TOWN OF WINDSOR

First in Connecticut. First for its citizens.

FINANCIAL PLAN AND PROGRAM OF SERVICES

ADOPTED FOR THE FISCAL YEAR 2013-2014

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

ADOPTED

FISCAL YEAR 2014

FINANCIAL PLAN

AND

PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2013 and ending June 30, 2014

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.

July 17, 2013

Honorable Mayor, Town Council and Citizens of Windsor:

I am pleased to transmit the Fiscal Year 2014 Adopted Budget to the Town Council and the community. The Proposed Budget was presented to the Council on March 27, 2013 and a public hearing on the budget was held on April 1, 2013. The Town Council conducted several budget workshops throughout the month of April.

Revenues and expenditures in the Proposed Budget totaled $102,087,020. During budget deliberations, the Town Council made changes that resulted in a budget of $101,299,250, which was rejected by citizen vote at the first budget referendum held on May 14, 2013.

Final approval of the budget occurred following three more budget referendums held on June 4, June 25, and July 16, 2013. The budget adopted by citizen vote included a total decrease of $1,773,170 resulting from adjustments made by town council. The budget yields a mill rate of 27.33 utilizing the fifth 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.

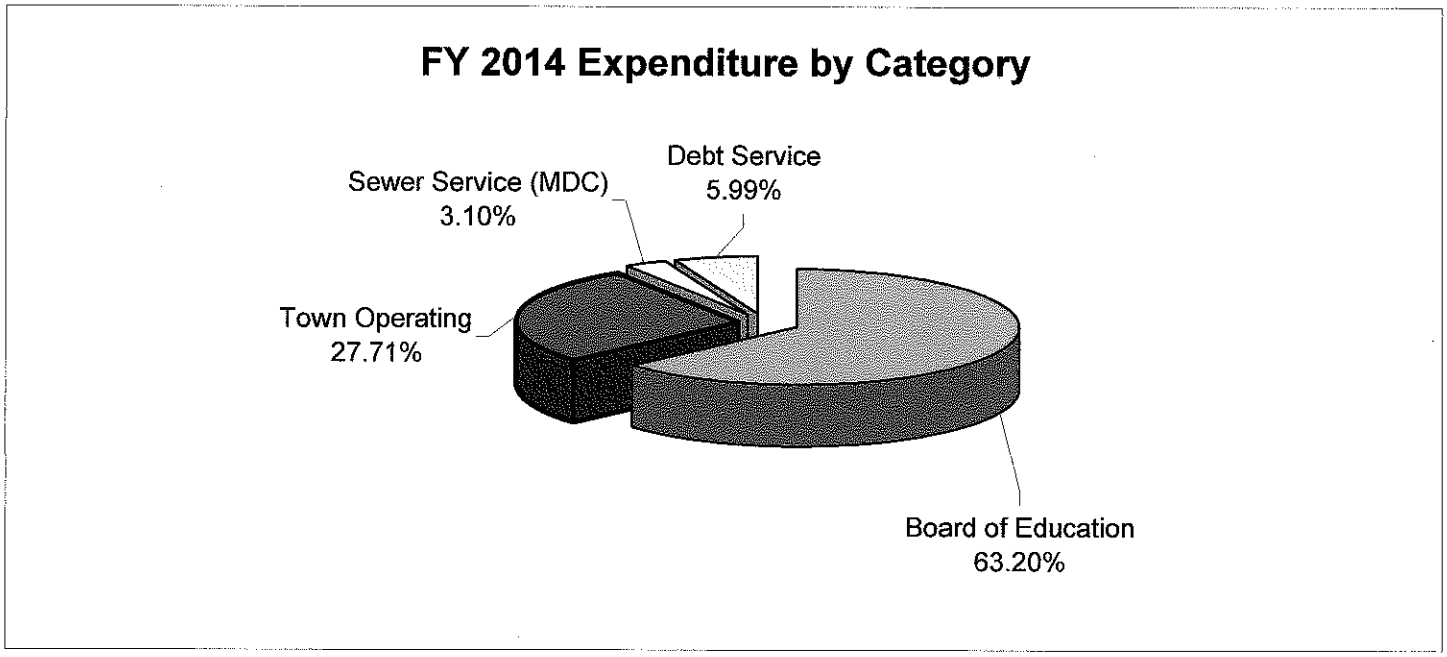
The Adopted Budget represents hundreds of hours of effort on the part of many people, including the Town Council, and I extend my appreciation to all of them.

Sincerely,

Peter Souza
Town Manager

FY 2014 TOWN COUNCIL ADOPTED BUDGET SUMMARY

	FY 2013 Adopted Budget	FY 2014 Town Council Adopted Budget	$ Change	% Change
Board of Education	62,443,130	63,394,900	951,770	1.52%
Town Operating Budget	27,205,920	27,798,450	592,530	2.18%
Sewer Service (MDC)	3,016,050	3,106,500	90,450	3.00%
Debt Service	5,888,000	6,014,000	126,000	2.14%
Capital Projects & Open Space	331,500	0	(331,500)	-100.00%
Total	**$98,884,600**	**$100,313,850**	**$1,429,250**	**1.45%**



CHANGES TO THE TOWN MANAGER'S FY 13-14 PROPOSED BUDGET

The Town Manager's proposed budget totaled $102,087,020. During the budget deliberations on April 24, 2013, the Town Council made changes that resulted in a total budget of $101,299,250. On May 20, 2013, the Town Council made additional changes that resulted in a total budget of $100,799,250. On June 12, 2013, the Town Council made further changes that resulted in a total budget of $100,749,250. On July 1, 2013, the Town Council made changes that resulted in a total budget of $100,313,850. All of the changes are summarized below.

Budgeted Fiscal Year 2014

Revenues	From	To	Change
April 24, 2013 - General Property Tax			
• Decrease Current Levy revenue line	$83,513,700	$82,725,930	($787,770)
May 20, 2013 - General Property Tax			
• Decrease Current Levy revenue line	$82,725,930	$82,225,930	($500,000)
June 12, 2013 - General Property Tax			
• Decrease Current Levy revenue line	$82,225,930	$81,452,930	($773,000)
June 12, 2013 - State School Aid			
• Increase Transportation revenue line	$55,370	$257,150	$201,780
• Decrease Education Cost Sharing revenue line	$11,600,510	$11,547,660	($52,850)
June 12, 2013 – State Grants In Lieu Of Taxes			
• Increase PILOT: State Owned Property revenue	$6,900	$59,840	$52,940
• Increase Pequot-Mohegan revenue line	$0	$110,070	$110,070
• Decrease Hold Harmless Grant revenue line	$831,340	$0	($831,340)
• Increase MRSA Distribution revenue line	$0	$1,242,400	$1,242,400
July 1, 2013 - General Property Tax			
• Decrease Current Levy revenue line	$81,452,930	$81,017,530	($435,400)
Total Revenues	**$102,087,020**	**$100,313,850**	**($1,773,170)**

Expenditures	From	To	Change
Board of Education – April 24, 2013 • Decrease proposed budget	$63,994,900	$63,894,900	($100,000)
Board of Education – May 20, 2013 • Decrease proposed budget	$63,894,900	$63,394,900	($500,000)
Board of Education – June 12, 2013 • Increase proposed budget	$63,394,900	$63,594,900	$200,000
Board of Education – July 1, 2013 • Decrease proposed budget	$63,594,900	$63,394,900	($200,000)
Town Support for Education – April 24, 2013 • Decrease debt service	$4,324,020	$4,304,520	($19,500)
Recreation & Leisure Services – July 1, 2013 • Decrease salary lines through use of special revenue fund program user fees	$1,380,520	$1,377,520	($3,000)
Library Services – July 1, 2013 • Decrease funding for lending materials and supplies	$1,550,260	$1,545,260	($5,000)
Public Works – July 1, 2013 • Decrease funding for seasonal employees	$5,036,000	$5,021,000	($15,000)
Information Services – July 1, 2013 • Decrease Town Clerk supplies through use of special revenue fund program user fees	$443,180	$441,180	($2,000)
Administrative Services – July 1, 2013 • Decrease funding for health insurance and technology replacement	$2,079,040	$2,049,040	($30,000)
General Government - April 24, 2013 • Increase $5,000 to Boards & Commissions • Increase $600 to Probate Court • Decrease $20,000 for Counsel & Legal Advice • Decrease $48,070 for Community Services – ($800 increase to Community Health Resources, $2,030 increase to North Central Mental Health, $50,000 decrease to Windsor Historical Society, and $900 decrease to 1000 Friends of Connecticut)	$989,000	$926,530	($62,470)

General Services – April 24, 2013 • Decrease $225,300 for Capital Projects for Public Works equipment purchases • Decrease $150,000 for Capital Projects for the pavement management program • Decrease $200,000 for Open Space • Decrease $30,500 for debt service	$9,967,300	$9,361,500	($605,800)
General Services – June 12, 2013 • Decrease $200,000 for Capital Projects for the pavement management program • Decrease $50,000 for Open Space	$9,361,500	$9,111,500	($250,000)
General Services – July 1, 2013 • Decrease $100,000 for Worker's Compensation & Liability Insurance for the annual reserve of the heart and hypertension contribution • Decrease $75,400 for Capital Projects for the sidewalk replacement and maintenance • Decrease $5,000 Revaluation for funding towards the next revaluation process	$9,111,500	$8,931,100	($180,400)
Total Expenditures	**$102,087,020**	**$100,313,850**	**($1,773,170)**

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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.

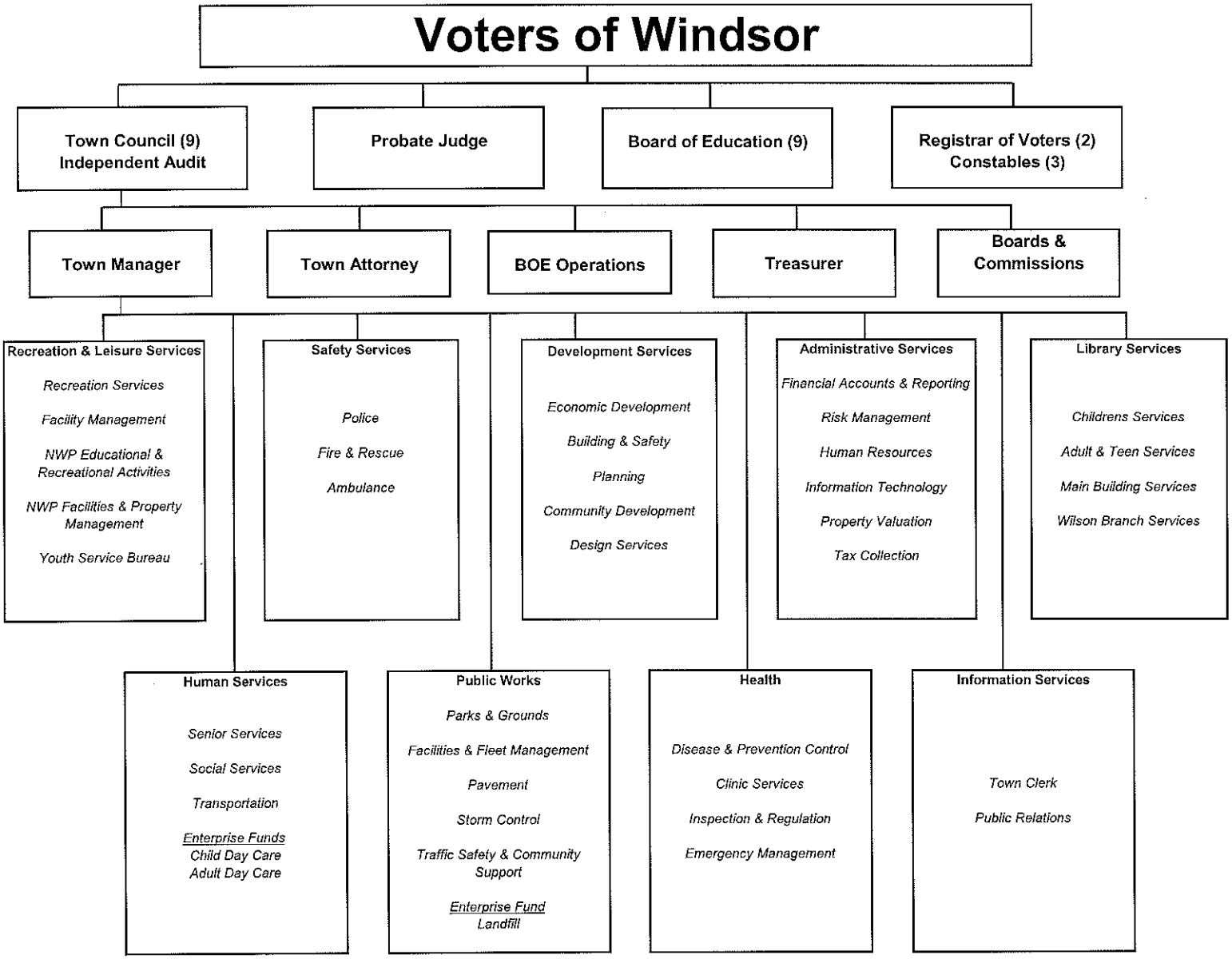
2) ***Financial Summary.*** Sections A (Summary of Town Funds) and B (General Fund Revenues) provide a summary of all the funds managed by the town, as well as a detailed explanation of revenues. Section C (General Fund Expenditures) lists the General Fund impact of each department and the Board of Education. 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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Storm Control
Traffic Safety & Community Support
Enterprise Fund
Landfill
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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 27, 2013

Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to submit the Fiscal Year (FY) 2013-2014 Financial Plan and Program of Services. The budget supports a wide array of daily tasks that compose the services and programs that the Town of Windsor delivers to residents, businesses and visitors.

During the economic downturn, we have been fortunate in Windsor to have a town council and taxpayers that have in large part supported preservation of public services. This enabled us to continue to provide high quality and cost-effective services to our community. We have been fortunate to have positive Grand List growth, albeit minimal in some years, during this Great Recession. This allowed us to limit increases in residential property taxes. And this coming year, seven years after the town council approved financial incentives to facilitate ING's relocation to Windsor, we are fortunate to be in a position to realize even more of that investment benefit. The conclusion of ING's tax abatement's will help us to manage the expected loss of state revenues in Fiscal Year 2014 and to replace depleted asset management funds for road repair, fleet, and technology infrastructure, along with increasing resources for open space and historic preservation.

Asset management has been one of our primary focus areas over the last several years. In 2009, town council set aside funds to pay for multiple years of computer and fleet replacements. Those funds have largely been depleted. The proposed budget includes using General Fund ($50,000) and Police Private Duty Fund ($25,000) resources to continue our annual information technology replacement plan and to make incremental steps toward enhancing our use of virtualization technology. In addition, proposed technology improvements also include replacing our Senior Services and Recreation registration software ($25,000), which is no longer supported by the current vendor, and adding call response and records management software for the Fire Department. The budget also adds back a more significant portion ($165,300) of our fleet replacement costs into the operating budget than what was included in the FY 2013 budget. Increased funding ($150,970) is proposed for the pavement management program, which will help us extend the life of our roads and to complete necessary repairs. Lastly, the budget's asset management plan includes an increase in the annual debt service appropriation for the first time in six years.

Another primary focus area in this year's proposed budget is facilitating citizen engagement. Each year, we look for new ways to share information and to collect public input. We will implement crowd sourcing and citizen request tools. These technologies

will increase the number of ways that citizens can submit ideas, rank proposed policies and projects, report concerns and request information. In particular, citizens will be able to interact with the town more easily on their mobile devices. Additionally, our Recreation and Leisure Services Department and our Neighborhood Enhancement Team will carry out five neighborhood outreach efforts. These will be great opportunities for residents to get to know each other and town staff, and to learn about the wide variety of services and programs that Windsor offers. Funds are also included for a youth summit as well as supporting outreach activities of the Early Childhood Council.

The asset management and civic engagement enhancements that I have listed above are made possible in part by the influx of tax revenue from one of our economic development incentive projects, but also by our continued efforts to mitigate operating costs. As examples, the proposed budget assumes that employees will contribute more to the cost of their health insurance and pensions. Energy costs have been reduced by town staff aggressively pursuing conversion of town facilities from oil to natural gas and installation of more efficient equipment. These are just a few of the examples of where we have taken steps to curb cost increases or reduce spending.

While this proposed budget packages together various means of preserving services, the budget rests apprehensively on a single, fundamental assumption: that the level of the town's loss of state aid will be manageable. We have chosen to assume parts of the governor's proposed budget, but not all, believing that the state legislature is likely to make changes to his proposal to eliminate a portion of local authority to assess motor vehicle property tax. Perhaps the largest unknown is what exactly the legislature's modifications will mean to our town.

As we wrap up this phase of the annual budget development process, I am again reminded of how fortunate we are to live, work and play in Windsor. 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.

Overall Assessment of the Proposed Budget

Tax Rate

The budget-related tax increase that is described in this proposed budget is 3.18%. 0.32% of this increase is due to the need to backfill losses of non-tax revenue. The budget-related tax increase can be broken down in the following way:

- 0.32% is related to the loss of non-tax revenues
- 0.06% is related to increasing senior tax relief
- 0.50% is related to increasing capital project and open space preservation funding
- 0.95% is related to increases in town government operating expenditures
- 1.36 % is related to increases in board of education operating expenditures

A second portion of every taxpayer's bill will be related to the fifth and final year of property revaluation phase-in. This figure varies from property to property, according to the assessed value of the property. The majority of taxpayers' total tax increase will be

between 3.5% and 4.5%. The proposed budget, as it is affected by revaluation, resets the mill rate from 27.95 to 28.19.

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 3.24% in FY 2014. In FY 2013, the total budget increased 1.59%.

The proposed FY 2014 General Fund budget consists of the following major categories:

	FY 2013 Adopted Budget	**FY 2014 Proposed Budget**	**$ Change**	**% Change**
Board of Education	62,443,130	63,994,900	1,551,770	2.49%
Town Operating Budget	27,205,920	28,020,920	815,000	3.00%
Sewer Service (MDC)	3,016,050	3,106,500	90,450	3.00%
Debt Service	5,888,000	6,064,000	176,000	3.00%
Capital Projects and Open Space	331,500	900,700	569,200	171.70%
Total	**$98,884,600**	**$102,087,020**	**$3,202,420**	**3.24%**

The board of education's proposed increase is $1,551,770 or a 2.49% increase over the prior year. Last year, the board of education's budget had a 0.99% increase.

The proposed FY 2014 debt service payments are 3.00% higher than FY 2013, in keeping with our plan to allow debt service to increase approximately 3% per year to keep pace with construction related inflation and planned capital projects, after several years of holding debt service flat.

The General Fund budget for Capital Projects and Open Space is proposed to be increased by $569,200 or 171.70%. The Capital Projects increase will be used for the General Fund's annual pavement, curb and sidewalk management programs, as well as fleet replacement. The proposed budget includes $250,000 to appraise, acquire and preserve open space in town. This is the first General Fund appropriation for open space since FY 2008.

Town Operating Budget

The town operating portion of the budget, which is 27.45% of the overall budget, is proposed to increase by $815,000 or 3.00%. The most significant increases and decreases in the budget are:

- Salaries and wages increase $323,700 or 2.43%
- Health dental and prescription insurance premium costs for coverage for current employees and retirees increase $64,450 or 1.95%. FY 2014 will be our third year of being self-insured for our health care plan. This is a remarkably low increase for a benefit that in prior years demanded a double-digit increase. Employees in the Administrative Pay Plan, the Teamsters bargaining unit and the dispatchers bargaining unit will increase their premium share to 17%. The Police Officers' bargaining unit's members are currently contributing 15% and FY 2014's contribution is being discussed now in contract negotiations.
- Budgeted pension contribution increases $108,250 or 3.57%. Administrative Pay Plan, dispatchers and Teamsters employees will increase their contributions to 4.00% of their salaries. All non-Public Safety new hires are 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 $152,870 or 9.46%.
- Technology-related increases to the budget include funds for a citizen response system with mobile device capabilities, crowd sourcing software that will be used for citizen engagement, enhancements to our video streaming and council agenda software, the replacement of our Senior Services and Recreation registration software, our first annual payment on our phone network maintenance, call response and records management software for the Fire Department and hardware replacement funds
- An additional part-time dispatcher position is proposed ($18,500) to enhance regular staffing levels in the unit and to limit the amount of overtime being used to replace dispatchers who are out on leave.
- Budgeting the salary and limited benefits ($34,180) for our part-time Human Services Director, whose costs were previously covered mostly through position vacancies.
- Allocations to support community groups, such as $50,000 to help preserve historic structures in town, $5,000 to help the Early Childhood Council conduct outreach and $4,000 to enable the Youth Commission to hold a youth summit.

FY 2014 Revenues

Revenue forecasting is always a challenging part of developing the budget, particularly because the State of Connecticut's budget is still under development 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 amount he has proposed. Here are some examples of our revenue assumptions:

- Per the governor's proposed budget, General Fund state aid has been reduced by a net amount of $424,850. That net amount is the result of a variety of reductions and additions. For example, state revenue sharing for the machinery equipment exemption, which resulted in $1,043,000 in town revenue in FY 2013, has been eliminated but a "hold harmless grant" of $831,340 has been proposed in its

place. The town's share of casino revenue ($126,070 in FY 2013) and public school transportation funds ($201,772 in FY 2013) has also been eliminated. State aid for the school district (Educational Cost Sharing) is increasing by approximately $496,400; however, that amount is an increase to the Alliance Grant and cannot be used to offset existing General Fund costs.

- Contrary to what is in the governor's proposed budget, we have not assumed the loss of a portion of our authority to assess motor vehicle property tax. Doing so would have required us to make drastic reductions in town services or increase the mill rate by just over 2 mills.
- Very slight increases are forecasted in conveyance fees, building permits, cell tower rentals and land recordings.

Non-property tax revenue sources are forecasted to be $370,170 lower than the FY 2013 adopted budget. To bridge this gap and to pay for continuance of town government and school services at their projected costs, the proposed mill levy raises $3,572,590 more than in FY 2013. As proposed, all sources of property tax will contribute 83.29% of our total revenues. The October 1, 2012 Grand List grew by 1.26% or $37.58 million (prior to adjustments for revaluation).

FY 2013 Update

The adopted FY 2013 budget is $98,884,600. Projected revenues are expected to be $1,621,080 more than budgeted. This was largely due to higher than anticipated building permit revenues ($705,000), which is attributed to the Dollar Tree distribution facility's construction, reimbursement for Special Education Excess Costs ($300,000), conveyance fees ($110,000) and Town Planning and Zoning Commission fees ($60,000).

FY 2013 expenditures are projected to be $135,650 less than the budgeted amount. The only town government department that is expected to exceed its budget is General Government, due to unanticipated elections and recanvassing. The board of education is projected to spend its entire FY 2013 budget.

Concluding Remarks

One of our primary objectives in this budget development process was to preserve the level and quality of our daily services. We have had a similar focus for several years. We have spent a great deal of effort over the last several years on mitigating cost increases, reducing expenditures and limiting tax increases, all with the goal of preserving services. As a result, some of our longer-term priorities have been set aside to age to the point of urgency. This budget preserves our services and also allows us to make some progress on our open space preservation, asset management, technology enhancement and infrastructure replacement goals.

However, the proposed budget results in an expenditure and tax increase that is greater than the town has seen for a few years. Should town council or tax payers wish to make significant reductions, either those maturing priorities will have to be put off again or existing services would have to be cut. For approximately $200,000 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 the phase-in of 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 2013 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 2013-2014.

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 2014
BUDGET CALENDAR BY DEPARTMENT

Date	Day	Step
Feb. 4, 2013 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens.
March 11-14, 2013	*Tentative*	Finance Committee Meeting
March 27, 2013	Wednesday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget)
March 28, 2013	Thursday	Informational meeting on Proposed Budget
April 1, 2013 7:15 PM	Monday	Regular Town Council meeting; Public Hearing re: public opinion regarding budget as proposed by Town Manager
April 3, 2013 6:30- 9 PM	Wednesday	Board of Education, Revenues, Public Works, Landfill
April 8, 2013 6:30 - 9 PM	Monday	Safety Services, Recreation & Leisure Services, Library, Human Services, Child Care, and Adult Day Care
April 10, 2013 6:30 - 9 PM	Wednesday	Board of Education, Health Services, Development Services, Community Development, Administrative Services, Town Support for Education
April 17, 2013 6:30 – 9 PM	Wednesday	Public Comment, Information Services, General Government, General Services, Insurance Internal Service Fund, Capital Spending, Price Guide
April 22, 2013 6:30 - 9 PM	Monday	Public Comment, Review of previous Town Council questions & preliminary deliberations
April 24, 2013 6:30 – 9 PM	Wednesday	Town Council final deliberations and vote
May 14, 2013	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
May 20, 2013	Monday	Regular Town Council Meeting; Council sets tax rate
June 21, 2013	Friday	Tax bill mailing completed
June 30, 2013	Sunday	End of current fiscal year

GENERAL FUND BALANCE SUMMARY
(budgetary basis)

	FY 2013 Estimate	FY 2014 Adopted
Revenues		
General Property Tax	$ 81,650,210	$ 82,536,630
Licenses and Permits	1,190,510	499,550
Fines and Penalties	40,000	38,000
Revenues from Use of Assets	488,830	493,830
State School Aid	13,248,960	13,155,860
State Grants in Lieu of Taxes	1,444,900	1,630,410
Other State Grants	237,520	104,160
Federal Grants	11,800	3,000
Revenues from Other Agencies	152,930	133,100
Charges for Current Services	956,920	793,710
Other Revenues	183,100	25,600
Opening Cash	900,000	900,000
Total Revenues	100,505,680	100,313,850
Expenditures and Encumbrances		
General Government	948,290	926,530
Safety Services	8,944,390	9,196,050
Recreation & Leisure Services	1,331,770	1,377,520
Human Services	760,000	792,520
Health Services	485,890	469,650
Library Services	1,529,160	1,545,260
Development Services	1,692,070	1,772,080
Community Development	74,020	92,500
Public Works	4,968,450	5,021,000
Information Services	424,420	441,180
Administrative Services	1,933,090	2,049,040
General Services	9,239,790	8,931,100
Board of Education	62,443,130	63,394,900
Town Support for Education	3,974,480	4,304,520
Total Expenditures and Encumbrances	98,748,950	100,313,850
Surplus (deficit)	1,756,730	-
Beginning Fund Balance, July 1	16,265,164	16,959,394
Use of Fund Balance:		
Opening Cash	(900,000)	(900,000)
	-	-
Transfer for purchase of group home (WILA) 11/1/12	(162,500)	-
Estimate Ending Fund Balance, June 30	$ 16,959,394	$ 16,059,394

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.

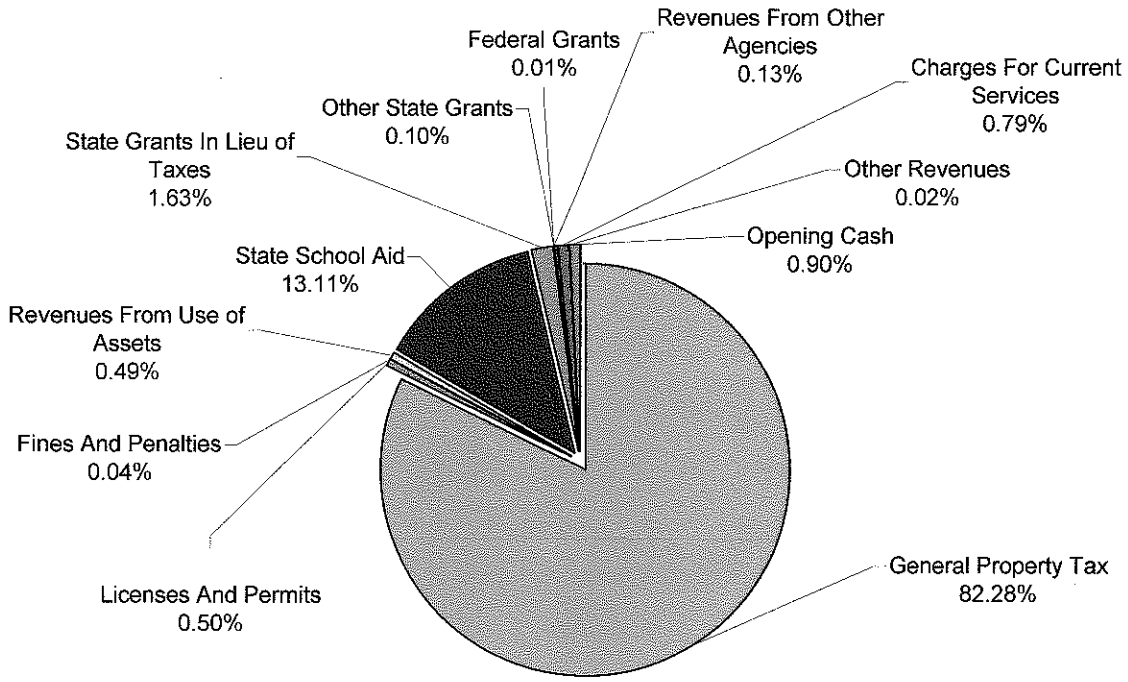
The differences between the budgetary and GAAP basis of accounting are:

- 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 2012	FY 2013		FY 2014	
Category	Revenue Source	Actual	Budget	Estimate	Proposed	Adopted
910	General Property Tax	$79,806,333	$81,425,210	$81,650,210	$85,032,800	$82,536,630
915	Licenses And Permits	508,570	483,000	1,190,510	499,550	499,550
920	Fines And Penalties	49,114	37,000	40,000	38,000	38,000
925	Revenues From Use of Assets	512,393	493,830	488,830	493,830	493,830
930	State School Aid	13,087,825	12,941,510	13,248,960	13,006,930	13,155,860
935	State Grants In Lieu of Taxes	1,719,501	1,431,240	1,444,900	1,056,340	1,630,410
940	Other State Grants	369,315	219,530	237,520	104,160	104,160
945	Federal Grants	12,754	11,350	11,800	3,000	3,000
950	Revenues From Other Agencies	167,147	143,500	152,930	133,100	133,100
955	Charges For Current Services	863,256	772,830	956,920	793,710	793,710
960	Other Revenues	63,759	25,600	183,100	25,600	25,600
965	Opening Cash	900,000	900,000	900,000	900,000	900,000
	Total Revenues	$98,059,967	$98,884,600	$100,505,680	$102,087,020	$100,313,850

FY 2014 General Fund Revenues by Source



Council Action

During budget deliberations, pre and post referendums, the Town Council decreased proposed General Fund expenditures by $1,773,170. In addition, State School Aid was increased $148,930, and State Grants In Lieu Of Taxes by $574,070, thereby decreasing the amount of revenue required from current levy under the "General Property Tax" category by $2,496,170.

ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
910	GENERAL PROPERTY TAX					
51002	Current Levy	77,653,932	79,941,110	79,941,110	83,513,700	81,017,530
51004	Interim Motor Vehicle Tax	571,621	450,000	530,000	460,000	460,000
51006	Prior Year Levies	1,014,080	610,000	700,000	625,000	625,000
51008	Interest	562,463	420,000	475,000	430,000	430,000
51009	Liens & Penalties	4,238	4,100	4,100	4,100	4,100
		79,806,333	81,425,210	81,650,210	85,032,800	82,536,630
915	LICENSES AND PERMITS					
51200	Vendor's Licenses	655	350	350	350	350
51202	Animal Licenses	29,391	20,000	25,000	25,000	25,000
51203	Marriage/Civil Union Licenses	1,386	1,500	1,200	1,200	1,200
51204	Hunting & Fishing Licenses	354	150	250	300	300
51205	Engineering Permits	39,939	27,000	24,500	24,500	24,500
51206	Building Permits	397,537	395,000	1,100,000	411,650	411,650
51212	Lodging House Licenses	450	450	450	450	450
51213	Well Permits	-	100	100	100	100
51214	Food Permits	26,684	29,500	26,500	27,000	27,000
51216	Septic System Permits	2,555	3,000	2,500	3,000	3,000
51219	Pistol Permits	9,570	5,950	9,660	6,000	6,000
51221	Newsrack Permit/Location Fee	50	-	-	-	-
		508,570	483,000	1,190,510	499,550	499,550
920	FINES AND PENALTIES					
51401	Court Fines	28,633	25,000	25,000	25,000	25,000
51402	Parking Fines	20,481	12,000	15,000	13,000	13,000
		49,114	37,000	40,000	38,000	38,000
925	REVENUES FROM USE OF ASSETS					
51501	Interest: Unrestricted	152,997	130,000	120,000	120,000	120,000
51504	Cell Tower Leases	241,746	245,000	250,000	255,000	255,000
51505	Rental of Town Property	117,650	118,830	118,830	118,830	118,830
		512,393	493,830	488,830	493,830	493,830
930	STATE SCHOOL AID					
51701	Special Ed. - Excess Costs	1,311,861	1,100,000	1,400,000	1,300,000	1,300,000
51703	Transportation	233,951	246,270	256,300	55,370	257,150
51705	Adult Education	48,032	47,580	45,000	51,050	51,050
51710	Education Cost Sharing	11,493,981	11,547,660	11,547,660	11,600,510	11,547,660
		13,087,825	12,941,510	13,248,960	13,006,930	13,155,860
935	STATE GRANTS IN LIEU OF TAXES					
51900	State Revenue Sharing (Mach. Exemption)	1,332,592	1,043,000	1,043,000	-	1,242,400
51903	HEART (Elderly)	194,822	194,000	193,500	193,000	193,000
51905	PILOT: State owned Property	45,760	45,660	59,860	6,900	59,840
51906	Totally Disabled Exemption	2,432	2,430	2,660	2,700	2,700
51907	Veterans Tax Exemption	20,083	20,080	22,070	22,400	22,400
51909	Pequot-Mohegan Grant	123,812	126,070	123,810	-	110,070
52710	Hold Harmless Grant	-	-	-	831,340	-
		1,719,501	1,431,240	1,444,900	1,056,340	1,630,410

ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
940	OTHER STATE GRANTS					
52100	Bond Interest Subsidy	22,928	11,530	11,530	4,910	4,910
52101	School Building Grant	299,167	164,000	164,000	55,250	55,250
52107	Other State Grants	47,220	44,000	61,990	44,000	44,000
		369,315	219,530	237,520	104,160	104,160
945	FEDERAL GRANTS					
52201	Elderly Transportation	11,103	7,100	8,800	-	-
52202	Civil Preparedness	1,651	4,250	3,000	3,000	3,000
		12,754	11,350	11,800	3,000	3,000
950	REVENUES FROM OTHER AGENCIES					
52301	Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302	In Lieu of Tax Payments	-	8,000	7,430	7,000	7,000
52303	Telephone Property Tax	132,234	100,000	110,000	90,000	90,000
52304	Community Renewal Team	23,460	24,050	24,050	24,650	24,650
		167,147	143,500	152,930	133,100	133,100
955	CHARGES FOR CURRENT SERVICES					
52500	Recording Legal Documents	134,244	130,000	138,000	140,000	140,000
52501	Vital Statistics	29,262	27,000	28,700	28,700	28,700
52502	Conveyance Fees	146,398	150,000	260,000	160,000	160,000
52504	Special Police Services/Alarm Fees	1,175	400	850	1,050	1,050
52505	Sale of Accident Reports and Photos	2,299	2,200	1,800	1,800	1,800
52506	Animal Pound Fees	1,265	2,000	1,410	2,000	2,000
52507	Town Planning & Zoning Comm. Fees	54,973	48,000	108,000	48,000	48,000
52508	Zoning Board of Appeals Fees	1,002	1,250	900	900	900
52509	Inland Wetlands Fees	8,745	8,000	13,000	8,000	8,000
52517	Special Education Tuition from Other Towns	271,865	200,000	200,000	200,000	200,000
52518	Library Fines & Fees	29,517	28,000	25,000	25,000	25,000
52519	Recreation Fees	45,748	38,000	38,000	39,500	39,500
52521	Dial-a-Ride Fees	7,965	7,500	7,500	7,500	7,500
52522	Health Service Fees	3,010	3,000	7,500	5,000	5,000
52525	Administrative Overhead	110,500	114,260	114,260	114,260	114,260
52530	Sale of Publications & Materials	6,488	5,220	4,000	4,000	4,000
52531	Miscellaneous Service Charges	8,250	8,000	8,000	8,000	8,000
52534	Assessment Abatement Policy	550	-	-	-	-
		863,256	772,830	956,920	793,710	793,710
960	OTHER REVENUES					
52701	Sale of Capital Assets	-	500	500	500	500
52703	Other Refunds	-	100	100	100	100
52704	Miscellaneous Other Revenues	63,759	25,000	182,500	25,000	25,000
		63,759	25,600	183,100	25,600	25,600
965	MISCELLANEOUS REVENUES					
52752	Opening Cash	900,000	900,000	900,000	900,000	900,000
	GRAND TOTAL	98,059,967	98,884,600	100,505,680	102,087,020	100,313,850

REVENUE EXPLANATION

910 General Property Tax

This category accounts for approximately 82.28% of the town's General Fund revenues in FY 14.

		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
51002	Current Levy	77,653,932	79,941,110	79,941,110	83,513,700	81,017,530
51004	Interim Motor Vehicle Tax	571,621	450,000	530,000	460,000	460,000
51006	Prior Year Levies	1,014,080	610,000	700,000	625,000	625,000
51008	Interest	562,463	420,000	475,000	430,000	430,000
51009	Liens & Penalties	4,238	4,100	4,100	4,100	4,100
		79,806,333	81,425,210	81,650,210	85,032,800	82,536,630

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 14 totals $100,313,850. Of this amount, $81,017,530 will come from the current property tax levy, $18,396,320 from other revenues, and $900,000 from opening cash. The estimated Net Taxable Grand List for FY 14, which will be in the fifth year of a five year phased-in revaluation program, is estimated at $3,006,000,000. This is based on a revaluation as of October 2008. The proposed collection rate is 98.8%. Accordingly, the required tax levy will be 27.33 mills; or $27.33 for each $1,000 of assessed value. The mill rate is calculated as follows:

FY 2014 MILL RATE CALCULATION

	Proposed	Adopted
Total Expenditure	102,087,020	100,313,850
Less: Other Revenues	(17,673,320)	(18,396,320)
Less: Opening Cash	(900,000)	(900,000)
Current Property Tax Collection	83,513,700	81,017,530
Divided by Estimated Rate of Collection	98.80%	98.80%
Adjusted Tax Levy	84,528,037	82,001,549
Less: Pro Rata Assessor's Additions	(45,000)	(45,000)
Plus: Senior Tax Relief	130,000	65,000
Plus: Exemptions for Volunteer Firefighters	118,500	118,500
Gross Tax Levy	84,731,537	82,140,049
Divided by Estimated Taxable Grand List	3,006,000,000	3,006,000,000
Mill Rate	28.19	27.33

REVENUE EXPLANATION (continued)

915 LICENSES AND PERMITS

This category accounts for approximately 0.50% of the town's General Fund revenues in FY 14.

		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
51206	Building Permits	397,537	395,000	1,100,000	411,650	411,650
	All Others	111,033	88,000	90,510	87,900	87,900
		508,570	483,000	1,190,510	499,550	499,550

Revenue received from the sale of building permits will be over budget for FY 13 mainly due to the Dollar Tree project. Building permit revenue for FY 14 is anticipated to increase slightly as compared to the FY 13 budget, 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 reasonably 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 14.

		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
51401	Court Fines	28,633	25,000	25,000	25,000	25,000
51402	Parking Fines	20,481	12,000	15,000	13,000	13,000
		49,114	37,000	40,000	38,000	38,000

Court fines are received by state courts and distributed by the state back to the town, including a surcharge for motor vehicle violations. The town does not have the authority to levy court fines. The budgeted amount for FY 14 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 0.49% of the town's General Fund revenues in FY 14.

		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
51501	Interest: Unrestricted	152,997	130,000	120,000	120,000	120,000
51504	Cell Tower Leases	241,746	245,000	250,000	255,000	255,000
51505	Rental of Town Property	117,650	118,830	118,830	118,830	118,830
		512,393	493,830	488,830	493,830	493,830

Unrestricted interest is the revenue resulting from the investment of cash receipts not immediately used to meet expenditures. Interest rates continue to remain very low due to economic conditions, and interest income collections are projected to come in under budget for FY 13. For FY 14, the town expects to achieve an overall rate of return of approximately 0.20%.

Cell tower lease revenue is increasing due to contractual fee escalation agreements.

930 STATE SCHOOL AID

This category accounts for approximately 13.11% of the town's General Fund revenues in FY 14.

		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
51701	Special Ed. - Excess Costs	1,311,861	1,100,000	1,400,000	1,300,000	1,300,000
51703	Transportation	233,951	246,270	256,300	55,370	257,150
51705	Adult Education	48,032	47,580	45,000	51,050	51,050
51710	Education Cost Sharing	11,493,981	11,547,660	11,547,660	11,600,510	11,547,660
		13,087,825	12,941,510	13,248,960	13,006,930	13,155,860

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 13 estimate is anticipated to come in over budget by $307,450. This is due to an anticipated increase in revenue from the Special Education-Excess Costs Grant as well a small increase in funding from the Transportation Grant. The FY 14 adopted budget is expected to be $214,350 more than the FY 13 budget. The Special Education-Excess Costs Grant is proposed at a higher level than the FY 13 budget amount. The Transportation Grant that was originally proposed in the Governor's budget at a reduced amount relative to the FY13 level was restored by the State legislature to the amount shown above. The Education Cost Sharing grant is budgeted at the FY13 level. The budgeted amounts for ECS revenue for both FY 13 and FY 14 do not include funds designated for Alliance District Grants.

REVENUE EXPLANATION (continued)

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 1.63% of the Town's General Fund revenues in FY 14.

		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
51900	State Revenue Sharing (Mach. Exemption)	1,332,592	1,043,000	1,043,000	-	1,242,400
51903	HEART (Elderly)	194,822	194,000	193,500	193,000	193,000
51905	PILOT: State owned Property	45,760	45,660	59,860	6,900	59,840
51906	Totally Disabled Exemption	2,432	2,430	2,660	2,700	2,700
51907	Veterans Tax Exemption	20,083	20,080	22,070	22,400	22,400
51909	Pequot-Mohegan Grant	123,812	126,070	123,810	-	110,070
52710	Hold Harmless Grant	-	-	-	831,340	-
		1,719,501	1,431,240	1,444,900	1,056,340	1,630,410

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) and the Pequot-Mohegan Grant were not originally included in the Governor's proposed budget, and the Hold Harmless grant was added in order to offset reductions in these and other state revenue sources. In June, the State legislature reinstated Municipal Revenue Sharing funds as well as the Pequot Mohegan grant, and removed funding for Hold Harmless Grants.

940 OTHER STATE GRANTS

This category accounts for approximately 0.10% of the Town's General Fund revenues in FY 14.

		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
52100	Bond Interest Subsidy	22,928	11,530	11,530	4,910	4,910
52101	School Building Grant	299,167	164,000	164,000	55,250	55,250
52107	Other State Grants	47,220	44,000	61,990	44,000	44,000
		369,315	219,530	237,520	104,160	104,160

The Bond Interest Subsidy is a grant received from the State of Connecticut that is intended 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 14, there will be one more year 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 to private schools in town. 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 14.

		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
52201	Elderly Transportation	11,103	7,100	8,800	-	-
52202	Civil Preparedness	1,651	4,250	3,000	3,000	3,000
		12,754	11,350	11,800	3,000	3,000

The Elderly Transportation revenue represents grant funds received from the Greater Hartford Transit District. Grant proceeds from this source are not anticipated for FY 14 due to state-level budget contraints. The Civil Preparedness category represents the Federal Emergency Management Program Grant funding, and is intended to assist local communities in maintaining a local emergency management program.

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.13% of the Town's General Fund revenues in FY 14.

		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
52301	Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302	In Lieu of Tax Payments	-	8,000	7,430	7,000	7,000
52303	Telephone Property Tax	132,234	100,000	110,000	90,000	90,000
52304	Community Renewal Team	23,460	24,050	24,050	24,650	24,650
		167,147	143,500	152,930	133,100	133,100

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 for FY 14 consists of $7,000 to be paid by the City of Hartford under the Keney Park Golf Course agreement.

REVENUE EXPLANATION (continued)

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 0.79% of the town's General Fund revenues in FY 14.

		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
52500	Recording Legal Documents	134,244	130,000	138,000	140,000	140,000
52501	Vital Statistics	29,262	27,000	28,700	28,700	28,700
52502	Conveyance Fees	146,398	150,000	260,000	160,000	160,000
52504	Special Police Services/Alarm Fees	1,175	400	850	1,050	1,050
52505	Sale of Accident Reports and Photos	2,299	2,200	1,800	1,800	1,800
52506	Animal Pound Fees	1,265	2,000	1,410	2,000	2,000
52507	Town Planning & Zoning Comm. Fees	54,973	48,000	108,000	48,000	48,000
52508	Zoning Board of Appeals Fees	1,002	1,250	900	900	900
52509	Inland Wetlands Fees	8,745	8,000	13,000	8,000	8,000
52517	Special Education Tuition from Other Towns	271,865	200,000	200,000	200,000	200,000
52518	Library Fines & Fees	29,517	28,000	25,000	25,000	25,000
52519	Recreation Fees	45,748	38,000	38,000	39,500	39,500
52521	Dial-a-Ride Fees	7,965	7,500	7,500	7,500	7,500
52522	Health Service Fees	3,010	3,000	7,500	5,000	5,000
52525	Administrative Overhead	110,500	114,260	114,260	114,260	114,260
52530	Sale of Publications & Materials	6,488	5,220	4,000	4,000	4,000
52531	Miscellaneous Service Charges	8,250	8,000	8,000	8,000	8,000
52534	Assessment Abatement Policy	550	-	-	-	-
		863,256	772,830	956,920	793,710	793,710

For FY 13, revenues received from the overall Charges for Current Services category are expected to be $184,090 over budget. This is mainly due to additional revenue from Conveyance and Planning and Zoning fees. For FY 14, revenues for the overall category are expected to be $20,880 greater than the FY 13 budget. This is mainly due to increased activity from legal document recording fees and conveyance fees. For FY 14, 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 0.02% of the town's General Fund revenues in FY 14.

		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
52701	Sale of Capital Assets	-	500	500	500	500
52703	Other Refunds	-	100	100	100	100
52704	Miscellaneous Other Revenues	63,759	25,000	182,500	25,000	25,000
		63,759	25,600	183,100	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. Revenue for FY 13 reflects a payment received in the amount of $162,500 from the sale of real property to the Windsor Independent Living Association.

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.90% of the Town's General Fund revenues in FY 14.

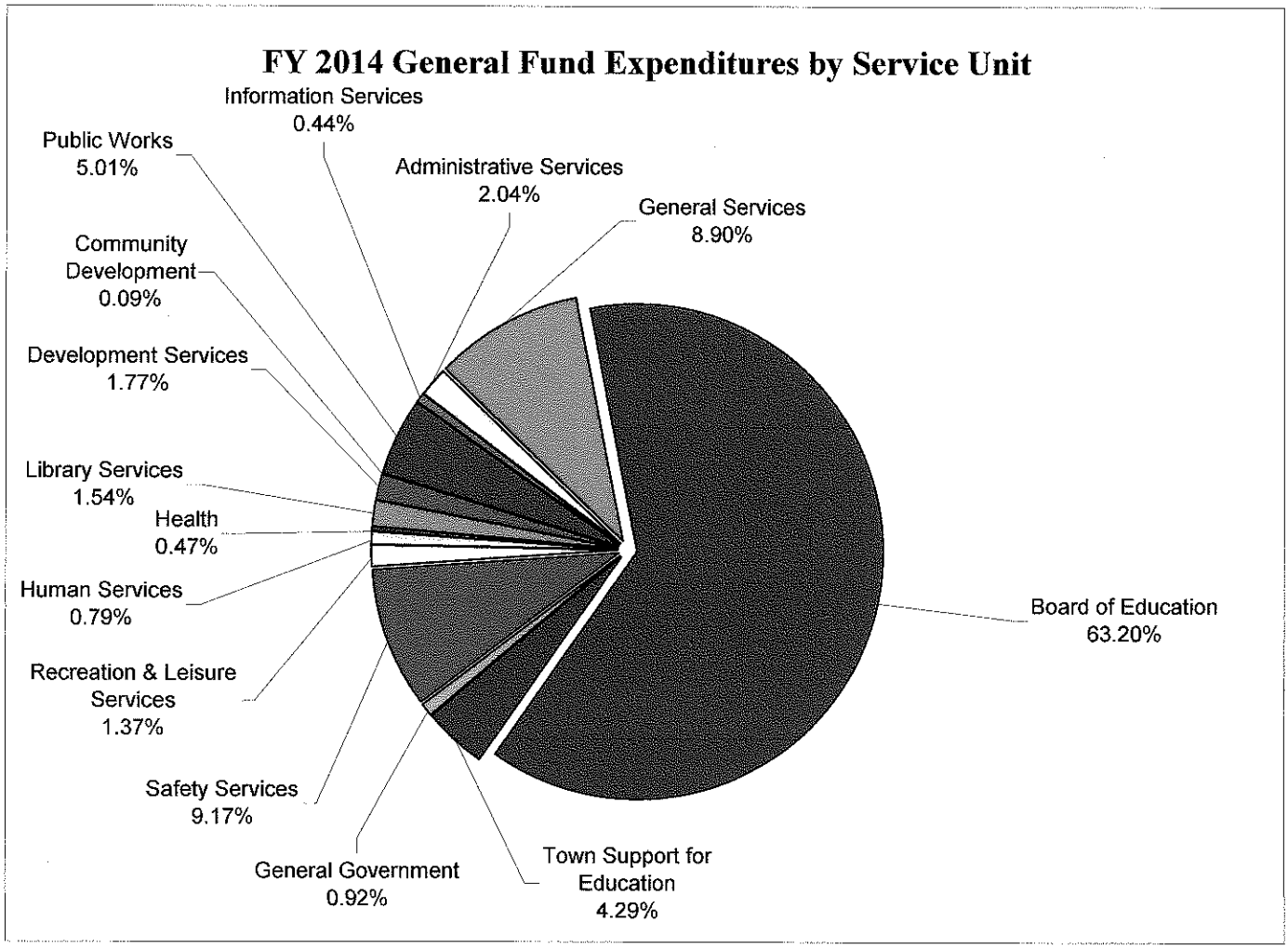
		FY 2012	FY 2013		FY 2014	
		Actual	Budget	Estimate	Proposed	Adopted
52752	Opening Cash	900,000	900,000	900,000	900,000	900,000
		900,000	900,000	900,000	900,000	900,000

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
2014 Proposed	$ 16,059,394	$ 100,313,850	16.01%
2013 Estimate	16,959,394	98,884,600	17.15%
2012	16,265,164	97,339,890	16.71%
2011	16,023,699	96,313,530	16.64%
2010	15,223,877	95,069,970	16.01%
2009	14,745,813	95,806,940	15.39%
2008	13,710,273	90,255,615	15.19%
2007	12,922,409	86,064,550	15.01%
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%

ANNUAL BUDGET
GENERAL FUND
EXPENDITURES BY SERVICE UNIT

	FY 2012	FY 2013		FY 2014	
	Actual	Budget	Estimate	Proposed	Adopted
General Government	843,390	937,440	948,290	989,000	926,530
Safety Services	8,673,791	8,946,890	8,944,390	9,196,050	9,196,050
Recreation & Leisure Services	1,287,742	1,331,770	1,331,770	1,380,520	1,377,520
Human Services	693,071	768,340	760,000	792,520	792,520
Health	408,402	494,880	485,890	469,650	469,650
Library Services	1,485,377	1,529,160	1,529,160	1,550,260	1,545,260
Development Services	1,636,050	1,730,830	1,692,070	1,772,080	1,772,080
Community Development	25,000	74,020	74,020	92,500	92,500
Public Works	4,717,595	4,989,440	4,968,450	5,036,000	5,021,000
Information Services	411,239	425,420	424,420	443,180	441,180
Administrative Services	1,773,588	1,970,330	1,933,090	2,079,040	2,049,040
General Services	8,814,741	9,268,240	9,239,790	9,967,300	8,931,100
Board of Education	61,677,083	62,443,130	62,443,130	63,994,900	63,394,900
Town Support for Education	4,142,923	3,974,710	3,974,480	4,324,020	4,304,520
Total Expenditures:	96,589,992	98,884,600	98,748,950	102,087,020	100,313,850



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 14.

	FY 2012	FY 2013		FY 2014	
	Actual	Budget	Estimate	Proposed	Adopted
Operating	61,677,083	62,443,130	62,443,130	63,994,900	63,394,900

Council Action

During budget deliberations, pre and post referendums, the Town Council decreased funding to the Board of Education by $600,000.

TOWN SUPPORT FOR EDUCATION

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

Expenditure Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Town Support for Education	4,142,923	3,974,710	3,974,480	4,324,020	4,304,520
Total	4,142,923	3,974,710	3,974,480	4,324,020	4,304,520

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 14:

- 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 13 expenditures are expected to come in under budget by $230 or 0.01%. The overall FY 14 budget reflects an increase of $349,310 or 8.8% versus the FY 13 budget. Of the $349,310 increase, $243,730 or 70% relates to the increase in school debt service for the roof replacement to Oliver Ellsworth Elementary School. Other increases include $78,470 to property, liability and worker's compensation increases. In addition, there were increases to pension costs, public works, police and the recreation department costs related to schools.

Council Action

During budget deliberations, the Town Council decreased the debt service funding for Town Support for Education by $19,500.

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TOWN SUPPORT FOR EDUCATION

	FY 2012	FY 2013		FY 2014	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
Aid to Private Education:					
St. Gabriel School	32,023	32,500	32,500	33,500	33,500
Trinity Christian	19,000	19,500	19,500	20,000	20,000
Loomis Chaffee School	29,200	29,500	29,500	30,250	30,250
Subtotal - Aid to Private Schools	80,223	81,500	81,500	83,750	83,750
Debt Service:					
Principal	1,819,000	1,608,000	1,608,000	1,848,000	1,848,000
Interest	562,050	499,010	499,010	502,740	483,240
Subtotal - Debt Service	2,381,050	2,107,010	2,107,010	2,350,740	2,331,240
General Government:					
Audit Fee (45%)	24,300	25,650	25,650	25,650	25,650
Town Attorney (25%)	19,960	19,960	19,960	19,960	19,960
Town Treasurer (50%)	2,008	2,300	2,300	2,350	2,350
Treasurer's Assistant (50%)	1,435	4,300	4,300	4,050	4,050
Subtotal - General Government	47,703	52,210	52,210	52,010	52,010
Risk Management:					
Automobile Liability (8%)	7,320	7,870	7,870	8,100	8,100
Umbrella Liability (39%)	51,480	54,050	54,050	55,650	55,650
Comp. General Liability (66%)	100,040	107,550	107,550	110,770	110,770
Property Protection (73%)	118,480	134,400	134,400	138,400	138,400
School Board Errors & Omissions (100%)	28,000	28,000	28,000	28,000	28,000
Football and Sports Accidents (100%)	15,000	15,000	15,000	15,000	15,000
Psychologists (100%)	12,000	13,000	13,000	13,000	13,000
Nurse (25%)	-	-	-	1,920	1,920
Workers Compensation (50%)	280,000	350,000	350,000	416,000	416,000
Excess Workers Comp. Premium (50%)	28,500	28,500	28,500	30,000	30,000
Subtotal - Risk Management	640,820	738,370	738,370	816,840	816,840
Retirement Services:					
School Retirement	688,522	685,700	685,700	705,000	705,000
Subtotal - Retirement Services	688,522	685,700	685,700	705,000	705,000
Youth Protection Services:					
Police	117,210	117,260	117,260	120,750	120,750
Recreation & Leisure Services	58,850	62,320	62,120	63,870	63,870
Subtotal - Youth Protection Services	176,060	179,580	179,380	184,620	184,620
Public Works:					
Maintenance, Snow Removal &	128,545	130,340	130,310	131,060	131,060
Supplemental Services	-	-	-	-	-
Subtotal - Public Works	128,545	130,340	130,310	131,060	131,060
TOTAL	4,142,923	3,974,710	3,974,480	4,324,020	4,304,520

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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	8,023,875	8,218,120	8,181,390	8,452,800	8,452,800
Supplies	72,884	65,220	65,740	67,380	67,380
Services	335,456	322,930	332,890	322,830	322,830
Maintenance & Repair	416,721	345,610	354,560	358,930	358,930
Grants & Contributions	30,582	39,650	30,920	25,690	25,690
Capital Outlay	89,701	206,000	296,250	237,760	237,760
Energy & Utility	429,807	460,340	442,110	456,230	456,230
Total	9,399,026	9,657,870	9,703,860	9,921,620	9,921,620

* 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 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Safety Services	8,673,791	8,946,890	8,944,390	9,196,050	9,196,050
Town Support for Education	117,210	117,260	117,260	120,750	120,750
Subtotal: Safety General Fund Budget	*8,791,001*	*9,064,150*	*9,061,650*	*9,316,800*	*9,316,800*
Project 6501 - Fire Equipment Fund	-	-	*18,400*	-	-
Project 9400 - Thermal Imaging Camera	-	*30,000*	*30,000*	-	-
Subtotal: Capital Projects Fund	-	*30,000*	*48,400*	-	-
Asset Forfeitures	38,106	40,000	40,000	20,000	20,000
State & Federal Grants	113,917	93,320	93,320	93,320	93,320
Donations & User Fees	587	1,400	3,160	1,500	1,500
Vehicle Maintenance	5,670	2,000	2,000	2,000	2,000
Use of Police Private Duty Account	449,745	427,000	455,330	488,000	488,000
Subtotal: Special Revenue Funds	*608,025*	*563,720*	*593,810*	*604,820*	*604,820*
Total	9,399,026	9,657,870	9,703,860	9,921,620	9,921,620

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	60.80	63.00	62.00	63.00	63.00
Regular Part Time Employees	1.68	1.70	1.70	2.10	2.10
Temporary/Seasonal Employees	-	-	-	-	-
Total	62.48	64.70	63.70	65.10	65.10

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $45,990 or 0.5%. This is mostly due to increases in Services, Maintenance & Repair and increased usage of Police Private Duty funds for capital purchases. These increases are offset by savings in Personal Services and utility costs in Fire Services. The FY 13 General Fund expenditures are expected to be under budget by $2,500 mostly attributable to savings in utility costs in Fire Services. The overall FY 14 budget reflects an increase of $263,750 or 2.7% as compared to the FY 13 budget due to Personal Services, Maintenance & Repair and increased usage of Police Private Duty for capital purchases. The FY 14 General Fund budget reflects an increase of $252,650 or 2.8% (including Town Support for Education) for Personal Services and Maintenance & Repair. These increases are offset by the continued savings in utility costs in Fire Services.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	7,393,674	7,668,670	7,658,940	7,914,860	7,914,860
Supplies	72,225	64,560	65,080	66,880	66,880
Services	257,060	264,060	260,020	264,700	264,700
Maintenance & Repair	416,721	345,610	352,800	358,930	358,930
Grants & Contributions	30,582	39,650	30,920	25,690	25,690
Capital Outlay	83,722	104,000	134,520	109,760	109,760
Energy & Utility	419,807	460,340	442,110	455,230	455,230
Total	8,673,791	8,946,890	8,944,390	9,196,050	9,196,050

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

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	117,210	117,260	117,260	120,750	120,750
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	117,210	117,260	117,260	120,750	120,750

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	512,991	432,190	405,190	417,190	417,190
Supplies	659	660	660	500	500
Services	78,396	58,870	72,870	58,130	58,130
Maintenance & Repair	-	-	1,760	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	5,979	102,000	161,730	128,000	128,000
Energy & Utility	10,000	-	-	1,000	1,000
Total	608,025	593,720	642,210	604,820	604,820

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	8,023,875	8,218,120	8,181,390	8,452,800	8,452,800
Supplies	72,884	65,220	65,740	67,380	67,380
Services	335,456	322,930	332,890	322,830	322,830
Maintenance & Repair	416,721	345,610	354,560	358,930	358,930
Grants & Contributions	30,582	39,650	30,920	25,690	25,690
Capital Outlay	89,701	206,000	296,250	237,760	237,760
Energy & Utility	429,807	460,340	442,110	456,230	456,230
Total	9,399,026	9,657,870	9,703,860	9,921,620	9,921,620

SAFETY SERVICES
Budget Information
Fiscal Year 2010-2014

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	7,432,608	7,935,709	8,023,875	8,218,120	8,181,390	8,452,800	8,452,800
Supplies	71,963	62,434	72,884	65,220	65,740	67,380	67,380
Services	325,913	387,026	335,456	322,930	332,890	322,830	322,830
Maintenance & Repair	342,159	397,052	416,721	345,610	354,560	358,930	358,930
Grants & Contributions	42,036	39,171	30,582	39,650	30,920	25,690	25,690
Capital Outlay	143,768	175,178	89,701	206,000	296,250	237,760	237,760
Energy & Utility	377,241	422,170	429,807	460,340	442,110	456,230	456,230
Total	8,735,688	9,418,740	9,399,026	9,657,870	9,703,860	9,921,620	9,921,620

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

Funding Sources

Funding Source	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund	8,094,692	8,578,347	8,673,791	8,946,890	8,944,390	9,196,050	9,196,050
Trans. in from General Fund - Fund Balance	3,550	-	-	-	-	-	-
Town Support for Education	81,350	87,660	117,210	117,260	117,260	120,750	120,750
Subtotal: Safety General Fund Budget	*8,179,592*	*8,666,007*	*8,791,001*	*9,064,150*	*9,061,650*	*9,316,800*	*9,316,800*
Project 6501 - Fire Equipment Fund	-	-	-	-	18,400	-	-
Project 9400 - Thermal Imaging Camera	-	-	-	30,000	30,000	-	-
Subtotal:Capital Projects Fund	-	-	-	*30,000*	*48,400*	-	-
Reimbursement	10,608	-	-	-	-	-	-
Jag Grants	53,846	2,522	-	-	-	-	-
Asset Forfeitures	22,600	37,285	38,106	40,000	40,000	20,000	20,000
State & Federal Grants	58,278	192,321	113,917	93,320	93,320	93,320	93,320
Donations & User Fees	2,062	1,689	587	1,400	3,160	1,500	1,500
Vehicle Maintenance	5,827	5,735	5,670	2,000	2,000	2,000	2,000
Use of Police Private Duty Acct.	402,875	513,181	449,745	427,000	455,330	488,000	488,000
Subtotal: Special Revenue Funds	*556,096*	*752,733*	*608,025*	*563,720*	*593,810*	*604,820*	*604,820*
Total	8,735,688	9,418,740	9,399,026	9,657,870	9,703,860	9,921,620	9,921,620

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

	FY 2012	FY 2013		FY 2014	
Expenditures by Category *	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	7,798,990	7,988,870	7,952,140	8,217,120	8,217,120
Supplies	44,614	40,370	40,890	42,530	42,530
Services	102,005	81,870	92,130	77,590	77,590
Maintenance & Repair	240,157	193,980	202,930	198,930	198,930
Grants & Contributions	16,369	16,590	16,590	16,590	16,590
Capital Outlay	17,433	72,000	116,050	128,000	128,000
Energy & Utility	262,918	270,850	273,890	283,210	283,210
Total	8,482,486	8,664,530	8,694,620	8,963,970	8,963,970

* 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.

	FY 2012	FY 2013		FY 2014	
Funding Source	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Police	7,815,381	8,041,680	8,041,680	8,296,530	8,296,530
Town Support for Education	117,210	117,260	117,260	120,750	120,750
Subtotal: Police General Fund Budget	*7,932,591*	*8,158,940*	*8,158,940*	*8,417,280*	*8,417,280*
Asset Forfeitures	38,106	40,000	40,000	20,000	20,000
State & Federal Grants	55,787	35,190	35,190	35,190	35,190
Donations & User Fees	587	1,400	3,160	1,500	1,500
Vehicle Maintenance	5,670	2,000	2,000	2,000	2,000
Use of Police Private Duty Account	449,745	427,000	455,330	488,000	488,000
Subtotal: Special Revenue Funds	*549,895*	*505,590*	*535,680*	*546,690*	*546,690*
Total	8,482,486	8,664,530	8,694,620	8,963,970	8,963,970

Personnel Requirements

	FY 2012	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	59.80	62.00	61.00	62.00	62.00
Regular Part Time Employees	1.68	1.70	1.70	2.10	2.10
Temporary/Seasonal Employees	-	-	-	-	-
Total	61.48	63.70	62.70	64.10	64.10

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $30,090 or 0.3%. This is due to Services, Maintenance & Repair and increased usage of Police Private Duty funds for capital purchases. The FY 13 General Fund expenditures are expected to be on budget. The overall FY 14 budget reflects an increase of $299,440 or 3.5% as compared to the FY 13 budget due to Personal Services, Energy & Utility and increased usage of Police Private Duty funds for capital purchases. The FY 14 General Fund budget reflects an increase of $258,340 or 3.2% (including Town Support for Eduation) for Personal Services and Energy & Utility.

Total Police Department
(Does not include Fire or Ambulance)

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	7,168,789	7,439,420	7,429,690	7,679,180	7,679,180
Supplies	43,955	39,710	40,230	42,030	42,030
Services	81,739	81,130	77,390	77,590	77,590
Maintenance & Repair	240,157	193,980	201,170	198,930	198,930
Grants & Contributions	16,369	16,590	16,590	16,590	16,590
Capital Outlay	11,454	-	2,720	-	-
Energy & Utility	252,918	270,850	273,890	282,210	282,210
Total	7,815,381	8,041,680	8,041,680	8,296,530	8,296,530

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

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	117,210	117,260	117,260	120,750	120,750
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	117,210	117,260	117,260	120,750	120,750

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	512,991	432,190	405,190	417,190	417,190
Supplies	659	660	660	500	500
Services	20,266	740	14,740	-	-
Maintenance & Repair	-	-	1,760	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	5,979	72,000	113,330	128,000	128,000
Energy & Utility	10,000	-	-	1,000	1,000
Total	549,895	505,590	535,680	546,690	546,690

Total Expenditures (agrees to page F-4):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	7,798,990	7,988,870	7,952,140	8,217,120	8,217,120
Supplies	44,614	40,370	40,890	42,530	42,530
Services	102,005	81,870	92,130	77,590	77,590
Maintenance & Repair	240,157	193,980	202,930	198,930	198,930
Grants & Contributions	16,369	16,590	16,590	16,590	16,590
Capital Outlay	17,433	72,000	116,050	128,000	128,000
Energy & Utility	262,918	270,850	273,890	283,210	283,210
Total	8,482,486	8,664,530	8,694,620	8,963,970	8,963,970

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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	545,060	542,280	552,770	552,770
Supplies	24,270	25,220	25,600	25,600
Services	21,350	16,780	17,410	17,410
Maintenance & Repair	47,530	48,520	55,050	55,050
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	115,970	118,990	107,940	107,940
Total	754,180	751,790	758,770	758,770

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

Funding Sources

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

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Police	754,180	751,790	758,770	758,770
Subtotal: Special Revenue Funds	-	-	-	-
Total	754,180	751,790	758,770	758,770

Personnel Requirements

	FY 2013		FY 2014	
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 13 expenditures are expected to come in under budget by $2,390 or 0.3%. This is primarily due to savings in Services and Personal Services. The FY 14 budget reflects an increase of $4,590 or 0.6% as compared to the FY 13 budget due to increases in Personal Services and Services offset by a decrease in Energy & Utility.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management *$203,280*

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

Information Services *$555,490*

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

POLICE - SUPPORT SERVICES

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

Expenditures

Expenditures by Category *	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,278,470	1,217,660	1,279,970	1,279,970
Supplies	2,470	2,820	2,800	2,800
Services	2,720	16,940	1,980	1,980
Maintenance & Repair	2,500	2,500	2,500	2,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	13,000	-	-
Energy & Utility	-	-	-	-
Total	1,286,160	1,252,920	1,287,250	1,287,250

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

Funding Sources

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

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Police	1,127,500	1,094,260	1,146,500	1,146,500
Town Support for Education	117,260	117,260	120,750	120,750
Subtotal: Police General Fund Budget	*1,244,760*	*1,211,520*	*1,267,250*	*1,267,250*
Asset Forfeitures	40,000	40,000	20,000	20,000
Donations	1,400	1,400	-	-
Subtotal: Special Revenue Funds	*41,400*	*41,400*	*20,000*	*20,000*
Total	1,286,160	1,252,920	1,287,250	1,287,250

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	9.00	9.00	9.00	9.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	9.00	9.00	9.00	9.00

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $33,240 or 2.6%. This is primarily due to Personal Services. The increases in Services and Capital Outlay are for the purchase of a field based reporting system to improve investigation reporting and is funded by Asset Forfeitures. The FY 13 General Fund expenditures are expected to be under budget by the same amount due to Personal Services. The overall FY 14 budget reflects an increase of $1,090 or 0.1% due to General Fund Personal Services increasing approximately $20,000 but offset by Asset Forfeitures Personal Services decreasing $20,000. The FY 14 General Fund budget reflects an increase of $22,490 or 1.8% (including Town Support for Education) due to Personal Services.

SUPPORT SERVICES

Products & Services

Criminal Investigation/Crime Prevention $986,490

- 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 $128,580

- 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 $51,430

- 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 $120,750

- 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

Expenditures by Category *	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	5,362,040	5,352,420	5,556,730	5,556,730
Supplies	11,130	11,130	11,630	11,630
Services	49,940	52,000	50,240	50,240
Maintenance & Repair	105,950	115,950	106,150	106,150
Grants & Contributions	-	-	-	-
Capital Outlay	72,000	103,050	128,000	128,000
Energy & Utility	152,480	150,900	170,110	170,110
Total	5,753,540	5,785,450	6,022,860	6,022,860

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

Funding Sources

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

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Police	5,289,350	5,292,930	5,497,170	5,497,170
State and Federal Grants	35,190	35,190	35,190	35,190
Donations	-	-	500	500
Vehicle Maintenance	2,000	2,000	2,000	2,000
Use of Police Private Duty Account	427,000	455,330	488,000	488,000
Subtotal: Special Revenue Funds	*464,190*	*492,520*	*525,690*	*525,690*
Total	5,753,540	5,785,450	6,022,860	6,022,860

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	40.00	39.00	40.00	40.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	40.00	39.00	40.00	40.00

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $31,910 or 0.6%. This is primarily due to increases in Maintenance & Repair and Police Private Duty funds for capital purchases. The FY 13 General Fund expenditures are expected to be over budget by $3,580 or 0.1% and is mostly attributable to Maintenance & Repair. The overall FY 14 budget reflects an increase of $269,320 or 4.7% as compared to the FY 13 budget due to Personal Services, Energy & Utility and Police Private Duty funds for capital purchases. The FY 14 General Fund budget reflects an increase of $207,820 or 3.9% due to Personal Services and Energy & Utility.

UNIFORMED PATROL

Products & Services

EMS and Public Assistance *$1,686,120*

- First responders to over 3,440 Emergency Medical Services (EMS) and fire dispatches
- Provide medical and life saving assistance and protection against further injury and property damage
- Train and develop emergency medical practice skills
- Train officers in Emergency Medical Dispatching (EMD).

Traffic Control *$1,747,340*

- 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 *$361,310*

- 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 *$2,228,090*

- 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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	694,430	732,280	717,000	717,000
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	38,000	34,200	35,230	35,230
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	732,430	766,480	752,230	752,230

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

Funding Sources

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

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Police	732,430	766,480	752,230	752,230
Subtotal: Special Revenue Funds	-	-	-	-
Total	732,430	766,480	752,230	752,230

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	7.00	7.00	7.00	7.00
Regular Part Time Employees	0.60	0.60	1.00	1.00
Temporary/Seasonal Employees	-	-	-	-
Total	7.60	7.60	8.00	8.00

Budget Commentary

The FY 13 expenditures are expected to come in over budget by $34,050 or 4.6% due to Personal Services. The FY 14 budget reflects an increase of $19,800 or 2.7% as compared to the FY 13 budget due to increases in personnel costs as well as the proposed addition of part-time dispatcher hours.

COMMUNICATIONS

Products & Services

Communications *$752,230*

- 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, Emergency Medical Services (EMS) and other responses as appropriate
- Utilize all available private, public and criminal justice information networks to search for and to disseminate information necessary to respond to emergency or criminal incidents
- Provide emergency medical dispatch support to any caller with a medical emergency.

POLICE - ANIMAL CONTROL

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

Expenditures

	FY 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	108,870	107,500	110,650	110,650
Supplies	2,500	1,720	2,500	2,500
Services	7,860	6,410	7,960	7,960
Maintenance & Repair	-	1,760	-	-
Grants & Contributions	16,590	16,590	16,590	16,590
Capital Outlay	-	-	-	-
Energy & Utility	2,400	4,000	5,160	5,160
Total	138,220	137,980	142,860	142,860

* 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.

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Police	138,220	136,220	141,860	141,860
User Fees	-	1,760	1,000	1,000
Subtotal: Special Revenue Funds	-	*1,760*	*1,000*	*1,000*
Total	138,220	137,980	142,860	142,860

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.10	0.10	0.10	0.10
Temporary/Seasonal Employees	-	-	-	-
Total	1.10	1.10	1.10	1.10

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $240 or 0.2%. The General Fund budget is expected to come in under budget by $2,000 or 1.4% due to Services. The FY 14 overall budget reflects an increase of $4,640 or 3.4% as compared to the FY 13 budget due to General Fund Personal Services and natural gas costs and water expenses paid from the animal shelter fund. The FY 14 General Fund budget reflects and increase of $3,640 or 2.6% due to Personal Services and natural gas costs.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances *$70,000*

- 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 *$72,860*

- 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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	224,885	229,250	229,250	235,680	235,680
Supplies	28,270	24,850	24,850	24,850	24,850
Services	215,221	221,690	221,390	224,080	224,080
Maintenance & Repair	164,320	141,630	141,630	150,000	150,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	72,268	134,000	180,200	109,760	109,760
Energy & Utility	141,746	172,090	142,090	143,450	143,450
Total	846,710	923,510	939,410	887,820	887,820

* 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 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Fire and Rescue Services	788,580	835,380	832,880	829,690	829,690
Project 6501 - Fire Equipment Fund	-	-	18,400	-	-
Project 9400 - Thermal Imaging Camera	-	30,000	30,000	-	-
Subtotal: Capital Projects Fund	-	*30,000*	*48,400*	-	-
LOSAP Grant (Length-of-Service Award Prog.)	58,130	58,130	58,130	58,130	58,130
Subtotal: Special Revenue Funds	*58,130*	*58,130*	*58,130*	*58,130*	*58,130*
Total	846,710	923,510	939,410	887,820	887,820

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 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 13 expenditures are expected to come in over budget by $15,900 or 1.7% due to the purchase of data management technology that is being partly funded by the General Fund and partly funded by the Fire Equipment account. The General Fund is expected to be under budget by $2,500 or 0.3%. This is primarily due to savings in utility costs offset by the technology purchase. The FY 14 overall budget reflects a decrease of $35,690 or 3.9% due to the Capital Projects Fund allocation in FY 13. The FY 14 General Fund budget reflects a decrease of $5,690, or 0.7% as compared to the FY 13 budget due to the continued savings in utilities offset by an increase in Personal Services and Maintenance & Repair for the annual maintenance costs for the fire department data management technology.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration *$354,820*

- Respond to more than 1,300 emergency incidents
- Contract for water supply with Metropolitan District Commission (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 *$157,150*

- 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 *$98,830*

- 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 *$127,060*

- 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 *$149,960*

- Support community fire prevention programs
- Support fire prevention week by conducting fire education programs town-wide
- Maintain and service all fire support equipment
- Replace equipment as needed to offset attrition and wear.

AMBULANCE SERVICES

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

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	18,230	19,370	19,370	21,160	21,160
Maintenance & Repair	12,244	10,000	10,000	10,000	10,000
Grants & Contributions	14,213	23,060	14,330	9,100	9,100
Capital Outlay	-	-	-	-	-
Energy & Utility	25,143	17,400	26,130	29,570	29,570
Total	69,830	69,830	69,830	69,830	69,830

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Ambulance Services	69,830	69,830	69,830	69,830	69,830
Subtotal: Special Revenue Funds	-	-	-	-	-
Total	69,830	69,830	69,830	69,830	69,830

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The FY 13 expenditures are expected to come in as budgeted. The FY 14 budget remains the same as the FY 13 budget. The services budget is Windsor Volunteer Ambulance's payment to the Coordinated Medical Emergency Direction (CMED) for regional and hospital coordination of emergency medical dispatching, and the Grants & Contributions budget represents the town's subsidy to Windsor Volunteer Ambulance.

AMBULANCE SERVICES

Products & Services

Emergency Medical Care *$69,830*

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

SAFETY SERVICES

FY 2013 Highlights

2012 marked the fifth (5th) consecutive year that the Part 1 Crime (murder, forcible rape, aggravated assault, burglary, larceny, motor vehicle theft and arson) rate has dropped in the Town of Windsor. Part 1 Crime decreased from 477, which was the lowest the Part 1 Crime rate had been in thirty-five (35) years, to 455. Included in the overall decrease in Part 1 Crime was a reduction in burglaries and violent crime (murder, rape, robbery and aggravated assault).

The Detective Division had an outstanding year in this solving burglaries and in solving all crimes. The department experienced an outstanding 33% clearance rate for burglaries, which is almost three times the national clearance rate of 12.6%.

The Detective Division continued to focus on identifying those dealing in and using illegal narcotics and helped to lead the department with over 100 narcotics investigations/arrests.

The department continued our youth outreach efforts by providing life skills presentations (drug awareness, gang resistance training, cultural diversity training and bully proof training) at town-run after-school programs and summer camps. Additionally the department placed an officer at the Spark and Expulsion programs at L.P. Wilson Community Center to assist with safety and behavioral management in both programs. After the horrible tragedy at Sandy Hook, the department immediately increased our presence in and around all of our schools both public and private. Officers now stop in our schools on a daily basis and make efforts to conduct motor vehicle enforcement in and around each of the schools as often as possible.

The Windsor High School Resource Officer (SRO), and the sergeant assigned to work with her, increased the law and safety-related teaching programs in the high school. The SRO also added the Girl Circle program, which was designed to provide teenage girls with an outlet for positive interaction and interpersonal growth. Thus far, the program has been very well received and there is currently a waiting list to get into the program.

The Patrol Division sets the stage for our reduction in crime by being proactive and visible throughout town. The division saw an increase in motor vehicle enforcement, property checks, robbery patrols and directed patrols. More importantly there was a reduction in motor vehicle accidents from 771 in 2011 to 679 in 2012. Accidents with injuries also saw a slight decrease from 108 to 102.

In FY 13, the Fire Department took delivery of a rescue/pumper vehicle to be placed at the Hayden Station Firehouse, a utility vehicle for the Poquonock Firehouse and a vehicle for the chief.

The Fire Department promoted one assistant chief and two deputy chiefs to fill openings due to retirements. A formal recruitment effort called "Do you have what it takes" was launched in FY 13 in conjunction with a grant received by the Connecticut Fire Chiefs Association.

In FY 13, 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 new commercial buildings in town. Firefighters also attended training throughout the region.

SAFETY SERVICES

Key Statistics	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Target
Number of Part I crimes	598	535	477	455	450
Number of motor vehicle accidents with injuries	89	104	108	102	98
Number of calls for service received by Dispatch	60,100	53,677	51,847	48,128	55,000
Number of Fire Department responses	1,404	1,080	1,099	1,375	1,400
Number of structure fires	13	16	22	14	14

Performance Measures	FY 2012 Actual	FY 2013 Target	FY 2013 Estimate	FY 2014 Target
Achieve a clearance rate for burglaries that is 250% better than the national clearance rate. National clearance rate for burglaries was 12.6% in 2011	31.5%	32%	33%	36%
Clearance rate for each Part I violent crime is better than regional rate by 10% or more – the most recent regional rate (2011) was 47%	75%	60%	77%	80%
Motor vehicle accidents with injuries per 1,000 residents	3.6	3.8	3.6	3.5

A fun fact about the value of our services…

The Town of Windsor burglary clearance rate has consistently been two times higher than the national average over the past 5 years.

FY 2014 Goals

1. Continue current five year trend of decreasing Part 1 Crime rate
2. Continue to decrease our overall accidents and accidents with injuries
3. Acquire software to enable the fire department to have connectivity on all apparatus that is able to view electronic building preplans, hazardous materials information and other information crucial to the Incident Commander during an emergency
4. Continue participation 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	FY 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
6002	Crisis Intervention Program	1,437	-	740	697	-	-	697
6004	Bullet Proof Vest Program	5,190	-	5,190	-	5,190	5,190	-
6012	State Reimbursements	-	30,000	30,000	-	30,000	30,000	-
6026	Car Seat Program	1,262	-	660	602	-	-	602
6301	Narcotic Seizures - Federal	208	-	-	208	-	-	208
6302	Federal Sharing	125,999	15,000	40,000	100,999	20,000	20,000	100,999
6305	Asset Forfeiture - State	1,140	4,000	-	5,140	-	-	5,140
6700	Animal Shelter	46,301	-	1,760	44,541	-	1,000	43,541
6701	Powalka Memorial Fund	266	-	-	266	-	-	266
6702	K-9 Donations	633	500	-	1,133	-	-	1,133
6704	Pet ID Program	320	-	-	320	-	-	320
6800	Police Private Duty	519,441	400,000	455,330	464,111	400,000	488,000	376,111
6908	Vehicle Maintenance	9,253	-	2,000	7,253	-	2,000	5,253
6916	Neighborhood Engagement Team	894	-	-	894	-	500	394
	Total 03 Funds	**712,344**	**449,500**	**535,680**	**626,164**	**455,190**	**546,690**	**534,664**

#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 foı 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.

#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. Expenditures are related to officer salaries for these services provided but FY 13 also includes $100,330 for vehicle replacement and $15,000 for traffic enforcement and FY 14 also includes $103,000 for vehicle replacement, $20,000 for traffic enforcement and $25,000 for information technology equipment.

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

#6916 - Neighborhood Engagement Team - Funds are donated by citizens and businesses in the community. Funds are used for outreach activities to promote neighborhood building and community enhancement.

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	FY 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
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 2013 and FY 2014 shown above represent the third and fourth 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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,032,636	1,108,460	1,101,650	1,140,400	1,140,400
Supplies	140,289	118,780	121,400	109,960	109,960
Services	625,718	613,910	609,380	585,980	585,980
Maintenance & Repair	63,499	51,500	55,870	38,500	38,500
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	9,028	-	-	62,000	62,000
Energy & Utility	89,422	96,760	95,730	98,510	98,510
Total	1,974,592	2,003,410	1,998,030	2,049,350	2,049,350

* 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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Recreation & Leisure Services	1,287,742	1,331,770	1,331,770	1,380,520	1,377,520
Town Support for Education	58,850	62,320	62,120	63,870	63,870
Subtotal: Rec. Svcs General Fund Budget	*1,346,592*	*1,394,090*	*1,393,890*	*1,444,390*	*1,441,390*
Grants	39,238	40,520	40,360	30,500	30,500
Private Contributions	43,563	42,700	31,630	29,240	29,240
User Fees	545,199	526,100	532,150	545,220	548,220
Subtotal: Special Revenue Funds	*628,000*	*609,320*	*604,140*	*604,960*	*607,960*
Total	1,974,592	2,003,410	1,998,030	2,049,350	2,049,350

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	6.73	7.00	6.93	7.00	7.00
Regular Part Time Employees	8.83	9.11	9.01	9.05	9.05
Temporary/Seasonal Employees	10.76	11.44	11.38	11.70	11.70
Total FTEs	26.32	27.55	27.32	27.75	27.75

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $5,380 or 0.3%. The FY 13 General Fund expenditures are expected to be on budget. The overall FY 14 budget reflects an increase of $45,940 or 2.3% over the FY 13 budget. This is primarily due to increased FTE's for the Summer Fun Playground Camp program, the purchase of new recreation management registration software and the purchase of new equipment for Welch Pool. The increased staffing for the summer camp program and a portion of the recreation software costs are offset by program user fees. The FY 14 General Fund budget reflects an increase of $48,750 or 3.7% due to Personal Services, purchase of new equipment for Welch Pool and a portion of the recreation management registration software.

Council Action

During budget deliberations, the Town Council reduced the General Fund salary lines by $3,000 and increasing the use of Special Revenue Fund program user fees.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	719,212	786,910	777,270	803,180	800,180
Supplies	42,747	32,000	36,910	35,500	35,500
Services	381,325	380,800	376,360	378,650	378,650
Maintenance & Repair	59,815	39,500	50,200	35,500	35,500
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	-	-	-	34,000	34,000
Energy & Utility	70,643	78,560	77,030	79,690	79,690
Total	1,287,742	1,331,770	1,331,770	1,380,520	1,377,520

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	58,850	62,320	62,120	63,870	63,870
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	58,850	62,320	62,120	63,870	63,870

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	254,574	259,230	262,260	273,350	276,350
Supplies	97,542	86,780	84,490	74,460	74,460
Services	244,393	233,110	233,020	207,330	207,330
Maintenance & Repair	3,684	12,000	5,670	3,000	3,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	9,028	-	-	28,000	28,000
Energy & Utility	18,779	18,200	18,700	18,820	18,820
Total	628,000	609,320	604,140	604,960	607,960

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,032,636	1,108,460	1,101,650	1,140,400	1,140,400
Supplies	140,289	118,780	121,400	109,960	109,960
Services	625,718	613,910	609,380	585,980	585,980
Maintenance & Repair	63,499	51,500	55,870	38,500	38,500
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	9,028	-	-	62,000	62,000
Energy & Utility	89,422	96,760	95,730	98,510	98,510
Total	1,974,592	2,003,410	1,998,030	2,049,350	2,049,350

RECREATION AND LEISURE SERVICES
Budget Information
Fiscal Year 2010-2014

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	969,117	1,036,271	1,032,636	1,108,460	1,101,650	1,140,400	1,140,400
Supplies	136,155	162,581	140,289	118,780	121,400	109,960	109,960
Services	601,992	627,031	625,718	613,910	609,380	585,980	585,980
Maintenance & Repair	33,987	36,913	63,499	51,500	55,870	38,500	38,500
Grants & Contributions	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Capital Outlay	1,382	1,873	9,028	-	-	62,000	62,000
Energy & Utility	87,752	100,245	89,422	96,760	95,730	98,510	98,510
Total	1,844,385	1,978,914	1,974,592	2,003,410	1,998,030	2,049,350	2,049,350

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

Funding Sources

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

Funding Source	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund	1,258,241	1,303,293	1,287,742	1,331,770	1,331,770	1,380,520	1,377,520
Transfer in from General Fund - Fund Balance	2,100	-	-	-	-	-	-
Town Support for Education	57,000	57,370	58,850	62,320	62,120	63,870	63,870
Subtotal: Rec. Svcs. General Fund Budget	*1,317,341*	*1,360,663*	*1,346,592*	*1,394,090*	*1,393,890*	*1,444,390*	*1,441,390*
Grants	30,604	44,945	39,238	40,520	40,360	30,500	30,500
Private Contributions	46,622	53,747	43,563	42,700	31,630	29,240	29,240
User Fees	449,818	519,559	545,199	526,100	532,150	545,220	548,220
Subtotal: Special Revenue Funds	*527,044*	*618,251*	*628,000*	*609,320*	*604,140*	*604,960*	*607,960*
Total	1,844,385	1,978,914	1,974,592	2,003,410	1,998,030	2,049,350	2,049,350

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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	573,440	579,390	601,020	601,020
Supplies	61,100	60,700	52,960	52,960
Services	198,270	202,720	172,830	172,830
Maintenance & Repair	1,500	1,000	1,500	1,500
Grants & Contributions	14,000	14,000	14,000	14,000
Capital Outlay	-	-	48,000	48,000
Energy & Utility	7,900	7,900	7,900	7,900
Total	856,210	865,710	898,210	898,210

* 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	535,710	529,090	570,810	567,810
Private Contributions	2,500	500	-	-
User Fees	318,000	336,120	327,400	330,400
Subtotal: Special Revenue Funds	*320,500*	*336,620*	*327,400*	*330,400*
Total	856,210	865,710	898,210	898,210

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.93	3.00	3.00
Regular Part Time Employees	6.09	6.09	6.09	6.09
Temporary/Seasonal Employees	6.15	6.39	6.56	6.56
Total FTEs	15.24	15.41	15.65	15.65

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $9,500 or 1.1%. This is primarily due to increased staffing for one-on-one supervision and admissions to local attractions for Summer Fun Playground Camp participants paid by user fees. The FY 13 General Fund expenditures are expected to be under budget by $6,620 or 1.2% and is attributable to partial year vacancies. The overall FY 14 budget reflects an increase of $42,000 or 4.9% as compared to FY 13 due to purchasing new computers for the Teen-O-Rama after-school programs which will be paid for by user fees, and funding for this division's portion of the new recreation management registration software. The FY 14 General Fund budget reflects an increase of $35,100 or 6.6% due to Personal Services and funding for the new recreation management registration software. Recreation's portion of the purchase of the new software is partly funded by the General Fund and partly funded by user fees.

Council Action

During budget deliberations, the Town Council reduced the General Fund salary lines by $3,000 and increasing the use of Special Revenue Fund program user fees.

RECREATION

Products & Services

Aquatics *$143,200*

- 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 *$213,880*

- 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 *$196,240*

- 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 *$202,700*

- 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 *$36,500*

- 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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	13,000	13,000	16,500	16,500
Services	340,950	340,950	340,950	340,950
Maintenance & Repair	15,000	26,600	11,500	11,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	9,000	9,000
Energy & Utility	51,020	51,020	51,720	51,720
Total	419,970	431,570	429,670	429,670

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

Funding Sources

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

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	404,970	414,530	414,670	414,670
User Fees	15,000	17,040	15,000	15,000
Subtotal: Special Revenue Funds	*15,000*	*17,040*	*15,000*	*15,000*
Total	419,970	431,570	429,670	429,670

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 13 expenditures are expected to come in over budget by $11,600 or 2.8%. This is primarily due to unexpected repairs to outdoor pools and maintenance of the L.P. Wilson Community Center's auditorium. The FY 13 General Fund expenditures are expected to come in over budget by $9,560 or 2.4% for the same reason. The FY 14 budget reflects an increase of $9,700 or 2.3% as compared to the FY 13 budget due to the purchase of wheelchair accessible lifts for Welch Pool required by the Americans With Disabilities Act.

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 *$73,370*

- 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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	155,230	153,210	153,500	153,500
Supplies	9,780	10,140	9,490	9,490
Services	29,500	32,500	31,210	31,210
Maintenance & Repair	3,000	3,000	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,500	2,000	1,980	1,980
Total	199,010	200,850	199,180	199,180

* 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.

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	102,690	102,690	105,050	105,050
Grants	40,520	40,360	30,500	30,500
User Fees	55,800	57,800	63,630	63,630
Subtotal: Special Revenue Funds	*96,320*	*98,160*	*94,130*	*94,130*
Total	199,010	200,850	199,180	199,180

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.57	0.57	0.57	0.57
Temporary/Seasonal Employees	2.25	2.25	2.25	2.25
Total	3.82	3.82	3.82	3.82

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $1,840 or 0.9%. This is primarily due to increases in Supplies and Services for summer programs. The FY 13 General Fund expenditures are expected to be on budget. The overall FY 14 budget reflects an increase of $170 or 0.1%. The FY 14 General Fund budget reflects an increase of $2,360 or 2.3% due to Personal Services.

YOUTH SERVICES BUREAU

Products and Services

Positive Youth Development *$76,870*

- Enhance the Recreational, Inspirational, Social and Educational (RISE) after-school program with evidence based enrichment activities in nutrition, science and peer relationships
- Provide full day activity programs for February and April vacation weeks and school holidays
- Provide high school leadership program
- Provide enrichment field trips for middle school youth in after-school program and high school youth in leadership program
- Provide social skills development and support for at-risk youth referred to high school Leader In Training program
- Provide transportation for after-school program from Sage Park Middle School.

Family Events *$8,500*

- 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 *$64,750*

- Provide summer day camp program with educational mini-camps in the areas of arts, computers, fishing, sports, and science
- Provide weekly adventure challenge program with activities on the Windsor Challenge Course as well as hiking, river tubing, rafting, and canoeing
- Provide weekly field trips to local and regional educational and recreational sites.

Prevention Programs *$19,750*

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

Juvenile Justice *$29,310*

- 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.

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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	234,750	225,030	238,080	238,080
Supplies	26,280	27,800	24,440	24,440
Services	35,440	24,460	33,070	33,070
Maintenance & Repair	10,000	2,670	500	500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	5,000	5,000
Energy & Utility	1,700	1,700	1,840	1,840
Total	308,170	281,660	302,930	302,930

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

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget. 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	81,380	80,440	81,810	81,810
Town Support for Education	62,320	62,120	63,870	63,870
Subtotal: Rec. Services General Fund Budget	*143,700*	*142,560*	*145,680*	*145,680*
Private Contributions	32,720	22,840	22,060	22,060
User Fees	131,750	116,260	135,190	135,190
Subtotal: Special Revenue Funds	*164,470*	*139,100*	*157,250*	*157,250*
Total	308,170	281,660	302,930	302,930

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	1.95	1.90	1.94	1.94
Temporary/Seasonal Employees	2.70	2.40	2.55	2.55
Total FTEs	6.15	5.80	5.99	5.99

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $26,510 or 8.6%. This is primarily due to reductions in summer camp staffing and program services based on demand. The FY 13 General Fund expenditures are expected to be under budget by $940 or 1.2% and is attributable to Personal Services. The overall FY 14 budget reflects a decrease of $5,240 or 1.7% as compared to the FY 13 budget due to reductions in camp staffing hours and funding from Private Contributions. The $5,000 in Capital Outlay for FY 14 reflects Northwest Park's portion of the recreation manangement registration software purchase and is offset by user fees. The FY 14 General Fund budget reflects an increase of $430 or 0.5% due to Personal Services.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Indoor Activities *$61,920*

- Plan and develop environmental education exhibits and services in the Nature Center for over 30,000 visitors per year
- Maintain an animal barn on a daily basis for heritage breed domestic livestock and poultry for the 20-70 daily visitors
- Maintain the Libby and Gordon Taylor Tobacco Museum annually to highlight the tobacco industry in Connecticut
- Maintain the Tobacco Archive Building for the preservation of historical items relating to the tobacco industry in Connecticut
- Offer a variety of environmental education products that reflect the uniqueness of northwest Park within the Nature Center Gift Shop.

Outdoor Recreational Activities *$71,530*

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

Educational / Recreational Programs *$169,480*

- Develop and present more than 80 public programs annually in environmental education and nature camps
- Develop, schedule and teach over 300 school programs annually that align with the National and State Standards for Science, Mathematic and Technology
- Provide family nature walks, adult and family nature workshops and public camping overnights
- Present programs for corporate events, civic meetings and nature-oriented organizations
- Provide direct service or support for community-oriented educational and recreational events including Earth Day Action, Whose Egg Is It?, Pancake Breakfast, Country Fair, Creatures of the Night, Owl Prowl, and Cabin Fever Festival
- Operate a Challenge Course and related prevention and team-building programs
- Oversee a volunteer program for more than 20 volunteers who maintain the Animal Barn, bluebird boxes, Nature Center animals, gardens and trails.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

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

Expenditures

	FY 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	145,040	144,020	147,800	147,800
Supplies	8,620	9,760	6,570	6,570
Services	9,750	8,750	7,920	7,920
Maintenance & Repair	22,000	22,600	22,000	22,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	34,640	33,110	35,070	35,070
Total	220,050	218,240	219,360	219,360

* 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	207,020	205,020	208,180	208,180
Private Contributions	7,480	8,290	7,180	7,180
User Fees	5,550	4,930	4,000	4,000
Subtotal: Special Revenue Funds	*13,030*	*13,220*	*11,180*	*11,180*
Total	220,050	218,240	219,360	219,360

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	0.50	0.45	0.45	0.45
Temporary/Seasonal Employees	0.34	0.34	0.34	0.34
Total FTEs	2.34	2.29	2.29	2.29

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $1,810 or 0.8%. This is primarily due to a reduction in contractual cleaning services. The FY 13 General Fund expenditures are expected to be under budget by $2,000 or 1.0% for the same reason. The overall FY 14 budget reflects a decrease of $690 or 0.3% as compared to the FY 13 budget. The FY 14 General Fund budget reflects an increase of $1,160 or 0.6% due to Personal Services.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance *$95,850*

- 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 32 community garden plots
- Maintain the security and safety of all trails, structures and areas
- Coordinate the Youth Conservation Corps (YCC) to complete overall trail maintenance
- Maintain picnic pavilion, warming shed and 20 individual picnic tables for approximately 22,000 visitors per year
- Oversee mandatory and volunteer community service programs.

Building Operation/Maintenance *$123,510*

- 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 2013 Highlights

Recreation

The Recreation Summer Fun Playground program had an enrollment of approximately 960 participants throughout the summer. Participants were engaged in sports, arts and crafts, weekly field trips, swimming and learning. A new educational component was added to each participant's daily schedule. The Recreational, Inspirational, Social and Educational (RISE) after-school program completed its second year of being licensed by the State of Connecticut Department of Health. There are 50 youth in the R.I.S.E. program and each participant is provided help with homework, and various activities promoting healthy lifestyles.

The department provided scholarships totaling $15,500 for 84 youth participating in summer programs. Scholarships provided family's access to Summer Fun Playground, sport camps, nature camps, aquatics and Youth Service Bureau summer camp.

Eighty-eight families rented Windsorland (indoor playscape area) at the 330 Windsor Avenue Community Center. New timeslots were created to provide families additional hours. The facility includes a playscape and a rock-climbing wall as well as a full-size gymnasium for all guests.

The middle school extravaganza events hosted approximately 1,300 participants engaging in positive social activities throughout a 7-month period.

New programs included weekly movie matinees, an indoor golf range, peewee soccer and basketball. More than 300 residents of the community attended these new programs and events.

Youth Services Bureau

The Youth Services Bureau received a third year Maroon-Blue Crew 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.

The Youth Services Bureau's leadership participants have been collaborating with youth from similar programs in other towns in creating a Youth Summit to address issues pertinent to today's young adults. The Youth Services Bureau has also assisted collaborated in developing the Ascend Mentoring program and meets with Pupil Services of the Windsor Public Schools to increase communication between departments regarding youth issues. The Youth Services Bureau has been actively involved in the state's Local Inter Service Team (LIST) initiative to coordinate services for youth involved in the juvenile justice system.

Northwest Park

At Northwest Park more than 6,000 children, from Windsor Public and other local schools, in grades K-6 attended the environmental education programs. A new environmental education program that focuses on verifying satellite data through field research was completed with Windsor High School and Loomis Chaffee students. The Boy Scouts of America Camporee was conducted with more than 100 scouts camping for two days at the park. The Country Fair was well attended. The success of the event was due to greater marketing efforts and new activities.

Northwest Park was the host site for the New England Division 1 Cross-Country Championships. More than 500 youth competed and over 600 coaches, parents and spectators attended.

Renovations were made to the warming shed and the pasture fences were replaced to insure the safety of the animals and public.

RECREATION AND LEISURE SERVICES

Key Statistics	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Target
Number of recreational activities offered	712	720	715	710	710
Number of elementary school-age children registrations for after-school & vacation programs	4,000	4,200	4,050	4,600	4,800
Number of programs offered in environmental education and nature camps at Northwest Park	457	460	480	514	514
Number of participants at Northwest Park community events	6,330	5,800	6,500	6,990	6,990
Number of middle school and high school youth registrations for after-school and vacation programs	610	610	700	740	750
Number of participants at Youth Services Bureau community events	1,300	1,200	1,300	1,300	1,300

Performance Measures	FY 2012 Actual	FY 2013 Target	FY 2013 Estimate	FY 2014 Target
Retention rate for youth participants in after-school programs	80%	85%	60%	85%
Retention rate for youth participants in summer programs	68%	85%	70%	75%
Percentage of total targeted enrollments achieved	75%	80%	80%	80%
Number of new programs offered	5	24	45	10
Percentage of program survey respondents that rate department programs as "good" or "very good"	95%	95%	95%	90%

A fun fact about the value of our services…

Participants of summer camp programs enjoy 51 day trips throughout the summer to local fun attractions.

FY 2014 Goals

1. Investigate providing programs for families with foster children
2. Provide new environmental education program at Northwest Park to 3 school districts
3. Provide a series of movie events in parks and community centers.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

		FY 2013				FY 2014		
Project #	Project Name	Beginning Balance (7/1/12)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/13)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/14)
2002	Cirillo Youth Theatre	27,021	19,500	25,250	21,271	18,520	22,200	17,591
2004	Fran Elligers Memorial Fund	1,645	-	-	1,645	-	-	1,645
2007	Teen-O-Rama	109,344	301,500	306,410	104,434	289,430	302,660	91,204
2010	Positive Youth Development	8,847	57,800	57,800	8,847	60,460	63,630	5,677
2016	Passage Program	2,031	12,620	10,270	4,381	13,120	11,900	5,601
2018	Live-n-Learn	11,493	22,000	21,500	11,993	20,810	20,540	12,263
2052	Youth & Police Program Grant FY 13	-	10,000	10,000	-	N/A	N/A	N/A
2053	Youth Services Bureau FY 13	-	20,010	20,010	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 14	N/A	N/A	N/A	N/A	20,010	20,010	-
2045	Dog Park	1,273	-	500	773	-	-	773
2054	YSB Enhancement Grant FY 13	-	6,110	6,110	-	N/A	N/A	N/A
NEW	YSB Enhancement Grant FY 14	N/A	N/A	N/A	N/A	6,250	6,250	-
2055	CASAC FY 13 *	-	4,240	4,240	-	N/A	N/A	N/A
NEW	CASAC FY 14 *	N/A	N/A	N/A	N/A	4,240	4,240	-
2202	NW Park Youth Conservation Corp.	5,368	8,800	8,290	5,878	7,180	7,180	5,878
2204	Northwest Park Nature Camp/Clubs	141,016	88,120	70,970	158,166	91,870	84,760	165,276
2207	Friends of Northwest Park Grant	-	8,910	8,910	-	7,690	7,690	-
2208	Northwest Park Shop	3,564	2,700	3,610	2,654	3,800	3,030	3,424
2210	NWP Environ. Education Programs	59,648	33,000	31,410	61,238	42,370	35,500	68,108
2211	Northwest Park Tobacco Museum	13,998	13,930	13,930	13,998	14,370	14,370	13,998
2325	NWP Facilities	14,809	5,500	4,930	15,379	5,090	4,000	16,469
4022	River Walkways	19,305	-	-	19,305	-	-	19,305
		419,362	**614,740**	**604,140**	**429,962**	**605,210**	**607,960**	**427,212**

*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.

#2052 - 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.

#2053/NEW - Youth Services Bureau FY 13/FY 14 - 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.

#2055/NEW - CASAC FY 13/FY 14 - 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

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	679,965	728,210	728,590	757,490	757,490
Supplies	26,450	29,270	30,140	32,340	32,340
Services	50,216	46,740	50,650	49,600	49,600
Maintenance & Repair	103,501	117,580	114,730	115,080	115,080
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,579	3,600	29,450	3,000	3,000
Energy & Utility	52,632	61,300	58,850	60,670	60,670
Total	916,343	986,700	1,012,410	1,018,180	1,018,180

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Human Services	693,071	768,340	760,000	792,520	792,520
Grants	60,527	47,780	63,140	56,360	56,360
Donations	-	-	30,130	3,850	3,850
User Fees	62,760	52,940	52,940	53,940	53,940
Subtotal: Special Revenue Funds	*123,287*	*100,720*	*146,210*	*114,150*	*114,150*
Transfer from Caring Connection	99,985	117,640	106,200	111,510	111,510
Total	916,343	986,700	1,012,410	1,018,180	1,018,180

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	5.63	5.68	5.38	5.50	5.50
Regular Part Time Employees	8.30	9.09	9.36	9.35	9.35
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	13.93	14.77	14.74	14.85	14.85

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $25,710 or 2.6%. This is primarily due to a $27,450 donation from Windsor Food and Fuel Bank for the purchase of a new truck. The FY 13 General Fund expenditures are expected to be under budget by $8,340 or 1.1% and is mostly attributable to receiving the unanticipated Social Services Block Grant (SSBG) and in Social Services a medical leave and not completely filling a part-time vacancy. These savings are offset by the addition of the part-time director's salary. The overall FY 14 budget reflects an increase of $31,480 or 3.2% as compared to the FY 13 budget mainly due to the addition of the part-time director's salary. The FY 14 General Fund budget reflects an increase of $24,180 or 3.1% due to the same reason but is offset by increased grant funding.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	547,876	585,890	589,980	609,820	609,820
Supplies	9,679	18,685	14,110	20,250	20,250
Services	14,857	21,540	18,550	22,000	22,000
Maintenance & Repair	88,916	104,555	102,890	105,060	105,060
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	31,743	37,670	34,470	35,390	35,390
Total	693,071	768,340	760,000	792,520	792,520

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	132,089	142,320	138,610	147,670	147,670
Supplies	16,771	10,585	16,030	12,090	12,090
Services	35,359	25,200	32,100	27,600	27,600
Maintenance & Repair	14,585	13,025	11,840	10,020	10,020
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,579	3,600	29,450	3,000	3,000
Energy & Utility	20,889	23,630	24,380	25,280	25,280
Total	223,272	218,360	252,410	225,660	225,660

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	679,965	728,210	728,590	757,490	757,490
Supplies	26,450	29,270	30,140	32,340	32,340
Services	50,216	46,740	50,650	49,600	49,600
Maintenance & Repair	103,501	117,580	114,730	115,080	115,080
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,579	3,600	29,450	3,000	3,000
Energy & Utility	52,632	61,300	58,850	60,670	60,670
Total	916,343	986,700	1,012,410	1,018,180	1,018,180

HUMAN SERVICES
Budget Information
Fiscal Year 2010-2014

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	655,916	676,250	679,965	728,210	728,590	757,490	757,490
Supplies	26,433	36,183	26,450	29,270	30,140	32,340	32,340
Services	49,565	46,335	50,216	46,740	50,650	49,600	49,600
Maintenance & Repair	86,819	85,135	103,501	117,580	114,730	115,080	115,080
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	222	-	3,579	3,600	29,450	3,000	3,000
Energy & Utility	57,130	65,970	52,632	61,300	58,850	60,670	60,670
Total	876,085	909,873	916,343	986,700	1,012,410	1,018,180	1,018,180

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

Funding Sources

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

Funding Source	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Human Services	647,310	671,108	693,071	768,340	760,000	792,520	792,520
Grants	69,843	71,665	60,527	47,780	63,140	56,360	56,360
Donations	-	-	-	-	30,130	3,850	3,850
User Fees	46,342	53,880	62,760	52,940	52,940	53,940	53,940
Subtotal: Special Revenue Funds	*116,185*	*125,545*	*123,287*	*100,720*	*146,210*	*114,150*	*114,150*
Transfer From Caring Connection	112,590	113,220	99,985	117,640	106,200	111,510	111,510
Total	876,085	909,873	916,343	986,700	1,012,410	1,018,180	1,018,180

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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	139,320	137,080	153,580	153,580
Supplies	11,490	13,190	13,190	13,190
Services	31,690	32,890	32,890	32,890
Maintenance & Repair	850	1,260	1,260	1,260
Grants & Contributions	-	-	-	-
Capital Outlay	3,600	2,000	3,000	3,000
Energy & Utility	4,000	4,000	4,000	4,000
Total	190,950	190,420	207,920	207,920

* 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	138,010	137,480	153,980	153,980
Grants	-	-	-	-
User Fees	52,940	52,940	53,940	53,940
Subtotal: Special Revenue Funds	*52,940*	*52,940*	*53,940*	*53,940*
Total	190,950	190,420	207,920	207,920

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.89	0.80	0.80	0.80
Regular Part Time Employees	1.92	2.00	2.26	2.26
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.81	2.80	3.06	3.06

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $530 or 0.3%. The overall FY 14 budget reflects an increase of $16,970 or 8.9% as compared to the FY 13 budget due to increased Personal Services mostly due to funding a portion of the part-time director's salary. The FY 14 General Fund budget reflects an increase of $15,970 or 11.6% due to the same reason.

SENIOR SERVICES

Products & Services

Senior Center *$180,890*

- 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 *$27,030*

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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	222,430	210,870	221,090	221,090
Supplies	1,460	1,460	1,410	1,410
Services	5,630	5,630	5,630	5,630
Maintenance & Repair	28,500	24,250	26,250	26,250
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	51,300	50,100	51,620	51,620
Total	309,320	292,310	306,000	306,000

* 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.

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Human Services	156,660	152,590	150,990	150,990
Grants	35,020	33,520	43,500	43,500
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*35,020*	*33,520*	*43,500*	*43,500*
Transfer from Caring Connection	117,640	106,200	111,510	111,510
Total	309,320	292,310	306,000	306,000

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	1.70	1.70	1.70	1.70
Regular Part Time Employees	4.30	4.10	4.03	4.03
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	6.00	5.80	5.73	5.73

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $17,010 or 5.5%. This is primarily due to fewer Caring Connection trips resulting in savings in personnel costs. The FY 13 General Fund expenditures are expected to be under budget by $4,070 or 2.6% and is attributable to savings in Personal Services, Maintenance & Repair and Energy & Utilities for fuel costs. The overall FY 14 budget reflects a decrease of $3,320 or 1.1% as compared to the FY 13 budget based on increased funding from Special Revenue Fund Grants offset by a decrease in General Fund Grants in approximately the same amount. The FY 14 General Fund budget reflects a decrease of $5,670 or 3.6% to offset the loss of a General Fund grant that has in past years been budgeted in town wide General Fund revenues.

TRANSPORTATION UNIT

Products & Services

Senior Transportation *$306,000*

- 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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	366,460	380,640	382,820	382,820
Supplies	16,320	15,490	17,740	17,740
Services	9,420	12,130	11,080	11,080
Maintenance & Repair	88,230	89,220	87,570	87,570
Grants & Contributions	-	-	-	-
Capital Outlay	-	27,450	-	-
Energy & Utility	6,000	4,750	5,050	5,050
Total	486,430	529,680	504,260	504,260

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

Funding Sources

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

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	473,670	469,930	487,550	487,550
Grants	12,760	29,620	12,860	12,860
Donations	-	30,130	3,850	3,850
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*12,760*	*59,750*	*16,710*	*16,710*
Total	486,430	529,680	504,260	504,260

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.09	2.88	3.00	3.00
Regular Part Time Employees	2.87	3.26	3.06	3.06
Temporary/Seasonal Employees	-	-	-	-
Total	5.96	6.14	6.06	6.06

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $43,250 or 8.9%. This is primarily due to a donation from the Windsor Food and Fuel Bank for the purchase of a new truck. The FY 13 General Fund expenditures are expected to be under budget by $3,740 or 0.8% and is attributable to not completely filling a part - time vacancy, a medical leave, and having received unanticipated Social Service Block Grant funding. These savings are offset by the addition of the full salary of the part-time director position. The overall FY 14 budget reflects an increase of $17,830 or 3.7% as compared to the FY 13 budget due to funding a portion of the part-time director's salary. The FY 14 General Fund budget reflects an increase of $13,880 or 2.9% due to same reason.

SOCIAL SERVICES

Products & Services

Casework Services *$209,630*

- Provide casework services and advocacy to seniors, adults with disabilities, families and individuals 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 *$83,850*

- Organize and facilitate the monthly *SHARE Support Group* for adult residents of the three 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 co-host the *Helping to Hear Better Support Group*
- Organize and facilitate the monthly *Unemployed and Underemployed Support Group*
- Plan and lead the quarterly *Parents of Children with Disabilities Support Group*
- Collaborate with the Early Childhood Council and Board of Education to provide information, referrals, and services to families
- Collaborate with other agencies and civic organizations to provide outreach and basic needs programs.

Basic Human Needs Programs *$125,780*

- Manage the Windsor Food Bank, Mobile Foodshare, Supplemental Summer Food, and Weekend Wheels programs to provide supplemental nutritious 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 Food and Fuel Bank (Windosr Community Service Council) consisting of volunteers and staff liaisons who conduct food drives and raise monies and support a multitude of Social Services programs including: Food Bank, Fuel Bank and emergency assistance
- Facilitate the Windsor Citizens Assisting Residents Everywhere By Sharing (CARES) group made up of volunteers who take on a wide variety of community projects for people of all ages
- Advocate on the local, state and federal level for people in need of social service programs
- Recruit, coordinate, train, and supervise a large number of volunteers that support our programs
- 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 and Loomis Boxes
- Participate in the planning and implementation of the annual Childhood Conversations Conference and the Annual Connecticut Local Administration of Social Services (C.L.A.S.S.) 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 2013 Highlights

Social Services

Social Services formed a new collaborative effort with Foodshare to begin a Mobile Foodshare site at the end of FY 12. This program has continued to benefit a large number of households during FY 13. 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. In the first twelve months of the program a total of 3,674 households were served with an average of 142 households at the site each time it was offered. This has been a great addition to the Windsor Food Bank, which currently serves more than 500 households comprised of 1,320 people.

The Food Bank receives food supplies from Foodshare and from local food drives and donations. In the calendar year 2011, we distributed 134,259 pounds of food from Foodshare alone. In the year 2012 we increased to 171,684 pounds of food from Foodshare. This is an increase of over 37,000 pounds. These numbers do not include local donations and food drives.

The Windsor Hunger Action Team, formed in 2011, 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 group has completed several projects and has launched the Weekend Wheels program, a supplemental food program for school aged children.

Last year, after examining the needs of the community, Social Services in collabortion with the Board of Education began a new support group for Parents and Caretakers of Children with Disabilities. A quarterly newsletter is published for this group. Also, the SHARE group meetings were expanded from once per month at two housing sites to once per month at all three housing sites.

For 2013, Social Services caseworkers provided case management services to 931 duplicated and unduplicated individuals. Of those cases, 627 were individuals over the age of 60. A total of 159 families were provided services including 273 children under the age of 18.

Senior Services

This year, the senior center began several new programs including The Windsor Trail Riders Club, a 55+ group of residents who gather to ride the rails to trails tracks throughout surrounding towns. An introduction to drawing class was added with a local Windsor artist. In January, the first evening concert was held. Other new programs included ballroom dancing, a Veteran's Day program, a pasta and bingo supper at the high school, a pool tournament and the hosting of several Nintendo Wii bowling challenges with surrounding senior centers.

For calendar year 2012, the Senior Center membership increased by 278 new members. The median age of these new members is 75. There are currently a total of 981 members.

This year 133 Windsor Senior Center volunteers worked more than 5,500 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 volunteers save the town aproximately $55,000 in staffing costs.

Transportation

In the first six months of FY 13, Senior Transportation provided 14,178 trips to elderly and disabled Windsor residents, including Caring Connection clients and Dial-a-Ride patrons. The transportation staff has provided 226 out-of-town medical rides and 362 in-town medical rides. Volunteers have provided 229 rides for seniors to out-of-town medical appointments. For the first half of FY 2013, 49 volunteers have delivered 2,863 meals to homebound seniors and the disabled through the Meals-on-Wheels program.

Windsor Senior Transportation has increased the service for the lunch program by providing a record 589 trips in October 2012 as compared to the mid 400's for October 2011.

Senior Transportation has been approved for the Section 5310 grant, which assists in the purchase of a new service bus. This vehicle will be delivered in the summer of 2013.

HUMAN SERVICES

Key Statistics	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Target
Number of times the food bank was utilized annually (duplicated number of clients)	2,773	2,727	2,971	3,500	3,700
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)	351	473	469	500	525
Telephone and walk-in contacts related to case management	3,093	2,744	2,905	3,600	3,750
Inquiries and requests for energy assistance from Social Services staff	1,704	2,054	2,608	2,900	3,000
New senior center memberships per year	409	223	239	150	150
Number of meals delivered to homebound senior and disabled persons and served through the Elderly Nutrition Program	16,320	12,687	13,904	13,900	13,900
Number of rides the Transportation Unit provides annually	26,797	27,050	27,274	28,360	29,000
Number of pieces of medical equipment borrowed from the lending closet	232	165	186	200	200

Performance Measures	FY 2012 Actual	FY 2013 Target	FY 2013 Estimate	FY 2014 Target
Increase the number of participants in all Social Services support and educational groups	613	625	650	675
Achieve a "good" or "very good" rating of at least 80% of those clients participating in supplemental nutritious food programs	N/A	80%	80%	85%
Achieve a "good" or "very good" rating by 85% of those who responded to the annual senior citizen survey	87%	85%	92%	90%
Increase the number of clubs led by senior center volunteers	20	22	22	24
Achieve a 90% average satisfaction rating for overall service of those who responded to the annual senior transportation survey	96%	90%	97%	95%
Achieve a 90% average satisfaction rating regarding on time service on the senior transportation annual survey	N/A	90%	93%	90%

A fun fact about the value of our services…

Social Services currently offers five unique supplemental nutritious food programs: Food Bank, Mobile Food Share, Supplemental Summer Food, Groceries to Go and Weekend Wheels to meet the needs of the community. The Food Bank is now open one night per week in addition to its regular daytime hours to meet the increased demand of individuals who work during daytime hours.

HUMAN SERVICES

FY 2014 Goals

1. Increase senior center membership by 150 new members by continuing to offer new programs and marketing the offerings through press releases, newsletters and local access television

2. Social Services will plan and implement a satisfaction survey to measure the level of needs being met by those clients who receive case management services

3. Social Services will plan and implement a satisfaction survey to measure the level of effectiveness and satisfaction of those clients participating in our five supplemental nutritious food programs

4. Together with other town departments, in an effort to assist Windsor citizens to "age in place," Human Services staff will identify gaps in service and make recommendations for multi-year improvements

5. Senior Transportation staff and drivers will participate in training in FY 14 that is specific to the Caring Connection, Social Services and senior center needs.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
2300	Windsor Senior Center	10,432	54,000	52,940	11,492	54,000	53,940	11,552
2317	Dial-a-Ride Matching Grant FY 13	-	28,020	28,020	-	N/A	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 14	N/A	N/A	N/A	N/A	38,000	38,000	-
2318	NCAAA Grant 10/01/11 - 9/30/12	-	1,000	1,000	-	N/A	N/A	N/A
2319	NCAAA Grant 10/01/12 - 9/30/13	-	4,500	4,500	-	1,000	1,000	-
NEW	NCAAA Grant 10/01/13 - 9/30/14	N/A	N/A	N/A	N/A	4,500	4,500	-
3816	Human Services Assistance Fund	70,304	5,000	5,000	70,304	5,000	5,000	70,304
3822	Mental Health Committee	400	200	200	400	-	-	400
3840	NCAAA/Operation Fuel	9,147	1,500	1,500	9,147	1,000	1,000	9,147
3868	Parents Of Children With Disabilities	3,000	-	1,500	1,500	-	1,500	-
3875	SSBG 10/1/11 - 9/30/12	-	5,350	5,350	-	N/A	N/A	N/A
3880	SSBG 10/1/12 - 9/30/13	-	16,070	16,070	-	5,360	5,360	-
NEW	SSBG 10/1/13 - 9/30/14	N/A	N/A	N/A	N/A	-	-	-
3867	Windsor Community Service Council	751	30,130	30,130	751	3,850	3,850	751
		94,034	**145,770**	**146,210**	**93,594**	**112,710**	**114,150**	**92,154**

#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.

#2317/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.

#2318/2319/NEW - NCAAA Grants - Funds are from an evening and weekend transportation matching grant.

#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.

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

#3875/38880/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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	374,711	449,790	448,050	422,130	422,130
Supplies	52,900	21,120	31,840	20,270	20,270
Services	93,521	85,130	104,030	96,260	96,260
Maintenance & Repair	769	1,870	5,500	1,970	1,970
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,514	4,230	4,500	4,430	4,430
Storm Alfred	862,742	-	-	-	-
Total	1,389,157	562,140	593,920	545,060	545,060

* 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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Health Services	408,402	494,880	485,890	469,650	469,650
Grants	88,517	45,140	82,610	53,410	53,410
Private Contributions	-	200	-	-	-
User Fees	29,496	21,920	25,420	22,000	22,000
Storm Alfred	862,742	-	-	-	-
Subtotal: Special Revenue Funds	*980,755*	*67,260*	*108,030*	*75,410*	*75,410*
Total	1,389,157	562,140	593,920	545,060	545,060

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	3.36	4.00	4.00	4.00	4.00
Regular Part Time Employees	0.59	1.00	1.00	1.00	1.00
Temporary/Seasonal Employees	-	-	-	-	-
Total	3.95	5.00	5.00	5.00	5.00

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $31,780 or 5.7%. This is primarily due to expenses associated with the Bioterrorism (BT) Grant and clinic programs coming in higher than budgeted and to personnel costs related to the health director's retirement. The FY 13 General Fund expenditures are expected to be under budget by $8,990 or 1.8% and is attributable to lower mosquito contractor costs offset by slight increases in Supplies, Services and Energy & Utilities. The overall FY 14 budget reflects a decrease of $17,080 or 3.0% as compared to the FY 13 budget due to lower Personal Services offset by an increase in BT grant expenditures. The FY 14 General Fund budget reflects a decrease of $25,230 or 5.1% due to lower Personal Services.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	374,556	449,790	448,050	422,130	422,130
Supplies	6,936	2,260	3,380	3,680	3,680
Services	21,627	37,350	28,390	37,810	37,810
Maintenance & Repair	769	1,250	1,570	1,600	1,600
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,514	4,230	4,500	4,430	4,430
Total	408,402	494,880	485,890	469,650	469,650

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	155	-	-	-	-
Supplies	45,964	18,860	28,460	16,590	16,590
Services	71,894	47,780	75,640	58,450	58,450
Maintenance & Repair	-	620	3,930	370	370
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Storm Alfred	862,742	-	-	-	-
Total	980,755	67,260	108,030	75,410	75,410

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	374,711	449,790	448,050	422,130	422,130
Supplies	52,900	21,120	31,840	20,270	20,270
Services	93,521	85,130	104,030	96,260	96,260
Maintenance & Repair	769	1,870	5,500	1,970	1,970
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,514	4,230	4,500	4,430	4,430
Storm Alfred	862,742	-	-	-	-
Total	1,389,157	562,140	593,920	545,060	545,060

HEALTH SERVICES
Budget Information
Fiscal Year 2010-2014

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	424,522	416,994	374,711	449,790	448,050	422,130	422,130
Supplies	34,486	58,789	52,900	21,120	31,840	20,270	20,270
Services	108,801	126,018	93,521	85,130	104,030	96,260	96,260
Maintenance & Repair	1,296	886	769	1,870	5,500	1,970	1,970
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	4,101	4,881	4,514	4,230	4,500	4,430	4,430
Storm Alfred	-	-	862,742	-	-	-	-
Total	573,206	607,568	1,389,157	562,140	593,920	545,060	545,060

* 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 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Health Services	463,507	471,241	408,402	494,880	485,890	469,650	469,650
Grants	93,728	77,344	88,517	45,140	82,610	53,410	53,410
Private Contributions	379	576	-	200	-	-	-
User Fees	15,592	58,407	29,496	21,920	25,420	22,000	22,000
Storm Alfred	-	-	862,742	-	-	-	-
Subtotal: Special Revenue Funds	*109,699*	*136,327*	*980,755*	*67,260*	*108,030*	*75,410*	*75,410*
Total	573,206	607,568	1,389,157	562,140	593,920	545,060	545,060

INSPECTION AND REGULATION

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

Expenditures

Expenditures by Category *	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	221,310	223,990	220,780	220,780
Supplies	1,650	2,900	2,920	2,920
Services	30,770	23,170	28,520	28,520
Maintenance & Repair	750	1,070	850	850
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,330	2,600	2,450	2,450
Total	256,810	253,730	255,520	255,520

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

Funding Sources

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

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Health Services	251,810	251,230	253,020	253,020
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	5,000	2,500	2,500	2,500
Subtotal: Special Revenue Funds	*5,000*	*2,500*	*2,500*	*2,500*
Total	256,810	253,730	255,520	255,520

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	2.05	2.05	2.10	2.10
Regular Part Time Employees	0.80	0.80	0.80	0.80
Temporary/Seasonal Employees	-	-	-	-
Total	2.85	2.85	2.90	2.90

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $3,080 or 1.2%. This is primarily due to increases in vehicle maintenance and repairs, fuel useage, supplies, and the retirement of the health director offset by lower mosquito contractor costs and reduced expenditures associated with receiving only 50% of the budgeted lead poisoning prevention funds. The FY 13 General Fund expenditures are expected to be under budget by $580 or 0.2% due to the factors mentioned above. The overall FY 14 budget reflects a decrease of $1,290 or 0.5% as compared to the FY 13 budget due to a decrease in services costs and a reallocation in personnel time spent in this program. The FY 14 General Fund budget reflects an increase of $1,210 or 0.5% due to the factors mentioned above.

INSPECTION AND REGULATION

Products & Services

Food Safety *$67,240*

- Issue permits and inspect 143 permanent food service establishments
- Permit approximately 136 temporary food operations conducted at 92 temporary community events
- Conduct a plan review for all new and renovated food service establishments
- Investigate all complaints of improper food sanitation and all reports of alleged food-borne disease
- Monitor all food recalls
- Conduct educational sessions and updates for food service managers, employees, and civic groups.

Drinking Water Protection *$2,650*

- 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 *$17,330*

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

Public Health Nuisances *$69,570*

- Receive and investigate more than 300 complaints and issue 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 *$5,820*

- 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, one migrant labor camp, 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 *$52,940*

- 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. Environmental Protection Agency (EPA), U.S. Department of Energy (DOE) and U.S. (Nuclear Regulatory Commission (NRC)
- Assist the Windsor Volunteer Fire Department (WVFD) and the Fire Marshal at fire scenes, when requested
- Provide administrative, planning and staffing support for emergency management operations, including the town's Emergency Operations Center, shelter management, decontamination, public health emergency response planning (BT), and other all-hazard response and mitigation activities.

Mosquito Control *$31,020*

- 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 40 to 60 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 *$7,050*

- 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 *$1,900*

- 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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	170,080	165,630	147,900	147,900
Supplies	6,310	6,160	7,220	7,220
Services	810	850	820	820
Maintenance & Repair	-	-	250	250
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	940	940	960	960
Total	178,140	173,580	157,150	157,150

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

Funding Sources

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

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	172,190	167,620	150,440	150,440
Grants	3,500	3,710	3,710	3,710
Private Contributions	200	-	-	-
User Fees	2,250	2,250	3,000	3,000
Subtotal: Special Revenue Funds	*5,950*	*5,960*	*6,710*	*6,710*
Total	178,140	173,580	157,150	157,150

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.40	1.40	1.40	1.40
Regular Part Time Employees	0.08	0.08	0.08	0.08
Temporary/Seasonal Employees	-	-	-	-
Total	1.48	1.48	1.48	1.48

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $4,560 or 2.6%. This is primarily due to a decrease in Personal Services due to the retirement of the health director and a small decrease in Supplies offset by a slight increase in Services. The FY 13 General Fund expenditures are expected to be under budget by $4,570 or 2.7% due to the same factors as mentioned above. The overall FY 14 budget reflects a decrease of $20,990 or 11.8% as compared to the FY 13 budget due to a reallocation of personnel within the program offset by increases for Supplies associated with the increase in grants, reference books, and slight increases in phone costs. The FY 14 General Fund budget reflects a decrease of $21,750 or 12.6% due to the items mentioned above.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment *$39,850*

- 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
- Collaborate with local Graduate School nursing, community health and public health programs to offer internship opportunities to students especially when there is an interest in community assessment.

Epidemiological Investigations *$61,390*

- 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 *$55,910*

- 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 Windsor Police, Windsor Fire, Windsor Volunteer Ambulance, Early Childhood Council, Youth Services Bureau, CT Safe Kids, the Recreation Department and regional partners to offer a Kids Safety Fair
- Offer public education on the Vial of Life along with distribution of the product
- Maintain links and information concerning consumer safety and alerts on the department's website
- Sponsor visits by the Mobile Mammography Van to provide screening mammograms to women with and without insurance coverage
- Provide OSHA-required blood-borne pathogen and airborne pathogen training and testing for town employees and assist in monitoring town compliance as required in these areas
- Participate with other town departments on the Wellness Committee and WinWellness programs
- Assist community partners, including Safety Services and Social Services with the planning and implementation of 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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	58,400	58,430	53,450	53,450
Supplies	11,320	11,350	7,360	7,360
Services	7,040	9,140	9,140	9,140
Maintenance & Repair	210	210	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	76,970	79,130	69,950	69,950

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

Funding Sources

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

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Health Services	62,300	58,460	53,450	53,450
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	14,670	20,670	16,500	16,500
Subtotal: Special Revenue Funds	*14,670*	*20,670*	*16,500*	*16,500*
Total	76,970	79,130	69,950	69,950

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	0.55	0.55	0.50	0.50
Regular Part Time Employees	0.12	0.12	0.12	0.12
Temporary/Seasonal Employees	-	-	-	-
	0.67	0.67	0.62	0.62

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $2,160 or 2.8%. This is primarily due to an increase in special revenue clinic expenditures associated with 100% of Visiting Nurses senior clinic expenses being charged to the Clinic Special Revenue Fund versus 43% that was budgeted. The FY 13 General Fund expenditures are expected to be under budget by $3,840 or 6.2% and is attributable to all non-personnel expenditures being charged to special revenue funds. The overall FY 14 budget reflects a decrease of $7,020 or 9.1% as compared to the FY 13 budget due to a decrease in supplies related to the clinic activities and to a reduction in personnel costs due to a reallocation of personnel time in this program. The FY 14 General Fund budget reflects a decrease of $8,850 or 14.2% due to a reallocation of personnel in this program.

CLINIC SERVICES

Products & Services

Health Screenings *$12,350*

- 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 over 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 *$41,430*

- 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
- Expand the pneumonia vaccine program to include adults age 50 and over who have certain chronic metabolic conditions in order to increase vaccination rates thus decreasing complications associated with Pneumococcal disease
- 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 and partner with the Windsor animal control officer to expand this program.

Health Services *$16,170*

- 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 450 clinic health service visits through the Hartford Visiting Nurses Association 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
- Partner with the Windsor Public Schools and Community Health Centers (CHC) Mobile Dental Services, which provides dental services to students on site, to educate and inform the public about these services.

EMERGENCY MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-
Supplies	1,840	11,430	2,770	2,770
Services	46,510	70,870	57,780	57,780
Maintenance & Repair	910	4,220	870	870
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	960	960	1,020	1,020
	-	-	-	-
Total	50,220	87,480	62,440	62,440

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

Funding Sources

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

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Health Services	8,580	8,580	12,740	12,740
Grants	41,640	78,900	49,700	49,700
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*41,640*	*78,900*	*49,700*	*49,700*
Total	50,220	87,480	62,440	62,440

Personnel Requirements

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

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $37,260 or 74.2%. This is primarily due to Bioterrorism (BT) Grant funds coming in higher than budgeted, a shift in the grant year resulting in 2 grants being applied to the revenues for FY 13, and unexpected receipt of a Cities Readiness Initiative Grant. The FY 13 General Fund expenditures are expected to come in at budget. The overall FY 14 budget reflects an increase of $12,220 or 24.3% as compared to the FY 13 budget due to BT Grant funds and associated expenditures being greater than was budgeted in FY 13. The FY 14 General Fund budget reflects an increase of $4,160 or 48.5% due to an increase in Emergency Operations Center (EOC) printing for the Emergency Operations Plan and funding for Emergency Manager services.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response *$12,740*

- 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 DEMHS
- Participate in the State DEMHS high-band radio network
- Work with other town staff to ensure that the town's Emergency Operations Plan is National Incident Management System (NIMS) compliant
- 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 via Everbridge, mobile phones, landlines, smart phones or text messages
- Debrief all incidents impacting the town so that emergency response and recovery plans can be updated.

Local Homeland Security *$49,700*

- Coordinate the Local Public Health Preparedness Planning & Coordination (LHPPC) efforts (bioterrorism planning) for Mass Dispensing Area (MDA) #31 (Windsor and South Windsor)
- Act as the recipient for local bioterrorism funding made available by the federal and state governments
- Participate in public health resources typing and inventory of personnel resource information
- Update the 3-year Training and Exercise Plan for the Region
- Assign at least one Local Health Department (LHD)/MDA representative to participate in at least 3 regional drills and exercises
- Participate in training & utilization of Connecticut's Health Alert Network (HAN) and maintain a local HAN system
- Conduct the annual CDC technical assessment review (TAR) of all emergency plans 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 Windsor & South Windsor residents with needed vaccine dispensing and distribution during public health emergencies
- Coordinate and schedule distance learning opportunities for public health, emergency management and police.

HEALTH SERVICES

FY 2013 Highlights

Fiscal Year 2013 has been a year of transition for the Windsor Health Department. During the year, a vacant part-time code inspector position was filled in August by Michael Rotondaro; the new sanitarian hired in February of 2012, Matt Brattoli, received his state food inspector certification in November; Michael Pepe, the registered sanitarian in the department since 2006, received his Ph.D. in public health in July; Sharon Enot the department's public health registered nurse received her M.A. in experiential health and healing in November; and Charles Petrillo, the director of health, retired at the end of February after over 38 years with the town and over 29 years as director of health. With his retirement, Michael Pepe was appointed the new director assuming that position on March 1, 2013.

While this development in personnel was taking place, activities focused on a wide variety of programs, products and services. In food service, 80% of the mandated inspections were conducted during the first 6 months of the year. These inspections were conducted exclusively by the registered sanitarian as he was the only inspector certified to conduct food inspections. With the certification of a second inspector in November, it is the anticipated that approximately 100% of the state mandated inspections will be conducted in the second half of the fiscal year. Throughout the first six months, however, all required inspections of facilities serving vulnerable populations (nursing homes, schools, and day care facilities) were conducted, all temporary food events were permitted and reviewed and three educational sessions were conducted for civic and volunteer groups who were serving food at various community events.

The annual flu clinic and health fair and the clinics for first responders and employees provided immunizations to 445 persons, slightly below the 482 conducted in FY 12. The decrease in numbers is explained by the increase in the number of businesses offering flu shots to the public. Despite a decline in flu shots given at our clinics from 2008 through 2012, the department is encouraged by the fact that the public has other opportunities to access immunizations, hopefully resulting in a healthier population. The department did experiment with a Vote & Vax program, which offered vaccinations at various voting locations. This new approach for expanding vaccination opportunities to the public will be provided again in future years.

Through a Preventive Health Block Grant received from the State Department of Public Health, the department continued its program in cholesterol education and screening that began in FY 09. The "Keeping You and Your Heart Healthy" classes were offered in May 2013 with an estimated 35 persons attending and over 140 persons overall being screened. 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 of 2012, with 33 people participating.

The public health nurse and risk manager continue to monitor, oversee, and expand the town's Public Access Defibrillation program. To date, 10 automated external defibrillators (AEDs) have been placed in public buildings. The goal is to place AEDs in two remaining town buildings and work with the school district to place AEDs in all public schools. Plans are to meet criteria that will designate Windsor as a Heart Safe community.

The department partnered with the Windsor Police and Fire Departments, Windsor Volunteer Ambulance, the Early Childhood Council, Connecticut Safe Kids, the Youth Services Bureau, the Recreation Department and regional partners to offer a Kids Safety Fair in August 2012. The event was well attended and the department sold bike and multi-sport helmets and shared safety and prevention information along with information about health department services and programs.

The Holiday Toy Drive and distribution was directed by a new committee of community members together with Windsor Social Services, Health, and Safety Services. Toys were gathered by local businesses, churches, families and individuals to provide gifts for 187 families and more than 400 children. In addition to providing gifts, the Toy Drive allows town departments to interact and provide services to many of those most in need.

Departmental personnel are actively involved with a number of community, regional, and state-wide organizations addressing various health related issues. Some of those groups are the Connecticut Association of Directors of Health; the Connecticut Association of Public Health Nurses; the state-wide Public Health Management Team, that addresses the public health emergency response grant goals and funding; the Early Childhood Council; the Hunger Action Team; the state-wide Flu and Pneumonia Coalition; and the Connecticut Safe Kids Alliance, to name a few. Participation in these and other state, regional, and local committees allows the health department to plan and set goals that address the health of Windsor residents.

HEALTH SERVICES

Key Statistics	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Target
Number of total flu shots administered	2,952	587	482	490	600
Number of residential larvicide packets distributed	52	55	38	40	60
Number of public nuisance complaints received*	204	230	223	240	250
Number of people participating in cholesterol classes/being screened	34/194	25/109	15/151	35/140	35/150
Number of mandatory reportable diseases, emergency illnesses and health conditions reported and reviewed**	422	428	374	390	370
Number of animals tested for rabies/number tested positive	8/0	0/0	3/3	2/0	3/1
Number of children reported as having blood lead levels exceeding 10ug/dL ***	17	2	3	3	2
Number of clinic health visits provided by the VNA at senior health clinic	N/A	452	453	450	450

* 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 2012 Actual	FY 2013 Target	FY 2013 Estimate	FY 2014 Target
Percentage of Required Food Service Inspections Performed	70%	95%	85%	95%
Percentage of children 9 months to 24 months of age who receive required blood lead testing	**	50%	50%	57%

** The percentage for Windsor children as reported by the state is 47.7% for FY 11. FY12 percentages are not yet released.

A fun fact about the value of our services…

Public Health programs, products and services impact all aspects of life for every resident of and visitor to Windsor 24 hours a day, 7 days a week, 365 days a year.

HEALTH SERVICES

FY 2014 Goals

1. Increase the initial inspection frequency for all food service operations from a projected 80% in FY 13 to 95% for FY 14; conduct three educational sessions for food service managers and employees of these establishments; and conduct food handling educational sessions for civic and volunteer group members who serve food at temporary events

2. Revise Windsor's Emergency Operations Plan and all supplements and attachments to that plan so that the introduction to the plan contains a simple reference guide that addresses the key plan elements for activating the Emergency Operations Center (EOC), opening the shelter, declaring an emergency and has readily accessible up-to-date contact information

3. By December 31, 2013, develop a plan that addresses improvement in selected community health measures identified in the baseline health profile developed in FY 13 and use the Health Equity Index developed by the Connecticut Association of Directors of Health (CADH) to monitor improvement in the health measures selected

4. Between January 1, 2013 and December 31, 2015 increase the percentage of Windsor children ages 9 to 24 months who receive mandated blood lead screening from the present 47.7 percent to 65 percent by undertaking a lead screening educational campaign addressed to parents, schools, day cares, caregivers, physicians, and children's organizations.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
3803	Toy Drive	285	-	-	285	-	-	285
3805	CPR Classes	324	750	750	324	1,000	500	824
3808	Clinic Services	26,275	18,000	20,670	23,605	17,000	16,500	24,105
3814	Bike & Ski Safety Equipment	-2,877	1,750	1,500	-2,627	2,500	2,500	-2,627
3831	Pandemic Influenza Grant	68	-	-	68	-	-	68
3877	Regional Emergency Planning	3,006	6,000	6,000	3,006	-	-	3,006
3839	Lead Poisoning Prevention & Control	659	2,500	2,500	659	2,500	2,500	659
3846	H1N1 Vaccine Clinics	4,861	-	-	4,861	-	-	4,861
3848	Public Health Emergency Readiness	3,735	-	1,500	2,235	-	-	2,235
3851	Public Health Block Grant FY 13	-	3,710	3,710	-	-	-	-
NEW	Public Health Block Grant FY 14	-	-	-	-	3,710	3,710	-
3857	Bioterrorism Grant 8/10/10 - 8/09/11	17,380	-	17,380	-	-	-	-
3858	Bioterrorism Grant 8/10/12 - 8/09/13	-	54,020	54,020	-	-	-	-
NEW	Bioterrorism Grant 8/10/12 - 8/09/14	-	-	-	-	49,700	49,700	-
		53,716	**86,730**	**108,030**	**32,416**	**76,410**	**75,410**	**33,416**

#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.

#3877 - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support 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, number 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

#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.

Health Services

#NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period ends on June 30, 2014.

#3857/3858 - 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 to August 9, 2012 and 2013 respectively.

#NEW - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. The grant cycle is from July 1, 2013 to June 30, 2014.

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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,074,822	1,123,100	1,126,934	1,137,830	1,137,830
Supplies	213,159	199,600	208,530	192,300	187,300
Services	104,169	111,080	111,750	119,810	119,810
Maintenance & Repair	30,666	26,030	26,030	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	23,815	5,800	5,800	10,760	10,760
Energy & Utility	96,540	128,850	127,310	130,330	130,330
Total	1,543,171	1,594,460	1,606,354	1,615,260	1,610,260

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Library Services	1,485,377	1,529,160	1,529,160	1,550,260	1,545,260
Grants	3,529	5,500	12,594	6,500	6,500
Donations	27,141	29,800	29,800	24,000	24,000
User Fees	27,124	30,000	34,800	34,500	34,500
Subtotal: Special Revenue Funds	*57,794*	*65,300*	*77,194*	*65,000*	*65,000*
Total	1,543,171	1,594,460	1,606,354	1,615,260	1,610,260

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	9.00	9.00	9.00	9.00	9.00
Regular Part Time Employees	9.61	9.61	9.61	9.61	9.61
Temporary/Seasonal Employees	0.15	-	-	-	-
Total	18.76	18.61	18.61	18.61	18.61

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $11,894 or 0.7%. This is primarily due to a NewAlliance Foundation Grant and additional special revenue expenditures for supplies to satisfy their matching requirement. FY 13 General Fund expenditures are expected to come in on budget. The overall FY 14 budget reflects an increase of $20,800 or 1.3% as compared to the FY 13 budget due to Personal Services, main library building contractual services, natural gas and water. The FY 14 General Fund budget reflects an increase of $21,100 or 1.4% for the same reasons.

Council Action

During budget deliberations, the Town Council reduced funding for lending materials and supplies by $5,000.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,071,293	1,123,100	1,124,640	1,137,830	1,137,830
Supplies	181,755	153,800	153,130	153,800	148,800
Services	87,108	99,180	99,850	104,070	104,070
Maintenance & Repair	30,666	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	18,015	-	-	-	-
Energy & Utility	96,540	128,850	127,310	130,330	130,330
Total	1,485,377	1,529,160	1,529,160	1,550,260	1,545,260

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	3,529	-	2,294	-	-
Supplies	31,404	45,800	55,400	38,500	38,500
Services	17,061	11,900	11,900	15,740	15,740
Maintenance & Repair	-	1,800	1,800	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	5,800	5,800	5,800	10,760	10,760
Energy & Utility	-	-	-	-	-
Total	57,794	65,300	77,194	65,000	65,000

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,074,822	1,123,100	1,126,934	1,137,830	1,137,830
Supplies	213,159	199,600	208,530	192,300	187,300
Services	104,169	111,080	111,750	119,810	119,810
Maintenance & Repair	30,666	26,030	26,030	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	23,815	5,800	5,800	10,760	10,760
Energy & Utility	96,540	128,850	127,310	130,330	130,330
Total	1,543,171	1,594,460	1,606,354	1,615,260	1,610,260

LIBRARY SERVICES
Budget Information
Fiscal Year 2010-2014

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,055,795	1,060,393	1,074,822	1,123,100	1,126,934	1,137,830	1,137,830
Supplies	182,678	203,018	213,159	199,600	208,530	192,300	187,300
Services	82,128	94,764	104,169	111,080	111,750	119,810	119,810
Maintenance & Repair	26,431	47,949	30,666	26,030	26,030	24,230	24,230
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	5,000	23,815	5,800	5,800	10,760	10,760
Energy & Utility	110,361	111,644	96,540	128,850	127,310	130,330	130,330
Total	1,457,393	1,522,768	1,543,171	1,594,460	1,606,354	1,615,260	1,610,260

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

Funding Sources

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

Funding Source	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Library Services	1,421,286	1,444,689	1,485,377	1,529,160	1,529,160	1,550,260	1,545,260
Grants	947	29,851	3,529	5,500	12,594	6,500	6,500
Donations	5,944	26,662	27,141	29,800	29,800	24,000	24,000
User Fees	29,216	21,566	27,124	30,000	34,800	34,500	34,500
Subtotal: Special Revenue Funds	*36,107*	*78,079*	*57,794*	*65,300*	*77,194*	*65,000*	*65,000*
Total	1,457,393	1,522,768	1,543,171	1,594,460	1,606,354	1,615,260	1,610,260

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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	714,890	719,364	719,200	719,200
Supplies	115,340	115,340	109,540	104,540
Services	7,900	7,900	8,250	8,250
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	3,800	3,800	4,980	4,980
Energy & Utility	-	-	-	-
Total	841,930	846,404	841,970	836,970

* 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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Library Services	810,680	812,860	814,990	809,990
Grants	2,500	4,794	2,000	2,000
Donations	16,750	16,750	12,480	12,480
User Fees	12,000	12,000	12,500	12,500
Subtotal: Special Revenue Funds	*31,250*	*33,544*	*26,980*	*26,980*
Total	841,930	846,404	841,970	836,970

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 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	-	-	-	-
Total	10.64	10.64	10.64	10.64

Budget Commentary

The overall FY 13 expenditures are expected to come in $4,474 over budget or 0.5% due to Personal Services related to the retirement of the Head of Reference and Technical Services. The FY 14 General Fund budget reflects an increase of $4,310 or 0.5% primarily due to Personal Services.

Council Action

During budget deliberations, the Town Council reduced funding for lending materials and supplies by $5,000.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More *$395,780*

- Select, acquire and catalog 7,500 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 2,600 telephone renewals, manage 13,000 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 144 magazines and daily newspapers
- Provide access and assistance to computers and printers for word processing, photocopiers and fax at a modest charge.

Information,Research and Referral *$349,410*

- 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 30 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 59 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 *$91,780*

- 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, brochures library website and social media
- Provide meeting space for library and community programs, quiet study use and small group meetings. The five main library meeting rooms are booked approximately 3,000 times over the course of the year, accommodating nearly 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

	FY 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	24,540	24,540	25,090	25,090
Supplies	22,160	22,160	22,160	22,160
Services	80,990	80,990	85,880	85,880
Maintenance & Repair	20,080	20,080	20,080	20,080
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	106,610	105,070	107,890	107,890
Total	254,380	252,840	261,100	261,100

* 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.

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	244,380	242,840	251,100	251,100
Grants	-	-	-	-
Donations	-	-	-	-
User Fees	10,000	10,000	10,000	10,000
Subtotal: Special Revenue Funds	*10,000*	*10,000*	*10,000*	*10,000*
Total	254,380	252,840	261,100	261,100

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.79	0.79	0.79	0.79
Temporary/Seasonal Employees	-	-	-	-
Total	0.79	0.79	0.79	0.79

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $1,540 or 0.6% due to electricity savings. The overall FY 14 budget reflects an increase of $6,720 or 2.6% as compared to the FY 13 budget due to contractual services, natural gas and water.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance *$261,100*

- 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 printers, 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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	240,320	239,890	246,560	246,560
Supplies	35,320	44,920	33,820	33,820
Services	9,380	9,380	13,370	13,370
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	1,480	1,480
Energy & Utility	-	-	-	-
Total	285,020	294,190	295,230	295,230

* 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	273,770	273,340	280,010	280,010
Grants	3,000	7,800	4,500	4,500
Donations	5,750	5,750	6,720	6,720
User Fees	2,500	7,300	4,000	4,000
Subtotal: Special Revenue Funds	*11,250*	*20,850*	*15,220*	*15,220*
Total	285,020	294,190	295,230	295,230

Personnel Requirements

	FY 2013		FY 2014	
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 overall FY 13 expenditures are expected to come in $9,170 over budget or 3.2% due to a NewAlliance Foundation Grant and special revenue expenditures for supplies to satisfy the matching requirement. The FY 14 budget reflects an increase of $10,210 or 3.6% as compared to the FY 13 budget due to Personal Services and program and equipment purchases funded by the Windsor Library Association and a Connecticard Grant.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More *$132,560*

- Select, purchase, catalog and process 3,000 children's items and ensure the collection is accurate, current and in good condition
- Continue to reorganize materials in ways that make it easier for patron access.

Information, Research and Referral *$99,790*

- 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 over 10,000 patrons in Kidspace with computers that give them access to the library's catalog, word processing, Internet and educational games.

Cultural and Recreational Events/Programs *$62,880*

- Provide over 150 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
- Coordinate with the Windsor Public Schools to teach all of their fourth grade students and kindergarteners about library resources as they tour the library each year. Partner with the schools on a library card drive.

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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	143,350	143,140	146,980	146,980
Supplies	26,780	26,110	26,780	26,780
Services	12,810	13,480	12,310	12,310
Maintenance & Repair	5,950	5,950	4,150	4,150
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	2,000	4,300	4,300
Energy & Utility	22,240	22,240	22,440	22,440
Total	213,130	212,920	216,960	216,960

* 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	200,330	200,120	204,160	204,160
Grants	-	-	-	-
Donations	7,300	7,300	4,800	4,800
User Fees	5,500	5,500	8,000	8,000
Subtotal: Special Revenue Funds	*12,800*	*12,800*	*12,800*	*12,800*
Total	213,130	212,920	216,960	216,960

Personnel Requirements

	FY 2013		FY 2014	
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 overall FY 13 expenditures are expected to come in slightly under budget. The General Fund FY 14 budget reflects an increase of $3,830 or 1.9% as compared to the FY 13 budget due to Personal Services. Two tables and a public computer will be replaced with copy machine special revenues and donations from the Windsor Library Association.

WILSON BRANCH SERVICES

Products & Services

Books and More *$85,920*

- 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 3,200 bestsellers, paperbacks, high-interest factual titles and audiovisual materials.

Information, Research and Referral *$38,700*

- 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 *$45,860*

- Provide cultural enrichment programs for adults and children
- Operate a tutoring program to reach 60 children three afternoons each week during the school year
- Offer 12 new intergenerational programs that are family focused.

Building Security and Maintenance *$46,480*

- 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 2013 Highlights

Thanks to a generous donation from the Michaels family, the main library purchased four Kindles: one Fire, one Fire HD and two Paperwhites. Combined with two Sony BookReaders donated by the Windsor Library Association, there are six ereaders available, each for a three week loan. Classes were held throughout the winter to teach patrons how to download electronic books from the library's on-line collection onto these or their own devices. Currently, there are over 15,000 ebooks available to Windsor patrons.

An exploration station was introduced in the Children's Department for children and their caregivers to discover a new science topic each month. "Insects" was one topic where families were able to look at a stag beetle, a cocoon and a piece of a honeycomb using a magnifying glass. Children created clay casts of a dragonfly, designed their own insects—complete with specimen cards, read related books and added entries to an insect journal.

A fire suppression sprinkler system was installed at the Wilson Branch Library with funds from the Windsor Library Association. This safety feature to the 1965 building completes a Community Block Development Grant renovation project that included a geothermal HVAC system, energy efficient replacement windows and a vestibule with a fireproof interior book drop.

A volunteer recognition luncheon was held in November to recognize the nearly two dozen people who donate their time and talent to the library. Together, the main library and the Wilson branch received nearly 4,000 hours of volunteer help this year. Volunteers have become an integral part of the successful operation of both libraries.

The teen department created a blog: **windsorpubliclibraryteens.wordpress.com** where readers can find photo updates from the teen areas as well as book reviews and recommendations written by teens. Young adult reading time grew over 75% this past year, a trend that is occurring nationwide.

A new playgroup at the Wilson branch attracted 15 or more people each week. Youngsters and their caregivers enjoyed songs and stories in the new children's room.

The Windsor Public Library, in partnership with the Windsor Public Schools and Northwest Park, received a $4,800 grant from the NewAlliance Foundation for a summer reading initiative. Twenty first graders will participate in a 6-week summer 2013 program to improve reading skills. The children will spend three weeks at Northwest Park receiving formal literacy instruction for half of the day and participating in nature activities for the other half of the day. In addition to learning about nature, the environmental education portion of the day is intended to increase vocabulary and enhance background knowledge. On weeks when children are not attending camp, families will participate in literacy programs at the library. As part of the initiative, children will receive books and an electronic reading system (LeapFrog Tag).

Teen Librarian, Andrea Ingala and Branch Manager, Amy McCue served on a select committee with other public library and school personnel from across the state to expand the existing Connecticut Nutmeg Book Award program. They produced the first ever high school book list and added a new component to the award program specifically designed for teen readers.

LIBRARY SERVICES

Key Statistics	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Target
Volunteer hours per week	93	80	76	79	80
Total circulation of items	308,463	303,369	307,693	302,000	303,000
Circulation per capita	10.69	10.51	10.6	10.4	10.43
Library visits	268,443	221,934	256,621	266,000	270,000
Computer users	67,824	60,547	56,920	57,500	58,000
External visits to library webpage	146,038	151,996	151,117	151,000	152,000

Performance Measures	FY 2012 Actual	FY 2013 Target	FY 2013 Estimate	FY 2014 Target
Volunteer hours per week is more than the statewide average	Windsor 0.13 Statewide 0.07	0.17	0.14	0.14
Circulation per capita exceeds statewide average	Windsor 10.6 Statewide 8.94	10.54	10.4	10.43
Library visits per capita exceed statewide average	Windsor 2.0 Statewide 1.36	2.2	1.98	2.00
Computer users exceed the statewide average	Windsor 2.0 Statewide 1.36	2.2	1.98	2.00

Note: Windsor's population of 29,044 and statewide per capita numbers from Connecticut Public Library Annual Report 2010/2011

A fun fact about the value of our services…

You can leave your library card at home and still check out materials. Simply store your card's barcode onto your Smartphone and a scanner at the self-check terminal will read the number, access your account and check out your items.

LIBRARY SERVICES

FY 2014 Goals

1. Work with area library staff within our 27 member consortium to implement new ILS (integrated library system). Prepare for potential migration of collection to a new system, schedule/attend staff training and explore options for most effective way to introduce a new ILS and create minimal disruption to library users. Migrate to new ILS by June 2014.

2. Reference, Technical Service and Children's Department staff will meet and train with area library staff to adopt Library of Congress' new RDA (Resource Description and Access) cataloguing conventions. RDA will encompass more formats, provide more information and will offer library users greater access to current and emerging technologies. Expand use of public access catalog by 10%.

3. Expand multi-year technology plan to include future software and hardware needs.

4. Partner with staff from the Windsor Public Schools and other town departments to identify at least two new collaborative initiatives that will strengthen literacy and foster academic achievement by September 2013.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
2501	Library Copy Machine Fund	23,582	10,000	10,000	23,582	12,000	15,000	20,582
2502	Windsor Library Association Grant	11,015	1,800	1,800	11,015	1,800	-	12,815
2503	Main Library Non-Print Materials	27,706	14,500	19,300	22,906	14,000	14,000	22,906
2504	Wilson Library Non-Print	6,888	5,500	5,500	6,888	5,000	5,500	6,388
2505	Connecticard	15,216	3,000	3,000	15,216	3,500	4,500	14,216
2507	Cary Nearing Book Project	13,825	-	5,000	8,825	-	3,000	5,825
2509	State Library Grant	3,950	2,500	2,500	3,950	1,200	2,000	3,150
2510	Hartford Foundation Grant	2,294	-	2,294	-	-	-	-
2511	NewAlliance Foundation Grant	-	4,800	4,800	-	-	-	-
N/A	Library Association Donation***	-	23,000	23,000	-	21,000	21,000	-
		104,476	**65,100**	**77,194**	**92,382**	**58,500**	**65,000**	**85,882**

***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.

#2511 - New Alliance Foundation Grant - Revenues are from a one-time grant source to be used to support a literacy program for struggling elementary school age children.

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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,523,329	1,612,570	1,574,180	1,650,620	1,650,620
Supplies	16,340	10,845	10,090	11,030	11,030
Services	90,020	100,185	343,800	101,150	101,150
Maintenance & Repair	3,535	5,600	7,350	5,600	5,600
Grants & Contributions	1,900	600	600	600	600
Capital Outlay	-	-	-	-	-
Energy & Utility	24,239	22,480	26,750	24,330	24,330
Total	1,659,363	1,752,280	1,962,770	1,793,330	1,793,330

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Development Services	1,636,050	1,730,830	1,692,070	1,772,080	1,772,080
Special Revenue Funds	4,913	3,050	252,300	2,850	2,850
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400
Subtotal: Other Funds	*23,313*	*21,450*	*270,700*	*21,250*	*21,250*
Total	1,659,363	1,752,280	1,962,770	1,793,330	1,793,330

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	15.95	16.00	15.70	16.00	16.00
Regular Part Time Employees	0.09	-	-	-	-
Temporary/Seasonal Employees	0.51	1.01	0.60	0.84	0.84
Total	16.55	17.01	16.30	16.84	16.84

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $210,490 or 12.0%. This is due to the receipt and expenditure of a $250,000 grant received by the Planning Department. The FY 13 General Fund expenditures are expected to be under budget by $38,760 or 2.2% and are attributable to savings in Personal Services. The overall FY 14 budget reflects an increase of $41,050 or 2.3% as compared to the FY 13 budget due to increased costs in Personal Services. The FY 14 General Fund budget reflects an increase of $41,250 or 2.4% for the same reason.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,504,929	1,594,170	1,555,780	1,632,220	1,632,220
Supplies	14,092	10,845	10,090	11,030	11,030
Services	89,255	97,735	92,100	98,900	98,900
Maintenance & Repair	3,535	5,600	7,350	5,600	5,600
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	24,239	22,480	26,750	24,330	24,330
Total	1,636,050	1,730,830	1,692,070	1,772,080	1,772,080

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	18,400	18,400	18,400	18,400	18,400
Supplies	2,248	-	-	-	-
Services	765	2,450	251,700	2,250	2,250
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	1,900	600	600	600	600
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	23,313	21,450	270,700	21,250	21,250

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,523,329	1,612,570	1,574,180	1,650,620	1,650,620
Supplies	16,340	10,845	10,090	11,030	11,030
Services	90,020	100,185	343,800	101,150	101,150
Maintenance & Repair	3,535	5,600	7,350	5,600	5,600
Grants & Contributions	1,900	600	600	600	600
Capital Outlay	-	-	-	-	-
Energy & Utility	24,239	22,480	26,750	24,330	24,330
Total	1,659,363	1,752,280	1,962,770	1,793,330	1,793,330

DEVELOPMENT SERVICES
Budget Information
Fiscal Year 2010-2014

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,480,018	1,551,873	1,523,329	1,612,570	1,574,180	1,650,620	1,650,620
Supplies	11,002	9,717	16,340	10,845	10,090	11,030	11,030
Services	87,185	105,515	90,020	100,185	343,800	101,150	101,150
Maintenance & Repair	1,504	6,821	3,535	5,600	7,350	5,600	5,600
Grants & Contributions	-	-	1,900	600	600	600	600
Capital Outlay	-	1,841	-	-	-	-	-
Energy & Utility	17,266	20,420	24,239	22,480	26,750	24,330	24,330
Total	1,596,975	1,696,187	1,659,363	1,752,280	1,962,770	1,793,330	1,793,330

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

Funding Sources

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

Funding Source	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund	1,567,262	1,674,188	1,636,050	1,730,830	1,692,070	1,772,080	1,772,080
Transfer in from General Fund - Fund Balance	6,283	-	-	-	-	-	-
Total	1,573,545	1,674,188	1,636,050	1,730,830	1,692,070	1,772,080	1,772,080
Special Revenue Funds	5,030	3,599	4,913	3,050	252,300	2,850	2,850
Charges to Landfill Enterprise Funds	18,400	18,400	18,400	18,400	18,400	18,400	18,400
Subtotal: Other Funds	*23,430*	*21,999*	*23,313*	*21,450*	*270,700*	*21,250*	*21,250*
Total	1,596,975	1,696,187	1,659,363	1,752,280	1,962,770	1,793,330	1,793,330

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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	536,970	535,710	551,610	551,610
Supplies	3,775	3,770	3,930	3,930
Services	24,475	24,490	24,490	24,490
Maintenance & Repair	3,800	3,800	3,800	3,800
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	11,530	11,530	12,400	12,400
Total	580,550	579,300	596,230	596,230

* 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	580,550	579,300	596,230	596,230
Special Revenue Funds	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	580,550	579,300	596,230	596,230

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	6.00	6.00	6.00	6.00

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $1,250 or 0.2%. This is primarily due to savings in Personal Services. The FY 14 budget reflects an increase of $15,680 or 2.7% as compared to the FY 13 budget due to increased cost in Personal Services.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm Losses *$566,420*

- Conduct more than 4,300 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 *$29,810*

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

ECONOMIC DEVELOPMENT

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

Expenditures

Expenditures by Category *	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	166,450	160,000	169,650	169,650
Supplies	420	420	420	420
Services	28,880	28,880	28,890	28,890
Maintenance & Repair	-	1,750	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,010	4,910	1,000	1,000
Total	196,760	195,960	199,960	199,960

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

Funding Sources

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

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Development Services	196,760	195,960	199,960	199,960
Special Revenue Funds	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	196,760	195,960	199,960	199,960

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.16	0.04	0.16	0.16
Total	1.16	1.04	1.16	1.16

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $800 or 0.4%. The projected increased utility expense in FY 13 is for the building at 55 Mechanic Street which is slated to be removed in FY 14. The FY 14 budget reflects an increase of $3,200 or 1.6% as compared to the FY 13 budget due to increased Personal Services.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion *$59,990*

- 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 existing businesses
- Recognize existing businesses for their contribution to the town
- Partner with First Town Downtown and the Windsor Chamber of Commerce to continually improve the business climate in Windsor.

Economic Development Planning & Redevelopment *$89,980*

- 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 *$49,990*

- 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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	377,930	357,400	390,050	390,050
Supplies	3,550	2,800	3,580	3,580
Services	27,180	273,780	28,120	28,120
Maintenance & Repair	200	200	200	200
Grants & Contributions	600	600	600	600
Capital Outlay	-	-	-	-
Energy & Utility	2,540	2,510	2,530	2,530
Total	412,000	637,290	425,080	425,080

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

Funding Sources

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

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	408,950	384,990	422,230	422,230
Special Revenue Funds	3,050	252,300	2,850	2,850
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	*3,050*	*252,300*	*2,850*	*2,850*
Total	412,000	637,290	425,080	425,080

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	3.70	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	3.70	4.00	4.00

Budget Commentary

The FY 13 overall expenditures are $225,290 or 54.7% over budget due to the receipt and expenditure of a $250,000 transit oriented development (TOD) planning grant in a special revenue account. The FY 13 General Fund expenditures are expected to come in under budget by $23,960 or 5.9% due to two partial year vacancies. The FY 14 overall budget reflects an increase of $13,080 or 3.2% as compared to the FY 13 budget due to Personal Services.

PLANNING

Products & Services

Plan Review & Design Development *$ 272,050*

- 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 *$46,760*

- 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 *$106,270*

- 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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	531,220	521,070	539,310	539,310
Supplies	3,100	3,100	3,100	3,100
Services	19,650	16,650	19,650	19,650
Maintenance & Repair	1,600	1,600	1,600	1,600
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	7,400	7,800	8,400	8,400
Total	562,970	550,220	572,060	572,060

* 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 14 budgeted at $18,400.

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	544,570	531,820	553,660	553,660
Special Revenue Funds	-	-	-	-
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	562,970	550,220	572,060	572,060

Personnel Requirements

	FY 2013		FY 2014	
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	0.56	0.68	0.68
Total	5.85	5.56	5.68	5.68

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $12,750 or 2.3%. This is primarily due to savings in Personal Services related to a decrease in intern position hours and estimated savings in contractural services for consultant drainage reviews. The FY 14 budget reflects an increase of $9,090 or 1.6% as compared to the FY 13 budget due to increased cost in Personal Services. This increase has been slightly offset by the proposed reduction in hours allocated for the engineering intern position.

DESIGN SERVICES

Products & Services

Road Improvements *$171,600*

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

Professional and Technical Advice *$85,800*

- 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 Department of Energy and Environmental Protection (DEEP) regulatory compliance.

Information Services *$57,200*

- Provide data and information for Geographic Information System 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 *$84,600*

- 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 *$114,420*

- 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.

Flood Plain Management *$11,440*

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

Traffic Calming *$28,600*

- 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 2013 Highlights

Building Safety

During FY 13, Building Safety oversaw the following major new construction projects:

- 99 International Drive - Dollar Tree, warehouse distribution center - 1,003,172 square feet
- 55 Helmsford Way - ISO New England, 2-story backup control center - 58,818 square feet
- 175 Great Pond - WB Myer, building expansion - 78,772 square feet

Building Safety also inspected approximately 150,000 square feet of renovations and new tenant fit-outs at several commercial properties.

Fifteen new homes were either completed or are under construction in FY 13.

On-line permit applications continue to increase relative to office traffic. Approximately 50% of permit applications are completed using the online form. The success of electronic communication and data collection further enhances customer support.

The staff maintains a high level of public education with seventy formal fire prevention education programs and fire extinguisher training presented at community events, schools, and businesses.

The Fire Marshal's Office, in conjunction with the Building Department, helped to conduct required building inspections for a number of the multi-family residences in town which included following up with property owners to address potential hazards. More than 25 multi-family residences now have basements that are protected by fire sprinkler systems, greatly reducing the risk of life and property loss due to fire.

The Fire Marshal's Office partnered with the Windsor Police Department to facilitate joint fire investigation training. This cooperation has led to 2 detectives becoming certified as fire investigators and one officer becoming certified as a deputy fire marshal.

Economic Development

The Economic Development Commission, in partnership with the Chamber of Commerce, presented a program for Windsor businesses regarding improvements to the transportation system.

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

Design Services

Engineering completed the in-house design for the rehabilitation of a portion of Day Hill Road. An in-house design of the FY13 phase of the multi-year program to provide circulation enhancements throughout the Day Hill Road Corridor was also completed. Engineering also managed the town-wide Athletic Field Master Plan project that will serve to help direct the community's future athletic field programmatic decisions and capital improvement planning.

Construction of the Harvey Road and Hillcrest Road rehabilitation project was completed in FY 13. The design of the Prospect Hill Road Reconstruction, Phase I Project progressed towards the advertisement/construction phase. Approximately $1,000,000 in additional grant funds were secured for the Prospect Hill Road project.

Engineering continued to assist other departments, such as the Recreation Department, in preparing and administering construction contracts for park improvements.

FY 2013 Highlights (continued)

Planning

In FY 13, the Planning Department, Inland Wetlands and Watercourses Commission, and Town Planning and Zoning Commission (TPZC) reviewed approximately 90 applications. Although these applications were mostly special uses and minor site plan revisions that did not involve the construction of new square footage, the TPZC approved approximately 148,900 square feet of new commercial/industrial space. The major projects reviewed included:

- Subdivision and site plan approvals for the first phase of the Great Pond Village development
- Revisions to a site plan for a 78,700 square feet addition to the WB Meyer warehouse located at 175 Great Pond Drive
- Site plan approval for a 70,200 square feet backup control center for ISO New England located at 55 Helmsford Way
- Approval of the design development project known as the Villages at Poquonock which included a 79 lot subdivision and the approval of a total of 296 dwelling units.

The Planning Department, with the assistance of a consulting team funded by a $250,000 grant from the Connecticut Department of Transportation, initiated the Windsor Center Transit Oriented Development Planning and Facilitation Program, which will be incorporate into the Plan of Conservation and Development (POCD). The TPZC plans to complete the review of all remaining POCD chapters by early FY 15.

Development Services

Key Statistics	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Target
Number of participants in Engineering community / neighborhood project meetings	60	NA	46	40	20
Total value of construction Engineering projects awarded	$1,287,000	$683,429	$1,371,000	$1,890,000	$4,470,000
Total construction value of building permits issued	$76,261,429	$48,760,780	$32,801,790	$107,000,000	$28,000,000
Building permit fees collected *	$960,560	$614,640	$406,840	$1,100,000	$411,650
Existing business visits by Economic Development staff	50	20	25	28	35
Prospective business contacts made	15	12	16	18	20
Fees in-lieu of open space collected	$4,000	$4,000	$7,000	$10,000	$4,000
Acres of open space preserved	8	75	0	77	22
Dwelling units approved by TPZC	7	88	0	776	10
Non-residential floor area approved by TPZC (square feet)	8,580	49,352	1,051,072	148,900	10,000
IWWC & TPZC Applications	125	129	79	90	90

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

Performance Measures	FY 2012 Actual	FY 2013 Target	FY 2013 Estimate	FY 2014 Target
Value of change orders as a % of original contract	2.6%	7%	5%	5%
Percentage of residential permits requesting follow-up inspections ensuring safety and code compliance of completed project	85%	90%	85%	90%
Percentage of residential permit holders that respond to a follow-up letter or phone call for safety and code compliance of completed project	65%	75%	65%	70%
Voluntary compliance or resolution of building & zoning violations	95%	95%	95%	95%
Number of False Fire Alarms	204	75	210	100
Number of fire and life safety programs conducted by Fire Marshal's Office	71	75	70	80
Households signed up for green energy	11	20	10	10

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

Since 2010, approximately 5 tons of trash and recyclables have been collected along major roads throughout town and the banks of the Connecticut River as a result of community clean-up events coordinated by the department.

DEVELOPMENT SERVICES

FY 2014 GOALS

1. The Fire Marshal's Office will continue to work on a prioritized inspection schedule to bring Windsor into compliance with the state inspection schedule requirements. The Fire Marshal's Office will focus on high hazard properties first and then work towards a fully compliant inspection schedule by FY 17

2. Building Safety will 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. Building Safety will continue to research all archived commercial building plans to ensure all are catalogued correctly in the database and properly dispose of superseded plans

4. Support implementation of transportation strategies for the Windsor corporate area and Transit Oriented Development strategies for Windsor Center

5. Complete the update of the 2004 Plan of Conservation and Development for adoption in early FY15

6. Help facilitate the implementation of the first phase of the Great Pond Village development

7. Begin the construction of the Prospect Hill Road, Phase 1 Project

8. Begin the design of the Prospect Hill Road, Phase 2 Project

9. Begin the design of the Pigeon Hill Road, Poquonock Avenue to Lamberton Road, Rehabilitation Project

10. Begin the design of Stone Road Improvements in the vicinity of Winterwood Road south to the town line.

SPECIAL REVENUE FUNDS

DEVELOPMENT

		FY 2013				FY 2014		
Project #	Project Name	Beginning Balance (7/1/12)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/13)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/14)
1704	Wetlands Inventory Grant	694	-	200	494	-	-	494
1705	Wetlands Account	2,666	-	-	2,666	-	-	2,666
1706	Energy Task Force Fund	4,681	-	-	4,681	-	750	3,931
1707	Earth Day	549	2,100	2,100	549	2,100	2,100	549
1721	Fire Safety Computer Grant	252	-	-	252	-	-	252
1975	Transit Oriented Development Plan	-	250,000	250,000	-	N/A	N/A	N/A
		8,842	**252,100**	**252,300**	**8,642**	**2,100**	**2,850**	**7,892**

#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.

#1975 - Transit Oriented Development (TOD) Plan- This fund is from a grant from the Connecticut Department of Transportation to be used for the Windsor Center Transit Oriented Development Planning and Facilitation Program.

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 2012	FY 2013		FY 2014	
Expenditures by Category *	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	176,221	177,620	179,180	181,080	181,080
Supplies	1,467	1,200	1,150	1,200	1,200
Services	196,283	325,000	395,000	286,550	286,550
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	700	700	700
Total	374,571	504,520	576,030	469,530	469,530

* 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.

	FY 2012	FY 2013		FY 2014	
Funding Source	Actual	Budget	Estimate	Proposed	Adopted
General Fund	25,000	74,020	74,020	92,500	92,500
Windsor Library Association	20,550	-	-	-	-
Small Cities Funds	274,443	275,000	385,020	212,030	212,030
State Housing Funds	-	-	-	100,000	100,000
Loan Repayment Fund	27,000	130,500	90,000	40,000	40,000
Special Revenue Funds	-	-	-	-	-
Project Management Fees	27,578	25,000	26,990	25,000	25,000
Subtotal: Other Funds	*349,571*	*430,500*	*502,010*	*377,030*	*377,030*
Total	374,571	504,520	576,030	469,530	469,530

Personnel Requirements

	FY 2012	FY 2013		FY 2014	
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

The FY 13 expenditures are expected to come in over budget by $71,510, or 14.2%, mostly due to timing of capital projects (Barber Street Sidewalks, Fitch Court). The FY 14 General Fund budget includes a 25% increase in the Personal Services line item due to the diminished availability of grant funds for administrative expenses.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	25,000	74,020	74,020	92,500	92,500
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	25,000	74,020	74,020	92,500	92,500

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	151,221	103,600	105,160	88,580	88,580
Supplies	1,467	1,200	1,150	1,200	1,200
Services	196,283	325,000	395,000	286,550	286,550
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	700	700	700
Total	349,571	430,500	502,010	377,030	377,030

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	176,221	177,620	179,180	181,080	181,080
Supplies	1,467	1,200	1,150	1,200	1,200
Services	196,283	325,000	395,000	286,550	286,550
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	700	700	700
Total	374,571	504,520	576,030	469,530	469,530

COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2010-2014

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	174,907	170,004	176,221	177,620	179,180	181,080	181,080
Supplies	2,268	1,287	1,467	1,200	1,150	1,200	1,200
Services	492,782	446,825	196,283	325,000	395,000	286,550	286,550
Maintenance & Repair	-	-	-	-	-	-	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	291,354	-	-	-	-	-
Energy & Utility	600	600	600	700	700	700	700
Total	670,557	910,070	374,571	504,520	576,030	469,530	469,530

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

Funding Sources

Funding Source	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund	25,000	25,000	25,000	74,020	74,020	92,500	92,500
Windsor Library Association	-	-	20,550	-	-	-	-
Small Cities Funds	550,358	549,967	274,443	275,000	385,020	212,030	212,030
State Housing Funds	-	-	-	-	-	100,000	100,000
Loan Repayment Fund	63,316	307,842	27,000	130,500	90,000	40,000	40,000
Special Revenue Funds	5,550	-	-	-	-	-	-
Project Management Fees	26,333	27,261	27,578	25,000	26,990	25,000	25,000
Subtotal: Other Funds	*645,557*	*885,070*	*349,571*	*430,500*	*502,010*	*377,030*	*377,030*
Total	670,557	910,070	374,571	504,520	576,030	469,530	469,530

COMMUNITY DEVELOPMENT

Products & Services

General Administration *$182,980*

- 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 *$ 286,550*

- 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.

COMMUNITY DEVELOPMENT

FY 2013 Highlights

- Rehabilitated 23 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
- Administered the Neighborhood Assistance Act (NAA) Tax Credit Program that assisted local non-profit organizations to leverage $46,420 in donations from the corporate community
- Undertook improvements to Fitch Court Apartments which included the replacement of kitchen cabinets, hot water heaters, new entry doors and the replacement the existing heating/air conditioning system with a more energy efficient system
- Secured $187,680 from the Connecticut Energy Efficiency Fund for a new heating and cooling system at Fitch Court Apartments
- Provided 61 referrals to individuals related to housing and/or financial matters
- Maintained a revolving loan fund with a $2.5 million dollar loan portfolio
- Implemented a Housing Rehabilitation/Refinance Program which used funds made available through the American Recovery and Reinvestment Act to assist families at risk of losing their homes to foreclosure. The program was able to help four families maintain ownership of their homes
- Submitted Small Cites Community Development Block Grant application for Housing Rehabilitation Program
- Applied for funds through the Department of Economic & Community Development's Flex Fund Program.

COMMUNITY DEVELOPMENT

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS
As Of 6/30/2012

Type of Loan	Principal Balances
Amortized Payment Loans: *Housing Rehab. & Downpayment Assistance*	$367,179
Deferred Payment Loans: *Housing Rehabilitation*	1,946,339
Forgiveness Loans: *Housing Rehabilitation & Facade Improvement*	46,216
Amortized Economic Development Loans:	192,242
Sub-total	$2,551,976
Allowance for uncollectible loans	(500,000)
Loans Receivable, net	$2,051,976

Performance Measures	FY 2012 Actual	FY 2013 Target	FY 2013 Estimate	FY 2014 Target
Number of housing rehabilitation projects	25	25	23	25
Successful foreclosure intervention (new initiative)	0	4	4	0

A fun fact about the value of our services…

Since its inception the Town of Windsor's Housing Rehabilitation Program has provided financial and technical assistance to 550 homeowners.

FY 2014 Goals

1. Secure $400,000 through the Community Development Block Grant – Small Cities Program 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
3. Secure $400,000 through the Department of Economic & Community Development's "Flex" Program
4. Incorporate energy audits as a component of the Housing Rehabilitation Program
5. Participate in citizen engagement efforts through neighborhood enhancement team.

SPECIAL REVENUE FUNDS

Community Development

			FY 2013			FY 2014		
Project #	Project Name	Beginning Balance (7/1/12)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/13)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/14)
1973	Rt. 159 & Windsor Ave. Redev. Proj.	2,336	-	-	2,336	-	-	2,336
		2,336	**-**	**-**	**2,336**	**-**	**-**	**2,336**

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

PUBLIC WORKS

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

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	2,896,694	3,240,120	3,241,620	3,319,830	3,304,830
Supplies	330,773	399,760	440,100	405,400	405,400
Services	946,062	675,180	664,350	633,610	633,610
Maintenance & Repair	574,710	514,170	544,320	530,120	530,120
Grants & Contributions	-	-	-	-	-
Capital Outlay	11,311	9,000	10,800	10,000	10,000
Energy & Utility	853,147	911,550	908,450	914,820	914,820
Total	5,612,697	5,749,780	5,809,640	5,813,780	5,798,780

* 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.

Funding Source	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Public Works	4,717,595	4,989,440	4,968,450	5,036,000	5,021,000
Charges to Other Departments	85,482	78,600	85,500	85,500	85,500
Town Support for Education	128,545	130,340	130,310	131,060	131,060
Subtotal: Public Works General Fund	*4,931,622*	*5,198,380*	*5,184,260*	*5,252,560*	*5,237,560*
State Grants - Town Aid Road Improvements	142,711	235,000	235,210	215,000	215,000
Facilities Revenues	135,784	129,600	179,820	160,720	160,720
User Fees	-	-	-	-	-
Reimbursements	954	2,800	1,350	1,500	1,500
Subtotal: Special Revenue Funds	*279,449*	*367,400*	*416,380*	*377,220*	*377,220*
State Grants - LoCIP (Capital Outlay Fund)	401,626	184,000	209,000	184,000	184,000
Total	5,612,697	5,749,780	5,809,640	5,813,780	5,798,780

Personnel Requirements

Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	30.39	32.00	32.00	32.00	32.00
Regular Part Time Employees	2.15	2.15	1.90	1.90	1.90
Temporary/Seasonal Employees	2.75	3.60	4.30	4.40	3.65
Total	35.29	37.75	38.20	38.30	37.55

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $59,860 or 1.0%. This is primarily due to higher repair costs at facilities funded by special revenue accounts, greater use of the state Local Capital Improvement Program grant (LoCIP) balance and a change in accounting method for revenues and expenditures for 330 Windsor Avenue's special revenue fund. The FY 13 General Fund expenditures are expected to be under budget by $20,990 or 0.4% and is attributable to savings from streetlight, traffic signals, and natural gas costs. The overall FY 14 budget reflects an increase of $64,000 or 1.1% as compared to the FY 13 budget due to Personal Services, diesel and gasoline costs and the continuation of the revised accounting for 330 Windsor Avenue. The FY 14 General Fund budget reflects an increase of $46,560 or 0.9% primarily due to increases in Personal Services.

Council Action

During budget deliberations, the Town Council reduced funding in Parks & Grounds for seasonal employees by $15,000.

PUBLIC WORKS EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	2,814,499	3,136,880	3,153,120	3,218,550	3,203,550
Supplies	256,853	248,210	260,880	250,200	250,200
Services	380,603	332,480	297,340	310,740	310,740
Maintenance & Repair	531,483	481,820	498,560	492,570	492,570
Grants & Contributions	-	-	-	-	-
Capital Outlay	11,311	9,000	10,800	10,000	10,000
Energy & Utility	722,846	781,050	747,750	753,940	753,940
Total	4,717,595	4,989,440	4,968,450	5,036,000	5,021,000

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	71,815	92,940	78,180	90,960	90,960
Supplies	40,181	35,900	51,600	38,600	38,600
Services	16,549	1,500	530	1,500	1,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	85,482	78,600	85,500	85,500	85,500
Total	214,027	208,940	215,810	216,560	216,560

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	10,380	10,300	10,320	10,320	10,320
Supplies	33,739	115,650	127,620	116,600	116,600
Services	548,910	341,200	366,480	321,370	321,370
Maintenance & Repair	43,227	32,350	45,760	37,550	37,550
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	44,819	51,900	75,200	75,380	75,380
Total	681,075	551,400	625,380	561,220	561,220

Total Expenditures (agrees with page M-1):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	2,896,694	3,240,120	3,241,620	3,319,830	3,304,830
Supplies	330,773	399,760	440,100	405,400	405,400
Services	946,062	675,180	664,350	633,610	633,610
Maintenance & Repair	574,710	514,170	544,320	530,120	530,120
Grants & Contributions	-	-	-	-	-
Capital Outlay	11,311	9,000	10,800	10,000	10,000
Energy & Utility	853,147	911,550	908,450	914,820	914,820
Total	5,612,697	5,749,780	5,809,640	5,813,780	5,798,780

PUBLIC WORKS
BUDGET INFORMATION
Fiscal Year 2010-2014

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	2,913,756	3,037,791	2,896,694	3,240,120	3,241,620	3,319,830	3,304,830
Supplies	352,562	420,497	330,773	399,760	440,100	405,400	405,400
Services	607,002	838,583	946,062	675,180	664,350	633,610	633,610
Maintenance & Repair	567,482	611,047	574,710	514,170	544,320	530,120	530,120
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	168,137	171,389	11,311	9,000	10,800	10,000	10,000
Energy & Utility	881,459	902,747	853,147	911,550	908,450	914,820	914,820
Total	5,490,398	5,982,054	5,612,697	5,749,780	5,809,640	5,813,780	5,798,780

* 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 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund	4,936,593	5,182,777	4,717,595	4,989,440	4,968,450	5,036,000	5,021,000
Transfer in from General Fund - Fund Balance	55,920	-	-	-	-	-	-
Charges to Other Departments	63,584	78,681	85,482	78,600	85,500	85,500	85,500
Town Support for Education	122,016	103,557	128,545	130,340	130,310	131,060	131,060
Subtotal: Public Works Gen. Fund Budget	*5,178,113*	*5,365,015*	*4,931,622*	*5,198,380*	*5,184,260*	*5,252,560*	*5,237,560*
State Grants - Town Aid Road Improvements	25,212	226,328	142,711	235,000	235,210	215,000	215,000
Facilities Revenues & User Fees	118,175	190,539	135,784	129,600	179,820	160,720	160,720
Reimbursements	8,611	9,917	954	2,800	1,350	1,500	1,500
Subtotal: Special Revenue Funds	*151,998*	*426,784*	*279,449*	*367,400*	*416,380*	*377,220*	*377,220*
State Grants- LoCIP (Capital Outlay Fund)	*160,287*	*190,255*	*401,626*	*184,000*	*209,000*	*184,000*	*184,000*
Total	5,490,398	5,982,054	5,612,697	5,749,780	5,809,640	5,813,780	5,798,780

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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	873,530	866,710	891,800	876,800
Supplies	90,300	112,950	95,500	95,500
Services	12,010	14,230	12,050	12,050
Maintenance & Repair	-	1,500	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	9,350	4,100	4,200	4,200
Total	985,190	999,490	1,003,550	988,550

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

Funding Sources

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

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	852,050	867,830	870,990	855,990
Town Support for Education	130,340	130,310	131,060	131,060
Subtotal: Public Works General Fund	*982,390*	*998,140*	*1,002,050*	*987,050*
Reimbursements	2,800	1,350	1,500	1,500
Subtotal: Special Revenue Funds	*2,800*	*1,350*	*1,500*	*1,500*
Total	985,190	999,490	1,003,550	988,550

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	9.00	9.00	9.00
Regular Part Time Employees	0.90	0.80	0.80	0.80
Temporary/Seasonal Employees	3.10	3.40	3.50	2.75
Total	13.00	13.20	13.30	12.55

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $14,300 or 1.5%. This is primarily due to increased expenditures in Supplies for replacement of the playscape fall protection materials at several playgrounds. The FY 13 General Fund expenditures are expected to be over budget by $15,780 or 1.9% for the same reason. The overall FY 14 budget reflects an increase of $18,360 or 1.9% as compared to the FY 13 budget due to higher Personal Services costs. The FY 14 General Fund budget reflects an increase of $18,940 or 2.2% for the same reason.

Council Action

During budget deliberations, the Town Council reduced funding for seasonal employees by $15,000.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas *$249,570*

- 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 *$71,150*

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

Improve Turf Areas *$66,470*

- 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 *$19,650*

- 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 *$79,570*

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

Maintain Safe Playground Equipment *$67,930*

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

Maintain Medians *$35,320*

- 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 *$158,740*

- 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 *$20,310*

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

Public Property Litter *$49,960*

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

Maintain Public Trail Areas *$38,820*

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

Town Support for Education *$131,060*

- 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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	269,200	272,760	276,030	276,030
Supplies	26,800	22,900	27,950	27,950
Services	188,800	200,610	194,340	194,340
Maintenance & Repair	170,970	188,480	176,920	176,920
Grants & Contributions	-	-	-	-
Capital Outlay	1,000	2,800	2,000	2,000
Energy & Utility	268,200	290,150	289,880	289,880
Total	924,970	977,700	967,120	967,120

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

Funding Sources

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

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Public Works	716,770	712,380	720,900	720,900
Charges to Other Departments	78,600	85,500	85,500	85,500
Subtotal: Public Works General Fund	*795,370*	*797,880*	*806,400*	*806,400*
Facilities Revenues	129,600	179,820	160,720	160,720
Subtotal: Special Revenue Funds	*129,600*	*179,820*	*160,720*	*160,720*
Total	924,970	977,700	967,120	967,120

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.85	0.70	0.70	0.70
Temporary/Seasonal Employees	0.50	0.90	0.90	0.90
Total	3.35	3.60	3.60	3.60

Budget Commentary

The overall FY 13 expenditures are expected to come in over budget by $52,730 or 5.7%. This is primarily due to deck repairs and other improvements to the Freight House in town center and a change in accounting method for revenues and expenditures for 330 Windsor Avenue's special revenue fund. There are sufficient funds in these accounts for these improvements and revisions. The FY 13 General Fund expenditures are expected to be under budget by $4,390 or 0.6% and is attributable to savings in natural gas costs. The overall FY 14 budget reflects an increase of $42,150 or 4.6% as compared to the FY 13 budget primarily due to the continuation of the revised accounting for 330 Windsor Avenue. The FY 14 General Fund budget reflects an increase of $4,130 or 0.6% mostly due to Personal Services offset by savings in natural gas.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center *$241,160*

- 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 *$126,180*

- 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 *$126,100*

- 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 *$79,680*

- 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 *$137,500*

- 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 *$127,890*

- 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 330 Windsor Avenue
- 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 referendums.

Administration of Building Improvements *$128,610*

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

PAVEMENT MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	799,730	798,090	819,920	819,920
Supplies	48,000	51,510	48,300	48,300
Services	302,600	318,550	295,900	295,900
Maintenance & Repair	99,200	99,340	99,200	99,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,249,530	1,267,490	1,263,320	1,263,320

* 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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Public Works	970,530	963,490	984,320	984,320
State Grants - Town Aid Road Improvements	95,000	95,000	95,000	95,000
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*95,000*	*95,000*	*95,000*	*95,000*
State Grants - LoCIP (Capital Outlay Fund)	184,000	209,000	184,000	184,000
Total	1,249,530	1,267,490	1,263,320	1,263,320

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 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 13 expenditures are expected to come in over budget by $17,960 or 1.4%. This is primarily due to higher expenditures from the State Local Capital Improvement Program grant (LoCIP) balance. The FY 13 General Fund expenditures are expected to be under budget by $7,040 or 0.7% and is attributable to savings in Services. The overall FY 14 budget reflects an increase of $13,790 or 1.1% as compared to the FY 13 budget due to higher Personal Services costs offset by savings in Services. The FY 14 General Fund budget reflects an increase of $13,790 or 1.4% for the same reasons.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks *$216,050*

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

Localized Pavement Repairs *$166,210*

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

Pavement Preventive Maintenance *$150,820*

- Perform thin overlays and other related maintenance measures on certain street sections.

Reclaim/Mill & Repave Streets *$433,300*

- Perform milling of the street surface or pavement reclamation of the street surface and the base followed by resurfacing with hot-mix asphalt overlay on Matianuck Avenue, Windbrook Drive, Herbert Lane, Regency Drive, Mary Catherine Circle, Gary Lynn Lane, Ludlow Road, Tobey Avenue and Stinson Place.

Repair Curbing *$174,350*

- Replace damaged or worn curbing at various locations throughout town.

Repair Lawns *$87,120*

- Repair lawns damaged during snow removal.

Repair Dirt Roads *$25,470*

- 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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	252,160	252,750	259,320	259,320
Supplies	30,610	29,500	25,500	25,500
Services	32,800	21,800	32,800	32,800
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	315,570	304,050	317,620	317,620

* 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	305,570	304,050	307,620	307,620
State Grants - Town Aid Road Improvements	10,000	-	10,000	10,000
Subtotal: Special Revenue Funds	*10,000*	-	*10,000*	*10,000*
Total	315,570	304,050	317,620	317,620

Personnel Requirements

	FY 2013		FY 2014	
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

The overall FY 13 expenditures are expected to come in under budget by $11,520 or 3.7%. This is primarily due to reduced expenditures from the Town Aid Road Improvements grant. For this fiscal year, these grant funds are being used in Traffic Safety & Community Support for the guiderail replacement behind the L.P. Wilson Community Center. The FY 13 General Fund expenditures are expected to be under budget by $1,520 or 0.5% and is attributable to Supplies. The overall FY 14 budget reflects an increase of $2,050 or 0.6% as compared to the FY 13 budget due to higher Personal Services costs offset by savings in Supplies. The FY 14 General Fund budget reflects an increase of $2,050 or 0.7% for the same reasons.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins and Adjust Manholes — *$97,760*

- 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 — *$28,650*

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

Maintain Concrete Channel of Deckers Brook — *$41,680*

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

New Drainage Systems — *$47,390*

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

Maintain Stormwater Drainage Pipe — *$35,110*

- 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 — *$23,340*

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

Catch Basin Sand and Litter Removal & Inspection — *$43,690*

- Inspect and remove sand, litter and other debris from catch basins.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Traffic Safety and Community Support provides for the management of traffic safety, traffic signs, signals and pavement markings, streetlights and traffic signals, support for community events and support for elections.

Expenditures

Expenditures by Category *	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	584,510	594,590	603,350	603,350
Supplies	16,500	28,690	16,600	16,600
Services	106,820	89,660	75,520	75,520
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	500,000	467,000	469,900	469,900
Total	1,207,830	1,179,940	1,165,370	1,165,370

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

Funding Sources

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

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Public Works	1,187,830	1,149,730	1,165,370	1,165,370
State Grants - Town Aid Road Improvements	20,000	30,210	-	-
Subtotal: Special Revenue Funds	*20,000*	*30,210*	-	-
Total	1,207,830	1,179,940	1,165,370	1,165,370

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	7.00	7.00	7.00	7.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	7.00	7.00	7.00	7.00

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $27,890 or 2.3%. This is primarily due to savings in electrical and repair costs for streetlights and traffic signals. The FY 13 General Fund expenditures are expected to be under budget by $38,100 or 3.2% and is attributable to the same reasons. The overall FY 14 budget reflects a decrease of $42,460 or 3.5% as compared to the FY 13 budget due to the completion of the guiderail installation project at the rear of the L.P. Wilson Center, and the use of capital project funds for pavement markings. The FY 14 General Fund budget reflects a decrease of $22,460 or 1.9% due to lower costs for streetlights and traffic signals offset by increases in Personal Services.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings *$90,940*
- 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 *$525,340*
- 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 *$97,310*
- 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.

Guiderails *$18,420*
- Maintain and repair four miles of guiderails.

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 referendums, primaries and elections.

24-Hour Emergency Response *$39,060*
- Respond to police request to remove debris caused by motor vehicle accidents
- Remove dead animals from roads
- Respond to requests for chemical spill containment.

Traffic Engineering *$69,750*
- Perform traffic engineering investigations
- Confer with State of Connecticut Department of Transportation traffic liaison
- Review traffic impacts from proposed commercial and residential developments.

Clean Streets *$88,050*
- 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 Department of Public Works vehicles and heavy equipment and supports the town's fuel dispensing system.

Expenditures

Expenditures by Category *	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	282,560	280,190	288,180	288,180
Supplies	56,000	63,000	60,000	60,000
Services	32,150	19,500	23,000	23,000
Maintenance & Repair	244,000	255,000	254,000	254,000
Grants & Contributions	-	-	-	-
Capital Outlay	8,000	8,000	8,000	8,000
Energy & Utility	134,000	147,200	150,840	150,840
Total	756,710	772,890	784,020	784,020

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

Funding Sources

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

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Public Works	756,710	772,890	784,020	784,020
State Grants - Town Aid Road Improvements	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Total	756,710	772,890	784,020	784,020

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 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 13 expenditures are expected to come in over budget by $16,180 or 2.1%. This is primarily due to higher gasoline costs. The FY 14 budget reflects an increase of $27,310 or 3.6% as compared to the FY 13 budget due to Personal Services and fuel costs.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance *$547,710*

- 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 *$220,840*

- 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

Expenditures by Category *	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	178,430	176,530	181,230	181,230
Supplies	131,550	131,550	131,550	131,550
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	309,980	308,080	312,780	312,780

* 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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Public Works	199,980	198,080	202,780	202,780
State Grants - Town Aid Road Improvements	110,000	110,000	110,000	110,000
Subtotal: Special Revenue Funds	*110,000*	*110,000*	*110,000*	*110,000*
Total	309,980	308,080	312,780	312,780

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 FY 13 expenditures are expected to come in under budget by $1,900, or 0.6% overall. This is primarily due to savings in Personal Services. The FY 14 budget reflects an increase of $2,800, or 0.9% overall, as compared to the FY 13 budget due to Personal Services.

STORM CONTROL

Products & Services

Clear, Safe Pavement Surfaces *$312,780*

- 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 2013 Highlights

Pavement Management

Pavement, drainage and curbing were completely rehabilitated on the east-bound lanes of Day Hill Road from approximately Old Iron Ore Road to the entrance to the Day Hill Village Shoppes before Marshall Phelps Road. The construction work on this street, performed by Public Works and Design Services, included milling the existing pavement 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 versus the cost of reconstructing the street saved funding and allowed for the completion of the work in a shorter time period.

Similar work occurred on Hillcrest Road and Harvey Road. Public Works performed repair and installation of stormwater drainage and backfilling and seeding of the topsoil between the sidewalk and the new curbing. Vendors performed the pavement related work.

Street sections that were milled and paved included: Corporate Drive, Colonial Drive, Delilah Drive from Robin Road to Country Club Lane, Penncross Drive, and Craigs Road. On-going coordination with the milling and paving companies resulted in timely and efficient completion of the paving. Public Works performed the drainage improvements on these streets prior to the pavement work.

Facility Management

During this fiscal year, the high school auditorium roof replacement and interior repairs project was completed. This work included the replacement of the roof, which had partially collapsed in early 2011; replacement of the interior ceiling, which is more attractive and improves the acoustics compared to the previous ceiling, and replacement of the seating, interior walls and lighting. This project, paid for primarily from insurance proceeds, was completed under budget by the Public Building Commission.

In further efforts to reduce town facilities' energy operating costs, the town converted the source of heating fuel to natural gas at: 1) Wilson Firehouse, 2) L.P. Wilson Community Center, and 3) John F. Kennedy Elementary School. The firehouse was converted from propane, and the other two buildings were converted from heating oil. Going forward, the estimated annual operating cost savings in heating fuels from this project are $185,000. The initial payback of the project is less than a year, comparing the continuing cost savings to the cost of conversion. In addition, as a result of extending the natural gas lines to these facilities, up to 100 Windsor homeowners will be able to take advantage of an option to convert their homes to natural gas.

The town replaced three 31-year old HVAC rooftop units at the Community Center at 330 Windsor Avenue, as well as a generator to improve operations of this facility, primarily for the Caring Connection Adult Day Center. The new, modern HVAC units are approximately 20% more efficient than the older, less efficient units, which will result in energy savings for the facility. The installation of a generator will meet the operational needs of the Caring Connection and the building as a whole.

Additional projects completed in FY 13 included: Poquonock School heating system project, the Wilson Library fire protection project, as well as designs for the Oliver Ellsworth Elementary School roof replacement, the L.P. Wilson Community Center roof replacement (south end), and the Oliver Ellsworth School main office redesign. Further, the wooden guiderail at the rear of the L.P. Wilson Center was completely replaced with a new, heavier-duty wood rail.

Parks & Grounds Improvements

Recreation, public works, design services and Board of Education staff coordinated their efforts to complete the upgrade to the varsity baseball field at the High School. This included replacing and regrading the infield, building formal dugouts for the field, replacing and augmenting the irrigation system, installing fencing, and other related field improvements.

In partnership with the Windsor International Little League, improvements were made in Welch Park. Recreation, public works and design services worked with the little league in replacing the concession stand building, replacing the electrical service, and providing sewer services to the facility.

PUBLIC WORKS

A new horseshoe complex was constructed at Sharshon Park. This multi-department effort included constructing 12 horseshoe pits, installing fencing, signage, benches, stone dust around the pits, lighting at the site, and a water service at the facility. Topsoil and grass seed installation also occurred.

Funding was provided by the local Rotary Club to purchase new trees for Washington Park. Public Works coordinated this effort with the Rotary Club to replace trees destroyed during Storm Alfred.

Cul-de-sac islands and medians were maintained throughout the town. In addition, some islands were reconstructed. The redesign were done in coordination with the adjacent residents. These included, Penncross Circle, Fairway Circle, and Harvest Lane. These beautification efforts were greatly appreciated by the neighbors.

Stormwater Management

Stormwater system repairs and maintenance work occurred at: Deckers Brook, Willowcrest Drive, Welch Park, Kennedy School and on various town streets. Drainage improvements were performed on all of the streets prior to milling and paving.

PUBLIC WORKS

Key Statistics	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Target
Number of working days to complete spring street sweeping	25	27	32	25	25
Number of working days lost for weather & special events during street sweeping	3	8	7	5	5
Number of stormwater ponds maintained per year	4	3	4	4	3
Number of catch basins cleaned	1,600	100	3,200	1,100	1,500
Number of trees trimmed and/or removed	200	125	390	285	200

Performance Measures	FY 2012 Actual	FY 2013 Target	FY 2013 Estimate	FY 2014 Target
Percent of center-lines on pavement re-marked (painted) in accordance with the schedule	100%	100%	100%	100%
Percent of catch basins cleaned in accordance with the schedule	210%	100%	75%	100%
Percent of storm water ponds maintained in accordance with the schedule	130%	100%	130%	100%
Percent of total street name signs installed that conform with the retro-reflectivity standards (multi-year goal of 100% completion)	94%	95%	99%	100%
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…

Improvements were made at all of the Windsor Public School playgrounds prior to September 2012 to incorporate the elementary school realignment. This meant moving playscapes to better fit the age groups at the schools, along with drainage improvements and beautification efforts at these facilities.

PUBLIC WORKS

FY 2014 Goals

1. Continue to refine the long-term asset management plan for street pavement with increased focus on pavement preventive maintenance
2. Continue to investigate methods to reduce facility energy costs for town buildings and schools
3. Continue to implement the tree planting program with emphasis on replanting the urban forest in areas where trees were previously removed
4. Coordinate with facility/school users and manage contractors to complete the roof replacements at Oliver Ellsworth Elementary School and the L.P. Wilson Community Center
5. Identify, analyze and implement revisions to the curbside recycling program
6. Further implement the storm water management and repair plan, including the multi-year effort to improve Deckers Brook.

SPECIAL REVENUE FUNDS

Public Works

		FY 2013				FY 2014		
Project #	Project Name	Beginning Balance (7/1/12)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/13)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/14)
1980	Stony Hill School	2,336	4,900	4,050	3,186	4,900	4,050	4,036
2014	330 Windsor Avenue Maintenance	38,185	122,950	116,480	44,655	122,950	114,270	53,335
4003	Archer Road Maintenance	50,843	-	-	50,843	-	-	50,843
4009	Town Aid Road Improvements	388,366	202,200	235,210	355,356	202,200	215,000	342,556
4010	East Granby Road Maintenance	40,000	-	-	40,000	-	-	40,000
4012	Local Cap. Improve. - Recording Fees	44,072	15,180	-	59,252	15,400	-	74,652
4018	Veterans Cemetery	15,832	2,800	1,350	17,282	2,700	1,500	18,482
4100	Rental Revenue (Properties)	2,184	15,000	17,070	114	14,500	13,700	914
4101	Train Station/Freight House	167,501	6,170	42,220	131,451	6,170	28,700	108,921
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		755,020	**369,200**	**416,380**	**707,840**	**368,820**	**377,220**	**699,440**

#1980 - Stony Hill School - This is a former one-room school house on Windsor Avenue near the intersection of Hillcrest Road. This historical structure is maintained by the Department of Public Works. It is currently rented out for yoga classes. Funds are used to pay all expenses associated with the maintenance of this facility.

#2014 - 330 Windsor Avenue Maintenance - This revolving fund is used for repair and maintenance at the facility. Revenues are received from the Caring Connection, Recreation Department and the Chinese Restaurant on site. 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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	339,643	347,180	349,160	352,370	352,370
Supplies	66,210	77,770	76,090	75,570	75,570
Services	98,069	130,690	125,870	95,800	95,800
Maintenance & Repair	10,182	12,220	11,620	13,420	13,420
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,329	3,350	3,350	3,650	3,650
Total	517,433	571,210	566,090	540,810	540,810

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Info. Services	411,239	425,420	424,420	443,180	441,180
Other General Fund Accounts	52,330	58,000	51,500	52,000	52,000
Subtotal: Info. Services Gen. Fund	*463,569*	*483,420*	*475,920*	*495,180*	*493,180*
Grants	13,084	6,500	6,500	6,500	6,500
User Fees	22,780	63,290	65,670	21,130	23,130
Subtotal: Special Revenue Funds	*35,864*	*69,790*	*72,170*	*27,630*	*29,630*
Other Funds	18,000	18,000	18,000	18,000	18,000
Total	517,433	571,210	566,090	540,810	540,810

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00	3.00
Regular Part Time Employees	1.10	1.10	1.10	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-	-
Total	4.10	4.10	4.10	4.10	4.10

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $5,120 or 0.9%. This is primarily due to lower copier maintenance costs. The FY 13 General Fund expenditures are expected to be under budget by $1,000 or 0.2%. The overall FY 14 budget reflects a decrease of $30,400 or 5.3% as compared to the FY 13 budget due primarily to the one time expenditure from special revenues for the conversion of the probate vault to the towns permanent archival vault. The FY 14 General Fund budget reflects an increase of $17,760 or 4.2% due primarily to the addition of the citizen participation and customer response software.

Council Action

During budget deliberations, the Town Council reduced $2,000 for Town Clerk office supplies and increasing the use of Special Revenue Fund program user fees.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	334,728	343,450	343,050	342,640	342,640
Supplies	17,213	20,070	21,390	23,270	21,270
Services	48,983	48,330	47,010	63,500	63,500
Maintenance & Repair	6,986	10,220	9,620	10,120	10,120
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,329	3,350	3,350	3,650	3,650
Total	411,239	425,420	424,420	443,180	441,180

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	46,000	48,000	45,000	46,000	46,000
Services	6,330	10,000	6,500	6,000	6,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	52,330	58,000	51,500	52,000	52,000

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	4,915	3,730	6,110	9,730	9,730
Supplies	2,997	9,700	9,700	6,300	8,300
Services	42,756	72,360	72,360	26,300	26,300
Maintenance & Repair	3,196	2,000	2,000	3,300	3,300
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	53,864	87,790	90,170	45,630	47,630

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	339,643	347,180	349,160	352,370	352,370
Supplies	66,210	77,770	76,090	75,570	75,570
Services	98,069	130,690	125,870	95,800	95,800
Maintenance & Repair	10,182	12,220	11,620	13,420	13,420
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,329	3,350	3,350	3,650	3,650
Total	517,433	571,210	566,090	540,810	540,810

INFORMATION SERVICES
Budget Information
Fiscal Year 2010-2014

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	324,549	335,397	339,643	347,180	349,160	352,370	352,370
Supplies	73,555	73,944	66,210	77,770	76,090	75,570	75,570
Services	101,244	113,770	98,069	130,690	125,870	95,800	95,800
Maintenance & Repair	7,957	13,840	10,182	12,220	11,620	13,420	13,420
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	3,008	3,337	3,329	3,350	3,350	3,650	3,650
Total	510,313	540,288	517,433	571,210	566,090	540,810	540,810

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

Funding Sources

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

Funding Source	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund	404,248	428,125	411,239	425,420	424,420	443,180	441,180
Other General Fund Accounts	52,476	56,574	52,330	58,000	51,500	52,000	52,000
Subtotal: Info. Services Gen. Fund	*456,724*	*484,699*	*463,569*	*483,420*	*475,920*	*495,180*	*493,180*
Grants	16,017	11,963	13,084	6,500	6,500	6,500	6,500
User Fees	19,572	25,626	22,780	63,290	65,670	21,130	23,130
Subtotal: Special Revenue Funds	*35,589*	*37,589*	*35,864*	*69,790*	*72,170*	*27,630*	*29,630*
Other Funds	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*
Total	510,313	540,288	517,433	571,210	566,090	540,810	540,810

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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	235,840	238,360	237,920	237,920
Supplies	19,060	19,060	17,570	17,570
Services	62,980	62,940	17,220	17,220
Maintenance & Repair	12,220	11,620	13,420	13,420
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,450	2,450	2,750	2,750
Total	332,550	334,430	288,880	288,880

* 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	262,760	262,260	261,250	259,250
Other General Fund Accounts	-	-	-	-
Subtotal: Info. Services General Fund	*262,760*	*262,260*	*261,250*	*259,250*
Grants	6,500	6,500	6,500	6,500
User Fees	63,290	65,670	21,130	23,130
Subtotal: Special Revenue Funds	*69,790*	*72,170*	*27,630*	*29,630*
Other Funds	-	-	-	-
Total	332,550	334,430	288,880	288,880

Personnel Requirements

	FY 2013		FY 2014	
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 13 expenditures are expected to come in over budget by 0.6% because the record clerk's part time hours were increased to assist with land recording and records management. User fees were used to offset this expense, so it did not impact the General Fund. The overall FY 14 budget reflects a decrease of $43,670 or 13.1% as compared to the FY 13 budget due primarily to the one time expenditure from special revenues for the conversion of the probate vault to the town's permanent archival vault. The FY 14 General Fund budget reflects a decrease of $1,510 or 0.6% due primarily to the retirement of a staff member offset by salary and benefit cost increases.

Council Action

During budget deliberations, the Town Council reduced $2,000 for Town Clerk office supplies and increasing the use of Special Revenue Fund program user fees.

TOWN CLERK

Products & Services

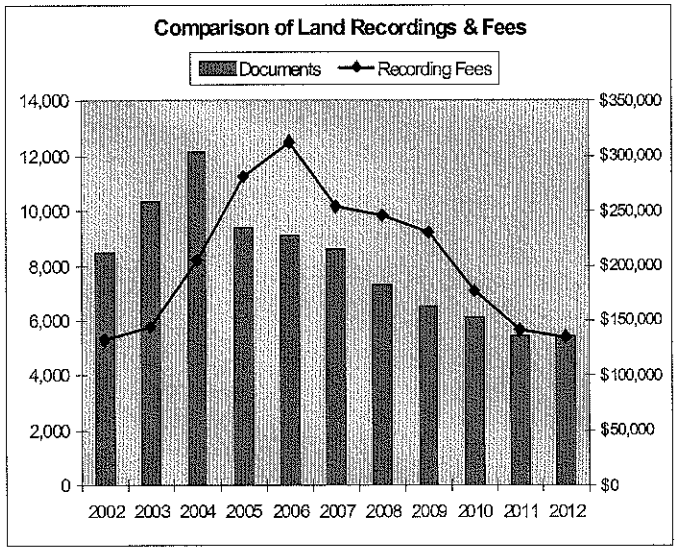
Public Records *$129,490*

- 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 *$41,530*

- 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 2002 through 2012



Elections Support *$40,150*

- 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 *$10,150*

- 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 *$67,560*

- 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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	111,340	110,800	114,450	114,450
Supplies	58,710	57,030	58,000	58,000
Services	67,710	62,930	78,580	78,580
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	900	900	900	900
Total	238,660	231,660	251,930	251,930

* 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	162,660	162,160	181,930	181,930
Other General Fund Accounts	58,000	51,500	52,000	52,000
Subtotal: Info. Services General Fund	*220,660*	*213,660*	*233,930*	*233,930*
Grants	-	-	-	-
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Other Funds	18,000	18,000	18,000	18,000
Total	238,660	231,660	251,930	251,930

Personnel Requirements

	FY 2013		FY 2014	
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 overall FY 13 expenditures are expected to come in under budget by $7,000 or 2.9% due primarily to lower copier maintenance costs. The FY 13 General Fund expenditures are expected to come in under budget by $500 or 0.3%. The FY 14 overall budget reflects an increase of $13,270 or 5.6% as compared to the FY 13 budget due to the addition of an online citizen engagement initiative and customer response software. Together, these new online features will assist in collecting ideas and feedback from residents as well as allow residents to report concerns via mobile devices.

PUBLIC RELATIONS

Products & Services

Support to Town Manager *$78,300*

- 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 *$137,830*

- Assist in maintaining Windsor's website including *Windsor E-Mail Direct, E-Gov Direct, E-Calendar Twitter* and video streaming
- Write and publish three seasonal brochures entitled "There's a lot to do in Windsor," produce an annual Citizen's Guide to the Windsor Town Budget, Budget in Brief, 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
- Encourage greater community engagement through online citizen participation and connectivity with town services.

INFORMATION SERVICES

FY 2013 Highlights

Nineteen residents completed the Citizen's Academy program marking a 25% increase in participation over past years.

Town and school officials continued to strengthen a partnership with Windsor Real Estate professionals at a gathering in the fall that included information sharing and open discussions regarding the needs of their clients.

With each Presidential election year, there is a rise in electoral participation as residents become actively involved in the democratic process. This held to be true in FY 13, as the Town Clerk's Office experienced an influx of candidate petitions, voter registrations, absentee ballots, and voter turnout. One of the more notable elections was the State Democratic Primary for the 5th Assembly District. The results initially indicated one-vote victory, which led to a recanvass and, ultimately, a lawsuit to contest the results. After weeks in court and a second court ordered recanvass, the judge ordered an Adjourned Primary to occur days before hundreds of presidential absentee ballots were due to go out. This segued into preparations for the Presidential Election by processing approximately 1,200 absentee ballots and assisting with voter registration. On election day the Clerk's office processed about 300 Presidential Ballots, which allows non-registered voters to vote for President.

Election Activity:

Voters in Windsor went to the polls seven times in 2012.

1. The FY 13 Budget Referendum passed on the first try on May 15th. Windsor residents approved the budget by a vote of 1,184 'Yes' to 1,077 'No' (12% turnout).
2. The year was full of election activity. It began with the Republican Presidential Primary in April, which had an 18% turnout. A Democratic Primary for Probate Judge was held in June and the Special Election for Probate Judge was held in August, which resulted in a 10% and 4% turnout respectively. The State Primary, also convened in August, brought out 23% of the Democratic voters and 31% of the Republicans voters. A court ordered Adjourned Democratic Primary held in October for the 5th District Assembly seat brought out 32% of the Democratic voters. Lastly, the Presidential Election in November resulted in a 77% turnout.

Land Activity & Revenues:

The Town Clerk's office took in 5,405 land recordings during fiscal year 2012, which is a slight decrease of 34 documents from the last fiscal year. The revenue generated from the land recordings is also down and is a reflection of fewer documents containing numerous pages. The conveyance revenue has seen a decrease due to the fewer transfers of property; however, the Clerk's Office is noticing an upward trend of conveyance revenues for FY 13. 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*
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*
2012	*5,405*	*$130,176*	*$146,398*	*$276,574*

The FY 13 Targeted Historic Document Grant was awarded the maximum $6,500, to address the growing need for new storage space for town records. To address this problem, the Town Clerk's office converted the former Probate vault into a permanent record center, which added an additional 967.7 cubic feet of storage space. Grant funds were utilized to purchase shelving for the vault and fund a part-time clerical aide to organize, index and scan records.

INFORMATION SERVICES

Key Statistics	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Target
Land Recordings	6,124	5,439	5,405	5,775	5,900
Dog Licenses	2,789	2,750	2,780	2,800	2,820
Birth, Death & Marriage Certificates	826	804	812	820	820
Notarized Documents	1,607	1,403	1,606	1,600	1,600
Sportsman Licenses	494	341	356	365	370
Citizen Academy Participants	15	15	15	19	20
Referendum Participation	2,805	1,950	2,263	2,100	

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…

In addition to the Town of Windsor website and *E-mail Direct* electronic notification system, you can receive timely informational updates by following us on Twitter at: @TownofWindsorCT.

FY 2014 Goals

1. Enhance the current capabilities of the new software operating system in the town clerk's office by creating a web-based access that will result in customers having access to land record images from their home or office
2. Enhance the effectiveness and efficiency of the records management program by continuing to scan and inventory archival documents that were transferred to Permanent Records Center
3. Increase online citizen participation and connectivity with town services through implementing and marketing new engagement tools.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
1304	Town Clerk Copier	87,144	33,800	58,740	62,204	15,200	17,200	60,204
1306	Historic Preservation	3,628	6,930	6,930	3,628	5,930	5,930	3,628
1308	Preservation Microfilming Grant	-	6,500	6,500	-	6,500	6,500	-
		90,772	**47,230**	**72,170**	**65,832**	**27,630**	**29,630**	**63,832**

#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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,647,067	1,791,100	1,748,860	1,833,030	1,823,030
Supplies	54,791	60,060	57,630	61,880	61,880
Services	184,994	189,990	189,400	200,350	200,350
Maintenance & Repair	8,974	48,320	50,760	51,360	51,360
Grants & Contributions	-	-	-	-	-
Capital Outlay	22,777	12,000	12,000	87,000	67,000
Energy & Utility	14,310	14,840	15,890	15,990	15,990
Total	1,932,913	2,116,310	2,074,540	2,249,610	2,219,610

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Admin. Services	1,773,588	1,970,330	1,933,090	2,079,040	2,049,040
Insurance Internal Service Fund	140,620	125,790	121,260	125,380	125,380
Enterprise Funds	18,490	18,490	18,490	18,490	18,490
Special Revenue Funds	215	1,700	1,700	26,700	26,700
Subtotal: Other Funds	*159,325*	*145,980*	*141,450*	*170,570*	*170,570*
Total	1,932,913	2,116,310	2,074,540	2,249,610	2,219,610

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	17.15	17.50	16.53	17.50	17.50
Regular Part Time Employees	0.73	1.31	1.32	1.35	1.35
Temporary/Seasonal Employees	0.95	0.51	1.09	0.55	0.55
Total	18.83	19.32	18.94	19.40	19.40

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $41,770 or 2.0%. This is primarily due to cost savings from vacancies and disabilities. The FY 13 General Fund expenditures are expected to be under budget by $37,240 or 1.9%. The overall FY 14 budget reflects an increase of $133,300 or 6.3% as compared to the FY 13 budget due primarily to Personal Services and additional capital purchases in Information Technology. The FY 14 General Fund budget reflects an increase of $108,710 or 5.5% due to the same reasons.

Council Action

During budget deliberations, the Town Council reduced health insurance funding in the Financial Accounting & Reporting section by $10,000. In addition, the Town Council reduced technology replacement funding under the Information Technology section of the budget by $20,000.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,510,424	1,675,310	1,633,650	1,713,800	1,703,800
Supplies	53,486	58,910	56,430	60,680	60,680
Services	165,735	162,850	168,110	179,060	179,060
Maintenance & Repair	8,974	48,320	49,260	49,860	49,860
Grants & Contributions	-	-	-	-	-
Capital Outlay	22,777	12,000	12,000	62,000	42,000
Energy & Utility	12,192	12,940	13,640	13,640	13,640
Total	1,773,588	1,970,330	1,933,090	2,079,040	2,049,040

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	136,643	115,790	115,210	119,230	119,230
Supplies	1,305	1,150	1,200	1,200	1,200
Services	19,259	27,140	19,590	21,290	21,290
Maintenance & Repair	-	-	3,200	1,500	1,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	25,000	25,000
Energy & Utility	2,118	1,900	2,250	2,350	2,350
Total	159,325	145,980	141,450	170,570	170,570

Total Expenditures (agrees with page O-1):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,647,067	1,791,100	1,748,860	1,833,030	1,823,030
Supplies	54,791	60,060	57,630	61,880	61,880
Services	184,994	189,990	187,700	200,350	200,350
Maintenance & Repair	8,974	48,320	52,460	51,360	51,360
Grants & Contributions	-	-	-	-	-
Capital Outlay	22,777	12,000	12,000	87,000	67,000
Energy & Utility	14,310	14,840	15,890	15,990	15,990
Total	1,932,913	2,116,310	2,074,540	2,249,610	2,219,610

ADMINISTRATIVE SERVICES
Budget Information
Fiscal Year 2010-2014

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	1,599,622	1,669,084	1,647,067	1,791,100	1,748,860	1,833,030	1,823,030
Supplies	56,918	57,449	54,791	60,060	57,630	61,880	61,880
Services	197,222	167,779	184,994	189,990	189,400	200,350	200,350
Maintenance & Repair	43,222	41,636	8,974	48,320	50,760	51,360	51,360
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	11,055	10,544	22,777	12,000	12,000	87,000	67,000
Energy & Utility	11,286	12,603	14,310	14,840	15,890	15,990	15,990
Total	1,919,325	1,959,095	1,932,913	2,116,310	2,074,540	2,249,610	2,219,610

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

Funding Sources

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

Funding Source	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund	1,746,603	1,786,296	1,773,588	1,970,330	1,933,090	2,079,040	2,049,040
Transfer from the General Fund	4,910	-	-	-	-	-	-
Subtotal: Adm. Services Gen. Fund	*1,751,513*	*1,786,296*	*1,773,588*	*1,970,330*	*1,933,090*	*2,079,040*	*2,049,040*
Insurance Internal Service Fund	149,083	154,708	140,620	125,790	121,260	125,380	125,380
Enterprise Funds	17,880	17,880	18,490	18,490	18,490	18,490	18,490
Other Funds	849	211	215	1,700	1,700	26,700	26,700
Subtotal: Other Funds	*167,812*	*172,799*	*159,325*	*145,980*	*141,450*	*170,570*	*170,570*
Total	1,919,325	1,959,095	1,932,913	2,116,310	2,074,540	2,249,610	2,219,610

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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	624,820	587,400	632,100	622,100
Supplies	15,380	15,250	15,350	15,350
Services	18,700	28,600	30,850	30,850
Maintenance & Repair	38,270	38,270	40,320	40,320
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,650	3,650	3,650	3,650
Total	700,820	673,170	722,270	712,270

* 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	685,820	658,170	707,270	697,270
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	700,820	673,170	722,270	712,270

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.50	5.66	6.50	6.50
Regular Part Time Employees	0.13	0.12	0.12	0.12
Temporary/Seasonal Employees	0.31	0.89	0.35	0.35
Total	6.94	6.67	6.97	6.97

Budget Commentary

The overall FY 13 expenditures are expected to come in under budget by $27,650 or 3.9%. This is primarily due to savings in Personal Services. These savings were offset by additional costs to the services line for the addition of a management intern. The overall FY 14 budget reflects an increase of $21,450 or 3.1% as compared to the FY 13 budget due primarily to salary and benefit cost increases and funding for the management intern.

Council Action

During budget deliberations, the Town Council reduced the Financial Accounting & Reporting section of Administrative Services by $10,000 for health insurance.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis *$298,580*

- 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 $116 million and produce accounts receivable reports for town services
- Promote cost containment by providing cost accounting services to each service unit.

Audit *$91,680*

- 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 *$109,370*

- Administer the town's payroll and benefits
- Communicate payroll to town staff and coordinate changes in deductions
- Manage pension and payroll deduction plans.

Cash Management *$25,600*

- 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 *$11,450*

- 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 *$175,590*

- 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 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	327,800	327,990	336,700	336,700
Supplies	1,610	1,390	3,330	3,330
Services	53,020	50,090	46,440	46,440
Maintenance & Repair	6,350	7,290	5,840	5,840
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,900	2,600	2,600	2,600
Total	390,680	389,360	394,910	394,910

* 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 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	390,680	389,360	394,910	394,910
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	390,680	389,360	394,910	394,910

Personnel Requirements

	FY 2013		FY 2014	
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

The FY 13 expenditures are expected to come in under budget by $1,320 or 0.3%. The FY 14 budget reflects an increase of $4,230 or 1.1% as compared to the FY 13 budget due to Personal Services.

HUMAN RESOURCES

Products & Services

Recruitment and Selection *$88,040*

- 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 hiring statistics and workforce demographic data for compliance with Equal Employment Opportunity reporting requirements.

Employee Relations *$73,670*

- 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 and coordinate negotiations
- 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 *$79,550*

- 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 *$49,275*

- Conduct orientation for new full-time and part-time employees
- Identify and implement improvements in town services and programs
- Provide consultation to staff on career growth and development
- Provide tuition reimbursement for job-related courses
- Develop and implement supervisory training programs.

Unemployment Compensation *$27,430*

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

Classification and Salary Administration *$48,370*

- 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 *$28,575*

- Ensure compliance with state and federal mandates such as the Patient Protection and Affordable Care Act (PPACA), Americans with Disabilities Act (ADA), the Family Medical Leave Act (FMLA), the Department of Transportation (DOT) regulations on drug & alcohol testing, Consolidated Omnibus Budget Reconciliation Act (COBRA), Health Insurance Portability and Accountability Act (HIPAA), 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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	309,690	308,580	317,950	317,950
Supplies	4,000	4,000	4,000	4,000
Services	49,750	49,650	66,290	66,290
Maintenance & Repair	3,000	3,000	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	12,000	12,000	87,000	67,000
Energy & Utility	3,900	3,900	3,900	3,900
Total	382,340	381,130	482,140	462,140

* 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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Admin. Services	363,850	362,640	438,650	418,650
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	18,490	18,490	18,490	18,490
Use of Police Private Duty Account	-	-	25,000	25,000
Subtotal: Other Funds	*18,490*	*18,490*	*43,490*	*43,490*
Total	382,340	381,130	482,140	462,140

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 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 13 expenditures are expected to come in under budget by $1,210 or 0.3%. The FY 14 overall budget reflects an increase of $99,800 or 26.1% as compared to the FY 13 budget due to salary and benefit cost increases, an increase in contractual services maintenance and support for voice and data equipment, and hardware replacement purchases.

Council Action

During budget deliberations, the Town Council reduced the Information Technology section of Administrative Services by $20,000 for technology replacement funding under capital outlay.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support *$126,500*

- 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 *$204,450*

- 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 *$131,190*

- Provide hardware and software implementation, updates and troubleshooting for town servers, end-user computers, phones, printers and peripherals
- Provide support for the multiple public access computer labs
- Purchase, deploy/redeploy and repair town computers, printers and peripherals.

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

RISK MANAGEMENT

Risk Management evaluates and manages the risk of loss associated with town operations specific to the areas of general liability, automobile, property damage, crime, professional and fiduciary liability, workers compensation and accident and health.

Expenditures

Expenditures by Category *	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	125,790	125,210	129,230	129,230
Supplies	1,150	1,200	1,200	1,200
Services	6,950	1,100	1,100	1,100
Maintenance & Repair	-	1,500	1,500	1,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,900	2,250	2,350	2,350
Total	135,790	131,260	135,380	135,380

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

Funding Sources

Other than the General Fund budget, other funding sources include the Insurance Internal Service Fund. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Admin. Services	25,000	25,000	25,000	25,000
Insurance Internal Service Fund	110,790	106,260	110,380	110,380
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	*110,790*	*106,260*	*110,380*	*110,380*
Total	135,790	131,260	135,380	135,380

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 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 13 expenditures are expected to come in under budget by $4,530 or 3.3%. This is primarily due to the annual audit of the worker's compensation fund now included within the broker fee. The overall FY 14 budget reflects an decrease of $410 or 0.3%.

RISK MANAGEMENT

Products and Services

Insurance *$53,390*

- Manage insurance program with assistance from the Insurance Commission and town's agent of record
- Coordinate town's claims-related activities cooperatively with insurance company and third party administrator
- Review projects for safety considerations and contracts for insurance specifications
- Utilize insurance and self-insurance programs to provide protection against loss from potential legal actions against the town
- Provide technical support and advice as it pertains to risk management and safety
- Ensure the proper accounting of the Internal Service fund's financial records.

Security and Statutory *$6,830*

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

Employee Safety *$41,000*

- 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 *$34,160*

- 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

Expenditures by Category *	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	210,460	209,460	217,310	217,310
Supplies	6,220	6,090	6,200	6,200
Services	31,220	29,410	25,000	25,000
Maintenance & Repair	300	300	300	300
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,890	1,890	1,890	1,890
Total	250,090	247,150	250,700	250,700

* 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 property tax rate.

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Admin. Services	248,390	245,450	249,000	249,000
Other Funds	1,700	1,700	1,700	1,700
Subtotal: Other Funds	*1,700*	*1,700*	*1,700*	*1,700*
Total	250,090	247,150	250,700	250,700

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.48	0.48	0.53	0.53
Temporary/Seasonal Employees	-	-	-	-
Total	2.48	2.48	2.53	2.53

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $2,940 or 1.2%. This is primarily due to less than expected contractual services costs. The FY 14 budget reflects an increase of $610 or 0.2% as compared to the FY 13 budget. Increases in salary and benefit costs are partially offset by moving the appraisal litigation expense of $5,000 to the revaluation account due to the upcoming 2013 revaluation. Part-time clerical assistance hours have been increased two hours per week.

PROPERTY VALUATION

Products and Services

Property Valuation *$186,500*

- Develop and maintain valuations for 12,016 real estate, 27,051 motor vehicle and 1,236 personal property accounts
- Maintain and enhance the town Geographic Information System (GIS)/Assessment web site.

Exemptions & Benefits *$64,200*

- 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

	FY 2013		FY 2014	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	192,540	190,220	199,740	199,740
Supplies	31,700	29,700	31,800	31,800
Services	30,350	30,550	30,670	30,670
Maintenance & Repair	400	400	400	400
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,600	1,600	1,600	1,600
Total	256,590	252,470	264,210	264,210

* 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.

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	256,590	252,470	264,210	264,210
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	256,590	252,470	264,210	264,210

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	1.87	2.00	2.00
Regular Part Time Employees	0.70	0.72	0.70	0.70
Temporary/Seasonal Employees	0.20	0.20	0.20	0.20
Total	2.90	2.79	2.90	2.90

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $4,120 or 1.6%. This is primarily due to savings in Personal Services due to a disability. The FY 14 budget reflects an increase of $7,620 or 3.0% as compared to the FY 13 budget due primarily to increases in Personal Services.

TAX COLLECTION

Products and Services

Current Tax Collection *$64,420*

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

Delinquent Tax Collection *$137,000*

- 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 *$2,710*

- Collect parking tickets fees for the police department.

Tax Billing Preparation *$60,080*

- 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 2013 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 will be conducting a tax sale in June 2013 in an effort to clear numerous delinquent real estate taxes. The accounts which fit the criteria for the tax sale have in excess of $570,000 tax, interest, and fees due to the town.

Risk Management
Training was provided to various departments such as electrical safety to Public Works to prevent injuries resulting from storm response in the future. Office Ergonomics and Proper Lifting training as well as Blood Borne Pathogen training was presented to all departments on a continuing basis as well as driver training for the Senior Transportation personnel.

The Risk Manager obtained the Road Master certificate from the University of Connecticut Technology Transfer Center. This certificate is given to those who complete a series of classes involving public works-related topics including work zone safety, liability and proper drainage.

Implemented new contract for Third Party Administration services for our worker compensation claims and thereby saving $25,000 annually as compared to the previous vendor.

Human Resources
Enhanced employees' awareness of town benefits by developing and presenting training and utilizing the human resources web page together with the employee newsletter to communicate benefit information.

Assisted in implementing the new employee wellness program in conjunction with the town manager's office and the wellness task team. Presented healthcare consumerism sessions to help empower employees to make good decisions and get the best healthcare, at the best cost for their needs.

In collaboration with the payroll staff, implemented the state mandated sick leave benefit for part time employees.

Information Technology
Transitioned the Police Department Data Center from a legacy one physical server per application approach to a virtualized environment that provides the ability to share physical resources while maintaining application isolation. The benefits of this project include reduced hardware costs, enhanced disaster recovery options, more efficient maintenance, increased performance, and the reduction in power and cooling costs.

Finance and Accounting
Assistant Finance Director Jim Bourke received the Certified Public Finance Officer (CPFO) designation from the Government Finance Officers Association of the United States and Canada (GFOA). This certification is awarded to individuals who pass five exams in the areas of governmental accounting, auditing and financial reporting, cash management and investments, debt management, operating and capital budgeting, pension and benefits, and risk management and procurement.

Property Valuation
The Assessor's office conducted Personal Property Audits through an outside vendor. Five audits were completed resulting in additional revenue to the town of $63,700. Additional audits will be completed for FY 14.

ADMINISTRATIVE SERVICES

Key Statistics	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Target
Number of staff and public computers supported	Staff 261 Public 60	Staff 258 Public 75	Staff 260 Public 80	Staff 260 Public 80	Staff 260 Public 80
Average investment yield	0.5%	0.5%	0.5%	0.2%	0.2%
Bonded debt per capita	$1,335	$1,361	$1,323	$1,320	$1,320
Debt as a percent of total budget	5.9%	6.1%	6.0%	6.0%	6.0%
Investment income for the General Fund	$0.25 M	$0.24 M	$0.15 M	$0.12 M	$0.12 M
Net Grand List growth (October 1 to Sept. 30)	12.0% **	0.45%	0.32%	0.13%	1.3%
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	41,008	40,739	40,739	40,739	40,733
Total loss time claims	15	16	10	13	11
Total Worker Compensation claims	93	77	80	100	95
Number of full time positions posted	8	7	10	7	6
Number of job applications processed	1,825	1,780	1,304	1,200	1,400
Full Time Employee turnover rate	5.3%	5.4%	3.2%	3.0%	3.0%

**Revaluation 5 year phase-in

Performance Measures	FY 2012 Actual	FY 2013 Target	FY 2013 Estimate	FY 2014 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%	36%	50%
Total revenue collected in the Current Levy category as a % of what was billed	98.76%	98.8%	98.8%	98.8%
Annual Certificate of Achievement for Excellence in Financial Reporting award received by Finance department	Yes	Yes	Yes	Yes
Reduce auto, liability and property claims by 10% annually based on the previous year or the ten year average of 50 claims	35	37	44	40
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…

A recent report from Marsh & McLennan Companies titled, "Examining Cost and Trends of Worker Compensation Claims in Connecticut," states that the National Council on Compensation Insurance (the organization responsible for collecting data on worker compensation claims) expects the average cost of a worker compensation claim in 2012 to be $22,267. The average cost of a claim for both the General Government and the Board of Education for the Town of Windsor is $3,848, well below the average statewide cost.

ADMINISTRATIVE SERVICES

FY 2014 Goals

1. Monitor Health Care Reform provisions taking effect in FY 14 and beyond. Ensure the town's benefits are in compliance and recommend measures to contain costs while maintaining competitive benefits.

2. Complete negotiations with the police bargaining unit and implement negotiated contract provisions. Prepare for and coordinate negotiations with the public works and clerical bargaining unit and the public safety dispatchers bargaining unit for the collective bargaining agreements that expire on June 30, 2014.

3. Form a strategic risk management committee overseeing the mitigation of risks and developing options to minimize or eliminate identified risks.

4. Expand virtual technology and security to the mobile desktop. This will provide application access using mobile devices in the field.

5. Update the server products that manage our data centers, applications, messaging, connectivity and security to the latest releases.

SPECIAL REVENUE FUNDS

Assessor's Office

		FY 2013				FY 2014		
Project #	Project Name	Beginning Balance (7/1/12)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/13)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/14)
1650	Assessor's Coin-Op Copiers	2,088	1,700	1,700	2,088	1,700	1,700	2,088
		2,088	**1,700**	**1,700**	**2,088**	**1,700**	**1,700**	**2,088**

#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

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 2012	FY 2013		FY 2014	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Town Council	11,784	15,050	12,550	15,170	15,170
Boards and Commissions	5,486	10,080	9,790	13,990	18,990
Probate Court	4,600	5,500	5,500	5,620	6,220
Elections	112,355	120,570	134,890	100,860	100,860
Counsel and Legal Advice	143,662	182,290	182,290	182,290	162,290
Town Manager's Office	405,621	423,680	423,000	435,310	435,310
Town Treasurer's Office	4,143	6,230	6,230	6,720	6,720
Independent Audit	20,590	20,860	20,860	20,860	20,860
Intergovernmental Services	40,503	42,690	42,690	42,690	42,690
Community Services	94,646	110,490	110,490	165,490	117,420
Total General Fund	843,390	937,440	948,290	989,000	926,530
TSE and Charges to Other Depart.'s	47,703	52,210	52,210	52,010	52,010
Special Revenue & Other Funds	10,592	11,410	11,300	11,290	11,290
Total Expenditures	901,685	1,001,060	1,011,800	1,052,300	989,830

Council Action

During budget deliberations, the Town Council reduced the General Government section of the budget by $62,470. The $62,470 net reduction was made up of an increase of $5,000 to Boards & Commissions, an increase of $600 to Probate Court, a decrease of $20,000 to Counsel & Legal Advice, and a net decrease to Community Services for $48,070.

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	487,858	511,060	522,540	506,240	506,240
Supplies	25,223	29,150	28,220	24,480	24,480
Services	226,370	277,490	278,280	283,840	269,440
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	94,646	110,490	110,490	165,490	117,420
Capital Outlay	-	-	-	-	-
Energy & Utility	9,293	9,250	8,760	8,950	8,950
Total	843,390	937,440	948,290	989,000	926,530

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	3,443	6,240	6,250	6,400	6,400
Supplies	-	-	-	-	-
Services	44,260	45,970	45,960	45,610	45,610
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	47,703	52,210	52,210	52,010	52,010

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	47	400	400	400	400
Services	10,545	11,010	10,900	10,890	10,890
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	10,592	11,410	11,300	11,290	11,290

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	491,301	517,300	528,790	512,640	512,640
Supplies	25,270	29,550	28,620	24,880	24,880
Services	281,175	334,470	335,140	340,340	325,940
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	94,646	110,490	110,490	165,490	117,420
Capital Outlay	-	-	-	-	-
Energy & Utility	9,293	9,250	8,760	8,950	8,950
Total	901,685	1,001,060	1,011,800	1,052,300	989,830

GENERAL GOVERNMENT
Budget Information
Fiscal Year 2010-2014

Expenditures

Expenditures by Category *	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	462,592	487,117	491,301	517,300	528,790	512,640	512,640
Supplies	21,368	23,609	25,270	29,550	28,620	24,880	24,880
Services	306,793	351,450	281,175	334,470	335,140	340,340	325,940
Maintenance & Repair	-	3,056	-	-	-	-	-
Grants & Contributions	110,802	111,038	94,646	110,490	110,490	165,490	117,420
Capital Outlay	2,126	-	-	-	-	-	-
Energy & Utility	7,259	8,867	9,293	9,250	8,760	8,950	8,950
Total	910,940	985,137	901,685	1,001,060	1,011,800	1,052,300	989,830

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

Funding Sources

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

Funding Source	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund	850,260	926,559	843,390	937,440	948,290	989,000	926,530
Town Support For Education	48,940	47,492	47,703	52,210	52,210	52,010	52,010
Subtotal: General Govt. Gen. Fund Budget	899,200	974,051	891,093	989,650	1,000,500	1,041,010	978,540
Special Revenue & Other Fund Expenditures	11,740	11,086	10,592	11,410	11,300	11,290	11,290
Total	910,940	985,137	901,685	1,001,060	1,011,800	1,052,300	989,830

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	2,625	4,050	1,850	2,150	2,150
Services	7,959	9,800	9,500	11,820	11,820
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,200	1,200	1,200	1,200	1,200
Total	11,784	15,050	12,550	15,170	15,170

* 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 13 expenditures are expected to come in under budget by $2,500 or 16.6%. This is primarily due to fewer supplies needed for the town council in a non-election year. The FY 14 budget reflects an increase of $120 or 0.8% as compared to the FY 13 budget.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	1,749	3,030	2,510	2,360	2,360
Services	3,319	7,020	7,140	11,480	16,480
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	900	950	950	950	950
Total	5,968	11,000	10,600	14,790	19,790

* 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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Gen. Fund - Boards and Commissions	5,486	10,080	9,790	13,990	18,990
Special Revenue Funds	482	920	810	800	800
Total	5,968	11,000	10,600	14,790	19,790

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 13 expenditures are expected to come in under budget by $400 or 3.6%. This is primarily due to purchasing fewer supplies. The FY 14 budget reflects an increase of $3,790 or 34.5% as compared to the FY 13 budget due to adding funds for a youth summit sponsored by the Youth Commission.

Council Action

During budget deliberations, the Town Council increased the Boards & Commissions section of General Government by $5,000.

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	4,300	5,200	5,200	5,620	6,220
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	300	300	300	-	-
Total	4,600	5,500	5,500	5,620	6,220

* 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 13 expenditures are expected to come in on budget. The total local share of the district court's budget for FY 14 is $5,620 which is 42.4% of the total district court budget of $13,240. The district Probate Court requests a proportionate share as per Connecticut General Statutes 45a-8, which will be allocated amongst the serving towns of Windsor, East Windsor and South Windsor. The figures from the Assessor's Grand List of October 1, 2012 were utilized to obtain Windsor's 42.4% proportionate figure of $5,620.

Council Action

During budget deliberations, the Town Council increased the Probate Court section of General Government by $600.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	89,480	98,210	109,060	81,070	81,070
Supplies	14,317	15,840	18,080	13,940	13,940
Services	5,959	4,480	5,710	3,810	3,810
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,599	2,040	2,040	2,040	2,040
Total	112,355	120,570	134,890	100,860	100,860

* 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 approximately 22,000 registered voters. Funds are included for supplies, payroll for election workers and the costs of the annual enumeration.

Budget Commentary

The FY 13 expenditures are expected to come in over budget by $14,320 or 11.9% due to unexpected additional costs for the probate judge election, an unanticipated recanvass and a special election for the 5th Assembly District seat. The FY 13 estimate includes the following elections: one state primary and one probate judge election in August, 2012; a recanvass of the state primary; a special election in October, 2012; one presidential election in November, 2012; and one budget referendum in May, 2013. The FY 14 budget reflects a decrease of $19,710 or 16.3% as compared to the FY 13 budget due to fewer anticipated elections. The FY 14 budget includes the following elections: one municipal election in November, 2013; and one budget referendum in May, 2014.

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	4,778	4,000	4,000	4,000	4,000
Services	158,844	198,250	198,250	198,250	178,250
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	163,622	202,250	202,250	202,250	182,250

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

Funding Sources

Funding Source:	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Gen. Fund - Counsel & Legal Adv.	143,662	182,290	182,290	182,290	162,290
Town Support for Education	19,960	19,960	19,960	19,960	19,960
Total: General Fund Budget	163,622	202,250	202,250	202,250	182,250

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 13	FY 14
Retainer	81,349	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	138,459	138,459

The remainder of the FY 13 and FY 14 Counsel and Legal Advice budget is for contingencies for unanticipated legal issues, property tax appeals, outside legal counsel, etc.

Council Action

During budget deliberations, the Town Council reduced the Counsel & Legal Advice section of General Government by $20,000.

TOWN MANAGER'S OFFICE

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	394,535	406,950	407,230	418,780	418,780
Supplies	1,801	2,600	2,150	2,400	2,400
Services	5,291	9,670	9,650	9,670	9,670
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,994	4,460	3,970	4,460	4,460
Total	405,621	423,680	423,000	435,310	435,310

* 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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 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	0.36	0.40	0.40	0.40	0.40
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	3.36	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 13 expenditures are expected to come in under budget by $680 or 0.2%. This is primarily due to purchasing fewer office supplies and gasoline. The FY 14 budget reflects an increase of $11,630 or 2.7% as compared to the FY 13 budget due to Personal Services.

TREASURER

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	7,286	12,500	12,500	12,790	12,790
Supplies	-	30	30	30	30
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	300	300	300	300	300
Total	7,586	12,830	12,830	13,120	13,120

* 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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - Treasurer	4,143	6,230	6,230	6,720	6,720
Town Support for Education	3,443	6,600	6,600	6,400	6,400
Total: Gen. Fund Budget	7,586	12,830	12,830	13,120	13,120

Personnel Requirements

Full Time Equivalents (FTE)	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	-	-	-	-	-
Part Time and Temporary	0.08	0.21	0.21	0.21	0.21
Total	0.08	0.21	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 13 expenditures are expected to come in on budget. The FY 14 budget reflects an increase of $290 or 2.3% as compared to the FY 13 budget due to Personal Services.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	55,000	57,000	57,000	57,000	57,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	55,000	57,000	57,000	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 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund – Audit	20,590	20,860	20,860	20,860	20,860
Town Support for Education	24,300	25,650	25,650	25,650	25,650
Subtotal: Gen. Fund Budget	*44,890*	*46,510*	*46,510*	*46,510*	*46,510*
Charges to:					
Landfill Enterprise Fund	4,330	4,490	4,490	4,490	4,490
Caring Connection Enterprise Fund	2,890	3,000	3,000	3,000	3,000
Day Care Enterprise Fund	2,890	3,000	3,000	3,000	3,000
Subtotal: Other Funds	*10,110*	*10,490*	*10,490*	*10,490*	*10,490*
Total	55,000	57,000	57,000	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 13 expenditures are expected to come in on budget. The FY 13 budget is for FY 12 audit fees and is the last year of a three-year audit service agreement. The Town Council has approved a one-year extension for the FY 13 audit. These fees are represented in the FY 14 budget and reflect no change from FY 13.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	40,503	42,690	42,690	42,690	42,690
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	40,503	42,690	42,690	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 2013 Budget	FY 2014 Budget
Capitol Region Council of Governments	19,840	19,840
Connecticut Conference of Municipalities	19,170	19,170
Greater Hartford Transit District	3,680	3,680
	42,690	*42,690*

COMMUNITY SERVICES

Expenditures

Expenditures by Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	94,646	110,490	110,490	165,490	117,420
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	94,646	110,490	110,490	165,490	117,420

Funding Sources

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

	Budget FY 2013	Adopted FY 2014
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 2013	Adopted FY 2014
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 $20,000*	**$20,000**	**$20,000**
1000 Friends of Connecticut Provides support for initiative of smart growth and tax reform. *Requested $900*	**$900**	**$0**
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 $2,100*	**$1,800**	**$1,800**

COMMUNITY SERVICES (cont.)

	Budget FY 2013	Adopted FY 2014
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 $12,500*	$11,700	$12,500
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 $5,000*	$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 2013	Adopted FY 2014
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*	$10,000	$10,000
Windsor Historical Society Contribution to capital campaign to preserve and restore historic home owned by the Historical Society. *Requested $50,000*	$0	$0
Early Childhood Council Help support early childhood programs including resource EXPO and education/skill building classes for parents. *Requested $5,000*	$0	$5,000
North Central Regional Mental Health Helps determine and monitors local mental health services. *Requested $2,030*	$0	$2,030

Council Action

During budget deliberations, the Town Council reduced the Community Services budget by $48,070. The net reduction was comprised of an increase of $800 to Community Health Resources, an increase of $2,030 to North Central Regional Mental Health, a decrease of $50,000 to the Windsor Historical Society and a $900 decrease to 1000 Friends of Connecticut.

SPECIAL REVENUE FUNDS

Boards and Commissions

		FY 2013				FY 2014		
Project #	Project Name	Beginning Balance (7/1/12)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/13)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/14)
5250	One Book One Windsor	1,335	-	400	935	-	400	535
5252	Bridge Builder's Award	48	362	410	-	400	400	-
		1,383	**362**	**810**	**935**	**400**	**800**	**535**

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

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

GENERAL SERVICES

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

	FY 2012	FY 2013		FY 2014	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Debt Service - Principal	2,691,780	2,972,100	2,757,000	2,940,000	2,940,000
Debt Service - Interest	815,320	808,890	1,023,990	773,260	742,760
Sewer Services	2,956,900	3,016,050	2,987,600	3,106,500	3,106,500
Workers Comp. & Liability Insurance	807,680	877,130	877,130	951,530	851,530
Retiree Health Benefit and Retirement Actuarial Costs	835,796	795,340	795,340	825,760	825,760
Revaluation	20,000	20,000	20,000	20,000	15,000
Recycling Services	425,692	427,230	427,230	429,550	429,550
Capital Projects	131,500	331,500	331,500	650,700	-
Tax Refunds--Prior Year	130,073	20,000	20,000	20,000	20,000
Open Space	-	-	-	250,000	-
Total Expenditures	8,814,741	9,268,240	9,239,790	9,967,300	8,931,100

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $28,450 or 0.3%. This is mainly due to savings from the Metropolitan District Commission (MDC) sewer payment. The FY 14 budget reflects an increase of $699,060 or 7.5%. This is related to proposed increases in capital project and open space funding, MDC sewer payments and workers compensation and liability insurance costs.

Council Action

During budget deliberations, the Town Council reduced the General Services section of the budget by $1,036,200. The $1,036,200 was made up of a decrease of $650,700 from General Fund Capital Projects, a decrease of $250,000 for Open Space, a decrease of $100,000 from Liability Insurance, a decrease of $5,000 from Revaluation, and a decrease of $30,500 from Debt Service.

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 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Debt Service – Principal	4,580,100	4,365,000	4,788,000	4,788,000
Debt Service – Interest	1,307,900	1,523,000	1,276,000	1,226,000
Total Debt Service	5,888,000	5,888,000	6,064,000	6,014,000

Funding Sources

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund – General Services	3,780,990	3,780,990	3,713,260	3,682,760
Use of Debt Service Fund Balance	-	-	-	-
Town Support for Education	2,107,010	2,107,010	2,350,740	2,331,240
Total	5,888,000	5,888,000	6,064,000	6,014,000

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, 2012. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be $41,714,000. Anticipated school construction grant receivables are expected to offset this amount by $109,630.

				FY 2014 Payments		
	Total Debt	**Less Anticipated Grants**	**Net Debt**	**Principal**	**Interest**	**Total**
SCHOOLS *	26,502,000	109,630	26,392,370	1,848,000	483,240	2,331,240
TOWN	15,212,000	-	15,212,000	2,940,000	742,760	3,682,760
TOTAL	41,714,000	109,630	41,604,370	4,788,000	1,226,000	6,014,000

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

Council Action

During budget deliberations, the Town Council decreased the amount of funding for debt service by $50,000. The amount of $19,500 was reduced from Town Support for Education and $30,500 from the General Services sections of the budget.

SEWER SERVICE

Expenditures

Expenditure by Category	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Sewer Services	3,016,050	2,987,600	3,106,500	3,106,500

Funding Sources

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - General Services	3,016,050	2,987,600	3,106,500	3,106,500
Non-General Fund	-	-	-	-
Total	3,016,050	2,987,600	3,106,500	3,106,500

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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Worker's Comp & Liability Insurance	1,615,500	1,615,500	1,768,370	1,668,370

Funding Sources

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund - General Services	877,130	877,130	951,530	851,530
Town Support for Education	738,370	738,370	816,840	816,840
Subtotal: General Fund	*1,615,500*	*1,615,500*	*1,768,370*	*1,668,370*
Special Revenue Fund	-	-	-	-
Insurance Internal Service Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	1,615,500	1,615,500	1,768,370	1,668,370

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 FY 14 General Services and Town Support for Education break out is itemized as follows:

	General Services	**Town Support For Education**	**Total**
Auto	92,270	8,100	100,370
Comprehensive General Liability	59,030	110,770	169,800
Catastrophe Coverage (umbrella)	87,050	55,650	142,700
Public Official's Liability	28,000	-	28,000
Football and Sports Accidents	-	15,000	15,000
Employee Protection	73,500	-	73,500
School Board Errors & Omissions	-	28,000	28,000
Property Protection	51,200	138,400	189,600
Employee Security	6,500	-	6,500
Statutory	7,980	14,920	22,900
Workers Comp.	416,000	416,000	832,000
Excess Workers Comp.	30,000	30,000	60,000
Total	**851,530**	**816,840**	**1,668,370**

Council Action

During budget deliberations, the Town Council decreased the funding for Heart & Hypertension by $100,000.

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 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Budget	Approved
Retiree Health Benefits	936,950	936,950	1,003,700	1,003,700
Retirement Plan Actuarial Costs	55,000	55,000	55,000	55,000
Total	991,950	991,950	1,058,700	1,058,700

Funding Sources

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Budget	Approved
General Fund - General Services	795,340	795,340	825,760	825,760
Retiree Copays	196,610	196,610	232,940	232,940
Insurance Internal Service Fund	-	-	-	-
Total	991,950	991,950	1,058,700	1,058,700

Funded By General Fund - General Services - FY 2014

Retiree Health Benefits *$770,760*

- Provides health, dental and prescription drug benefits to retirees of the Town of Windsor defined benefit plan as well as to retirees who participate in the Connecticut Municipal Employees Retirement System (CMERS)

Retirement Plan Actuarial Costs *$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 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Revaluation	20,000	33,000	105,000	100,000

Funding Sources

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
General Fund	20,000	20,000	20,000	15,000
Special Revenue Fund	-	13,000	85,000	85,000
Total	20,000	33,000	105,000	100,000

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 has been phased in over a five-year period. The funding for FY 14 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.

Council Action

During budget deliberations, the Town Council decreased the funding for revaluation by $5,000.

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 2013		FY 2014	
Expenditure by Category	Budget	Estimate	Proposed	Adopted
Recycling	427,230	427,230	429,550	429,550

Funding Sources

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	427,230	427,230	429,550	429,550
Non-General Fund	-	-	-	-
Total	427,230	427,230	429,550	429,550

Funded By General Fund - General Services - FY 2014

Curbside Collection Services — *$359,300*

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

Leaf Collection Services — *$53,950*

- Collect 1,000 tons of residential leaves in paper bags and barrels during an eight week period in the fall.

Contract Administration & Public Education — *$16,300*

- Contract with the 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 13 expenditures are expected to come in on budget. The FY 14 budget reflects an increase of $2,320 or 0.54% versus the FY 13 budget and is due to projected rate increase for leaf collections 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 2013		FY 2014	
Expenditure by Category	Adopted Budget	Estimate	Proposed	Adopted
Capital Projects – Town	10,957,182	12,192,746	6,017,986	5,942,586
Capital Projects – Schools	2,029,587	2,055,000	3,904,085	3,904,085
Total Capital Projects	12,986,769	14,247,746	9,922,071	9,846,671

Funding Sources

	FY 2013		FY 2014	
Funding Source	Adopted Budget	Estimate	Proposed	Adopted
General Services – Capital Projects	331,500	331,500	650,700	-
Town Support for Education	-	-	-	-
Subtotal – General Fund	331,500	331,500	650,700	-
Other Funds	12,655,269	13,916,246	9,271,371	9,846,671
Total	12,986,769	14,247,746	9,922,071	9,846,671

Budget Commentary

The town and school projects included in the proposed FY 14 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" include new bonding authorizations, state and federal grants, appropriations from the General Fund fund balance, appropriations from the Capital Projects Fund fund balance, and appropriations from other town funds and private sources. The proposed General Fund increase for FY 14 will be put toward the pavement management program and vehicle and equipment replacement.

Council Action

During budget deliberations, the Town Council decreased General Fund Capital Projects by $650,700. Of this amount, $225,300 was for vehicle replacement, $75,400 for sidewalk replacement, and $350,000 for the pavement management program.

CAPITAL PROJECTS (continued)

Anticipated FY 2014 Capital Improvement Projects

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Grants	Enterprise Funds	Other Sources
FY 2014						
Pavement Management Program	534,330	0		184,330		350,000 [2/3]
Sidewalk and Curb Replacement Program	0	0				
Street Reconstr. - Prospect Hill Rd., West Street to Bent Rd (Phase II Design)	233,937		233,937			
Street Reconstruction - Pigeon Hill Road (Poquonock Ave. to Lamberton Rd, Survey/Preliminary Design)	75,000					75,000 [1]
Street Reconstruction - Batchelder Rd (Design)	55,000					55,000 [1]
Street Reconstruction - River Street (Poquonock to Old River, Concept Design)	25,000					25,000 [1]
Pavement Line Striping	45,000					45,000 [1]
Construct Sidewalks - Safe Routes to Schools	100,000			100,000		
Day Hill Road Pedestrian Circulation Enhancements	146,306		146,306			
Wilson Route 159 Corridor Enhancement Program (Phase I)	777,400			777,400		
Information Technology - Microsoft Licensing	133,000					133,000 [1]
Town Facility Improvements - LP Wilson Front Restrooms Rehab (Construction)	233,389		233,389			
Town Facility Improvements - LP Wilson Convert Rear Locker Rooms to Shelter Showering Facility (Design)	30,000					30,000 [1]
Town Facility Improvements - Roofs (WVA Building)	199,232		199,232			
Town Facility Improvements - Roofs (330 Windsor Avenue Community Center)	126,902		126,902			
Fleet and Public Works Equipment Replacement	225,300	0				225,300 [2]
Fire Department - Support Vehicles	52,440					52,440 [1]
Emergency Dispatch Console Upgrade	255,780		255,780			
Dog Pound Relocation (Land Acquisition and Design)	149,570		149,570			
Landfill Closure	1,670,000				1,670,000	
Landfill Methane Gas Collection	400,000				400,000	
Park Improvements - Athletic Field Master Plan Implementation	475,000		475,000			
BOE - Oliver Ellsworth School - Main Office Remodel (Construction)	371,655		371,655			
BOE - Clover St. School - Code Compliance (Design)	30,000					30,000 [1]
BOE - Clover St. School - Convert Steam Heating to Hot Water and add AC (Construction)	2,195,000		2,195,000			
BOE - Sage Park Middle and Windsor High School - Lighting Upgrade	200,000		200,000			
BOE - Sage Park Middle School - Air Condition and Soundproof Cafeteria (Construction)	633,360		633,360			
BOE - Sage Park Middle School - Alternative Energy and Energy Efficiencies (Study)	30,000					30,000 [1]
BOE - L.P. Wilson Center - Abate Adhesive in Floor Tiles	307,624		307,624			
BOE - School Window Replacement	136,446		136,446			
Subtotal FY 2014	9,846,671	0	5,664,201	1,061,730	2,070,000	1,050,740
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	9,846,671	0	5,664,201	1,061,730	2,070,000	1,050,740

[1] *Capital Projects Fund Balance (Total = $475,440)*

[2] *General Fund Balance (Total = $375,300)*

[3] *Town Aid Road/LoCIP (Total = $200,000)*

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 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Tax Refunds Prior Year	20,000	20,000	20,000	20,000

Funding Sources

	FY 2013		FY 2014	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	20,000	20,000	20,000	20,000
Total	20,000	20,000	20,000	20,000

OPEN SPACE

Expenditures

Expenditures by Category	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Approved
Open Space	400,000	15,000	550,000	300,000

Funding Sources

Funding Source	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Approved
General Fund	-	-	250,000	-
Non-General Fund (Open Space Fund)	400,000	15,000	300,000	300,000
Total	400,000	15,000	550,000	300,000

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, 2013 is $328,452.

Council Action

During budget deliberations, the Town Council decreased the amount for Open Space by $250,000.

SPECIAL REVENUE FUNDS

General Services

		FY 2013				FY 2014		
Project #	Project Name	Beginning Balance (7/1/12)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/13)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/14)
1630	Revaluation	71,958	20,000	13,000	78,958	15,000	85,000	8,958
1703	Open Space Fund	333,452	10,000	15,000	328,452	4,000	300,000	32,452
		405,410	**30,000**	**28,000**	**407,410**	**19,000**	**385,000**	**41,410**

#1630 - Revaluation - This fund provides the revenue source to conduct annual revaluations. Budgeted expenditures for FY 14 represent costs associated with the next revaluation.

#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 2012	FY 2013		FY 2014	
	Actual	Budget	Estimate	Proposed	Approved
PUBLIC LIABILITY					
Comprehensive Gen. Liability/Auto	244,000	262,300	262,300	270,170	270,170
Catastrophe Coverage (umbrella)	132,000	138,600	138,600	142,700	142,700
Public Officials' Liability	26,000	28,000	28,000	28,000	28,000
Football and Sports Accident	15,000	15,000	15,000	15,000	15,000
SubTotal - Public Liability	*417,000*	*443,900*	*443,900*	*455,870*	*455,870*
EMPLOYEE PROTECTION					
Civil Defense Accident	1,000	1,100	1,100	1,100	1,100
Volunteer Firemen Accident	20,000	21,000	21,000	21,400	21,400
Police Professional Liability	35,000	35,000	35,000	35,000	35,000
Pension Fiduciary Liability	14,000	14,000	14,000	14,000	14,000
School Board Errors & Omissions	28,000	28,000	28,000	28,000	28,000
Heart and Hypertension	125,000	100,000	100,000	100,000	-
Special Medical Claims	2,000	2,000	2,000	2,000	2,000
SubTotal - Employee Protection	*225,000*	*201,100*	*201,100*	*201,500*	*101,500*
PROPERTY PROTECTION					
Property including Flood/Earth	136,000	157,800	157,800	162,500	162,500
Inland Marine including Watercraft	11,000	11,000	11,000	11,000	11,000
Boiler	15,300	15,300	15,300	16,100	16,100
SubTotal - Property Protection	*162,300*	*184,100*	*184,100*	*189,600*	*189,600*
SECURITY					
Employee Blanket Bond (Crime)	5,500	6,500	6,500	6,500	6,500
SubTotal - Security	*5,500*	*6,500*	*6,500*	*6,500*	*6,500*
STATUTORY					
Constable's Bond	1,000	1,000	1,000	1,000	1,000
Tax Collector's Bond	1,000	1,200	1,200	1,200	1,200
Nurse Professional	7,700	7,700	7,700	7,700	7,700
Psychologists	12,000	13,000	13,000	13,000	13,000
SubTotal - Statutory	*21,700*	*22,900*	*22,900*	*22,900*	*22,900*
Total - Liability Insurance	831,500	858,500	858,500	876,370	776,370

Council Action

During budget deliberations the Town Council decreased funding for Heart & Hypertension by $100,000.

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 2012	FY 2013		FY 2014	
	Actual	Budget	Estimate	Proposed	Approved
Workers Compensation	560,000	700,000	700,000	832,000	832,000
Excess Workers Comp. Premium	57,000	57,000	57,000	60,000	60,000
Total - Workers Compensation	617,000	757,000	757,000	892,000	892,000

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. The Worker Compensation appropriation is increasing to restore the reserve account due to calim history in recent years.

EMPLOYEE/RETIREE BENEFITS
INSURANCE INTERNAL SERVICE FUND

This program accounts for the town's health insurance premiums for existing retirees, employees and their dependents as well as the life insurance and disability programs offered by the town. Active employees are reflected in their individual service units whereas retirees are reflected in the General Services section of the budget document (see page Q-5).

BENEFITS	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Cost:					
Health	3,032,556	3,300,995	3,214,870	3,451,520	3,451,520
Dental	185,418	213,215	200,000	203,000	203,000
Prescriptions	596,993	688,000	625,000	675,440	675,440
Life	49,461	50,500	50,000	50,500	50,500
Disability	112,707	128,000	150,000	165,000	165,000
Subtotal Benefit Cost	3,977,135	4,380,710	4,239,870	4,545,460	4,545,460
Less Reimbursements:					
Employee/Retiree Copay Health	(502,298)	(556,240)	(544,390)	(619,920)	(619,920)
Employee/Retiree Copay Dental	(63,862)	(67,120)	(64,530)	(64,490)	(64,490)
Employee/Retiree Copay Prescriptions	(90,778)	(105,250)	(95,840)	(99,640)	(99,640)
Prescription Rebates	(37,551)	-	(42,000)	(50,000)	(50,000)
Landfill Allocated Costs	(90,600)	(108,685)	(108,690)	(100,500)	(100,500)
Child Day Care Allocated Costs	(166,100)	(195,240)	(195,240)	(201,000)	(201,000)
Adult Day Care Allocated Costs	(52,850)	(56,945)	(56,950)	(58,630)	(58,630)
Community Development Allocated Costs	(30,200)	(32,540)	(32,540)	(33,500)	(33,500)
Insurance Fund Allocated Costs	(15,100)	0	(16,530)	(16,750)	(16,750)
Subtotal Reimbursements	(1,049,339)	(1,122,020)	(1,156,710)	(1,244,430)	(1,244,430)
Total General Fund Contribution	2,927,796	3,258,690	3,083,160	3,301,030	3,301,030

Budget Commentary

The FY 13 overall employee and retiree benefit gross cost is expected to come in $140,840 or 3.2% under budget. This is due to positive claims experience and enrollment mix changes. The General Fund expense is expected to be $175,530 or 5.4% under budget, after reflecting employee and retiree copays and Enterprise Fund contributions.

- The FY 13 cost for health insurance for employees and retirees is expected to be $86,125 or 2.6% under budget and the FY 13 prescription drug cost for employees and retirees is expected to be $63,000 or 9.2% under budget due to positive claims experience and the first full fiscal year with the favorable contract pricing that was negotiated in late 2011 through the Connecticut Public Sector Purchasing Coalition

- The FY 13 cost for dental insurance for employees and retirees is expected to be $13,215 or 6.2% under budget

- The FY 13 cost for life insurance for employees is expected to come in $500 or 1.0% under budget. The FY 13 disability insurance is expected to come in $22,000 or 17.2% over budget. This is due to a rate increase after the FY 13 budget was adopted, based on higher claims experience in FY 11 and FY 12

The FY 14 employee and retiree benefits gross budget is increasing $164,750 or 3.8% over the FY 13 budget. After deducting employee and retiree copays and Enterprise Fund contributions, the General Fund increase is $42,340 or 1.3% over the FY 13 budget.

- The FY 14 cost for retiree and employee health insurance is increasing $150,525 or 4.6% over the FY 13 budget. This is due to medical inflation and a 12.2% increase in the stop loss insurance premium

- The FY 14 cost for retiree and employee prescription drug coverage is decreasing $12,560 or 1.8%. This is due to positive claims experience and favorable contract pricing

- The FY 14 cost for retiree and employee dental coverage is decreasing by $10,215 or 4.8% over the FY 13 budget. This is due to positive claims experience

- The FY 14 cost for employee life insurance is remaining flat. The disability insurance is increasing $37,000 or 28.9%. These increases are due to an increase in rates after experiencing higher disability claims in the past few years. Staff is analyzing the feasibility of self funding disability.

Landfill Enterprise Fund

Town of Windsor
FY 2013-2014
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 by the State Department of Energy and Environmental Protection (DEEP) 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 DEEP for their approval.

The retained earnings (fund balance) of the Enterprise Fund have risen from about $7 million in FY 2002 to almost $30 million in FY 2013. This increase is the result of various factors; the two main impacts were the receipt of municipal solid waste (MSW) from CRRA from 2005 to 2009, and higher interest rates earned on the fund balance during this same general time period.

Other trends for solid waste received at the landfill since 2005 include:

- The amount of bulky waste (construction and demolition debris) has varied during this period, but since FY 2010 has provided the largest component of the waste stream received. Most of this type of waste is from spot market sources.
- The amount of waste (primarily MSW) received from Windsor sources has dropped every year since FY 2005 – from 19,520 tons in that year, to 14,700 tons in FY 2009, to 4,200 tons in FY 2013 (estimated). The primary reason for this reduction is result of the main solid waste collection firm in town sending more of their waste collected to other disposal sites, such as the resource recovery facility in Hartford.
- On a much smaller scale, waste from Bloomfield has also been reduced during this period. The Town of Bloomfield directed their residential waste to Hartford back in 1997. Yet the other waste from Bloomfield has gone down from about 4,800 tons in FY 2005 to about 1,600 tons in the current fiscal year.

It is estimated that the rate that the landfill is receiving waste will result in the site reaching permitted capacity by the spring of 2014. Town staff will continue to carry out the landfill closure and capping work in coordination with contractors performing technical work (such as the gas collection system expansion/improvements). This effort is anticipated to continue through 2016, and possibly into 2017 to comply with state and federal closure requirements.

Initial closure work has been started. Work completed to date includes:

- Partial completion of a drainage basin on the southern side of the landfill property – 2011
- Improvements to the gas collection system – 2011, and expansion in 2013
- Maintenance and improvements to a drainage basin on the northern side of the landfill – winter/spring 2011-12.

In the spring of 2013, a clay cap will begin to be applied to a section of the landfill that has reached capacity. Clay material, which has been acquired over the years, will be placed and compacted to the required depth and density. Consulting engineers will provide quality assurance oversight to confirm that the approved closure specifications are being met in this regard. Following placement of the clay, the topsoil mix will be placed on top of the clay layer and then hydro-seeded.

The installation of the clay cap is designed to significantly reduce the amount of water allowed to infiltrate down into the solid waste. The topsoil, or vegetative support layer is installed to allow grass to grow on the top of the landfill and to reduce erosion.

As stated, capping efforts are anticipated to begin this year, and will continue until the entire landfill is capped.

The landfill gas collection system will be expanded into the northern part of the landfill in the spring of 2013.

The tip fee for municipal solid waste (MSW) is not proposed to be increased in FY 14. 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.

FINANCIAL SUMMARY

It is anticipated that the total revenues for the Landfill Enterprise fund will be less than the amount budgeted for FY 13. As shown on page S-3, total revenues are estimated to be $210,043 or 8.7% less than budgeted. This is due primarily to a reduction in municipal solid waste tonnage. Bulky waste revenues are expected to be higher than what was budgeted for FY 13.

Total expenses for FY 13 are estimated to be $73,016 or 4.4% less than budgeted. Considering revenues and expenditures together, it is estimated that the annual net operating income will be $621,750, which is lower than budgeted for FY 13.

For FY 14, it is estimated that total revenues for the Enterprise Fund will total $2,199,490. This figure is $213,443 lower than the budget for FY 13 or 8.8%.

Total expenses for FY 14 are estimated to be $1,569,750. Annual net Operating Income (operating expenses and revenues considered together) is anticipated to be $629,740 for FY 14. This is lower than the budgeted Annual Operating Income for FY 13 by $129,037 or 17.0%.

The Proposed FY 14 budget assumes improvements being made to the landfill gas collection system and the application of a portion of the clay cap in FY 14. These are shown in the row entitled: Closure/Post Closure related expenses at an amount totaling $816,410.

ESTIMATED YEAR-END BALANCE NEEDED FOR FUTURE OBLIGATIONS

The Annual Operating Income in FY 14 is projected to add $629,740 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 $29,485,650 at the end of FY 14. This figure takes into consideration the closure-related expenses that are described above.

TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2012	FY 2013		FY 2014	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges for Services	2,403,139	2,163,428	1,953,380	1,952,200	1,952,200
Permits & Other Revenues	118,775	131,805	134,510	132,290	132,290
Total Operating Revenue	2,521,914	2,295,233	2,087,890	2,084,490	2,084,490
Non-Operating Revenue:					
Interest Income	117,874	117,700	115,000	115,000	115,000
Total Non-Operating Revenue	117,874	117,700	115,000	115,000	115,000
Total Revenue	2,639,788	2,412,933	2,202,890	2,199,490	2,199,490
Operating Expenses:					
Personal Services	573,410	522,802	578,080	573,830	573,830
Supplies	126,209	151,657	147,860	158,850	158,850
Services	557,282	604,169	500,720	500,720	500,720
Maintenance & Repairs	78,228	119,858	136,400	129,190	129,190
Capital Outlay	-	23,000	10,000	10,000	10,000
Energy & Utility	140,716	140,650	116,190	105,270	105,270
Administrative Overhead	47,500	50,000	50,000	50,000	50,000
Insurance & Permit Fees	11,269	27,310	27,180	27,180	27,180
Total Operating Expenses	1,534,614	1,639,446	1,566,430	1,555,040	1,555,040
Non-Operating Expenses:					
Depreciation	18,343	14,710	14,710	14,710	14,710
Total Non-Operating Expenses	18,343	14,710	14,710	14,710	14,710
Total Expenses	1,552,957	1,654,156	1,581,140	1,569,750	1,569,750
Annual Net Operating Income/(loss)	1,086,831	758,777	621,750	629,740	629,740
Closure/Post Closure Related Expenses	670,482	845,620	527,540	816,410	816,410
Annual Net Operating Income/(loss) less Closure Related Expenses	416,349	(86,843)	94,210	(186,670)	(186,670)
Estimated End of Year Balances Needed for Future Obligations	29,578,110	29,311,523	29,672,320	29,485,650	29,485,650

Personnel Requirements

	FY 2012	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.50	5.50	5.84	6.00	6.00
Regular Part Time Employees	0.65	0.65	0.65	0.65	0.65
Temporary/Seasonal Employees	-	-	-	-	-
Total	6.15	6.15	6.49	6.65	6.65

TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
OPERATING REVENUES BY SOURCE

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

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted	Percent of Total Revenues
Municipal Solid Waste (MSW)						
Windsor Residential MSW	277,098	430,945	96,670	96,670	96,670	4.7%
Bloomfield Residential MSW	1,246	1,440	1,460	1,460	1,460	0.1%
Windsor Commercial MSW	185,291	180,596	104,560	104,560	104,560	5.0%
Bloomfield Commercial MSW	110,454	74,062	115,100	115,100	115,100	5.5%
Spot Market MSW	19,429	5,527	17,510	16,330	16,330	0.8%
Contaminated Soil & Spec Wastes	10,318	3,439	-	-	-	0.0%
Sub-total MSW	*603,835*	*696,009*	*335,300*	*334,120*	*334,120*	*16.0%*
Bulky Waste (C&D Only)						
Demolition	1,799,304	1,467,419	1,618,080	1,618,080	1,618,080	77.6%
Other Revenues						
Brush Revenues (Non-Disposed)	33,488	16,431	23,240	20,250	20,250	1.0%
Permit Fees & Other Administrative	66,512	77,782	77,700	78,090	78,090	3.7%
Recyclables & Non-Disposed Items	3,873	4,808	3,480	3,250	3,250	0.2%
Other	14,902	32,784	30,090	30,700	30,700	1.5%
Sub-total Other Revenues	*118,775*	*131,805*	*134,510*	*132,290*	*132,290*	*6.3%*
TOTAL OPERATING REVENUES	2,521,914	2,295,233	2,087,890	2,084,490	2,084,490	100.0%

LANDFILL OPERATIONS

Landfill Operations is responsible for the elimination of environmental and health hazards by processing solid waste according to federal, state and local regulations.

Operating Expenses

	FY 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	522,802	578,080	573,830	573,830
Supplies	151,657	147,860	158,850	158,850
Services	163,307	156,790	156,790	156,790
Maintenance & Repair	119,858	136,400	129,190	129,190
Grants & Contributions	3,130	3,000	3,000	3,000
Capital Outlay	23,000	10,000	10,000	10,000
Energy & Utility	140,650	116,190	105,270	105,270
Administrative Overhead	50,000	50,000	50,000	50,000
Insurance & Other	24,180	24,180	24,180	24,180
Total	1,198,584	1,222,500	1,211,110	1,211,110

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.50	5.84	6.00	6.00
Regular Part Time and Temporary Full Time	0.65	0.65	0.65	0.65
Total	6.15	6.49	6.65	6.65

Budget Commentary

The FY 13 expenditures are expected to come in over budget by $23,916 or 2.0%. This is primarily due to lower than budgeted expenditures for the closure-related projects in Personal Services. The FY 14 budget reflects an increase of $12,526 or 1.0% as compared to the FY 13 budget due primarily to Personal Services.

LANDFILL OPERATIONS

Products and Services

Solid Waste Management *$881,570*

- Weigh and process approximately 20,000 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 *$200,270*

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

Recycling Service *$7,900*

- 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 *$8,110*

- 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 *$4,810*

- 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 *$53,210*

- 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 *$55,240*

- 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.

Operating Expenses

	FY 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	440,862	343,930	343,930	343,930
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	440,862	343,930	343,930	343,930

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time and Temporary Full Time	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $96,932 or 22.0%. This is primarily due to savings in the cost of design and engineering services. The FY 14 budget reflects the same decrease for the same reason.

LANDFILL ENGINEERING
Products & Services

Engineering *$343,930*

- Provide engineering and survey support services on a contractual basis
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations
- Continue compliance with the Department of Energy and Environmental Protection 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.

Closure/Post Closure Expenses

	FY 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	-	47,020	81,550	81,550
Supplies	-	126,200	193,700	193,700
Services	845,620	354,320	472,860	472,860
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	68,300	68,300
Total	845,620	527,540	816,410	816,410

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time and Temporary Full Time	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $318,080 or 37.6%. This is primarily due to lower than budgeted expenditures for the gas collection system improvements in the current fiscal year. The FY 14 budget reflects a decrease of $29,210 or 3.5% because of anticipated savings in the improvements to the gas collection system.

Adult Day Care Enterprise Fund

Town of Windsor
FY 2013-2014
Adopted Budget

ADULT DAY CARE ENTERPRISE FUND

INTRODUCTION

Windsor's Adult Day Health Center, The Caring Connection, celebrated its 25th anniversary in November of 2012. 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 30-40 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. In November of 2012, the Caring Connection was recertified "with commendation" for the maximum period of three years. 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, 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 experience for both the client and the caregiver.

The FY 14 budget is based on an average daily census of 33.5 clients at our 330 Windsor Avenue location. The service enrolls an overall census of 40-50 clients in the Monday through Friday program. Funding is provided by User Fees generated at the daily rate by clients participating in the State Home Care for Elders program, Respite Care programs, 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. If we are to break even with no loss to retained earnings, we would have to have an average daily census of forty-two and a half clients. Without considering any projected client losses, and based upon current payer mix trends, we must add eight state subsidized clients scheduled for two days per week and one private pay client pay client scheduled for two days per week. The challenge is significant but not impossible. We look forward to growing enrollment as awareness and appreciation of the capacity of adult day health centers to care for frail elders in a cost conscious economy increases.

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 residents of Windsor and surrounding towns, 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 and we anticipate the opportunity to play an even greater role as State Area Access Agencies on Aging Services are mandated to develop more cost effective care approaches for their clients.

TOWN OF WINDSOR
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2012	FY 2013		FY 2014	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	576,960	641,880	555,340	562,000	562,000
Permits & Other Revenues	31,000	34,000	25,470	25,500	25,500
Total Operating Revenue	607,960	675,880	580,810	587,500	587,500
Non-Operating Revenue:					
Donations	15,856	5,500	12,201	12,000	12,000
Interest Income	984	600	600	600	600
Total Non-Operating Revenue	16,840	6,100	12,801	12,600	12,600
Total Revenue	624,800	681,980	593,611	600,100	600,100
Operating Expenses:					
Personal Services	353,858	377,240	353,280	371,810	371,810
Supplies	19,059	18,460	15,720	16,150	16,150
Services	44,122	46,500	40,560	42,500	42,500
Maintenance & Repairs	-	-	-	-	-
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	352	1,350	500	500	500
Administrative Overhead	18,000	18,360	18,360	18,360	18,360
Payment in Lieu of Taxes	-	-	-	-	-
Rent	71,000	71,710	71,710	71,710	71,710
Other	81	500	500	500	500
Transfer Payment to GF Transportation Unit	99,985	117,640	106,200	111,510	111,510
Total Operating Expenses	606,457	651,760	606,830	633,040	633,040
Non-Operating Expenses:					
Depreciation	7,132	6,300	6,500	6,500	6,500
Bus Replacement	10,000	10,000	10,000	10,000	10,000
Return of Contributed Capital	30,000	30,000	30,000	-	-
Total Non-Operating Expenses	47,132	46,300	46,500	16,500	16,500
Total Expenses	653,589	698,060	653,330	649,540	649,540
Annual Income/(Loss)	(28,789)	(16,080)	(59,719)	(49,440)	(49,440)
Net Assets (Retained Earnings), Beginning of Year	505,025	476,236	476,236	416,517	416,517
Net Assets (Retained Earnings), End of Year	$ 476,236	$ 460,156	$ 416,517	$ 367,077	$ 367,077

Personnel Requirements

	FY 2012	FY 2013		FY 2014	
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	3.50	3.39	3.10	3.06	3.06
Total	7.00	6.89	6.60	6.56	6.56

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 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	112,550	112,180	115,530	115,530
Supplies	4,320	3,610	3,710	3,710
Services	6,000	5,270	5,520	5,520
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,350	500	500	500
Administration	6,120	6,120	6,120	6,120
Rent Expense	71,710	71,710	71,710	71,710
Other	500	500	500	500
Total	202,550	199,890	203,590	203,590

Personnel Requirements

	FY 2013		FY 2014	
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	0.49	0.49
Temporary/Seasonal Employees	-	-	-	-
Total	1.80	1.48	1.49	1.49

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $2,660 or 1.3%. This is primarily due to careful analysis of monthly usage and adjustments to staffing levels as appropriate and allowable by regulated ratios. The FY 14 budget reflects an increase of $1,040 or 0.5% as compared to the FY 13 budget due primarily to increased costs in Personal Services.

ADMINISTRATION

Products & Services

Administration *$174,910*

- 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 Foundation, 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 *$28,680*

- 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 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	187,220	165,070	178,280	178,280
Supplies	12,290	10,530	10,820	10,820
Services	38,170	33,260	34,850	34,850
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	6,120	6,120	6,120	6,120
Rent Expense	-	-	-	-
Other	-	-	-	-
Total	243,800	214,980	230,070	230,070

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	2.61	2.33	2.28	2.28
Temporary/Seasonal Employees	-	-	-	-
Total	4.11	3.83	3.78	3.78

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $28,820 or 11.8%. This is primarily due to low census. The FY 14 budget reflects a decrease of $13,730 or 5.6% as compared to the FY 13 budget due to anticipated sluggish census recovery.

NURSING

Products & Services

Skilled/Non-Skilled Nursing *$146,550*

- 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 purified protein derivatives (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 *$37,120*

- 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, *$46,400*
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 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	77,470	76,030	78,000	78,000
Supplies	1,850	1,580	1,620	1,620
Services	2,330	2,030	2,130	2,130
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	6,120	6,120	6,120	6,120
Rent Expense	-	-	-	-
Other	-	-	-	-
Total	87,770	85,760	87,870	87,870

Personnel Requirements

	FY 2013		FY 2014	
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	0.29	0.29
Temporary/Seasonal Employees	-	-	-	-
Total	1.48	1.30	1.29	1.29

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $2,010 or 2.3%. This is primarily due to lower census. The FY 14 budget reflects an increase of $100 or 0.1% as compared to the FY 13 budget due to Personal Services.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming *$72,720*

- 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 *$15,150*

- Assess, evaluate and document clients' therapeutic recreational needs as outlined by the CT Association of Adult Day Health Centers
- Complete all forms in conjunction with the care-plan and update them on a 6-month basis
- Inventory and order all supplies for art, music and therapeutic recreation programs
- Serve as a mentor to undergraduate interns from surrounding colleges and universities.

TRANSPORTATION

Transportation Services provides safe, accessible and assisted transportation for all handicapped and disabled adults.

Expenditures

Expenditures by Category	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Transfer Payment to GF Transportation Unit	117,640	106,200	111,510	111,510
Total	117,640	106,200	111,510	111,510

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Budget	FY 2013 Estimate	FY 2014 Proposed	FY 2014 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $11,440 or 9.7%. This is primarily due to less usage of senior transportation by the Caring Connection. The FY 14 budget reflects a decrease of $6,130 or 5.2% as compared to the FY 13 budget due to reduced ridership as a result of diminished daily attendance.

TRANSPORTATION

Products & Services

Daily Transportation *$111,510*

- Transfer payment to the General Fund that supports the Transportation Unit in Human Services.

FY 2013 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 continued to receive benefits from outside funding from various agencies in FY 13 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/ Windsor Locks Rotary Clubs
- Memorial donations.

The Caring Connection retired it's renovation loan of $300,000 with the final payment of $30,000.

The Fiscal Year 2013 highlights include:

- By peer review, three year recertification with commendation
- Reaching benchmark service anniversary of twenty-five years
- 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
- Increased concurrent programming opportunities for clients
- 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 High School Music Program, Windsor Discovery Center and Windsor Police Cadets
- Added two weekly volunteers to our program
- Act as a site for Al Prince and St. Joseph College nursing student clinical rotation
- Monthly Public Service Announcements from The Caring Connection started in December 2011
- Pursuit of a variety of avenues for outreach including Qualidigm Communities of Care, evening educational events (beginning in February 2013), establishment of increased awareness of Adult Day Services among MD offices (January of 2013), an early morning open house for Area Access Agency case managers and nursing home social workers (March 2013), establishment of greater awareness of social service departments in neighboring towns, Bloomfield and Windsor Locks (January 2013).

Child Development Enterprise Fund

Town of Windsor
FY 2013-2014
Adopted Budget

CHILD DEVELOPMENT ENTERPRISE FUND

INTRODUCTION

The Windsor Discovery Center and Montessori School located at the Milo W. Peck Child Development Center recently celebrated 32 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 W. Peck Child Development Center has expanded over the course of 32 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 American Montessori Society.

During the school year, the center will serve more than 147 children from 117 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 90 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 2012	FY 2013		FY 2014	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	1,254,844	1,336,890	1,260,770	1,266,400	1,266,400
Permits & Other Revenues	-	700	500	500	500
Total Operating Revenue	1,254,844	1,337,590	1,261,270	1,266,900	1,266,900
Non-Operating Revenue:					
Interest Income	1,322	1,200	900	900	900
Total Non-Operating Revenue	1,322	1,200	900	900	900
Total Revenue	1,256,166	1,338,790	1,262,170	1,267,800	1,267,800
Operating Expenses:					
Personal Services	1,014,457	1,056,000	1,033,870	1,056,710	1,056,710
Supplies	20,861	17,900	19,650	17,650	17,650
Services	71,166	51,250	50,950	57,850	57,850
Maintenance & Repairs	15,784	17,510	16,250	16,250	16,250
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	15,723	18,670	16,720	17,240	17,240
Administrative Overhead	45,000	45,900	45,900	45,900	45,900
Payment in Lieu of Taxes	-	-	-	-	-
Rent	117,650	118,830	118,830	118,830	118,830
Other (bad debt)	1,552	-	1,750	-	-
Total Operating Expenses	1,302,193	1,326,060	1,303,920	1,330,430	1,330,430
Non-Operating Expenses:					
Investment in capital	-	-	-	-	-
Depreciation	1,000	-	1,000	1,000	1,000
Total Non-Operating Expenses	1,000	-	1,000	1,000	1,000
Total Expenses	1,303,193	1,326,060	1,304,920	1,331,430	1,331,430
Annual Income/(Loss)	(47,027)	12,730	(42,750)	(63,630)	(63,630)
Net Assets (Retained Earnings), Beginning of Year	493,473	446,446	446,446	403,696	403,696
Net Assets (Retained Earnings), End of Year	446,446	459,176	403,696	340,066	340,066

Personnel Requirements

	FY 2012	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	13.00	13.00	13.00	13.00	13.00
Regular Part Time Employees	5.70	5.70	5.09	5.29	5.29
Temporary/Seasonal Employees	0.15	0.15	0.10	-	-
Total	18.85	18.85	18.19	18.29	18.29

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. The Montessori Toddler program is accreditited by the American Montessori Society (AMS).

Expenditures

	FY 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	286,550	264,110	262,300	262,300
Supplies	1,500	1,700	1,700	1,700
Services	2,700	2,700	2,800	2,800
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	290,750	268,510	266,800	266,800

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.85	2.90	2.90	2.90
Regular Part Time Employees	3.25	2.51	2.29	2.29
Temporary/Seasonal Employees	-	-	-	-
Total	6.10	5.41	5.19	5.19

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $22,240 or 7.6%. This is primarily due to staff retirement and new hires at lower salaries. The FY 14 budget reflects a decrease of $23,950 or 8.2% as compared to the FY 13 budget due to decrease in staff salary and reallocation of part time hours.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler *$200,630*

- Conduct a year-round, full time program for 12 children age three months to three years.

Montessori Toddler *$66,170*

- 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 Society 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 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	571,560	598,400	622,220	622,220
Supplies	13,700	15,000	13,150	13,150
Services	32,000	31,790	37,980	37,980
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	1,750	-	-
Total	617,260	646,940	673,350	673,350

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.50	8.20	8.20	8.20
Regular Part Time Employees	0.90	1.39	1.79	1.79
Temporary/Seasonal Employees	-	-	-	-
Total	9.40	9.59	9.99	9.99

Budget Commentary

The FY 13 expenditures are expected to come in over budget by $29,680 or 4.8%. This is primarily due to staff reallocation across programs. The FY 14 budget reflects an increase of $56,090 or 9.1% as compared to the FY 13 budget due to reallocating certain expenditures and increase cost for Personal Services.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori *$555,100*

- Provide a Montessori educational experience for children ages three through five on a full or half-day schedule from September to June.

Preschool Camp *$67,400*

- Conduct a nine-week Discovery preschool summer camp for children ages three through five.

Montessori Camp *$50,850*

- 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 Oliver Ellsworth, Kennedy, Sage Park Middle Schools and/or private elementary schools. A full day summer camp is offered for eight weeks during the summer months for children ages six through twelve.

Expenditures

	FY 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	197,890	171,360	172,190	172,190
Supplies	2,700	2,950	2,800	2,800
Services	16,550	16,460	17,070	17,070
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	217,140	190,770	192,060	192,060

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.65	1.90	1.90	1.90
Regular Part Time Employees	1.55	1.19	1.21	1.21
Temporary/Seasonal Employees	0.15	0.10		-
Total	3.35	3.19	3.11	3.11

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $26,370 or 12.1%. This is primarily due to reconfiguration of staff. The FY 14 budget reflects a decrease of $25,080 or 11.6% as compared to the FY 13 budget due to reallocation of personal services.

ELEMENTARY PROGRAMS

Products & Services

Before and After School Elementary — *$105,750*

- Provide a before and after-school program for first through sixth grade students
- Expand to full-day sessions during inclement weather, in-service days, holidays and school vacations
- Care is provided to children from Oliver Ellsworth, Kennedy Elementary schools, Sage Park Middle School and local private schools.

Elementary Camp — *$86,310*

- 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 2013		FY 2014	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	17,510	16,250	16,250	16,250
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	45,900	45,900	45,900	45,900
Rent Expense	118,830	118,830	118,830	118,830
Energy & Utility	18,670	16,720	17,240	17,240
Other	-	-	-	-
Total	200,910	197,700	198,220	198,220

Personnel Requirements

	FY 2013		FY 2014	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 13 expenditures are expected to come in under budget by $3,210 or 1.6%. This is primarily due to the actual cost for cleaning services and a slight reduction in energy and utility cost based on historic usage. The FY 14 budget reflects a decrease of $2,690 or 1.3% as compared to the FY 13 budget due to no increase in the cleaning contact, which had previously been anticipated.

FACILITIES MANAGEMENT

Products & Services

Management *$164,730*

- Pay rental and administrative fees to the Town of Windsor.

Support Services *$33,490*

- Provide custodial services and utilities for Discovery Center programs.

FY 2013 Highlights

Children age's 9 to 12 attending Camp Discovery participated in several community service projects as part of their program. They conducted bake sales and collected donations for the Windsor Fuel and Food Banks. In addition the children raised a donation in the amount of $200.00 plus diapers and wipes to benefit the diaper bank. The first grade children during the school year also raised $165.00 for the Windsor Fuel Bank.

The staff volunteered their time to prepare evening programs for the families and children to attend. During the fall a family meet and greet was held at Northwest Park and a Fall Festival was held for families to participate in making fall themed decorations. A parent's night out is provided to the families free of charge. The families have free babysitting and dinner for their children so they can enjoy an evening out. The staff also prepare a parent appreciation breakfast for families to have a hearty breakfast before they head out to work.

The Windsor Discovery Center maintained its high level of certification among teachers by having eighteen full and part time staff attend more than 400 combined hours of continuing education in the field of early childhood education and development by taking college courses and attending workshops and seminars.

Staff provided a parent education night for families to become familiar with the Montessori approach and classroom set up. A total of 24 currently enrolled and new families attended.

During the winter months the Montessori Preschool program and Kindergarten program organized a coat drive for "Coats for Care'" and a supply drive during the holidays for the residents at Kindred Transitional Care and Rehabilitation. We donated 22 children and adult coats to Best Cleaners for cleaning and distribution.

APPENDICES

SECTION	TITLE	PAGE
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APPENDIX B	Special Revenue Funds	B-1
APPENDIX C	Summary of Personal Services	C-1
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APPENDIX "A"
Capital Improvement Program
2014-2019

Town of Windsor
FY 2013 – 2014
Adopted Budget

TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2014 – FY 2019

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 2014						
Pavement Management Program	534,330	0		184,330		350,000 [2/3]
Sidewalk and Curb Replacement Program	0	0				
Street Reconstr. - Prospect Hill Rd., West Street to Bent Rd (Phase II Design)	233,937		233,937			
Street Reconstruction - Pigeon Hill Road (Poquonock Ave. to Lamberton Rd, Survey/Preliminary Design)	75,000					75,000 [1]
Street Reconstruction - Batchelder Rd (Design)	55,000					55,000 [1]
Street Reconstruction - River Street (Poquonock to Old River, Concept Design)	25,000					25,000 [1]
Pavement Line Striping	45,000					45,000 [1]
Construct Sidewalks - Safe Routes to Schools	100,000			100,000		
Day Hill Road Pedestrian Circulation Enhancements	146,306		146,306			
Wilson Route 159 Corridor Enhancement Program (Phase I)	777,400			777,400		
Information Technology - Microsoft Licensing	133,000					133,000 [1]
Town Facility Improvements - LP Wilson Front Restrooms Rehab (Construction)	233,389		233,389			
Town Facility Improvements - LP Wilson Convert Rear Locker Rooms to Shelter Showering Facility (Design)	30,000					30,000 [1]
Town Facility Improvements - Roofs (WVA Building)	199,232		199,232			
Town Facility Improvements - Roofs (330 Windsor Avenue Community Center)	126,902		126,902			
Fleet and Public Works Equipment Replacement	225,300	0				225,300 [2]
Fire Department - Support Vehicles	52,440					52,440 [1]
Emergency Dispatch Console Upgrade	255,780		255,780			
Dog Pound Relocation (Land Acquisition and Design)	149,570		149,570			
Landfill Closure	1,670,000				1,670,000	
Landfill Methane Gas Collection	400,000				400,000	
Park Improvements - Athletic Field Master Plan Implementation	475,000		475,000			
BOE - Oliver Ellsworth School - Main Office Remodel (Construction)	371,655		371,655			
BOE - Clover St. School - Code Compliance (Design)	30,000					30,000 [1]
BOE - Clover St. School - Convert Steam Heating to Hot Water and add AC (Construction)	2,195,000		2,195,000			
BOE - Sage Park Middle and Windsor High School - Lighting Upgrade	200,000		200,000			
BOE - Sage Park Middle School - Air Condition and Soundproof Cafeteria (Construction)	633,360		633,360			
BOE - Sage Park Middle School - Alternative Energy and Energy Efficiencies (Study)	30,000					30,000 [1]
BOE - L.P. Wilson Center - Abate Adhesive in Floor Tiles	307,624		307,624			
BOE - School Window Replacement	136,446		136,446			
Subtotal FY 2014	9,846,671	0	5,664,201	1,061,730	2,070,000	1,050,740
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	**9,846,671**	**0**	**5,664,201**	**1,061,730**	**2,070,000**	**1,050,740**

[1] *Capital Projects Fund Balance (Total = $475,440)*

[2] *General Fund Balance (Total = $375,300)*

[3] *Town Aid Road/LoCIP (Total = $200,000)*

Appendix A

PROPOSED CAPITAL IMPROVEMENT PROGRAM

FY 2015						
Pavement Management Program	889,330	705,000		184,330		
Sidewalk and Curb Replacement Program	78,416	78,416				
Pavement Resurfacing at Town Facilities & Schools	155,669		155,669			
Stormwater Management Improvements	488,079		488,079			
Street Reconstruction - Batchelder Rd (Construction)	639,450		639,450			
Street Reconstruction - Pigeon Hill Road (Poquonock Ave. to Lamberton Rd, Design)	85,800					85,800 [1]
Day Hill Road Capacity Improvements - Coordinated Signal System Installation (Construction)	948,480			948,480		
Streetlight Replacement Program	137,025		137,025			
Pavement Line Striping	46,800					46,800 [1]
Street and Traffic Sign Management Program	18,000					18,000 [1]
Tree Replacement Program	39,312					39,312 [1]
Fleet and Public Works Equipment Replacement	300,432	300,432				
Fire Department - Tower Ladder Truck Replacement	1,200,238		1,200,238			
Dog Pound Relocation (Construction)	633,360		633,360			
Traffic Calming Devices	89,000					89,000 [1]
Traffic Signal at Windsor Avenue and Corey Street (Design and ROW)	50,835					50,835 [1]
Day Hill Road Pedestrian Circulation Enhancements	194,425		194,425			
Wilson Route 159 Corridor Enhancement Program (Phase II)	808,496			808,496		
Town Facility Improvements - LP Wilson Convert Rear Locker Rooms to Shelter Showering Facility (Construc	350,000		350,000			
Town Facility Improvements - HVAC, Electricity & Energy (Town Hall)	1,132,740		1,132,740			
Town Facility Improvements - Town Hall Windows	204,269		204,269			
Landfill Closure	2,465,000				2,465,000	
Landfill Methane Gas Collection	595,000				595,000	
BOE - Poquonock School - HVAC Phase III (Design, Construction)	810,000		810,000			
BOE - Oliver Ellsworth School - Code Compliance Upgrade (Design, Construction)	327,449		327,449			
BOE - Sage Park Middle School - Alternative Energy and Energy Efficiencies (Phase I)	1,831,122		1,831,122			
BOE - School Window Replacement	141,904		141,904			
Subtotal FY 2015	14,660,631	1,083,848	8,245,730	1,941,306	3,060,000	329,747
FY 2015 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2015	0	0	0	0	0	0
GRAND TOTAL FY 2015	14,660,631	1,083,848	8,245,730	1,941,306	3,060,000	329,747

[1] *Capital Projects Fund Balance (Total = $329,747)*

PROPOSED CAPITAL IMPROVEMENT PROGRAM

FY 2016						
Pavement Management Program	889,330	705,000		184,330		
Sidewalk and Curb Replacement Program	81,553	81,553				
Street Reconstruction - Pigeon Hill Road (Poquonock Ave. to Lamberton Rd, Construction)	688,061		688,061			
Street Rehabilitation - Stone Road (Construction, Phase I)	349,372		349,372			
Pavement Line Striping	48,672					48,672 [1]
Street and Traffic Sign Management Program	19,469					19,469 [1]
Fleet and Public Works Equipment Replacement	300,432	300,432				
Expansion of Public Safety Complex (Design)	861,701		861,701			
Day Hill Road Pedestrian Circulation Enhancements	242,162		242,162			
Park Improvements - Ellsworth Field	267,166		267,166			
Park Improvements - Fitch Field Improvements	363,072		363,072			
Landfill Closure	2,140,000				2,140,000	
Landfill Leachate Management	2,300,000				2,300,000	
Landfill Methane Gas Collection	550,000				550,000	
BOE - Sage Park Middle School - Alternative Energy and Energy Efficiencies (Phase II)	1,897,644		1,897,644			
BOE - Mechanical Systems Energy Efficiencies	637,420		637,420			
Subtotal FY 2016	11,636,054	1,086,985	5,306,598	184,330	4,990,000	68,141
FY 2016 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2016	0	0	0	0	0	0
GRAND TOTAL FY 2016	**11,636,054**	**1,086,985**	**5,306,598**	**184,330**	**4,990,000**	**68,141**

[1] *Capital Projects Fund Balance (Total = $68,141)*

PROPOSED CAPITAL IMPROVEMENT PROGRAM

FY 2017						
Pavement Management Program	924,330	740,000		184,330		
Sidewalk and Curb Replacement Program	84,815	84,815				
Stormwater Management Improvements	488,079		488,079			
Street Reconstruction - Pigeon Hill Road (Lamberton Rd to Addison Rd, Survey/Design)	46,400					46,400 [1]
Street Rehabilitation - Stone Road (Construction, Phase II)	370,471		370,471			
Streetlight Replacement Program	145,247		145,247			
Pavement Line Striping	50,619					50,619 [1]
Street and Traffic Sign Management Program	20,248					20,248 [1]
Tree Replacement Program	44,221					44,221 [1]
Fleet and Public Works Equipment Replacement	325,023	325,023				
Streetlight Energy & Maintenance Cost Reduction (Phase I)	366,618		366,618			
Energy Management, Fire and Security System Improvements (Construction)	692,495		692,495			
Day Hill Road Pedestrian Circulation Enhancements	203,640		203,640			
Construct Sidewalks - Safe Routes to Schools	163,964			163,964		
Fire Department - Air Bottle Replacement	149,136					149,136 [1]
Fire Department - Engine 10 Replacement Vehicle	919,873		919,873			
Park Improvements - L.P. Wilson Field Renovations (Phase III)	353,768		353,768			
BOE - School Window Replacement	230,225		230,225			
Subtotal FY 2017	5,579,172	1,149,838	3,770,416	348,294	0	310,624
FY 2017 Projects Anticipated to Require Voter Approval						
Town Facility Improvements - Parks Garage Relocation	7,756,887		7,756,887			
Expansion of Public Safety Complex (Phase I)	7,525,153		7,525,153			
Subtotal FY 2017	15,282,040	0	15,282,040	0	0	0
GRAND TOTAL FY 2017	**20,861,212**	**1,149,838**	**19,052,456**	**348,294**	**0**	**310,624**

[1] *Capital Projects Fund Balance (Total = $310,624)*

PROPOSED CAPITAL IMPROVEMENT PROGRAM

FY 2018						
Pavement Management Program	944,330	760,000		184,330		
Sidewalk and Curb Replacement Program	88,207	88,207				
Pavement Resurfacing at Town Facilities & Schools	200,970		200,970			
Stormwater Management Improvements	243,733		243,733			
Street Reconstruction - River Street (Poquonock to Old River, Design)	48,666					48,666 [1]
Pavement Line Striping	52,644					52,644 [1]
Street and Traffic Sign Management Program	21,057					21,057 [1]
Fleet and Public Works Equipment Replacement	325,023	325,023				
Construct Sidewalks - Safe Routes to Schools	198,940			198,940		
Traffic Signal at Windsor Avenue and Corey Street (Construction)	491,985		401,985	90,000		
Day Hill Road Resurfacing (Design)	51,474					51,474 [1]
Day Hill Road Pedestrian Circulation Enhancements	255,625		255,625			
Town Facility Improvements - HVAC, Electricity & Energy (Milo Peck Building)	1,278,900		1,278,900			
Fire Department - Self-Contained Breathing Apparatus Replacement	614,346		614,346			
Fire Department - Engine 7 Replacement Vehicle	927,691		927,691			
Additional Fire Hydrants	123,262		123,262			
Riverfront Bike Path - Windsor Center to East Barber Street (Phase I Design)	134,550					134,550 [1]
BOE - School Window Replacement	239,829		239,829			
BOE - Mechanical Systems Energy Efficiencies	675,665		675,665			
Subtotal FY 2018	6,916,897	1,173,230	4,962,006	473,270	0	308,391
FY 2018 Projects Anticipated to Require Voter Approval						
Street Reconstr. - Prospect Hill Rd., West Street to Bent Rd (Phase II Construction)	3,640,493		3,640,493			
Expansion of Public Safety Complex (Phase II)	7,672,814		7,672,814			
Subtotal FY 2018	11,313,307	0	11,313,307	0	0	0
GRAND TOTAL FY 2018	**18,230,204**	**1,173,230**	**16,275,313**	**473,270**	**0**	**308,391**

[1] *Capital Projects Fund Balance (Total = $308,391)*

PROPOSED CAPITAL IMPROVEMENT PROGRAM

FY 2019						
Pavement Management Program	959,330	775,000		184,330		
Sidewalk and Curb Replacement Program	91,736	91,736				
Ramp Modification at I-91 & Rte 75/Day Hill Rd	46,000,000			46,000,000		
Tree Replacement Program	47,829					47,829 [1]
Fleet and Public Works Equipment Replacement	350,532	350,532				
Construct Sidewalks - Safe Routes to Schools	200,023			200,023		
Day Hill Road Resurfacing	1,370,433					1,370,433 [2]
Day Hill Road Pedestrian Circulation Enhancements	143,841		143,841			
Street and Traffic Sign Management Program	21,900					21,900 [1]
Street Reconstruction - Pigeon Hill Road (Lamberton Rd to Addison Rd, Construction)	616,463		616,463			
Streetlight Energy & Maintenance Cost Reduction (Phase II)	381,234		381,234			
Town Facility Improvements - HVAC, Electricity & Energy (Wilson Fire Station - Design)	60,735					60,735 [1]
BOE - JFK, OE, SPMS, Field House Boiler Replacement	1,200,000		1,200,000			
Additional Fire Hydrants	123,262		123,262			
Subtotal FY 2019	51,567,318	350,532	2,464,800	46,200,023	0	1,500,897
FY 2019 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2019	0	0	0	0	0	0
GRAND TOTAL FY 2019	51,567,318	350,532	2,464,800	46,200,023	0	1,500,897

[1] *Capital Projects Fund Balance (Total = $130,464)*

[2] *Debt Service Fund (Total = $1,370,433)*

Total CIP Program	126,802,098	4,844,433	57,009,098	50,208,853	10,120,000	3,568,516

APPENDIX "B"
Special Revenue Funds

Town of Windsor
FY 2013 – 2014
Adopted Budget

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
6002	Crisis Intervention Program	1,437	-	740	697	-	-	697
6004	Bullet Proof Vest Program	5,190	-	5,190	-	5,190	5,190	-
6012	State Reimbursements	-	30,000	30,000	-	30,000	30,000	-
6026	Car Seat Program	1,262	-	660	602	-	-	602
6301	Narcotic Seizures - Federal	208	-	-	208	-	-	208
6302	Federal Sharing	125,999	15,000	40,000	100,999	20,000	20,000	100,999
6305	Asset Forfeiture - State	1,140	4,000	-	5,140	-	-	5,140
6700	Animal Shelter	46,301	-	1,760	44,541	-	1,000	43,541
6701	Powalka Memorial Fund	266	-	-	266	-	-	266
6702	K-9 Donations	633	500	-	1,133	-	-	1,133
6704	Pet ID Program	320	-	-	320	-	-	320
6800	Police Private Duty	519,441	400,000	455,330	464,111	400,000	488,000	376,111
6908	Vehicle Maintenance	9,253	-	2,000	7,253	-	2,000	5,253
6916	Neighborhood Engagement Team	894	-	-	894	-	500	394
	Total 03 Funds	**712,344**	**449,500**	**535,680**	**626,164**	**455,190**	**546,690**	**534,664**

#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.

#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. Expenditures are related to officer salaries for these services provided but FY 13 also includes $100,330 for vehicle replacement and $15,000 for traffic enforcement and FY 14 also includes $103,000 for vehicle replacement, $20,000 for traffic enforcement and $25,000 for information technology equipment.

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

#6916 - Neighborhood Engagement Team - Funds are donated by citizens and businesses in the community. Funds are used for outreach activities to promote neighborhood building and community enhancement.

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	FY 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
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 2013 and FY 2014 shown above represent the third and fourth year of the program.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

		FY 2013				FY 2014		
Project #	Project Name	Beginning Balance (7/1/12)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/13)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/14)
2002	Cirillo Youth Theatre	27,021	19,500	25,250	21,271	18,520	22,200	17,591
2004	Fran Elligers Memorial Fund	1,645	-	-	1,645	-	-	1,645
2007	Teen-O-Rama	109,344	301,500	306,410	104,434	289,430	302,660	91,204
2010	Positive Youth Development	8,847	57,800	57,800	8,847	60,460	63,630	5,677
2016	Passage Program	2,031	12,620	10,270	4,381	13,120	11,900	5,601
2018	Live-n-Learn	11,493	22,000	21,500	11,993	20,810	20,540	12,263
2052	Youth & Police Program Grant FY 13	-	10,000	10,000	-	N/A	N/A	N/A
2053	Youth Services Bureau FY 13	-	20,010	20,010	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 14	N/A	N/A	N/A	N/A	20,010	20,010	-
2045	Dog Park	1,273	-	500	773	-	-	773
2054	YSB Enhancement Grant FY 13	-	6,110	6,110	-	N/A	N/A	N/A
NEW	YSB Enhancement Grant FY 14	N/A	N/A	N/A	N/A	6,250	6,250	-
2055	CASAC FY 13 *	-	4,240	4,240	-	N/A	N/A	N/A
NEW	CASAC FY 14 *	N/A	N/A	N/A	N/A	4,240	4,240	-
2202	NW Park Youth Conservation Corp.	5,368	8,800	8,290	5,878	7,180	7,180	5,878
2204	Northwest Park Nature Camp/Clubs	141,016	88,120	70,970	158,166	91,870	84,760	165,276
2207	Friends of Northwest Park Grant	-	8,910	8,910	-	7,690	7,690	-
2208	Northwest Park Shop	3,564	2,700	3,610	2,654	3,800	3,030	3,424
2210	NWP Environ. Education Programs	59,648	33,000	31,410	61,238	42,370	35,500	68,108
2211	Northwest Park Tobacco Museum	13,998	13,930	13,930	13,998	14,370	14,370	13,998
2325	NWP Facilities	14,809	5,500	4,930	15,379	5,090	4,000	16,469
4022	River Walkways	19,305	-	-	19,305	-	-	19,305
		419,362	**614,740**	**604,140**	**429,962**	**605,210**	**607,960**	**427,212**

*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.

#2052 - 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.

#2053/NEW - Youth Services Bureau FY 13/FY 14 - 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.

#2055/NEW - CASAC FY 13/FY 14 - 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 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
2300	Windsor Senior Center	10,432	54,000	52,940	11,492	54,000	53,940	11,552
2317	Dial-a-Ride Matching Grant FY 13	-	28,020	28,020	-	N/A	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 14	N/A	N/A	N/A	N/A	38,000	38,000	-
2318	NCAAA Grant 10/01/11 - 9/30/12	-	1,000	1,000	-	N/A	N/A	N/A
2319	NCAAA Grant 10/01/12 - 9/30/13	-	4,500	4,500	-	1,000	1,000	-
NEW	NCAAA Grant 10/01/13 - 9/30/14	N/A	N/A	N/A	N/A	4,500	4,500	-
3816	Human Services Assistance Fund	70,304	5,000	5,000	70,304	5,000	5,000	70,304
3822	Mental Health Committee	400	200	200	400	-	-	400
3840	NCAAA/Operation Fuel	9,147	1,500	1,500	9,147	1,000	1,000	9,147
3868	Parents Of Children With Disabilities	3,000	-	1,500	1,500	-	1,500	-
3875	SSBG 10/1/11 - 9/30/12	-	5,350	5,350	-	N/A	N/A	N/A
3880	SSBG 10/1/12 - 9/30/13	-	16,070	16,070	-	5,360	5,360	-
NEW	SSBG 10/1/13 - 9/30/14	N/A	N/A	N/A	N/A	-	-	-
3867	Windsor Community Service Council	751	30,130	30,130	751	3,850	3,850	751
		94,034	**145,770**	**146,210**	**93,594**	**112,710**	**114,150**	**92,154**

#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.

#2317/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.

#2318/2319/NEW - NCAAA Grants - Funds are from an evening and weekend transportation matching grant.

#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.

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

#3875/38880/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 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
3803	Toy Drive	285	-	-	285	-	-	285
3805	CPR Classes	324	750	750	324	1,000	500	824
3808	Clinic Services	26,275	18,000	20,670	23,605	17,000	16,500	24,105
3814	Bike & Ski Safety Equipment	-2,877	1,750	1,500	-2,627	2,500	2,500	-2,627
3831	Pandemic Influenza Grant	68	-	-	68	-	-	68
3877	Regional Emergency Planning	3,006	6,000	6,000	3,006	-	-	3,006
3839	Lead Poisoning Prevention & Control	659	2,500	2,500	659	2,500	2,500	659
3846	H1N1 Vaccine Clinics	4,861	-	-	4,861	-	-	4,861
3848	Public Health Emergency Readiness	3,735	-	1,500	2,235	-	-	2,235
3851	Public Health Block Grant FY 13	-	3,710	3,710	-	-	-	-
NEW	Public Health Block Grant FY 14	-	-	-	-	3,710	3,710	-
3857	Bioterrorism Grant 8/10/10 - 8/09/11	17,380	-	17,380	-	-	-	-
3858	Bioterrorism Grant 8/10/12 - 8/09/13	-	54,020	54,020	-	-	-	-
NEW	Bioterrorism Grant 8/10/12 - 8/09/14	-	-	-	-	49,700	49,700	-
		53,716	**86,730**	**108,030**	**32,416**	**76,410**	**75,410**	**33,416**

#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.

#3877 - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support 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, number 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

#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.

SPECIAL REVENUE FUNDS

Health Services

#NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period ends on June 30, 2014.

#3857/3858 - 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 to August 9, 2012 and 2013 respectively.

#NEW - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. The grant cycle is from July 1, 2013 to June 30, 2014.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
2501	Library Copy Machine Fund	23,582	10,000	10,000	23,582	12,000	15,000	20,582
2502	Windsor Library Association Grant	11,015	1,800	1,800	11,015	1,800	-	12,815
2503	Main Library Non-Print Materials	27,706	14,500	19,300	22,906	14,000	14,000	22,906
2504	Wilson Library Non-Print	6,888	5,500	5,500	6,888	5,000	5,500	6,388
2505	Connecticard	15,216	3,000	3,000	15,216	3,500	4,500	14,216
2507	Cary Nearing Book Project	13,825	-	5,000	8,825	-	3,000	5,825
2509	State Library Grant	3,950	2,500	2,500	3,950	1,200	2,000	3,150
2510	Hartford Foundation Grant	2,294	-	2,294	-	-	-	-
2511	NewAlliance Foundation Grant	-	4,800	4,800	-	-	-	-
N/A	Library Association Donation***	-	23,000	23,000	-	21,000	21,000	-
		104,476	**65,100**	**77,194**	**92,382**	**58,500**	**65,000**	**85,882**

***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.

#2511 - New Alliance Foundation Grant - Revenues are from a one-time grant source to be used to support a literacy program for struggling elementary school age children.

SPECIAL REVENUE FUNDS

DEVELOPMENT

Project #	Project Name	FY 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
1704	Wetlands Inventory Grant	694	-	200	494	-	-	494
1705	Wetlands Account	2,666	-	-	2,666	-	-	2,666
1706	Energy Task Force Fund	4,681	-	-	4,681	-	750	3,931
1707	Earth Day	549	2,100	2,100	549	2,100	2,100	549
1721	Fire Safety Computer Grant	252	-	-	252	-	-	252
1975	Transit Oriented Development Plan	-	250,000	250,000	-	N/A	N/A	N/A
		8,842	**252,100**	**252,300**	**8,642**	**2,100**	**2,850**	**7,892**

#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.

#1975 - Transit Oriented Development (TOD) Plan- This fund is from a grant from the Connecticut Department of Transportation to be used for the Windsor Center Transit Oriented Development Planning and Facilitation Program.

Community Development

Project #	Project Name	FY 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
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 2013				FY 2014		
Project #	Project Name	Beginning Balance (7/1/12)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/13)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/14)
1980	Stony Hill School	2,336	4,900	4,050	3,186	4,900	4,050	4,036
2014	330 Windsor Avenue Maintenance	38,185	122,950	116,480	44,655	122,950	114,270	53,335
4003	Archer Road Maintenance	50,843	-	-	50,843	-	-	50,843
4009	Town Aid Road Improvements	388,366	202,200	235,210	355,356	202,200	215,000	342,556
4010	East Granby Road Maintenance	40,000	-	-	40,000	-	-	40,000
4012	Local Cap. Improve. - Recording Fees	44,072	15,180	-	59,252	15,400	-	74,652
4018	Veterans Cemetery	15,832	2,800	1,350	17,282	2,700	1,500	18,482
4100	Rental Revenue (Properties)	2,184	15,000	17,070	114	14,500	13,700	914
4101	Train Station/Freight House	167,501	6,170	42,220	131,451	6,170	28,700	108,921
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		755,020	**369,200**	**416,380**	**707,840**	**368,820**	**377,220**	**699,440**

#1980 - Stony Hill School - This is a former one-room school house on Windsor Avenue near the intersection of Hillcrest Road. This historical structure is maintained by the Department of Public Works. It is currently rented out for yoga classes. Funds are used to pay all expenses associated with the maintenance of this facility.

#2014 - 330 Windsor Avenue Maintenance - This revolving fund is used for repair and maintenance at the facility. Revenues are received from the Caring Connection, Recreation Department and the Chinese Restaurant on site. 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 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
1304	Town Clerk Copier	87,144	33,800	58,740	62,204	15,200	17,200	60,204
1306	Historic Preservation	3,628	6,930	6,930	3,628	5,930	5,930	3,628
1308	Preservation Microfilming Grant	-	6,500	6,500	-	6,500	6,500	-
		90,772	**47,230**	**72,170**	**65,832**	**27,630**	**29,630**	**63,832**

#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 2013 Beginning Balance (7/1/12)	FY 2013 Projected Revenue	FY 2013 Estimated Expenditures	FY 2013 Projected Balance (6/30/13)	FY 2014 Projected Revenue	FY 2014 Budgeted Expenditures	FY 2014 Projected Balance (6/30/14)
1650	Assessor's Coin-Op Copiers	2,088	1,700	1,700	2,088	1,700	1,700	2,088
		2,088	**1,700**	**1,700**	**2,088**	**1,700**	**1,700**	**2,088**

#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 2013				FY 2014		
Project #	Project Name	Beginning Balance (7/1/12)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/13)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/14)
5250	One Book One Windsor	1,335	-	400	935	-	400	535
5252	Bridge Builder's Award	48	362	410	-	400	400	-
		1,383	**362**	**810**	**935**	**400**	**800**	**535**

#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				FY 2014		
Project #	Project Name	Beginning	Projected	Estimated	Projected	Projected	Budgeted	Projected
1630	Revaluation	71,958	20,000	13,000	78,958	15,000	85,000	8,958
1703	Open Space Fund	333,452	10,000	15,000	328,452	4,000	300,000	32,452
		405,410	**30,000**	**28,000**	**407,410**	**19,000**	**385,000**	**41,410**

#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 2013				FY 2014		
Project #	Project Name	Beginning Balance (7/1/12)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/13)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/14)
2100	L.P. Wilson Fund	2,068	521,950	475,000	49,018	521,950	483,450	87,518
5200	Community Use of Schools	-	42,000	42,000	-	45,000	45,000	-
		2,068	**563,950**	**517,000**	**49,018**	**566,950**	**528,450**	**87,518**

#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.g., refinishing of gym floors).

APPENDIX "C"
Summary of Personal Services

Town of Windsor
FY 2013 – 2014
Adopted Budget

SUMMARY OF PERSONAL SERVICES

GENERAL FUND POSITIONS

	FY 2013 Approved	FY 2014 Adopted
ADMINISTRATIVE SERVICES		
Full Time	17.50	17.50
Part-time FTE	1.82	1.90
DEVELOPMENT SERVICES		
Full-time	16.00	16.00
Part-time FTE	1.01	0.84
RECREATION & LEISURE SERVICES		
Full-time	6.76	6.74
Part-time FTE	11.06	11.05
HUMAN SERVICES		
Full-time	5.05	4.75
Part-time FTE	5.59	5.89
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	5.55
SAFETY SERVICES		
Full-time	63.00	63.00
Part-time FTE	1.70	2.10
GENERAL GOVERNMENT		
Full-time	3.00	3.00
Part-time FTE	0.61	0.61
COMMUNITY DEVELOPMENT		
Full-time	0.75	0.75
TOTAL GENERAL FUND		
Full-time	160.06	159.74
Part-time FTE	39.25	39.65
Total	199.31	199.39

NON-GENERAL FUND POSITIONS

RECREATION - Special Revenue Fund		
Full-time	0.24	0.26
Part-time FTE	9.49	9.70
ENTERPRISE FUNDS		
Full-time	22.00	22.50
Part-time FTE	9.89	9.00
HUMAN SERVICES - Special Revenue Fund & Transfer from Caring Connection for Transportation		
Full-time	0.63	0.75
Part-time FTE	3.50	3.46
COMMUNITY DEVELOPMENT		
Full-time	1.25	1.25
Part-time FTE	-	-
TOTAL NON-GENERAL FUND		
Full-time	24.12	24.76
Part-time FTE	22.88	22.16
Total	47.00	46.92

APPENDIX "D"
Employee Pay Plans

Town of Windsor
FY 2013 – 2014
Adopted Budget

APPENDIX D

TOWN OF WINDSOR
TEAMSTERS LOCAL 671 PAY PLAN
FY 2013-2014

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1	34,544	37,996
GRADE 2 Clerk Typist I Laborer Mechanic's Assistant	35,942	39,897
GRADE 3	38,083	41,888
GRADE 4	39,989	43,986
GRADE 5	41,986	46,181
GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator/Receptionist	44,083	48,493
GRADE 7 Account Clerk I Clerk Typist II Engineering Aide Tax Clerk	46,286	50,918
GRADE 8 Account Clerk II Public Property Maintainer II Senior Citizen Bus Driver	48,602	53,463
GRADE 9 Administrative Clerk Assistant Town Clerk Community Development Assistant Weighing Station Clerk	51,036	56,129
GRADE 10 Landfill Operator Public Property Maintainer III Secretary	53,581	58,934
GRADE 11 Mechanic Electrician	56,254	61,883
GRADE 12 Crew Leader Senior Engineering Aide	59,074	64,974
GRADE 13 Public Works Inspector Town Forester	62,029	68,228

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
UPSEU LOCAL 424, UNIT 10 PAY PLAN
FY 2013 – 2014

	STEPS				
PAY GRADE	1	2	3	4	5
CIVILIAN DISPATCHER	47,887	50,943	53,717	56,493	59,266

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 500 Hours
Part-time Civilian Dispatcher	18.05/Hour	22.54/Hour	24.81/Hour	27.04/Hour

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 expired on June 30, 2012 and is included for informational purposes. A salary schedule for FY 2014 will be determined when collective bargaining is concluded.

FY 2013-2014 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1 **Associates**		
Group A	34,165	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	38,877	78,793

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
Reference & Technical Services Librarian
Senior Center Coordinator
Social Worker
Youth Services Counselor

FY 2013-2014 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 2	48,302	103,944

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	70,349	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.

TOWN OF WINDSOR
DAY CARE PAY PLAN
[WINDSOR DISCOVERY CENTER AND CARING CONNECTION]
FY 2013-2014

CLASSIFICATION	MINIMUM	MAXIMUM
Early Childhood Manager Caring Connection Manager	35,020	77,110
Early Childhood Educator II Adult Day Care Professional	30,450	59,820
Early Childhood Educator I Adult Day Care Associate	22,050	41,400

PART-TIME AND SEASONAL PAY PLAN FOR FY 2013-2014

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 Senior Transportation Lead Driver Youth Theater Director		
GRADE VI	$11.25	$23.50
Adult Day Care Professional Code Inspector Director of Aquatics Director of Special Programs Naturalist Substitute Librarian		

APPENDIX "E"
Code of Accounts

Town of Windsor
FY 2013 – 2014
Adopted Budget

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 2013 – 2014
Adopted Budget

DEBT MANAGEMENT POLICY

Windsor continues to enjoy an outstanding credit rating of Aa1 by Moody's Investor Service and AAA by Standard and Poor's Corporation, which is the same as that is assigned to obligations of the United States Government. In general, bond ratings are assigned by the rating services on the basis of established standards covering four basic criteria: economic strength and diversity, debt burden, administrative process and fiscal performance. In order to maintain its debt burden in line with available resources, the town adheres to certain fundamental policies with respect to incurrence of debt:

a) Windsor maintains its total debt service requirement to within a range of 6% - 8% of its total operating expenditures
b) When any new bonds are issued, the future forecasted annual debt service requirements will not exceed 8% of annual operating expenditures
c) The total amount of bonds Windsor issues will not exceed 50% of its legal debt limit
d) The town will maintain an unassigned fund balance of between 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 $79,802,897. 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 2012 CAFR, the town's total net direct and net overlapping indebtedness totals $76,030,342 and the total debt limit is $558,620,279.

APPENDIX F

Town of Windsor Debt Schedule FY 2013

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2012	PROJECTED ADDITIONS	REFUNDED	RETIREMENTS	BALANCE 6/30/2013
SCHOOLS									
2008 Poquonock Elementary School Renovations	1.80 - 4.125	2008	6/15/2023	235,000	46,000	-	-	23,000	23,000
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	6,051,000	4,288,000	-	-	650,000	3,638,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	3,768,000	2,758,000	-	-	371,000	2,387,000
2010 Poquonock School HVAC	2.00 - 4.00	2010	4/15/2025	700,000	620,000	-	-	45,000	575,000
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,209,000	5,660,000	-	-	519,000	5,141,000
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	18,003,000	14,412,000			1,608,000	12,804,000
TOWN									
2008 Mechanic St.,Day Hill, Lang Rd, Windsor Green, PW Facility	1.80 - 4.125	2008	6/15/2023	3,508,000	1,004,000	-	-	302,000	702,000
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	2,879,000	2,042,000	-	-	310,000	1,732,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	5,927,000	4,332,000	-	-	584,000	3,748,000
2010 Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	2.00 - 4.00	2010	4/15/2025	3,980,000	3,255,000	-	-	355,000	2,900,000
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,096,000	5,760,000	-	-	481,000	5,279,000
2011 Public Improvements	2.50 - 3.50	2011	4/1/2024	3,450,000	3,175,000	-	-	350,000	2,825,000
2012 Public Improvements	2.00	2012	5/1/2024	4,490,000	4,490,000			375,000	4,115,000
TOTAL									
			Sub-total	30,330,000	24,058,000			2,757,000	21,301,000
			Grand-Total	**48,333,000**	**38,470,000**	**-**	**-**	**4,365,000**	**34,105,000**

APPENDIX F

Town of Windsor
Debt Schedule FY 2013 - FY 2014

Principal Repayment

		FISCAL 2013	FISCAL 2014
	SCHOOL PROJECTS		
2008	Poquonock School Renovations	23,000	23,000
2009	Refunding Issue - Series A	650,000	624,000
2009	Refunding Issue - Series B	371,000	359,000
2010	Poquonock School HVAC Improvements	45,000	45,000
2010	Refunding Issue - Series B	519,000	552,000
2011	Poquonock School HVAC; JFK School Roof Replacement	-	81,000
2013	FY13 Bond Issue - Estimated Principal		164,000
	TOTAL FY 2013 & FY 2014 PRINCIPAL (SCHOOL PROJECTS)	1,608,000	1,848,000
	TOWN PROJECTS		
2008	Mechanic St.,Day Hill, Lang Rd, Windsor Green, PW Facility	302,000	302,000
2009	Refunding Issue - Series A	310,000	296,000
2009	Refunding Issue - Series B	584,000	566,000
2010	Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	355,000	355,000
2010	Refunding Issue - Series B	481,000	493,000
2011	Road & Facility Improvements; Vehicle & Technology Purchases	350,000	269,000
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchas	375,000	375,000
2013	FY13 Bond Issue - Estimated Principal		284,000
	TOTAL FY 2013 & FY 2014 PRINCIPAL (TOWN PROJECTS)	2,757,000	2,940,000
	GRAND TOTAL PRINCIPAL	**4,365,000**	**4,788,000**

Interest Repayment

		FISCAL 2013	FISCAL 2014
	SCHOOL PROJECTS		
2008	Poquonock School Renovations	2,365	1,170
2009	Refunding Issue - Series A	122,807	107,663
2009	Refunding Issue - Series B	94,308	83,465
2010	Poquonock School HVAC Improvements	20,123	20,750
2010	Refunding Issue - Series B	228,079	201,900
2011	Poquonock School HVAC Improvements; JFK School Roof Replacement	31,330	28,903
2013	FY13 Bond Issue - Estimated Interest		39,389
	TOTAL FY2013 & FY2014 INTEREST (SCHOOL PROJECTS)	499,010	483,240
	TOWN PROJECTS		
2008	Mechanic St.,Day Hill, Lang Rd, Windsor Green, PW Facility	35,920	25,540
2009	Refunding Issue - Series A	58,470	51,265
2009	Refunding Issue - Series B	148,210	130,960
2010	Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	112,400	101,750
2010	Refunding Issue - Series B	227,340	205,450
2011	Road & Facility Improvements; Vehicle & Technology Purchases	223,210	75,745
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchases	218,440	89,550
2013	FY13 Bond Issue - Estimated Interest		62,500
	TOTAL FY 2013 & FY 2014 INTEREST (TOWN PROJECTS)	1,023,990	742,760
	GRAND TOTAL INTEREST	**1,523,000**	**1,226,000**

APPENDIX "G"
Price Guide

Town of Windsor
FY 2013 – 2014
Adopted Budget

FY 14 ADOPTED

Fines and Fees	Fund	Authority	FY 2014	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	General Fund	Resolution	$25	6/04/2013
Street Light Changes - New Residential Development	General Fund	*CGS 8-25*	One year fee per street light at CL&P rate	1949

Fines and Fees	Fund	Authority	FY 2014	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 2014	Last Action
DEVELOPMENT SERVICES (cont.)				
Planning				
Subdivision Application	General Fund	TP&Z	$100 base fee plus $300 per lot	5/10/2011
Resubdivision	General Fund	TP&Z	$100 base fee plus $300 per lot	5/10/2011
Subdivision Inspection	General Fund	TP&Z	1% improvement costs	3/25/1997
Subdivision Regulations	General Fund	Resolution	$7	5/05/2003
Plan of Conservation & Development	General Fund	TP&Z	$35	9/14/2004
PUD - Concept Plan	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U. plus $25 per 1,000 sq. ft. Gross Non-Residential Floor Area	5/10/2011
Site Development Flat Fee:	General Fund	TP&Z	$150 base fee plus	5/19/2008
plus commercial floor area - max 49,999 sq. ft.	General Fund	TP&Z	$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area - over 50,000 sq. ft.	General Fund	TP&Z	$25 per 1,000 sq. ft.	5/19/2008
Site Plan with Residential Lots or Dwelling Units including PUD, Special Use and Traditional Neighborhood Design Developments	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/10/2011
Special Use - 1st Use	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/19/2008
Special Use - Subsequent Applications with Additional Lots	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/19/2008
Zone Map Revision	General Fund	TP&Z	$150 Base fee plus $100 per acre "except for zone changes to AG"	5/19/2008
Zoning Text Amendment	General Fund	TP&Z	$250	5/15/2012
Subdivision Text Amendment	General Fund	TP&Z	$250	5/15/2012
Revisions to Subdivisions	General Fund	TP&Z	$150	5/19/2008
Revisions to Site Plans flat fee:	General Fund	TP&Z	$150	5/19/2008
plus commercial floor area 10,000-49,999 sq. ft.	General Fund	TP&Z	$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area 50,000 sq. ft. or greater	General Fund	TP&Z	$25 per 1,000 sq. ft.	5/19/2008
Bond - Subdivision & Site Plan Performance, Reduction/Release, Maintenance	General Fund	TP&Z	$50	5/10/2011
Non-Conforming Use	General Fund	TP&Z	$150	5/10/2011
Build on Unpaved Street	General Fund	TP&Z	$150	5/19/2008
Design Development - Concept plan	General Fund	TP&Z	$100 base fee plus $60 per Lot or D.U.	10/14/2003
Design Development - Detailed plan	General Fund	TP&Z	$100 base fee plus $100 per Lot or D.U.	10/14/2003
Traditional Neighborhood Design Development Concept Plan	General Fund	TP&Z	$10,000	5/10/2011
Traditional Neighborhood Design Development Form-Based Regulation	General Fund	TP&Z	$10,000	5/10/2011
Traditional Neighborhood Design Development Warrant	General Fund	TP&Z	$50	5/10/2011
Amendment to Plan of Development	General Fund	TP&Z	$250	5/15/2012
Custom GIS map	General Fund	Resolution	$10 to $25 + hourly labor	5/10/2011
Digital GIS Table Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Digital GIS Map Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Paper MIS Data	General Fund	Resolution	$0.50 per page + hourly labor for data conversion, if required	5/10/2011
NOTE: A $60 Conservation Fund fee must be added to the cost of all land use applications.				
Wetlands Map	General Fund	Resolution	Small - $10; Large - $20	5/10/2011
Wetlands Regulations	General Fund	Resolution	$10	5/05/2003
Zoning Regulations	General Fund	Resolution	$20	5/05/2003
Zoning Map - Large	General Fund	Resolution	$20	5/05/2003
Zoning Map - Small	General Fund	Resolution	$10	5/05/2003

FY 14 ADOPTED

Fines and Fees	Fund	Authority	FY 2014	Last Action
HEALTH SERVICES				
CPR, AED and First Aid Classes:				
NOTE: If the student has up to date materials, subtract $10 from the cost of the class.				
Adult CPR	Special Revenue	Resolution	$50	6/04/2013
Child CPR	Special Revenue	Resolution	$50	6/04/2013
Infant CPR	Special Revenue	Resolution	$40	5/10/2011
AED (Adult or Child)	Special Revenue	Resolution	$50	6/04/2013
Basic First Aid	Special Revenue	Resolution	$50	6/04/2013
Any **Two** of the Above	Special Revenue	Resolution	$55	6/04/2013
Any **Three** of the Above	Special Revenue	Resolution	$60	6/04/2013
Any **Four** of the Above	Special Revenue	Resolution	$65	6/04/2013
Professional Rescuer	Special Revenue	Resolution	$70	6/04/2013
CPR and First Aid Challenges:				
Basic First Aid	Special Revenue	Resolution	$35	6/04/2013
CPR - Any One Component	Special Revenue	Resolution	$35	6/04/2013
CPR or First Aid - Any Two Components	Special Revenue	Resolution	$40	6/04/2013
CPR or First Aid - Any Three or More Components	Special Revenue	Resolution	$45	6/04/2013
Professional Rescuer	Special Revenue	Resolution	$45	6/04/2013
Bicycle/Multi-Sport Helmet	Special Revenue	Resolution	$10	4/27/2009
Ski Helmets	Special Revenue	Resolution	$25	6/04/2013
Knee and Elbow Pads (set)	Special Revenue	Resolution	$10	4/11/2007
Flu Shots	Special Revenue	Resolution	$25	4/11/2007
Pneumonic Shots	Special Revenue	Resolution	$55	5/10/2011
Tuberculosis Testing (PPD)	Special Revenue	Resolution	$5	6/04/2013
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:				
Minor Repair - D-Box, house sewer, septic tank	General Fund	Resolution	$50	6/04/2013
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

FY 14 ADOPTED

Fines and Fees	Fund	Authority	FY 2014	Last Action
LIBRARY SERVICES (cont.)				
Main Library - Meeting Rm #1	Special Revenue	Resolution	$30 per hour	4/11/2007
Main Library - Meeting Rm #2	Special Revenue	Resolution	$15 per hour	6/21/1999
Visitor Computer Pass	Special Revenue	Resolution	$1 per hour w/o library card; free with card	5/10/2011
Overdue Books	General Fund	Resolution	$0.20 per day	6/08/1992
Overdue Book Buddies	General Fund	Resolution	$1 per day	12/15/1997
Overdue Books (max fine)	General Fund	Resolution	$10	4/27/2009
Overdue DVD	General Fund	Resolution	$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
SAFETY SERVICES (Police)				
False Alarm Penalty - 1st 3 False Alarms	General Fund	Resolution	no penalty	5/05/2003
False Alarm Penalty - 4th and 5th	General Fund	Resolution	$50 each	5/05/2003
False Alarm Penalty - 6th and 7th	General Fund	Resolution	$75 each	5/05/2003
False Alarm Penalty - 8th and 9th	General Fund	Resolution	$100 each	5/05/2003
False Alarm Penalty - 10th and Each Additional	General Fund	Resolution	$150 each	5/05/2003
Fire, False Alarm - 1st and 2nd	General Fund	Resolution	no penalty	5/05/2003
Fire, False Alarm - 3rd	General Fund	Resolution	$100 each	5/05/2003
Fire, False Alarm - 4th	General Fund	Resolution	$200 each	5/05/2003
Fire, False Alarm - 5th	General Fund	Resolution	$400 each	5/05/2003
Fire, False Alarm - 6th and Each Additional	General Fund	Resolution	$500 each	5/05/2003
Class I Raffle Permit	General Fund	Resolution	$50	7/01/1980
Class II Raffle Permit	General Fund	Resolution	$20	7/01/1980
Class III Raffle Permit	General Fund	Resolution	$20 per day	7/01/1980
Class IV Raffle Permit	General Fund	Resolution	$5	7/01/1980
Sale of Dog	General Fund	CGS 22-332(b)	$5	7/01/2008
Redeem Dog	General Fund	Resolution	$15	10/01/1986
Plus Advertising Fee	General Fund	Resolution	$15	4/25/2001
Plus Boarding Fee	General Fund	Resolution	$15 per day	5/05/2003
Pick up of Unwanted Dog	General Fund	Resolution	$50	5/05/2003
Quarantined Dog	General Fund	Resolution	$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	$286	6/04/2013
Non-profit, Over 4 Hours	Special Revenue	Resolution	$71.50 per hour	6/04/2013
Board of Education/Municipal	Special Revenue	Resolution	$71.50 per hour	6/04/2013
Construction, 4 Hours or Less	Special Revenue	Resolution	$335	6/04/2013
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	$671	6/04/2013
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	$1,006	6/04/2013
Construction, Over 12 Hours	Special Revenue	Resolution	$84 per hour	6/04/2013
Vehicle Usage Fee	Special Revenue	Resolution	$15 per hour if cruiser is required	5/19/2008
Impounded Vehicle Storage Fee	General Fund	Resolution	$25 per day	6/04/2013
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

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Fines and Fees	Fund	Authority	FY 2014	Last Action
Fire				
Firefighter firewatch	Special Revenue	Resolution	$25 per hour	5/11/2010
Firefighter firewatch-municipal	Special Revenue	Resolution	$20 per hour	5/11/2010
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	$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

Fines and Fees	Fund	Authority	FY 2014	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Indoor Swim Pass - Senior Citizen - Winter	Special Revenue	Resolution	$2.00 - $4.00 per hour	4/27/2009
Indoor Swim Pass - Senior Citizen - Non-resident	Special Revenue	Resolution	$2.00 - $4.00 per hour	4/27/2009
Intensive Special Needs Program	Special Revenue	Resolution	$95 - $150 per session	5/19/2008
Karate	Special Revenue	Resolution	$35 -$45 per month	4/27/2009
Kindergarten Dance	Special Revenue	Resolution	$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

Fines and Fees	Fund	Authority	FY 2014	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Taking the Lead	Special Revenue	Resolution	$20 - $80	4/11/2007
Tai Chi Chuan	Special Revenue	Resolution	$60 - $100 per session	5/05/2003
Tennis Camp	Special Revenue	Resolution	$60-$160 per session	5/15/2012
Tennis Classes (4 sessions)	Special Revenue	Resolution	$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
Indoor Golf - Resident	Special Revenue	Resolution	$10 per half hour/$15 per hour	6/04/2013
Indoor Golf - Non-resident	Special Revenue	Resolution	$15 per half hour/$20 per hour	6/04/2013
Scuba Classes	Special Revenue	Resolution	$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	$75 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 - $450 per party	5/11/2010
Indoor Playscape Party - Non-resident	Special Revenue	Resolution	$195 - $650 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	$25 - $75 per session	4/11/2007

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Fines and Fees	Fund	Authority	FY 2014	Last Action
Youth Services Bureau (cont.)				
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
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

Fines and Fees	Fund	Authority	FY 2014	Last Action
Senior Services (cont.)				
Senior Center Membership Fee - Non-resident - 1 Year	Special Revenue	Resolution	$20	4/11/2007
Fitness Center Membership - Non-resident - 3 months	Special Revenue	Resolution	$60	4/27/2009
Fitness Center Membership - Non-resident - 6 months	Special Revenue	Resolution	$90	4/27/2009
Fitness Center Membership - Non resident - 1 Year	Special Revenue	Resolution	$150	4/27/2009
Zumba Gold	Special Revenue	Resolution	$40 - $55 per session	5/11/2010
Zumba Gold Drop In	Special Revenue	Resolution	$5 - $7	5/11/2010
Yoga for Beginners	Special Revenue	Resolution	$25 - $35 per session	5/11/2010
Yoga for Beginners Drop In	Special Revenue	Resolution	$5 - $7	5/11/2010
Personal Training	Special Revenue	Resolution	$40 - $50 per class	5/11/2010
Seated Qi Gong	Special Revenue	Resolution	$40 -$55 per session	5/11/2010
Seated Qi Gong Drop In	Special Revenue	Resolution	$5 - $7	5/11/2010
INFORMATION SERVICES				
Town Clerk				
Animal Licenses:				
Spayed Female or Neutered Male Dog	General Fund	*CGS 22-340*	$8	5/05/2003
Unsprayed Female or Unneutered Male Dog	General Fund	*CGS 22-340*	$19	4/27/2005
New Owner of Already Licensed Dog	General Fund	*CGS 22-338*	$1	10/01/1989
Hunting & Fishing Licenses - Resident:				
Hunting	General Fund	*CGS 26-28*	$19	4/14/2010
Junior Hunting	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

Fines and Fees	Fund	Authority	FY 2014	Last Action
Town Clerk (cont.)				
Photocopy document to be certified - per page (excludes .50 Copy Fee)	Special Revenue	P.A. 00-92	$1 per page	10/01/2000
Hand Held Scanners	General Fund	P.A. 09-229	$20 per visit	5/11/2010
Street Map	General Fund	Resolution	$2 MDC map; or free street map	5/05/2003
Town Charter	General Fund	Resolution	$10	6/21/1999
Town Code of Ordinances - Binder	General Fund	Resolution	$75	4/27/2005
Town Code of Ordinances - No Binder	General Fund	Resolution	$60	4/27/2005
Town Code Supplemental Service	General Fund	Resolution	$1 per 2 sided page	6/21/1999
Vital Statistics:				
Birth Certificate – Certified	General Fund	PA 07-133	$20 per document	10/01/2009
Birth Certificate - Certified - Wallet Size	General Fund	*CGS 7-74*	$15 per document	10/01/2009
Death Certificate – Certified	General Fund	PA 07-133	$20 per document	10/01/2009
Marriage License	General Fund	*CGS 7-73*	$30	7/01/1992
Marriage Certificate	General Fund	PA 07-133	$20 per document	10/01/2009
Burial and Cremation Permit	General Fund	*CGS 7-74*	3 per document	5/19/2008
OTHER				
Registrars				
Voter List	General Fund	*CGS 1-15*	$0.50 per page	4/27/2009
Electronic Voter List Tape (Subject to Approval of Registrars of Voters)	General Fund	CGS 1-212	$0.03 per name	4/27/2009
Financial Reporting				
Bad Check Fee	General Fund	SS52-565a(i)	$25	6/04/2013
Assessment Abatement Policy				
Application Filing Fee - Economic Development assessment abatement incentive	General Fund	Resolution	$500	5/15/2012
Application Filing Fee - assessment rehabilitation abatement incentive	General Fund	Ordinance	$50	5/15/2012
TOWN HALL ROOM RENTAL				
Roger Ludlow Room North - Capacity 40	General Fund	Resolution	$35 per hour	4/24/2006
Roger Ludlow Room South - Capacity 40	General Fund	Resolution	$35 per hour	4/24/2006
Roger Ludlow Rooms North and South	General Fund	Resolution	$55/hr or $200/half day	4/24/2006
Council Chambers - Capacity 200 - 300	General Fund	Resolution	$75/hr or $300/half day	4/24/2006
Council Chambers w/Full Production/Technical Director	General Fund	Resolution	$250/hr $600/half day	4/24/2006
Additional Services:				
Monitor & VCR/DVD Player	General Fund	Resolution	$30	4/27/2005
One Microphone and PA System	General Fund	Resolution	$55 per hour	4/27/2005
Council Chambers Video Projector	General Fund	Resolution	$50 per hour	4/24/2006
An additional 50% charge will apply for room/equipment reservations after regular business hours or on weekends. EXCEPTION: Council Member's request for facilities, use by a Board or Commission, or town government-related program.				
ENTERPRISE FUNDS				
Adult Day Care				
Daily Care	08-3-32-343	Resolution	$81.60 per day	5/19/2008
Half Daily Care	08-3-32-343	Resolution	$50 per half day	4/24/2006
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

Fines and Fees	Fund	Authority	FY 2014	Last Action
Child Day Care (cont.)				
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
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 2013 – 2014
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 2013 – 2014
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.

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.