions were 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 Social Services, Windsor Library and several stake holders to create "Dinner on a Dime." The event planned for November 4, 2011 had to be postponed until January 17, 2012 due to Storm Alfred. The evening was comprised of a budget conscious healthy and nutritious meal, nutrition information and a fun and interactive literacy program for children.

Through a Preventive Health Block Grant received from the State Department of Public Health, the department was able to continue a program in cholesterol education and screening that began in FY 09. Working with the Windsor Social Services Department, screenings were offered to the food bank clients and other residents who use the community center. Thirty-nine (39) people were screened at the public clinics and 19 employees were screened at the town hall. Those screened were given educational materials, counseling and were referred to their physicians as needed. The screenings and educational component were also offered at the Senior Health Fair in October 2011, which was held at the L.P. Wilson Community Center with 47 people participating. The "Cholesterol and You" classes will be offered again in the spring with an anticipated 40 attendees.

The town's Public Access Defibrillation program continues to expand with new Automated External Defibrillators (AEDs) placed at the Main Library and the Wilson Branch Library. We now have 10 AEDs placed in public buildings throughout the town. The public health nurse along with the town's risk manager monitors and facilitates this program.

The annual flu clinic and health fair, the evening clinic and the clinic for first responders and employees offered immunizations to 480 persons down from 587 in FY 11. 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. Despite the decline in flu shots given at our clinics over the past four years, the department is encouraged that the public has a greater opportunity to access immunizations, hopefully resulting in a healthier population.

During Storm Alfred emergency management and public health emergency planning continued to be an integral part of departmental activities both as civil preparedness and as Mass Dispensing Area #31 (MDA) activities. In late August 2011, Hurricane Irene hit Connecticut necessitating opening the Emergency Operations Center (EOC) for two days. This, however, was just a precursor to Storm Alfred, which hit the state with a vengeance in late October 2011 necessitating activating the EOC and opening the shelter for an eight day period. During Storm Alfred every health department employee responded and spent many days staffing both the EOC and the shelter. These two storms tested the town's emergency operations plan response and indicated that time spent on drills and exercises for MDA #31 had been time well spent. Much of FY 12 has been spent updating plans and procedures based on lessons learned from both of these natural emergencies.

HEALTH SERVICES

Key Statistics	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Number of total flu shots administered	885	2,952	587	480	500
Number of residential larvicide packets distributed	65	52	55	60	65
Number of public nuisance complaints received*	239	204	230	300	325
Number of people participating in cholesterol classes/being screened	8/184	34/194	25/109	40/150	40/150
Number of mandatory Windsor disease reports reviewed**	406	422	428	425	430
Number of animals tested for rabies/number tested positive	13/1	8/0	0/0	5/3	3/0
Number of reported childhood lead levels exceeding 10ug/dL ***	8	17	2	2	2
Number of clinic health visits provided by the VNA at senior health clinic	N/A	N/A	452	460	475

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

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

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

Performance Measures	FY 2011 Actual	FY 2012 Target	FY 2012 Estimate	FY 2013 Target
Percentage of Required Food Service Inspections Performed	88%	95%	78%	95%
Number of Food Service Educational Sessions Conducted	2	5	3	5

A fun fact about the value of our services…

A healthy public gets sick less frequently and spends less money on health care; this means better economic productivity and an improved quality of life for everyone.

Public health prevention not only educates people about the effects of lifestyle choices on their health, it also reduces the impact of disasters by preparing people for the effects of catastrophes such as hurricanes, tornadoes and terrorist attacks.

HEALTH SERVICES

FY 2013 Goals

1. Increase the inspection frequency for all Class 3 and Class 4 food service operations from 78% in FY 12 to 95% for FY 13 and conduct five educational sessions for food service managers and employees of these establishments

2. Revise Windsor's Emergency Operations Plan and all supplements and attachments to that plan based on the experience with and the After Action Reports from Hurricane Irene and Storm Alfred; conduct training for employees that address portions of that plan; and conduct at least one drill or exercise involving all town departments that is designed to test various segments of that plan

3. By June 13, 2013, develop a baseline health profile for the town by gathering health statistics that reflect the impact of chronic conditions, infectious diseases and injuries; that are indicators of environmental conditions; indicate the availability of health insurance; and, that are reflective of health care access and usage.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
3803	Toy Drive	210	200	200	210	200	200	210
3805	CPR Classes	1,879	750	750	1,879	750	750	1,879
3808	Clinic Services	34,226	17,700	17,700	34,226	14,670	14,670	34,226
3814	Bike Safety Equipment	-1,258	1,500	1,500	-1,258	1,500	1,500	-1,258
3831	Pandemic Influenza Grant	104	-	-	104	-	-	104
3838	Regional Emergency Planning	3,016	2,310	2,310	3,016	-	-	3,016
3839	Lead Poisoning Prevention & Control	6,739	5,000	5,000	6,739	5,000	5,000	6,739
3846	H1N1 Vaccine Clinics	4,861	-	-	4,861	-	-	4,861
3848	Public Health Emergency Readiness	39,640	-	39,640	-	-	-	-
3850	Public Health Block Grant FY 12	-	3,500	3,500	-	-	-	-
3851	Public Health Block Grant FY 13	-	-	-	-	3,500	3,500	-
3856	Bioterrorism Grant 8/10/10 - 8/09/11	-	5,000	5,000	-	-	-	-
3857	Bioterrorism Grant 8/10/11 - 8/09/12	-	49,520	49,520	-	37,140	37,140	-
3858	Bioterrorism Grant 8/10/12 - 8/09/13	-	-	-	-	4,500	4,500	-
3899	Storm Alfred	-	906,510	906,510	-	-	-	-
		89,417	**991,990**	**1,031,630**	**49,777**	**67,260**	**67,260**	**49,777**

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

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

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

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

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

#3838 - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support emergency regional planning, training, exercise, and evaluation services.

#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 for 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.

#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.

#3850 - 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, 2012.

Health Services

#3851 - 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, 2013.

#3856/3857 - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. The grant cycle is from August 10 to August 9, 2011 and 2012 respectively.

#3858 - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. The grant cycle is from August 10, 2012 to August 9, 2013.

#3899 - Storm Alfred - This fund pertains to all Storm Alfred related expenditures. Expenditures include shelter costs, EOC operations and debris removal. Funds are expected to come approximately 75% from a FEMA Grant and 25% from the General Fund Unassigned Fund Balance.

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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,060,393	1,093,140	1,094,650	1,123,100	1,123,100
Supplies	203,018	193,280	200,150	199,600	199,600
Services	94,764	108,580	110,070	111,080	111,080
Maintenance & Repair	47,949	26,230	26,050	26,030	26,030
Grants & Contributions	-	3,000	-	-	-
Capital Outlay	5,000	5,000	6,810	5,800	5,800
Energy & Utility	111,644	124,080	124,080	128,850	128,850
Total	1,522,768	1,553,310	1,561,810	1,594,460	1,594,460

* 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 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Library Services	1,444,689	1,494,380	1,490,120	1,529,160	1,529,160
Grants	29,851	5,600	11,370	5,500	5,500
Donations	26,662	28,080	29,820	29,800	29,800
User Fees	21,566	25,250	30,500	30,000	30,000
Subtotal: Special Revenue Funds	*78,079*	*58,930*	*71,690*	*65,300*	*65,300*
Total	1,522,768	1,553,310	1,561,810	1,594,460	1,594,460

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	8.71	9.00	9.00	9.00	9.00
Regular Part Time Employees	9.09	9.61	9.61	9.61	9.61
Temporary/Seasonal Employees	0.30	-	0.15	-	-
Total	18.10	18.61	18.76	18.61	18.61

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $8,500 or 0.5%. This is primarily due to increases in program and supply expenses offset by grants and user fees. The FY 12 General Fund expenditures are expected to be under budget by $4,260 or 0.3% and is attributable to salary savings. The overall FY 13 budget reflects an increase of $41,150 or 2.6% % versus the FY 12 budget due to utilities and Personal Services. The FY 13 General Fund budget reflects an increase of $34,780 or 2.3% for the same reasons.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,056,910	1,093,140	1,088,830	1,123,100	1,123,100
Supplies	164,780	152,240	153,800	153,800	153,800
Services	84,929	100,690	99,180	99,180	99,180
Maintenance & Repair	26,426	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	111,644	124,080	124,080	128,850	128,850
Total	1,444,689	1,494,380	1,490,120	1,529,160	1,529,160

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	3,483	-	5,820	-	-
Supplies	38,238	41,040	46,350	45,800	45,800
Services	9,835	7,890	10,890	11,900	11,900
Maintenance & Repair	21,523	2,000	1,820	1,800	1,800
Grants & Contributions	-	3,000	-	-	-
Capital Outlay	5,000	5,000	6,810	5,800	5,800
Energy & Utility	-	-	-	-	-
Total	78,079	58,930	71,690	65,300	65,300

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,060,393	1,093,140	1,094,650	1,123,100	1,123,100
Supplies	203,018	193,280	200,150	199,600	199,600
Services	94,764	108,580	110,070	111,080	111,080
Maintenance & Repair	47,949	26,230	26,050	26,030	26,030
Grants & Contributions	-	3,000	-	-	-
Capital Outlay	5,000	5,000	6,810	5,800	5,800
Energy & Utility	111,644	124,080	124,080	128,850	128,850
Total	1,522,768	1,553,310	1,561,810	1,594,460	1,594,460

LIBRARY SERVICES
Budget Information
Fiscal Year 2009-2013

Expenditures

Expenditures by Category *	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,050,809	1,055,795	1,060,393	1,093,140	1,094,650	1,123,100	1,123,100
Supplies	207,433	182,678	203,018	193,280	200,150	199,600	199,600
Services	93,552	82,128	94,764	108,580	110,070	111,080	111,080
Maintenance & Repair	31,835	26,431	47,949	26,230	26,050	26,030	26,030
Grants & Contributions	-	-	-	3,000	-	-	-
Capital Outlay	-	-	5,000	5,000	6,810	5,800	5,800
Energy & Utility	117,165	110,361	111,644	124,080	124,080	128,850	128,850
Total	1,500,794	1,457,393	1,522,768	1,553,310	1,561,810	1,594,460	1,594,460

* 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 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Library Services	1,458,598	1,421,286	1,444,689	1,494,380	1,490,120	1,529,160	1,529,160
Grants	-	947	29,851	5,600	11,370	5,500	5,500
Donations	25,130	5,944	26,662	28,080	29,820	29,800	29,800
User Fees	17,066	29,216	21,566	25,250	30,500	30,000	30,000
Subtotal: Special Revenue Funds	*42,196*	*36,107*	*78,079*	*58,930*	*71,690*	*65,300*	*65,300*
Total	1,500,794	1,457,393	1,522,768	1,553,310	1,561,810	1,594,460	1,594,460

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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	696,410	698,320	714,890	714,890
Supplies	115,950	115,390	115,340	115,340
Services	8,780	7,900	7,900	7,900
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	4,810	3,800	3,800
Energy & Utility	-	-	-	-
Total	823,140	826,420	841,930	841,930

* 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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Library Services	792,200	788,290	810,680	810,680
Grants	2,600	8,370	2,500	2,500
Donations	17,840	17,760	16,750	16,750
User Fees	10,500	12,000	12,000	12,000
Subtotal: Special Revenue Funds	*30,940*	*38,130*	*31,250*	*31,250*
Total	823,140	826,420	841,930	841,930

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	4.64	4.64	4.64	4.64
Temporary/Seasonal Employees	-	0.15	-	-
Total	10.64	10.79	10.64	10.64

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $3,280 or 0.4%. This is primarily due to furniture for the teen area funded by the Windsor Library Association. The FY 12 General Fund expenditures are expected to be under budget by $3,910 or 0.5% and is attributable to salary savings. The overall FY 13 budget reflects an increase of $18,790 or 2.3% versus the FY 12 budget due to Personal Services. The FY 13 General Fund budget reflects an increase of $18,480 or 2.3% for the same reason.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More *$402,040*

- Select, acquire and catalog 8,500 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 12,000 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 155 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 *$350,030*

- Maintain collection of 450 research materials for direct use by customers
- Provide in-depth research and referral services for 55,000 reference requests by phone, fax, email and in person
- Assist patrons with the 31 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 61 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 *$89,860*

- 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 2,900 times over the course of the year, accommodating 16,000+ 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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	24,050	24,050	24,540	24,540
Supplies	19,160	22,160	22,160	22,160
Services	80,990	80,990	80,990	80,990
Maintenance & Repair	20,080	20,080	20,080	20,080
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	102,160	102,160	106,610	106,610
Total	246,440	249,440	254,380	254,380

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

Funding Sources

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

Funding Source	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Library Services	239,440	239,440	244,380	244,380
Grants	-	-	-	-
Donations	-	-	-	-
User Fees	7,000	10,000	10,000	10,000
Subtotal: Special Revenue Funds	*7,000*	*10,000*	*10,000*	*10,000*
Total	246,440	249,440	254,380	254,380

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.79	0.79	0.79	0.79
Temporary/Seasonal Employees	-	-	-	-
Total	0.79	0.79	0.79	0.79

Budget Commentary

The FY 12 expenditures are expected to come in over budget by $3,000 or 1.2%. This is primarily due to an increase in supplies needed for public copiers. The FY 13 general fund budget reflects an increase of $4,940 or 2.1% versus the FY 12 general fund budget due to increased costs for utilities.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance *$254,380*

- Provide lighting, heat, air conditioning, telephones, elevator and water for the Main Library
- Clean and maintain libraries 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	233,280	233,040	240,320	240,320
Supplies	32,640	35,820	35,320	35,320
Services	9,500	8,870	9,380	9,380
Maintenance & Repair	-	-	-	-
Grants & Contributions	3,000	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	278,420	277,730	285,020	285,020

* 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	266,680	266,490	273,770	273,770
Grants	3,000	3,000	3,000	3,000
Donations	5,240	5,240	5,750	5,750
User Fees	3,500	3,000	2,500	2,500
Subtotal: Special Revenue Funds	*11,740*	*11,240*	*11,250*	*11,250*
Total	278,420	277,730	285,020	285,020

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	1.95	1.95	1.95	1.95
Temporary/Seasonal Employees	-	-	-	-
Total	3.95	3.95	3.95	3.95

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $690 or 0.2%. The FY 13 budget reflects an increase of $6,600 or 2.4% versus the FY 12 budget due to Personal Services.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More *$129,440*

- Select, purchase, catalog and process 3,200 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 *$96,280*

- 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 13,500 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 *$59,300*

- Provide 130 regularly scheduled programs for children birth to six that feature interactive play, stories, songs, crafts and games to encourage early literacy and school readiness
- Provide summer reading program, school vacation programs and special events for 4,000 children
- Provide over 40 programs during the school year to support early literacy at Windsor's Head Start, Discovery, nursery schools and Parent Resource Centers
- Teach over 600 fourth grade students and kindergarteners about library resources as they tour the library each year. Coordinate with the schools on a library card drive.

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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	139,400	139,240	143,350	143,350
Supplies	25,530	26,780	26,780	26,780
Services	9,310	12,310	12,810	12,810
Maintenance & Repair	6,150	5,970	5,950	5,950
Grants & Contributions	-	-	-	-
Capital Outlay	3,000	2,000	2,000	2,000
Energy & Utility	21,920	21,920	22,240	22,240
Total	205,310	208,220	213,130	213,130

* 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	196,060	195,900	200,330	200,330
Grants	-	-	-	-
Donations	5,000	6,820	7,300	7,300
User Fees	4,250	5,500	5,500	5,500
Subtotal: Special Revenue Funds	*9,250*	*12,320*	*12,800*	*12,800*
Total	205,310	208,220	213,130	213,130

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	2.23	2.23	2.23	2.23
Temporary/Seasonal Employees	-	-	-	-
Total	3.23	3.23	3.23	3.23

Budget Commentary

The FY 12 expenditures are expected to come in over budget by $2,910 or 1.4%. This is primarily due to an increase in program expenses funded by the Windsor Library Association. The FY 13 budget reflects an increase of $7,820 or 3.8% versus the FY 12 budget due to general fund increases to salary and benefit costs and special revenue fund increases to support program expenses.

WILSON BRANCH SERVICES

Products & Services

Books and More *$85,150*

- Lend and ensure prompt return and reshelving of 35,000 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 3,400 bestsellers, paperbacks, high-interest factual titles and audiovisual materials.

Information, Research and Referral *$37,650*

- Assist 8,000 library patrons by providing information and community referrals
- Provide and maintain six public computers for 12,000 people to access resources such as the Internet, word processing and Public Access Catalog.

Cultural and Recreational Events/Programs *$44,860*

- Provide cultural enrichment programs for adults and children
- Operate a tutoring program to reach 65 children three afternoons each week during the school year
- Offer 12 new intergenerational programs that are family focused.

Building Security and Maintenance *$45,470*

- 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 2012 Highlights

With recommendations from the State Library's space planner and an analysis of patterns of patron usage after 5 years in the renovated main library facility, staff rearranged portions of the collection to make the interior space more customer focused. Attractive wall units were installed on the main floor and newspapers and magazines joined other popular, high circulating materials such as fiction, large print, DVDs, CDs and audiobooks in that portion of the building. Downstairs now houses the reference department, public computers, non-fiction materials, local history collection, biographies and videos. Furniture was also moved to better accommodate patrons' use of space.

An underutilized meeting room at the Wilson Branch Library was converted into a welcoming, vibrant children's room. Windsor Library Association earmarked funds from the Walter Becker estate to furnish the room and helped create a welcoming, inspiring place for children of all ages.

A $30,000 grant from Hartford Foundation for Public Giving was used to purchase 20 public PCs, 3 laptops, a projector and a cart. Computer classes and tutoring were provided to 67 Windsor senior citizens. More than two dozen seniors also attended downloadable training, which taught them how to connect devices such as eReaders, iPads and MP3 players to audio, video and ebooks, available to them free of charge through the library's on-line catalog.

New scanners on the self check-out terminals at the Lending Desk read barcodes stored on mobil devices, making it now possible for patrons to use their smartphones to check out library materials.

The Teen Zone at the main library was relocated to the Broad Street side of the lower level. There, the teens have their own bank of public computers, new café style seating, a chalk board beam and an attractive collection of books, magazines, graphic novels, music and other media. Teens Sara Laiuppa, Abigail Parker and Colleen Morin created an attractive mural to decorate the space. A sound dome group listening station allows teens to listen to music without disturbing others around them. The library's new Teen/Reference librarian, Andrea Ingala, works in that area on busy weekday afternoons and evenings.

Self check-out is now available in the Children's Department away from the lobby. Parents no longer have to worry about children wandering out the front door or down a flight of stairs while they are checking out materials.

Foot traffic rose 23% in July as people sought relief at the library from the oppressive heat and humidity.

To avoid winter's unsafe ice and snow conditions in the book drop area, gutters and de-icing cables were installed on the south side roof of the building.

The Children's Department, the Wilson Branch and the Young Adult Department introduced a new online reading program called "Library Insight." Rather than signing up and tracking reading progress on paper logs, young patrons can do so on-line either from home using their own computer or on one of the library's PCs.

LIBRARY SERVICES

Key Statistics	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Volunteer hours per week	106	93	80	81	93
Total circulation of items	299,307	308,463	303,369	305,000	306,000
Circulation per capita	10.37	10.69	10.51	10.51	10.54
Library visits	259,941	268,443	221,934	250,250	260,000
Computer users	68,047	67,824	60,547	64,000	64,500
External visits to library webpage	125,782	146,038	151,996	160,000	165,000

Performance Measures	FY 2011 Actual	FY 2012 Target	FY 2012 Estimate	FY 2013 Target
Volunteer hours per week is more than the statewide average	80.15 Windsor 25.1 statewide	92	81.25	93
Circulation per capita exceeds statewide average	10.51 Windsor 9.1 statewide	10.7	10.51	10.54
Library visits per capita exceed statewide average	7.64 Windsor 6.3 statewide	9.3	8.6	9.0
Computer users exceed the statewide average	60,547 Windsor 26,630 statewide	69,000	64,000	64,500

Note: Windsor's population of 29,014 and statewide per capita numbers from Connecticut Public Library Annual Report 2010/2011

A fun fact about the value of our services…

Did you know that the Windsor Public Library has three Facebook pages? One is for general information at the main library, another is for the Wilson branch and the third is for teens. You can "friend" us by going to www.Facebook.com or through a link on the library's webpage www.windsorlibrary.com to hear about upcoming programs, new materials and links to interesting sites.

LIBRARY SERVICES

FY 2013 Goals

1. Adult and Teen librarians and Wilson Branch staff will work on a select committee with other public library and school personnel from across the state to expand the existing Connecticut Nutmeg Book Award program to include a new component specifically designed for Connecticut high school students. A high school level book list will by produced by February 2013

2. Library information technology specialist will facilitate other full-time staff in providing training and written instruction to part-time staff and patrons on new resources available to them free of charge. Examples of this include downloading audio, video and ebooks onto electronic devices and downloading patron barcodes onto smartphones for use on new checkout scanners. This will expand use of the library databases and new technologies by 25%

3. Expand volunteer program at both libraries by restructuring one full-time staff member's duties to coordinate volunteers and establish uniform procedures. The volunteer coordinator will collaborate with library staff, other town employees and community groups to recruit, train, identify projects and assign volunteers to tasks most suitable to their interests and skill sets. This will increase the number of volunteer hours each week by 15%

4. Partner with town staff, Windsor Garden Club, Windsor Historical Society and local volunteers to design an historic perennial garden around the perimeter of the 1777 Mather House portion of the main library building. Work with library volunteer coordinator to solicit donations and recruit volunteers to plant and maintain garden of plantings common to 18th century Windsor.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
2501	Library Copy Machine Fund	16,287	10,000	10,000	16,287	10,000	10,000	16,287
2502	Windsor Library Association Grant	9,199	1,820	1,820	9,199	1,800	1,800	9,199
2503	Main Library Non-Print Materials	28,567	15,000	15,000	28,567	14,500	14,500	28,567
2504	Wilson Library Non-Print	5,737	5,500	5,500	5,737	5,500	5,500	5,737
2505	Connecticard	11,715	3,000	3,000	11,715	3,000	3,000	11,715
2507	Cary Nearing Book Project	17,966	-	5,000	12,966	-	5,000	7,966
2509	State Library Grant	2,678	2,550	2,550	2,678	2,500	2,500	2,678
2510	Hartford Foundation Grant	5,820	-	5,820	-	-	-	-
N/A	Library Association Donation***	-	23,000	23,000	-	23,000	23,000	-
		97,969	**60,870**	**71,690**	**87,149**	**60,300**	**65,300**	**82,149**

***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 For Public Giving Grant - Revenues are from a one-time grant source to be used for the purchase of computer equipment and to provide computer classes for senior citizens.

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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,551,873	1,581,820	1,547,680	1,612,570	1,612,570
Supplies	9,717	12,420	10,830	10,845	10,845
Services	105,515	97,630	108,610	100,185	100,185
Maintenance & Repair	6,821	5,750	5,800	5,600	5,600
Grants & Contributions	-	-	1,500	600	600
Capital Outlay	1,841	-	3,630	-	-
Energy & Utility	20,420	21,410	24,910	22,480	22,480
Total	1,696,187	1,719,030	1,702,960	1,752,280	1,752,280

* 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 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Development Services	1,674,188	1,697,180	1,677,110	1,730,830	1,730,830
Special Revenue Funds	3,599	3,450	7,450	3,050	3,050
Charges to CDBG Fund	-	-	-	-	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400
Subtotal: Other Funds	*21,999*	*21,850*	*25,850*	*21,450*	*21,450*
Total	1,696,187	1,719,030	1,702,960	1,752,280	1,752,280

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	16.00	16.00	16.00	16.00	16.00
Regular Part Time Employees	0.37	0.47	0.09	-	-
Temporary/Seasonal Employees	0.78	1.01	0.94	1.01	1.01
Total	17.15	17.48	17.03	17.01	17.01

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $16,070 or 0.9%. This is primarily due to savings in Building Safety for the elimination of a part-time clerk position and Planning for contractual obligations. The overall FY 13 budget reflects an increase of $33,250 or 1.9% versus the FY 12 budget due to increases in Personal Services costs.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,533,473	1,563,420	1,529,280	1,594,170	1,594,170
Supplies	9,717	10,870	10,830	10,845	10,845
Services	101,916	95,730	105,160	97,735	97,735
Maintenance & Repair	6,821	5,750	5,800	5,600	5,600
Grants & Contributions	-	-	-	-	-
Capital Outlay	1,841	-	1,130	-	-
Energy & Utility	20,420	21,410	24,910	22,480	22,480
Total	1,674,188	1,697,180	1,677,110	1,730,830	1,730,830

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	18,400	18,400	18,400	18,400	18,400
Supplies	-	1,550	-	-	-
Services	3,599	1,900	3,450	2,450	2,450
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	1,500	600	600
Capital Outlay	-	-	2,500	-	-
Energy & Utility	-	-	-	-	-
Total	21,999	21,850	25,850	21,450	21,450

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,551,873	1,581,820	1,547,680	1,612,570	1,612,570
Supplies	9,717	12,420	10,830	10,845	10,845
Services	105,515	97,630	108,610	100,185	100,185
Maintenance & Repair	6,821	5,750	5,800	5,600	5,600
Grants & Contributions	-	-	1,500	600	600
Capital Outlay	1,841	-	3,630	-	-
Energy & Utility	20,420	21,410	24,910	22,480	22,480
Total	1,696,187	1,719,030	1,702,960	1,752,280	1,752,280

DEVELOPMENT SERVICES
Budget Information
Fiscal Year 2009-2013

Expenditures

Expenditures by Category *	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,438,378	1,480,018	1,551,873	1,581,820	1,547,680	1,612,570	1,612,570
Supplies	12,772	11,002	9,717	12,420	10,830	10,845	10,845
Services	102,449	87,185	105,515	97,630	108,610	100,185	100,185
Maintenance & Repair	4,112	1,504	6,821	5,750	5,800	5,600	5,600
Grants & Contributions	-	-	-	-	1,500	600	600
Capital Outlay	21,684	-	1,841	-	3,630	-	-
Energy & Utility	17,397	17,266	20,420	21,410	24,910	22,480	22,480
Total	1,596,792	1,596,975	1,696,187	1,719,030	1,702,960	1,752,280	1,752,280

* 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 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund	1,575,945	1,567,262	1,674,188	1,697,180	1,677,110	1,730,830	1,730,830
Transfer in from General Fund - Fund Balance	-	6,283	-	-	-	-	-
Total	1,575,945	1,573,545	1,674,188	1,697,180	1,677,110	1,730,830	1,730,830
Special Revenue Funds	2,447	5,030	3,599	3,450	7,450	3,050	3,050
Charges to CDBG Funds	-	-	-	-	-	-	-
Charges to Landfill Enterprise Funds	18,400	18,400	18,400	18,400	18,400	18,400	18,400
Subtotal: Other Funds	*20,847*	*23,430*	*21,999*	*21,850*	*25,850*	*21,450*	*21,450*
Total	1,596,792	1,596,975	1,696,187	1,719,030	1,702,960	1,752,280	1,752,280

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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	534,230	521,290	536,970	536,970
Supplies	3,750	3,750	3,775	3,775
Services	23,660	24,480	24,475	24,475
Maintenance & Repair	3,750	3,800	3,800	3,800
Grants & Contributions	-	-	-	-
Capital Outlay	-	3,630	-	-
Energy & Utility	10,630	10,400	11,530	11,530
Total	576,020	567,350	580,550	580,550

* 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.)

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	576,020	564,850	580,550	580,550
Special Revenue Funds	-	2,500	-	-
Charges to CDBG Fund	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	-	*2,500*	-	-
Total	576,020	567,350	580,550	580,550

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	0.47	0.09	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	6.47	6.09	6.00	6.00

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $8,670 or 1.5%. This is primarily due to the elimination of a part-time clerk position. The FY 12 expenditures include grant funded purchases of fire prevention public education equipment. The FY 13 budget reflects an increase of $4,530 or 0.8% versus the FY 12 budget due to Personal Services cost increases.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm Losses *$551,520*

- 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 use
- Provide support and technical assistance to the Zoning Board of Appeals, the Housing Code Board of Appeals and the Local Emergency Planning Commission
- Maintain and update hazardous material information at industrial and commercial facilities in support of emergency services and to improve public access to the information.

After Emergency Assistance *$29,030*

- 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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	162,880	159,200	166,450	166,450
Supplies	470	430	420	420
Services	29,670	28,980	28,880	28,880
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,010	5,010	1,010	1,010
Total	194,030	193,620	196,760	196,760

* 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	194,030	193,620	196,760	196,760
Special Revenue Funds	-	-	-	-
Charges to CDBG Fund	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	194,030	193,620	196,760	196,760

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.16	0.09	0.16	0.16
Total	1.16	1.09	1.16	1.16

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $410 or 0.2%. The FY 13 budget reflects an increase of $2,730 or 1.4% versus the FY 12 budget due to Personal Services.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion *$59,030*

- 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 *$88,540*

- 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 *$49,190*

- Contact prospective businesses to promote relocating 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	367,080	358,810	377,930	377,930
Supplies	5,100	3,550	3,550	3,550
Services	26,000	22,100	27,180	27,180
Maintenance & Repair	400	400	200	200
Grants & Contributions	-	1,500	600	600
Capital Outlay	-	-	-	-
Energy & Utility	2,570	2,500	2,540	2,540
Total	401,150	388,860	412,000	412,000

* 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	397,700	383,910	408,950	408,950
Special Revenue Funds	3,450	4,950	3,050	3,050
Charges to CDBG Fund	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	*3,450*	*4,950*	*3,050*	*3,050*
Total	401,150	388,860	412,000	412,000

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	4.00	4.00	4.00

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $12,290 or 3.1%. This is primarily due to savings in Personal Services and contractual obligations. The FY 12 General Fund expenditures are expected to be under budget by $13,790 or 3.5% for the same reasons. The overall FY 13 budget reflects an increase of $10,850 or 2.7% versus the FY 12 budget primarily due to Personal Services. The FY 13 General Fund budget reflects an increase of $11,250 or 2.8% for the same reason.

PLANNING

Products & Services

Plan Review & Design Development *$ 263,680*

- Monitor federal, state and local plans and programs to maximize their benefit and minimize their liabilities to the community
- Prioritize and facilitate future open space acquisitions
- Design town projects (e.g., parks, landscaping, parking lots, beautification and recreational facilities)
- Conduct environmental education and other programs
- Review applications 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 *$45,320*

- 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 *$103,000*

- 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	517,630	508,380	531,220	531,220
Supplies	3,100	3,100	3,100	3,100
Services	18,300	33,050	19,650	19,650
Maintenance & Repair	1,600	1,600	1,600	1,600
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	7,200	7,000	7,400	7,400
Total	547,830	553,130	562,970	562,970

* 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 13 budgeted at $18,400.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	529,430	534,730	544,570	544,570
Special Revenue Funds	-	-	-	-
Charges to CDBG Fund	-	-	-	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400
Subtotal: Other Funds	*18,400*	*18,400*	*18,400*	*18,400*
Total	547,830	553,130	562,970	562,970

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	5.00	5.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.85	0.85	0.85	0.85
Total	5.85	5.85	5.85	5.85

Budget Commentary

The FY 12 expenditures are expected to come in over budget by $5,300 or 1.0% due to one-time consulting services, including pavement management. The overall FY 13 budget reflects an increase of $15,140 or 2.8% versus the FY 12 budget due to Personal Services.

DESIGN SERVICES

Products & Services

Road Improvements *$168,900*

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

Professional and Technical Advice *$84,500*

- 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 *$56,300*

- 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 *$82,770*

- 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 *$112,600*

- 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 *$11,300*

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

Traffic Calming *$28,200*

- 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 2012 Highlights

Building Safety

During FY 12, Building Safety oversaw the following major projects:

- 880 Marshall Phelps Rd. – 42,500 SF expansion for Data Mail
- 2000 Day Hill Rd. - Completion of building demolitions in preparation for Great Pond Village
- 1070 Kennedy Rd. - Completion of 11,330 SF of additional racking and 5 levels of catwalk at Iron Mountain
- 555 Corporate Dr. - Completion of renovations to lobby, bar, restaurant, meeting and guest rooms at the Hilton Garden Inn
- 1075 Kennedy Rd. - Completion of 4,300 SF addition to Target increasing the retail food services
- 10 Targeting Center - 12,000 SF renovation for new CREC magnet school
- 1 Emerson Dr. - 26,500 SF renovations to north building and 11,200 SF to south building at Kimberly Hall
- 100 Corporate Dr. – renovations to lobby areas, offices and lavatories
- 200 Lamberton Rd. – 5,000 SF addition to All Crate
- 5 Waterside Crossing – 15,290 SF renovations for Great American Insurance
- 1000 Day Hill Rd. – 5,400 SF addition to Protedyne
- 200 Great Pond Rd. – Completion of 124,000 SF renovations at Alstom. Expectation of more renovations to start in spring of FY 12
- 175 Addison Rd. – Expectation of additional Alstom renovations in spring of FY 12
- 519 Palisado Ave. – 4,000 SF renovation for Phase 2 of Medina Academy
- 50 Sage Park Rd. – Windsor High School Auditorium renovations and roof replacement.

Building permits are now available on-line. The on-line permit allows homeowners and licensed contractors to download the building permit through the town website.

The Fire Marshal's Office, led by Deputy Fire Marshal Shea, focused on bringing the office into compliance with the state mandate to inspect all multiple family homes annually. This effort included inspecting more than 80 three-family homes, as well as all of the apartment complexes.

Fire Inspector Volkert attended two classes at the National Fire Academy, Community Education Leadership and Cultural Competence in Risk Reduction, both free of charge to the town through a federal reimbursement program.

The Fire Marshal's Office applied for and received a fire grant from Factory Mutual Global, an internationally recognized insurance provider, to purchase a laptop and presentation materials to continue providing fire and life safety training to employees and residents in Windsor.

The Fire Marshal's Office partnered with the Windsor Police Department to facilitate joint fire investigation training.

Economic Development

The Economic Development Commission, in partnership with the Chamber of Commerce, presented a program for Windsor businesses regarding sustainable business practices.

Economic Development 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.

Economic Development initiated an amendment of the town's off-street parking standards for industrial uses that will facilitate additional investment by existing and new businesses.

Design Services

Engineering completed the in-house design of four major roadway rehabilitation projects: Stone Road Improvements; FY 12 Day Hill Road Rehabilitation; Maple Avenue, Spring Street, Court Street Rehabilitation; and Harvey Road and Hillcrest Road Rehabilitation. Engineering also acted as general contractor on these projects, a departure from the standard practice of bidding substantial roadway construction projects. This project delivery method utilized state procured bids and involved coordinating the efforts of the DPW and various subcontractors, resulting in a savings to the town. Engineering also continued to administer the consultant design and permitting contract for Prospect Hill Road reconstruction, and the successful completion of the Riverfront Multi-Use Trail construction project, which was completed in spring 2012.

FY 2012 Highlights (continued)

Planning

In FY 12, the Planning Department, Inland Wetlands and Watercourses Commission, and Town Planning and Zoning Commission (TPZC) reviewed approximately 130 applications. Although these applications were mostly special uses and minor site plan revisions that did not involve the construction of new square footage, approximately 51,200 sq. ft. of new commercial/industrial space was approved. The major projects reviewed:

- A new 40,800 SF manufacturing and storage facility for Rolled Alloys, Inc. at 50 Great Pond Drive
- A 5,400 SF addition to Protedyne Corporation at 1000 Day Hill Road
- A 5,000 SF addition to All Crate, Inc. at 200 Lamberton Road
- 1 million SF distribution center in New England Tradeport

The Town Planning and Zoning Commission held numerous workshops on form-based regulations, as well as conservation and development topics in preparation for updating five chapters of the Plan of Conservation and Development (POCD). The form-based regulations for Great Pond Village were approved, completing the entitlement phase of the approval process, allowing 4,010 dwelling units, 85,000 SF of retail, 128,000 SF of community facilities, and 640,000 SF of commercial office and hospitality uses, to be built over 14 to 20 years. Three POCD chapters were adopted this fiscal year, bringing the total of updated chapters to six since the adoption of the 2004 POCD.

Development Services

Key Statistics	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Number of participants in Engineering community / neighborhood project meetings	36	60	0	30	30
Total value of construction Engineering projects awarded	$944,400	$1,287,000	$683,429	$1,954,033	$4,000,000
Total construction value of Building permits issued	$75,615,985	$76,261,429	$48,760,780	$26,925,000	$30,385,000
Building permit fees collected *	$696,668	$960,560	$614,640	$350,000	$395,000
Existing business visits by Economic Development staff	173	50	20	25	40
Prospective business contacts made	20	15	12	16	20
Fees in-lieu of open space collected	$6,000	$4,000	$4,000	$4,000	$6,000
Acres of open space preserved	0	8	75	24	50
Dwelling units approved by TPZC	67	7	88	130	300
Non-residential floor area approved by TPZC	864,747	8,580	49,352	51,200	10,000
IWWC & TPZC Applications	130	125	129	130	130

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

Performance Measures	FY 2011 Actual	FY 2012 Target	FY 2012 Estimate	FY 2013 Target
Value of change orders as a % of original contract	0%	7%	5%	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	92%	95%	95%	95%
Number of False Fire Alarms	1,138	1,000	1,100	750
Number of Fire and Life Safety programs conducted by Fire Marshal's Office	68	75	70	75
Households signed up for green energy	16	50	20	20

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

Through a unique zoning program called "transfer of non-residential coverage," in FY 12 three Windsor businesses were able to expand in-place. This resulted in retaining these businesses in Windsor, growing the Windsor tax base, and increasing employment, all while preserving 24 acres of open space at no cost to the town.

DEVELOPMENT SERVICES

FY 2013 GOALS

1. The Fire Marshal's Office will continue to work on a prioritized inspection schedule to bring Windsor into compliance with the state inspection schedule requirements. The Fire Marshal's Office will focus on high hazard properties first and then work towards a fully compliant inspection schedule in 4 years

2. Building Safety will fully prepare and educate building inspectors for the 2012 International Residential Code (IRC) and 2012 International Building Code (IBC) by taking advantage of webinars, free classes offered by the state and in-house plan review training. The State of Connecticut may adopt these new codes effective in the spring of 2013

3. Research all archived commercial building plans to ensure all are catalogued correctly in the database and properly dispose of superseded plans. Repair and protect all plans to ensure information is archived as required by the state

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

5. Support the development of Transportation Demand Management strategies for the Windsor corporate area

6. Complete the update of the 2004 Plan of Conservation and Development Chapters on environmental protection and historic preservation and begin the comprehensive update of the balance of the plan for adoption in FY 14

7. Develop and implement new procedures to efficiently review and approve the first phase of Great Pond Village utilizing new form-based zoning regulations

8. Complete the permitting, design, and construction of the Day Hill Road, STP-funded Project

9. Complete permitting and design and initiate construction of the Prospect Hill Road, Phase 1 Project

10. Begin the permitting and design of the Prospect Hill Road, Phase 2 Project.

SPECIAL REVENUE FUNDS

DEVELOPMENT

		FY 2012				FY 2013		
Project #	Project Name	Beginning Balance (7/1/11)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/12)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/13)
1704	Wetlands Inventory Grant	694	-	200	494	-	200	294
1705	Wetlands Account	2,666	-	1,000	1,666	-	-	1,666
1706	Energy Task Force Fund	4,681	-	750	3,931	-	750	3,181
1707	Earth Day	1,419	2,100	3,000	519	2,100	2,100	519
1721	Fire Safety Computer Grant	-	2,500	2,500	-	N/A	N/A	N/A
		9,460	**4,600**	**7,450**	**6,610**	**2,100**	**3,050**	**5,660**

#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.

#1721 - Fire Safety Computer Grant - This fund is from a grant from FM Global, one of the world's largest commercial property insurers, to cover the cost of purchasing a laptop and projector to be used for public fire and life safety education, fire prevention, and community risk reduction.

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

	FY 2011	FY 2012		FY 2013	
Expenditures by Category *	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	170,004	171,280	170,690	177,620	177,620
Supplies	1,287	1,250	1,200	1,200	1,200
Services	446,825	691,900	512,050	325,000	325,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	291,354	-	-	-	-
Energy & Utility	600	700	700	700	700
Total	910,070	865,130	684,640	504,520	504,520

* 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.

	FY 2011	FY 2012		FY 2013	
Funding Source	Actual	Budget	Estimate	Proposed	Adopted
General Fund	25,000	25,000	25,000	74,020	74,020
Windsor Library Association	-	-	20,550	-	-
Small Cities Funds	549,967	761,220	587,090	275,000	275,000
Loan Repayment Fund	307,842	53,910	27,000	130,500	130,500
Special Revenue Funds	-	-	-	-	-
Project Management Fees	27,261	25,000	25,000	25,000	25,000
Subtotal: Other Funds	*885,070*	*840,130*	*659,640*	*430,500*	*430,500*
Total	910,070	865,130	684,640	504,520	504,520

Personnel Requirements

	FY 2011	FY 2012		FY 2013	
Full Time Equivalents	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00	2.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	2.00	2.00	2.00	2.00	2.00

Budget Commentary

FY 12 expenditures are expected to come in under budget by $180,490 or 20.9%. This is primarily due to funds that were included in the FY 12 budget for the reconstruction of Maple Avenue but were not spent due to a Community Development Block Grant (CDBG) that was not awarded. The overall FY 13 budget reflects a decrease of $360,610 or 41.7% versus the FY 12 budget due to the lack of CDBG grant funds available for infrastructure projects. The FY 13 General Fund budget reflects an increase of $50,000 to meet personnel costs as program income funds are insufficient.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	25,000	25,000	25,000	74,020	74,020
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	25,000	25,000	25,000	74,020	74,020

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	145,004	146,280	145,690	103,600	103,600
Supplies	1,287	1,250	1,200	1,200	1,200
Services	446,825	691,900	512,050	325,000	325,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	291,354	-	-	-	-
Energy & Utility	600	700	700	700	700
Total	885,070	840,130	659,640	430,500	430,500

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	170,004	171,280	170,690	177,620	177,620
Supplies	1,287	1,250	1,200	1,200	1,200
Services	446,825	691,900	512,050	325,000	325,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	291,354	-	-	-	-
Energy & Utility	600	700	700	700	700
Total	910,070	865,130	684,640	504,520	504,520

COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2009-2013

Expenditures

Expenditures by Category *	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	157,620	174,907	170,004	171,280	170,690	177,620	177,620
Supplies	1,164	2,268	1,287	1,250	1,200	1,200	1,200
Services	276,850	492,782	446,825	691,900	512,050	325,000	325,000
Maintenance & Repair	-	-	-	-	-	-	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	291,354	-	-	-	-
Energy & Utility	600	600	600	700	700	700	700
Total	436,234	670,557	910,070	865,130	684,640	504,520	504,520

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

Funding Sources

Funding Source	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund	25,000	25,000	25,000	25,000	25,000	74,020	74,020
Windsor Library Association					20,550		
Small Cities Funds	342,318	550,358	549,967	761,220	587,090	275,000	275,000
Loan Repayment Fund	68,916	63,316	307,842	53,910	27,000	130,500	130,500
Special Revenue Funds	-	5,550	-	-	-	-	-
Project Management Fees	-	26,333	27,261	25,000	25,000	25,000	25,000
Subtotal: Other Funds	*411,234*	*645,557*	*885,070*	*840,130*	*659,640*	*430,500*	*430,500*
Total	436,234	670,557	910,070	865,130	684,640	504,520	504,520

COMMUNITY DEVELOPMENT

Products & Services

General Administration *$179,520*

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

Housing Rehabilitation Program *$275,000*

- Promote neighborhood reinvestment by providing financial and technical assistance to income-eligible residential property owners for needed home repairs. Eligible activities include the correction of housing code violations, cost-effective energy conservation measures, lead and asbestos abatement, removal of underground storage tanks and modifications to improve handicap accessibility.

Renovations – Fitch Court Apartments *$50,000*

- The Office of Community Development secured a $350,000 federal Community Development Block Grant for improvements at Fitch Court Apartments. Fitch Court, which operates under the umbrella of the Windsor Housing Authority provide 40 units of housing for low/moderate income residents as well as administrative office space for the Housing Authority staff. Specific improvements include the replacement of existing entry doors, the installation of audio-visual security system, new hot water heaters and cabinet/countertop replacements. The project should be substantially completed by the end of the fiscal year.

COMMUNITY DEVELOPMENT

FY 2012 Highlights

- Rehabilitated 22 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
- Administered the Neighborhood Assistance Act (NAA) Tax Credit Program that assisted local non-profit organizations to leverage donations from the corporate community
- Secured rebates from the Connecticut Clean Energy Fund and the Connecticut Energy Efficiency Funds for energy conservation initiatives
- Provided 65 referrals to individuals related to housing and/or financial matters
- Maintained a revolving loan fund with a loan portfolio of $2,343,816
- Secured $350,000 in Community Development Block Grant – Small Cities funds for energy conservation and security improvements at the Fitch Court Apartments
- Implemented a Housing Rehabilitation/Refinance Program using funds made available through the American Recovery and Reinvestment Act helping people at risk of losing their homes maintain ownership
- 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 6/30/2011

Type of Loan	Principal Balances
Amortized Payment Loans:	
Housing Rehab. & Downpayment Assistance	$330,911
Deferred Payment Loans:	
Housing Rehabilitation	1,767,124
Forgiveness Loans:	
Housing Rehabilitation & Facade Improvement	33,490
Amortized Economic Development Loans	212,291
Sub-total	2,343,816
Allowance for uncollectible loans	(500,000)
Loans Receivable, net	$1,843,816

Performance Measures	FY 2011 Actual	FY 2012 Target	FY 2012 Estimate	FY 2013 Target
Number of housing rehabilitation projects	23	25	24	20
Successful foreclosure intervention (new initiative)	N/A	4	3	N/A

A fun fact about the value of our services…

Over 500 homes have been rehabilitated through the Town's Housing Rehabilitation Program since its inception in 1977. As loans are repaid the funds are used to rehabilitate additional housing units.

FY 2013 Goals

1. Secure a $300,000 Community Development Block Grant to allow for the continuation of the town's Housing Rehabilitation Program
2. Partner with the federal Department of Housing and Urban Development's (HUD) Healthy Homes Program to provide additional financial and technical resources for the town's housing rehabilitation efforts.

SPECIAL REVENUE FUNDS

Community Development

		FY 2012				FY 2013		
Project #	Project Name	Beginning Balance (7/1/11)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/12)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/13)
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

	FY 2011	FY 2012		FY 2013	
Expenditures by Category *	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,037,791	3,170,780	2,978,940	3,240,120	3,240,120
Supplies	420,497	419,200	339,110	399,760	399,760
Services	838,583	756,690	767,450	675,180	675,180
Maintenance & Repair	611,047	488,400	556,850	514,170	514,170
Grants & Contributions	-	-	-	-	-
Capital Outlay	171,389	9,000	11,720	9,000	9,000
Energy & Utility	902,747	951,770	905,690	911,550	911,550
Total	5,982,054	5,795,840	5,559,760	5,749,780	5,749,780

* 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.

	FY 2011	FY 2012		FY 2013	
Funding Source	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	5,182,777	4,950,460	4,827,750	4,989,440	4,989,440
Charges to Other Departments	78,681	75,000	78,600	78,600	78,600
Town Support for Education	103,557	133,190	133,190	130,340	130,340
Subtotal: Public Works General Fund	*5,365,015*	*5,158,650*	*5,039,540*	*5,198,380*	*5,198,380*
State Grants - Town Aid for Roads	226,328	328,000	150,000	235,000	235,000
Facilities Revenues	134,719	116,580	129,570	129,600	129,600
User Fees	55,820	3,000	1,000	-	-
Reimbursements	9,917	5,280	3,000	2,800	2,800
Subtotal: Special Revenue Funds	*426,784*	*452,860*	*283,570*	*367,400*	*367,400*
State Grants - LoCIP (Capital Outlay Fund)	190,255	184,330	236,650	184,000	184,000
Total	5,982,054	5,795,840	5,559,760	5,749,780	5,749,780

Personnel Requirements

Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	31.46	32.00	31.46	32.00	32.00
Regular Part Time Employees	2.17	2.65	2.15	2.15	2.15
Temporary/Seasonal Employees	2.15	3.10	2.75	3.60	3.60
Total	35.78	37.75	36.36	37.75	37.75

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $236,080 or 4.1%. This is primarily due to savings in Personal Services, higher expenditures from the Local Capital Improvement Prorgram (LoCIP) grant for pavement milling and paving, and lower expenditures from the Town Aid Roads grant, primarily for crack filling and snow storm materials. The FY 12 General Fund expenditures are expected to be under budget by $122,710 or 2.5% due to savings resulting from the lighter-than-normal winter, Personal Services from part-year vacancies, and savings in Energy & Utility resulting primarily from streetlights and HVAC improvements in town hall. The overall FY 13 budget reflects a decrease of $46,060 or 0.8% versus the FY 12 budget due to lower expenditures from the Town Aid Roads grant, offset by increases in Personal Services. The FY 13 General Fund budget reflects an increase of $38,800 or 0.8% due to increases in Personal Services offset primarily by savings in Energy & Utility.

PUBLIC WORKS EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	2,962,776	3,068,980	2,894,800	3,136,880	3,136,880
Supplies	262,913	243,730	260,980	248,210	248,210
Services	446,560	340,660	361,140	332,480	332,480
Maintenance & Repair	573,692	468,200	525,550	481,820	481,820
Grants & Contributions	-	-	-	-	-
Capital Outlay	171,389	9,000	11,720	9,000	9,000
Energy & Utility	765,447	819,890	773,560	781,050	781,050
Total	5,182,777	4,950,460	4,827,750	4,989,440	4,989,440

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	64,790	91,490	74,050	92,940	92,940
Supplies	32,667	40,000	47,830	35,900	35,900
Services	6,100	1,700	11,310	1,500	1,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	78,681	75,000	78,600	78,600	78,600
Total	182,238	208,190	211,790	208,940	208,940

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	10,225	10,310	10,090	10,300	10,300
Supplies	124,917	135,470	30,300	115,650	115,650
Services	385,923	414,330	395,000	341,200	341,200
Maintenance & Repair	37,355	20,200	31,300	32,350	32,350
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	58,619	56,880	53,530	51,900	51,900
Total	617,039	637,190	520,220	551,400	551,400

Total Expenditures (agrees with page M-1):

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	3,037,791	3,170,780	2,978,940	3,240,120	3,240,120
Supplies	420,497	419,200	339,110	399,760	399,760
Services	838,583	756,690	767,450	675,180	675,180
Maintenance & Repair	611,047	488,400	556,850	514,170	514,170
Grants & Contributions	-	-	-	-	-
Capital Outlay	171,389	9,000	11,720	9,000	9,000
Energy & Utility	902,747	951,770	905,690	911,550	911,550
Total	5,982,054	5,795,840	5,559,760	5,749,780	5,749,780

PUBLIC WORKS
BUDGET INFORMATION
Fiscal Year 2009-2013

Expenditures

Expenditures by Category *	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	2,917,749	2,913,756	3,037,791	3,170,780	2,978,940	3,240,120	3,240,120
Supplies	423,605	352,562	420,497	419,200	339,110	399,760	399,760
Services	617,099	607,002	838,583	756,690	767,450	675,180	675,180
Maintenance & Repair	574,666	567,482	611,047	488,400	556,850	514,170	514,170
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	261,342	168,137	171,389	9,000	11,720	9,000	9,000
Energy & Utility	998,106	881,459	902,747	951,770	905,690	911,550	911,550
Total	5,792,567	5,490,398	5,982,054	5,795,840	5,559,760	5,749,780	5,749,780

* 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 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund	5,185,425	4,936,593	5,182,777	4,950,460	4,827,750	4,989,440	4,989,440
Transfer in from General Fund - Fund Balance	-	55,920	-	-	-	-	-
Charges to Other Departments	61,183	63,584	78,681	75,000	78,600	78,600	78,600
Town Support for Education	115,091	122,016	103,557	133,190	133,190	130,340	130,340
Subtotal: Public Works Gen. Fund Budget	*5,361,699*	*5,178,113*	*5,365,015*	*5,158,650*	*5,039,540*	*5,198,380*	*5,198,380*
State Grants- Town Aid	170,684	25,212	226,328	328,000	150,000	235,000	235,000
Facilities Revenues & User Fees	142,690	118,175	190,539	119,580	130,570	129,600	129,600
Reimbursements	19,573	8,611	9,917	5,280	3,000	2,800	2,800
Subtotal: Special Revenue Funds	*332,947*	*151,998*	*426,784*	*452,860*	*283,570*	*367,400*	*367,400*
State Grants- LoCIP	*97,921*	*160,287*	*190,255*	*184,330*	*236,650*	*184,000*	*184,000*
Total	5,792,567	5,490,398	5,982,054	5,795,840	5,559,760	5,749,780	5,749,780

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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	851,220	813,600	873,530	873,530
Supplies	98,220	110,050	90,300	90,300
Services	17,050	22,820	12,010	12,010
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	12,030	7,900	9,350	9,350
Total	978,520	954,370	985,190	985,190

* 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.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	840,050	818,180	852,050	852,050
Town Support for Education	133,190	133,190	130,340	130,340
Subtotal: Public Works General Fund	*973,240*	*951,370*	*982,390*	*982,390*
Reimbursements	5,280	3,000	2,800	2,800
Subtotal: Special Revenue Funds	*5,280*	*3,000*	*2,800*	*2,800*
Total	978,520	954,370	985,190	985,190

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	8.88	9.00	9.00
Regular Part Time Employees	0.90	0.90	0.90	0.90
Temporary/Seasonal Employees	3.10	2.25	3.10	3.10
Total	13.00	12.03	13.00	13.00

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $24,150 or 2.5%. This is due to savings in Personal Services, primarily resulting from a part-year vacancy. The FY 12 General Fund expenditures are expected to be under budget by $21,870 or 2.6% and is attributable to lower expenses in Personal Services (lower overtime and seasonal personnel costs). The overall FY 13 budget reflects an increase of $6,670 or 0.7% versus the FY 12 budget due to Personal Services. The FY 13 General Fund budget reflects an increase of $12,000 or 1.4% due to Personal Services, offset by reductions in Supplies, Services and Energy & Utility.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas *$252,450*

- 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 *$67,460*

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

Improve Turf Areas *$64,680*

- 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 *$73,050*

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

Maintain Safe Playground Equipment *$63,470*

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

Maintain Medians *$33,470*

- 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 *$156,710*

- 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 *$50,140*

- 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 *$130,340*

- 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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	262,740	262,530	269,200	269,200
Supplies	26,820	30,650	26,800	26,800
Services	174,740	188,750	188,800	188,800
Maintenance & Repair	145,200	185,650	170,970	170,970
Grants & Contributions	-	-	-	-
Capital Outlay	1,000	3,000	1,000	1,000
Energy & Utility	302,760	278,590	268,200	268,200
Total	913,260	949,170	924,970	924,970

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

Funding Sources

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

Funding Source	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Public Works	721,680	741,000	716,770	716,770
Charges to Other Departments	75,000	78,600	78,600	78,600
Subtotal: Public Works General Fund	*796,680*	*819,600*	*795,370*	*795,370*
Facilities Revenues	116,580	129,570	129,600	129,600
Subtotal: Special Revenue Funds	*116,580*	*129,570*	*129,600*	*129,600*
Total	913,260	949,170	924,970	924,970

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	1.35	0.85	0.85	0.85
Temporary/Seasonal Employees	-	0.50	0.50	0.50
Total	3.35	3.35	3.35	3.35

Budget Commentary

The overall FY 12 expenditures are expected to come in over budget by $35,910 or 3.9%. This is primarily due to unplanned Maintenance & Repair costs such as those from the special revenue account for the train station, offset by savings in Energy & Utility. The FY 12 General Fund expenditures are expected to be over budget by $19,320 or 2.7%. This is primarily due to Maintenance & Repair expenditures such as replacement of the electronic locks for the town hall doors, offset by savings in Energy & Utility resulting from lower rates for electricity. The overall FY 13 budget reflects an increase of $11,710 or 1.3% versus the FY 12 budget due to increases in Services and Maintenance & Repair. The FY 13 General Fund budget reflects a decrease of $4,910 or 0.7% resulting from increases for Services and Maintenance & Repair, offset by savings in utilities, primarily resulting from the improvements to the HVAC system for town hall completed in 2012.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center *$251,460*

- 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 *$103,530*

- 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 *$121,290*

- 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 *$73,680*

- 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 *$131,500*

- 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 *$121,890*

- Respond to requests from civic groups for community event support such as Shad Derby, the Lion's Arts and Craft Fair and the Chili Challenge
- Assist in staging town-sponsored community events on the town green, at fairs and carnivals, holiday lighting displays, Martin Luther King Day ceremony, Bridge Builder's awards and Conversations on Race forums
- Perform maintenance of bus shelters, storage sheds and park and recreation accessory buildings
- Provide electrical repairs for Veterans Cemetery
- Provide maintenance and utilities for the Clover Street Park clubhouse, Sage Park field house concession stand, ambulance facility and the employee fitness center located at 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 *$121,620*

- 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	772,630	761,430	799,730	799,730
Supplies	48,000	53,770	48,000	48,000
Services	384,930	360,580	302,600	302,600
Maintenance & Repair	99,200	99,200	99,200	99,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,304,760	1,274,980	1,249,530	1,249,530

* 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	949,430	942,330	970,530	970,530
State Grants - Town Aid for Roads	168,000	95,000	95,000	95,000
User Fees	3,000	1,000	-	-
Subtotal: Special Revenue Funds	*171,000*	*96,000*	*95,000*	*95,000*
State Grants - LoCIP (Capital Outlay Fund)	184,330	236,650	184,000	184,000
Total	1,304,760	1,274,980	1,249,530	1,249,530

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.00	8.00	8.00	8.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	8.00	8.00	8.00	8.00

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $29,780 or 2.3%. This is primarily due to reduced expenditures from the Town Aid Roads grant. It was anticipated that additional crack filling work would have been completed in FY 12, but that work was curtailed as a result of the cleanup work from Storm Alfred. The FY 12 General Fund expenditures are expected to be under budget by $7,100 or 0.7% and is attributable to savings in Personal Services. The overall FY 13 budget reflects a decrease of $55,230 or 4.2% versus the FY 12 budget due to reduced expenditures from the Town Aid Roads grant. The FY 13 General Fund budget reflects an increase of $21,100 or 2.2% due to Personal Services.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks *$211,750*

- 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 *$423,320*

- 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 Corporate Drive, Colonial Drive, Delilah Drive, Penncross Drive, and Craigs Road.

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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	245,260	245,670	252,160	252,160
Supplies	30,610	29,500	30,610	30,610
Services	32,800	33,000	32,800	32,800
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	308,670	308,170	315,570	315,570

* 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	298,670	298,170	305,570	305,570
State Grants - Town Aid	10,000	10,000	10,000	10,000
Subtotal: Special Revenue Funds	*10,000*	*10,000*	*10,000*	*10,000*
Total	308,670	308,170	315,570	315,570

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

Overall FY 12 expenditures are expected to come in under budget by $500 or 0.2%. This is due to savings in Supplies. The overall and General Fund FY 13 budget reflects an increase of $6,900 or 2.3% versus the FY 12 budget due to increases in Personal Services.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins and Adjust Manholes — *$97,500*

- 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 and make repairs.

New Drainage Systems — *$47,290*

- 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 — *$43,590*

- 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	591,210	541,180	584,510	584,510
Supplies	16,500	12,640	16,500	16,500
Services	106,820	109,150	106,820	106,820
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	505,000	487,190	500,000	500,000
Total	1,219,530	1,150,160	1,207,830	1,207,830

* 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.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	1,199,530	1,130,160	1,187,830	1,187,830
State Grants - Town Aid	20,000	20,000	20,000	20,000
Subtotal: Special Revenue Funds	*20,000*	*20,000*	*20,000*	*20,000*
Total	1,219,530	1,150,160	1,207,830	1,207,830

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.00	6.58	7.00	7.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	7.00	6.58	7.00	7.00

Budget Commentary

The FY 12 overall and General Fund expenditures are expected to come in under budget by $69,370 or 5.7%. This is primarily due to savings in Personal Services resulting from a part-year vacancy, as well as lower costs in Energy & Utility for streetlights. The FY 13 overall and General Fund budget reflects a decrease of $11,700 or 1.0% versus the FY 12 budget due primarily to savings in Energy & Utility.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings *$100,940*
- Install and maintain pavement markings
- Repaint crosswalks, stop lines and railroad crossings as needed.

Traffic & Safety Signing *$88,400*
- Install traffic control and street name signs
- Replace vandalized, stolen or outdated signs
- Provide special street signing as requested.

Streetlights *$555,940*
- 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 *$99,800*
- 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 Challenge
  - Fife & Drum Muster
  - Fishing Derby
  - Halloween events in town center
  - Memorial Day events
  - Library Book Fair
  - Lion's Arts & Crafts Fairs
  - St. Gabriel's and Wilson 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 *$87,420*
- 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	273,540	267,510	282,560	282,560
Supplies	47,500	68,500	56,000	56,000
Services	40,350	52,150	32,150	32,150
Maintenance & Repair	244,000	272,000	244,000	244,000
Grants & Contributions	-	-	-	-
Capital Outlay	8,000	8,720	8,000	8,000
Energy & Utility	131,980	131,980	134,000	134,000
Total	745,370	800,860	756,710	756,710

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

Funding Sources

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

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	745,370	800,860	756,710	756,710
State Grants - Town Aid	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Total	745,370	800,860	756,710	756,710

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	0.40	0.40	0.40	0.40
Temporary/Seasonal Employees	-	-	-	-
Total	3.40	3.40	3.40	3.40

Budget Commentary

The FY 12 expenditures are expected to come in over budget by $55,490 or 7.4%. This is primarily due to higher expenses in Supplies, Maintenance & Repair, and Services. Major factors in these expenses are needed repairs/improvements to an excavator, upgrades to our older snow plow trucks, repairs to computerized spreader control systems on our snowplows/dump trucks, and the cost of raw materials used in the vehicle parts we purchase. The FY 13 budget reflects an increase of $11,340 or 1.5% versus the FY 12 budget due to increases in Personal Services, gas and reallocating costs from Services to Supplies to more accurately reflect spending.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance *$538,400*

- 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 *$202,840*

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

Vehicle & Equipment Procurement *$15,470*

- 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	174,180	87,020	178,430	178,430
Supplies	151,550	34,000	131,550	131,550
Services	-	1,000	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	30	-	-
Total	325,730	122,050	309,980	309,980

* 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	195,730	97,050	199,980	199,980
Subtotal" Public Works Gen. Fund Budget	195,730	97,050	199,980	199,980
State Grants - Town Aid	130,000	25,000	110,000	110,000
Subtotal: Special Revenue Funds	*130,000*	*25,000*	*110,000*	*110,000*
Total	325,730	122,050	309,980	309,980

Personnel Requirements

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 12 expenditures are expected to come in under budget by $203,680 or 62.5%. This is primarily due to decreased expenditures for overtime expenses and from the Town Aid Roads grant for storm materials. The FY 12 General Fund expenditures are expected to be under budget by $98,680 or 50.4% primarily from savings for overtime expenses. The overall FY 13 budget reflects a decrease of $15,750 or 4.8% versus the FY 12 budget due to lower planned expenditures from the Town Aid Roads grant for materials. The FY 13 General Fund budget reflects an increase of $4,250 or 2.2% due to increases in Personal Services.

STORM CONTROL

Products & Services

Clear, Safe Pavement Surfaces *$309,980*

- Respond immediately 24-hours-a-day to hazardous road conditions reported by the Windsor Police Department
- Plow and sand 132 miles of roads, 189 cul-de-sacs and 39 acres of public parking lots
- Maintain snow plowing and ice control vehicles and attachments including 24 snowplows, 19 material spreaders, three payloaders and two sidewalk plows/sanders
- Mix and maintain a stockpile of materials for traction control
- Maintain sand/salt barrels throughout the Town of Windsor.
- Investigate and resolve customer complaints
- Spread traction materials or otherwise alleviate icing conditions.

PUBLIC WORKS

FY 2012 Highlights

Pavement Management
Pavement, drainage and curbing were completely rehabilitated on west-bound lanes of Day Hill Road from approximately Marshall Phelps Road to Old Iron Ore Road. The construction work on this street, performed by Public Works and Design Services, included milling the existing pavement down to the base material and removing old curbing and various drainage improvements. New pavement, curbing, and restoration of the grass were also included. Performing the work in this manner saved funding versus the cost of reconstructing the street and allowed for the completion of the work in a much shorter time period.

Similar work occurred on Stone Road between Rainbow Road and Winterwood, but included more extensive repair and installation of stormwater drainage.

Street sections that were milled and paved included: Matianuck Avenue between Sunnyside Circle and Windbrook Drive, Sunnyside Circle from Park Avenue to Matianuck Avenue, Robin Road between Matianuck Avenue and Sunnyfield Drive, Sunnyfield Drive from Park Avenue to approximately Fairway Circle, West Ridge from Columbia Road to the cul-de-sac, and Kellogg Street from Lenox Street to Preston Street. On-going coordination with the milling and paving companies resulted in timely and efficient completion of the paving.

Stormwater Management
Stormwater system repairs and maintenance work occurred at: Kendrick Pond, Mohawk Circle, Deckers Brook, East Granby Road, Northwest Park, Merli Road, and Dewey Avenue. Drainage improvements were performed on all of the streets prior to milling and paving.

The drainage crew also responded to the emergency water main break at Wolcott School. Their efforts allowed the school to reopen quickly.

Storm Alfred Cleanup
Immediately upon completion of the plowing of the streets from Storm Alfred, Public Works and its initial contractor began opening up the remaining streets blocked by the fallen tree debris. This effort was completed in a few days.

The department and its grapple-equipped contractor were able to complete the cleanup of the remainder of the debris brought to the streets in four weeks. The cleanup and grinding of approximately 65,000 cubic yards of tree debris was accomplished at a cost per yard, which was a third of the cost per yard paid by several towns.

To assist in the cleanup of future storms and the department's more routine work, Public Works purchased a grapple attachment to install onto the payloader procured in FY 12.

Facility Management
Projects completed in FY 12 included: town hall HVAC improvements, library HVAC improvements, Hayden Station Firehouse expansion/renovation, Poquonock School heating system replacement, Senior Center renovations, and the Kennedy School roof replacement.

Expenses for electricity and natural gas for town hall were significantly lower than in previous years as a result of the HVAC replacement work.

Significant improvements in the town and school facilities continue to be made, which assist in meeting the town's facility asset management program. Improvements planned include: roof replacements at the L.P. Wilson Center and Oliver Ellsworth Elementary School, as well as heating system replacement at Clover Street School.

PUBLIC WORKS

Key Statistics	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Number of working days to complete spring street sweeping	29	25	27	20	25
Number of working days lost for weather & special events during street sweeping	5	3	8	5	5
Number of stormwater ponds maintained per year	3	4	3	6	4
Number of catch basins cleaned	1,395	1,600	100	1,500	1,500
Number of trees trimmed and/or removed	225	200	125	600	300

Performance Measures	FY 2011 Actual	FY 2012 Target	FY 2012 Estimate	FY 2013 Target
Percent of center-lines on pavement re-marked (painted) in accordance with the schedule	90%	100%	100%	100%
Percent of catch basins cleaned in accordance with the schedule	10%	100%	100%	100%
Percent of storm water ponds maintained in accordance with the schedule	75%	100%	150%	100%
Percent of total street name signs installed that conform with the retro-reflectivity standards (multi-year goal of 100% completion)	94%	94%	94%	95%
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…

We continue to reduce pavement management costs related to pothole patching as a result of the new asphalt recycling equipment. The equipment reuses old asphalt, primarily from damaged curbing, in the creation of new hot asphalt for patching. This has been especially useful during the winter months, as it has allowed us to replace the higher cost and less effective "cold patch" in the patching of potholes. Additional savings have resulted from a reduction in the purchase of new asphalt, as well as reducing the number of tons of old asphalt requiring disposal.

PUBLIC WORKS

FY 2013 Goals

1. Continue to implement the pavement asset management plan for increased efforts in pavement preventive maintenance, such as crack sealing
2. Implement an aggressive tree planting program and stump removal plan resulting from damage from Storm Alfred
3. Increase efforts to trim back mature vegetation at major intersections to improve safety and sightlines
4. Continue to improve safety of the surface material at town playscapes
5. Work on a plan to maintain sport fields in accordance with regulations regarding minimum use of chemicals
6. Further implement the storm water management and repair plan, including the improvements to Deckers Brook.

SPECIAL REVENUE FUNDS

Public Works

Project #	Project Name	FY 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
1980	Stony Hill School	1,027	3,705	3,000	1,732	3,700	2,900	2,532
2014	330 Windsor Avenue Maintenance	33,698	92,000	83,890	41,808	92,000	84,000	49,808
4003	Archer Road Maintenance	50,843	-	-	50,843	-	-	50,843
4009	Town Aid Road Improvements	350,180	204,120	150,000	404,300	204,120	235,000	373,420
4010	East Granby Road Maintenance	40,000	-	-	40,000	-	-	40,000
4012	Local Cap. Improve. - Recording Fees	28,524	13,600	1,000	41,124	13,600	-	54,724
4018	Veterans Cemetery	14,186	2,800	3,000	13,986	2,800	2,800	13,986
4100	Rental Revenue (Properties)	2,090	14,500	14,380	2,210	14,500	14,250	2,460
4101	Train Station/Freight House	193,246	2,000	28,300	166,946	2,000	28,450	140,496
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		719,495	**332,725**	**283,570**	**768,650**	**332,720**	**367,400**	**733,970**

#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 similarly 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 that are the result of an increase in the recording fees charged by the state. These funds may be used for improvements by local governments in the state.

#4018 - Veterans Cemetery - The Department of Public Works places headstones (provided by the government) at grave sites and maintains the cemetery grounds. The town receives funding from the Department of Veterans Affairs (VA) to place the headstones in their designated area. Expenses associated with the maintenance of the cemetery are paid from this account.

#4100 - Rental Revenue properties - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green) and 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.

#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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	335,397	337,410	336,990	347,180	347,180
Supplies	73,944	78,330	75,170	77,770	77,770
Services	113,770	108,000	105,870	130,690	130,690
Maintenance & Repair	13,840	19,810	13,410	12,220	12,220
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,337	3,400	3,350	3,350	3,350
Total	540,288	546,950	534,790	571,210	571,210

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

Funding Sources

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

Funding Source	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Info. Services	428,125	423,140	410,980	425,420	425,420
Other General Fund Accounts	56,574	58,000	58,000	58,000	58,000
Subtotal: Info. Services Gen. Fund	*484,699*	*481,140*	*468,980*	*483,420*	*483,420*
Grants	11,963	6,000	6,000	6,500	6,500
User Fees	25,626	41,810	41,810	63,290	63,290
Subtotal: Special Revenue Funds	*37,589*	*47,810*	*47,810*	*69,790*	*69,790*
Other Funds	18,000	18,000	18,000	18,000	18,000
Total	540,288	546,950	534,790	571,210	571,210

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00	3.00
Regular Part Time Employees	1.20	1.10	1.10	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-	-
Total	4.20	4.10	4.10	4.10	4.10

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $12,160 or 2.2%. This is primarily due to a successful 5-year contract negotiated for annual maintenance on the Town Clerk's new operating system. The FY 12 General Fund expenditures are expected to be under budget by $12,160 or 2.9% and is attributable to the same 5-year contract. The overall FY 13 budget reflects an increase of $24,260 or 4.4% versus the FY 12 budget due to the use of non-general fund copier user fees for the renovation of the former probate vault to a permanent archival vault. The FY 13 General Fund budget reflects an increase of $2,280 or 0.5% due to Personal Services.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	331,930	334,180	333,760	343,450	343,450
Supplies	24,911	23,230	20,070	20,070	20,070
Services	57,980	48,520	46,390	48,330	48,330
Maintenance & Repair	9,967	13,810	7,410	10,220	10,220
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,337	3,400	3,350	3,350	3,350
Total	428,125	423,140	410,980	425,420	425,420

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	46,489	48,000	48,000	48,000	48,000
Services	10,085	10,000	10,000	10,000	10,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	56,574	58,000	58,000	58,000	58,000

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	3,467	3,230	3,230	3,730	3,730
Supplies	2,544	7,100	7,100	9,700	9,700
Services	45,705	49,480	49,480	72,360	72,360
Maintenance & Repair	3,873	6,000	6,000	2,000	2,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	55,589	65,810	65,810	87,790	87,790

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	335,397	337,410	336,990	347,180	347,180
Supplies	73,944	78,330	75,170	77,770	77,770
Services	113,770	108,000	105,870	130,690	130,690
Maintenance & Repair	13,840	19,810	13,410	12,220	12,220
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,337	3,400	3,350	3,350	3,350
Total	540,288	546,950	534,790	571,210	571,210

INFORMATION SERVICES
Budget Information
Fiscal Year 2009-2013

Expenditures

Expenditures by Category *	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	318,592	324,549	335,397	337,410	336,990	347,180	347,180
Supplies	88,581	73,555	73,944	78,330	75,170	77,770	77,770
Services	89,452	101,244	113,770	108,000	105,870	130,690	130,690
Maintenance & Repair	12,138	7,957	13,840	19,810	13,410	12,220	12,220
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	8,886	-	-	-	-	-	-
Energy & Utility	3,007	3,008	3,337	3,400	3,350	3,350	3,350
Total	520,656	510,313	540,288	546,950	534,790	571,210	571,210

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

Funding Sources

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

Funding Source	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund	399,098	404,248	428,125	423,140	410,980	425,420	425,420
Other General Fund Accounts	63,034	52,476	56,574	58,000	58,000	58,000	58,000
Subtotal: Info. Services Gen. Fund	*462,132*	*456,724*	*484,699*	*481,140*	*468,980*	*483,420*	*483,420*
Grants	12,000	16,017	11,963	6,000	6,000	6,500	6,500
User Fees	28,524	19,572	25,626	41,810	41,810	63,290	63,290
Subtotal: Special Revenue Funds	*40,524*	*35,589*	*37,589*	*47,810*	*47,810*	*69,790*	*69,790*
Other Funds	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*
Total	520,656	510,313	540,288	546,950	534,790	571,210	571,210

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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	229,390	229,340	235,840	235,840
Supplies	17,740	16,300	19,060	19,060
Services	42,000	41,820	62,980	62,980
Maintenance & Repair	19,810	13,410	12,220	12,220
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,500	2,450	2,450	2,450
Total	311,440	303,320	332,550	332,550

* 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	263,630	255,510	262,760	262,760
Other General Fund Accounts	-	-	-	-
Subtotal: Info. Services General Fund	*263,630*	*255,510*	*262,760*	*262,760*
Grants	6,000	6,000	6,500	6,500
User Fees	41,810	41,810	63,290	63,290
Subtotal: Special Revenue Funds	*47,810*	*47,810*	*69,790*	*69,790*
Other Funds	-	-	-	-
Total	311,440	303,320	332,550	332,550

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	1.10	1.10	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-
Total	3.10	3.10	3.10	3.10

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $8,120 or 2.6%. This is primarily due to a successful 5-year contract negotiated for annual maintenance on the new operating system. The FY 12 General Fund expenditures are expected to be under budget by $8,120 or 3.1% and is attributed to the same 5-year contract. The overall FY 13 budget reflects an increase of $21,110 or 6.8% versus the FY 12 budget due to the use of non-general fund copier user fees for the renovation of the former probate vault to a permanent archival vault. The FY 13 General Fund budget reflects a decrease of $870 or 0.3% attributed to savings realized through the new operating system.

TOWN CLERK

Products & Services

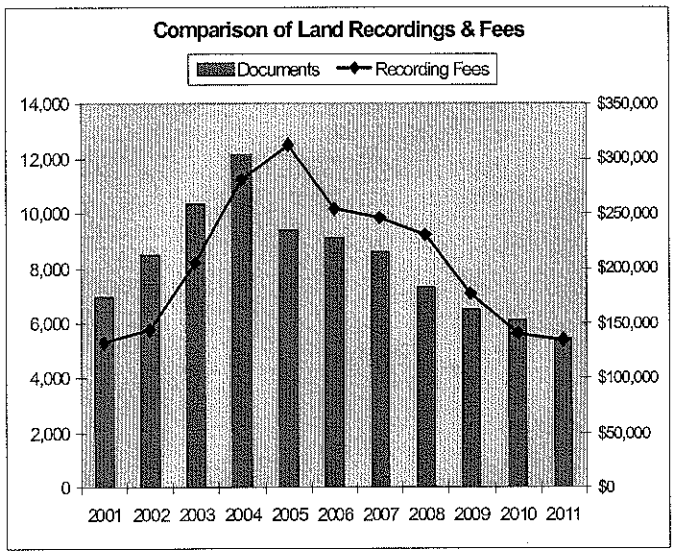
Public Records *$141,760*

- Record, process and maintain deeds, mortgages, liens, maps and other real property transactions off-site, as well as in the town vault
- Assist other departments in complying with the state's record retention requirements
- Facilitate the research of town land records, making it easier and more convenient by maintaining an on-line image and land index
- Protect original maps that are on file in the clerk's office by making them available as electronic images on computers
- Identify, preserve and manage historic records.

Licensing & Vital Statistics *$50,890*

- Issue marriage licenses, dog and kennel licenses, Sportsmen licenses and permits through the DEEP kiosk
- Account for and report to the state on all fees collected and licenses issued
- Receive, index and record vital records, issue certified copies to the State Vital Records Division and to resident towns
- Issue approximately 6,000 certified copies per year.
- Issue burial and cremation permits and maintain a Windsor cemetery burial database.

Comparison of Land Recordings & Recording Fees From Fiscal Year 2001 through 2011



Elections Support *$46,420*

- 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 *$11,830*

- 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 *$81,650*

- 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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	108,020	107,650	111,340	111,340
Supplies	60,590	58,870	58,710	58,710
Services	66,000	64,050	67,710	67,710
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	900	900	900	900
Total	235,510	231,470	238,660	238,660

* 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.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	159,510	155,470	162,660	162,660
Other General Fund Accounts	58,000	58,000	58,000	58,000
Subtotal: Info. Services General Fund	*217,510*	*213,470*	*220,660*	*220,660*
Grants	-	-	-	-
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Other Funds	18,000	18,000	18,000	18,000
Total	235,510	231,470	238,660	238,660

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	1.00

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $4,040 or 1.7%. This is primarily due to a decrease in rentals and the non-use of travel and meeting expenses. The FY 13 budget reflects an increase of $3,150 or 1.3% versus the FY 12 budget due to Personal Services.

PUBLIC RELATIONS

Products & Services

Support to Town Manager *$78,760*

- 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 *$35,800*

- 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 *$124,100*

- 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 entitled "There's a lot to do in Windsor," produce an annual Citizen's Guide to the Windsor Town Budget, Budget in Brief, Resident'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
- Serve as a public information officer for MDA #31.

INFORMATION SERVICES

FY 2012 Highlights

The town's biennial citizen survey included an online option for the first time. The online option allowed residents, who were not one of the 4,000 randomly selected households to receive a hard copy of the survey to have an opportunity to provide their feedback. Two hundred and four residents participated in the abbreviated online survey.

In commemoration of the 10th anniversary of 9/11, the Walk of Light community remembrance ceremony featured nearly 3,000 luminaries lining the sidewalks of the Windsor Town Green. Each luminary was inscribed with the name of an individual who lost his or her life on 9/11 and each was decorated by Windsor students, residents, businesses, churches and friends of the community.

During FY 12 the town clerk's office updated its software operating system, which is used to manage and process all of the following functions: land recording, map recordings, vital records, dog licenses, military discharges, trade names, justices of the peace, notaries and absentee ballots. With the move to the new software operating system, the clerk's office added flexibility to the database management. It also will add strong interfaces with other departments' systems as well as offer versatile internet functions including the capability for web-based access in the near future. Additionally, the databases are exported nightly to the vendor's site for added disaster recovery protection.

Election Activity:

Voters went to the polls twice in 2011.

1. The FY 12 Budget Referendum passed on the first try on May 10th. The percent of Windsor residents voting was 10%, approving the question 982 'Yes' to 968 'No'.
2. On November 8, 2011, 3,614 out of 19,436 registered voters came out to elect the candidates for the municipal offices of Town Council, Board of Education and Town Constable. The 18.59% turnout resulted in close election for both Town Council and Board of Education, which statutorily warranted a recanvass of the votes on November 11, 2011. The initial results of the election were not changed by the recanvass.

Land Activity & Revenues:

The Town Clerk's office took in 5,439 land recordings during the fiscal year 2011, which is a significant decrease of 685 documents from the last fiscal year. The revenue generated to the General Fund from land recordings is also down and consistent with the decrease number of documents recorded. The conveyance revenue has seen a decrease due to the fewer transfers of property and this downward trend of conveyance revenues is continuing for FY 12. Below is a list showing the activity and revenue of the past ten years.

Fiscal Year	*No. of Docs. Filed*	*Land Revenue*	*Conveyance Tax Revenue*	*Total*
2001	*6,969*	*$143,898*	*$124,851*	*$268,749*
2002	*8,507*	*$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	*9,373*	*$253,863*	*$526,571*	*$780,434*
2006	*9,102*	*$245,766*	*$524,440*	*$770,206*
2007	*8,600*	*$230,660*	*$676,621*	*$907,281*
2008	*7,301*	*$177,130*	*$445,495*	*$622,625*
2009	*6,488*	*$140,697*	*$224,391*	*$365,088*
2010	*6,124*	*$135,070*	*$215,807*	*$350,877*
2011	*5,439*	*$134,520*	*$174,404*	*$308,924*

The FY 12 Targeted Historic Document Grant was awarded the maximum $6,000, which was used for the imaging of the remaining 434 volumes of land records, which have been imported into the new comprehensive operating system. Additionally, the grant continued to fund the records management part time clerk, who is scanning inactive records for the various departments as part of the records management project.

INFORMATION SERVICES

Key Statistics	FY 2009 Actual		FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Land Recordings	6,310		6,047	5,439	5,800	6,000
Dog Licenses	2,815		2,789	2,750	2,900	3,000
Birth, Death & Marriage Certificates	850		826	804	830	830
Notarized Documents	1,650		1,607	1,403	1,500	1,600
Sportsman Licenses	691		494	341	330	320
Citizen Academy Participants	15		15	15	15	20
Referendum Participation	1st	2,414	2,805	1,950		
	2nd	2,934				

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 immediate updates to the on-line land record indexes from 1970 to the current day by indexing and verifying 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 that offers immediate updates to the on-line indexes.

A fun fact about the value of our services…

February 14, 2012 marked the 50th anniversary of free Valentine Day marriage licenses at the Windsor Town Clerk's office. Started by Windsor Town Clerk George Tudan in 1962, this sweet tradition has not only attracted lovebirds to town hall but has resulted in annual positive media exposure for the clerk's office.

FY 2013 Goals

1. Enhance the current capabilities of the new software operating system in the town clerk's office by creating strong interfaces with other departments' systems as well as web-based access that will result in customers having access to land images from their home or office

2. Enhance the effectiveness and efficiency of the records management program by converting the former Probate Court vault into a permanent records facility that would allow for the proper safeguards of permanent records

3. Increase Citizen's Academy participation by 25% by enhancing market efforts and collaboration with past graduates.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
1304	Town Clerk Copier	75,925	35,680	35,680	75,925	33,800	56,360	53,365
1306	Historic Preservation	4,922	6,130	6,130	4,922	6,930	6,930	4,922
1308	Preservation Microfilming Grant	-	6,000	6,000	-	6,500	6,500	-
		80,847	**47,810**	**47,810**	**80,847**	**47,230**	**69,790**	**58,287**

#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 assets and it's personnel from the risk of loss through risk management services.

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,669,084	1,770,260	1,669,770	1,791,100	1,791,100
Supplies	57,449	62,380	58,290	60,060	60,060
Services	167,779	196,540	194,160	189,990	189,990
Maintenance & Repair	41,636	45,550	7,490	48,320	48,320
Grants & Contributions	-	-	-	-	-
Capital Outlay	10,544	12,000	12,000	12,000	12,000
Energy & Utility	12,603	13,820	14,560	14,840	14,840
Total	1,959,095	2,100,550	1,956,270	2,116,310	2,116,310

* 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 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Admin. Services	1,786,296	1,917,610	1,788,820	1,970,330	1,970,330
Insurance Internal Service Fund	154,708	162,450	147,260	125,790	125,790
Enterprise Funds	17,880	18,490	18,490	18,490	18,490
Other Funds	211	2,000	1,700	1,700	1,700
Subtotal: Other Funds	*172,799*	*182,940*	*167,450*	*145,980*	*145,980*
Total	1,959,095	2,100,550	1,956,270	2,116,310	2,116,310

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	17.00	17.50	17.15	17.50	17.50
Regular Part Time Employees	0.11	0.83	0.73	1.31	1.31
Temporary/Seasonal Employees	0.69	0.95	0.95	0.51	0.51
Total	17.80	19.28	18.83	19.32	19.32

Budget Commentary

The overall FY 12 expenditures are expected to come in under budget by $144,280 or 6.9%. This is primarily due to savings in Personal Services costs. The FY 12 General Fund expenditures are expected to be under budget by $128,790 or 6.7% and is mainly attributable to savings in Personal Services costs due to a partial year vacancy, as well as savings from changes in the payment schedule for software licensing and support services. The overall FY 13 budget reflects an increase of $15,760 or 0.8% versus the FY 12 budget due to increases in Personal Services costs. The FY 13 General Fund budget reflects an increase of $52,720 or 2.7% and is also due to increased costs in Personal Services.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

	FY 2011	FY 2012		FY 2013	
Expenditures by Category	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,518,255	1,617,810	1,532,750	1,675,310	1,675,310
Supplies	56,044	59,530	56,890	58,910	58,910
Services	148,565	169,900	166,870	162,850	162,850
Maintenance & Repair	41,636	45,550	7,490	48,320	48,320
Grants & Contributions	-	-	-	-	-
Capital Outlay	10,544	12,000	12,000	12,000	12,000
Energy & Utility	11,252	12,820	12,820	12,940	12,940
Total	1,786,296	1,917,610	1,788,820	1,970,330	1,970,330

Town Support for Education and Charges to Other Department Expenditures:

	FY 2011	FY 2012		FY 2013	
Expenditures by Category	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

	FY 2011	FY 2012		FY 2013	
Expenditures by Category	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	150,829	152,450	137,020	115,790	115,790
Supplies	1,405	2,850	1,400	1,150	1,150
Services	19,214	26,640	27,290	27,140	27,140
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,351	1,000	1,740	1,900	1,900
Total	172,799	182,940	167,450	145,980	145,980

Total Expenditures (agrees with page O-1):

	FY 2011	FY 2012		FY 2013	
Expenditures by Category	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,669,084	1,770,260	1,669,770	1,791,100	1,791,100
Supplies	57,449	62,380	58,290	60,060	60,060
Services	167,779	196,540	194,160	189,990	189,990
Maintenance & Repair	41,636	45,550	7,490	48,320	48,320
Grants & Contributions	-	-	-	-	-
Capital Outlay	10,544	12,000	12,000	12,000	12,000
Energy & Utility	12,603	13,820	14,560	14,840	14,840
Total	1,959,095	2,100,550	1,956,270	2,116,310	2,116,310

ADMINISTRATIVE SERVICES
Budget Information
Fiscal Year 2009-2013

Expenditures

Expenditures by Category *	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	1,608,003	1,599,622	1,669,084	1,770,260	1,669,770	1,791,100	1,791,100
Supplies	56,526	56,918	57,449	62,380	58,290	60,060	60,060
Services	215,017	197,222	167,779	196,540	194,160	189,990	189,990
Maintenance & Repair	38,516	43,222	41,636	45,550	7,490	48,320	48,320
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	22,153	11,055	10,544	12,000	12,000	12,000	12,000
Energy & Utility	11,144	11,286	12,603	13,820	14,560	14,840	14,840
Total	1,951,359	1,919,325	1,959,095	2,100,550	1,956,270	2,116,310	2,116,310

* 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 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund	1,779,798	1,746,603	1,786,296	1,917,610	1,788,820	1,970,330	1,970,330
Transfer from the General Fund	-	4,910	-	-	-	-	-
Subtotal: Adm. Services Gen. Fund	*1,779,798*	*1,751,513*	*1,786,296*	*1,917,610*	*1,788,820*	*1,970,330*	*1,970,330*
Insurance Internal Service Fund	149,102	149,083	154,708	162,450	147,260	125,790	125,790
Enterprise Funds	17,880	17,880	17,880	18,490	18,490	18,490	18,490
Other Funds	4,579	849	211	2,000	1,700	1,700	1,700
Subtotal: Other Funds	*171,561*	*167,812*	*172,799*	*182,940*	*167,450*	*145,980*	*145,980*
Total	1,951,359	1,919,325	1,959,095	2,100,550	1,956,270	2,116,310	2,116,310

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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	619,270	556,990	624,820	624,820
Supplies	15,350	13,730	15,380	15,380
Services	18,700	14,420	18,700	18,700
Maintenance & Repair	36,450	-	38,270	38,270
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,650	3,630	3,650	3,650
Total	693,420	588,770	700,820	700,820

* 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.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	678,420	573,770	685,820	685,820
Insurance Internal Svc. Fund	15,000	15,000	15,000	15,000
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	*15,000*	*15,000*	*15,000*	*15,000*
Total	693,420	588,770	700,820	700,820

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.50	6.15	6.50	6.50
Regular Part Time Employees	0.13	0.13	0.13	0.13
Temporary/Seasonal Employees	0.75	0.75	0.31	0.31
Total	7.38	7.03	6.94	6.94

Budget Commentary

FY 12 expenditures are expected to come in under budget by $104,650 or 15.1%. This is primarily due to savings in Personal Services from a partial year vacancy as well as savings from a change in the payment schedule for software and licensing support. The FY 13 budget reflects an increase of $7,400 or 1.1% versus the FY 12 budget due to increases in Personal Services costs. FY 13 reflects the reallocation of a part-time clerical aid to Property Valuation.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis *$298,000*

- 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 *$108,410*

- 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 *$106,860*

- 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 *$14,250*

- 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 *$11,000*

- Manage the issuance of general obligation bonds and bond anticipation notes, pursuant to the town's debt management policy
- Prepare official statement required during the issuance of debt
- Prepare rating agency presentations.

Budgeting *$162,300*

- 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	318,790	317,910	327,800	327,800
Supplies	1,530	1,610	1,610	1,610
Services	53,740	59,050	53,020	53,020
Maintenance & Repair	5,400	3,790	6,350	6,350
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,880	1,900	1,900	1,900
Total	381,340	384,260	390,680	390,680

* 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 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	381,340	384,260	390,680	390,680
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	381,340	384,260	390,680	390,680

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

FY 12 expenditures are expected to come in over budget by $2,920 or 0.8%. This is primarily due to higher than expected unemployment compensation costs. The FY 13 budget reflects an increase of $9,340 or 2.4% versus the FY 12 budget due to Personal Services and software and equipment maintenance costs.

HUMAN RESOURCES

Products & Services

Recruitment and Selection *$101,740*

- 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 *$71,670*

- 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) and coordinate grievance and labor board hearings
- 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 *$75,870*

- 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 *$43,050*

- 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 *$36,850*

- Provide funding for unemployment compensation, perform claims research, attend hearings and follow appeals processes.

Classification and Salary Administration *$34,310*

- 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 *$27,190*

- 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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	300,370	299,590	309,690	309,690
Supplies	4,000	4,100	4,000	4,000
Services	53,750	53,650	49,750	49,750
Maintenance & Repair	3,000	3,000	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	12,000	12,000	12,000	12,000
Energy & Utility	3,900	3,900	3,900	3,900
Total	377,020	376,240	382,340	382,340

* 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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Admin. Services	358,530	357,750	363,850	363,850
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	18,490	18,490	18,490	18,490
Other Funds	-	-	-	-
Subtotal: Other Funds	*18,490*	*18,490*	*18,490*	*18,490*
Total	377,020	376,240	382,340	382,340

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $780 or 0.2%. This is primarily due to savings in Personal Services. The FY 13 budget reflects an increase of $5,320 or 1.4% versus the FY 12 budget due primarily to Personal Services cost increases offset by savings in contractual services.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support *$120,210*

- 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 *$185,000*

- 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 *$77,130*

- 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

	FY 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	137,450	122,020	125,790	125,790
Supplies	1,050	1,400	1,150	1,150
Services	7,950	7,100	6,950	6,950
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,000	1,740	1,900	1,900
Total	147,450	132,260	135,790	135,790

* 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.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	-	-	25,000	25,000
Insurance Internal Service Fund	147,450	132,260	110,790	110,790
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	*147,450*	*132,260*	*110,790*	*110,790*
Total	147,450	132,260	135,790	135,790

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	1.00

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $15,190 or 10.3%. This is primarily due to savings in Personal Services. The FY 13 budget reflects a decrease of $11,660 or 7.9% versus the FY 12 budget and is due to a change in the method used to present Risk Management administrative costs in the budget document.

RISK MANAGEMENT

Products and Services

Insurance *$68,250*

- 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 *$5,630*

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

Employee Safety *$33,770*

- 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 *$28,140*

- 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 2012		FY 2013	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	207,270	192,050	210,460	210,460
Supplies	8,750	6,750	6,220	6,220
Services	32,800	30,340	31,220	31,220
Maintenance & Repair	300	300	300	300
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,890	1,890	1,890	1,890
Total	251,010	231,330	250,090	250,090

* 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 property tax rate.

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	249,010	229,630	248,390	248,390
Other Funds	2,000	1,700	1,700	1,700
Subtotal: Other Funds	*2,000*	*1,700*	*1,700*	*1,700*
Total	251,010	231,330	250,090	250,090

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	-	-	0.48	0.48
Temporary/Seasonal Employees	-	-	-	-
Total	2.00	2.00	2.48	2.48

Budget Commentary

FY 12 expenditures are expected to come in under budget by $19,680 or 7.8%. This is primarily due to savings in Personal Services for health insurance in addition to contractual service savings for revaluation fieldwork. The overall FY 13 budget reflects a decrease of $920 or 0.4% versus the FY 12 budget, and is due to savings in supplies and services. FY 13 reflects the reallocation of a part-time clerical aid from Accounting and Reporting.

PROPERTY VALUATION

Products and Services

Property Valuation *$186,140*

- Develop and maintain valuations for 12,055 real estate, 27,467 motor vehicle and 1,217 personal property accounts
- Maintain and enhance the town GIS/Assessment web site.

Exemptions & Benefits *$63,950*

- 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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	187,110	181,210	192,540	192,540
Supplies	31,700	30,700	31,700	31,700
Services	29,600	29,600	30,350	30,350
Maintenance & Repair	400	400	400	400
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,500	1,500	1,600	1,600
Total	250,310	243,410	256,590	256,590

* 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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Admin. Services	250,310	243,410	256,590	256,590
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	250,310	243,410	256,590	256,590

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.70	0.60	0.70	0.70
Temporary/Seasonal Employees	0.20	0.20	0.20	0.20
Total	2.90	2.80	2.90	2.90

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $6,900 or 2.8%. This is primarily due to savings in Personal Services and postage costs. The FY 13 budget reflects an increase of $6,280 or 2.5% versus the FY 12 budget due primarily to increases in Personal Services, postage and contractual services.

TAX COLLECTION

Products and Services

Current Tax Collection *$62,220*

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

Delinquent Tax Collection *$133,860*

- 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 *$2,160*

- Collect parking tickets fees for the Police Department.

Tax Billing Preparation *$58,350*

- 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 45,000 tax bills.

ADMINISTRATIVE SERVICES

FY 2012 Highlights

Tax Collection
The Tax Office continues to work 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 has partnered with Rossi Law Offices, a collection agency that handles accounts for numerous towns in Connecticut and whose specialty is the collection of delinquent property taxes. The town's old suspended accounts list has been referred to them in an effort to boost our delinquent collections. These are accounts that we have not been able to collect, mainly due to taxpayers having moved out-of-state and our inability to locate them.

Risk Management
The total number of worker compensation claims has dropped for the fourth year in a row from a high of 122 in FY 08 to a low of 77 claims for FY 11. This is partly due to increased safety awareness of employees, specialized safety training and an overall reduction of safety hazards.

Training was also provided to various town departments in the areas of proper lifting techniques, hazardous materials awareness and blood borne pathogen training.

Risk Management provided support to Emergency Management and Facilities during Tropical Storm Irene and Storm Alfred and with claim management needs in the weeks that followed these events.

Human Resources
Human Resources completed negotiations with the town's public works and clerical union and coordinated and participated in negotiations with the public safety dispatchers and police union in FY 12.

Continued implementation of the online job application software. In addition to communicating via email with applicants, this software allows Human Resources to filter and sort applications by specific qualifications and send them electronically to hiring supervisors for review. This eliminates the need for printing hard copies of applications.

Seven full-time and 15 part-time recruitment processes were conducted by Human Resources along with approximately 85 seasonal and temporary recruitments.

Twenty-two employees were recognized at the town's annual employee service awards ceremony. Six of the employees had been employed by the town for 20 years or more.

Information Technology
Assisted in the acquisition and implementation of the Town Clerk's information system, ensuring that the application fit into the existing infrastructure and was fully functional according to the design specifications of the contract. Purchased and configured 37 computers, terminals, and laptops organizational wide.

Transitioned two of our security devices to lower cost, more efficient alternatives resulting in an annual savings of $4,000.

Financial Accounting and Reporting
Made improvements to the annual audit by implementing new efficiencies in the financial statement preparation process. These new methods allow staff to compile data more efficiently, provide an improved workflow between the auditors and town staff, and ultimately lead to a more timely completion of the Consolidated Annual Financial Report. The town's audit firm, McGladrey & Pullen, has stated that Windsor was the first of their thirty clients to finish their annual audit process.

ADMINISTRATIVE SERVICES

Key Statistics	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Number of staff and public computers supported	Staff 261 Public 60	Staff 261 Public 60	Staff 258 Public 75	Staff 260 Public 80	Staff 260 Public 80
Average investment yield	1.5%	0.5%	0.5%	0.5%	0.5%
Bonded debt per capita	$1,358	$1,335	$1,361	$1,171	$1,188
Debt as a percent of total budget	6.4%	5.9%	6.1%	6.0%	6.0%
Investment income for the General Fund	$0.90 M	$0.25 M	$0.24 M	$0.21 M	$0.20 M
Net Grand List growth (October 1 to Sept. 30)	7.86%	12.0% **	0.45%	0.32%	0.32%
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	40,879	41,008	40,739	40,739	40,739
Total loss time claims	15	15	16	10	10
Total Worker Compensation claims	105	93	77	80	75
Number of full time positions posted	7	8	7	7	6
Number of job applications processed	750	1,825	1,780	1,750	1,400
Full Time Employee turnover rate	4.6%	5.3%	5.4%	1.5%	3.0%

**Revaluation 5 year phase-in

Performance Measures	FY 2011 Actual	FY 2012 Target	FY 2012 Estimate	FY 2013 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%	50%	47%	50%
Total revenue collected in all categories as a % of adjusted levy	98.6%	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	51	35	37	35
Time to hire from job posting closing date to job offer	2.2 months	2.0 months	2.2 months	2.0 months
Percent of full time employees completing trial period (measures quality of hire)	100%	100%	100%	100%

A fun fact about the value of our services…

The Human Resources Office's online job application software allows applicants to apply online and provides staff the ability to communicate with applicants through email. The ability to communicate through email has increased efficiency and eliminates the need to print and mail letters. In the first twelve months of use, 1,600 applications were processed online and approximately $1,400 was saved on paper, printing, and postage costs. This software also allows the Human Resources staff to filter applications based on specific job criteria and send them electronically to the hiring supervisor for review, thereby streamlining the review process and eliminating the need to print applications.

ADMINISTRATIVE SERVICES

FY 2013 Goals

1. Monitor the town's self-funded employee benefit program utilization and trends to identify cost saving measures. Develop communications to encourage mail order and generic drug usage and wellness initiatives. Continue to monitor benefit trends to ensure Windsor remains competitive with the market

2. Complete negotiations with the police bargaining unit and implement negotiated contract provisions

3. Initiate strategic risk management within the organization among all departments to analyze risks, develop solutions and work toward minimizing those risks through common training and policy development over the next three years

4. Manage the Windsor High School Auditorium claim toward successful completion of the repair and opening of the auditorium for students and staff during the early FY 13 year

5. Duplicate the town hall data center server consolidation at the police department's data center. The benefits derived will be less power consumption, more efficient use of hardware, a better environment for upgrades and maintenance and location for application if town hall was physically inoperable

6. Explore expanding virtual technology to the desktop. This will provide computing functions traditionally provided by desktop computers at a reduced cost.

SPECIAL REVENUE FUNDS

Assessor's Office

		FY 2012				FY 2013		
Project #	Project Name	Beginning Balance (7/1/11)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/12)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/13)
1650	Assessor's Coin-Op Copiers	875	1,600	1,700	775	1,600	1,700	675
		875	**1,600**	**1,700**	**775**	**1,600**	**1,700**	**675**

#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 2013 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 2011	FY 2012		FY 2013	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Town Council	51,597	15,050	13,900	15,050	15,050
Boards and Commissions	4,570	10,330	8,680	10,080	10,080
Probate Court	7,571	8,270	5,500	5,500	5,500
Elections	107,565	94,350	111,350	120,570	120,570
Counsel and Legal Advice	180,996	182,290	182,290	182,290	182,290
Town Manager's Office	399,887	409,650	407,870	423,680	423,680
Town Treasurer's Office	4,104	6,800	6,100	6,230	6,230
Independent Audit	18,728	20,590	20,590	20,860	20,860
Intergovernmental Services	40,503	40,510	40,510	42,690	42,690
Community Services	111,038	95,490	95,490	110,490	110,490
Total General Fund	926,559	883,330	892,280	937,440	937,440
TSE and Charges to Other Depart.'s	47,492	50,730	50,730	52,210	52,210
Special Revenue & Other Funds	11,086	10,810	10,950	11,410	11,410
Total Expenditures	985,137	944,870	953,960	1,001,060	1,001,060

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	483,315	478,520	492,400	511,060	511,060
Supplies	23,433	28,340	23,060	29,150	29,150
Services	296,850	269,410	272,160	277,490	277,490
Maintenance & Repair	3,056	3,000	-	-	-
Grants & Contributions	111,038	95,490	95,490	110,490	110,490
Capital Outlay	-	-	-	-	-
Energy & Utility	8,867	8,570	9,170	9,250	9,250
Total	926,559	883,330	892,280	937,440	937,440

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	3,802	6,470	6,120	6,240	6,240
Supplies	-	-	-	-	-
Services	43,690	44,260	44,610	45,970	45,970
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	47,492	50,730	50,730	52,210	52,210

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	176	300	400	400	400
Services	10,910	10,510	10,550	11,010	11,010
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	11,086	10,810	10,950	11,410	11,410

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	487,117	484,990	498,520	517,300	517,300
Supplies	23,609	28,640	23,460	29,550	29,550
Services	351,450	324,180	327,320	334,470	334,470
Maintenance & Repair	3,056	3,000	-	-	-
Grants & Contributions	111,038	95,490	95,490	110,490	110,490
Capital Outlay	-	-	-	-	-
Energy & Utility	8,867	8,570	9,170	9,250	9,250
Total	985,137	944,870	953,960	1,001,060	1,001,060

GENERAL GOVERNMENT
Budget Information
Fiscal Year 2009-2013

Expenditures

Expenditures by Category *	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	458,756	462,592	487,117	484,990	498,520	517,300	517,300
Supplies	23,473	21,368	23,609	28,640	23,460	29,550	29,550
Services	279,372	306,793	351,450	324,180	327,320	334,470	334,470
Maintenance & Repair	-	-	3,056	3,000	-	-	-
Grants & Contributions	124,064	110,802	111,038	95,490	95,490	110,490	110,490
Capital Outlay	1,068	2,126	-	-	-	-	-
Energy & Utility	8,025	7,259	8,867	8,570	9,170	9,250	9,250
Total	894,758	910,940	985,137	944,870	953,960	1,001,060	1,001,060

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

Funding Sources

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

Funding Source	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund	832,015	850,260	926,559	883,330	892,280	937,440	937,440
Town Support For Education	46,679	48,940	47,492	50,730	50,730	52,210	52,210
Subtotal: General Govt. Gen. Fund Budget	878,694	899,200	974,051	934,060	943,010	989,650	989,650
Special Revenue & Other Fund Expenditures	16,064	11,740	11,086	10,810	10,950	11,410	11,410
Total	894,758	910,940	985,137	944,870	953,960	1,001,060	1,001,060

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	913	4,050	3,700	4,050	4,050
Services	49,484	9,800	9,000	9,800	9,800
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,200	1,200	1,200	1,200	1,200
Total	51,597	15,050	13,900	15,050	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 12 expenditures are expected to come in under budget by $1,150 or 7.6%. This is primarily due to less expenses for meetings and supplies. The FY 13 budget is the same as the adopted FY 12 budget.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	593	3,180	2,280	3,030	3,030
Services	4,053	6,900	6,290	7,020	7,020
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	900	950	950	950	950
Total	5,546	11,030	9,520	11,000	11,000

* 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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Gen. Fund - Boards and Commissions	4,570	10,330	8,680	10,080	10,080
Special Revenue Funds	976	700	840	920	920
Total	5,546	11,030	9,520	11,000	11,000

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 FY 12 expenditures are expected to come in under budget by $1,510 or 13.7%. This is primarily due to savings in postage and meeting expenses. The FY 13 budget reflects decrease of $30 or 0.3% versus the FY 12 budget due to reductions in postage and supplies in the General Fund.

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	4,326	7,100	-	-	-
Services	2,027	190	5,200	5,200	5,200
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,218	980	300	300	300
Total	7,571	8,270	5,500	5,500	5,500

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

The town's required expenditures for the Probate Court are funded solely by the General Fund.

Personnel Requirements

Probate staff, including one Judge and several clerks are exempt and are not considered town employees. Probate Court salaries are paid by the 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. In January 2011 this district court was relocated to the South Windsor Town Hall and named the Greater Windsor Probate Court. The judge of probate is elected by the residents of the three communities for a four-year term. Responsibilities include:

- Oversight of the probate of wills and administration of estates of deceased persons
- Appointment of administrators 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 FY 12 expenditures are expected to come in under budget by $2,770 or 33.5%. This is due to the efficiencies gained by the Windsor Probate Court consolidating with the South Windsor and East Windsor courts in January 2011 to form the district court now called the Greater Windsor Probate Court. The FY 13 budget reflects the same decrease for the same reason.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	87,576	78,260	92,510	98,210	98,210
Supplies	11,239	7,580	11,320	15,840	15,840
Services	3,669	3,470	5,480	4,480	4,480
Maintenance & Repair	3,056	3,000	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,025	2,040	2,040	2,040	2,040
Total	107,565	94,350	111,350	120,570	120,570

* 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 22,053 registered voters. Funds are included for supplies, payroll for election workers and the costs of the annual enumeration.

Budget Commentary

The FY 12 expenditures are expected to come in over budget by $17,000 or 18.0% due to two unanticipated elections offset by Maintenance & Repair and Supplies savings. The FY 12 estimates include the following elections: one municipal; one republican presidential primary; one referendum; one probate judge primary; and, one budget referendum. The FY 13 budget reflects an increase of $26,220 or 27.8% versus the FY 12 budget due to multi-party and higher voter turn-out elections. The FY 13 budget includes the following elections: one state primary and one probate judge election in August 2012; one presidential election November 2012; and, one budget referendum in May 2013.

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	5,101	4,000	4,000	4,000	4,000
Services	194,985	198,250	198,250	198,250	198,250
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	200,086	202,250	202,250	202,250	202,250

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

Funding Source:	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Gen. Fund - Counsel & Legal Adv.	180,996	182,290	182,290	182,290	182,290
Town Support for Education	19,090	19,960	19,960	19,960	19,960
Total: General Fund Budget	200,086	202,250	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 12	FY 13
Retainer	79,849	81,349
Litigation @ $175/hour	48,000	48,000
Conflict contingency	5,000	5,000
Books and periodicals	4,000	4,000
Membership fees	110	110
Total Cost	136,959	138,459

The remainder of the FY 12 and FY 13 Counsel and Legal Advice budget is for contingencies for unanticipated legal issues, property tax appeals, outside legal counsel, etc.

TOWN MANAGER'S OFFICE

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	391,937	393,790	394,120	406,950	406,950
Supplies	1,435	2,700	2,130	2,600	2,600
Services	3,292	10,060	7,240	9,670	9,670
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,223	3,100	4,380	4,460	4,460
Total	399,887	409,650	407,870	423,680	423,680

* 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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Exempt - Town Manager	1.00	1.00	1.00	1.00	1.00
Regular Full Time Employees	2.00	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.40	0.40	0.40	0.40	0.40
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	3.40	3.40	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
- 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 FY 12 expenditures are expected to come in under budget by $1,780 or 0.4%. This is primarily due to less expenditures for supplies, meeting expenses and training. The FY 13 budget reflects an increase of $14,030 or 3.4% versus the FY 12 budget due to increases in Personal Services and telephone costs.

TREASURER

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	7,604	12,940	12,240	12,500	12,500
Supplies	2	30	30	30	30
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	300	300	300	300	300
Total	7,906	13,270	12,570	12,830	12,830

* 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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - Treasurer	4,104	6,800	6,100	6,230	6,230
Town Support for Education	3,802	6,470	6,470	6,600	6,600
Total: Gen. Fund Budget	7,906	13,270	12,570	12,830	12,830

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	-	-	-	-	-
Part Time and Temporary	0.10	0.23	0.21	0.21	0.21
Total	0.10	0.23	0.21	0.21	0.21

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 expenditures are expected to come in under budget by $700 or 5.3% due to Personal Services. The FY 13 budget reflects a decrease of $440 or 3.3% compared to the FY 12 budget for the same reason.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	53,438	55,000	55,000	57,000	57,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	53,438	55,000	55,000	57,000	57,000

* 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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund – Audit	18,728	20,590	20,590	20,860	20,860
Town Support for Education	24,600	24,300	24,300	25,650	25,650
Subtotal: Gen. Fund Budget	*43,328*	*44,890*	*44,890*	*46,510*	*46,510*
Charges to:					
Landfill Enterprise Fund	4,330	4,330	4,330	4,490	4,490
Caring Connection Enterprise Fund	2,890	2,890	2,890	3,000	3,000
Day Care Enterprise Fund	2,890	2,890	2,890	3,000	3,000
Subtotal: Other Funds	*10,110*	*10,110*	*10,110*	*10,490*	*10,490*
Total	53,438	55,000	55,000	57,000	57,000

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

The FY 12 expenditures are expected to come in on budget. The FY 13 budget reflects an increase of $2,000 or 3.6% versus the FY 12 budget based on a March 2010 Request for Proposal for a three year audit service agreement. FY 13 reflects year three of this agreement.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	40,503	40,510	40,510	42,690	42,690
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	40,503	40,510	40,510	42,690	42,690

* 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 affairs, 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 2012 Budget	FY 2013 Budget
Capitol Region Council of Governments	18,041	19,840
Connecticut Conference of Municipalities	18,795	19,170
Greater Hartford Transit District	3,674	3,680
	40,510	*42,690*

COMMUNITY SERVICES

Expenditures

Expenditures by Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	111,038	95,490	95,490	110,490	110,490
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	111,038	95,490	95,490	110,490	110,490

Funding Sources

Community Services consists of town expenditures that support community programs and organizations that enrich the quality of life in Windsor.

	Budget FY 2012	Adopted FY 2013
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**
Celebrate Wilson Supports an annual one-day event in August in Wilson. *Requested $1,000*	**$900**	**$900**
Cable Television - WIN-TV Contributes to WIN-TV, Windsor's local cable station. *Requested $4,500*	**$4,500**	**$4,500**
Farmington River Watershed Supports the restoration and conservation of the natural resources of this watershed. *Requested $1,630*	**$1,350**	**$1,350**
Fire Explorers Provides personal development and teamwork programs to Windsor youth. *Requested $10,000*	**$9,000**	**$9,000**

	Budget FY 2012	Adopted FY 2013
First School Society Supports maintenance efforts at the Palisado Cemetery. *Requested $900*	**$810**	**$810**
First Town Downtown Supports community efforts to revitalize downtown businesses. *Requested $30,000*	**$15,000**	**$20,000**
1000 Friends of Connecticut Provides support for initiative of smart growth and tax reform. *Requested $900*	**$900**	**$900**
Hartford Interval House Provides services to Windsor residents who are victims of domestic violence. *Requested $2,000*	**$1,800**	**$1,800**
Housing Education Resource Center Supports the provision of housing counseling and assistance services to Windsor residents through the Direct Services Program. *Requested $2,500*	**$1,800**	**$1,800**

COMMUNITY SERVICES (cont.)

	Budget FY 2012	Adopted FY 2013
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
Community Health Resources (North Central Counseling Services) 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 $10,000*	$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 $4,050*	$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 2012	Adopted FY 2013
Volunteer Appreciation Provides support for a number of functions to recognize the town's many volunteers. *Requested $9,500*	$9,500	$9,500
Celebrate Windsor - SummerWind Non-profit organization established to manage the outdoor amphitheater and promote a range of cultural arts programs. *Requested $10,000*	$0	$10,000
North Central Regional Mental Health Board Helps determine and monitors local mental health services. *Requested $2,030*	$0	$0
Windsor Historical Society Inspires public awareness and appreciation of the diverse people, places and events that contribute to Windsor's evolving history. *Requested $5,000*	$0	$0
Journey Home Non-profit organization that works collaboratively for sustainable solutions to homelessness in the Greater Hartford region. *Requested $3,800*	$0	$0

SPECIAL REVENUE FUNDS

Boards and Commissions

		FY 2012				FY 2013		
Project #	Project Name	Beginning Balance (7/1/11)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/12)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/13)
5250	One Book One Windsor	1,330	-	400	930	-	400	530
5252	Bridge Builder's Award	60	470	440	90	430	520	-
		1,390	**470**	**840**	**1,020**	**430**	**920**	**530**

#5250 - One Book One Windsor - This fund's objective is to create a venue where people of different ethnicities and cultures come together and share ideas.

#5252 - Bridge Builder's Award - This fund was created to honor individuals, organizations or businesses that make outstanding contributions to enhance human relations within Windsor. The purpose of this award is to foster greater trust, understanding and solidarity among Windsor's racial, ethnic and religious groups.

GENERAL SERVICES

FY 2013 General Fund Request

This section includes the general services of the current budget that are not specific to any given department.

	FY 2011	FY 2012		FY 2013	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Debt Service - Principal	2,558,000	2,619,150	2,686,000	2,972,100	2,972,100
Debt Service - Interest	736,880	815,320	821,100	808,890	808,890
Sewer Services	2,761,700	3,020,400	2,956,900	3,016,050	3,016,050
Workers Comp. & Liability Insurance	648,950	807,680	807,680	877,130	877,130
Retiree Health Benefit and Retirement					
Actuarial Costs	859,911	815,780	815,780	795,340	795,340
Revaluation	20,000	20,000	20,000	20,000	20,000
Recycling Services	413,768	425,700	425,700	427,230	427,230
Capital Projects	314,600	131,500	131,500	331,500	331,500
Tax Refunds--Prior Year	10,548	20,000	50,000	20,000	20,000
Open Space	-	-	-	-	-
Total Expenditures	8,324,357	8,675,530	8,714,660	9,268,240	9,268,240

Budget Commentary

The FY 12 expenditures are expected to come in over budget by $39,130 or 0.5%. This is due to increases in prior year tax refunds and the debt service allocation between General Services and Town Support for Education, but offset by savings in MDC assessments. The FY 13 budget reflects an increase of $592,710 or 6.8%. This is related to increases in capital project funding, workers compensation and liability insurance, along with a greater portion of the overall debt service burden. The FY 13 overall debt service will be flat with FY 12 but the General Services budget will bear a greater portion of debt service payments than the Town Support for Education budget as debt issuance for school projects is not planned for spring 2012. As a result, the Town Support for Education budget includes a corresponding decrease in principal payments in the amount of $281,000 for FY 13.

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 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Debt Service – Principal	4,571,000	4,505,000	4,580,100	4,580,100
Debt Service – Interest	1,380,000	1,383,150	1,307,900	1,307,900
Total Debt Service	5,951,000	5,888,150	5,888,000	5,888,000

Funding Sources

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund – General Services	3,434,470	3,507,100	3,780,990	3,780,990
Use of Debt Service Fund Balance	62,850	-	-	-
Town Support for Education	2,453,680	2,381,050	2,107,010	2,107,010
Total	5,951,000	5,888,150	5,888,000	5,888,000

2012-2013 DEBT SUMMARY

Appendix F illustrates detailed debt schedules and summaries of principal and interest payments on all bonded projects as of June 30, 2011. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be $41,745,000. Anticipated school construction grant receivables are expected to offset this amount by $274,000.

				FY 2013 Payments		
	Total Debt	**Less Anticipated Grants**	**Net Debt**	**Principal**	**Interest**	**Total**
SCHOOLS *	16,231,000	274,000	15,957,000	1,608,000	499,010	2,107,010
TOWN	25,514,000	-	25,514,000	2,972,100	808,890	3,780,990
TOTAL	41,745,000	274,000	41,471,000	4,580,100	1,307,900	5,888,000

* School debt service is included under Town Support for Education.

SEWER SERVICE

Expenditures

Expenditure by Category	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Sewer Services	3,020,400	2,956,900	3,016,050	3,016,050

Funding Sources

Funding Source	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - General Services	3,020,400	2,956,900	3,016,050	3,016,050
Non-General Fund	-	-	-	-
Total	3,020,400	2,956,900	3,016,050	3,016,050

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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Worker's Comp & Liability Insurance	1,448,500	1,448,500	1,615,500	1,615,500

Funding Sources

Funding Source	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund - General Services	807,680	807,680	877,130	877,130
Town Support for Education	640,820	640,820	738,370	738,370
Subtotal: General Fund	*1,448,500*	*1,448,500*	*1,615,500*	*1,615,500*
Special Revenue Fund	-	-	-	-
Insurance Internal Service Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	1,448,500	1,448,500	1,615,500	1,615,500

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.)

The portion of insurance that is budgeted in Town Support for Education is itemized as follows:

Liability	Amount
Auto	7,870
Umbrella	54,050
Comprehensive General	107,550
Property Protection	134,400
School Board Errors & Omissions	28,000
Sports Accident	15,000
Psychologists	13,000
Workers Comp.	350,000
Excess Workers Comp.	28,500
Total	**738,370**

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 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Budget	Approved
Retiree Health Benefits	956,100	956,100	936,950	936,950
Retirement Plan Actuarial Costs	55,000	55,000	55,000	55,000
Total	1,011,100	1,011,100	991,950	991,950

Funding Sources

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Budget	Approved
General Fund - General Services	815,780	815,780	795,340	795,340
Retiree Copays	195,320	195,320	196,610	196,610
Insurance Internal Service Fund	-	-	-	-
Total	1,011,100	1,011,100	991,950	991,950

Funded By General Fund - General Services - FY 2013

Retiree Health Benefits *$740,340*

- 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 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Revaluation	20,000	20,000	20,000	20,000

Funding Sources

Funding Source	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
General Fund	20,000	20,000	20,000	20,000
Special Revenue Fund	-	-	15,000	15,000
Total	20,000	20,000	35,000	35,000

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 13 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 2012		FY 2013	
Expenditure by Category	Budget	Estimate	Proposed	Adopted
Recycling	425,700	425,700	427,230	427,230

Funding Sources

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	425,700	425,700	427,230	427,230
Non-General Fund	-	-	-	-
Total	425,700	425,700	427,230	427,230

Curbside Collection Services *$358,550*

- Contract for the curbside collection of recyclable materials for approximately 9,650 Windsor households.

Leaf Collection Services *$52,380*

- 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 FY 12 expenditures are expected to come in on budget. The FY 13 budget reflects an increase of $1,530 or 0.36% versus the FY 12 budget and is due to a projected rate increase for leaf collections services. There is no increase anticipated for curbside collection services.

CAPITAL PROJECTS

Capital Projects are projects in the town's six year Capital Improvement Program that are financed using a variety of funding sources including bond proceeds, state and federal aid and General Fund resources. Projects or specific phases of projects that are financed out of the General Fund are referred to as "pay as you go" projects. The funding for these projects comprise one account in the General Services section of the budget.

Expenditures

	FY 2012		FY 2013	
Expenditure by Category	Adopted Budget	Estimate	Proposed	Adopted
Capital Projects – Town	10,576,473	6,009,181	10,957,182	10,957,182
Capital Projects – Schools	396,361	312,400	2,029,587	2,029,587
Total Capital Projects	10,972,834	6,321,581	12,986,769	12,986,769

Funding Sources

	FY 2012		FY 2013	
Funding Source	Adopted Budget	Estimate	Proposed	Adopted
General Services – Capital Projects	131,500	131,500	331,500	331,500
Town Support for Education	-	-	-	-
Subtotal – General Fund	*131,500*	*131,500*	*331,500*	*331,500*
Other Funds	10,841,334	6,190,081	12,655,269	12,655,269
Total	10,972,834	6,321,581	12,986,769	12,986,769

Budget Commentary

The town and school projects included in the proposed FY 13 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. FY 13's General Fund increase will be put toward the pavement management program and vehicle replacement.

CAPITAL PROJECTS (continued)

Anticipated FY 2013 Capital Improvement Projects

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2013						
Pavement Management Program	383,360	199,030		184,330		
Sidewalk and Curb Replacement Program	72,470	72,470				
Pavement Resurfacing at Town Facilities & Schools	99,876		99,876			
Stormwater Management Improvements	200,117		200,117			
Street Reconstr. - Prospect Hill Rd., West Street to Bent Rd (Phase II Survey)	25,000					25,000 [1]
Street Reconstr. - Prospect Hill Rd., Poquonock Ave/Rte 75 to West Street (Phase I Construction)	4,645,239		2,384,529	2,260,710		
Street Reconstruction - Stone Road (Design)	30,000					30,000 [1]
Day Hill Road Pedestrian Circulation Enhancements	91,147		91,147			
Public Works Equipment Replacement	239,416	60,000	179,416			
Town Facility Improvements - Roofs (LP Wilson Center South Side, Construction)	1,502,200		1,502,200			
Town Clerk's Office Permanent Archive Center	48,060					48,060 [2]
Information Technology - Police Department Virtualization of Data Center	67,000					67,000 [1]
Fire Department - Support Vehicles	48,300					48,300 [1]
Expansion of Public Safety Complex (Preliminary Design)	102,000					102,000 [1]
Town Facility Improvements - LP Wilson restrooms rehab (Design); replace exterior doors (Construct)	70,000					70,000 [1]
Landfill Closure	2,260,000				2,260,000	
Landfill Methane Gas Collection	400,000				400,000	
Athletic Field Planning and Improvements (Town and Schools)	120,000					120,000 [1]
Park Improvements - L.P. Wilson Field Renovations (Phase I)	250,000		250,000			
Park Improvements - Deerfield & Sharshon	212,997		212,997			
Park Improvements - Relocation of Horsehoe Courts	90,000					90,000 [1]
BOE - Clover St. School - Convert Steam Heating to Hot Water (Design)	95,000					95,000 [1]
BOE - Oliver Ellsworth School - Replace Roof (Construction)	1,750,875		881,741	869,134		
BOE - Clover St. School - Code Compliance (Design)	30,000					30,000 [1]
BOE - Clover St. School - Air Condition Media Center (Design)	27,040					27,040 [1]
BOE - Oliver Ellsworth School - Abate Adhesive in Gym Floor	126,672		126,672			
Subtotal FY 2013	12,986,769	331,500	5,928,695	3,314,174	2,660,000	752,400
FY 2013 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2013	0	0	0	0	0	0
GRAND TOTAL FY 2013	**12,986,769**	**331,500**	**5,928,695**	**3,314,174**	**2,660,000**	**752,400**
GRAND TOTAL	-	-	-	-	-	-

[1] *Capital Projects Fund Balance (Total = $704,340)*

[2] *Special Revenue Funds (total = $48,060)*

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 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Tax Refunds Prior Year	20,000	50,000	20,000	20,000

Funding Sources

	FY 2012		FY 2013	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	20,000	50,000	20,000	20,000
Total	20,000	50,000	20,000	20,000

OPEN SPACE

Expenditures

Expenditures by Category	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Approved
Open Space	5,000	35,000	400,000	400,000

Funding Sources

Funding Source	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Approved
General Fund	-	-	-	-
Non-General Fund	5,000	35,000	400,000	400,000
Total	5,000	35,000	400,000	400,000

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, 2012 is $298,252. Projected revenues for FY 13 are estimated to be $123,600 and are dependent on Connecticut Department of Energy and Environmental Projection's (DEEP) Open Space grant funds.

SPECIAL REVENUE FUNDS

General Services

		FY 2012				FY 2013		
Project #	Project Name	Beginning Balance (7/1/11)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/12)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/13)
1630	Revaluation	51,958	20,000	-	71,958	20,000	15,000	76,958
1703	Open Space Fund	327,752	5,500	35,000	298,252	123,600	400,000	21,852
		379,710	**25,500**	**35,000**	**370,210**	**143,600**	**415,000**	**98,810**

#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 withTower.

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 Nautilis Insurance Company.

LIABILITY INSURANCE
INSURANCE INTERNAL SERVICE FUND

The town utilizes a variety of insurance programs to provide coverage against liability exposures. The Insurance Commission along with the town's agent of record provides coordination in the purchase of insurance policies for various coverages, high deductibles and limits. The town presently utilizes high deductibles to assist in controlling costs.

	FY 2011	FY 2012		FY 2013	
	Actual	Budget	Estimate	Proposed	Approved
PUBLIC LIABILITY					
Comprehensive Gen. Liability/Auto	240,000	244,000	244,000	262,300	262,300
Catastrophe Coverage (umbrella)	130,000	132,000	132,000	138,600	138,600
Public Officials' Liability	26,000	26,000	26,000	28,000	28,000
Football and Sports Accident	14,000	15,000	15,000	15,000	15,000
SubTotal - Public Liability	*410,000*	*417,000*	*417,000*	*443,900*	*443,900*
EMPLOYEE PROTECTION					
Civil Defense Accident	1,000	1,000	1,000	1,100	1,100
Volunteer Firemen Accident	18,000	20,000	20,000	21,000	21,000
Police Professional Liability	35,000	35,000	35,000	35,000	35,000
Pension Fiduciary Liability	13,000	14,000	14,000	14,000	14,000
School Board Errors & Omissions	26,000	28,000	28,000	28,000	28,000
Heart and Hypertension	125,000	125,000	125,000	100,000	100,000
Special Medical Claims	1,000	2,000	2,000	2,000	2,000
SubTotal - Employee Protection	*219,000*	*225,000*	*225,000*	*201,100*	*201,100*
PROPERTY PROTECTION					
Property including Flood/Earth	135,000	136,000	136,000	157,800	157,800
Inland Marine including Watercraft	11,000	11,000	11,000	11,000	11,000
Boiler	15,000	15,300	15,300	15,300	15,300
SubTotal - Property Protection	*161,000*	*162,300*	*162,300*	*184,100*	*184,100*
SECURITY					
Employee Blanket Bond (Crime)	5,500	5,500	5,500	6,500	6,500
SubTotal - Security	*5,500*	*5,500*	*5,500*	*6,500*	*6,500*
STATUTORY					
Constable's Bond	1,000	1,000	1,000	1,000	1,000
Tax Collector's Bond	1,000	1,000	1,000	1,200	1,200
Nurse Professional	7,700	7,700	7,700	7,700	7,700
Psychologists	12,000	12,000	12,000	13,000	13,000
SubTotal - Statutory	*21,700*	*21,700*	*21,700*	*22,900*	*22,900*
Total - Liability Insurance	817,200	831,500	831,500	858,500	858,500

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 2011	FY 2012		FY 2013	
	Actual	Budget	Estimate	Proposed	Approved
Workers Compensation	560,000	560,000	560,000	700,000	700,000
Excess Workers Comp. Premium	55,000	57,000	57,000	57,000	57,000
Total - Workers Compensation	615,000	617,000	617,000	757,000	757,000

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).

	FY 2011	FY 2012		FY 2013	
BENEFITS	Actual	Budget	Estimate	Proposed	Adopted
Cost:					
Health	3,278,843	3,068,675	2,933,020	3,300,995	3,300,995
Dental	186,959	200,000	189,000	213,215	213,215
Prescriptions	556,980	700,500	640,000	688,000	688,000
Life	39,071	48,000	47,000	50,500	50,500
Disability	103,658	104,000	120,000	128,000	128,000
Subtotal Benefit Cost	4,165,511	4,121,175	3,929,020	4,380,710	4,380,710
Less Reimbursements:					
Employee/Retiree Copay Health	(485,176)	(504,860)	(483,230)	(556,240)	(556,240)
Employee/Retiree Copay Dental	(62,423)	(66,600)	(67,670)	(67,120)	(67,120)
Employee/Retiree Copay Prescriptions	(73,688)	(91,590)	(91,900)	(105,250)	(105,250)
Other Adjustments (COBRA, etc.)	-	-	-	-	-
Landfill Allocated Costs	(119,980)	(90,600)	(90,600)	(108,685)	(108,685)
Child Day Care Allocated Costs	(171,400)	(166,100)	(166,100)	(195,240)	(195,240)
Adult Day Care Allocated Costs	(59,990)	(52,850)	(52,850)	(56,945)	(56,945)
Community Development Allocated Costs	(34,280)	(30,200)	(30,200)	(32,540)	(32,540)
Subtotal Reimbursements	(1,006,937)	(1,002,800)	(982,550)	(1,122,020)	(1,122,020)
Total General Fund Contribution	3,158,574	3,118,375	2,946,470	3,258,690	3,258,690

Budget Commentary

The FY 12 overall employee and retiree benefit gross cost is expected to come in $192,155 or 4.7% under budget. This is due to positive claims experience, enrollment mix changes and a decrease in total enrollment in the plan. After deducting employee and retiree copays and Enterprise Fund contributions, the General Fund is expected to be $171,905 or 5.5% under budget.

- The FY 12 cost for health insurance for employees and retirees is expected to be $135,655 or 4.4% under budget and the FY 12 prescription drug cost for employees and retirees is expected to be $60,500 or 8.6% under budget.

- The FY 12 cost for dental insurance for employees and retirees is expected to be $11,000 or 5.5% under budget. The dental plan became self-funded in FY 08 and has had positive claims experience since that time including FY 12 resulting in lower than expected expenditures.

- The FY 12 cost for life insurance for employees is expected to come in $1,000 or 2.1% under budget. The FY 12 disability insurance is expected to come in $16,000 or 15.4% over budget. In FY 11 and FY 12 higher disability claims have been experienced resulting in a rate increase for FY 12 after the budget was adopted.

The FY 13 employee and retiree benefits gross budget is increasing $259,535 or 6.3% over the FY 12 budget. After deducting employee and retiree copays and Enterprise Fund contributions, the General Fund increase is $140,315 or 4.5% over the FY 12 budget.

- The FY 13 cost for retiree and employee health insurance is increasing $232,320 or 7.6% over the FY 12 budget. This is due to medical inflation and a 42% increase in the stop loss insurance premium. The stop loss insurance is rated with a pool of other self insured groups. The pool has experienced a high number of claims over the stop loss amount resulting in the premium increase.

- The FY 13 cost for retiree and employee prescription drug coverage is decreasing $12,500 or 1.8%. This is due to positive claims experience, enrollment changes, and more favorable pricing negotiated in the recent contract renewal through the Connecticut Public Sector Purchasing Coalition.

- The FY 13 cost for retiree and employee dental coverage is increasing by $13,215 or 6.6% over the FY 12 budget. This is due to an expected increased trend in dental coverage of 7% and recent shifts in claim activity.

- The FY 13 cost for employee life insurance is increasing $2,500 or 5.2%. The disability insurance is increasing $24,000 or 23.1%. These increases are due to an increase in rates after experiencing higher disability claims in the past few years.

Landfill Enterprise Fund

Town of Windsor
FY 2012-2013
Adopted Budget

LANDFILL ENTERPRISE FUND

HIGHLIGHTS

For nearly 40 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 Energy and Environmental Protection (DEEP) for their approval.

As part of the landfill management/closure effort, staff has been constructing 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 contains the stormwater during/after a storm, that the speed of the flow of water would be reduced/slowed. The property for the basin and pipe had 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 winter of 2011-12. The work was carried out by a combination of staff from the landfill and the operations division of public works. These staff workers took on the great majority of the work, including excavating the basin and installing stormwater structures and piping. Vendors carried out the clearing and grubbing of the site along with moving and installing fencing. Funding from the Landfill Enterprise Fund was used for this project.

The Connecticut DEEP issued a Stewardship Permit for the landfill in 2011. The permit encompasses the various permits the DEEP has traditionally issued for landfills, e.g., capping plan, leachate management, groundwater monitoring, gas collection and post-closure maintenance and monitoring. Several deliverables under the new permit were submitted to the DEEP in 2011, and additional submittals will follow in 2012 and 2013. We continue to work with the DEEP regarding the review processes for this permit.

The tip fee for municipal solid waste (MSW) is not proposed to be increased in FY 13. The tipping fee for bulky waste (construction and demolition debris) is proposed to remain the same as well. Both tipping fees for municipal solid waste (MSW) and bulky waste are $68 per ton.

Due to the large increase in the disposal of mattresses and box springs, the landfill began charging $15 per item in January 2011. This price is listed in the price guide, and remains one-half to one-third the cost of disposal of these items at other facilities in the area. This generated approximately $39,000 in additional revenue in 2011, which will help to offset the high equipment maintenance costs associated with the receipt of these materials.

In November and December, the landfill took in approximately 29,000 cubic yards of brush generated by Storm Alfred at no cost to the residents of Windsor.

FINANCIAL SUMMARY

It is anticipated that the total revenues for the Landfill Enterprise fund will be less than the amount budgeted for FY 12. As shown on page S-3, total revenues are estimated to be $138,089 or 5.5% less than budgeted. This is due primarily to a reduction in municipal solid waste tonnage. Bulky waste revenues are expected to track closely with what was budgeted for FY 12.

Total expenses for FY 12 are estimated to be $31,137 or 1.9% less than budgeted. Considering revenues and expenditures together, it is estimated that the annual net operating income will be $106,952 or 11.9% lower than budgeted for FY 12.

For FY 13, it is estimated that total revenues for the Enterprise Fund will total $2,412,933. This figure is over the estimate for FY 12 by $31,068 or 1.3%. Due to market conditions, we are not likely to receive funds from the sale of greenhouse gas credits in FY 13.

Operating expenses for FY 13 are estimated to be $1,639,446. Annual net Operating Income (operating expenses and revenues considered together) is anticipated to be $758,777 for FY 13. This is lower than the estimated Operating Income for FY 12 by $30,154 or 3.8%.

The Proposed FY 13 budget assumes improvements being made to the landfill gas collection system and the application of a small portion of the clay cap in FY 13. These are shown in the row entitled: Closure/Post Closure related expenses at an amount totaling $845,620.

ESTIMATED YEAR-END BALANCE NEEDED FOR FUTURE OBLIGATIONS

The annual operating income in FY 13 is projected to add $758,777 toward the estimated end of year balance needed for future obligations (the retained earnings of the Landfill Enterprise Fund) that 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 $29,311,523 at the end of FY 13. This figure takes into consideration the closure-related expenses that are described above.

During FY 10, the town received feedback from the DEEP that 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 2011	FY 2012		FY 2013	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges for Services	2,257,890	2,273,954	2,144,747	2,163,428	2,163,428
Permits & Other Revenues	137,562	146,000	123,118	131,805	131,805
Total Operating Revenue	2,395,452	2,419,954	2,267,865	2,295,233	2,295,233
Non-Operating Revenue:					
Interest Income	124,137	100,000	114,000	117,700	117,700
Sale of Greenhouse Gas Credits	195,200	-	-	-	-
Total Non-Operating Revenue	319,337	100,000	114,000	117,700	117,700
Total Revenue	2,714,789	2,519,954	2,381,865	2,412,933	2,412,933
Operating Expenses:					
Personal Services	665,799	626,730	602,144	522,802	522,802
Supplies	203,820	134,660	131,900	151,657	151,657
Services	640,026	491,341	526,340	604,169	604,169
Maintenance & Repairs	67,956	111,000	100,750	119,858	119,858
Capital Outlay	222	10,000	8,500	23,000	23,000
Energy & Utility	117,206	157,255	134,930	140,650	140,650
Administrative Overhead	51,250	51,250	47,500	50,000	50,000
Payment in lieu of taxes	-	-	-	-	-
Rent expense	-	-	-	-	-
Insurance & Permit Fees	24,619	27,125	26,160	27,310	27,310
Total Operating Expenses	1,770,898	1,609,361	1,578,224	1,639,446	1,639,446
Non-Operating Expenses:					
Depreciation	16,346	14,710	14,710	14,710	14,710
Other Expenses	-	-	-	-	-
Total Non-Operating Expenses	16,346	14,710	14,710	14,710	14,710
Total Expenses	1,787,244	1,624,071	1,592,934	1,654,156	1,654,156
Annual Operating Income/(loss)	927,545	895,883	788,931	758,777	758,777
Closure/Post Closure related expenses	-	300,000	569,460	845,620	845,620
Estimated End of Year Balances Needed for Future Obligations	29,178,894	29,774,777	29,398,366	29,311,523	29,311,523

Personnel Requirements

	FY 2011	FY 2012		FY 2013	
Full Time Equivalents	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	5.50	5.50	5.50
Regular Part Time Employees	0.69	0.70	0.65	0.65	0.65
Temporary/Seasonal Employees	-	-	-	-	-
Total	6.69	6.70	6.15	6.15	6.15

TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
OPERATING REVENUES BY SOURCE

Revenue Accounts Re-Aligned to match Quarterly Reports to Town Council

	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	Percent of Total Revenues
Municipal Solid Waste (MSW)						
Windsor Residential MSW	523,185	540,000	438,925	430,945	430,945	18.9%
Bloomfield Residential MSW	1,267	1,800	1,412	1,440	1,440	0.1%
Windsor Commercial MSW	206,773	200,000	184,281	180,596	180,596	7.9%
Bloomfield Commercial MSW	85,468	72,000	72,932	74,062	74,062	3.2%
Spot Market MSW	7,905	1,000	11,054	5,527	5,527	0.2%
Contaminated Soil & Spec Wastes	18,733	5,000	11,465	3,439	3,439	0.1%
Sub-total MSW	*843,331*	*819,800*	*720,069*	*696,009*	*696,009*	*30.4%*
Bulky Waste (C&D Only)						
Demolition	1,414,559	1,454,154	1,424,678	1,467,419	1,467,419	63.9%
Other Revenues						
Brush Revenues (Non-Disposed)	17,806	20,000	10,954	16,431	16,431	0.7%
Permit Fees & Other Administrative	67,461	83,000	77,782	77,782	77,782	3.4%
Recyclables & Non-Disposed Items	14,174	8,000	4,579	4,808	4,808	0.2%
Other	38,121	35,000	29,803	32,784	32,784	1.4%
Sub-total Other Revenues	*137,562*	*146,000*	*123,118*	*131,805*	*131,805*	*5.7%*
TOTAL OPERATING REVENUES	2,395,452	2,419,954	2,267,865	2,295,233	2,295,233	100.1%

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

	FY 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	626,730	602,144	522,802	522,802
Supplies	134,660	131,900	151,657	151,657
Services	194,254	158,955	163,307	163,307
Maintenance & Repair	111,000	100,750	119,858	119,858
Grants & Contributions	3,125	3,130	3,130	3,130
Capital Outlay	10,000	8,500	23,000	23,000
Energy & Utility	157,255	134,930	140,650	140,650
Insurance & Other	24,000	23,030	24,180	24,180
Administrative	51,250	47,500	50,000	50,000
Total	1,312,274	1,210,839	1,198,584	1,198,584

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time	6.00	5.50	5.50	5.50
Part Time and Temporary FTE	0.70	0.65	0.65	0.65
Total FTE	6.70	6.15	6.15	6.15

Budget Commentary

The FY 12 estimated expenditures are expected to come in under budget by $101,435 or 7.7%. The savings in Personal Services is mainly due to a vacancy. The FY 13 budget reflects a decrease of $113,690 or 8.7% versus the FY 12 budget and is a reflection of increased site work in preparation for the landfill's final placement of waste and closure, which is accounted for in the closure costs. This is expected to occur over the next few fiscal years.

LANDFILL OPERATIONS

Products and Services

Solid Waste Management *$875,893*

- 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 Energy and Environmental Protection (DEEP) 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 DEEP and EPA regulatory requirements
- Maintain all federal and state landfill permits.

Equipment Purchase, Maint.& Fueling *$205,695*

- Inspect, purchase, repair and maintain heavy equipment
- Perform scheduled preventive maintenance & oil sampling on equipment to detect major failures before they occur.

Recycling Service *$7,144*

- 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 DEEP.

Technical Assistance *$7,339*

- 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 *$4,353*

- 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 *$48,160*

- 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 *$50,000*

- Provide administrative services and guidance for 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 2012 Budget	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	297,087	367,385	440,862	440,862
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	297,087	367,385	440,862	440,862

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Budget	FY 2012 Estimated	FY 2013 Proposed	FY 2013 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 12 has been higher than originally budgeted as we plan for the landfill closure related work. This effort continues in FY 13, and includes disposal costs for condensate collected from the landfill gas collection system.

Products & Services

Engineering *$440,862*

- 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 DEEP 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 in addition to gas collection wells and equipment.

LANDFILL CLOSURE & POSTCLOSURE

The Landfill Enterprise Fund is required to close the landfill in compliance with various state and federal regulations. This is a highly-involved process that includes engineered components that address landfill gas, stormwater, and groundwater concerns related to the normal decomposition of wastes. 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 2012		FY 2013	
Expenditures by Category	Budget	Estimated	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	300,000	569,460	845,620	845,620
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administrative	-	-	-	-
Total	300,000	569,460	845,620	845,620

Personnel Requirements

	FY 2012		FY 2013	
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. Work performed in FY 12 involved 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 and expansions to the existing system. FY 13 assumes additional landfill gas collection system work as well as the beginning of the closure-related work.

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Adult Day Care Enterprise Fund

Town of Windsor
FY 2012-2013
Adopted Budget

ADULT DAY CARE ENTERPRISE FUND

INTRODUCTION

Windsor's Adult Day Health Center, The Caring Connection, celebrated its 24th anniversary in November of 2011. 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 13 budget is based on an average daily census of 35 clients at our 330 Windsor Avenue location. The service enrolls an overall census of 55-65 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 2011	FY 2012		FY 2013	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	606,264	665,000	582,200	641,880	641,880
Permits & Other Revenues	23,688	31,000	32,660	34,000	34,000
Total Operating Revenue	629,952	696,000	614,860	675,880	675,880
Non-Operating Revenue:					
Donations	5,721	3,500	6,480	5,500	5,500
Interest Income	1,939	1,800	590	600	600
Total Non-Operating Revenue	7,660	5,300	7,070	6,100	6,100
Total Revenue	637,612	701,300	621,930	681,980	681,980
Operating Expenses:					
Personal Services	380,570	404,110	371,990	377,240	377,240
Supplies	20,244	19,000	18,410	18,460	18,460
Services	45,194	51,000	45,400	46,500	46,500
Maintenance & Repairs	-	-	-	-	-
Grants and Contributions	-	-	220	-	-
Capital Outlay	2,710	-	1,900	-	-
Energy & Utility	121	1,750	1,500	1,350	1,350
Administrative Overhead	17,020	18,000	18,000	18,360	18,360
Payment in Lieu of Taxes	-	-	-	-	-
Rent	71,000	71,000	71,000	71,710	71,710
Other	325	5,400	1,500	500	500
Transfer Payment to GF Transportation Unit	113,220	120,240	110,820	117,640	117,640
Total Operating Expenses	650,404	690,500	640,740	651,760	651,760
Non-Operating Expenses:					
Depreciation	5,660	4,200	6,300	6,300	6,300
Bus Replacement	-	10,000	10,000	10,000	10,000
Return of Contributed Capital	30,000	30,000	30,000	30,000	30,000
Total Non-Operating Expenses	35,660	44,200	46,300	46,300	46,300
Total Expenses	686,064	734,700	687,040	698,060	698,060
Change In Net Assets	(48,452)	(33,400)	(65,110)	(16,080)	(16,080)
Net Assets (Retained Earnings), Beginning of Year	553,477	505,025	505,025	439,915	439,915
Net Assets (Retained Earnings), End of Year	$ 505,025	$ 471,625	$ 439,915	$ 423,835	$ 423,835

Personnel Requirements

	FY 2011	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.50	3.50	3.50	3.50	3.50
Regular Part Time Employees	4.38	4.42	3.50	3.39	3.39
Total	7.88	7.92	7.00	6.89	6.89

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 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	120,590	107,920	112,550	112,550
Supplies	3,700	4,950	4,320	4,320
Services	4,200	12,350	6,000	6,000
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	220	-	-
Capital Outlay	-	1,900	-	-
Energy & Utility	590	1,500	1,350	1,350
Administration	6,000	6,000	6,120	6,120
Rent Expense	23,700	71,000	71,710	71,710
Other	1,800	1,500	500	500
Total	160,580	207,340	202,550	202,550

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.80	0.48	0.48	0.48
Temporary/Seasonal Employees	-	-	-	-
Total	1.80	1.48	1.48	1.48

Budget Commentary

The FY 12 expenditures are expected to come in over budget by $46,760 or 29.1%. This is primarily due to reallocating expenditures among the various programs. The FY 13 budget reflects an increase of $41,970 or 26.1% versus the FY 12 budget due to reallocating certain expenditures specifically into Administration and Nursing to better reflect the described function of those departments.

ADMINISTRATION

Products & Services

Administration *$174,470*

- 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 *$28,080*

- 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 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	203,870	189,810	187,220	187,220
Supplies	9,600	10,000	12,290	12,290
Services	44,000	30,050	38,170	38,170
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	580	-	-	-
Administration	6,000	6,000	6,120	6,120
Rent Expense	23,650	-	-	-
Other	1,800	-	-	-
Total	289,500	235,860	243,800	243,800

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	3.14	2.72	2.61	2.61
Temporary/Seasonal Employees	-	-	-	-
Total	4.64	4.22	4.11	4.11

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $53,640 or 18.5%. This is primarily due to conservative spending and continued average daily attendance under budgeted amount. The FY 13 budget reflects a decrease of $45,700 or 15.8% versus the FY 12 budget due to anticipated usage and average daily attendance continuing under the FY12 adopted budget of 40 clients. Services for FY 13 increased from FY 12 estimate as a result of reallocation of expenses.

NURSING

Products & Services

Skilled/Non-Skilled Nursing *$157,160*

- 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 *$38,420*

- 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, *$48,220*
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 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	79,650	74,260	77,470	77,470
Supplies	5,700	3,460	1,850	1,850
Services	2,800	3,000	2,330	2,330
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay		-	-	-
Energy & Utility	580	-	-	-
Administration	6,000	6,000	6,120	6,120
Rent Expense	23,650	-	-	-
Other	1,800	-	-	-
Total	120,180	86,720	87,770	87,770

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.48	0.30	0.30	0.30
Temporary/Seasonal Employees	-	-	-	-
Total	1.48	1.30	1.30	1.30

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $33,460 or 27.8%. This is primarily due to some reallocation of expenditures, conservative spending and ongoing under budgeted average daily attendance. The FY 13 budget reflects a decrease of $32,410 or 27.0% versus the FY 12 budget due to reallocation of expenditures and anticipated usage continuing under FY12 adopted budget .

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming *$64,220*

- 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 *$23,550*

- 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

	FY 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Transfer Payment to GF Transportation Unit	120,240	110,820	117,640	117,640
Total	120,240	110,820	117,640	117,640

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $9,420 or 7.8%. This is primarily due to less Caring Connection usage of senior transporation. The FY 13 budget reflects a decrease of $2,600 or 2.2% versus the FY 12 budge. This decrease is based upon estimated FY 12 usage while remaining cognizant of salary/benefit and fuel increases.

TRANSPORTATION

Products & Services

Daily Transportation *$117,640*

- Transfer payment to the General Fund that supports the Transportation Unit in Human Services.

FY 2012 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 continue to receive benefits from outside funding from various agencies in FY 12 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)
- 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 to the Town of Windsor by the of repayment of $30,000 per year for relocation funding.

The Fiscal Year 2012 highlights include:

- Community Service projects with volunteers from ING Company
- Participation with the "United Way Day of Caring" with The Hartford employees
- Donations and fundraisers by Caring Connection staff, clients and their families to the Windsor Food Bank 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 performances at Kimberly Hall Nursing Home and Windsor Health and Rehabilitation Center
- Rotary Club purchased a Wii Game for the Therapeutic Recreation Department
- Clients' holiday party program aired on WIN-TV for the Windsor community and interviews with regional local municipal TV stations
- Monthly Public Service Announcements from The Caring Connection started in December 2011
- Development and implementation of a more robust *marketing and outreach plan*: educational presentations at Windsor Sr. Center, Millbrook Village and Shad Run; VA Benefits at the Caring Connection (attendance more than 60 people); Healthy Aging at ING and Arden Courts (Core-Centered Dementia care: 1 for professionals, 1 for family caregivers); monthly visits to area skilled nursing facilities; attendance at events such as the Health Care Heroes Luncheon and Chamber of Commerce After Hours Events (hosted in January); and participation in events with opportunities for publicity such as the joint project with the Historical Society.

Child Development Enterprise Fund

Town of Windsor
FY 2012-2013
Adopted Budget

CHILD DEVELOPMENT ENTERPRISE FUND

INTRODUCTION

The Windsor Discovery Center and Montessori School located at the Milo Peck Child Development Center recently celebrated 31 years of caring for and educating children. 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 31 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 130 children from 114 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 110 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 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Operating Revenue:					
Charges For Services	1,324,437	1,337,270	1,304,280	1,336,890	1,336,890
Permits & Other Revenues	-	700	700	700	700
Total Operating Revenue	1,324,437	1,337,970	1,304,980	1,337,590	1,337,590
Non-Operating Revenue:					
Interest Income	2,343	2,000	1,200	1,200	1,200
Total Non-Operating Revenue	2,343	2,000	1,200	1,200	1,200
Total Revenue	1,326,780	1,339,970	1,306,180	1,338,790	1,338,790
Operating Expenses:					
Personal Services	1,003,477	1,009,270	1,008,390	1,056,000	1,056,000
Supplies	23,556	17,900	17,700	17,900	17,900
Services	69,307	76,050	75,450	51,250	51,250
Maintenance & Repairs	16,672	17,510	17,510	17,510	17,510
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	20,187	18,290	18,290	18,670	18,670
Administrative Overhead	44,000	45,000	45,000	45,900	45,900
Payment in Lieu of Taxes	-	-	-	-	-
Rent	115,340	117,650	117,650	118,830	118,830
Other (bad debt)	-	-	-	-	-
Total Operating Expenses	1,292,539	1,301,670	1,299,990	1,326,060	1,326,060
Non-Operating Expenses:					
Investment in capital	3,000	-	15,000	-	-
Total Non-Operating Expenses	3,000	-	15,000	-	-
Total Expenses	1,295,539	1,301,670	1,314,990	1,326,060	1,326,060
Change In Net Assets	31,241	38,300	(8,810)	12,730	12,730
Net Assets (Retained Earnings), Beginning of Year	462,232	493,473	493,473	484,663	484,663
Net Assets (Retained Earnings), End of Year	493,473	531,773	484,663	497,393	497,393

Personnel Requirements

Full Time Equivalents (FTE)	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted
Regular Full Time Employees	13.00	13.00	13.00	13.00	13.00
Regular Part Time Employees	5.24	5.70	5.70	5.70	5.70
Temporary/Seasonal Employees	0.15	0.15	0.15	0.15	0.15
Total	18.39	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

	FY 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	277,060	277,060	286,550	286,550
Supplies	1,500	1,500	1,500	1,500
Services	2,800	2,800	2,700	2,700
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	281,360	281,360	290,750	290,750

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.85	2.85	2.85	2.85
Regular Part Time Employees	3.25	3.25	3.25	3.25
Temporary/Seasonal Employees	-	-	-	-
Total	6.10	6.10	6.10	6.10

Budget Commentary

The FY 12 expenditures are expected to come in on budget. The FY 13 budget reflects an increase of $9,390 or 3.3% versus the FY 12 budget due to increased costs for staff salaries, pension and health insurance.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler *$220,970*

- Conduct a year-round, full time program for 12 children age three months to three years.

Montessori Toddler *$69,780*

- 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 American Montessori and (NAEYC) nationally accredited school year programs and summer camps for children ages three through five on a part-time or full-time schedule. During the school year, a total of 89 children are served in these programs with an additional enrollment during the summer months.

Expenditures

	FY 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	542,850	541,970	571,560	571,560
Supplies	13,550	13,350	13,700	13,700
Services	32,500	31,900	32,000	32,000
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	588,900	587,220	617,260	617,260

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.50	8.50	8.50	8.50
Regular Part Time Employees	0.90	0.90	0.90	0.90
Temporary/Seasonal Employees	-	-	-	-
Total	9.40	9.40	9.40	9.40

Budget Commentary

The FY 12 expenditures are expected to come in under budget by $1,680 or 0.3.%. This is primarily due to less part time hours used. The FY 13 budget reflects an increase of $28,360 or 4.8% versus the FY 12 budget due to increased costs for staff salaries, pension and health insurance.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori *$532,690*

- Provide a Montessori educational experience for children ages three through five on a full or half-day schedule from September to June.

Preschool Camp *$43,830*

- Conduct a nine-week Discovery preschool summer camp for children ages three through five.

Montessori Camp *$40,740*

- 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 public or private 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 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	189,360	189,360	197,890	197,890
Supplies	2,850	2,850	2,700	2,700
Services	40,750	40,750	16,550	16,550
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	232,960	232,960	217,140	217,140

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.65	1.65	1.65	1.65
Regular Part Time Employees	1.55	1.55	1.55	1.55
Temporary/Seasonal Employees	0.15	0.15	0.15	0.15
Total	3.35	3.35	3.35	3.35

Budget Commentary

The FY 12 expenditures are expected to come in on budget. The FY 13 budget reflects a decrease of $15,820 or 6.8% versus the FY 12 budget due to by decreased costs in bussing offset by increased Personal Services costs.

ELEMENTARY PROGRAMS

Products & Services

Before and After School Elementary — *$150,910*

- 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 — *$66,230*

- 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

	FY 2012		FY 2013	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	17,510	17,510	17,510	17,510
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	45,000	45,000	45,900	45,900
Rent Expense	117,650	117,650	118,830	118,830
Energy & Utility	18,290	18,290	18,670	18,670
Other	-	-	-	-
Total	198,450	198,450	200,910	200,910

Personnel Requirements

	FY 2012		FY 2013	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 12 expenditures are expected to come in on budget. The FY 13 budget reflects an increase of $2,460 or 1.2% versus the FY 12 budget due to increased costs for water, electricity, rent and administrative overhead.

FACILITIES MANAGEMENT

Products & Services

Management *$164,730*

- Pay rental and administrative fees to the Town of Windsor.

Support Services *$36,180*

- Provide custodial services and utilities for Discovery Center programs.

FY 2012 Highlights

The Windsor Discovery Center and Montessori School have maintained National Accreditation (NAEYC) status and American Montessori Society (AMS) accreditation through September 2012 and June 2013 respectively.

Children ages 9 -12 attending Camp Discovery chose the American Cancer Society for their community fund raising project. Through efforts of bake sales, a lemonade stand, bottle returns and a talent show, a total of $450 was raised to donate to the American Cancer Society.

The playground behind the Center was renovated and re-designed. The surface was changed to a synthetic turf from wood carpet. This new surface that meets all playground safety standards is cleaner, more environmentally friendly and low maintenance.

Building improvements made to the Milo Peck facility during FY 12 included new steps and railings at the north exit, a gutter system on the rear of the building and windows added to the front center doors.

The Mental Health Association of Connecticut, Inc. presented their Kids on the Block program on "Feelings are Important" to the 80 preschool age children attending the Windsor Montessori School.

Nineteen full and part time staff attended more than 628 combined hours of continuing education in the field of early childhood education and development by taking college courses and attending workshops and seminars.

Staff offered free child care on Saturday morning, December 3, 2011 for any family attending the Discovery Center and the Montessori School. This allowed parents a morning of shopping or spending time on themselves before the busy holidays. A total of 60 children attended this event.

APPENDICES

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APPENDIX "A"
Capital Improvement Program
2013-2018

Town of Windsor
FY 2012 – 2013
Adopted Budget

TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2013 – FY 2018

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 CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2013						
Pavement Management Program	383,360	199,030		184,330		
Sidewalk and Curb Replacement Program	72,470	72,470				
Pavement Resurfacing at Town Facilities & Schools	99,876		99,876			
Stormwater Management Improvements	200,117		200,117			
Street Reconstr. - Prospect Hill Rd., West Street to Bent Rd (Phase II Survey)	25,000					25,000 [1]
Street Reconstr. - Prospect Hill Rd., Poquonock Ave/Rte 75 to West Street (Phase I Construction)	4,645,239		2,384,529	2,260,710		
Street Reconstruction - Stone Road (Design)	30,000					30,000 [1]
Day Hill Road Pedestrian Circulation Enhancements	91,147		91,147			
Public Works Equipment Replacement	239,416	60,000	179,416			
Town Facility Improvements - Roofs (LP Wilson Center South Side, Construction)	1,502,200		1,502,200			
Town Clerk's Office Permanent Archive Center	48,060					48,060 [2]
Information Technology - Police Department Virtualization of Data Center	67,000					67,000 [1]
Fire Department - Support Vehicles	48,300					48,300 [1]
Expansion of Public Safety Complex (Preliminary Design)	102,000					102,000 [1]
Town Facility Improvements - LP Wilson restrooms rehab (Design); replace exterior doors (Construct)	70,000					70,000 [1]
Landfill Closure	2,260,000				2,260,000	
Landfill Methane Gas Collection	400,000				400,000	
Athletic Field Planning and Improvements (Town and Schools)	120,000					120,000 [1]
Park Improvements - L.P. Wilson Field Renovations (Phase I)	250,000		250,000			
Park Improvements - Deerfield & Sharshon	212,997		212,997			
Park Improvements - Relocation of Horseshoe Courts	90,000					90,000 [1]
BOE - Clover St. School - Convert Steam Heating to Hot Water (Design)	95,000					95,000 [1]
BOE - Oliver Ellsworth School - Replace Roof (Construction)	1,750,875		881,741	869,134		
BOE - Clover St. School - Code Compliance (Design)	30,000					30,000 [1]
BOE - Clover St. School - Air Condition Media Center (Design)	27,040					27,040 [1]
BOE - Oliver Ellsworth School - Abate Adhesive in Gym Floor	126,672		126,672			
Subtotal FY 2013	12,986,769	331,500	5,928,695	3,314,174	2,660,000	752,400
FY 2013 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2013	0	0	0	0	0	0
GRAND TOTAL FY 2013	**12,986,769**	**331,500**	**5,928,695**	**3,314,174**	**2,660,000**	**752,400**

[1] *Capital Projects Fund Balance (Total = $704,340)*

[2] *Special Revenue Funds (total = $48,060)*

Appendix A

PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2014						
Pavement Management Program	874,230	389,900	300,000	184,330		
Sidewalk and Curb Replacement Program	75,366	75,366				
Ramp Modification at I-91 & Rte 75/Day Hill Rd	43,138,678			43,138,678		
Street Reconstr. - Prospect Hill Rd., West Street to Bent Rd (Phase II Design)	232,180		232,180			
Street Reconstruction - Pigeon Hill Road (Poquonock Ave. to Lamberton Rd, Survey/Preliminary Design)	75,000					75,000 [1]
Pavement Line Striping	54,000					54,000 [1]
Tree Replacement Program	37,856					37,856 [1]
Construct Sidewalks - Safe Routes to Schools	100,000		100,000			
Day Hill Road Pedestrian Circulation Enhancements	292,828		292,828			
Wilson Route 159 Corridor Enhancement Program (Phase I)	200,000			200,000		
Information Technology - Microsoft Licensing	133,000					133,000 [1]
Town Facility Improvements - LP Wilson restrooms rehab (Construction)	99,965		99,965			
Town Facility Improvements - Roofs (WVA Building)	147,378		147,378			
Public Works Equipment Replacement	186,592		186,592			
Fire Department - Support Vehicles	50,000					50,000 [1]
Emergency Dispatch Console Replacement	263,000		263,000			
Landfill Closure	4,760,000				4,760,000	
Landfill Methane Gas Collection	600,000				600,000	
Park Improvements - L.P. Wilson Field Renovations (Phase II)	225,000		225,000			
BOE - Clover St. School - Convert Steam Heating to Hot Water (Construction)	1,646,736		1,646,736			
BOE - Sage Park Middle School - Alternative Energy and Energy Efficiencies (Study & Phase I)	2,209,170		2,109,170			100,000 [1]
BOE - L.P. Wilson Center - Abate Adhesive in Floor Tiles	307,624		307,624			
BOE - School Roof Evaluations	136,738					136,738 [1]
BOE - School Window Replacement	136,446		136,446			
Subtotal FY 2014	55,981,787	465,266	6,046,919	43,523,008	5,360,000	586,594
FY 2014 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2014	0	0	0	0	0	0
GRAND TOTAL FY 2014	**55,981,787**	**465,266**	**6,046,919**	**43,523,008**	**5,360,000**	**586,594**

[1] *Capital Projects Fund Balance (Total = $586,594)*

Appendix A

PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2015						
Pavement Management Program	589,724	405,394		184,330		
Sidewalk and Curb Replacement Program	78,381	78,381				
Pavement Resurfacing at Town Facilities & Schools	155,669		155,669			
Stormwater Management Improvements	400,722		400,722			
Street Reconstruction - Pigeon Hill Road (Poquonock Ave. to Lamberton Rd, Design/Construction)	505,419		505,419			
Street Reconstruction - Batchelder Rd (Design)	60,480					60,480 [1]
Day Hill Road Capacity Improvements - Coordinated Signal System Installation (Construction)	900,000			900,000		
Streetlight Replacement Program	137,025		137,025			
Pavement Line Striping	56,243					56,243 [1]
Street and Traffic Sign Management Program	16,873					16,873 [1]
Tree Replacement Program	39,370					39,370 [1]
Public Works Equipment Replacement	195,999		195,999			
Fire Department - Engine Tanker for Rainbow Station	856,894		856,894			
Expansion of Public Safety Complex (Design)	760,500		760,500			
Traffic Signal at Windsor Avenue and Corey Street (Design and ROW)	52,000					52,000 [1]
Day Hill Road Pedestrian Circulation Enhancements	77,000					77,000 [1]
Wilson Route 159 Corridor Enhancement Program (Phase II)	207,000			207,000		
Town Facility Improvements - HVAC, Electricity & Energy	1,132,740		1,132,740			
Town Facility Improvements - Town Hall Portico & Windows	464,063		464,063			
Landfill Leachate Management	2,500,000				2,500,000	
Landfill Methane Gas Collection	1,250,000				1,250,000	
BOE - Oliver Ellsworth School - Code Compliance Upgrade (Design, Construction)	327,449		327,449			
BOE - Sage Park Middle School - Alternative Energy and Energy Efficiencies (Phase II)	1,607,760		1,607,760			
BOE - School Window Replacement	141,904		141,904			
Subtotal FY 2015	12,513,215	483,775	6,686,144	1,291,330	3,750,000	301,966
FY 2015 Projects Anticipated to Require Voter Approval						
Street Reconstr. - Prospect Hill Rd., West Street to Bent Rd (Phase II Construction)	3,024,700	0	3,024,700	0	0	0
Subtotal FY 2015	3,024,700	0	3,024,700	0	0	0
GRAND TOTAL FY 2015	**15,537,915**	**483,775**	**9,710,844**	**1,291,330**	**3,750,000**	**301,966**

[1] *Capital Projects Fund Balance (Total = $301,966)*

PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2016						
Pavement Management Program	705,836	421,506	100,000	184,330		
Sidewalk and Curb Replacement Program	81,516	81,516				
Street Reconstruction - Batchelder Rd (Construction)	898,196		898,196			
Street Reconstruction - Stone Road (Construction, Phase I)	299,425		299,425			
Pavement Line Striping	58,493					58,493 [1]
Street and Traffic Sign Management Program	19,739					19,739 [1]
Tree Replacement Program	40,945					40,945 [1]
Public Works Equipment Replacement	202,000		202,000			
Fire Department - Engine 10 Replacement Vehicle	860,358		860,358			
Day Hill Road Pedestrian Circulation Enhancements	253,058		253,058			
Park Improvements - Ellsworth Field	272,588		272,588			
Park Improvements - Fitch Field Improvements	377,595		377,595			
BOE - Clover St. School - Air Condition Media Center (Construction)	362,159		362,159			
BOE - Mechanical Systems Energy Efficiencies	637,420		637,420			
Subtotal FY 2016	5,069,328	503,022	4,262,799	184,330	0	119,177
FY 2016 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 2016	6,651,538	0	6,651,538	0	0	0
GRAND TOTAL FY 2016	**11,720,866**	**503,022**	**10,914,337**	**184,330**	**0**	**119,177**

[1] *Capital Projects Fund Balance (Total = $119,177)*

PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2017						
Pavement Management Program	622,590	438,260		184,330		
Sidewalk and Curb Replacement Program	84,776	84,776				
Stormwater Management Improvements	400,722		400,722			
Street Reconstruction - Pigeon Hill Road (Lamberton Rd to Addison Rd, Survey/Design)	147,175		147,175			
Street Reconstruction - Stone Road (Construction, Phase II)	375,550		375,550			
Streetlight Replacement Program	145,247		145,247			
Pavement Line Striping	60,833					60,833 [1]
Street and Traffic Sign Management Program	20,529					20,529 [1]
Tree Replacement Program	42,583					42,583 [1]
Public Works Equipment Replacement	251,000		251,000			
Streetlight Energy & Maintenance Cost Reduction (Phase I)	366,618		366,618			
Energy Management, Fire and Security System Improvements (Construction)	461,209		461,209			
Construct Sidewalks - Safe Routes to Schools	163,964		163,964			
Fire Department - Tower Ladder Truck Replacement	1,481,883		1,481,883			
Park Improvements - L.P. Wilson Field Renovations (Phase III)	353,768		353,768			
BOE - School Window Replacement	230,225		230,225			
Subtotal FY 2017	5,208,672	523,036	4,377,361	184,330	0	123,945
FY 2017 Projects Anticipated to Require Voter Approval						
Expansion of Public Safety Complex (Phase II)	7,041,090	0	7,041,090	0	0	0
Subtotal FY 2017	7,041,090	0	7,041,090	0	0	0
GRAND TOTAL FY 2017	**12,249,762**	**523,036**	**11,418,451**	**184,330**	**0**	**123,945**

[1] *Capital Projects Fund Balance (Total = $123,945)*

Appendix A

PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2018						
Pavement Management Program	1,039,850	855,520		184,330		
Sidewalk and Curb Replacement Program	89,000	89,000				
Pavement Resurfacing at Town Facilities & Schools	200,970		200,970			
Stormwater Management Improvements	200,117		200,117			
Street Reconstruction - Pigeon Hill Road (Lamberton Rd to Addison Rd, Construction)	2,009,700		2,009,700			
Street Reconstruction - River Street (Poquonock to Old River, Design)	535,920		535,920			
Pavement Line Striping	63,266					63,266 [1]
Street and Traffic Sign Management Program	21,350					21,350 [1]
Public Works Equipment Replacement	261,000		261,000			
Tree Replacement Program	50,000					50,000 [1]
Streetlight Energy & Maintenance Cost Reduction (Phase II)	380,295		380,295			
Construct Sidewalks - Safe Routes to Schools	198,940		198,940			
Traffic Signal at Windsor Avenue and Corey Street (Construction)	543,604		453,604	90,000		
Town Facility Improvements - HVAC, Electricity & Energy	1,276,380		1,276,380			
Additional Fire Hydrants	129,920		129,920			
BOE - School Window Replacement	239,829		239,829			
BOE - Mechanical Systems Energy Efficiencies	675,665		675,665			
Subtotal FY 2018	7,915,806	944,520	6,562,340	274,330	0	134,616
FY 2018 Projects Anticipated to Require Voter Approval						
Street Reconstruction - River Street (Poquonock to Old River, Construction)	4,826,250	0	4,826,250	0	0	0
Subtotal FY 2018	4,826,250	0	4,826,250	0	0	0
GRAND TOTAL FY 2018	**12,742,056**	**944,520**	**11,388,590**	**274,330**	**0**	**134,616**

[1] *Capital Projects Fund Balance (Total = $134,616)*

APPENDIX "B"
Special Revenue Funds

Town of Windsor
FY 2012 – 2013
Adopted Budget

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
6002	Crisis Intervention Program	1,440	-	700	740	-	740	-
6004	Bullet Proof Vest Program	5,190	-	-	5,190	-	5,190	-
6012	State Reimbursements	16,362	23,600	31,500	8,462	23,600	30,000	2,062
6026	Car Seat Program	1,260	-	600	660	-	660	-
6301	DEA Seizures	200	-	200	-	-	-	-
6302	Federal Sharing	136,743	16,260	38,940	114,063	15,000	40,000	89,063
6305	Asset Forfeiture - State	8,960	-	8,960	-	-	-	-
6700	Animal Shelter	91,301	(45,000)	-	46,301	-	-	46,301
6701	Powalka Memorial Fund	420	-	420	-	-	-	-
6702	K-9 Donations	580	-	580	-	-	-	-
6704	Pet ID Program	500	-	500	-	-	-	-
6800	Police Private Duty	374,814	485,000	421,000	438,814	400,000	427,000	411,814
6908	Vehicle Maintenance	7,262	7,660	2,630	12,292	-	2,000	10,292
6910	JAG Pass Thru Grant	-7,700	7,700	-	-	-	-	-
6915	Just Start Grant	-	5,800	5,800	-	-	-	-
	Total 03 Funds	**637,332**	**501,020**	**511,830**	**626,522**	**438,600**	**505,590**	**559,532**

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

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

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

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

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

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

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

#6700 - Animal Shelter - 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. Based on a town council appropriation, FY 2012 reflects a transfer of funds to a capital project fund for costs associated with the relocation of the dog pound.

#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.

#6915 - Just Start Grant - Funds provided through the state Office of Policy and Management for the collaborative effort with the Board of Education to reduce juvenile arrests.

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
3105	Fire Department LOSAP Grant	-	58,130	58,130	-	58,130	58,130	-
	Total 03 Funds	**-**	**58,130**	**58,130**	**-**	**58,130**	**58,130**	**-**

#3105 - FD LOSAP Grant - Funds are from a four year U.S. Department of Homeland Security grant and are transferred directly to a trust fund designated for the Length-of-Service Award Program (LOSAP) for volunteer firefighters. FY 2012 and FY 2013 shown above represent the second and third year of the program.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

		FY 2012				FY 2013		
Project #	Project Name	Beginning Balance (7/1/11)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/12)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/13)
2002	Cirillo Youth Theatre (Jr. Division)	32,239	30,000	30,000	32,239	26,500	23,500	35,239
2004	Fran Elligers Memorial Fund	1,419	-	-	1,419	-	-	1,419
2007	Teen-O-Rama	143,202	315,500	295,000	163,702	294,500	286,000	172,202
2010	Positive Youth Development	23,174	55,950	53,950	25,174	57,800	55,800	27,174
2016	Passage Program	2,858	10,000	9,570	3,288	13,120	11,800	4,608
2018	Live-n-Learn	8,200	25,000	26,500	6,700	27,000	23,500	10,200
2049	Youth & Police Program Grant FY 12	-	10,000	10,000	-	N/A	N/A	N/A
NEW	Youth & Police Program Grant FY 13	N/A	N/A	N/A	N/A	10,000	10,000	-
2044	Youth Services Bureau FY 12	-	20,030	20,030	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 13	N/A	N/A	N/A	N/A	20,030	20,030	-
2045	Dog Park	1,656	1,000	1,000	1,656	900	2,500	56
2050	YSB Enhancement Grant FY 12	-	6,250	6,250	-	N/A	N/A	N/A
NEW	YSB Enhancement Grant FY 13	N/A	N/A	N/A	N/A	6,250	6,250	-
2051	CASAC FY 12 *	-	4,240	4,240	-	N/A	N/A	N/A
NEW	CASAC FY 13 *	N/A	N/A	N/A	N/A	4,240	4,240	-
2202	NW Park Youth Conservation Corp.	7,631	7,490	10,650	4,471	7,480	7,480	4,471
2204	Northwest Park Nature Camp/Clubs	123,542	89,200	65,130	147,612	86,840	77,580	156,872
2207	Friends of Northwest Park Grant	2,097	17,855	17,700	2,252	16,900	16,900	2,252
2208	Northwest Park Shop	3,856	2,150	2,150	3,856	3,700	3,530	4,026
2210	NWP Environ. Education Programs	43,624	41,350	35,030	49,944	52,100	41,490	60,554
2211	Northwest Park Tobacco Museum	14,127	13,400	13,400	14,127	15,850	15,820	14,157
2325	NWP Facilities	5,991	4,000	3,500	6,491	3,000	2,900	6,591
4022	River Walkways	19,305	-	-	19,305	-	-	19,305
		432,921	**653,415**	**604,100**	**482,236**	**646,210**	**609,320**	**519,126**

*Capital Area Substance Abuse Council

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

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

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

#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.

Recreation & Leisure Services (cont.)

#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.

#2049/NEW - 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.

#2044/NEW - Youth Services Bureau FY 12/FY 13 - 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.

#2050/NEW - 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.

#2051/NEW - CASAC FY 12/FY 13 - Funds are used for substance abuse prevention programs and for positive youth development programs.

#2202 - Northwest Park Youth Conservation Corps (YCC) - The YCC program account provides funding to hire 3 - 4 high school seniors for nature trail and miscellaneous park upkeep during the summer months. This project is funded through donations 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.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
2300	Windsor Senior Center	18,139	50,000	60,400	7,739	53,000	52,940	7,799
2316	Dial-a-Ride Matching Grant FY 12	-	28,020	28,020	-	N/A	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 13	N/A	N/A	N/A	N/A	28,020	28,020	-
2313	NCAAA Grant 10/01/10 - 9/30/11	1,250	-	1,250	-	N/A	N/A	N/A
2318	NCAAA Grant 10/01/11 - 9/30/12	-	3,000	3,000	-	1,000	1,000	-
NEW	NCAAA Grant 10/01/12 - 9/30/13	N/A	N/A	N/A	N/A	6,000	6,000	-
3816	Human Services Assistance Fund	71,021	-	5,000	66,021	-	5,000	61,021
3822	Mental Health Committee	400	-	200	200	-	200	-
3840	NCAAA/Operation Fuel	8,311	1,000	1,500	7,811	1,000	1,500	7,311
3865	SSBG 10/1/10 - 9/30/11	-	5,350	5,350	-	N/A	N/A	N/A
3875	SSBG 10/1/11 - 9/30/12	-	16,060	16,060	-	5,360	5,360	-
NEW	SSBG 10/1/12 - 9/30/13	N/A	N/A	N/A	N/A	-	-	-
3867	Windsor Community Service Council	51	700	700	51	700	700	51
		99,172	**104,130**	**121,480**	**81,822**	**95,080**	**100,720**	**76,182**

#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.

#2316/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.

#2313/2318/NEW - NCAAA Grants - Funds are from an evening and weekend transportation matching grant starting on Oct 1, 2009. The grant match is as follows: 85% the first year; 70% the second year; and, 50% the third year and all future years. FY 12 represents 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.

#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.

#3865/3875/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 that is used to pick up food.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
3803	Toy Drive	210	200	200	210	200	200	210
3805	CPR Classes	1,879	750	750	1,879	750	750	1,879
3808	Clinic Services	34,226	17,700	17,700	34,226	14,670	14,670	34,226
3814	Bike Safety Equipment	-1,258	1,500	1,500	-1,258	1,500	1,500	-1,258
3831	Pandemic Influenza Grant	104	-	-	104	-	-	104
3838	Regional Emergency Planning	3,016	2,310	2,310	3,016	-	-	3,016
3839	Lead Poisoning Prevention & Control	6,739	5,000	5,000	6,739	5,000	5,000	6,739
3846	H1N1 Vaccine Clinics	4,861	-	-	4,861	-	-	4,861
3848	Public Health Emergency Readiness	39,640	-	39,640	-	-	-	-
3850	Public Health Block Grant FY 12	-	3,500	3,500	-	-	-	-
3851	Public Health Block Grant FY 13	-	-	-	-	3,500	3,500	-
3856	Bioterrorism Grant 8/10/10 - 8/09/11	-	5,000	5,000	-	-	-	-
3857	Bioterrorism Grant 8/10/11 - 8/09/12	-	49,520	49,520	-	37,140	37,140	-
3858	Bioterrorism Grant 8/10/12 - 8/09/13	-	-	-	-	4,500	4,500	-
3899	Storm Alfred	-	906,510	906,510	-	-	-	-
		89,417	**991,990**	**1,031,630**	**49,777**	**67,260**	**67,260**	**49,777**

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

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

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

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

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

#3838 - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support emergency regional planning, training, exercise, and evaluation services.

#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 for 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.

#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.

#3850 - 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, 2012.

Health Services

#3851 - 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, 2013.

#3856/3857 - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. The grant cycle is from August 10 to August 9, 2011 and 2012 respectively.

#3858 - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. The grant cycle is from August 10, 2012 to August 9, 2013.

#3899 - Storm Alfred - This fund pertains to all Storm Alfred related expenditures. Expenditures include shelter costs, EOC operations and debris removal. Funds are expected to come approximately 75% from a FEMA Grant and 25% from the General Fund Unassigned Fund Balance.

SPECIAL REVENUE FUNDS

Library Services

		FY 2012				FY 2013		
Project #	Project Name	Beginning Balance (7/1/11)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/12)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/13)
2501	Library Copy Machine Fund	16,287	10,000	10,000	16,287	10,000	10,000	16,287
2502	Windsor Library Association Grant	9,199	1,820	1,820	9,199	1,800	1,800	9,199
2503	Main Library Non-Print Materials	28,567	15,000	15,000	28,567	14,500	14,500	28,567
2504	Wilson Library Non-Print	5,737	5,500	5,500	5,737	5,500	5,500	5,737
2505	Connecticard	11,715	3,000	3,000	11,715	3,000	3,000	11,715
2507	Cary Nearing Book Project	17,966	-	5,000	12,966	-	5,000	7,966
2509	State Library Grant	2,678	2,550	2,550	2,678	2,500	2,500	2,678
2510	Hartford Foundation Grant	5,820	-	5,820	-	-	-	-
N/A	Library Association Donation***	-	23,000	23,000	-	23,000	23,000	-
		97,969	**60,870**	**71,690**	**87,149**	**60,300**	**65,300**	**82,149**

***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 For Public Giving Grant - Revenues are from a one-time grant source to be used for the purchase of computer equipment and to provide computer classes for senior citizens.

SPECIAL REVENUE FUNDS

DEVELOPMENT

Project #	Project Name	FY 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
1704	Wetlands Inventory Grant	694	-	200	494	-	200	294
1705	Wetlands Account	2,666	-	1,000	1,666	-	-	1,666
1706	Energy Task Force Fund	4,681	-	750	3,931	-	750	3,181
1707	Earth Day	1,419	2,100	3,000	519	2,100	2,100	519
1721	Fire Safety Computer Grant	-	2,500	2,500	-	N/A	N/A	N/A
		9,460	**4,600**	**7,450**	**6,610**	**2,100**	**3,050**	**5,660**

#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.

#1721 - Fire Safety Computer Grant - This fund is from a grant from FM Global, one of the world's largest commercial property insurers, to cover the cost of purchasing a laptop and projector to be used for public fire and life safety education, fire prevention, and community risk reduction.

Community Development

Project #	Project Name	FY 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
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.

SPECIAL REVENUE FUNDS

Public Works

		FY 2012				FY 2013		
Project #	Project Name	Beginning Balance (7/1/11)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/12)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/13)
1980	Stony Hill School	1,027	3,705	3,000	1,732	3,700	2,900	2,532
2014	330 Windsor Avenue Maintenance	33,698	92,000	83,890	41,808	92,000	84,000	49,808
4003	Archer Road Maintenance	50,843	-	-	50,843	-	-	50,843
4009	Town Aid Road Improvements	350,180	204,120	150,000	404,300	204,120	235,000	373,420
4010	East Granby Road Maintenance	40,000	-	-	40,000	-	-	40,000
4012	Local Cap. Improve. - Recording Fees	28,524	13,600	1,000	41,124	13,600	-	54,724
4018	Veterans Cemetery	14,186	2,800	3,000	13,986	2,800	2,800	13,986
4100	Rental Revenue (Properties)	2,090	14,500	14,380	2,210	14,500	14,250	2,460
4101	Train Station/Freight House	193,246	2,000	28,300	166,946	2,000	28,450	140,496
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		719,495	**332,725**	**283,570**	**768,650**	**332,720**	**367,400**	**733,970**

#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 similarly 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 that are the result of an increase in the recording fees charged by the state. These funds may be used for improvements by local governments in the state.

#4018 - Veterans Cemetery - The Department of Public Works places headstones (provided by the government) at grave sites and maintains the cemetery grounds. The town receives funding from the Department of Veterans Affairs (VA) to place the headstones in their designated area. Expenses associated with the maintenance of the cemetery are paid from this account.

#4100 - Rental Revenue properties - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green) and 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.

#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 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
1304	Town Clerk Copier	75,925	35,680	35,680	75,925	33,800	56,360	53,365
1306	Historic Preservation	4,922	6,130	6,130	4,922	6,930	6,930	4,922
1308	Preservation Microfilming Grant	-	6,000	6,000	-	6,500	6,500	-
		80,847	**47,810**	**47,810**	**80,847**	**47,230**	**69,790**	**58,287**

#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 2012 Beginning Balance (7/1/11)	FY 2012 Projected Revenue	FY 2012 Estimated Expenditures	FY 2012 Projected Balance (6/30/12)	FY 2013 Projected Revenue	FY 2013 Budgeted Expenditures	FY 2013 Projected Balance (6/30/13)
1650	Assessor's Coin-Op Copiers	875	1,600	1,700	775	1,600	1,700	675
		875	**1,600**	**1,700**	**775**	**1,600**	**1,700**	**675**

#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 2012				FY 2013		
Project #	Project Name	Beginning Balance (7/1/11)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/12)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/13)
5250	One Book One Windsor	1,330	-	400	930	-	400	530
5252	Bridge Builder's Award	60	470	440	90	430	520	-
		1,390	**470**	**840**	**1,020**	**430**	**920**	**530**

#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				FY 2013		
Project #	Project Name	Beginning	Projected	Estimated	Projected	Projected	Budgeted	Projected
1630	Revaluation	51,958	20,000	-	71,958	20,000	15,000	76,958
1703	Open Space Fund	327,752	5,500	35,000	298,252	123,600	400,000	21,852
		379,710	**25,500**	**35,000**	**370,210**	**143,600**	**415,000**	**98,810**

#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 2012				FY 2013		
Project #	Project Name	Beginning Balance (7/1/11)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/12)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/13)
2100	L.P. Wilson Fund	15,803	521,540	512,000	25,343	521,950	518,000	29,293
5200	Community Use of Schools	-	50,000	50,000	-	50,000	50,000	-
		15,803	**571,540**	**562,000**	**25,343**	**571,950**	**568,000**	**29,293**

#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 2012 – 2013
Adopted Budget

SUMMARY OF PERSONAL SERVICES

GENERAL FUND POSITIONS

	FY 2012 Approved	FY 2013 Adopted
ADMINISTRATIVE SERVICES		
Full Time	17.50	17.50
Part-time FTE	1.78	1.82
DEVELOPMENT SERVICES		
Full-time	16.00	16.00
Part-time FTE	1.48	1.01
RECREATION & LEISURE SERVICES		
Full-time	6.76	6.76
Part-time FTE	11.04	11.06
HUMAN SERVICES		
Full-time	5.05	5.05
Part-time FTE	5.49	5.59
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	1.10	1.10
LIBRARY SERVICES		
Full-time	9.00	9.00
Part-time FTE	9.61	9.61
PUBLIC WORKS		
Full-time	32.00	32.00
Part-time FTE	5.75	5.75
SAFETY SERVICES		
Full-time	63.00	63.00
Part-time FTE	1.60	1.70
GENERAL GOVERNMENT		
Full-time	3.00	3.00
Part-time FTE	0.63	0.61
COMMUNITY DEVELOPMENT		
Full-time	0.25	0.75
TOTAL GENERAL FUND		
Full-time	159.56	160.06
Part-time FTE	39.48	39.25
Total	199.04	199.31

NON-GENERAL FUND POSITIONS

RECREATION - Special Revenue Fund		
Full-time	0.24	0.24
Part-time FTE	8.98	9.49
ENTERPRISE FUNDS		
Full-time	22.50	22.00
Part-time FTE	10.97	9.89
HUMAN SERVICES - Special Revenue Fund & Transfer from Caring Connection for Transportation		
Full-time	0.63	0.63
Part-time FTE	3.60	3.50
COMMUNITY DEVELOPMENT		
Full-time	1.75	1.25
Part-time FTE	-	-
TOTAL NON-GENERAL FUND		
Full-time	25.12	24.12
Part-time FTE	23.55	22.88
Total	48.67	47.00

APPENDIX "D"
Employee Pay Plans

Town of Windsor
FY 2012 – 2013
Adopted Budget

APPENDIX D

TOWN OF WINDSOR
TEAMSTERS LOCAL 671 PAY PLAN
FY 2012-2013

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1	33,784	37,160
GRADE 2 Clerk Typist I Laborer Mechanic's Assistant	35,151	39,019
GRADE 3	37,245	40,966
GRADE 4	39,109	43,018
GRADE 5	41,063	45,165
GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator/Receptionist	43,113	47,426
GRADE 7 Account Clerk I Clerk Typist II Engineering Aide Tax Clerk	45,268	49,797
GRADE 8 Account Clerk II Public Property Maintainer II Senior Citizen Bus Driver	47,532	52,287
GRADE 9 Administrative Clerk Assistant Town Clerk Community Development Assistant Weighing Station Clerk	49,913	54,894
GRADE 10 Landfill Operator Public Property Maintainer III Secretary	52,402	57,637
GRADE 11 Mechanic Electrician	55,016	60,521
GRADE 12 Crew Leader Senior Engineering Aide	57,774	63,544
GRADE 13 Public Works Inspector Town Forester	60,664	66,726

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
UPSEU LOCAL 424, UNIT 10 PAY PLAN
FY 2010 – 2011*

PAY GRADE	STEPS 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 expired on June 30, 2011 and is included for informational purposes. A salary schedule for FY 2013 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 expires on June 30, 2012 and is included for informational purposes. A salary schedule for FY 2013 will be determined when collective bargaining is concluded.

FY 2012-2013 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	78,013

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 2012-2013 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 2	47,355	101,906

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 2012-2013

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 2012-2013

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 2012 – 2013
Adopted Budget

APPENDIX E

CODE OF ACCOUNTS
AGGREGATED EXPENDITURE CLASSIFICATIONS

The expenditure classifications are aggregated into seven summary expenditure classifications that describe the types of expenditures to be made in each account.

PERSONAL SERVICES

40010	Regular Full Time	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 2012 – 2013
Adopted Budget

DEBT MANAGEMENT POLICY

Windsor continues to enjoy an outstanding credit rating of Aa1 by Moody's Investor Service and AAA by Standard and Poor's Corporation, which is the same as that is assigned to obligations of the United States Government. In general, bond ratings are assigned by the rating services on the basis of established standards covering four basic criteria: economic strength and diversity, debt burden, administrative process and fiscal performance. In order to maintain its debt burden in line with available resources, the town adheres to certain fundamental policies with respect to incurrence of debt:

a) Windsor maintains its total debt service requirement to within a range of 6% - 8% of its total operating expenditures
b) When any new bonds are issued, the future forecasted annual debt service requirements will not exceed 8% of annual operating expenditures
c) 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 $78,345,290. 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 FY 2011 CAFR, the town's total net direct and net overlapping indebtedness totals $60,636,951 and the total debt limit is $548,417,030.

APPENDIX F

Town of Windsor Debt Schedule FY 2012

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2011	PROJECTED ADDITIONS	REFUNDED	RETIREMENTS	BALANCE 6/30/2012
SCHOOLS									
School Roofs	6.40 - 6.60	1991	7/15/2011	835,000	46,000	-	-	46,000	-
2008 Poquonock Elementary School Renovations	1.80 - 4.125	2008	6/15/2023	235,000	69,000	-	-	23,000	46,000
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	6,051,000	5,023,000	-	-	735,000	4,288,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	3,768,000	3,179,000	-	-	421,000	2,758,000
2010 Poquonock School HVAC	2.00 - 4.00	2010	4/15/2025	700,000	665,000	-	-	45,000	620,000
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,209,000	6,209,000	-	-	549,000	5,660,000
2011 JFK School Roof; Poquonock School HVAC upgrades	2.50 - 3.50	2011	4/1/2024	1,040,000	1,040,000	-	-	-	1,040,000
			Sub-total	18,838,000	16,231,000			1,819,000	14,412,000
TOWN									
Town Hall Renovations	6.40 - 6.60	1991	7/15/2011	4,165,000	229,000	-	-	229,000	-
2007 Windsor Green, Batchelder Rd & Mototown	4.00 - 5.50	2007	6/15/2017	1,555,000	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	1,306,000	-	-	302,000	1,004,000
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	2,879,000	2,392,000	-	-	350,000	2,042,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	5,927,000	4,996,000	-	-	664,000	4,332,000
2010 Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	2.00 - 4.00	2010	4/15/2025	3,980,000	3,635,000	-	-	380,000	3,255,000
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,096,000	6,096,000	-	-	336,000	5,760,000
2011 Public Improvements	2.50 - 3.50	2011	4/1/2024	3,450,000	3,450,000	-	-	275,000	3,175,000
TOTAL									
			Sub-total	31,560,000	22,254,000			2,686,000	19,568,000
			Grand-Total	**50,398,000**	**38,485,000**	**-**	**-**	**4,505,000**	**33,980,000**

APPENDIX F

Town of Windsor
Debt Schedule FY 2012 - FY 2013

Principal Repayment

		FISCAL 2012	FISCAL 2013
	SCHOOL PROJECTS		
1991	School Roofs	46,000	-
2008	Poquonock School Renovations	23,000	23,000
2009	Refinanced 2009 "A" Issue	735,000	650,000
2009	Refinanced 2009 "B" Issue	421,000	371,000
2010	Poquonock School HVAC	45,000	45,000
2010	Refunding Series B	549,000	519,000
2011	Poquonock School HVAC Conversion & Upgrade	-	-
2011	John F. Kennedy School Roof Replacement	-	-
	TOTAL FY 2012 & FY 2013 PRINCIPAL (SCHOOL PROJECTS)	1,819,000	1,608,000
	TOWN PROJECTS		
1991	Town Hall Renovations	229,000	-
2007	Windsor Green, Batchelder Rd & Mototown	150,000	-
2008	Mechanic St.,Day Hill, Lang Rd, Windsor Green, PW Facility	302,000	302,000
2009	Refunding - Series A	350,000	310,000
2009	Refunding - Series B	664,000	584,000
2010	Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	380,000	355,000
2010	Refunding - Series B	336,000	481,000
2011	Road & Facility Improvements; Vehicle & Technology Purchases	275,000	350,000
2012	New Projects - Estimated Principal	-	590,100
	TOTAL FY 2012 & FY 2013 PRINCIPAL (TOWN PROJECTS)	2,686,000	2,972,100
	GRAND TOTAL PRINCIPAL	**4,505,000**	**4,580,100**

APPENDIX F

Town of Windsor
Debt Schedule FY 2012 - FY 2013

Interest Repayment

		FISCAL 2012	FISCAL 2013
	SCHOOL PROJECTS		
1991	School Roofs	1,518	-
2008	Poquonock School Renovations	3,385	2,365
2009	Refinanced 2009 "A" Issue	138,290	122,807
2009	Refinanced 2009 "B" Issue	105,148	94,308
2010	Poquonock School HVAC	23,450	20,122
2010	Refunding Series B	247,125	228,079
2011	JFK School Roof Bond Issue, Poquonock School HVAC Conversion & Upgrad	30,369	31,330
2011	JFK School Roof Replacement - One Year Note	12,765	-
	TOTAL FY2012 & FY2013 INTEREST (SCHOOL PROJECTS)	562,050	499,010
	TOWN PROJECTS		
1991	Town Hall Renovations	7,557	-
2007	Windsor Green, Batchelder Rd & Mototown	6,000	-
2008	Mechanic St.,Day Hill, Lang Rd, Windsor Green, PW Facility	50,520	35,920
2009	Refunding - Series A	65,845	58,470
2009	Refunding - Series B	165,270	148,210
2010	Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	149,245	112,400
2010	Refunding - Series B	269,850	227,340
2011	Road & Facility Improvements; Vehicle & Technology Purchases	99,433	94,320
2011	River Trail - One Year Note	7,379	-
2012	New Projects - Estimated Interest	-	132,230
	TOTAL FY 2012 & FY 2013 INTEREST (TOWN PROJECTS)	821,100	808,890
	GRAND TOTAL INTEREST	**1,383,150**	**1,307,900**

APPENDIX "G"
Price Guide

Town of Windsor
FY 2012 – 2013
Adopted Budget

FY 13 ADOPTED

Fines and Fees	Fund	Authority	FY 2013	Last Action
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
Economic Development				
Fee For Processing Subordination requests for mortgages in the OCD portfolio	Special Revenue / Fund 10	Resolution	$50 plus any direct Expenses Incurred	4/27/2009
Design Services				
Engineering Specifications	General Fund	Resolution	$30	4/24/2006
Aerial Map Blueprints	General Fund	Resolution	$5 per copy	4/24/2006
Other Maps and Blueprints	General Fund	Resolution	$4 per copy	5/10/2011
Color Copy 24" x 36"	General Fund	Resolution	$10 per copy	5/10/2011
Erosion And Sediment Control Permit	***(Erosion & Sediment permit 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 acre of area to be disturbed	5/10/2011
Storm water Management Permit				
Single and Two -Family Residential (not part of a subdivision)	General Fund	Resolution	$100/lot	2/17/2009
Residential Subdivision	General Fund	Resolution	$300 + $100 for each lot to be disturbed	2/17/2009
Commercial, Industrial, Residential (multi-family) or other use	General Fund	Resolution	$300 + $100 for each acre of area to be disturbed	5/10/2011
Storm water Manual	General Fund	Resolution	$30	2/17/2009
Street Cut Permits:				
Curb and Walk - All Permits	General Fund	Resolution	$50	9/23/1991
Driveway - All Permits	General Fund	Resolution	$25	6/08/1992
Excavation - All Permits	General Fund	Resolution	$50	9/23/1991
Additional Charge Per Excavation - adjacent locations at the same property - each 50 feet of main line construction	General Fund	Resolution	$25	5/10/2011
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

Fines and Fees	Fund	Authority	FY 2013	Last Action
DEVELOPMENT SERVICES (cont.)				
Fire Prevention				
Blasting Permit	General Fund	*CGS 541, 29-349*	$20	10/01/1987
Storing Explosives	General Fund	*CGS 541, 29-349*	$25	10/01/1987
Commercial Amusement Fee	General Fund	Resolution	$100 fee & $1,000 bond	6/29/1981
Inland Wetlands				
Summary Ruling:				
Residential lot containing wetlands or regulated area	General Fund	*CGS 22a-36 to 22a-45*	$100 per lot plus $100 per acre of regulated area of disturbance	7/01/2008
Modification to existing owner-occupied lot	General Fund	*CGS 22a-36 to 22a-45*	$85 per lot includes $60 CT DEEP fee	5/10/2011
Recreational regulated area affected by proposed activity	General Fund	*CGS 22a-36 to 22a-45*	$100 per acre of disturbance	5/10/2011
Commercial, industrial or residential multi-family or other use	General Fund	*CGS 22a-36 to 22a-45*	$300 plus $100 per acre of regulated area of disturbance	5/10/2011
Plenary Ruling:				
Residential lot containing wetland or regulated area	General Fund	*CGS 22a-36 to 22a-45*	$200 per lot plus $100 per acre of regulated area of disturbance	5/10/2011
Recreational with regulated area affected by proposed activity	General Fund	*CGS 22a-36 to 22a-45*	$200 per acre of disturbance	5/10/2011
Commercial, industrial or multi-family or other use	General Fund	*CGS 22a-36 to 22a-45*	$600 plus $100 per acre of regulated area disturbance	5/10/2011
Permit revisions as they affect wetlands/watercourses	General Fund	*CGS 22a-36 to 22a-45*	$90	7/01/2008
Wetlands Permit Renewal	General Fund	*CGS 22a-36 to 22a-45*	$70	7/01/2008
Amendments to Map or Regulations	General Fund	*CGS 22a-36 to 22a-45*	$250 plus linear foot fee	7/01/2008
Linear Foot Fee	General Fund	*CGS 22a-36 to 22a-45*	Less than 500 ft: $250 500 to 1000 ft: $500 More than 1000 ft: $750	5/10/2011
Cease and Desist Order	General Fund	*CGS 22a-36 to 22a-45*	$250	4/01/2005
Compliance Inspections	General Fund	*CGS 22a-36 to 22a-45*	$25 per staff visit	7/01/2008
Public Hearing	General Fund	*CGS 22a-36 to 22a-45*	$250	4/01/2005
Activity without permit or not authorized by permit in the upland review area with no immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$75 per day	5/19/2008
Activity without permit or not authorized by permit in the upland review area with immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$150 per day	5/19/2008
Activity without permit or not authorized by permit in a wetland or watercourse which causes limited or correctable damage	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$200 per day	5/19/2008
Activity without permit or not authorized by permit in a wetland or watercourse which causes sediment to flow into the area or otherwise causes pollution to the area	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$750 per day	5/19/2008
Excavation in filling or draining any portion of a wetland and/or watercourse without a permit	Open Space Fund	Town Ordinance: Chapter 14, Art VII	$750 per day	5/19/2008

NOTE: A $60 Conservation Fund fee must be added to the cost of all land use applications.
Mandated by CT Department of Energy and Environmental Protection (DEEP) effective 10/1/09.

Fines and Fees	Fund	Authority	FY 2013	Last Action
DEVELOPMENT SERVICES (cont.)				
Planning				
Subdivision Application	General Fund	TP&Z	$100 base fee plus $300 per lot	5/10/2011
Resubdivision	General Fund	TP&Z	$100 base fee plus $300 per lot	5/10/2011
Subdivision Inspection	General Fund	TP&Z	1% improvement costs	3/25/1997
Subdivision Regulations	General Fund	Resolution	$7	5/05/2003
Plan of Conservation & Development	General Fund	TP&Z	$35	9/14/2004
PUD - Concept Plan	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U. plus $25 per 1,000 sq. ft. Gross Non-Residential Floor Area	5/10/2011
Site Development Flat Fee:	General Fund	TP&Z	$150 base fee plus	5/19/2008
plus commercial floor area - max 49,999 sq. ft.	General Fund	TP&Z	$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area - over 50,000 sq. ft.	General Fund	TP&Z	$25 per 1,000 sq. ft.	5/19/2008
Site Plan with Residential Lots or Dwelling Units including PUD, Special Use and Traditional Neighborhood Design Developments	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/10/2011
Special Use - 1st Use	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/19/2008
Special Use - Subsequent Applications with Additional Lots	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/19/2008
Zone Map Revision	General Fund	TP&Z	$150 Base fee plus $100 per acre "except for zone changes to AG"	5/19/2008
Zoning Text Amendment	General Fund	TP&Z	$250	5/15/2012
Subdivision Text Amendment	General Fund	TP&Z	$250	5/15/2012
Revisions to Subdivisions	General Fund	TP&Z	$150	5/19/2008
Revisions to Site Plans flat fee:	General Fund	TP&Z	$150	5/19/2008
plus commercial floor area 10,000-49,999 sq. ft.	General Fund	TP&Z	$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area 50,000 sq. ft. or greater	General Fund	TP&Z	$25 per 1,000 sq. ft.	5/19/2008
Bond - Subdivision & Site Plan Performance, Reduction/Release, Maintenance	General Fund	TP&Z	$50	5/10/2011
Non-Conforming Use	General Fund	TP&Z	$150	5/10/2011
Build on Unpaved Street	General Fund	TP&Z	$150	5/19/2008
Design Development - Concept plan	General Fund	TP&Z	$100 base fee plus $60 per Lot or D.U.	10/14/2003
Design Development - Detailed plan	General Fund	TP&Z	$100 base fee plus $100 per Lot or D.U.	10/14/2003
Traditional Neighborhood Design Development Concept Plan	General Fund	TP&Z	$10,000	5/10/2011
Traditional Neighborhood Design Development Form-Based Regulation	General Fund	TP&Z	$10,000	5/10/2011
Traditional Neighborhood Design Development Warrant	General Fund	TP&Z	$50	5/10/2011
Amendment to Plan of Development	General Fund	TP&Z	$250	5/15/2012
Custom GIS map	General Fund	Resolution	$10 to $25 + hourly labor	5/10/2011
Digital GIS Table Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Digital GIS Map Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Paper MIS Data	General Fund	Resolution	$0.50 per page + hourly labor for data conversion, if required	5/10/2011
NOTE: A $60 Conservation Fund fee must be added to the cost of all land use applications.				
Wetlands Map	General Fund	Resolution	Small - $10; Large - $20	5/10/2011
Wetlands Regulations	General Fund	Resolution	$10	5/05/2003
Zoning Regulations	General Fund	Resolution	$20	5/05/2003
Zoning Map - Large	General Fund	Resolution	$20	5/05/2003
Zoning Map - Small	General Fund	Resolution	$10	5/05/2003

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Fines and Fees	Fund	Authority	FY 2013	Last Action
Health Services				
CPR, AED and First Aid Classes:				
NOTE: If the student has up to date materials, subtract $10 from the cost of the class.				
Adult and Child CPR	Special Revenue	Resolution	$45	5/10/2011
Infant CPR	Special Revenue	Resolution	$40	5/10/2011
AED (Adult or Child)	Special Revenue	Resolution	$40	5/10/2011
Basic First Aid	Special Revenue	Resolution	$40	5/10/2011
Any **Two** of the Above	Special Revenue	Resolution	$45	5/10/2011
Any **Three** of the Above	Special Revenue	Resolution	$50	5/10/2011
Any **Four** of the Above	Special Revenue	Resolution	$55	5/10/2011
Professional Rescuer	Special Revenue	Resolution	$60	5/10/2011
CPR and First Aid Challenges:				
Basic First Aid	Special Revenue	Resolution	$25	5/10/2011
CPR - Any One Component	Special Revenue	Resolution	$25	5/10/2011
CPR or First Aid - Any Two Components	Special Revenue	Resolution	$30	5/10/2011
CPR or First Aid - Any Three or More Components	Special Revenue	Resolution	$35	5/10/2011
Professional Rescuer	Special Revenue	Resolution	$35	5/10/2011
Bicycle/Multi-Sport Helmet	Special Revenue	Resolution	$10	4/27/2009
Ski Helmets	Special Revenue	Resolution	$20	5/10/2011
Knee and Elbow Pads (set)	Special Revenue	Resolution	$10	4/11/2007
Flu Shots	Special Revenue	Resolution	$25	4/11/2007
Pneumonic Shots	Special Revenue	Resolution	$55	5/10/2011
Food Service Permits:				
Caterer	General Fund	Resolution	$200 per facility	4/27/2009
Convalescent Home	General Fund	Resolution	$300 per facility	4/27/2009
Food Store (large)	General Fund	Resolution	$300	5/19/2008
Food Store (small w/deli)	General Fund	Resolution	$140	5/19/2008
Food Store (small w/o deli)	General Fund	Resolution	$100	5/19/2008
Industry serving less than 100	General Fund	Resolution	$200	5/19/2008
Industry serving more than 100	General Fund	Resolution	$300	5/19/2008
Mobile Vendors	General Fund	Resolution	$200	5/19/2008
Re-Inspections	General Fund	Resolution	$150	4/27/2009
Restaurant - More Than 100	General Fund	Resolution	$300	5/19/2008
Restaurant - Less Than 100	General Fund	Resolution	$200	5/19/2008
Temporary Establishment	General Fund	Resolution	$75	4/11/2007
Seasonal Establishment	General Fund	Resolution	Annual Fee/12 x # of months open	4/27/2009
Late > 30 Days	General Fund	Resolution	$100	4/25/2001
Restaurant Plan Review	General Fund	Resolution	$200 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
LIBRARY SERVICES				
Art Sales Commission	Special Revenue	Resolution	10% of sale	1/01/1996
Audio Single Disk Replacement	Special Revenue	Resolution	$8 per disk	5/19/2008
AV Equipment	Special Revenue	Resolution	$20 per day	5/05/2003
Book sales	Special Revenue	Resolution	Priced as marked	6/08/1992
Copy Machine and Printers	Special Revenue	Resolution	black & white $0.20 per page; color $0.50 per page	5/10/2011
Fax Fees	Special Revenue	Resolution	$1.95 for first page; $1 for each thereafter	5/19/2008
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

Fines and Fees	Fund	Authority	FY 2013	Last Action
LIBRARY SERVICES (cont.)				
Visitor Computer Pass	Special Revenue	Resolution	$1 per hour w/o library card; free with card	5/10/2011
Overdue Books	General Fund	Resolution	$0.20 per day	6/08/1992
Overdue Book Buddies	General Fund	Resolution	$1 per day	12/15/1997
Overdue Books (max fine)	General Fund	Resolution	$10	4/27/2009
Overdue DVD	General Fund	Resolution	$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
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	$15 per day	5/15/2012
Fingerprinting	General Fund	Resolution	$10	5/05/2003
Records Check	General Fund	Resolution	$5	4/11/2007
Handicapped Parking Violation	General Fund	Ordinance	$95	4/27/2005
After 7 Days	General Fund	Ordinance	$190	4/27/2005
Failure to Install/Maintain Designated Space	General Fund	Ordinance	$90	3/31/1986
Continued Failure	General Fund	Ordinance	$90 per day	3/31/1986
Parking Violation	General Fund	Ordinance	$25	5/05/2003
After 7 Days	General Fund	Ordinance	$50	5/05/2003
Junk Car Permits	General Fund	Resolution	$50	4/01/1997
New Pistol Permit	General Fund	Resolution	$70	5/10/2011
News rack Permit Application Fee	General Fund	Resolution	$25	4/11/2007
News rack Location Fee	General Fund	Resolution	$12 per location	4/11/2007
Sale of Accident and Other Reports	General Fund	Resolution	$0.50 per page	1/06/1992
Fee for Indigent Person	General Fund	Resolution	$0	3/20/1978
Photocopy - Reports	General Fund	Resolution	$0.50 per page	1/06/1992
Traffic Safety Specialist	Special Revenue	Resolution	$10.66 per hour	5/19/2008
Police Private Duty Officer:				
Non-profit, 4 Hours or Less	Special Revenue	Resolution	$280	5/15/2012
Non-profit, Over 4 Hours	Special Revenue	Resolution	$70 per hour	5/15/2012
Board of Education/Municipal	Special Revenue	Resolution	$70 per hour	5/15/2012
Construction, 4 Hours or Less	Special Revenue	Resolution	$330	5/15/2012
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	$660	5/15/2012
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	$990	5/15/2012
Construction, Over 12 Hours	Special Revenue	Resolution	$82 per hour	5/15/2012
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

FY 13 ADOPTED

Fines and Fees	Fund	Authority	FY 2013	Last Action
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
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	$55 - $110 per session	5/10/2011
Archery	Special Revenue	Resolution	$55 - $90 per session	5/10/2011
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	$90 - $155	5/10/2011
Ceramics	Special Revenue	Resolution	$55 - $150 per session	5/10/2011
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 - $100 per 4 wk session	5/10/2011
CPR/First Aid	Special Revenue	Resolution	$75 -$120	4/27/2009
CPR/First Aid Recertification	Special Revenue	Resolution	$45 -$75	5/10/2011
Culinary Arts Program	Special Revenue	Resolution	$100 - $150	5/19/2008
Dance Movement Workshop	Special Revenue	Resolution	$60 - $130 per session	5/11/2010
Diving Lessons - Adult	General Fund	Resolution	$60 - $75	5/05/2003
Diving Lessons - Child	General Fund	Resolution	$45 - $60	5/05/2003
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 - $110 per week	5/10/2011
Full Day Playground with Transportation	Special Revenue	Resolution	$119 - $139 per week	5/10/2011
Full Day Playground with Swim Lesson	Special Revenue	Resolution	$235 - $250 per 2 wk session	5/10/2011
Golf	Special Revenue	Resolution	$85 - $150	5/10/2011
Gymnastics	Special Revenue	Resolution	$75 - $150 per 3 wk session	5/10/2011
Hotshots	Special Revenue	Resolution	$55 - $65	5/10/2011
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

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Fines and Fees	Fund	Authority	FY 2013	Last Action
RECREATION & LEISURE SERVICES (cont.)				
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	$75 - $150 per session	5/10/2011
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
Nutrition and Wellness Programs	Special Revenue	Resolution	$45 - $110	5/11/2004
Outdoor Adventure	Special Revenue	Resolution	$80 -$250	5/15/2012
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
PM Aerobics	Special Revenue	Resolution	$50 - $100 per session	5/05/2003
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	$75 - $150 per session	5/10/2011
Quilting	Special Revenue	Resolution	$45 - $75	4/11/2007
Safety Training for Swim Coaches	General Fund	Resolution	$100 per session plus books	4/27/2005
Schools Out Special	Special Revenue	Resolution	$25 per day	4/27/2009
Ski Club	Special Revenue	Resolution	$225 - $430	5/10/2011
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
Student Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	$1	5/10/2011
Summer Youth Theater	Special Revenue	Resolution	$100 - $180	5/19/2008
Summer Youth Theater - Non-resident	Special Revenue	Resolution	$140 - $225	5/19/2008
Super Saturdays	Special Revenue	Resolution	$25	5/11/2004
Swim Daily Fee - Non Resident - Adult	General Fund	Resolution	$5 per day	6/21/1999
Swim Daily Fee - Non-Resident - Child	General Fund	Resolution	$3 per day	6/21/1999
Swim Daily Fee - Non-Resident - Senior	General Fund	Resolution	$3 per day	4/25/2001
Swim Daily Fee - Resident - Adult	General Fund	Resolution	$2.50 per day	6/21/1999
Swim Daily Fee - Resident - Child	General Fund	Resolution	$1.50 per day	6/21/1999
Swim Daily Fee - Resident - Senior	General Fund	Resolution	$1.50 per day	4/25/2001
Swim Lessons - Adult	General Fund	Resolution	$50	5/11/2004
Swim Lessons - Child	General Fund	Resolution	$30 Mon-Thurs per two week session (make up lessons Fri)	4/27/2005
Swim Lessons - Family (maximum)	General Fund	Resolution	$62	4/27/2005
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
Taking the Lead	Special Revenue	Resolution	$20 - $80	4/11/2007

Fines and Fees	Fund	Authority	FY 2013	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Tai Chi Chuan	Special Revenue	Resolution	$60 - $100 per session	5/05/2003
Tennis Camp	Special Revenue	Resolution	$60-$160 per session	5/15/2012
Tennis Classes (4 sessions)	Special Revenue	Resolution	$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	$55 - $110	5/10/2011
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 - $150 plus bus fee	5/10/2011
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 - $5,000 depending on group size	5/15/2012
Windsor Challenge Course - Adult Group	Special Revenue	Resolution	$300 - $5,800 depending on group size	5/15/2012
Windsor Challenge Course - Corporate Group	Special Revenue	Resolution	$500 - $6,500 depending on package and group size	5/15/2012
Indoor Driving Range	Special Revenue	Resolution	$8 - $15	4/27/2009
Youth Wrestling	Special Revenue	Resolution	$45 - $75	4/27/2009
Babysitting Course	Special Revenue	Resolution	$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
Softball Clinic	Special Revenue	Resolution	$40 - $150	5/15/2012
Volleyball Clinic	Special Revenue	Resolution	$40 - $100	5/15/2012
R.I.S.E Elementary School Age	Special Revenue	Resolution	$65 per week/$175 per month	5/15/2012
R.I.S.E Middle School Age	Special Revenue	Resolution	$69 per month	5/15/2012
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	$1,000 per month	5/10/2011
Park Pavilion Rental (Washington/Sharshon)	Special Revenue	Resolution	$25 per 4 hours	4/11/2007
Rental of Storage Space at L.P. Wilson facility	General Fund	Resolution	$1.50 - $2.00 per sq. ft.	5/11/2004
Soccer Field Permits - Not Sponsored	General Fund	Resolution	$25 per 4 hours	5/15/2012
Softball Field Permits - Co-Sponsored	General Fund	Resolution	$25 per 4 hours	5/15/2012
Softball Field Permits - Not Sponsored	General Fund	Resolution	$25 per 4 hours	5/15/2012
Tournament Permit	General Fund	Resolution	$100 per field	5/10/2011
Windsor Jesters	General Fund	Resolution	$140 per month	4/24/2006
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	$65 - $80	5/10/2011
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
Northwest Park				
Public Programs	Special Revenue	Resolution	$2/person to $1,500/person depending on activity	5/15/2012

Fines and Fees	Fund	Authority	FY 2013	Last Action
Northwest Park (cont.)				
Pavilion Full Day Rental - Resident	General Fund	Resolution	$50	4/11/2007
Pavilion Rental - Non-resident	General Fund	Resolution	$100 + $100 sec. deposit	5/06/2002
Pavilion Half Day Rental - Resident	General Fund	Resolution	$25	4/11/2007
Pavilion Half Day Rental - Non-resident	General Fund	Resolution	$50 + $100 sec. deposit	4/11/2007
Warming Shed Full Day Rental - Resident	General Fund	Resolution	$45 + $100 security deposit for inside and outside rental	5/15/2012
Warming Shed Full Day Rental - Non-resident	General Fund	Resolution	$150 + $100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Resident	General Fund	Resolution	$25 + $100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Non-resident	General Fund	Resolution	$75 + $100 security deposit for inside and outside rental	5/15/2012
Community Gardens	General Fund	Resolution	$35 per season	4/27/2009
Community Gardens - Non-resident	General Fund	Resolution	$45 per season	4/24/2006
Interpretive Center Rental - Resident	General Fund	Resolution	$60 per 2 hours + $100 security deposit	4/27/2009
Interpretive Center Rental - Non-resident	General Fund	Resolution	$80 per 2 hours + $100 sec dep.	5/19/2008
XC Ski Rental	Special Revenue	Resolution	$10 resident; $15 non-resident	5/15/2012
School Programs - Excluding Windsor BOE	Special Revenue	Resolution	$75 per hour and up	5/15/2012
School Programs - Non-Windsor	Special Revenue	Resolution	$85 per hour and up	5/15/2012
Nature Camp - Half Day - Resident	Special Revenue	Resolution	$85 per week	4/27/2005
Nature Camp - Half Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/15/2012
Nature Camp - Whole Day - Resident	Special Revenue	Resolution	$155 - $310 per week	5/15/2012
Nature Camp - Whole Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/15/2012
Non-resident registration period for all Northwest Park nature camp programs will begin one week following resident registrations.				
Note: Children ages 2 and under can participate in community events at no charge.				
HUMAN SERVICES				
Senior Services				
Sit and Stretch	Special Revenue	Resolution	$30 - $40	4/27/2009
Sit and Stretch-Drop-In	Special Revenue	Resolution	$5 - $7	4/27/2009
Shape Up and Workout	Special Revenue	Resolution	$40 -$50 per session	4/27/2009
Shape Up and Workout Drop-In	Special Revenue	Resolution	$5 - $7	4/27/2009
Enrichment Programs	Special Revenue	Resolution	$5-$15	4/27/2009
Ballroom Dancing	Special Revenue	Resolution	$50 - $70 per session	5/10/2011
Ballroom Dancing, Drop-In	Special Revenue	Resolution	$5 - $7	5/10/2011
Computer Classes	Special Revenue	Resolution	$15 - $30 per course	4/27/2009
Computer Classes - Non-resident	Special Revenue	Resolution	$23 - $38 per course	4/27/2009
Special Events - One Day	Special Revenue	Resolution	$2-$15	4/27/2009
Extended Trips	Special Revenue	Resolution	Going Rate	5/10/2011
Parties	Special Revenue	Resolution	$2 - $ 30 per party	4/27/2009
Tai Chi Beginner	Special Revenue	Resolution	$40 - $55 per session	4/27/2009
Tai Chi Beginner-Drop-in	Special Revenue	Resolution	$5 - $7	4/27/2009
Tai Chi Advanced	Special Revenue	Resolution	$40 - $55	4/27/2009
Tai Chi Advanced-Drop-in	Special Revenue	Resolution	$5 - $7	4/27/2009
Trips Day	Special Revenue	Resolution	Going Rate	5/10/2011
Water Aerobics	Special Revenue	Resolution	$64 - $98 per session	4/27/2009
Water Aerobics - Non-resident	Special Revenue	Resolution	$96 - $114 per session	4/27/2009
Yoga	Special Revenue	Resolution	$32 - $44 per session	4/27/2009
Yoga - Drop-in	Special Revenue	Resolution	$5 - $7 per class	4/27/2009
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

Fines and Fees	Fund	Authority	FY 2013	Last Action
Senior Services (cont.)				
Fitness Center Membership - Non-resident - 6 months	Special Revenue	Resolution	$90	4/27/2009
Fitness Center Membership - Non resident - 1 Year	Special Revenue	Resolution	$150	4/27/2009
Zumba Gold	Special Revenue	Resolution	$40 - $55 per session	5/11/2010
Zumba Gold Drop In	Special Revenue	Resolution	$5 - $7	5/11/2010
Yoga for Beginners	Special Revenue	Resolution	$25 - $35 per session	5/11/2010
Yoga for Beginners Drop In	Special Revenue	Resolution	$5 - $7	5/11/2010
Personal Training	Special Revenue	Resolution	$40 - $50 per class	5/11/2010
Seated Qi Gong	Special Revenue	Resolution	$40 -$55 per session	5/11/2010
Seated Qi Gong Drop In	Special Revenue	Resolution	$5 - $7	5/11/2010
INFORMATION SERVICES				
Town Clerk				
Animal Licenses:				
Spayed Female or Neutered Male Dog	General Fund	*CGS 22-340*	$8	5/05/2003
Unsprayed Female or Unneutered Male Dog	General Fund	*CGS 22-340*	$19	4/27/2005
New Owner of Already Licensed Dog	General Fund	*CGS 22-338*	$1	10/01/1989
Hunting & Fishing Licenses - Resident:				
Hunting	General Fund	*CGS 26-28*	$19	4/14/2010
Junior Hunting	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
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
Foreclosure Registration Act (Vacant Property Registration)	General Fund	*PA-11-201*	$53	10/01/2011
Trade Names - First Page	General Fund	*CGS 7-34a*	$5	7/01/1989
Trade Names - Each Additional Page	General Fund	*CGS 7-34a*	$5	7/01/1989
Subdivision Maps (Indexing, 3 or more Parcels)	General Fund	*CGS 35-1*	$20	5/19/2008
Maps (Indexing)	General Fund	*CGS 7-31*	$10	5/19/2008
Sales Ratio	General Fund	*CGS 7-34a*	$2	7/01/1982
Documents With No Known Last Address of Grantee	General Fund	*CGS 7-34a*	$5	7/01/1982
Notary Public - Certificate of Appointment	General Fund	*CGS 3-94*	$10	7/01/1982
Notary Public - Notarization of Signature	General Fund	Resolution	$2 per signature	4/27/2009
Local Conveyance Tax	General Fund	*CGS 12-494*	$0.0025 times sale price	5/05/2003
Sale of Publications and Materials:				
Agenda, Including Minutes and Backup	General Fund	Resolution	$71.50 per year	5/10/2011
Agenda, With Minutes	General Fund	Resolution	$33 per year	5/10/2011
Agenda Only	General Fund	Resolution	$16.50 per year	5/10/2011
CD - Computer Stored Public Record	General Fund	*CGS 1-212*	Cost of hourly salary for formatting and cost of storage device	4/27/2009
Lamination of Wallet Size Items	General Fund	Resolution	$1	3/21/1988
Photocopies:				
Land Records - Per Page	Special Revenue	P.A. 00-92	$1 per page	10/01/2000
Miscellaneous - Per Page	Special Revenue	P.A. 89-251	$0.50 per page	4/27/2009
Certification of a Photocopied Document	Special Revenue	PA 07-133	$2 per document	5/19/2008
Photocopy document to be certified - per page (excludes .50 Copy Fee)	Special Revenue	P.A. 00-92	$1 per page	10/01/2000
Hand Held Scanners	General Fund	P.A. 09-229	$20 per visit	5/11/2010
Street Map	General Fund	Resolution	$2 MDC map; or free street map	5/05/2003

Fines and Fees	Fund	Authority	FY 2013	Last Action
Town Clerk (cont.)				
Town Charter	General Fund	Resolution	$10	6/21/1999
Town Code of Ordinances - Binder	General Fund	Resolution	$75	4/27/2005
Town Code of Ordinances - No Binder	General Fund	Resolution	$60	4/27/2005
Town Code Supplemental Service	General Fund	Resolution	$1 per 2 sided page	6/21/1999
Vital Statistics:				
Birth Certificate – Certified	General Fund	PA 07-133	$20 per document	10/01/2009
Birth Certificate - Certified - Wallet Size	General Fund	*CGS 7-74*	$15 per document	10/01/2009
Death Certificate – Certified	General Fund	PA 07-133	$20 per document	10/01/2009
Marriage License	General Fund	*CGS 7-73*	$30	7/01/1992
Marriage Certificate	General Fund	PA 07-133	$20 per document	10/01/2009
Burial and Cremation Permit	General Fund	*CGS 7-74*	3 per document	5/19/2008
OTHER				
Registrars				
Voter List	General Fund	*CGS 1-15*	$0.50 per page	4/27/2009
Electronic Voter List Tape (Subject to Approval of Registrars of Voters)	General Fund	CGS 1-212	$0.03 per name	4/27/2009
Financial Reporting				
Bad Check Fee	General Fund	SS52-565a(i)	$20	5/15/2012
Assessment Abatement Policy				
Application Filing Fee - Economic Development assessment abatement incentive	General Fund	Resolution	$500	5/15/2012
Application Filing Fee - assessment rehabilitation abatement incentive	General Fund	Ordinance	$50	5/15/2012
TOWN HALL ROOM RENTAL				
Roger Ludlow Room North - Capacity 40	General Fund	Resolution	$35 per hour	4/24/2006
Roger Ludlow Room South - Capacity 40	General Fund	Resolution	$35 per hour	4/24/2006
Roger Ludlow Rooms North and South	General Fund	Resolution	$55/hr or $200/half day	4/24/2006
Council Chambers - Capacity 200 - 300	General Fund	Resolution	$75/hr or $300/half day	4/24/2006
Council Chambers w/Full Production/Technical Director	General Fund	Resolution	$250/hr $600/half day	4/24/2006
Additional Services:				
Monitor & VCR/DVD Player	General Fund	Resolution	$30	4/27/2005
One Microphone and PA System	General Fund	Resolution	$55 per hour	4/27/2005
Council Chambers Video Projector	General Fund	Resolution	$50 per hour	4/24/2006
An additional 50% charge will apply for room/equipment reservations after regular business hours or on weekends. EXCEPTION: Council Member's request for facilities, use by a Board or Commission, or town government-related program.				
ENTERPRISE FUNDS				
Adult Day Care				
Daily Care	08-3-32-343	Resolution	$81.60 per day	5/19/2008
Half Daily Care	08-3-32-343	Resolution	$50 per half day	4/24/2006
Late Fee	08-3-32-343	Resolution	$25 per 15 minutes	4/27/2005
Child Day Care				
Infant/Toddler	05-3-3-31-340	Resolution	$1,400 per month	5/15/2012
Elementary Before & After School	05-3-3-31-340	Resolution	$495 per month	5/11/2010
Elementary After School	05-3-3-31-340	Resolution	$395 per month	5/15/2012
Elementary Before School	05-3-3-31-340	Resolution	$340 per month	5/15/2012
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	$98 per month	5/15/2012
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	$175 per month	5/15/2012
Elementary After 3 day/Month	05-3-3-31-340	Resolution	$230 per month	5/15/2012
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	$330 per month	5/15/2012
Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$205 per week	5/15/2012
Summer Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	$230 per week	5/15/2012
Montessori Camp - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	$140 per week	5/15/2012
Montessori Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	$285 per week	5/15/2012
Montessori Toddler	05-3-3-31-340	Resolution	$605 per month	5/15/2012
Montessori ½ Day	05-3-3-31-340	Resolution	$580 per month	5/15/2012
Montessori Extended Day	05-3-3-31-340	Resolution	$1,070 per month	5/15/2012
Montessori Full Day	05-3-3-31-340	Resolution	$1,185 per month	5/15/2012
After Hours - 5:30 PM - 7:00 PM	05-3-3-31-340	Resolution	$8.50 per day	5/19/2008
Late Payment Fee (assessed on 25th of month)	05-3-3-31-340	Resolution	$30	5/10/2011
Finance Charge for Late Payments	05-3-3-31-340	Resolution	10% monthly on unpaid balances	5/10/2011
Hourly Rate	05-3-3-31-340	Resolution	$8 per hour	5/10/2011

FY 13 ADOPTED

Fines and Fees	Fund	Authority	FY 2013	Last Action
Child Day Care (cont.)				
Registration Fees	05-3-3-31-340	Resolution	$20 per year	5/11/2010
Summer Camp Preschool - 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$230 per week	5/15/2012
Summer Camp Preschool - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	$260 per week	5/15/2012
Sibling Discount (applies to lowest tuition)	05-3-3-31-340	Resolution	10%	6/07/1982
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

APPENDIX "H"
Charter Provisions Concerning Annual Budget

Town of Windsor
FY 2012 – 2013
Adopted Budget

CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

CHAPTER 8. FINANCE AND TAXATION

Sec. 8-1. Departmental estimates.

It shall be the duty of the town manager to compile preliminary estimates for the annual budget. The head of each department, office or agency of the town supported wholly or in part from town funds, or for which a specific town appropriation is made (except the board of education) shall, at least ninety (90) days before the end of the fiscal year file with the town manager, on forms provided by the town manager a detailed estimate of the expenditures to be made by said department or agency and the revenue (other than tax revenues) to be collected thereby in the ensuing fiscal year.

Sec. 8-2. Duties of town manager on budget.

Not later than thirty (30) days before the date of the annual budget meeting of the town, the town manager shall present to the council:

(a) Estimates of revenue, presenting in parallel columns the itemized receipts collected in the last-completed fiscal year, the receipts estimated to be collected during the remainder of the current fiscal year and estimates of the receipts to be collected in the ensuing fiscal year;

(b) Itemized estimates of expenditures, presenting in parallel columns the actual expenditures for each department, office or agency for the last-completed fiscal year, the expenditures as estimated for the current fiscal year and the manager's recommendations of the amounts to be appropriated for the ensuing fiscal year. The town manager shall present reasons for these recommendations. The president of the board of education shall have the same duties and follow the same procedure with respect to the budget for the board of education;

(c) A program previously considered and acted upon by the Town Planning and Zoning Commission, in accordance with section 8-24 of the general statutes, as amended, concerning municipal improvements, of proposed capital projects for the ensuing fiscal year and for the fiscal years thereafter. Estimates of the cost of such projects shall be submitted by each department, office or agency annually in the form and manner prescribed by the town manager. The town manager shall prepare a six-year capital improvements program and shall recommend to the town council those projects to be undertaken during the first year of such program and the method of financing the same. The town council will establish by ordinance a capital improvement committee with at least one representative from the Public Building Commission to advise and assist the town manager in preparing said program for the second through the sixth year of such program.

(d) Nothing herein shall preclude the town council from approving any capital project not included in the above described program.

(e) Times of performance specified in this section are not of the essence, but are goals to be achieved for the orderly processing of the town budget.

Sec. 8-3. Powers and duties of council on budget.

The format of the supporting documentation for the estimates presented to the town council under sections 8-2 (a) and 8-2 (b) shall be determined by the town council before January 15. The town council shall hold one or more public hearings not later than fifteen (15) days before the annual budget meeting at which any elector or taxpayer may have an opportunity to be heard regarding appropriations for the ensuing fiscal year. Following receipt of the estimates from the town manager and the president of the board of education and the holding of such public hearing or hearings, the town council shall prepare a budget which complies with any minimum standards or requirements of the state tax department and shall recommend the same to the town

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 2012 – 2013
Adopted Budget

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.