TOWN OF WINDSOR

First in Connecticut. First for its citizens.

FINANCIAL PLAN AND PROGRAM OF SERVICES

ADOPTED FOR THE FISCAL YEAR 2015-2016

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

ADOPTED

FISCAL YEAR 2016

FINANCIAL PLAN

AND

PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2015 and ending June 30, 2016

TOWN OF WINDSOR
CONNECTICUT

TOWN COUNCIL

Donald S. Trinks - Mayor
Jody L. Terranova – Deputy Mayor
John J. Gamache
James G. Govoni
William H. Herzfeld
Donald A. Jepsen, Jr.
Randy P. McKenney
Alan J. Simon
Kenneth M. Wilkos

TOWN MANAGER

Peter Souza

ASSISTANT TOWN MANAGER

Jonathan Luiz

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

August 5, 2015

Honorable Mayor, Town Council and Citizens of Windsor:

I am pleased to transmit the Fiscal Year 2016 Adopted Budget to the Town Council and the community. The Proposed Budget was presented to the Council and a public hearing on the budget was held on April 6, 2015. The Town Council conducted several budget workshops throughout the month of April.

Revenues and expenditures in the Proposed Budget totaled $108,529,490. During budget deliberations, the Town Council made changes that resulted in a budget of $107,608,490, which was rejected by citizen vote at the first budget referendum held on May 12, 2015.

Final approval of the budget occurred following four more budget referendums held on June 2, June 23, July 14, and August 4, 2015. The budget adopted by citizen vote included a total decrease of $2,145,350 resulting from adjustments made by town council. The budget yields a mill rate of 30.92.

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.

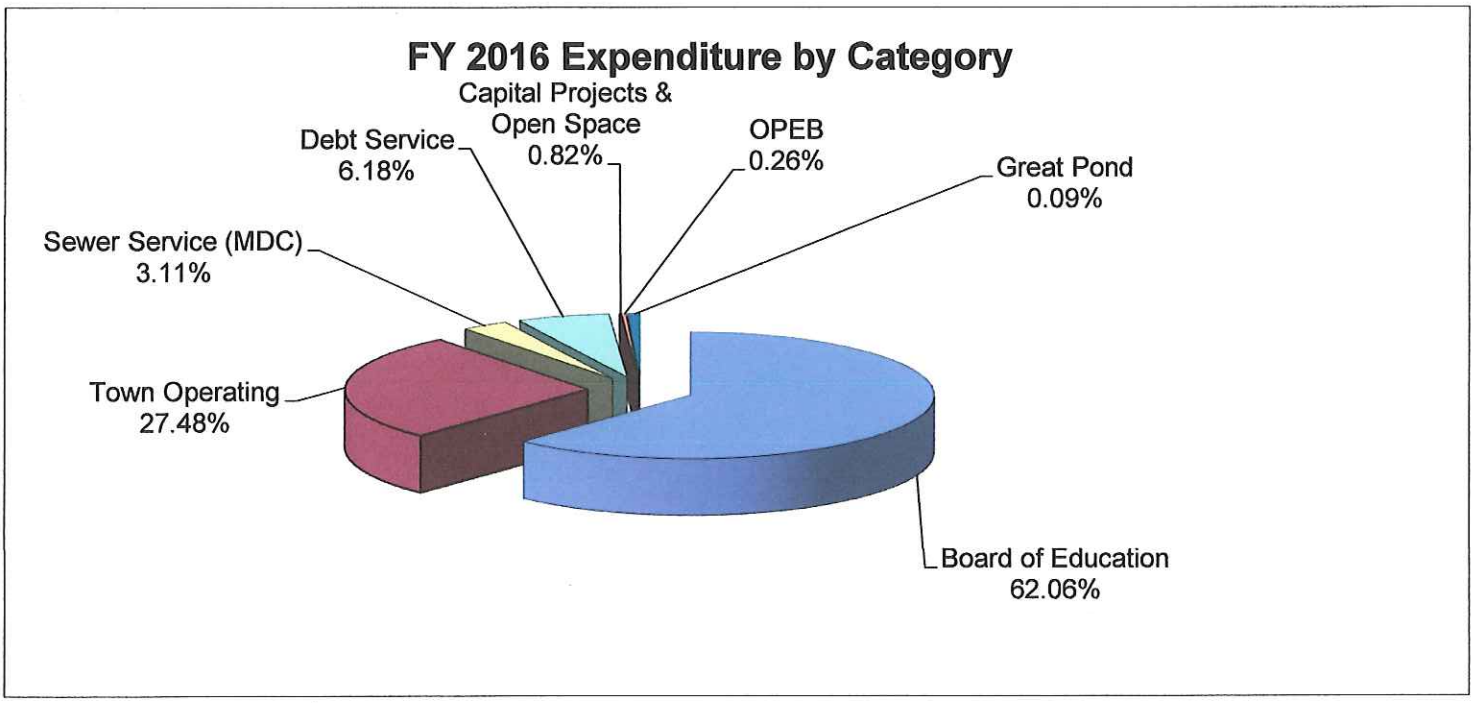
The Adopted Budget represents hundreds of hours of effort on the part of many people, including the Town Council, and I extend my appreciation to all of them.

Sincerely,

Peter Souza
Town Manager

FY 2016 ADOPTED BUDGET SUMMARY

	FY 2015 Adopted Budget	FY 2016 Adopted Budget	$ Change	% Change
Board of Education	65,220,700	66,025,950	805,250	1.23%
Town Operating Budget	28,406,750	29,232,420	825,670	2.91%
Sewer Service (MDC)	3,205,250	3,310,640	105,390	3.29%
Debt Service	6,382,460	6,571,130	188,670	2.96%
Great Pond Improvement District	130,000	99,000	(31,000)	-23.85%
Other Post-Employment Benefits (OPEB)	250,000	280,000	30,000	12.00%
Capital Projects & Open Space	943,000	865,000	(78,000)	-8.27%
Total	**$104,538,160**	**$106,384,140**	**$1,845,980**	**1.77%**



CHANGES TO THE TOWN MANAGER'S FY 15-16 PROPOSED BUDGET

The Town Manager's proposed budget totaled $108,529,490. During the budget deliberations on April 27, 2015, the Town Council made changes that resulted in a total budget of $107,608,490. On May 18, 2015, the Town Council made additional changes that resulted in a total budget of $106,958,490. On June 8, 2015, the Town Council made further changes that resulted in a total budget of $106,558,490. On June 29, 2015, the Town Council made additional changes that resulted in a total budget of $106,884,140. On July 20, 2015, the Town Council made changes that resulted in a total budget of $106,384,140. All of the changes are summarized below.

Budgeted Fiscal Year 2016

Revenues	**From**	**To**	**Change**
April 27, 2015 - General Property Tax			
• Decrease Current Levy revenue line	$88,886,870	$87,875,870	($1,011,000)
• Increase Interim Motor Vehicle Tax revenue line	$480,000	$495,000	$15,000
• Increase Prior Year Levies revenue line	$625,000	$675,000	$50,000
• Increase Interest revenue line	$450,000	$465,000	$15,000
April 27, 2015 - Licenses & Permits			
• Increase Building Permit revenue line	$535,000	$545,000	$10,000
May 18, 2015 – General Property Tax			
• Decrease Current Levy revenue line	$87,875,870	$87,225,870	($650,000)
June 8, 2015 – General Property Tax			
• Decrease Current Levy revenue line	$87,225,870	$86,825,870	($400,000)
June 29, 2015 – General Property Tax			
• Increase Current Levy revenue line	$86,825,870	$87,151,520	$325,650
July 20, 2015 – General Property Tax			
• Decrease Current Levy revenue line	$87,151,520	$86,651,520	($500,000)
Total Revenues – General Fund	**$108,529,490**	**$106,384,140**	**($2,145,350)**

Expenditures	From	To	Change
April 27, 2015 - Board of Education • Decrease proposed budget	$67,860,950	$67,225,950	($635,000)
May 18, 2015 – Board of Education • Decrease proposed budget	$67,225,950	$66,575,950	($650,000)
June 8, 2015 – Board of Education • Decrease proposed budget	$66,575,950	$66,475,950	($100,000)
July 20, 2015 – Board of Education • Decrease proposed budget	$66,475,950	$66,025,950	($450,000)
April 27, 2015 - Safety Services • Decrease $20,000 for Police – Uniformed Patrol capital line and use Police Private Duty account • Decrease $4,000 for Police – Communications by delaying hiring of dispatcher position until 8/1/15	$10,000,810	$9,976,810	($24,000)
June 8, 2015 - Safety Services • Decrease $100,000 for Safety Services	$9,976,810	$9,876,810	($100,000)
June 29, 2015 - Safety Services • Increase $100,000 for Safety Services	$9,876,810	$9,976,810	$100,000
June 8, 2015 – Public Works • Decrease $100,000 for Public Works	$5,277,280	$5,177,280	($100,000)
June 29, 2015 – Public Works • Increase $100,000 for Public Works	$5,177,280	$5,277,280	$100,000
April 27, 2015 - Administrative Services • Decrease $30,000 for Risk Management costs and use Insurance Internal Service fund • Decrease $12,000 for Human Resources - unemployment compensation costs	$2,169,280	$2,127,280	($42,000)
June 29, 2015 – Administrative Services • Increase $25,650 for additional tax mailing	$2,127,280	$2,152,930	$25,650
April 27, 2015 - General Government • Decrease $1,000 for Town Council • Decrease $2,000 for Boards & Commissions • Decrease $1,000 for Counsel & Legal Advice	$970,020	$966,020	($4,000)

Expenditures	From	To	Change
April 27, 2015 - General Services • Decrease $70,000 for Other Post Employment Benefits (OPEB) and use Insurance Internal Service fund • Decrease $1,000 for Revaluation • Decrease $30,000 for Capital Projects for fleet replacement for one cruiser to be paid with Police Private Duty account • Decrease $40,000 for Capital Projects for pavement management program to be paid from Town Aid Road • Decrease $75,000 for Capital Projects for the town green fountain project to come from General Fund Unassigned Fund Balance at a future date	$11,051,020	$10,835,020	($216,000)
June 8, 2015 – General Services • Decrease $100,000 for Open Space	$10,835,020	$10,735,020	($100,000)
June 29, 2015 – General Services • Increase $100,000 for Open Space	$10,735,020	$10,835,020	$100,000
July 20, 2015 – General Services • Decrease $50,000 for Open Space	$10,835,020	$10,785,020	($50,000)
Total Expenditures – General Fund	**$108,529,490**	**$106,384,140**	**($2,145,350)**

April 27, 2015 - Amendments To Price Guide:
Delete proposed increases to Montessori Extended Day & Montessori Full Day rates (page G-25)
Delete proposed increase for After Hours rate (page G-25)

April 27, 2015 - General Fund Unassigned Fund Balance Appropriation:	From	To	Change
Windsor Child Development Center • Increase proposed budget by $33,000 to restore full-time classroom teacher position and benefits	$1,115,250	$1,148,250	$33,000
Caring Connection Adult Day Care Enterprise Fund • Increase proposed budget by $52,400 to restore a full-time position and some part-time hours and benefits • Increase proposed budget by $41,100 for #330 Windsor Avenue utility costs related to the Caring Connection	$498,140	$591,640	$93,500

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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.

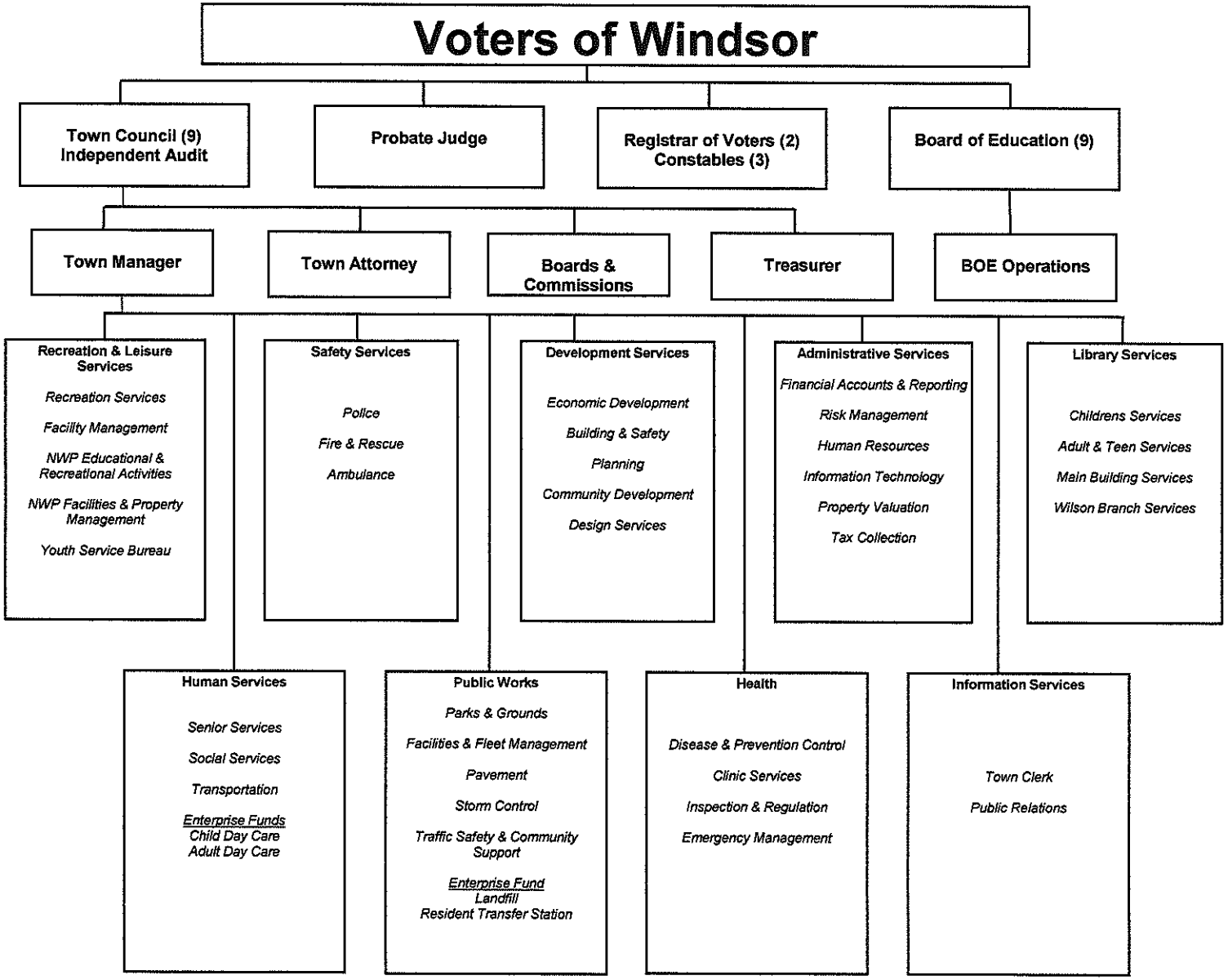
2) ***Financial Summary.*** Sections A (Summary of Town Funds) and B (General Fund Revenues) provide a summary of all the funds managed by the town, as well as a detailed explanation of revenues. Section C (General Fund Expenditures) lists the General Fund impact of each department and the Board of Education. Upon the recommendation of the Town Council, the community will vote on the total proposed General Fund expenditures for fiscal year 2016 including the new capital projects budget as described on pages Q-10 and Q-11.

3) ***Support Sections.*** Sections D through R are the supporting sections of the budget document. These sections explain in detail how total and General Fund expenditures were derived and what products and services will be offered to our residents. These sections also list the individual department goals and highlights.

4) ***Non-General Fund Services.*** Section S contains the budgets for the four town enterprise funds – Windsor Child Development Center, the Caring Connection Adult Day Health Center, the Resident Transfer Station, and the Windsor-Bloomfield Sanitary Landfill. Each of these funds is dependent upon revenues generated from the users of these facilities and is not funded by tax dollars. The budget for the Windsor's Office of Community Development is listed in Section L. The Community Development Office receives minimal support by town tax dollars - the Office operates almost exclusively through grant funds and loan repayments.

5) ***Appendices.*** Section T contains various informative items for the reader. For example, a summary of the town's Capital Improvement Program is provided in Appendix A and a Price Guide listing rates for various Town services is provided in Appendix G. Also, Appendix I consists of a Glossary of Budget Terms that the reader may find helpful when using this document.

We hope that you find this budget document informative and easy to read. If you have any questions or comments, please contact us at (860) 285-1800. We can also be reached via Email at townmanager@townofwindsorct.com.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Treasurer
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Recreation & Leisure Services
Recreation Services
Facility Management
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NWP Facilities & Property Management
Youth Service Bureau
Safety Services
Police
Fire & Rescue
Ambulance
Development Services
Economic Development
Building & Safety
Planning
Community Development
Design Services
Administrative Services
Financial Accounts & Reporting
Risk Management
Human Resources
Information Technology
Property Valuation
Tax Collection
Library Services
Childrens Services
Adult & Teen Services
Main Building Services
Wilson Branch Services
Human Services
Senior Services
Social Services
Transportation
Enterprise Funds
Child Day Care
Adult Day Care
Public Works
Parks & Grounds
Facilities & Fleet Management
Pavement
Storm Control
Traffic Safety & Community Support
Enterprise Fund
Landfill
Resident Transfer Station
Health
Disease & Prevention Control
Clinic Services
Inspection & Regulation
Emergency Management
Information Services
Town Clerk
Public Relations

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

March 27, 2015

Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to submit the Fiscal Year (FY) 2015-2016 Financial Plan and Program of Services.

The proposed FY 2016 budget is an investment in our local government that continues to strive to be innovative and responsive to the needs of our community. Similar to this year's current budget, the FY 2016 plan has been designed to incrementally restore funding for asset management and infrastructure replacement as well as maintain the array of services provided to residents, businesses and visitors. This proposed budget takes into account that it will take several years of planned increases to return to previous levels of investment in some areas and to meet short and longer term service needs.

The proposed 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 3.82% in FY 2016.

Town Operating Budget

The town operating portion of the budget, which is 26.98% of the overall budget, is proposed to increase by $871,020 or 3.07%. Key increases and decreases in the budget are:

- Base salaries and wages increase approximately $466,000 or 3.5%
- Health, dental and prescription insurance premium costs for coverage for current employees and retirees decrease $159,050 or 4.85%. FY 2016 is our fifth year of being self-insured for our health care plan.
- The budget for general liability and Worker's Compensation insurance is proposed to increase $222,000 or 12.5%.
- Proposed funding of $77,000 to be added to Safety Services for an additional police K-9 and a Public Safety Dispatcher position. An additional $39,880 is included to fully fund two police officer positions partially funded in FY 2015.
- Proposed funding of $25,000 for the Windsor Volunteer Firefighter Length of Service Program

- A $117,000 increase toward capital reinvestment for recurring or annual programs such as street repaving, sidewalk and curbing repairs, fleet and public works equipment replacement along with repairs to the town green fountain

- Continued investment of $100,000 for open space

- Financial assistance to The Milo Peck Discovery Center and Montessori School as well as the Caring Connection Adult Day Health Center by eliminating administrative overhead transfers ($64,260) to the General Fund. A transfer from the General Fund Unassigned fund balance to the Caring Connection in the amount of $41,100 is proposed for council action during FY 2016.

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

	FY 2015 Adopted Budget	**FY 2016 Proposed Budget**	**$ Change**	**% Change**
Board of Education	65,220,700	67,860,950	2,640,250	4.05%
Town Operating Budget	28,406,750	29,277,770	871,020	3.07%
Sewer Service (MDC)	3,205,250	3,310,640	105,390	3.29%
Debt Service	6,382,460	6,571,130	188,670	2.96%
Great Pond Improvement District Fund	130,000	99,000	(31,000)	-23.85%
Other Post-Employment Benefits (OPEB)	250,000	350,000	100,000	40.00%
Capital Projects and Open Space	943,000	1,060,000	117,000	12.41%
Total	**$104,538,160**	**$108,529,490**	**$3,991,330**	**3.82%**

FY 2016 Revenues

Revenue forecasting is always a challenging part of developing the budget. Some of our revenue sources depend on participation levels, the ebb and flow with the economy, or they can be altered by the State of Connecticut. The Governor's proposed budget essentially provides for the same level of state aid as FY 2015. It is also prudent to note at this early juncture in our budget deliberations that the state budget process is not complete and state aid could be altered with an adopted state budget. Other sources of

revenue require our best-educated calculations based on the past and what might occur next year. Non-property tax revenue sources are forecasted to be $110,810 higher than the FY 2015 adopted budget. Key revenue assumptions include:

- Building permit revenue is forecasted to be relatively flat for FY16
- Special Education Excess Costs are budgeted $100,000 or 7.1% higher than last year.
- Public school transportation funding is expected to decrease $21,730 or 7.5%, but all other state aid combined is expected to be fairly flat.
- Conveyance fees and interest income are forecasted to be flat for FY16
- The tax collection rate is budgeted for 98.8%.

Grand List

The October 1, 2014 Grand List increased by 0.69% or $19,584,000. Real Estate increased by approximately $45,000,000 or 2.1%. The majority of this increase was due to the partial completion of the Amazon facility and lowering of the Dollar Tree exemption per the fixed assessment agreement. The above increase was offset by decreases in Personal Property of approximately $25,000,000 due to normal depreciation and a $17,000,000 drop in value associated with one account. After accounting for other Grand List adjustments such as property assessment appeals and exemptions the estimated net taxable grand list is $13,288,000 greater than this year.

Tax Rate

When the estimated net taxable grand list is combined with the non-tax revenue and proposed expenditures, the mill rate increases to 31.71 from 30.47 which is a 4.1% increase. As proposed, all sources of property tax will comprise 83.34% of our total revenues.

FY 2015 Update

The adopted FY 2015 budget is $104,538,160. Projected revenues are expected to be $1,123,510 more than budgeted. This is largely due to higher than anticipated building permit revenues ($120,600), which is attributed to a few major construction projects (Amazon, Mechanic Street and Poquonock Commons), reimbursement for Special Education Excess Costs ($100,000), interim motor vehicle taxes ($200,000), conveyance fees ($180,000) and Special Education Tuition from Other Towns ($45,000).

FY 2015 expenditures for the Public Works Department are expected to exceed its budget allocation by $103,400 due to increased expenses related to snow removal efforts this winter and electricity rate increases for street lights and traffic signals. The board of education is projected to spend its entire FY 2015 budget. The overall General Fund anticipates a surplus of $296,860, mainly due to partial year staff vacancies, unanticipated grant funding along with savings in MDC sewer assessment, recycling and retiree health costs.

The difference in total projected FY 2015 revenues and expenditures results in a surplus of $1,420,370. After the FY 2015 opening cash transfer (-$900,000) and the use of fund balance for the HVAC and technology projects, (-$361,000) the fund balance is anticipated to increase by $159,370.

Concluding Remarks

The proposed financial plan for Fiscal Year 2016 works to preserve the array of services provided to Windsor residents, businesses and visitors. The budget plan, similar to last year, also continues to incrementally increase funding levels for recurring asset management programs, long term health insurance obligations, as well as risk management and self-insured Workers Compensation insurance programs

I look forward to working with the town council in the coming weeks to review the proposed budget and discuss the opportunities we have in Fiscal Year 2016. As always, town staff is ready to provide information that you need to facilitate conversations and to aid you in your decision making.

Lastly, I would like to thank the board of education's administration, the town's leadership team, the town's budget review team and, especially, our dedicated Finance Department for their work in preparing this proposed budget for fiscal year 2015-2016.

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 2016
BUDGET CALENDAR BY DEPARTMENT

Date	Day	Step
February 2, 2015 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens.
February 11, 2015	*Tentative*	Board of Education to submit to Town Council information regarding Public Act 13-60.
February 17, 2015	*Tentative*	Town Council suggestions due to the BOE per Public Act 13-60 within 10 days of BOE submission
February – March 2015	*Tentative*	Board of Education to submit written responses to Town Council regarding suggestions made per Public Act 13-60.
March 9-13, 2015	*Tentative*	Finance Committee Meeting
March 27, 2015	Friday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget)
March 30, 2015	Monday	Informational meeting on Proposed Budget
April 6, 2015 7:00 PM	Monday	Town Manager's Presentation of FY 16 Proposed Budget Public Hearing re: public opinion regarding budget as proposed by Town Manager Regular Town Council meeting
April 8, 2015 6:30- 9 PM	Wednesday	Board of Education, Revenues, Public Works, Landfill Enterprise Fund, Resident Transfer Station Enterprise Fund
April 13, 2015 6:30- 9 PM	Monday	Board of Education, Health Services, Library, Human Services, Child Care and Adult Day Care, Recreation & Leisure Services, Safety Services
April 15, 2015 6:30 - 9 PM	Wednesday	Information Services, Development Services, Community Development, Administrative Services, Town Support for Education, General Government, General Services, Insurance Internal Service Fund
April 22, 2015 6:30 – 9 PM	Wednesday	Public Comment, Capital Spending, Price Guide, Preliminary Deliberations
April 27, 2015 6:30 - 9 PM	Monday	Public Comment, Town Council final deliberations and vote
May 12, 2015	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
May 18, 2015	Monday	Regular Town Council Meeting; Council sets tax rate
June 23, 2015	Tuesday	Tax bill mailing completed
June 30, 2015	Tuesday	End of current fiscal year

GENERAL FUND BALANCE SUMMARY
(budgetary basis)

	FY 2015 Estimate	FY 2016 Adopted
Revenues		
General Property Tax	$ 87,174,100	$ 88,290,620
Licenses and Permits	749,150	629,230
Fines and Penalties	45,000	40,000
Revenues from Use of Assets	503,830	513,830
State School Aid	13,361,560	13,367,400
State Grants in Lieu of Taxes	1,658,640	1,724,060
Other State Grants	103,340	45,000
Revenues from Other Agencies	151,890	113,750
Charges for Current Services	989,160	734,650
Other Revenues	25,000	25,600
Opening Cash	900,000	900,000
Total Revenues	105,661,670	106,384,140
Expenditures and Encumbrances		
General Government	887,170	966,020
Safety Services	9,549,230	9,976,810
Recreation & Leisure Services	1,387,020	1,412,430
Human Services	770,970	787,460
Health Services	468,670	477,170
Library Services	1,540,650	1,590,340
Development Services	1,773,940	1,799,370
Community Development	92,500	92,500
Public Works	5,273,670	5,277,280
Information Services	424,860	436,140
Administrative Services	1,994,460	2,152,930
General Services	10,134,820	10,785,020
Board of Education	65,220,700	66,025,950
Town Support for Education	4,696,570	4,604,720
Total Expenditures and Encumbrances	104,215,230	106,384,140
Surplus (deficit)	1,446,440	-
Beginning Fund Balance, July 1	18,599,141	18,658,081
Use of Fund Balance:		
Opening Cash	(900,000)	(900,000)
Transfer on 7/7/14 for the following:		
Heating System Conversion Phase III	(305,000)	
Transfer on 3/2/15 for the following:		
Technology Infrastructure Upgrade	(56,000)	
Transfer of 4/27/15 for #330 Windsor Ave. utility costs related to the Caring Connection	(41,100)	
Transfer of 4/27/15 for Caring Connection to restore a full-time position and some part-time hours	(52,400)	
Transfer of 4/27/15 for Windsor Child Development Center to restore a full-time classroom position	(33,000)	
Proposed transfer for the Town green fountain project reduced from General Services - Capital Projects during budget process		(75,000)
Estimate Ending Fund Balance, June 30	$ 18,658,081	$ 17,683,081

FINANCIAL ORGANIZATION OF ACCOUNTS

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

GOVERNMENTAL FUNDS

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

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

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

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

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

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

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

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

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

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

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

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

PROPRIETARY AND INTERNAL SERVICE FUNDS

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

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

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

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

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

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

FIDUCIARY FUNDS

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

Trust Funds

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

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

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

Agency Funds

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

Student Activity
Adult Education
Performance Bonds
Town Escrow
Scholarship Fund

BASIS OF ACCOUNTING

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

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

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

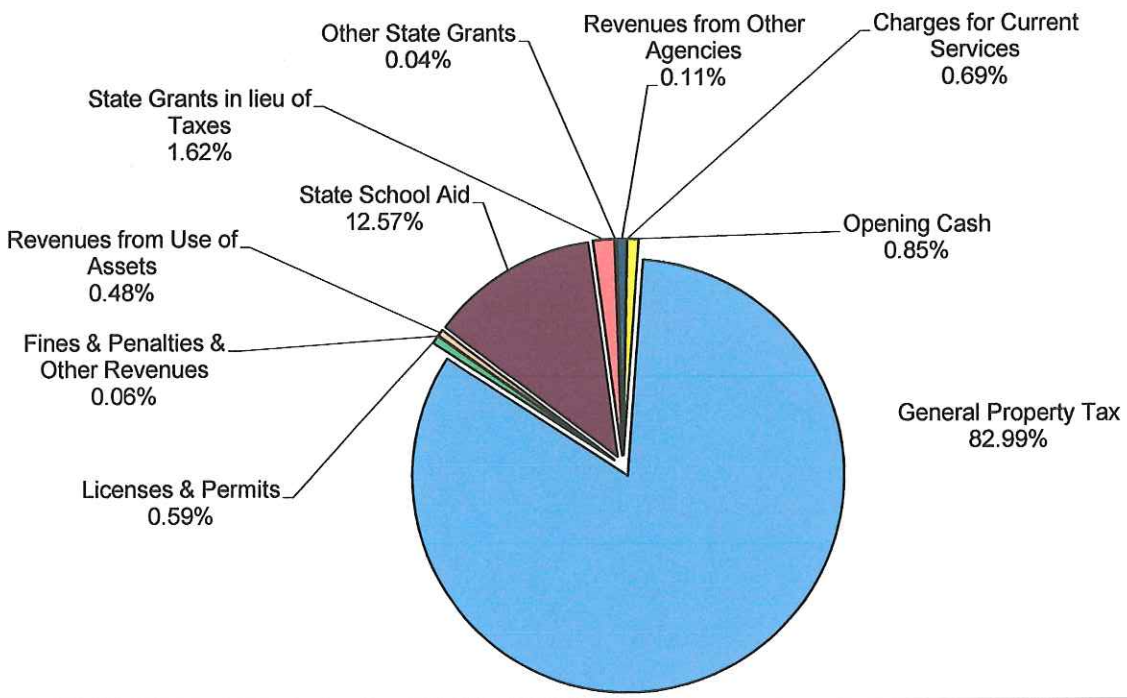
The differences between the budgetary and GAAP basis of accounting are:

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

ANNUAL BUDGET
GENERAL FUND
REVENUE SUMMARY

		FY 2014	FY 2015		FY 2016	
Category	Revenue Source	Actual	Budget	Estimate	Proposed	Adopted
910	General Property Tax	$82,937,213	$86,535,450	$87,174,100	$90,445,970	$88,290,620
915	Licenses and Permits	1,456,398	631,210	749,150	619,230	629,230
920	Fines and Penalties	37,968	39,000	45,000	40,000	40,000
925	Revenues from Use of Assets	513,242	503,830	503,830	513,830	513,830
930	State School Aid	13,371,716	13,289,790	13,361,560	13,367,400	13,367,400
935	State Grants In Lieu of Taxes	1,630,191	1,616,360	1,658,640	1,724,060	1,724,060
940	Other State Grants	111,742	100,800	103,340	45,000	45,000
950	Revenues from Other Agencies	140,764	111,460	151,890	113,750	113,750
955	Charges For Current Services	897,031	784,660	989,160	734,650	734,650
960	Other Revenues	18,030	25,600	25,000	25,600	25,600
965	Opening Cash	-	900,000	900,000	900,000	900,000
	Total Revenues	$101,114,295	$104,538,160	$105,661,670	$108,529,490	$106,384,140

FY 16 General Fund Revenues by Source



Council Action

During budget deliberations, pre and post referendums, the Town Council decreased proposed General Fund expenditures by $2,145,350. In addition, Interim Motor Vehicle Tax was increased by $15,000, Prior Year Levies was increased by $50,000, Interest was increased by $15,000, and Building Permits was increased by $10,000; thereby decreasing the amount of revenue required from current levy under the General Property Tax category by $2,235,350.

ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
910	GENERAL PROPERTY TAX					
51002	Current Levy	81,207,755	85,006,350	84,800,000	88,886,870	86,651,520
51004	Interim Motor Vehicle Tax	582,027	470,000	670,000	480,000	495,000
51006	Prior Year Levies	686,270	625,000	1,100,000	625,000	675,000
51008	Interest	457,646	430,000	600,000	450,000	465,000
51009	Liens & Penalties	3,515	4,100	4,100	4,100	4,100
		82,937,213	86,535,450	87,174,100	90,445,970	88,290,620
915	LICENSES AND PERMITS					
51200	Vendor's Licenses	1,340	350	500	350	350
51202	Animal Licenses	28,863	25,000	25,000	25,000	25,000
51203	Marriage/Civil Union Licenses	1,113	1,110	1,100	1,100	1,100
51204	Hunting & Fishing Licenses	273	200	200	200	200
51205	Engineering Permits	31,740	27,000	23,000	20,500	20,500
51206	Building Permits	1,349,230	540,000	660,600	535,000	545,000
51212	Lodging House Licenses	450	450	450	450	450
51213	Well Permits	100	100	100	100	100
51214	Food Permits	27,839	28,000	28,000	28,000	28,000
51216	Septic System Permits	2,850	3,000	2,200	2,500	2,500
51219	Pistol Permits	12,600	6,000	8,000	6,000	6,000
51221	Newsrack Permits/Location Fees	-	-	-	30	30
		1,456,398	631,210	749,150	619,230	629,230
920	FINES AND PENALTIES					
51401	Court Fines	18,040	25,000	29,000	25,000	25,000
51402	Parking Fines	19,928	14,000	16,000	15,000	15,000
		37,968	39,000	45,000	40,000	40,000
925	REVENUES FROM USE OF ASSETS					
51501	Interest: Unrestricted	115,391	115,000	110,000	115,000	115,000
51504	Cell Tower Leases	279,021	270,000	275,000	280,000	280,000
51505	Rental of Town Property	118,830	118,830	118,830	118,830	118,830
		513,242	503,830	503,830	513,830	513,830
930	STATE SCHOOL AID					
51701	Special Ed. - Excess Costs	1,525,679	1,400,000	1,500,000	1,500,000	1,500,000
51703	Transportation	290,847	290,190	263,540	268,460	268,460
51705	Adult Education	51,698	51,940	50,360	51,280	51,280
51710	Education Cost Sharing	11,503,492	11,547,660	11,547,660	11,547,660	11,547,660
		13,371,716	13,289,790	13,361,560	13,367,400	13,367,400
935	STATE GRANTS IN LIEU OF TAXES					
52710	State Payments in Lieu of Taxes	1,242,398	1,242,400	1,254,580	1,333,180	1,333,180
51903	HEART (Elderly)	197,150	193,000	207,550	200,000	200,000
51905	PILOT: State Owned Property	58,247	52,830	55,000	54,120	54,120
51906	Totally Disabled Exemption	2,659	2,700	2,600	2,700	2,700
51907	Veterans Tax Exemption	19,875	20,000	21,420	22,500	22,500
51909	Pequot-Mohegan Grant	109,863	105,430	117,490	111,560	111,560
		1,630,191	1,616,360	1,658,640	1,724,060	1,724,060
940	OTHER STATE GRANTS					
52100	Bond Interest Subsidy	4,914	2,430	2,430	-	-
52101	School Building Grant	55,254	54,370	54,370	-	-
52107	Other State Grants	51,573	44,000	46,540	45,000	45,000
		111,742	100,800	103,340	45,000	45,000

ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
950	REVENUES FROM OTHER AGENCIES					
52301	Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302	In Lieu of Tax Payments	-	-	6,920	6,920	6,920
52303	Telephone Property Tax	104,661	75,000	108,000	70,000	70,000
52304	Community Renewal Team	24,650	25,010	25,520	25,380	25,380
		140,764	111,460	151,890	113,750	113,750
955	CHARGES FOR CURRENT SERVICES					
52500	Recording Legal Documents	143,821	140,000	120,000	120,000	120,000
52501	Vital Statistics	33,976	29,000	30,000	29,000	29,000
52502	Conveyance Fees	225,058	170,000	350,000	170,000	170,000
52504	Special Police Services/Alarm Fees	7,075	3,000	450	450	450
52505	Sale of Accident Reports & Photos	2,054	1,800	1,900	1,800	1,800
52506	Animal Pound Fees	1,145	2,000	1,000	1,000	1,000
52507	Town Planning & Zoning Comm. Fees	89,777	18,000	18,000	53,000	53,000
52508	Zoning Board of Appeals Fees	1,321	900	900	900	900
52509	Inland Wetlands Fees	4,155	8,000	5,300	6,000	6,000
52517	Special Education Tuition from Other Towns	167,083	200,000	245,000	200,000	200,000
52518	Library Fines & Fees	26,885	24,500	25,200	26,200	26,200
52519	Recreation Fees	51,313	45,000	49,000	49,000	49,000
52521	Dial-a-Ride Fees	7,637	7,500	7,500	7,500	7,500
52522	Health Service Fees	4,200	8,400	7,500	7,500	7,500
52525	Administrative Overhead	114,260	114,260	114,260	50,000	50,000
52530	Sale of Publications & Materials	8,172	4,300	5,000	4,300	4,300
52531	Miscellaneous Service Charges	8,000	8,000	8,000	8,000	8,000
52534	Assessment Abatement Policy	1,100	-	150	-	-
		897,031	784,660	989,160	734,650	734,650
960	OTHER REVENUES					
52701	Sale of Capital Assets	-	500	-	500	500
52703	Other Refunds	-	100	-	100	100
52704	Miscellaneous Other Revenues	18,030	25,000	25,000	25,000	25,000
		18,030	25,600	25,000	25,600	25,600
965	MISCELLANEOUS REVENUES					
52752	Opening Cash	-	900,000	900,000	900,000	900,000
	GRAND TOTAL	101,114,295	104,538,160	105,661,670	108,529,490	106,384,140

REVENUE EXPLANATION

910 General Property Tax

This category accounts for approximately 82.99% of the town's General Fund revenues in FY 16.

		FY 2014	FY 2015		FY 2016	
		Actual	Budget	Estimate	Proposed	Adopted
51002	Current Levy	81,207,755	85,006,350	84,800,000	88,886,870	86,651,520
51004	Interim Motor Vehicle Tax	582,027	470,000	670,000	480,000	495,000
51006	Prior Year Levies	686,270	625,000	1,100,000	625,000	675,000
51008	Interest	457,646	430,000	600,000	450,000	465,000
51009	Liens & Penalties	3,515	4,100	4,100	4,100	4,100
		82,937,213	86,535,450	87,174,100	90,445,970	88,290,620

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 16 totals $106,384,140. Of this amount, $86,651,520 will come from the current property tax levy, $18,832,620 from other revenues, and $900,000 from opening cash. The estimated Net Taxable Grand List for FY 16 is estimated at $2,843,288,000. The proposed collection rate is 98.8%. Accordingly, the required tax levy will be 30.92 mills; or $30.92 for each $1,000 of assessed value. The mill rate is calculated as follows:

FY 2016 MILL RATE CALCULATION

	Proposed	Adopted
Total Expenditure	108,529,490	106,384,140
Less: Other Revenues	(18,742,620)	(18,832,620)
Less: Opening Cash	(900,000)	(900,000)
Current Property Tax Collection	88,886,870	86,651,520
Divided by Estimated Rate of Collection	98.80%	98.80%
Adjusted Tax Levy	89,966,468	87,703,968
Less: Pro Rata Assessor's Additions	(45,000)	(45,000)
Plus: Senior Tax Relief	130,000	130,000
Plus: Exemptions for Volunteer Firefighters	118,500	118,500
Gross Tax Levy	90,169,968	87,907,468
Divided by Estimated Taxable Grand List	2,843,288,000	2,843,288,000
Mill Rate	31.71	30.92

REVENUE EXPLANATION (continued)

915 LICENSES AND PERMITS

This category accounts for approximately 0.59% of the town's General Fund revenues in FY 16.

		FY 2014	FY 2015		FY 2016	
		Actual	Budget	Estimate	Proposed	Adopted
51206	Building Permits	1,349,230	540,000	660,600	535,000	545,000
	All Others	107,168	91,210	88,550	84,230	84,230
		1,456,398	631,210	749,150	619,230	629,230

Revenue received from the sale of building permits will be $120,600 over budget for FY 15 mainly due to the Mechanic St. and Amazon projects. Building permit revenue for FY 16 is anticipated to decrease by $5,000 as compared to the FY 15 budget. The majority of other revenue sources (marriage licenses, food permits and hunting licenses) remain stable. Current rates for various licenses and permits are listed in Appendix G. During budget deliberations the Town Council increased the building permit revenue line by $10,000.

920 FINES AND PENALTIES

This category accounts for approximately 0.04% of the town's General Fund revenues in FY 16.

		FY 2014	FY 2015		FY 2016	
		Actual	Budget	Estimate	Proposed	Adopted
51401	Court Fines	18,040	25,000	29,000	25,000	25,000
51402	Parking Fines	19,928	14,000	16,000	15,000	15,000
		37,968	39,000	45,000	40,000	40,000

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

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 0.48% of the town's General Fund revenues in FY 16.

		FY 2014	FY 2015		FY 2016	
		Actual	Budget	Estimate	Proposed	Adopted
51501	Interest: Unrestricted	115,391	115,000	110,000	115,000	115,000
51504	Cell Tower Leases	279,021	270,000	275,000	280,000	280,000
51505	Rental of Town Property	118,830	118,830	118,830	118,830	118,830
		513,242	503,830	503,830	513,830	513,830

Unrestricted interest is the revenue resulting from the investment of cash receipts not immediately used to meet expenditures. For FY 16, the town expects to achieve an overall rate of return of approximately 0.25%. Cell tower lease revenue is increasing due to contractual fee escalation agreements.

930 STATE SCHOOL AID

This category accounts for approximately 12.57% of the town's General Fund revenues in FY 16.

		FY 2014	FY 2015		FY 2016	
		Actual	Budget	Estimate	Proposed	Adopted
51701	Special Ed. - Excess Costs	1,525,679	1,400,000	1,500,000	1,500,000	1,500,000
51703	Transportation	290,847	290,190	263,540	268,460	268,460
51705	Adult Education	51,698	51,940	50,360	51,280	51,280
51710	Education Cost Sharing	11,503,492	11,547,660	11,547,660	11,547,660	11,547,660
		13,371,716	13,289,790	13,361,560	13,367,400	13,367,400

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 15 estimate is anticipated to come in over budget by $71,770. This is due to an anticipated increase in revenue from the Special Education-Excess Costs Grant offset by small decreases in funding from the Transportation and Adult Education Grants. The FY 16 proposed budget is anticipated to be $77,610 more than the FY 15 budget. ECS revenue for both FY 15 and FY 16 do not include funds designated for Alliance District Grants.

REVENUE EXPLANATION (continued)

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 1.62% of the Town's General Fund revenues in FY 16.

		FY 2014	FY 2015		FY 2016	
		Actual	Budget	Estimate	Proposed	Adopted
52710	State Payments in Lieu of Taxes	1,242,398	1,242,400	1,254,580	1,333,180	1,333,180
51903	HEART (Elderly)	197,150	193,000	207,550	200,000	200,000
51905	PILOT: State Owned Property	58,247	52,830	55,000	54,120	54,120
51906	Totally Disabled Exemption	2,659	2,700	2,600	2,700	2,700
51907	Veterans Tax Exemption	19,875	20,000	21,420	22,500	22,500
51909	Pequot-Mohegan Grant	109,863	105,430	117,490	111,560	111,560
		1,630,191	1,616,360	1,658,640	1,724,060	1,724,060

This section contains state grants and payments received by the town, most of which are paid to replace lost tax revenue. Recently, the town received funds from the State of Connecticut from the Municipal Revenue Sharing program (formerly Manufacturer's Machinery and Equipment Exemption fund). It is anticipated that these funds will be received again in FY 16. Reimbursement of revenues lost as a result of property tax exemptions granted to certain eligible manufacturing facilities for real and personal property located in the Bradley Airport Development Zone are also accounted for in this category. $12,180 is anticipated to be received in both FY 15 and FY 16 from this source in the State Payments in Lieu of Taxes revenue. Other amounts in this category are anticipated to be stable and consistent with recent trends.

940 OTHER STATE GRANTS

This category accounts for approximately 0.04% of the Town's General Fund revenues in FY 16.

		FY 2014	FY 2015		FY 2016	
		Actual	Budget	Estimate	Proposed	Adopted
52100	Bond Interest Subsidy	4,914	2,430	2,430	-	-
52101	School Building Grant	55,254	54,370	54,370	-	-
52107	Other State Grants	51,573	44,000	46,540	45,000	45,000
		111,742	100,800	103,340	45,000	45,000

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 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. FY 15 will be the last year the town will receive revenues from 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.

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.11% of the Town's General Fund revenues in FY 16.

		FY 2014	FY 2015		FY 2016	
		Actual	Budget	Estimate	Proposed	Adopted
52301	Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302	In Lieu of Tax Payments	-	-	6,920	6,920	6,920
52303	Telephone Property Tax	104,661	75,000	108,000	70,000	70,000
52304	Community Renewal Team	24,650	25,010	25,520	25,380	25,380
		140,764	111,460	151,890	113,750	113,750

The Telephone Property Tax represents revenue received from non-wireless telecommunications equipment that is assessed by the State of Connecticut. In Lieu of Tax Payments consists of revenues received from the City of Hartford under the Keney Park Golf Course agreement. No revenue from this source is expected for FY 15 or FY 16, as the course is expected to be closed for renovations. $6,920 will be received in this category for both FY 15 and FY 16 from the Connecticut Airport Authority in lieu of taxes for property located at the airport.

REVENUE EXPLANATION (continued)

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 0.69% of the town's General Fund revenues in FY 16.

		FY 2014	FY 2015		FY 2016	
		Actual	Budget	Estimate	Proposed	Adopted
52500	Recording Legal Documents	143,821	140,000	120,000	120,000	120,000
52501	Vital Statistics	33,976	29,000	30,000	29,000	29,000
52502	Conveyance Fees	225,058	170,000	350,000	170,000	170,000
52504	Special Police Services/Alarm Fees	7,075	3,000	450	450	450
52505	Sale of Accident Reports & Photos	2,054	1,800	1,900	1,800	1,800
52506	Animal Pound Fees	1,145	2,000	1,000	1,000	1,000
52507	Town Planning & Zoning Comm. Fees	89,777	18,000	18,000	53,000	53,000
52508	Zoning Board of Appeals Fees	1,321	900	900	900	900
52509	Inland Wetlands Fees	4,155	8,000	5,300	6,000	6,000
52517	Special Education Tuition from Other Towns	167,083	200,000	245,000	200,000	200,000
52518	Library Fines & Fees	26,885	24,500	25,200	26,200	26,200
52519	Recreation Fees	51,313	45,000	49,000	49,000	49,000
52521	Dial-a-Ride Fees	7,637	7,500	7,500	7,500	7,500
52522	Health Service Fees	4,200	8,400	7,500	7,500	7,500
52525	Administrative Overhead	114,260	114,260	114,260	50,000	50,000
52530	Sale of Publications & Materials	8,172	4,300	5,000	4,300	4,300
52531	Miscellaneous Service Charges	8,000	8,000	8,000	8,000	8,000
52534	Assessment Abatement Policy	1,100	-	150	-	-
		897,031	784,660	989,160	734,650	734,650

For FY 15, revenues received from the overall Charges for Current Services category are expected to be $204,500 more than budget. This is mainly due to additional revenue from Conveyance Fees. For FY 16, revenues for the overall category are expected to be $50,010 less than the FY 15 budget, mainly due to less revenue anticipated from Recording Legal Documents as well as a planned decrease in Administrative Overhead revenue. For FY 16, Administrative Overhead consists of $50,000 from the Landfill Enterprise Fund. This payment is made to the town for services provided to this fund by General Fund employees.

960 OTHER REVENUES

This category accounts for approximately 0.02% of the town's General Fund revenues in FY 16.

		FY 2014	FY 2015		FY 2016	
		Actual	Budget	Estimate	Proposed	Adopted
52701	Sale of Capital Assets	-	500	-	500	500
52703	Other Refunds	-	100	-	100	100
52704	Miscellaneous Other Revenues	18,030	25,000	25,000	25,000	25,000
		18,030	25,600	25,000	25,600	25,600

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

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.85% of the Town's General Fund revenues in FY 16.

		FY 2014	FY 2015		FY 2016	
		Actual	Budget	Estimate	Proposed	Adopted
52752	Opening Cash	-	900,000	900,000	900,000	900,000
		-	900,000	900,000	900,000	900,000

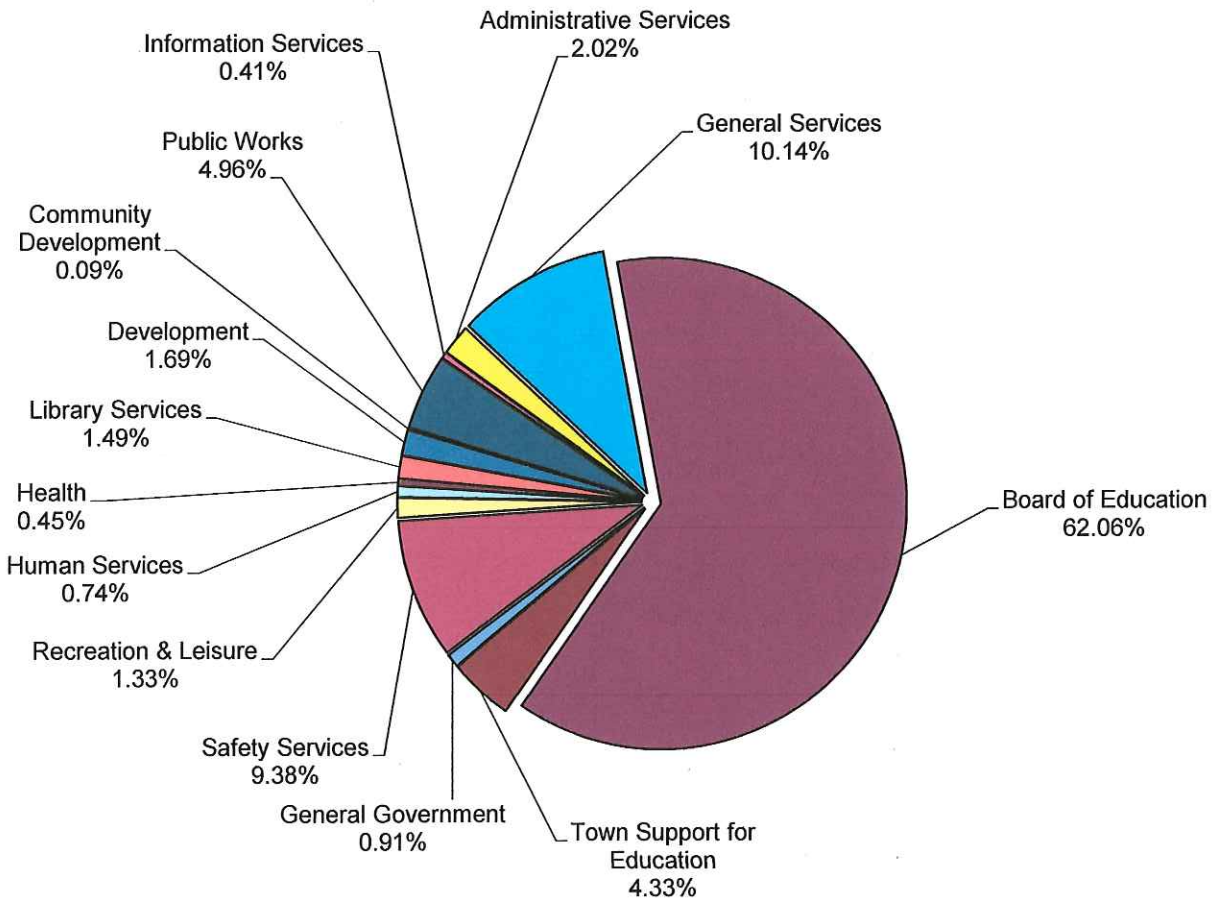
This section reflects the amount of fund balance at year-end that is appropriated for use in the following fiscal year. This reduces the amount of revenue that is raised through property taxes. For FY 14, the Opening Cash appropriation was not utilized. This was due to sufficient amounts received from the General Property Tax levy and Other Revenues, combined with an overall surplus from operating expenditures.

Fiscal Year Ended June 30	Budgetary Fund Balance	Adopted or Proposed General Fund Expenditures	Fund Balance as a Percent of Expenditures
2016 Proposed	$ 17,683,081	$ 106,384,140	16.62%
2015 Estimate	18,658,081	104,538,160	17.85%
2014	18,599,141	100,313,850	18.54%
2013	18,501,393	98,884,600	18.71%
2012	16,265,164	97,339,890	16.71%
2011	16,023,699	96,313,530	16.64%
2010	15,223,877	95,069,970	16.01%
2009	14,745,813	95,806,940	15.39%
2008	13,710,273	90,255,615	15.19%
2007	12,922,409	86,064,550	15.01%
2006	10,296,779	82,825,103	12.43%

ANNUAL BUDGET
GENERAL FUND
EXPENDITURES BY SERVICE UNIT

	FY 2014	FY 2015		FY 2016	
	Actual	Budget	Estimate	Proposed	Adopted
General Government	915,650	949,610	887,170	970,020	966,020
Safety Services	9,235,555	9,674,270	9,549,230	10,000,810	9,976,810
Recreation & Leisure Services	1,372,347	1,387,630	1,387,020	1,412,430	1,412,430
Human Services	731,325	791,240	770,970	787,460	787,460
Health	444,901	473,630	468,670	477,170	477,170
Library Services	1,523,563	1,559,100	1,540,650	1,590,340	1,590,340
Development Services	1,700,996	1,793,820	1,773,940	1,799,370	1,799,370
Community Development	125,230	92,500	92,500	92,500	92,500
Public Works	5,024,965	5,170,270	5,273,670	5,277,280	5,277,280
Information Services	396,839	428,040	424,860	436,140	436,140
Administrative Services	1,985,394	2,078,410	1,994,460	2,169,280	2,152,930
General Services	8,933,278	10,222,370	10,134,820	11,051,020	10,785,020
Board of Education	63,365,816	65,220,700	65,220,700	67,860,950	66,025,950
Town Support for Education	4,235,688	4,696,570	4,696,570	4,604,720	4,604,720
Total Expenditures:	99,991,547	104,538,160	104,215,230	108,529,490	106,384,140

FY 2016 General Fund Expenditures by Service Unit



BOARD OF EDUCATION

As required by the Town Charter, the President of the Board of Education submits a separate budget document. For more detailed information, see the Board of Education's recommended Financial Plan for FY 16.

	FY 2014	FY 2015		FY 2016	
	Actual	Budget	Estimate	Proposed	Adopted
Operating	63,365,816	65,220,700	65,220,700	67,860,950	66,025,950

Council Action

During budget deliberations, pre and post referendums, the Town Council decreased funding to the Board of Education by $1,835,000.

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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Town Support for Education	4,235,688	4,696,570	4,696,570	4,604,720	4,604,720
Total	4,235,688	4,696,570	4,696,570	4,604,720	4,604,720

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 16:

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

Budget Commentary

The overall FY 15 expenditures are expected to come in on budget. The overall FY 16 budget reflects a decrease of $91,850 or 2.0% versus the FY 15 budget. The majority of the decrease is due to a decrease in debt service which has been offset by increases in categories such as liability and workers compensation insurance, Risk Manager salary and benefits, and Board of Education retirement services.

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TOWN SUPPORT FOR EDUCATION

	FY 2014	FY 2015		FY 2016	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
Aid to Private Education:					
St. Gabriel School	33,315	34,350	34,350	35,200	35,200
Trinity Christian	20,000	20,500	20,500	21,000	21,000
Loomis Chaffee School	30,250	31,000	31,000	31,800	31,800
Subtotal - Aid to Private Schools	83,565	85,850	85,850	88,000	88,000
Debt Service:					
Principal	1,848,000	2,172,840	2,172,840	2,048,170	2,048,170
Interest	483,240	591,850	591,850	426,340	426,340
Subtotal - Debt Service	2,331,240	2,764,690	2,764,690	2,474,510	2,474,510
General Government:					
Audit Fee (45%)	25,650	25,340	25,340	26,330	26,330
Town Attorney (25% of town attorney retainer)	19,960	20,740	20,740	21,160	21,160
Town Treasurer (50%)	1,953	2,410	2,410	2,480	2,480
Treasurer's Assistant (50%)	1,471	4,050	4,050	4,050	4,050
Subtotal - General Government	49,034	52,540	52,540	54,020	54,020
Risk Management:					
Automobile Liability (8%)	8,100	9,100	9,100	9,440	9,440
Umbrella Liability (39%)	55,650	57,600	57,600	57,600	57,600
Comp. General Liability (66%)	110,770	108,500	108,500	111,750	111,750
Property Protection (73%)	138,400	145,350	145,350	154,050	154,050
School Board Errors & Omissions (100%)	28,000	28,000	28,000	28,000	28,000
Football and Sports Accidents (100%)	15,000	15,000	15,000	15,000	15,000
Psychologists (100%)	13,000	13,000	13,000	14,000	14,000
Nurse (25%)	1,920	1,930	1,930	1,950	1,950
Workers Compensation (50%)	416,000	455,550	455,550	550,000	550,000
Excess Workers Comp. Premium (50%)	30,000	34,000	34,000	37,800	37,800
Risk Manager (40%)	-	-	-	54,750	54,750
Subtotal - Risk Management	816,840	868,030	868,030	1,034,340	1,034,340
Retirement Services:					
School Retirement	642,881	550,000	549,370	550,000	550,000
Other Post-Employment Benefits (OPEB)	-	62,500	62,500	87,500	87,500
Subtotal - Retirement Services	642,881	612,500	611,870	637,500	637,500
Youth Protection Services:					
Police	124,650	117,880	118,510	117,890	117,890
Recreation & Leisure Services	63,910	63,390	63,390	63,900	63,900
Subtotal - Youth Protection Services	188,560	181,270	181,900	181,790	181,790
Public Works:					
Maintenance & Snow Removal	123,568	131,690	131,690	134,560	134,560
Subtotal - Public Works	123,568	131,690	131,690	134,560	134,560
TOTAL	4,235,688	4,696,570	4,696,570	4,604,720	4,604,720

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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	8,985,381	8,837,840	8,950,220	9,181,390	9,177,390
Supplies	61,449	68,470	70,900	70,370	70,370
Services	340,014	284,440	312,360	355,810	355,810
Maintenance & Repair	341,661	354,910	369,220	368,090	368,090
Grants & Contributions	33,448	27,420	27,420	28,830	28,830
Capital Outlay	295,618	277,070	286,770	291,240	321,240
Energy & Utility	422,972	484,150	443,260	453,370	453,370
Total	10,480,543	10,334,300	10,460,150	10,749,100	10,775,100

* 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Safety Services	9,235,555	9,674,270	9,549,230	10,000,810	9,976,810
Town Support for Education	124,650	117,880	118,510	117,890	117,890
Subtotal: Safety General Fund Budget	*9,360,205*	*9,792,150*	*9,667,740*	*10,118,700*	*10,094,700*
Asset Forfeitures	18,524	10,500	10,710	20,500	20,500
State & Federal Grants	97,800	28,500	57,550	17,500	17,500
LOSAP Grant (Length-of-Service Award Prog.)	58,130	-	-	-	-
Donations & User Fees	11,087	1,150	1,150	1,150	1,150
Vehicle Maintenance	2,181	5,000	5,000	5,000	5,000
Use of Police Private Duty Account	932,616	497,000	718,000	586,250	636,250
Subtotal: Special Revenue Funds	*1,120,338*	*542,150*	*792,410*	*630,400*	*680,400*
Total	10,480,543	10,334,300	10,460,150	10,749,100	10,775,100

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	61.77	64.50	64.00	66.00	65.92
Regular Part Time Employees	2.10	2.30	1.70	1.70	1.70
Temporary/Seasonal Employees	-	-	-	-	-
Total	63.87	66.80	65.70	67.70	67.62

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $125,850 or 1.2%. This is primarily due to increased use of the special revenue fund for Police Private Duty which are offset by user fees. The FY 15 General Fund expenditures are expected to be under budget by $125,040 or 1.3% mostly due to a partial year vacancy, a military leave, workers compensation, disability claims and fuel costs in the Police Department and to a timing change in billing for the Metropolitan District Commission's fees related to fire hydrant maintenance in Fire and Rescue Services. The overall FY 16 budget reflects an increase of $414,800 or 4.0% as compared to the FY 15 budget due to use of Police Private Duty funds while the FY 16 General Fund budget reflects $326,540 or 3.4% of this increase mostly due to Personal Services.

Council Action

During budget deliberations, the Town Council decreased the funding for Safety Services by $24,000. Of this amount, $4,000 was decreased in Communications for delaying the hiring of a new dispatcher position, and $20,000 for Uniformed Patrol capital costs to be paid from the Police Private Duty special revenue fund account. In addition, the Town Council decreased funding to Capital Projects under General Services (page Q-10) in the amount $30,000 for one replacement cruiser to be paid from the Police Private Duty Account .

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	7,957,214	8,325,960	8,189,730	8,596,000	8,592,000
Supplies	61,244	67,320	69,090	68,770	68,770
Services	269,071	284,440	310,740	355,760	355,760
Maintenance & Repair	341,661	354,910	369,220	368,090	368,090
Grants & Contributions	33,448	27,420	27,420	28,830	28,830
Capital Outlay	149,945	130,070	139,770	129,990	109,990
Energy & Utility	422,972	484,150	443,260	453,370	453,370
Total	9,235,555	9,674,270	9,549,230	10,000,810	9,976,810

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

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	124,650	117,880	118,510	117,890	117,890
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	124,650	117,880	118,510	117,890	117,890

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	903,517	394,000	641,980	467,500	467,500
Supplies	205	1,150	1,810	1,600	1,600
Services	70,943	-	1,620	50	50
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	145,673	147,000	147,000	161,250	211,250
Energy & Utility	-	-	-	-	-
Total	1,120,338	542,150	792,410	630,400	680,400

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	8,985,381	8,837,840	8,950,220	9,181,390	9,177,390
Supplies	61,449	68,470	70,900	70,370	70,370
Services	340,014	284,440	312,360	355,810	355,810
Maintenance & Repair	341,661	354,910	369,220	368,090	368,090
Grants & Contributions	33,448	27,420	27,420	28,830	28,830
Capital Outlay	295,618	277,070	286,770	291,240	321,240
Energy & Utility	422,972	484,150	443,260	453,370	453,370
Total	10,480,543	10,334,300	10,460,150	10,749,100	10,775,100

SAFETY SERVICES
Budget Information
Fiscal Year 2012-2016

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	8,023,875	8,163,054	8,985,381	8,837,840	8,950,220	9,181,390	9,177,390
Supplies	72,884	65,235	61,449	68,470	70,900	70,370	70,370
Services	335,456	346,174	340,014	284,440	312,360	355,810	355,810
Maintenance & Repair	416,721	376,478	341,661	354,910	369,220	368,090	368,090
Grants & Contributions	30,582	31,577	33,448	27,420	27,420	28,830	28,830
Capital Outlay	89,701	285,511	295,618	277,070	286,770	291,240	321,240
Energy & Utility	429,807	424,786	422,972	484,150	443,260	453,370	453,370
Total	9,399,026	9,692,815	10,480,543	10,334,300	10,460,150	10,749,100	10,775,100

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

Funding Sources

Funding Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund	8,673,791	8,928,242	9,235,555	9,674,270	9,549,230	10,000,810	9,976,810
Town Support for Education	117,210	117,260	124,650	117,880	118,510	117,890	117,890
Subtotal: Safety General Fund Budget	*8,791,001*	*9,045,502*	*9,360,205*	*9,792,150*	*9,667,740*	*10,118,700*	*10,094,700*
Project 6501 - Fire Equipment Fund	-	18,467	-	-	-	-	-
Project 9400 - Thermal Imaging Camera	-	30,000	-	-	-	-	-
Subtotal:Capital Projects Fund	-	*48,467*	-	-	-	-	-
Jag Grants	-	-	-	-	-	-	-
Asset Forfeitures	38,106	36,909	18,524	10,500	10,710	20,500	20,500
State & Federal Grants	55,787	36,148	97,800	28,500	57,550	17,500	17,500
LOSAP Grant (Length-of-Service Award Prog.)	58,130	58,130	58,130	-	-	-	-
Donations & User Fees	587	4,839	11,087	1,150	1,150	1,150	1,150
Vehicle Maintenance	5,670	15,195	2,181	5,000	5,000	5,000	5,000
Use of Police Private Duty Acct.	449,745	447,625	932,616	497,000	718,000	586,250	636,250
Subtotal: Special Revenue Funds	*608,025*	*598,846*	*1,120,338*	*542,150*	*792,410*	*630,400*	*680,400*
Total	9,399,026	9,692,815	10,480,543	10,334,300	10,460,150	10,749,100	10,775,100

TOTAL POLICE DEPARTMENT
(DOES NOT INCLUDE FIRE OR AMBULANCE)

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

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	8,750,821	8,598,030	8,710,350	8,919,480	8,915,480
Supplies	38,794	43,820	46,920	45,370	45,370
Services	107,048	88,270	146,320	111,290	111,290
Maintenance & Repair	183,907	196,810	201,120	212,390	212,390
Grants & Contributions	16,042	16,590	16,590	16,650	16,650
Capital Outlay	161,600	167,400	177,100	181,250	211,250
Energy & Utility	266,548	306,180	274,130	288,580	288,580
Total	9,524,760	9,417,100	9,572,530	9,775,010	9,801,010

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

Funding Sources

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

Funding Source	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Police	8,337,902	8,757,070	8,661,610	9,026,720	9,002,720
Town Support for Education	124,650	117,880	118,510	117,890	117,890
Subtotal: Police General Fund Budget	*8,462,552*	*8,874,950*	*8,780,120*	*9,144,610*	*9,120,610*
Asset Forfeitures	18,524	10,500	10,710	20,500	20,500
State & Federal Grants	97,800	28,500	57,550	17,500	17,500
Donations & User Fees	11,087	1,150	1,150	1,150	1,150
Vehicle Maintenance	2,181	5,000	5,000	5,000	5,000
Use of Police Private Duty Account	932,616	497,000	718,000	586,250	636,250
Subtotal: Special Revenue Funds	*1,062,208*	*542,150*	*792,410*	*630,400*	*680,400*
Total	9,524,760	9,417,100	9,572,530	9,775,010	9,801,010

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	60.77	63.50	63.00	65.00	64.92
Regular Part Time Employees	2.10	2.30	1.70	1.70	1.70
Temporary/Seasonal Employees	-	-	-	-	-
Total	62.87	65.80	64.70	66.70	66.62

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $155,430 or 1.7%. This is primarily due to increased use of the special revenue fund for Police Private Duty which are offset by user fees. The FY 15 General Fund expenditures are expected to be under budget by $95,460 or 1.1% due to a partial year vacancy, a military leave, workers compensation, disability claims and fuel costs. The overall FY 16 budget reflects an increase of $357,910 or 3.8% as compared to the FY 15 budget due to use of Police Private Duty funds while the FY 16 General Fund budget reflects $269,650 or 3.1% of this increase due to Personal Services. The FY 16 FTE increase of 1.5 as compared to the FY 15 budget includes: 1.00 FTE for an additional dispatcher position; and 0.50 FTE for fully funding two FY 15 partially funded officer positions.

Council Action

During budget deliberations, the Town Council decreased the funding for the police department by $24,000. Of this amount, $4,000 was decreased in Communications for delaying the hiring of a new dispatcher position, $20,000 for Uniformed Patrol capital costs to be paid from the Police Private Duty special revenue fund account.

Total Police Department
(Does not include Fire or Ambulance)

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	7,722,654	8,086,150	7,949,860	8,334,090	8,330,090
Supplies	38,589	42,670	45,110	43,770	43,770
Services	94,235	88,270	144,700	111,240	111,240
Maintenance & Repair	183,907	196,810	201,120	212,390	212,390
Grants & Contributions	16,042	16,590	16,590	16,650	16,650
Capital Outlay	15,927	20,400	30,100	20,000	
Energy & Utility	266,548	306,180	274,130	288,580	288,580
Total	8,337,902	8,757,070	8,661,610	9,026,720	9,002,720

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

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	124,650	117,880	118,510	117,890	117,890
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	124,650	117,880	118,510	117,890	117,890

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	903,517	394,000	641,980	467,500	467,500
Supplies	205	1,150	1,810	1,600	1,600
Services	12,813	-	1,620	50	50
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	145,673	147,000	147,000	161,250	211,250
Energy & Utility	-	-	-	-	-
Total	1,062,208	542,150	792,410	630,400	680,400

Total Expenditures (agrees to page F-4):

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	8,750,821	8,598,030	8,710,350	8,919,480	8,915,480
Supplies	38,794	43,820	46,920	45,370	45,370
Services	107,048	88,270	146,320	111,290	111,290
Maintenance & Repair	183,907	196,810	201,120	212,390	212,390
Grants & Contributions	16,042	16,590	16,590	16,650	16,650
Capital Outlay	161,600	167,400	177,100	181,250	211,250
Energy & Utility	266,548	306,180	274,130	288,580	288,580
Total	9,524,760	9,417,100	9,572,530	9,775,010	9,801,010

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 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	548,650	502,970	573,580	573,580
Supplies	25,740	25,900	25,740	25,740
Services	18,500	47,040	33,980	33,980
Maintenance & Repair	57,020	57,020	58,730	58,730
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	127,090	123,990	129,340	129,340
Total	777,000	756,920	821,370	821,370

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

Funding Sources

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

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Police	777,000	756,920	821,370	821,370
	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Total	777,000	756,920	821,370	821,370

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	4.50	5.00	5.00
Regular Part Time Employees	1.00	1.00	1.00	1.00
Temporary/Seasonal Employees	-	-	-	-
Total	6.00	5.50	6.00	6.00

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $20,080 or 2.6%. This is due to a savings in salaries for a partial year vacancy offset by an increase in Services for the recruitment of the Chief position. The FY 16 proposed budget reflects an increase of $44,370 or 5.7% as compared to the FY 15 budget due to Personal Services and Services mostly for the Chief's position (salary market adjustment and potential relocation costs).

ADMINISTRATION AND RECORDS

Products & Services

Executive Management *$222,690*

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

Information Services *$598,680*

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

POLICE - SUPPORT SERVICES

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

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	1,257,850	1,039,710	1,260,550	1,260,550
Supplies	3,250	3,690	3,750	3,750
Services	1,980	2,580	1,980	1,980
Maintenance & Repair	2,500	2,110	2,500	2,500
Grants & Contributions	-	-	-	-
Capital Outlay	10,000	10,000	27,000	27,000
Energy & Utility	-	-	-	-
Total	1,275,580	1,058,090	1,295,780	1,295,780

* 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.

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,146,750	928,420	1,149,940	1,149,940
Town Support for Education	117,880	118,510	117,890	117,890
Subtotal: Police General Fund Budget	*1,264,630*	*1,046,930*	*1,267,830*	*1,267,830*
Asset Forfeitures	10,500	10,710	500	500
Donations	450	450	450	450
Use of Police Private Duty Account	-	-	27,000	27,000
Subtotal: Special Revenue Funds	*10,950*	*11,160*	*27,950*	*27,950*
Total	1,275,580	1,058,090	1,295,780	1,295,780

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	7.00	9.00	9.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	9.00	7.00	9.00	9.00

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $217,490 or 17.1%. This is due to Personal Services savings as a result of vacancies created by two positions moving to the Uniformed Patrol division. The FY 15 Capital Outlay expenditure is for tasers and is being funded by the Federal Sharing special revenue account. The overall FY 16 budget reflects an increase of $20,200 or 1.6% mostly due to Capital Outlay for a vehicle being funded by the special revenue fund Police Private Duty. The FY 16 General Fund budget reflects an increase of $3,190 or 0.3% due to Personal Services.

SUPPORT SERVICES

Products & Services

Criminal Investigation/Crime Prevention *$997,730*

- 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. Identify and apprehend any dealers that operate in or around our schools
- 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. Through intelligence gathering reduce recruitment of and membership in all gang and "gang like" groups
- Investigate major crimes (sexual assault, burglary, robbery) with the goal of maintaining a clearance rate higher than the national average for all Part 1 crimes
- Offer crime prevention training presentations to residents and businesses with a focus on crimes against the elderly such as identity theft, property repair, utility company and other 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, Firearms and Explosives (ATF), Connecticut State Police (CSP), Homeland Security (HLS) and other law enforcement agencies as needed.

Evidence & Court Duties *$129,590*

- 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. When needed, work with the State Police Major Crimes Division on major case investigations.
- Assist with evidence collection and crime scene processing
- Liaison with state police laboratory, state toxicology lab and state courts relating to forensic evidence.

Training/Youth Development *$51,830*

- 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 the Police Cadet program and provide "job shadowing" opportunities to students from surrounding high schools. Additionally provide internships for students from numerous colleges and universities
- Youth Commission Liaison - Provide an ex-officio member to the Youth Commission assisting with the commission's goals and objectives
- Social and Life Skills Development - Provide instruction and presentations (Bullying, Gangs, Diversity, Drugs, Personal Safety, Sexual Assault, etc.) to school age children at the high schools, middle schools, elementary schools and other town programs.

School Resource Officer *$116,630*

- 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
- Assist in the development and implementation of the school mentoring and weekend community service programs
- Serve as a primary resource for officers in cases involving school age children, particularly high school and middle school children.

POLICE - UNIFORMED PATROL

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	5,890,520	6,265,500	6,089,250	6,089,250
Supplies	11,630	14,180	12,730	12,730
Services	59,490	88,350	66,980	66,980
Maintenance & Repair	106,350	106,350	106,350	106,350
Grants & Contributions	-	-	-	-
Capital Outlay	157,400	167,100	154,250	184,250
Energy & Utility	174,930	145,820	154,920	154,920
Total	6,400,320	6,787,300	6,584,480	6,614,480

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Police	5,869,320	6,006,250	5,982,230	5,962,230
State and Federal Grants	28,500	57,550	17,500	17,500
Asset Forfeitures - Federal Sharing	-	-	20,000	20,000
Donations	500	500	500	500
Vehicle Maintenance	5,000	5,000	5,000	5,000
Use of Police Private Duty Account	497,000	718,000	559,250	609,250
Subtotal: Special Revenue Funds	*531,000*	*781,050*	*602,250*	*652,250*
Total	6,400,320	6,787,300	6,584,480	6,614,480

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	41.50	43.50	42.00	42.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	41.50	43.50	42.00	42.00

Budget Commentary

The FY 15 expenditures are expected to come in over budget by $386,980 or 6.0%. This is primarily due to increased use of the special revenue fund for Police Private Duty which is offset by user fees. The FY 15 General Fund expenditures are expected to be over budget by $136,930 or 2.3% mostly due to Personal Services for two positions moving from the Support Services division offset by savings for a military leave, workers compensation, disability claims and fuel costs. The FY 15 estimate for Capital Outlay is primarily funded by the Police Private Duty fund and includes $112,000 for 3 vehicles and their set up and $25,000 for information technology. The $30,100 remainder is funded by the General Fund and includes portable radios, radar units, gun lights and cruiser gun locks. The FY 16 Capital Outlay includes $89,250 for 3 cruisers and $25,000 for information technology funded by the Police Private Duty fund and $20,000 for replacement tasers and radios funded by the Federal Sharing special revenue account. The $20,000 remainder is funded by the General Fund. The overall FY 16 budget reflects an increase of $184,160 or 2.9% as compared to the FY 15 budget mostly due to Personal Services. The FY 16 General Fund budget reflects an increase of $112,910 or 1.9% due to increased Personal Services and 0.50 FTE's due to fully funding two FY 15 partially funded officer positions.

Council Action

During budget deliberations, the Town Council decreased funding by $20,000 for Uniformed Patrol capital costs to be paid from the Police Private Duty special revenue fund account. In addition, the Town Council decreased funding to Capital Projects under General Services (page Q-10) in the amount of $30,000 for one replacement cruiser to be paid from the Police Private Duty account.

UNIFORMED PATROL

Products & Services

EMS and Public Assistance *$1,801,570*

- 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 *$1,861,620*

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

Police Private Duty *$609,250*

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

Protect Persons and Property *$2,342,040*

- 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 to ensure that Windsor remains one of the safest towns in the region, state and country
- Collaborate with neighborhoods in the development and running of Neighborhood Watch programs.

POLICE - COMMUNICATIONS

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	790,520	791,680	883,500	879,500
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	30,940	34,940	44,310	44,310
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	821,460	826,620	927,810	923,810

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Police	821,460	826,620	927,810	923,810
Subtotal: Special Revenue Funds	-	-	-	-
Total	821,460	826,620	927,810	923,810

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	7.00	7.00	8.00	7.92
Regular Part Time Employees	1.20	0.60	0.60	0.60
Temporary/Seasonal Employees	-	-	-	-
Total	8.20	7.60	8.60	8.52

Budget Commentary

The FY 15 expenditures are expected to come in over budget by $5,160 or 0.6% due to Personal Services. The FY 16 budget reflects an increase of $106,350 or 12.9% as compared to the FY 15 budget mostly due to the addition of an additional dispatch position as well as an increase for a dispatch software maintenance contract.

Council Action

During budget deliberations, the Town Council decreased funding by $4,000 in Communications for delaying the hiring of a new dispatcher position.

COMMUNICATIONS

Products & Services

Communications *$923,810*

- 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 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	110,490	110,490	112,600	112,600
Supplies	3,200	3,150	3,150	3,150
Services	8,300	8,350	8,350	8,350
Maintenance & Repair	-	700	500	500
Grants & Contributions	16,590	16,590	16,650	16,650
Capital Outlay	-	-	-	-
Energy & Utility	4,160	4,320	4,320	4,320
Total	142,740	143,600	145,570	145,570

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

Funding Sources

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

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Police	142,540	143,400	145,370	145,370
User Fees	200	200	200	200
Subtotal: Special Revenue Funds	*200*	*200*	*200*	*200*
Total	142,740	143,600	145,570	145,570

Personnel Requirements

	FY 2015		FY 2016	
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 FY 15 expenditures are expected to come in $860 or 0.6% over budget mostly due to repairs at the dog pound. The FY 16 budget reflects an increase of $2,830 or 2.0% mostly due to Personal Services.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances *$71,240*

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

Operate Dog Pound/Animal Placement *$74,330*

- 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	234,560	239,810	239,870	261,910	261,910
Supplies	22,655	24,650	23,980	25,000	25,000
Services	211,810	174,170	144,040	221,370	221,370
Maintenance & Repair	149,084	148,100	158,100	145,700	145,700
Grants & Contributions	-	-	-	-	-
Capital Outlay	134,018	109,670	109,670	109,990	109,990
Energy & Utility	133,826	150,970	142,130	140,290	140,290
Total	885,953	847,370	817,790	904,260	904,260

* 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Fire and Rescue Services	827,823	847,370	817,790	904,260	904,260
LOSAP Grant (Length-of-Service Award Prog.)	58,130	-	-	-	-
Subtotal: Special Revenue Funds	*58,130*	-	-	-	-
Total	885,953	847,370	817,790	904,260	904,260

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.00	1.00	1.00	1.00	1.00

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $29,580 or 3.5% mostly due to a timing change in billing for the Metropolitan District Commission's fees related to fire hydrant maintenance. The FY 16 General Fund budget reflects an increase of $56,890 or 6.7% as compared to the FY 15 budget due to the addition of health care benefits for the fire administrator, an increase in the Metropolitan District Commission's service agreement for fees related to fire hydrant maintenance and funding for the Length of Service program.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration *$371,280*

- Respond to more than 1,100 emergency incidents
- Contract for water supply with the Metropolitan District Commission (MDC) for maintenance & service of 1,083 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 *$144,420*

- 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 *$107,680*

- 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 *$141,390*

- 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

Fire Prevention, Equipment and Supplies *$139,490*

- 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	21,156	22,000	22,000	23,150	23,150
Maintenance & Repair	8,670	10,000	10,000	10,000	10,000
Grants & Contributions	17,406	10,830	10,830	12,180	12,180
Capital Outlay	-	-	-	-	-
Energy & Utility	22,598	27,000	27,000	24,500	24,500
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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The FY 15 expenditures are expected to be on budget. The FY 16 budget is expected to have no increase over the FY 15 budget. Windsor Volunteer Ambulance's payment to the Coordinated Medical Emergency Direction (CMED) for regional and hospital coordination of emergency medical dispatching (shown in the services line) is increasing slightly in FY 16. The Grants & Contributions portion of the budget represents the town's non-specific subsidy to Windsor Volunteer Ambulance. This is increasing slighty due to lower projected fuel costs in FY 16.

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.

FY15 HIGHLIGHTS

The Windsor Police Department continues to have a clearance rate for Part I crimes (murder, rape, robbery and aggravated assault) that exceeds the national average of 49.5%, with 63% of violent and 25% of property crimes being cleared with an arrest. The Detective and Patrol Divisions continued to work collaboratively to achieve a 31% burglary clearance rate. The burglary clearance rate was positively impacted by the exemplary forensics based evidence collection and processing efforts of the 12 officers that comprise the Crime Scene Team.

Officers of the Patrol Division were highly visible in town, conducting nearly 5,000 directed patrols and played a key role in a variety of services to residents. 75% of the department's officers are trained in crisis intervention and responded to nearly 300 calls for service for emotionally disturbed persons. Working with the town's Engineering Division, and in response to citizen concerns reflected in the Drive Wise and See-Click-Fix initiatives, a two officer Traffic Squad targeted enforcement and made more than 900 traffic stops. Department officers continued participation on a regional accident reconstruction team. This participation provided officers with the opportunity to expand their skill levels which benefits both the town and the region with the investigation of serious motor vehicle accidents.

Four recruit officers were hired as a result of succession planning in anticipation of retirements and successfully completed the Connecticut Police Academy in Spring 2015.

The Communications Division handled over 54,000 calls for service. Dispatchers provided immediate emergency assistance to more than 1,350 persons through the use of the Emergency Medical Dispatch (EMD) function and 50,589 distinct police calls.

With 2,672 dogs and 12 kennels licensed this year, Windsor ranked 8th of 169 municipalities in licensing compliance. The ACO investigated 657 animal complaints this past year. He also played an integral role in Law Enforcement Career Day presented at Windsor High School.

The School Resource Officer (SRO) program continued to build relationships with our school community in an effort to address youth delinquency and encourage good decision making. In collaboration with Windsor High School, 12 officers participated in a mentoring program, with each officer mentoring several at-risk youth. Enhancements to the Juvenile Review Board (JRB) enabled the town to offer youths more alternatives to criminal or juvenile courts.

A formal recruitment effort for volunteer firefighters called "Do You have what it takes?" was completed in FY 14 in conjunction with a grant received by the Connecticut Fire Chiefs Association. In FY 15 and FY 16 the fire department has been chosen to be involved with the second phase of this effort.

In FY 15, volunteer firefighters responded to more than 1,300 fire and Poquonock Rescue emergency service calls and logged more than 6,000 hours of training. Training sessions were held at the Connecticut Fire Academy and at the new commercial buildings in town. Firefighters also attended training throughout the region.

In an effort to better manage the challenges of the volunteer fire service, committees have been formed and include a volunteer recruitment and retention committee, a town-wide apparatus specification committee, short and long-range fire department planning, training and officer development. As a result of these committees, new protective firefighting gear has been specified and ordered, a new ladder truck has been sent out for bid and there has been participation in the concept design process for renovating/rebuilding the safety complex.

SAFETY SERVICES

Key Statistics	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target
Number of Part I crimes	477	474	483	516	488
Number of motor vehicle accidents with injuries	108	102	90	86	83
Number of calls for service received by Dispatch	51,847	53,754	54,932	54,638	55,000
Number of Fire Department responses	1,099	1,175	1,249	1,300	1,300
Number of structure fires	22	17	25	20	20

Performance Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Estimate	FY 2016 Target
Achieve a clearance rate for burglaries that is 2.5 times better than the national clearance rate. National clearance rate for burglaries was 13.6%	36%	35%	31%	34%
Clearance rate for each Part I violent crime is better than regional rate by 10% or more – the most recent regional rate (2013) was 49.5%	80%	74%	63%	72%
Motor vehicle accidents with injuries per 1,000 residents	3.5	3.2	2.9	3.2
Fire Department quality of service rating - very good/good	N/A	78%	N/A	80%

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

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

The diversity among the sworn officers of the Windsor Police Department (50 officers) exceeds national policing standards with 34% of the sworn staff being comprised of minority officers (20% black and 14% Hispanic). Women comprise 22% of the sworn officers in the department.

FY 2016 Goals

1. Continue ongoing planning process to evaluate options for Public Safety complex expansion and renovation project
2. Continue recruiting process to replace retiring officers and hire and train new dispatcher
3. Participate in dog pound design and relocation process
4. Complete acquisition process for ladder truck replacement
5. Participate in volunteer firefighter recruitment program via the Connecticut Fire Chief Association.

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2015 Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
6002	Crisis Intervention Program	982	-	250	732	-	250	482
6004	Bullet Proof Vest Program	113	2,500	2,500	113	2,500	2,500	113
6012	State Reimbursements	3,015	15,000	15,000	3,015	15,000	15,000	3,015
6026	Car Seat Program	1,262	-	200	1,062	-	200	862
6301	Narcotic Seizures - Federal	210	-	210	-	-	-	-
6302	Federal Sharing	89,981	-	10,000	79,981	-	20,000	59,981
6305	Asset Forfeiture - State	4,710	-	500	4,210	-	500	3,710
6700	Animal Shelter	34,548	-	-	34,548	-	-	34,548
6701	Powalka Memorial Fund	38	100	100	38	100	100	38
6702	K-9 Donations	223	100	100	223	100	100	223
6800	Police Private Duty	640,177	660,000	718,000	582,177	500,000	636,250	445,927
6908	Vehicle Maintenance	2,271	5,000	5,000	2,271	5,000	5,000	2,271
6916	Neighborhood Engagement Team	168	500	500	168	500	500	168
6919	3M Technology Grant	-	5,840	-	5,840	-	-	5,840
6920	Youth Services Prevention Grant FY 15	-	40,050	40,050	-	N/A	N/A	N/A
	Total 03 Funds	**777,698**	**729,090**	**792,410**	**714,378**	**523,200**	**680,400**	**557,178**

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

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

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

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

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

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

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

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

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

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

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, private construction contractors, public utilities and the Windsor School District. Expenditures in FY 15 also include $20,000 for traffic enforcement, $112,000 for vehicle replacement and set up and $25,000 for information technology equipment and in FY 16 includes $20,000 for traffic enforcement, $146,250 for vehicle replacement, $45,000 for information technology equipment and other capital items.

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

#6919 - 3M Technology Grant - Funding provided to municipal departments from 3M to be used for the purpose of maintaining, repairing or replacing the LiveScan Booking Workstation (Fingerprint Capture Device).

#6920 - Youth Services Prevention Grant - Funds are used for the Windsor Police Department and Windsor Public Schools outreach team. The team provides early intervention, prevention strategies, and referral to resources and services to at risk youth students in grades 7-12. The outreach provided by this collaborative team strives to reduce violence, reduce recidivism, and provide the skills, proactive strategies, and opportunities for these youth to become productive members of society.

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

	FY 2014	FY 2015		FY 2016	
Expenditures by Category *	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,093,172	1,168,720	1,149,510	1,175,340	1,175,340
Supplies	161,200	132,350	148,590	146,880	146,880
Services	594,969	586,230	574,900	574,800	574,800
Maintenance & Repair	47,963	39,000	38,750	39,000	39,000
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	6,106	9,000	11,090	4,000	4,000
Energy & Utility	103,366	100,330	101,710	106,730	106,730
Total	2,020,776	2,049,630	2,038,550	2,060,750	2,060,750

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

Funding Sources

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

	FY 2014	FY 2015		FY 2016	
Funding Source	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Recreation & Leisure Services	1,372,347	1,387,630	1,387,020	1,412,430	1,412,430
Town Support for Education	63,910	63,390	63,390	63,900	63,900
Subtotal: Rec. Svcs General Fund Budget	*1,436,257*	*1,451,020*	*1,450,410*	*1,476,330*	*1,476,330*
Grants	30,530	30,470	30,520	24,350	24,350
Private Contributions	25,794	29,620	32,660	25,360	25,360
User Fees	528,195	538,520	524,960	534,710	534,710
Subtotal: Special Revenue Funds	*584,519*	*598,610*	*588,140*	*584,420*	*584,420*
Total	2,020,776	2,049,630	2,038,550	2,060,750	2,060,750

Personnel Requirements

	FY 2014	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.91	7.00	7.00	7.00	7.00
Regular Part Time Employees	8.62	8.79	8.66	8.82	8.82
Temporary/Seasonal Employees	11.88	12.15	11.75	12.33	12.33
Total FTEs	27.41	27.94	27.41	28.15	28.15

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $11,080 or 0.5%. The FY 15 General Fund expenditures are expected to be under budget by $610. The overall FY 16 budget reflects an increase of $11,120 or 0.5% as compared to FY 15 budget. The FY 16 General Fund budget reflects an increase of $24,800 or 1.8% primarily due to Personal Services, Energy & Utilities and funding the anticipated elimination of the special revenue funded YSB Enhancement Grant. The increase in FTE's reflects an additional summer seasonal hire as well as a Sunday nature center monitor and is offset by user fees.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	783,062	832,390	828,490	850,090	850,090
Supplies	48,080	36,010	37,430	41,490	41,490
Services	388,961	378,700	379,000	378,470	378,470
Maintenance & Repair	46,578	35,500	33,220	35,500	35,500
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	6,106	9,000	11,090	4,000	4,000
Energy & Utility	85,560	82,030	83,790	88,880	88,880
Total	1,372,347	1,387,630	1,387,020	1,412,430	1,412,430

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	63,910	63,390	63,390	63,900	63,900
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	63,910	63,390	63,390	63,900	63,900

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	246,200	272,940	257,630	261,350	261,350
Supplies	113,120	96,340	111,160	105,390	105,390
Services	206,008	207,530	195,900	196,330	196,330
Maintenance & Repair	1,385	3,500	5,530	3,500	3,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	17,806	18,300	17,920	17,850	17,850
Total	584,519	598,610	588,140	584,420	584,420

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,093,172	1,168,720	1,149,510	1,175,340	1,175,340
Supplies	161,200	132,350	148,590	146,880	146,880
Services	594,969	586,230	574,900	574,800	574,800
Maintenance & Repair	47,963	39,000	38,750	39,000	39,000
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	6,106	9,000	11,090	4,000	4,000
Energy & Utility	103,366	100,330	101,710	106,730	106,730
Total	2,020,776	2,049,630	2,038,550	2,060,750	2,060,750

RECREATION AND LEISURE SERVICES
Budget Information
Fiscal Year 2012-2016

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,032,636	1,097,547	1,093,172	1,168,720	1,149,510	1,175,340	1,175,340
Supplies	140,289	176,427	161,200	132,350	148,590	146,880	146,880
Services	625,718	596,815	594,969	586,230	574,900	574,800	574,800
Maintenance & Repair	63,499	35,062	47,963	39,000	38,750	39,000	39,000
Grants & Contributions	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Capital Outlay	9,028	4,265	6,106	9,000	11,090	4,000	4,000
Energy & Utility	89,422	96,764	103,366	100,330	101,710	106,730	106,730
Total	1,974,592	2,020,880	2,020,776	2,049,630	2,038,550	2,060,750	2,060,750

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund	1,287,742	1,326,504	1,372,347	1,387,630	1,387,020	1,412,430	1,412,430
Town Support for Education	58,850	62,320	63,910	63,390	63,390	63,900	63,900
Subtotal: Rec. Svcs. General Fund Budget	*1,346,592*	*1,388,824*	*1,436,257*	*1,451,020*	*1,450,410*	*1,476,330*	*1,476,330*
Grants	39,238	40,623	30,530	30,470	30,520	24,350	24,350
Private Contributions	43,563	25,946	25,794	29,620	32,660	25,360	25,360
User Fees	545,199	565,487	528,195	538,520	524,960	534,710	534,710
Subtotal: Special Revenue Funds	*628,000*	*632,056*	*584,519*	*598,610*	*588,140*	*584,420*	*584,420*
Total	1,974,592	2,020,880	2,020,776	2,049,630	2,038,550	2,060,750	2,060,750

RECREATION

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	614,120	615,560	642,930	642,930
Supplies	74,600	82,850	82,200	82,200
Services	186,230	184,700	186,350	186,350
Maintenance & Repair	1,500	1,500	1,500	1,500
Grants & Contributions	14,000	14,000	14,000	14,000
Capital Outlay	-	-	-	-
Energy & Utility	7,900	7,900	7,900	7,900
Total	898,350	906,510	934,880	934,880

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Recreation Services	549,320	546,910	557,380	557,380
Private Contributions	200	2,700	-	-
User Fees	348,830	356,900	377,500	377,500
Subtotal: Special Revenue Funds	*349,030*	*359,600*	*377,500*	*377,500*
Total	898,350	906,510	934,880	934,880

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	6.09	6.10	6.09	6.09
Temporary/Seasonal Employees	6.90	7.10	7.90	7.90
Total FTEs	15.99	16.20	16.99	16.99

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $8,160 or 0.9%. This is due to the transfer of special revenue funds into the Recreation summer camp program from the Youth Services Bureau. The FY 15 General Fund expenditures are expected to be under budget by $2,410 or 0.4% and is attributable to lower costs for contract services. The overall FY 16 budget reflects an increase of $36,530 or 4.1% as compared to the FY 15 budget. This increase is due in part to an increase of $8,060 or 1.5% to the General Fund for Personal Services. The remainder of the increase is mostly for the entire summer season of the Youth Services Bureau camp program budget transferred to the Recreation division. The increase of 1.0 FTE is also a reflection of seasonal summer camp personnel moving from the Youth Services Bureau Division to the Recreation Division. The cost of that personnel change is funded by user fees.

RECREATION

Products & Services

Aquatics *$148,700*

- Provide swim lessons and open swim for more than 1,500 individuals and 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 *$222,080*

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

Community Centers *$215,900*

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 330 Windsor Avenue teen center
- Provide staffing for birthday parties for young children at 330 Windsor Avenue.

Summer Activities *$242,700*

- Provide summer programs for youth and teens that include pottery, archery, ropes challenge 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 *$105,500*

- 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.*

FACILITIES MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-
Supplies	16,500	16,500	19,100	19,100
Services	340,950	340,950	340,950	340,950
Maintenance & Repair	11,500	9,600	11,500	11,500
Grants & Contributions	-	-	-	-
Capital Outlay	9,000	10,450	4,000	4,000
Energy & Utility	52,710	52,730	56,720	56,720
Total	430,660	430,230	432,270	432,270

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Recreation Services	415,660	415,230	417,270	417,270
User Fees	15,000	15,000	15,000	15,000
Subtotal: Special Revenue Funds	*15,000*	*15,000*	*15,000*	*15,000*
Total	430,660	430,230	432,270	432,270

Personnel Requirements

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

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $430 or 0.1%. The FY 16 budget reflects an increase of $1,610 or 0.4% primarily due to Supplies and Energy & Utilities. The increase is offset by the reduction in Capital Outlay as a result of needing to purchase one code compliant wheelchair lift for Veteran's pool versus two for Goslee Pool in FY 15.

FACILITIES MANAGEMENT

Products & Services

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

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

330 Windsor Ave. Community Center *$31,450*

- Provide support for utilities at 330 Windsor Avenue.

Outdoor Pools & Parks Amenities *$74,870*

- 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 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	171,590	152,550	144,630	144,630
Supplies	12,120	17,200	10,090	10,090
Services	21,900	18,300	11,000	11,000
Maintenance & Repair	3,000	3,000	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	640	-	-
Energy & Utility	1,800	1,200	1,200	1,200
Total	210,410	192,890	169,920	169,920

* 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.

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	129,440	133,170	138,370	138,370
Grants	30,470	30,520	24,350	24,350
User Fees	50,500	29,200	7,200	7,200
Subtotal: Special Revenue Funds	*80,970*	*59,720*	*31,550*	*31,550*
Total	210,410	192,890	169,920	169,920

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.30	0.30	0.30	0.30
Temporary/Seasonal Employees	2.51	2.02	1.80	1.80
Total	3.81	3.32	3.10	3.10

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $17,520 or 8.3%. This is primarily due to a decrease in staffing and contract services for after-school programs as well as the transfer of the summer camp program to the Recreation division. The FY 15 General Fund expenditures are expected to come in over budget by $3,730 or 2.9% due to additional supplies and furniture purchased for the Teen Center at 330 Windsor Avenue. The overall FY 16 budget reflects a decrease of $40,490 or 19.2% due to the transfer of an entire season of the summer camp program to Recreation. The FY 16 General Fund budget reflects an increase of $8,930 or 6.9% mostly due to funding the anticipated elimination of the special revenue funded YSB Enhancement Grant. Changes in FTE's reflect a reduction due to the transfer of personnel to recreation for the summer camp program and an increase of 0.30 to the Teen Summer Employment porgram.

YOUTH SERVICES BUREAU

Products and Services

Positive Youth Development *$112,780*

- 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 the after-school program and high school youth in leadership program
- Provide social skills, development and support for at-risk youth referred to the high school Leader-In-Training program
- Provide transportation to the after-school program from Sage Park Middle School
- Provide five one-week social skills development programs for middle school and high school students
- Provide summer teen employment development program.

Family Events *$8,000*

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

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 Statewide Tobacco Education Program (STEP) within the summer camp
- Partner with CASAC in developing an annual Youth Summit with several other towns in the region.

Juvenile Justice *$29,390*

- Coordinate 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 the Juvenile Review Board.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

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

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	235,060	234,910	242,140	242,140
Supplies	22,480	24,510	26,660	26,660
Services	27,570	21,430	27,120	27,120
Maintenance & Repair	1,000	2,880	1,000	1,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,500	1,720	1,650	1,650
Total	287,610	285,450	298,570	298,570

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

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget. 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 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	82,150	80,650	83,590	83,590
Town Support for Education	63,390	63,390	63,900	63,900
Subtotal: Rec. Services General Fund Budget	*145,540*	*144,040*	*147,490*	*147,490*
Private Contributions	21,590	22,070	21,390	21,390
User Fees	120,480	119,340	129,690	129,690
Subtotal: Special Revenue Funds	*142,070*	*141,410*	*151,080*	*151,080*
Total	287,610	285,450	298,570	298,570

Personnel Requirements

	FY 2015		FY 2016	
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	1.87	1.98	1.98
Temporary/Seasonal Employees	2.40	2.30	2.52	2.52
Total FTEs	5.85	5.67	6.00	6.00

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $2,160 or 0.8%. The FY 15 General Fund expenditures are expected to be under budget by $1,500 or 1.8%. The overall FY 16 budget reflects an increase of $10,960 or 3.8% as compared to the FY 15 budget due primarily to Personal Services and increased camp supplies. The FY 16 General Fund budget reflects an increase of $1,440 or 1.8% as compared to the FY 15 budget due to Personal Services. The 0.15 FTE increase is an additional summer seasonal hire as well as a Sunday nature center monitor and is offset by user fees.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Indoor Activities *$58,300*

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

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

Outdoor Recreational Activities *$67,690*

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

Educational / Recreational Programs *$172,580*

- 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 overnight camping overnights
- Present programs for corporate events, civic meetings and nature-oriented organizations
- Provide direct service or support for community-oriented educational and recreational events including Earth Day Action, Whose Egg Is It?, Pancake Breakfast, Country Fair, Creatures of the Night, Owl Prowl and Cabin Fever Festival
- Operate a ropes challenge course program that builds self-esteem and concentrates on fostering skills such as communication, leadership, conflict resolution, teamwork, problem solving and decision-making
- Oversee a volunteer program for more than 20 volunteers who maintain the Animal Barn, bluebird boxes, Nature Center animals, gardens and trails.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	147,950	146,490	145,640	145,640
Supplies	6,650	7,530	8,830	8,830
Services	9,580	9,520	9,380	9,380
Maintenance & Repair	22,000	21,770	22,000	22,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	36,420	38,160	39,260	39,260
Total	222,600	223,470	225,110	225,110

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Recreation Services	211,060	211,060	215,820	215,820
Private Contributions	7,830	7,890	3,970	3,970
User Fees	3,710	4,520	5,320	5,320
Subtotal: Special Revenue Funds	*11,540*	*12,410*	*9,290*	*9,290*
Total	222,600	223,470	225,110	225,110

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	0.45	0.39	0.45	0.45
Temporary/Seasonal Employees	0.34	0.33	0.11	0.11
Total FTEs	2.29	2.22	2.06	2.06

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget $870 or 0.4%. The FY 15 General Fund expenditures are expected to come in on budget. The overall FY 16 budget reflects an increase of $2,510 or 1.1% as compared to the FY 15 budget. The FY 16 General Fund budget reflects an increase of $4,760 or 2.3% as compared to the FY 15 budget mostly due to Energy & Utility. The decrease of .23 FTE's for FY 16 as compared to FY 15 is due to reduced contributions for the special revenue fund for Youth Conservation.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance *$94,390*

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

Building Operation/Maintenance *$130,720*

- 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 2015 Highlights

Recreation

Attendance at recreation special events was strong this year. More than 350 individuals enjoyed the movies in the parks events and 500 children and friends participated in Dinner with Santa. 80 families had birthday parties for their children at Windsorland totaling more than 280 hours. The teen "Open Mic Nights" were offered a second year and continued to be successful with more than 100 participants.

The Recreation Summer Fun Playground program continues to provide valuable out of school activities for Windsor children and approximately 1,400 participants throughout the summer. This is an increase over last year by 215 participants. Participants were engaged in sports, arts and crafts, swimming, mathematics, reading comprehension, and field trips.

Scholarships were provided to 103 families totaling $19,000 for children and youth participating in summer programs. Programs included Summer Fun Playground, sport camps, nature camp, swim lessons and passes, and Youth Services Bureau summer camp. In FY 16, scholarships will also be available to families participating in summer theater programs.

Last winter new recreation registration software was implemented. Staff continues to expand the use of the software by providing a process for families to register for programs at various locations around town.

Youth Services Bureau

The grand opening for Teen Zone, an evening teen center for high school and middle school youth was held in December. Teen zone is located at the 330 Windsor Avenue community center and features a variety of activities including a computer lab, video center, billiards and air hockey and team activities offered in the gymnasium.

The Leaders-In-Training participants presented a collection of community events. During the summer, family day events were held at Lancaster Park, Deerfield Park and Sharshon Park. Each event featured activities designed to promote quality family leisure time, drug and alcohol prevention and community spirit. Other events included the popular annual Night of 1001 Pumpkins and Mardi Gras. The second annual youth Summit was held and was planned in partnership with the Youth Commission, Library Services and the Windsor School Counseling Department.

The Youth Services Bureau implemented the Summer Teen Employment Development Program (STEP) with 11 Windsor High School teens. The purpose of the program is to help teens build job readiness and life skills through participating in a social development work program. Each participant completed at least 40 hours of youth development training in personal mindset, verbal communication, planning for success, collaboration and teamwork, social awareness and problem solving. They also fulfilled 215 hours of various landscaping, clean-up and other beautification projects around town.

Northwest Park

Northwest Park staff expanded on their ground-truthing science, mathematics and technology programs by adding *two new lessons to meet the curriculum requirements of Loomis Chaffee School.*

Two garden plots were used to grow fresh produce for the Windsor Food Bank with the help of the Youth Conservation Corp and Project Genesis youth. Fresh green beans, corn, squash, beets, broccoli and cucumbers were delivered.

The Nature Day Camp added a speaker component to the camp, which included Horizon Wings and their birds of prey and storyteller Michael Caduto, author of numerous Native American tales books. These new components greatly enhanced the camper's summer experience.

Local scouts completed their Eagle Badge work by building boardwalks along one of the park's trails and Youth Conservation Corp workers completely re-built an overlook on the same trail.

Renovations were completed on the Tobacco Archive restrooms and the roof shingles were replaced on the Nature Center.

RECREATION AND LEISURE SERVICES

Key Statistics	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target
Number of recreational activities offered	715	718	710	720	720
Number of elementary school-age children registrations for after-school & vacation programs	4,050	4,100	4,500	4,500	4,700
Number of school children attending environmental education classes at Northwest Park	--	--	3,040	3,820	3,800
Number of participants at Northwest Park community events and programs	6,500	6,890	7,040	7,000	7,500
Number of middle school and high school youth registrations for after-school and vacation programs	700	700	500	400	400
Number of participants at Youth Services Bureau community events	1,300	1,400	1,400	1,400	1,400

Performance Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Estimate	FY 2016 Target
Retention rate for youth participants in after-school programs	85%	80%	85%	80%
Retention rate for youth participants in summer programs	85%	80%	85%	80%
Percentage of total targeted enrollments achieved	80%	80%	80%	80%
Number of new programs offered	10	10	10	12
Percentage of program participant survey respondents that rate department programs as "good" or "very good"	92%	90%	97%	90%
Percentage of citizen survey respondents that rate recreation programs as "good" or "very good"	N/A	62%	N/A	70%

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

Windsor Instructional Basketball League coaches are mentors to approximately 375 program participants.

FY 2016 Goals

1. Provide swim lessons to all Summer Fun camp participants
2. Offer five one-week youth development summer programs
3. Implement "Living Well" lifestyle activities into the RISE after school program
4. Refurbish community room at L.P. Wilson Community Center
5. Renovate playground at Lancaster Park.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
2002	Cirillo Youth Theatre	1,755	28,000	27,000	2,755	20,750	20,400	3,105
2004	Fran Elligers Memorial Fund	2,503	200	200	2,503	-	-	2,503
2007	Teen-O-Rama	50,548	322,000	326,000	46,548	335,000	349,000	32,548
2010	Positive Youth Development	19,409	20,000	29,200	10,209	6,200	7,200	9,209
2016	Passage Program	8,586	9,300	8,770	9,116	11,100	8,490	11,726
2018	Live-n-Learn	8,818	21,000	18,900	10,918	25,000	23,100	12,818
2060	Youth Services Bureau FY 15	-	20,110	20,110	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 16	N/A	N/A	N/A	N/A	20,110	20,110	-
2045	Dog Park	1,152	6,500	2,500	5,152	-	-	5,152
2059	YSB Enhancement Grant FY 15	-	6,170	6,170	-	N/A	N/A	N/A
2061	CASAC FY 15 *	-	4,240	4,240	-	N/A	N/A	N/A
NEW	CASAC FY 16 *	N/A	N/A	N/A	N/A	4,240	4,240	-
2202	NW Park Youth Conservation Corp.	1,400	6,490	7,890	-	3,970	3,970	-
2204	Northwest Park Nature Camp/Clubs	159,196	95,570	77,890	176,876	92,000	86,190	182,686
2207	Friends of Northwest Park Grant	1,041	7,220	7,220	1,041	7,020	7,020	1,041
2208	Northwest Park Shop	1,910	2,190	2,190	1,910	4,000	3,640	2,270
2210	NWP Environ. Education Programs	73,960	40,050	30,490	83,520	42,960	31,370	95,110
2211	Northwest Park Tobacco Museum	516	15,030	14,850	696	14,370	14,370	696
2325	NWP Facilities	21,750	7,500	4,520	24,730	6,600	5,320	26,010
4022	River Walkways	19,305	-	-	19,305	-	-	19,305
		371,849	**611,570**	**588,140**	**395,279**	**593,320**	**584,420**	**404,179**

*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.

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

Recreation & Leisure Services (cont.)

#2060/NEW - Youth Services Bureau FY 15/FY 16 - Funds from the State of Connecticut Department of Education administration and direct services for youth. FY 16 funding may be in jeopardy due to state budget reductions.

#2045 - Dog Park - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.

#2059 - YSB Enhancement Grant - Funds from the State of Connecticut Department of Education to provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community. Governors budget proposes to eliminate the FY 16 funding.

#2061/NEW - CASAC FY 15/FY 16 - Funds are used for substance abuse prevention programs and for positive youth development programs. FY 16 funding may be in jeopardy due to state budget reductions.

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

#2204 - Northwest Park Nature Camp - This account supports the operation of the Nature Camp during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.

#2207 - Friends of Northwest Park - Funding for this account is provided by the Friends of Northwest Park to support projects, internship staffing, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.

#2208 - Northwest Park Shop - Revenues within this project are generated through the sale of gift shop items. This account supports the purchase of gift shop stock, exhibit development and upkeep which is managed by Northwest Park staff and volunteers.

#2210 - Northwest Park Environmental Education - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and pubic workshops and classes. The funds from this account are used for part-time wages (clerical staff and environmental educators), contractual services, supplies and equipment.

#2211 - Tobacco Museum - This account is managed by the Tobacco Association to support, in part, the operation of the Tobacco Museum and the Tobacco Archive building. Funding is provided to offset the tour guide's wages and the museum brochures. Northwest Park is responsible for facility upkeep, energy and utility costs.

#2325 - NWP Facilities - Funds from this account are used to purchase general supplies used by facility rental groups.

#4022 - River Walkways - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking and multi-use trails in Windsor.

HUMAN SERVICES

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

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	701,176	751,120	721,960	744,480	744,480
Supplies	29,634	34,690	37,300	28,790	28,790
Services	45,843	47,140	45,790	47,040	47,040
Maintenance & Repair	81,829	115,180	115,260	115,260	115,260
Grants & Contributions	-	-	-	-	-
Capital Outlay	4,223	8,000	47,120	3,000	3,000
Energy & Utility	79,718	67,670	62,270	62,950	62,950
Total	942,423	1,023,800	1,029,700	1,001,520	1,001,520

* 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Human Services	731,325	791,240	770,970	787,460	787,460
Grants	67,218	67,610	98,300	70,660	70,660
Donations	1,360	2,600	2,100	2,130	2,130
User Fees	47,010	53,940	53,940	54,970	54,970
Subtotal: Special Revenue Funds	*115,588*	*124,150*	*154,340*	*127,760*	*127,760*
Transfer from Caring Connection	95,510	108,410	104,390	86,300	86,300
Total	942,423	1,023,800	1,029,700	1,001,520	1,001,520

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	5.32	5.50	5.00	5.00	5.00
Regular Part Time Employees	9.56	9.44	9.88	10.22	10.22
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	14.88	14.94	14.88	15.22	15.22

Budget Commentary

The overall FY 15 expenditures are expected to be over budget by $5,900 or 0.6% primarily due to the local match for two senior services bus replacements and senior center fitness equipment replacement offset by a staff vacancy in Social Services and unanticipated grant funding from the Social Services Block Grant Fund (SSBG) and North Central Area Agency on Aging NCAAA. The FY 15 General Fund expenditures are expected to be under budget by $20,270 or 2.6% due to the same reasons. The overall FY 16 budget reflects a decrease of $22,280 or 2.2% as compared to the FY 15 budget due to the adjustments to the Caring Connection transfer. The FY 16 General Fund budget reflects a decrease of $3,780 or 0.5% due primarily to the removal of a one time expense for replacement chairs for the senior center reflected in the Capital Outlay line as well as other decreases in Supplies and Services.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	568,073	596,250	549,160	602,030	602,030
Supplies	17,172	19,870	14,290	15,790	15,790
Services	19,044	21,020	16,270	19,710	19,710
Maintenance & Repair	71,646	105,680	105,760	105,760	105,760
Grants & Contributions	-	-	-	-	-
Capital Outlay	878	5,000	44,120	-	-
Energy & Utility	54,512	43,420	41,370	44,170	44,170
Total	731,325	791,240	770,970	787,460	787,460

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	133,103	154,870	172,800	142,450	142,450
Supplies	12,462	14,820	23,010	13,000	13,000
Services	26,799	26,120	29,520	27,330	27,330
Maintenance & Repair	10,183	9,500	9,500	9,500	9,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,345	3,000	3,000	3,000	3,000
Energy & Utility	25,206	24,250	20,900	18,780	18,780
Total	211,098	232,560	258,730	214,060	214,060

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	701,176	751,120	721,960	744,480	744,480
Supplies	29,634	34,690	37,300	28,790	28,790
Services	45,843	47,140	45,790	47,040	47,040
Maintenance & Repair	81,829	115,180	115,260	115,260	115,260
Grants & Contributions	-	-	-	-	-
Capital Outlay	4,223	8,000	47,120	3,000	3,000
Energy & Utility	79,718	67,670	62,270	62,950	62,950
Total	942,423	1,023,800	1,029,700	1,001,520	1,001,520

HUMAN SERVICES
Budget Information
Fiscal Year 2012-2016

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	679,965	730,331	701,176	751,120	721,960	744,480	744,480
Supplies	26,450	23,185	29,634	34,690	37,300	28,790	28,790
Services	50,216	40,318	45,843	47,140	45,790	47,040	47,040
Maintenance & Repair	103,501	88,353	81,829	115,180	115,260	115,260	115,260
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	3,579	29,202	4,223	8,000	47,120	3,000	3,000
Energy & Utility	52,632	76,399	79,718	67,670	62,270	62,950	62,950
Total	916,343	987,788	942,423	1,023,800	1,029,700	1,001,520	1,001,520

* 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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Human Services	693,071	759,065	731,325	791,240	770,970	787,460	787,460
Grants	59,827	47,113	67,218	67,610	98,300	70,660	70,660
Donations	700	27,974	1,360	2,600	2,100	2,130	2,130
User Fees	62,760	48,486	47,010	53,940	53,940	54,970	54,970
Subtotal: Special Revenue Funds	*123,287*	*123,573*	*115,588*	*124,150*	*154,340*	*127,760*	*127,760*
Transfer From Caring Connection	99,985	105,150	95,510	108,410	104,390	86,300	86,300
Total	916,343	987,788	942,423	1,023,800	1,029,700	1,001,520	1,001,520

SENIOR SERVICES

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	154,880	154,540	158,110	158,110
Supplies	13,190	13,190	13,190	13,190
Services	32,890	32,940	32,940	32,940
Maintenance & Repair	1,260	1,260	1,260	1,260
Grants & Contributions	-	-	-	-
Capital Outlay	8,000	22,500	3,000	3,000
Energy & Utility	4,720	4,720	4,720	4,720
Total	214,940	229,150	213,220	213,220

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Human Services	161,000	175,210	158,250	158,250
User Fees	53,940	53,940	54,970	54,970
Subtotal: Special Revenue Funds	*53,940*	*53,940*	*54,970*	*54,970*
Total	214,940	229,150	213,220	213,220

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	0.80	0.80	0.80	0.80
Regular Part Time Employees	2.29	2.28	2.28	2.28
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.09	3.08	3.08	3.08

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $14,210 or 6.6% due to the purchase of chairs and replacement fitness center equipment for the Senior Center. The FY 16 General Fund budget reflects a decrease of $2,750 or 1.7% as compared to the FY 15 budget mostly due to the one-time removal of the replacement chairs for the senior center offset by salary and benefit cost increases.

SENIOR SERVICES

Products & Services

Senior Center *$187,190*

- Promote physical health by providing a variety of physical activities including multiple levels of aerobic, Tai Chi, dance and Yoga classes and a membership-based fitness center
- Promote technological skills by providing a senior computer lab with access to the internet, a printer for word processing, a photocopier, and instruction in various software programs including a computer-based Genealogy Club
- Offer educational and informational programs on a wide variety of topics including consumer awareness, personal finance, health and wellness, healthcare, life and family, home, real estate and insurance
- Promote social opportunities for seniors throughout the year by celebrating holidays, birthdays and special occasions
- Promote senior-specific health care with a variety of health clinics for hearing, foot care, blood pressure and skin cancer screenings
- Provide a location for the hot lunch meal 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 an annual senior health fair and flu shot clinic.

Volunteer Programs *$26,030*

More than 160 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 1000 out-of-town medical appointments per year
- Provide front desk coverage and customer service for 30 hours a week
- Help set up, lead and break down large monthly events
- Organize and lead all of the senior center clubs
- Provide staffing for the health fair
- Receive recognition at a volunteer lunch.

TRANSPORTATION

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	220,200	221,850	204,770	204,770
Supplies	1,500	1,700	1,700	1,700
Services	5,630	5,630	5,630	5,630
Maintenance & Repair	27,000	27,000	27,000	27,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	24,620	-	-
Energy & Utility	57,100	52,380	52,980	52,980
Total	311,430	333,180	292,080	292,080

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Human Services	150,020	172,690	151,680	151,680
Grants	53,000	56,100	54,100	54,100
Subtotal: Special Revenue Funds	*53,000*	*56,100*	*54,100*	*54,100*
Transfer from Caring Connection	108,410	104,390	86,300	86,300
Total	311,430	333,180	292,080	292,080

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	1.70	1.70	1.20	1.20
Regular Part Time Employees	4.14	4.30	4.71	4.71
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	5.84	6.00	5.91	5.91

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $21,750 or 7.0%. This is primarily due to the town's portion of the purchase of two buses. The FY 15 General Fund expenditures are expected to come in over budget by $22,670 or 15.1% due to the same reason stated above. The overall FY 16 budget reflects a decrease of $19,350 or 6.2% as compared to the FY 15 budget due primarily to the reduced transfer of funds from the Caring Connection. The FY 16 General Fund budget reflects an increase of $1,660 or 1.1% due to salary increases offset by reductions in fuel costs.

TRANSPORTATION UNIT

Products & Services

Senior Transportation *$292,080*

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

SOCIAL SERVICES

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 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	376,040	345,570	381,600	381,600
Supplies	20,000	22,410	13,900	13,900
Services	8,620	7,220	8,470	8,470
Maintenance & Repair	86,920	87,000	87,000	87,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,850	5,170	5,250	5,250
Total	497,430	467,370	496,220	496,220

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

Funding Sources

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

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	480,220	423,070	477,530	477,530
Grants	14,610	42,200	16,560	16,560
Donations	2,600	2,100	2,130	2,130
Subtotal: Special Revenue Funds	*17,210*	*44,300*	*18,690*	*18,690*
Total	497,430	467,370	496,220	496,220

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.50	3.00	3.00
Regular Part Time Employees	3.01	3.30	3.23	3.23
Temporary/Seasonal Employees	-	-	-	-
Total	6.01	5.80	6.23	6.23

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $30,060 or 6.0%. This is primarily due to a full time vacancy for half the year and unanticipated grant funding. The FY 15 General Fund expenditures are expected to be under budget by $57,150 or 11.9% attributable to a full time vacancy for 6 months and an unanticipated Social Service Block Grant (SSBG) and North Central Area Agency on Aging (NCAAA) grant funding. The overall FY 16 budget reflects a decrease of $1,210 or 0.2% as compared to the FY 15 budget due to reduced Supplies and Services. The FY 16 General Fund budget reflects a decrease of $2,690 or 0.6% due to the same reason as well as increased grant funding.

SOCIAL SERVICES
Products & Services

Casework Services *$185,950*

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

Support Services *$72,560*

- Organize and facilitate the monthly *SHARE Support Group* for adult residents in the three Windsor Housing Complexes
- Plan and lead programs for the monthly *Diabetic Support Group*
- 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
- Facilitate the Windsor Citizens Assisting Residents Everywhere by Sharing (CARES) group made up of volunteers who take on a wide variety of community projects for people of all ages
- Host monthly educational programs on topics relevant to adults, seniors, families and low-income residents with a focus on nutrition, mental health, financial issues and other life skills
- Advocate on the local, state and federal level for people in need of social services programs
- Recruit, coordinate, train and supervise a large number of volunteers that support social services programs
- Collaborate with the Project Santa Committee to determine eligibility for the Holiday Toy Drive
- Coordinate and distribute Loomis Chaffee Gift Boxes for the holidays
- Chair the planning and implementation of the annual Childhood Conversations Conference
- Provide friendly visitors, shoppers and home helpers to assist the frailest seniors and disabled who are most in need
- Actively participate in the town's emergency management training.

Basic Human Needs Programs *$152,710*

- Manage the Windsor Food Bank, Mobile Foodshare, Supplemental Summer Food, Groceries to Go and Weekend Wheels programs to provide supplemental nutritious food to households in need
- Organize and plan monthly SNAP (food stamp) enrollment meetings in collaboration with Foodshare
- Determine eligibility and process applications for Windsor Fuel Bank and Operation Fuel. Assist clients with enrollment in energy assistant programs. Assist with negotiating payment arrangements to avoid shutoff of water and utilities
- Collaborate with the Windsor Food and Fuel Bank (Windsor Community Service Council) consisting of volunteers and staff liaisons who conduct food drives and raise monies to support a multitude of Windsor Social Service programs including: Food Bank, Fuel Bank and emergency assistance.

Milo Peck Child Development *$85,000*

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

HUMAN SERVICES

FY 2015 Highlights

Social Services

Social Services, in collaboration with Foodshare, Windsor Food and Fuel Bank and the Hunger Action Team, has continued to expand its supplemental food programs to meet the increased need in Windsor. This year, two new programs were expanded: Groceries to Go and Weekend Wheels. Groceries to Go, a food program for individuals 60 and older, provides items through a biweekly distribution at the Senior Center. Weekend Wheels provides food weekly to the upper elementary school children in a wheeled backpack that they take to their homes on the weekends. Both programs have been well received and continue to grow. Weekend Wheels began with 50 backpacks to the upper elementary schools and will now expand to an additional 50 backpacks to the lower elementary schools. Groceries to Go has expanded to include a home delivery program, staffed by volunteers, to frail seniors who are homebound. There are currently 106 seniors participating in Groceries to Go.

As a new service for clients, Social Services collaborated with Foodshare volunteers to offer a monthly SNAP (food stamp) enrollment blitz for town residents. Thirty clients enrolled during a four month time period. This service will be offered twice monthly moving forward.

This past Thanksgiving, Social Services, in collaboration with Foodshare and the Windsor Food and Fuel Bank, distributed 280 turkeys and dinner fixings to families in Windsor. Many volunteers contributed to the success of this effort.

Social Services collaborated with the Caring Connection to offer the "Live Well" program, a six week chronic disease self-management series.

Social Services partnered with the Fire Marshal's office to educate older adults about fall prevention and fire safety. Group meetings were held at the Senior Center as well as four senior housing locations. Twenty-five fire and fall prevention in home assessments were completed by social services case workers.

Senior Services

The Windsor Senior Center continues to thrive offering exciting programs such as pickleball, the Art Party, Early Bird Suppers, special holiday events, various fitness programs, dancing clubs including ballroom dancing, quilting club, and a seasonal Trail Riders club, to name a few. The elderly nutrition program continues to serve a record high amount of meals each month. More than 4,875 meals have been served in the first half of FY 15.

Thanks to a generous donation from Cigna, two new portable pickleball nets were purchased allowing for three indoor and outdoor pickleball courts at L.P. Wilson. Pickleball is bringing in a variety of seniors, a variety of fitness levels and has been very popular both on the indoor and outdoor courts. New technology classes have been very well received filling our computer lab each session. Classes providing instruction for Word, Excel, e-mail, various gadgets including iPads and e-readers, Facebook, Skype, facetime and smartphones are held in bi-weekly sessions. New and exciting trips are being offered such as Deep Sea Fishing and UConn basketball game trips.

This year, more than 160 Windsor Senior Center volunteers worked more than 5,170 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 approximately $56,800 in staffing costs.

Transportation

In the first six months of FY 15, Senior Transportation provided 12,496 trips to elderly and disabled Windsor residents and Caring Connection clients. The transportation staff has provided 455 out-of-town medical rides and 621 in-town medical rides. Volunteers have provided 210 rides for seniors to out-of-town medical appointments.

During the first six months of FY 15, Windsor Senior Transportation provided 201 more in town and out-of-town medical trips than FY 14 and 283 more than FY 13.

Windsor Senior Transportation provided a total of 670 trips to special locations and events in the first six months of FY 15. Most of these trips are evening and weekend trips funded by the NCAAA (North Central Area Agency on Aging), Evening & Weekend Grant Program.

HUMAN SERVICES

Key Statistics	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target
Number of times the food bank was utilized annually (duplicated number of clients)	2,971	3,625	3670	3850	4,000
Participants in support groups and special events (duplicated number of actual participants per group)	469	575	674	800	800
Telephone and walk-in contacts related to case management	2,905	4,794	6,023	7,500	7,500
Inquiries and requests for energy assistance from Social Services staff	2,608	1,828	1,941	2,100	2,100
New senior center memberships per year	239	182	94	185	200
Number of meals delivered to homebound senior and disabled persons and served through the Elderly Nutrition Program	13,904	13,627	13,071	13,000	13,000
Number of rides the Transportation Unit provides annually	27,274	27,136	25,962	24,992	25,000
Number of pieces of medical equipment borrowed from the lending closet	186	187	156	172	175

Performance Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Estimate	FY 2016 Target
Increase the number of participants in all Social Services support and educational groups	573	525	550	600
Achieve a "good" or "very good" rating of at least 80% of those clients participating in supplemental nutritious food programs	92%	90%	98%	98%
Achieve a "good" or "very good" rating by 85% of those who responded to the annual senior citizen survey	92%	90%	92%	93%
Increase the number of clubs led by senior center volunteers	26	24	26	26
Achieve a 90% average satisfaction rating for overall service by those who responded to the annual senior transportation survey	92%	93%	92%	94%
Achieve a 90% average satisfaction rating regarding on time service on the senior transportation annual survey	94%	95%	94%	95%

A fun fact about the value of our services…

This year, Social Services staff received and distributed more than 49 tons of a variety of food items including meat and fresh fruit and vegetables from Foodshare partners at no cost to the town. These partners are Walmart, Target and Geisslers. Volunteers pick up this food weekly and it is distributed to an average of 350 Windsor households each month. This partnership with Foodshare allows the Windsor Food and Fuel Bank to distribute a greater variety of healthy foods to participants.

FY 2016 Goals

1. Senior and Social Services will collaborate with law enforcement, older volunteers, and social, business and aging network professionals to launch a Triad program for seniors in the community for the purpose of addressing safety needs and concerns

2. Human Services will implement a calling system and home visiting outreach program to include people at risk of social isolation. Explore ways in which the town, in collaboration with community partners, can expand the variety of volunteer opportunities for older adults

3. Senior Transportation staff will complete detailed benchmarking to identify where potential operational and service delivery improvements can be made.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2015 Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
2300	Windsor Senior Center	9,257	53,940	53,940	9,257	54,970	54,970	9,257
2324	Dial-a-Ride Matching Grant FY 15	-	38,100	38,100	-	N/A	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 16	N/A	N/A	N/A	N/A	38,000	38,000	-
2323	NCAAA* Grant 10/01/13 - 9/30/14	1,782	1,000	1,000	1,782	N/A	N/A	N/A
2327	NCAAA* Grant 10/01/14 - 9/30/15	-	7,500	7,500	-	2,500	2,500	-
NEW	NCAAA* Grant 10/01/15 - 9/30/16	N/A	N/A	N/A	N/A	4,100	4,100	-
2326	Elderly Transportation Grant	-	9,500	9,500	-	9,500	9,500	-
3816	Human Services Assistance Fund	69,007	-	5,000	64,007	-	5,000	59,007
2321	NCAAA SS Grant 10/1/13 - 9/30/14	-	1,450	1,450	-	-	-	-
3822	Mental Health Committee	400	-	400	-	-	-	-
3840	Operation Fuel Partnering	11,370	500	2,800	9,070	500	2,800	6,770
3868	Parents Of Children With Disabilities	1,730	-	1,000	730	-	730	-
3800	NCAAA* SS Grant 10/01/14 - 9/30/15	-	7,800	7,800	-	2,600	2,600	-
NEW	NCAAA* SS Grant 10/01/15 - 9/30/16	-	-	-	-	-	-	-
3881	SSBG** 1/1/14 - 9/30/14	1,990	5,460	7,450	-	-	-	-
3882	SSBG** 10/1/14 - 9/30/15	-	16,300	16,300	-	5,430	5,430	-
3867	Windsor Community Service Council	2,230	1,000	2,100	1,130	1,000	2,130	-
		97,766	**142,550**	**154,340**	**85,976**	**118,600**	**127,760**	**75,034**

*North Central Area Agency on Aging
**Social Service Block Grant

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

#2324/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.

#2323/2327/NEW - NCAAA Grant - Transportation - Funds are from an evening and weekend transportation matching grant.

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

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

#2322 - Access Health - Funds from this account pay for temporary part- time staff to assist with health insurance enrollment through the AHCA.

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

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

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

#3881/3882/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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	415,513	422,300	423,010	431,710	431,710
Supplies	37,524	31,890	34,800	32,110	32,110
Services	75,113	78,480	93,330	82,800	82,800
Maintenance & Repair	571	2,170	2,500	2,220	2,220
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	470	-	-	-
Energy & Utility	5,812	8,310	9,480	7,500	7,500
Total	534,533	543,620	563,120	556,340	556,340

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

Funding Sources

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

Funding Source	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Health Services	444,901	473,630	468,670	477,170	477,170
Grants	74,844	53,220	71,480	54,440	54,440
Private Contributions	-	-	-	-	-
User Fees	14,788	16,770	22,970	24,730	24,730
Subtotal: Special Revenue Funds	*89,632*	*69,990*	*94,450*	*79,170*	*79,170*
Total	534,533	543,620	563,120	556,340	556,340

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	4.00	4.00	4.00	4.00	4.00
Regular Part Time Employees	1.00	1.00	1.06	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-	-
Total	5.00	5.00	5.06	5.10	5.10

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $19,500 or 3.6%. This is primarily due to expenses associated with a higher than anticipated Bioterrorism grant. The FY 15 General Fund expenditures are expected to be under budget by $4,960 or 1.0%. This is attributable to lower emergency management costs due to grant resources. The overall FY 16 budget reflects an increase of $12,720 or 2.3% as compared to the FY 15 budget due primarily to Personal Services. The FY 16 General Fund budget reflects an increase of $3,540 or 0.7% due to Personal Services.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	405,023	422,300	420,010	431,710	431,710
Supplies	7,794	4,280	4,250	4,750	4,750
Services	27,275	36,940	34,530	32,160	32,160
Maintenance & Repair	171	1,800	1,800	1,850	1,850
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,638	8,310	8,080	6,700	6,700
Total	444,901	473,630	468,670	477,170	477,170

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	10,490	-	3,000	-	-
Supplies	29,730	27,610	30,550	27,360	27,360
Services	47,838	41,540	58,800	50,640	50,640
Maintenance & Repair	400	370	700	370	370
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	470	-	-	-
Energy & Utility	1,174	-	1,400	800	800
Total	89,632	69,990	94,450	79,170	79,170

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	415,513	422,300	423,010	431,710	431,710
Supplies	37,524	31,890	34,800	32,110	32,110
Services	75,113	78,480	93,330	82,800	82,800
Maintenance & Repair	571	2,170	2,500	2,220	2,220
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	470	-	-	-
Energy & Utility	5,812	8,310	9,480	7,500	7,500
Total	534,533	543,620	563,120	556,340	556,340

HEALTH SERVICES
Budget Information
Fiscal Year 2012-2016

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	374,711	441,817	415,513	422,300	423,010	431,710	431,710
Supplies	52,900	36,382	37,524	31,890	34,800	32,110	32,110
Services	93,521	92,728	75,113	78,480	93,330	82,800	82,800
Maintenance & Repair	769	908	571	2,170	2,500	2,220	2,220
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	470	-	-	-
Energy & Utility	4,514	5,780	5,812	8,310	9,480	7,500	7,500
Storm Alfred	862,742	-	-	-	-	-	-
Total	1,389,157	577,615	534,533	543,620	563,120	556,340	556,340

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Health Services	408,402	478,212	444,901	473,630	468,670	477,170	477,170
Grants	88,517	81,189	74,844	53,220	71,480	54,440	54,440
Private Contributions	-	-	-	-	-	-	-
User Fees	29,496	18,214	14,788	16,770	22,970	24,730	24,730
Storm Alfred	862,742	-	-	-	-	-	-
Subtotal: Special Revenue Funds	*980,755*	*99,403*	*89,632*	*69,990*	*94,450*	*79,170*	*79,170*
Total	1,389,157	577,615	534,533	543,620	563,120	556,340	556,340

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 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	220,090	220,640	225,050	225,050
Supplies	9,800	5,360	8,540	8,540
Services	28,910	35,410	32,910	32,910
Maintenance & Repair	1,000	1,000	1,200	1,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,400	5,400	4,950	4,950
Total	265,200	267,810	272,650	272,650

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Health Services	258,900	256,450	261,560	261,560
Grants	6,300	4,860	4,590	4,590
Private Contributions	-	-	-	-
User Fees	-	6,500	6,500	6,500
Subtotal: Special Revenue Funds	*6,300*	*11,360*	*11,090*	*11,090*
Total	265,200	267,810	272,650	272,650

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	2.10	2.10	2.10	2.10
Regular Part Time Employees	0.80	0.86	0.90	0.90
Temporary/Seasonal Employees	-	-	-	-
Total	2.90	2.96	3.00	3.00

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $2,610 or 1.0% due primarily to property maintenance remediation activities. The FY 15 General Fund expenditures are expected to be under budget by $2,450 or 0.9% due to a decrease in supplies. The overall FY 16 budget reflects an increase of $7,450 or 2.8% due primarily to $6,500 of property maintenance remediation, additional hours for part-time code enforcement inspections and other Personal Service cost increases. The FY 16 General Fund budget reflects an increase of $2,660 or 1.0% due to salary and benefit cost increases.

INSPECTION AND REGULATION

Products & Services

Food Safety *$74,040*

- Issue permits and inspect 139 permanent food service establishments
- Permit approximately 131 temporary food operations conducted at community events
- Conduct a plan review for all new and renovated food service establishments
- Investigate all complaints of improper food sanitation and all reports of alleged food-borne disease
- Monitor all food recalls
- Conduct educational sessions and updates for food service managers, employees, and civic groups.

Drinking Water Protection *$6,360*

- 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 *$19,070*

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

Public Health Nuisances *$81,120*

- Receive and investigate more than 367 complaints and issue over 250 abatement orders as necessary including, but not limited to, property maintenance, housing, refuse and litter, hazardous materials, air pollution, odors and noise.
- Maintains a vacant property nuisance abatement program.

Institutional Health and Safety *$5,510*

- Inspect for compliance with state regulations and licensing requirements and investigate any complaints received of unsanitary conditions at 13 public and private schools, 10 day care centers, 1 migrant labor camp, 23 public/semi-public swimming pools and spas, 9 youth resident and day camps, 4 group homes, parks and public playgrounds, 1 school infirmary, 8 hotels and motels, and salons.

Emergency & Hazardous Situations *$41,790*

- Coordinate with Fire and the CT Department of Energy & Environmental Protection (DEEP) in the investigation and mitigation of hazardous material incidents
- Respond to potential bio-terror incidents (63 since 2002) as a member of the town's 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 Bioterrorism (BT), and other all-hazard response and mitigation activities.

Mosquito Control *$36,760*

- Organize, monitor, direct and assess treatment of town-owned property by a licensed mosquito contractor to prevent mosquito breeding
- Treat approximately 4,600 town storm water drainage catch basins two to three times from June through September to prevent mosquito breeding
- Distribute over 70 mosquito "dunk packets" to Windsor residents free of charge and educate residents so that they can treat standing water on their property
- Advise residents on tick identification and infection regarding Lyme Disease.

Environmental Assessment *$8,000*

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

DISEASE PREVENTION AND CONTROL

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	149,420	149,520	153,110	153,110
Supplies	9,090	8,790	9,440	9,440
Services	930	720	940	940
Maintenance & Repair	300	300	150	150
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,890	2,000	1,750	1,750
Total	161,630	161,330	165,390	165,390

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Health Services	153,070	153,070	156,530	156,530
Grants	5,010	5,010	5,010	5,010
Private Contributions	-	-	-	-
User Fees	3,550	3,250	3,850	3,850
Subtotal: Special Revenue Funds	*8,560*	*8,260*	*8,860*	*8,860*
Total	161,630	161,330	165,390	165,390

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	1.40	1.40	1.40	1.40
Regular Part Time Employees	0.07	0.07	0.07	0.07
Temporary/Seasonal Employees	-	-	-	-
Total	1.47	1.47	1.47	1.47

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $300 or 0.2%. The FY 15 General Fund expenditures are expected to come in on budget. The overall FY 16 budget reflects an increase of $3,760 or 2.3% as compared to the FY 15 budget due primarily to salary and benefit cost increases. The FY 16 General Fund budget reflects a increase of $3,460 or 2.3% due to the reason stated above.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment *$41,130*

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

Epidemiological Investigations *$70,830*

- 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, MERS-CoV, Ebola, sexually transmitted diseases, tuberculosis, food-borne diseases, etc.) and the 14 diseases that are possible indicators of bioterrorist activity (e.g., anthrax, botulism, plague, Ricin poisoning, smallpox, Tularemia, etc.)
- Monitor outbreaks and provide guidance for infectious diseases reported by local nursing homes, schools and day care facilities
- Collect lab specimens, review lab reports and investigate all potential rabies contacts involving animal or human exposure and advise those involved about the risk, prevention and treatment of rabies.

Community Programs *$53,430*

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

CLINIC SERVICES

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	52,790	52,850	53,550	53,550
Supplies	10,050	16,000	11,210	11,210
Services	3,170	-	3,170	3,170
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	66,010	68,850	67,930	67,930

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Health Services	52,790	52,850	53,550	53,550
Grants	-	2,780	-	-
Private Contributions	-	-	-	-
User Fees	13,220	13,220	14,380	14,380
Subtotal: Special Revenue Funds	*13,220*	*16,000*	*14,380*	*14,380*
Total	66,010	68,850	67,930	67,930

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	0.50	0.50	0.50	0.50
Regular Part Time Employees	0.13	0.13	0.13	0.13
Temporary/Seasonal Employees	-	-	-	-
	0.63	0.63	0.63	0.63

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $2,840 or 4.3%. This is primarily due to grant funding used to pay for part of the flu vaccine. The FY 15 General Fund expenditures are expected to be over budget by $60 or 0.1%. The overall FY 16 budget reflects an increase of $1,920 or 2.9% as compared to the FY 15 budget salary and benefit cost increases as well as increased costs related to flu vaccine. The FY 16 General Fund budget reflects an increase of $760 or 1.4% due to Personal Services.

CLINIC SERVICES

Products & Services

Health Screenings *$10,880*

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

Immunization Clinics *$39,710*

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

Health Services *$17,340*

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

EMERGENCY MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-
Supplies	2,950	4,650	2,920	2,920
Services	45,470	57,200	45,780	45,780
Maintenance & Repair	870	1,200	870	870
Grants & Contributions	-	-	-	-
Capital Outlay	470	-	-	-
Energy & Utility	1,020	2,080	800	800
	-	-	-	-
Total	50,780	65,130	50,370	50,370

* 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 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Health Services	8,870	6,300	5,530	5,530
Grants	41,910	58,830	44,840	44,840
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*41,910*	*58,830*	*44,840*	*44,840*
Total	50,780	65,130	50,370	50,370

Personnel Requirements

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

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $14,350 or 28.3% primarily due to an increase in spending of the Bioterrorism grant. The FY 15 general fund budget reflects a decrease of $2,570 or 29.0% due to savings in Services and Energy and Utility. The overall FY 16 budget reflects a decrease of $410 or 0.8%. The FY 16 General Fund budget reflects a decrease of $3,340 or 37.7% due to reduced General Fund spending and increased use of grant resources.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response *$10,340*

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

Local Homeland Security *$40,030*

- 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.

FY 2015 Highlights

In September 2014 we became aware of two infectious diseases that were notable in the national news with the potential to be present in CT. The Enterovirus-D68 disease was first identified as causing severe respiratory illness in children. Cases were later confirmed in CT requiring updates and information sharing through the Centers for Disease Control and the State Health Department as this illness continued causing severe complications and deaths as it moved across the country. In October, the very deadly and highly contagious disease, Ebola, the Health Department participated in information sessions and conference calls with the State Health Department and the Centers for Disease Control. Governor Malloy declared a public health emergency under the Public Health Emergency Response Act (PHERA). Procedures and best practices were implemented and continue to be modified to deal with those who may have been exposed to or have been infected with Ebola. This planning involved our preparedness coordinator, Emergency Services, health care providers, hospitals and several town departments who collaborated to coordinate care and services. This infection will continue to be of concern until the outbreaks are controlled in Western Africa.

The annual health fair/flu clinic and clinics for first responders and employees provided immunizations to 445 persons, compared to the 470 administered in FY 14. The Senior Health Fair was well attended with 32 vendors offering a variety of services and information. The Health Department partnered this year with Walgreen's pharmacies at a booth at the health fair to offer flu shots at no cost to those without insurance and those with Medicaid. The Walgreen's pharmacists administered 17 vaccinations.

Two new food establishments were issued permits this year, two new food establishments are currently in the plan review process and two existing food establishments were extensively renovated. Bear's Smokehouse opened its' doors in December at their new location on 2152 Poquonock Avenue. The convenience store located at 20 Windsor Avenue in Wilson opened for business in October. The Cicero gas station on Bloomfield Avenue has been renovated to include the addition of a Dunkin' Donuts with a drive-thru and a Subway. Travelers Training University located at 99 Lamberton Road overhauled their food preparation, food storage and servery areas reopening in December. Residence Inn located on Dunfey Lane conducted a major renovation of their food preparation area in September.

The Health Department was instrumental in coordinating and provided partial funding for a Comprehensive Lead Inspection of Milo Peck/Discovery Center. A Management Plan identifying positive lead paint surfaces has been completed in conjunction with the staff at Milo Peck/Discovery Center. This plan will be referenced so that proper precautions can be taken when disturbing lead-based paint during the course of repairs. It also serves as a checklist so that the condition of all lead-based paint can be inspected and documented every six months

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 April 2015 with 35 persons attending. More than 125 persons overall were screened this year including 38 people at the Senior Health Fair. Participants received educational materials, counseling and were referred to their health care providers as needed.

Following Windsor's designation as a HEARTSafe community, staff worked with the school superintendent's office to purchase more automated external defibulators (AED) which have been placed; one in each of the elementary schools and one in the board of education office at the L.P. Wilson Community Center. With sixteen AEDs currently located in Windsor's public buildings we have reached a key goal for our Public Access Defibrillations (PAD) program.

The Project Santa Toy Drive committee comprised of members of the Windsor Chamber of Commerce, First Town Downtown, volunteers, Windsor Social Services, Health, and Safety Services, was tremendously pleased with the outpouring and generosity by local businesses, churches, families and individuals who provided toys and gifts for 145 families and approximately 325 children.

The Emergency Management division, continued the efforts of citizen emergency preparedness. This included the managing of the Everbridge notification system, continued training in the best practices of emergency management and working with the Fire Marshal's office in the use of social media for tips on being prepared for emergencies. Also during this period, there was continued engagement with the town's civic and church groups in building a resource of local volunteers that could be activated if a town wide emergency occurs.

HEALTH SERVICES

Key Statistics	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target
Number of total flu shots administered	482	445	475	475	475
Number of residential larvicide packets distributed	38	32	84	70	70
Number of public nuisance complaints received*	223	339	367	350	350
Number of people participating in cholesterol classes/being screened	15/151	29/86	31/66	35/180	35/140
Number of mandatory reportable diseases, emergency illnesses and health conditions reported and reviewed**	374	365	413	400	400
Number of animals tested for rabies/number tested positive	3/3	5/0	7/1	10/0	10/0
Number of children reported as having blood lead levels exceeding 5ug/dL ***	15	13	13	12	13
Number of clinic health visits provided by the VNA at senior health clinic	453	398	148	150	150

* 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 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2015 Estimate	FY 2016 Target
Percentage of Required Food Service Inspections Performed	85%	98%	100%	95%	95%
Percentage of children 9 months to 24 months of age who receive required blood lead testing*	55%	Pending	65%	65%	65%

* The most recent data from the State of Connecticut Lead Program is from 2013 and is based on a calendar year.

A fun fact about the value of our services…

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

HEALTH SERVICES

FY 2016 Goals

1. Maintain the initial inspection frequency for all food service operations at the 95% level; conduct two educational sessions for food service managers and employees of these establishments; and one food handling educational session for civic and volunteer group members who serve food at temporary events

2. Emergency Management will continue in FY 16 to work with local civic and church groups to develop a resource of volunteers for response during town wide emergencies

3. Between January 1, 2015 and December 31, 2016, increase the percentage of Windsor children ages 9 to 24 months who receive mandated blood lead screening from the present 55% to 65% by undertaking a lead screening educational program with physicians, laboratories, and parents. Partner with local daycares and preschools to expand lead paint awareness by conducting educational outreach aimed at preschool children ages 3-5.

SPECIAL REVENUE FUNDS

Health Services

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
3803	Toy Drive	285	-	-	285	-	-	285
3805	CPR Classes	105	500	500	105	800	800	105
3808	Clinic Services	30,548	13,220	13,220	30,548	14,380	14,380	30,548
3814	Bike & Ski Safety Equipment	(2,140)	2,750	2,750	(2,140)	3,050	3,050	(2,140)
3831	Pandemic Influenza Grant	70	-	70	0	-	-	0
3846	H1N1 Vaccine Clinics	2,710	-	2,710	-	-	-	-
3848	Public Health Emergency Readiness	2,235	-	-	2,235	-	-	2,235
3854	Public Health Block Grant FY 15	-	5,010	5,010	-	N/A	N/A	N/A
NEW	Public Health Block Grant FY 16	N/A	N/A	N/A	N/A	5,010	5,010	-
3853	Lead Poisoning Prevention & Control	-	4,860	4,860	-	4,590	4,590	-
3860	Bioterrorism Grant 7/01/14 - 6/30/15	-	54,020	54,020	-	N/A	N/A	N/A
NEW	Bioterrorism Grant 7/01/15 - 6/30/16	N/A	N/A	N/A	N/A	40,030	40,030	-
3862	Regional Emergency Planning FY 15	-	-	-	0	N/A	N/A	N/A
NEW	Regional Emergency Planning FY 16	N/A	N/A	N/A	N/A	-	-	-
3896	Emergency Mgmt Performance Grant	-	4,810	4,810	-	4,810	4,810	-
3897	Property Maintenance Remediation	-	21,000	6,500	14,500	6,500	6,500	14,500
		33,813	**106,170**	**94,450**	**45,533**	**79,170**	**79,170**	**45,533**

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

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

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

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

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

#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.

#3854/NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period ends on June 30.

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

Health Services

#3860/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.

#3862/NEW - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support public health emergency regional planning, training, exercise, and evaluation services.

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

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

LIBRARY SERVICES

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

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,114,670	1,143,050	1,124,600	1,173,030	1,173,030
Supplies	203,160	198,750	200,250	189,050	189,050
Services	113,319	120,660	120,660	120,660	120,660
Maintenance & Repair	29,673	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,700	9,680	9,680	21,500	21,500
Energy & Utility	109,913	121,110	121,110	127,370	127,370
Total	1,574,435	1,617,480	1,600,530	1,655,840	1,655,840

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

Funding Sources

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

Funding Source	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Library Services	1,523,563	1,559,100	1,540,650	1,590,340	1,590,340
Grants	6,713	5,880	5,880	5,500	5,500
Donations	26,040	24,500	24,500	24,500	24,500
User Fees	18,119	28,000	29,500	35,500	35,500
Subtotal: Special Revenue Funds	*50,872*	*58,380*	*59,880*	*65,500*	*65,500*
Total	1,574,435	1,617,480	1,600,530	1,655,840	1,655,840

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	8.88	9.00	8.70	9.00	9.00
Regular Part Time Employees	9.61	9.61	10.01	9.61	9.61
Temporary/Seasonal Employees	-	-	-	-	-
Total	18.49	18.61	18.71	18.61	18.61

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $16,950 or 1.0% primarily due to partial year vacancies for two full time positions. The FY 15 General Fund is expected to come in under budget by $18,450 or 1.2% for the same reason. The FY 16 General Fund budget reflects an increase $31,240 or 2.0%. This is due to electricity and Personal Services which includes an increased pay rate for part-time positions.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,114,670	1,143,050	1,124,600	1,173,030	1,173,030
Supplies	178,765	160,640	160,640	160,640	160,640
Services	93,270	105,070	105,070	105,070	105,070
Maintenance & Repair	26,945	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	5,000	5,000	-	-
Energy & Utility	109,913	121,110	121,110	127,370	127,370
Total	1,523,563	1,559,100	1,540,650	1,590,340	1,590,340

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	24,395	38,110	39,610	28,410	28,410
Services	20,049	15,590	15,590	15,590	15,590
Maintenance & Repair	2,728	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,700	4,680	4,680	21,500	21,500
Energy & Utility	-	-	-	-	-
Total	50,872	58,380	59,880	65,500	65,500

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,114,670	1,143,050	1,124,600	1,173,030	1,173,030
Supplies	203,160	198,750	200,250	189,050	189,050
Services	113,319	120,660	120,660	120,660	120,660
Maintenance & Repair	29,673	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,700	9,680	9,680	21,500	21,500
Energy & Utility	109,913	121,110	121,110	127,370	127,370
Total	1,574,435	1,617,480	1,600,530	1,655,840	1,655,840

LIBRARY SERVICES
Budget Information
Fiscal Year 2012-2016

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,074,822	1,115,386	1,114,670	1,143,050	1,124,600	1,173,030	1,173,030
Supplies	213,159	228,155	203,160	198,750	200,250	189,050	189,050
Services	104,169	111,682	113,319	120,660	120,660	120,660	120,660
Maintenance & Repair	30,666	26,827	29,673	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	23,815	5,800	3,700	9,680	9,680	21,500	21,500
Energy & Utility	96,540	98,176	109,913	121,110	121,110	127,370	127,370
Total	1,543,171	1,586,026	1,574,435	1,617,480	1,600,530	1,655,840	1,655,840

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Library Services	1,485,377	1,517,752	1,523,563	1,559,100	1,540,650	1,590,340	1,590,340
Grants	3,529	6,884	6,713	5,880	5,880	5,500	5,500
Donations	27,141	25,532	26,040	24,500	24,500	24,500	24,500
User Fees	27,124	35,858	18,119	28,000	29,500	35,500	35,500
Subtotal: Special Revenue Funds	*57,794*	*68,274*	*50,872*	*58,380*	*59,880*	*65,500*	*65,500*
Total	1,543,171	1,586,026	1,574,435	1,617,480	1,600,530	1,655,840	1,655,840

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 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	722,070	715,340	744,070	744,070
Supplies	112,950	112,950	113,250	113,250
Services	10,200	10,200	10,200	10,200
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	845,220	838,490	867,520	867,520

* 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 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Library Services	822,860	816,130	844,860	844,860
Grants	1,200	1,200	1,500	1,500
Donations	11,160	11,160	11,160	11,160
User Fees	10,000	10,000	10,000	10,000
Subtotal: Special Revenue Funds	*22,360*	*22,360*	*22,660*	*22,660*
Total	845,220	838,490	867,520	867,520

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	6.00	5.85	6.00	6.00
Regular Part Time Employees	4.64	4.84	4.84	4.84
Temporary/Seasonal Employees	-	-	-	-
Total	10.64	10.69	10.84	10.84

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $6,730 or 0.8% due to savings for a partial year vacancy for the Head of Reference/Technical Services position. The FY 16 General Fund budget reflects an increase of $22,000 or 2.7% due to Personal Services including an increased rate for part-time positions and moving all cataloging duties to the Adult/Teen Department.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More *$412,730*

- Select, acquire and catalog 7,500 novels, fact-filled works, audiobooks, DVDs, compact discs and downloadable audio and electronic books
- Lend and ensure prompt return and reshelving of library materials
- Maintain a database of nearly 14,000 active Windsor cardholders
- Offer renewal of borrowed materials by email, phone, in person or online. Allow customers to reserve needed materials using their home or library computers
- Offer 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 nearly 300,000 loans per year
- Assist patrons with managing their on-line library card accounts
- Process 4,500 telephone renewals, manage 13,000 hold pickups and route 32,000 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 150 magazines and daily newspapers in print and digital formats
- Provide access and assistance to computers and printers for word processing, photocopying and faxing at a modest charge.

Information,Research and Referral *$359,420*

- 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 and teen areas that give users access to the library's catalog, a collection of commercial databases to which the library subscribes and to the Internet
- Troubleshoot, maintain and upgrade 59 public computers and at the Main Library and 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 Wilson Branch Library programs.

Cultural & Recreational Programs *$95,370*

- 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 3,300 times over the course of the year, accommodating nearly 20,000 users.

MAIN BUILDING SERVICES

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	25,730	25,730	26,370	26,370
Supplies	24,000	25,500	14,000	14,000
Services	85,880	85,880	85,880	85,880
Maintenance & Repair	20,080	20,080	20,080	20,080
Grants & Contributions	-	-	-	-
Capital Outlay	9,680	9,680	21,500	21,500
Energy & Utility	98,670	98,670	103,830	103,830
Total	264,040	265,540	271,660	271,660

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Library Services	249,360	249,360	250,160	250,160
Grants	4,680	4,680	4,000	4,000
Donations	-	-	-	-
User Fees	10,000	11,500	17,500	17,500
Subtotal: Special Revenue Funds	*14,680*	*16,180*	*21,500*	*21,500*
Total	264,040	265,540	271,660	271,660

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 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 15 expenditures are expected to come in slightly over budget. The FY 16 General Fund budget reflects an $800 increase or 0.3% due to increases in Personal Services and Energy & Utilities offset by the $5,000 removal of General Fund furniture purchases included in the FY 15 Capital Outlay line. User fees for FY 16 will be used to provide a public copier/printer in the Kidspace area and replace the lobby public copier.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance *$271,660*

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

CHILDREN'S SERVICES

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

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	247,970	236,300	246,050	246,050
Supplies	36,520	36,520	36,520	36,520
Services	11,270	11,270	11,270	11,270
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	295,760	284,090	293,840	293,840

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Library Services	281,420	269,750	279,500	279,500
Grants	-	-	-	-
Donations	10,340	10,340	10,340	10,340
User Fees	4,000	4,000	4,000	4,000
Subtotal: Special Revenue Funds	*14,340*	*14,340*	*14,340*	*14,340*
Total	295,760	284,090	293,840	293,840

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	2.00	1.85	2.00	2.00
Regular Part Time Employees	1.95	2.15	1.75	1.75
Temporary/Seasonal Employees	-	-	-	-
Total	3.95	4.00	3.75	3.75

Budget Commentary

The overall FY 15 expenditures are expected to come in $11,670 or 3.9% under budget due to savings to Personal Services from the Head of Children's Services vacancy. The FY 16 General Fund budget reflects a $1,920 or 0.7% decrease compared to the FY 15 budget as Personal Services increases will be offset by moving the cataloging duties to Adult/Teen Dept.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More *$123,090*

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

Information, Research and Referral *$103,290*

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

Cultural and Recreational Events/Programs *$67,460*

- Provide over 300 regularly scheduled programs for children birth to six that feature interactive play, stories, songs, crafts and games to encourage early literacy and school readiness
- Provide summer reading programs, school vacation programs and special events for 11,000 children
- Provide over 60 programs during the school year to support early literacy at Windsor's Head Start, Discovery, nursery schools and Parent Resource Centers
- Coordinate with the Windsor Public Schools to teach all of their fourth grade students and kindergarteners about library resources as they tour the library each year. Partner with the schools on a library card drive and summer reading program.

WILSON BRANCH SERVICES

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

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	147,280	147,230	156,540	156,450
Supplies	25,280	25,280	25,280	25,280
Services	13,310	13,310	13,310	13,310
Maintenance & Repair	4,150	4,150	4,150	4,150
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	22,440	22,440	23,540	23,540
Total	212,460	212,410	222,820	222,730

* 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 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	205,460	205,410	215,820	215,820
Grants	-	-	-	-
Donations	3,000	3,000	3,000	3,000
User Fees	4,000	4,000	4,000	4,000
Subtotal: Special Revenue Funds	*7,000*	*7,000*	*7,000*	*7,000*
Total	212,460	212,410	222,820	222,820

Personnel Requirements

	FY 2015		FY 2016	
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 15 expenditures are expected to come in slightly under budget. The General Fund FY 16 budget reflects an increase of $10,360 or 5.0% as compared to the FY 15 budget due to Energy and Utility and Personal Service costs.

WILSON BRANCH SERVICES

Products & Services

Books and More *$84,640*

- Lend and ensure prompt return and reshelving of 30,000 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 *$39,950*

- Assist 11,000 library patrons by providing information, computer assistance and community referrals
- Provide and maintain six public computers for over 9,000 people to access resources such as the Internet, word processing and Public Access Catalog.

Cultural and Recreational Events/Programs *$50,160*

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

Building Security and Maintenance *$48,070*

- 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 2015 Highlights

The Windsor Public Library, in partnership with 30 member libraries in a regional consortium, went live in FY 15 with integrated library system software which offers integrated computer service, resource sharing and replaces an older, less customer friendly system. Citizens can check out items from a shared collection of materials and can now access information from an intuitive web interface. Additional benefits of this robust regional initiative are features such as the ability for customers to pay fines with credit/debit cards, off-site server hosting and cost containment for 5 years.

Teen volunteerism made up about one-third of the total number of 4,622 hours that citizens donated to their Windsor libraries in FY 13 and FY 14. On Friday, August 15 seventy one teen volunteers were recognized at a reception for contributing more than 1,600 hours of time to the Windsor Public and Wilson Branch Libraries during the 2013-2014 school year and 2014 summer. Some of the duties that the teens performed were overseeing the teen summer reading program, processing and shelving materials, setting up book displays, creating posters and other promotional materials, marketing programs and services, creating digital displays and slides for the main library lobby LCD monitor, assisting with programs, creating permanent signage and artwork, tutoring, watering and weeding plants.

Danielle Tapper was hired as reference librarian at the Windsor Public Library to replace Robert Kinney, who left the library after 5 years of service with the town. Danielle comes to Windsor after seven years at the New Britain Public Library where she worked in the reference department.

Staff at both libraries began offering a new outreach program called "Pop Up Library" that involves extending library service into the community. This traveling library consists of an assortment of materials for off-site patrons to check out, library card applications and a staff member available for questions and technology help. Staff has visited all three senior housing complexes and makes regular visits to the senior center. During the summer, they also accompanied social services staff to sites throughout town for distribution of food to low income families with children.

New services at the main library include a 3-D printer for the public to use during scheduled hours each week and a "Quick Picks", 7-day loan book collection for adults who don't want to have to wait to read the latest bestsellers. Both libraries received funding from the Windsor Library Association to purchase public document scanners that feature an LCD interface and the ability to transfer information to patrons' email accounts at either a public PC or on a personal device.

The Windsor Public Schools hosted two sessions outlining its new Common Core Curriculum to tutors and parents of students enrolled in the Wilson Branch Library's tutoring program. English and Math Curriculum Supervisors made informative presentations and answered questions at the branch. Currently there are 46 students and tutors enrolled in the program which meets on Mondays, Tuesdays and Wednesdays from October through May. The program serves Windsor students in grades 1-8 who need help in reading, math or general homework.

The Windsor Human Relations Commission presented the library with a Bridge Builder's Award. Former employee Robert Kinney accepted the award on the library's behalf as he was responsible for offering an array of educational adult programs that celebrated diversity. Some of those programs included visits from a WWII Holocaust Survivor, the last remaining player from Connecticut of the Negro Baseball League and an original Tuskegee Airman.

Staff and community members partnered to develop a "20/20 Vision" multiyear strategic plan to direct the future of the library.

LIBRARY SERVICES

Key Statistics	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target
Volunteer hours per week	76	82	89	90	95
Total circulation of items	307,693	289,464	287,973	290,000	292,000
Circulation per capita	10.6	9.95	9.88	9.95	10.02
Library visits	256,621	276,814	271,770	278,000	279,000
Computer users	56,920	55,123	54,646	55,000	55,500
External visits to library webpage	151,117*	138,151*	145,437*	124,000	125,000

*Google analytics data for "Windsor" also included Windsor, Ontario and Windsor, VT

Performance Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Estimate	FY 2016 Target
Volunteer hours per capita per week is more than the statewide average	Windsor 0.15 Statewide 0.07	0.16	0.16	0.17
Circulation per capita exceeds statewide average	Windsor 9.88 Statewide 8.23	10.12	9.95	10.02
Library visits per capita exceed statewide average	Windsor 9.32 Statewide 5.82	9.11	9.54	9.57
Computer users exceed the statewide average	Windsor 1.87 Statewide 1.17	1.90	1.88	1.90

Note: Windsor's population of 29,140 and statewide per capita numbers are from Connecticut Public Library Annual Report 2013/2014

A fun fact about the value of our services…

You can now use your credit or debit card to pay library fines and fees on-line from home. Other ways to visit your Windsor Public Library virtually from the comfort of home include downloading a book or audiobook onto your electronic devices, accessing fun databases like A to Z World Travel, Mango Languages or placing holds for speedy delivery of materials from a 30 member regional catalog.

LIBRARY SERVICES

FY 2016 Goals

1. Communicate goals of the "20/20 Vision" Library Service's 5 year strategic plan developed by staff and community members in spring 2015. Implement at least two goals and/or objectives from the plan by June 2016

2. Collaborate with Windsor High School staff to help satisfy new volunteer requirement for graduation by integrating students into volunteer programs at both public libraries. Expand the existing library volunteer program by developing several new age appropriate opportunities. Increase total number of volunteer hours by 5%

3. Develop an assessment tool by March, 2016 that establishes criteria to help measure the effectiveness of current levels of programming offered for adults, teens and children at both libraries

4. Complete a five year replacement plan for furnishings and equipment at the main library and branch.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2015 Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
2501	Library Copy Machine Fund	38,314	11,000	11,500	37,814	11,000	17,500	31,314
2502	Windsor Library Association Grant	14,222	-	-	14,222	1,500	-	15,722
2503	Main Library Non-Print Materials	27,464	14,000	14,000	27,464	14,000	14,000	27,464
2504	Wilson Library Non-Print	9,631	4,000	4,000	9,631	4,000	4,000	9,631
2505	Connecticard	18,746	3,760	4,680	17,826	3,760	4,000	17,586
2507	Cary Nearing Book Project	10,981	-	2,500	8,481	-	2,500	5,981
2509	State Library Grant	6,436	1,200	1,200	6,436	1,200	1,500	6,136
N/A	Library Association Donation***	-	22,000	22,000	-	22,000	22,000	-
		125,794	**55,960**	**59,880**	**121,874**	**57,460**	**65,500**	**113,834**

***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 the state to be used for the purchase of print material.

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

DEVELOPMENT SERVICES

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

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,580,218	1,647,520	1,619,180	1,673,050	1,673,050
Supplies	8,436	10,740	11,130	8,660	8,660
Services	95,525	125,570	127,380	103,820	103,820
Maintenance & Repair	6,837	6,600	7,150	7,450	7,450
Grants & Contributions	-	400	-	-	-
Capital Outlay	-	-	6,530	-	-
Energy & Utility	29,133	23,340	26,470	25,540	25,540
Total	1,720,149	1,814,170	1,797,840	1,818,520	1,818,520

* 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Development Services	1,700,996	1,793,820	1,773,940	1,799,370	1,799,370
Special Revenue Funds	753	1,950	5,500	750	750
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400
Subtotal: Other Funds	*19,153*	*20,350*	*23,900*	*19,150*	*19,150*
Total	1,720,149	1,814,170	1,797,840	1,818,520	1,818,520

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	15.70	16.00	15.07	16.00	16.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	0.39	0.86	0.99	0.86	0.86
Total	16.09	16.86	16.06	16.86	16.86

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $16,330 or 0.9% mostly due to partial year vacancies. The FY 15 General Fund Expenditures are expected to come in under budget by $19,880 or 1.1% for the same reason. The FY 16 General Fund budget reflects an increase of $5,550 or 0.3% as compared to the FY 15 General Fund budget primarily due to Personal Services which is in part offset by eliminating an FY 15 one-time expense in Economic Development for activities related to implementing the Transit Oriented Development Plan for Windsor Center.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,561,818	1,629,120	1,600,780	1,654,650	1,654,650
Supplies	8,233	10,540	10,310	8,660	8,660
Services	94,975	124,220	122,700	103,070	103,070
Maintenance & Repair	6,837	6,600	7,150	7,450	7,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	6,530	-	-
Energy & Utility	29,133	23,340	26,470	25,540	25,540
Total	1,700,996	1,793,820	1,773,940	1,799,370	1,799,370

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	18,400	18,400	18,400	18,400	18,400
Supplies	203	200	820	-	-
Services	550	1,350	4,680	750	750
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	400	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	19,153	20,350	23,900	19,150	19,150

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,580,218	1,647,520	1,619,180	1,673,050	1,673,050
Supplies	8,436	10,740	11,130	8,660	8,660
Services	95,525	125,570	127,380	103,820	103,820
Maintenance & Repair	6,837	6,600	7,150	7,450	7,450
Grants & Contributions	-	400	-	-	-
Capital Outlay	-	-	6,530	-	-
Energy & Utility	29,133	23,340	26,470	25,540	25,540
Total	1,720,149	1,814,170	1,797,840	1,818,520	1,818,520

DEVELOPMENT SERVICES
Budget Information
Fiscal Year 2012-2016

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,523,329	1,557,732	1,580,218	1,647,520	1,619,180	1,673,050	1,673,050
Supplies	16,340	6,973	8,436	10,740	11,130	8,660	8,660
Services	90,020	340,047	95,525	125,570	127,380	103,820	103,820
Maintenance & Repair	3,535	4,909	6,837	6,600	7,150	7,450	7,450
Grants & Contributions	1,900	-	-	400	-	-	-
Capital Outlay	-	-	-	-	6,530	-	-
Energy & Utility	24,239	26,082	29,133	23,340	26,470	25,540	25,540
Total	1,659,363	1,935,743	1,720,149	1,814,170	1,797,840	1,818,520	1,818,520

* 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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund	1,636,050	1,667,275	1,700,996	1,793,820	1,773,940	1,799,370	1,799,370
Total	1,636,050	1,667,275	1,700,996	1,793,820	1,773,940	1,799,370	1,799,370
Special Revenue Funds	4,913	250,068	753	1,950	5,500	750	750
Charges to Landfill Enterprise Funds	18,400	18,400	18,400	18,400	18,400	18,400	18,400
Subtotal: Other Funds	*23,313*	*268,468*	*19,153*	*20,350*	*23,900*	*19,150*	*19,150*
Total	1,659,363	1,935,743	1,720,149	1,814,170	1,797,840	1,818,520	1,818,520

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 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	550,580	553,140	552,320	552,320
Supplies	3,930	3,930	3,930	3,930
Services	24,790	24,790	24,790	24,790
Maintenance & Repair	3,800	3,800	4,250	4,250
Grants & Contributions	-	-	-	-
Capital Outlay	-	6,530	-	-
Energy & Utility	11,400	10,800	12,960	12,960
Total	594,500	602,990	598,250	598,250

* 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 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	594,500	602,990	598,250	598,250
Special Revenue Funds	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	594,500	602,990	598,250	598,250

Personnel Requirements

	FY 2015		FY 2016	
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 15 expenditures are expected to come in over budget by $8,490 or 1.4% primarily due to the purchase of inspection software and associated mobile devices. The FY 16 budget reflects an increase of $3,750 or 0.6% as compared to the FY 15 budget due to annual fees associated with the inspection software and associated mobile devices and for Personal Services.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm Losses *$568,470*

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

After Emergency Assistance *$ 29,780*

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

ECONOMIC DEVELOPMENT

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

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	164,100	161,230	167,030	167,030
Supplies	350	370	370	370
Services	48,520	48,050	28,500	28,500
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,000	4,290	1,000	1,000
Total	213,970	213,940	196,900	196,900

* 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 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	213,970	213,940	196,900	196,900
Special Revenue Funds	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	213,970	213,940	196,900	196,900

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.16	0.12	0.16	0.16
Total	1.16	1.12	1.16	1.16

Budget Commentary

The FY 15 expenditures are expected to come in slightly under budget. Increased utility costs related to 55 Mechanic Street will be partially offset by reduced hours for an intern position. The FY 16 budget reflects a decrease of $17,070 or 8.0% as compared to the FY 15 budget primarily due to eliminating an FY 15 one-time expense in Services for activities related to implementing the Transit Oriented Development Plan for Windsor Center.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion *$53,160*

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

Economic Development Planning & Redevelopment *$98,450*

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

Business Recruitment and Development *$45,290*

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

PLANNING

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

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	395,140	385,110	399,370	399,370
Supplies	3,360	3,730	1,260	1,260
Services	27,610	29,940	27,880	27,880
Maintenance & Repair	200	550	200	200
Grants & Contributions	400	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,540	2,540	2,540	2,540
Total	429,250	421,870	431,250	431,250

* 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.

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	427,300	416,370	430,500	430,500
Special Revenue Funds	1,950	5,500	750	750
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	*1,950*	*5,500*	*750*	*750*
Total	429,250	421,870	431,250	431,250

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	3.57	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	0.17	-	-
Total	4.00	3.74	4.00	4.00

Budget Commentary

The FY 15 overall expenditures are expected to come in under budget by $7,380 or 1.7% due to two partial year vacancies offset by a temporary employee working on the Plan of Conservation and Development update and the use of the balance for the Energy Task Force Fund for the Solarize Connecticut program. The FY 15 General Fund expenditures are expected to come in under budget by $10,930 or 2.6% primarily due to the partial year vacancies. The FY 16 overall budget reflects an increase of $2,000 or 0.5% as compared to the FY 15 budget due to Personal Services. The FY 16 General Fund budget reflects an increase of $3,200 or 0.7% for the same reason.

PLANNING

Products & Services

Plan Review & Design Development *$ 275,820*

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

Geographic Information System *$47,490*

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

Support Boards & Commissions *$107,940*

- Prepare agendas, perform research and analysis, collect applications and perform administrative functions for:
  - Town Planning & Zoning Commission
  - Inland Wetlands & Watercourses Commission
  - Historic District Commission
  - Conservation Commission

DESIGN SERVICES

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

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	537,700	519,700	554,330	554,330
Supplies	3,100	3,100	3,100	3,100
Services	24,650	24,600	22,650	22,650
Maintenance & Repair	2,600	2,800	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	8,400	8,840	9,040	9,040
Total	576,450	559,040	592,120	592,120

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

Funding Sources

The Town Engineer provides services associated with the Landfill. The General Fund is therefore compensated for a portion of the engineer's salary with charges to the Landfill Enterprise Fund budgeted at $18,400.

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	558,050	540,640	573,720	573,720
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	576,450	559,040	592,120	592,120

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	4.50	5.00	5.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.70	0.70	0.70	0.70
Total	5.70	5.20	5.70	5.70

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $17,410 or 3.0% due to a partial year vacancy. The FY 16 budget reflects an increase of $15,670 or 2.7% as compared to the FY 15 budget mostly due to Personal Services.

DESIGN SERVICES

Products & Services

Road Improvements *$181,140*

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

Professional and Technical Advice *$88,070*

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

Information Services *$58,700*

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

Stormwater Management *$87,290*

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

Capital Improvements *$117,420*

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

Landfill Issues *$18,400*

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

Flood Plain Management *$11,740*

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

Traffic Calming *$29,360*

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

Development Services

FY 2015 Highlights

Building Safety

During FY 15, Building Safety permitted and inspected the following major new construction projects:

- Amazon Distribution Center at 200 Old Iron Ore Road is 1,500,000 square feet. It is expected to be complete in early spring 2015. It is the latest state of the art distribution system
- CREC Aerospace Magnet School at 1100 Kennedy Road is approximately 165,000 square feet. It is expected to be complete for the school year starting in September 2015. The innovative design includes carports with solar arrays
- Richmond Hall was completed at the start of FY 15. This 28,800 square foot building houses the Loomis Chaffee School's medical center, a dorm and faculty residences
- Also at the Loomis Chaffee campus, initial plans have been received for "Cutler Hall." This building will incorporate the complete renovations to the Gwendolyn Hall, the original medical center, and construction of additional wings
- Cicero Sunoco Gas Station at 446 Bloomfield Avenue has undergone a total renovation and now includes a Subway and a Dunkin Donuts. All underground tanks have been replaced
- 20 Windsor Avenue has totally renovated and reopened as Gas Man-Food Mart after being vacant for ten years. All underground tanks were also replaced at this location
- Bears Smokehouse BBQ has completely renovated 6,000 square feet at 2152 Poquonock Avenue, formerly Dale Drug
- Carmon Funeral Homes has a new facility at 130 Deerfield Avenue
- Thirty new single family building permits issued by the end of FY 15.

Building Safety also inspected approximately 138,000 square feet of tenant renovations at several commercial properties. The renovations include office, warehouse and retail space at 360 Bloomfield Avenue, 428 & 425 Hayden Station Road, 5 Waterside Crossing, 620 Pigeon Hill Road, 100 Northfield Drive, 758 Rainbow Road and 1095 Kennedy Road.

The *SolarizeCT* program was initiated in 2012. In FY 13, seven solar permits were issued; and in FY 14 thirty-three permits were issued. In the first 6 months of FY 15 forty-seven permits have been issued.

Expansion of service lines by Connecticut Natural Gas and Yankee Gas has resulted in a significant increase of oil to gas conversions. There were fifty-two permits in FY 14. In the first 6 months of FY 15 fifty-nine permits have been issued.

The Fire Marshal's Office (FMO) worked with land developers to include residential fire sprinklers in the plans for two new residential subdivisions. This will lead to Windsor families living in safer homes and will have a reduced impact on emergency services.

The Fire Marshal's Office partnered with Social Services, Senior Services, the Windsor Housing Authority, and the program developer at Delamere Woods to present the updated *Remembering When* program from NFPA, a fall and fire prevention program for older adults. Windsor was selected to receive a competitive scholarship to a 2-day training seminar to learn how to present the material.

By splitting the funds in contractual services between two deputy fire marshals, we were able to increase inspections in residential and mercantile occupancies, bringing Windsor closer to our goal of full compliance with the state inspection schedule. The FMO has increased their presence on social media, creating a Twitter and Pinterest account (follow us at @WindsorFMO) and providing followers with themed fire prevention messages as well as timely updates on weather and emergency preparedness.

FY 2015 Highlights (continued)

Economic Development
Redevelopment of the town's Mechanic Street site was continued with the sale and transfer of the property for the 130 unit Windsor Station development. Demolition and site work started in Spring 2015.

The Economic Development Commission, in partnership with the Chamber of Commerce, presented a program for Windsor businesses regarding the recently completed ISO-New England facility and state energy efficiency programs.

In cooperation with the Chamber, a series of energy efficiency workshops were offered to small businesses in Wilson and Windsor Center.

As part of the Bradley Development League, a study was initiated of potential alignments for passenger rail access between the Amtrak line and Bradley International Airport.

Design Services
State funding in the amount of approximately $800,000 was received for the rehabilitation of Kennedy Road under the state's new Local Transportation Capital Improvement Program. The rehabilitation of the southbound lanes from the Windsor Locks town line to the I-91 on-ramp was completed in October 2014.

Two construction projects resulting from recommendations made in the 2013 Athletic Field Master plan were completed. Field improvements at Oliver Ellsworth included the relocation of the lacrosse field as well as upgrades to the baseball field. New synthetic turf and the replacement of the existing bleachers and press box were the major components in the improvements made to O'Brien Stadium located at Windsor High School.

Engineering also progressed with the designs of upcoming capital projects including Batchelder Road Rehabilitation, Pigeon Hill Road Rehabilitation and Stone Road Rehabilitation.

Planning
In FY 15, the Planning Department, Inland Wetlands and Watercourses Commission (IWWC), and Town Planning and Zoning Commission (TPZC) reviewed approximately 84 applications. Many of these applications were special uses, minor site plan revisions and homeowner wetland permits that did not involve the construction of significant new square footage.

Other projects approved include reapproval of 130 dwelling units at Windsor Station on Mechanic Street, Liepold expansion; and the completion of the Plan of Conservation and Development (POCD) for adoption in early FY 16.

Development Services

Key Statistics	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target
Number of public outreach efforts including meetings and direct mailings	NA	NA	8	6	6
Total value of construction Engineering projects awarded	$1,371,000	$1,695,000	$2,876,000	$2,475,000	$1,353,000
Total construction value of building permits issued	$32,801,790	$135,583,363	$126,240,054	$50,815,000	$41,154,000
Building permit fees collected	$397,537	$1,200,939	$1,349,230	$660,600	$535,000
Existing business contacts by Economic Development staff	25	28	26	24	30
Prospective business contacts made by staff	16	18	15	15	18
Fees in-lieu of open space collected	$7,000	$10,000	$4,000	$4,000	$5,000
Acres of open space preserved	0	26	51	180	18
Dwelling units approved by P&Z	0	296	130	0	300
Non-residential floor area approved by P&Z (square feet)	1,051,072	98,662	1,500,000	45,000	50,000
IWWC & P&Z Applications	79	114	112	84	120

Performance Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Estimate	FY 2016 Target
Value of change orders as a % of original contract	0.7%	5%	2%	5%
Percentage of residential permits receiving follow-up inspections ensuring safety and code compliance of completed project	95%	95%	95%	100%
Percentage of residential permit holders that respond to a follow-up letter or phone call for safety and code compliance of completed project	64% HVAC 33% PLMB	68%	81% HVAC 67% PLMB	75%
Number of false fire alarms (*This is the total number of incidents. A property is fined once it has 3 in a calendar year, and we have successfully worked with building owners to prevent that level being reached.)*	91	85	80	80
Number of fire and life safety programs conducted by Fire Marshal's Office	73	80	80	85
Green energy credits earned	69	70	70	70

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

This year, the Fire Marshal's office handed out over 2,500 plastic fire hats to children in conjunction with educational programs held at schools and to children visiting the department in town hall.

DEVELOPMENT SERVICES

FY 2016 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 with the 2012 International Building Code by taking advantage of webinars, free classes offered by the state and in-house plan review training. The State of Connecticut is expected to adopt this new code early in 2015

3. Support implementation of transportation strategies for the Day Hill Corporate Area (e.g., Day Hill Road multi-use path and Transit Management Association) and Transit Oriented Development (TOD) strategies for Windsor Center (e.g., Broad Street Road "Diet", Transit Oriented Development supportive Zoning Regulations and parking management)

4. Complete the update of the 2004 Plan of Conservation and Development for adoption in early FY 16

5. Facilitate permit review of the first phase of the Great Pond Village development

6. Complete the rehabilitation of the portion of Pigeon Hill Road from the intersection of Poquonock Avenue to Lamberton Road

7. Begin the construction of the Stone Road rehabilitation project as well as Batchelder Road

8. Begin the construction of the next segment of the pedestrian path along Day Hill Road

9. Continue to pursue funding opportunities for the installation of signal coordination and/or adaptive signal technology equipment at intersections along the Day Hill Road Corridor.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2015 Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
1704	Wetlands Inventory Grant	694	-	220	474	-	150	324
1705	Wetlands Account	2,666	-	-	2,666	-	-	2,666
1706	Energy Task Force Fund	4,680	-	4,680	-	-	-	-
1707	Earth Day	480	600	600	480	600	600	480
		8,520	**600**	**5,500**	**3,620**	**600**	**750**	**3,470**

#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.

COMMUNITY DEVELOPMENT

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

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	186,662	180,670	180,410	183,260	183,260
Supplies	876	1,200	800	900	900
Services	125,775	193,350	161,100	241,900	241,900
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	600	700	700
Total	313,913	375,920	342,910	426,760	426,760

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

Funding Sources

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

Funding Source	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund	125,230	92,500	92,500	92,500	92,500
Small Cities Funds	-	200,000	175,000	260,000	260,000
Loan Repayment Fund	161,715	55,000	41,910	41,260	41,260
Special Revenue Funds	-	-	-	-	-
Project Management Fees	26,968	28,420	33,500	33,000	33,000
Subtotal: Other Funds	*188,683*	*283,420*	*250,410*	*334,260*	*334,260*
Total	313,913	375,920	342,910	426,760	426,760

Personnel Requirements

Full Time Equivalents	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 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 15 budget is expected to come in under budget by $33,010 or 8.8% due to the timing of grant awards. The proposed FY 16 budget assumes a successful grant award in the summer of 2015.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	125,230	92,500	92,500	92,500	92,500
Supplies				-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	125,230	92,500	92,500	92,500	92,500

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	61,432	88,170	87,910	90,760	90,760
Supplies	876	1,200	800	900	900
Services	125,775	193,350	161,100	241,900	241,900
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	600	700	700
Total	188,683	283,420	250,410	334,260	334,260

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	186,662	180,670	180,410	183,260	183,260
Supplies	876	1,200	800	900	900
Services	125,775	193,350	161,100	241,900	241,900
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	600	700	700
Total	313,913	375,920	342,910	426,760	426,760

COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2012-2016

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	176,221	171,743	186,662	180,670	180,410	183,260	183,260
Supplies	1,467	1,148	876	1,200	800	900	900
Services	196,283	306,500	125,775	193,350	161,100	241,900	241,900
Maintenance & Repair	-	-	-	-	-	-	-
Grants & Contributions	-	4,436	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	600	600	600	700	600	700	700
Total	374,571	484,427	313,913	375,920	342,910	426,760	426,760

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

Funding Sources

Funding Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund	25,000	74,020	125,230	92,500	92,500	92,500	92,500
Windsor Library Association	20,550	-	-	-	-	-	-
Small Cities Funds	274,443	300,365	-	200,000	175,000	260,000	260,000
Loan Repayment Fund	27,000	81,814	161,715	55,000	41,910	41,260	41,260
Special Revenue Funds	-	-	-	-	-	-	-
Project Management Fees	27,578	28,228	26,968	28,420	33,500	33,000	33,000
Subtotal: Other Funds	*349,571*	*410,407*	*188,683*	*283,420*	*250,410*	*334,260*	*334,260*
Total	374,571	484,427	313,913	375,920	342,910	426,760	426,760

COMMUNITY DEVELOPMENT

Products & Services

General Administration *$186,360*

- 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 through outreach efforts such as holding educational forums and posting notices
- Assist with the town's effort to facilitate reinvestment in targeted sites
- Continue to provide project management services to the Town of Enfield's Office of Community Development so as to cover staffing costs for the Town of Windsor's Office of Community Development.

Housing Rehabilitation Program *$240,400*

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

COMMUNITY DEVELOPMENT

FY 2015 Highlights

Rehabilitated 13 residential units through the town's Housing Rehabilitation program. The scope of work includes cost-effective energy conservation measures, correction of code violations, removal or encapsulation of hazardous material including lead based paint, asbestos, underground fuel storage tanks and modifications for handicap accessibility

Administered the Neighborhood Assistance Act (NAA) Tax Credit Program that assisted local non-profit organizations to leverage $116,860 in donations from the corporate community

Secured a grant award in the amount $400,000 through the federally funded Community Development Block Grant Program to further capitalize its Housing Rehabilitation Program

Secured $417,000 through the Connecticut Main Street Investment Fund for infrastructure improvements along Mechanic Street and Batchelder Road

Maintained a revolving loan fund with a $2.6 million dollar loan portfolio.

COMMUNITY DEVELOPMENT

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS
As Of 6/30/2014

Type of Loan	Principal Balances
Amortized Payment Loans: *Housing Rehab. & Downpayment Assistance*	$361,685
Deferred Payment Loans: *Housing Rehabilitation*	2,071,836
Forgiveness Loans: *Housing Rehabilitation*	27,889
Amortized Economic Development Loans:	151,745
Sub-total	$2,613,155
Allowance for uncollectible loans	(500,000)
Loans Receivable, net	$2,113,155

Performance Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Estimate	FY 2016 Target
Number of housing rehabilitation projects	24	18	13	18

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

The Office of Community Development assisted 16 low/moderate income households with emergency repairs between January 2013 and December 2014.

FY 2016 Goals

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

SPECIAL REVENUE FUNDS

Community Development

Project #	Project Name	Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	3,278,529	3,344,560	3,370,840	3,400,320	3,400,320
Supplies	603,981	543,700	509,680	537,200	537,200
Services	835,475	1,017,140	1,012,170	867,840	907,840
Maintenance & Repair	574,115	535,570	608,870	534,190	534,190
Grants & Contributions	-	-	-	-	-
Capital Outlay	10,126	40,000	40,000	10,000	10,000
Energy & Utility	1,014,903	1,002,490	1,067,300	1,068,110	1,068,110
Total	6,317,129	6,483,460	6,608,860	6,417,660	6,457,660

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

Funding Sources

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

Funding Source	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Public Works	5,024,965	5,170,270	5,273,670	5,277,280	5,277,280
Charges to Other Departments	97,856	96,000	97,000	97,000	97,000
Town Support for Education	123,568	131,690	131,690	134,560	134,560
Subtotal: Public Works General Fund	*5,246,389*	*5,397,960*	*5,502,360*	*5,508,840*	*5,508,840*
State Grants - Town Aid Road Improvements	597,003	570,000	592,000	455,000	495,000
Transfer In From General Fund - Fund Balance	65,000	-	-	-	-
Facilities Revenues	197,685	287,500	281,530	265,670	265,670
User Fees	-	40,000	40,000	-	-
Reimbursements	8,356	3,700	8,720	3,900	3,900
Subtotal: Special Revenue Funds	*868,044*	*901,200*	*922,250*	*724,570*	*764,570*
State Grants - LoCIP (Capital Outlay Fund)	202,696	184,300	184,250	184,250	184,250
Total	6,317,129	6,483,460	6,608,860	6,417,660	6,457,660

Personnel Requirements

Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	31.62	32.00	31.75	32.00	32.00
Regular Part Time Employees	1.90	1.90	1.95	1.95	1.95
Temporary/Seasonal Employees	4.20	4.10	3.95	3.95	3.95
Total	37.72	38.00	37.65	37.90	37.90

Budget Commentary

The overall FY 15 expenditures are expected to be over budget by $125,400 or 1.9%. Of this increase, approximately $21,000 of it is due to greater use of Town Aid Road Improvement grant for storm control costs and pavement management, and special revenue funds for improvements to town facilities. The facilities improvement costs are offset by the special revenue fund savings for the rental of the newly leased space at 147 Addison Road for only one-half of the year. The FY 15 General Fund expenditures are expected to be over budget by $103,400 or 2.0%. This is primarily due to storm control costs and rate increases for streetlights and traffic signals. The overall FY 16 budget reflects a decrease of $65,800 or 1.0% primarily due to less use of the Town Aid Road Improvement grant and the completion of the use of special revenue funds for East Granby Road pavement improvements in FY 15. The FY 16 General Fund budget reflects an increase of $107,010 or 2.1% primarily due to rate increases for streetlights and traffic signals and for Personal Services. These increases are offset in part by the elimination of a one time FY 15 Capital Outlay expense for hardware and software associated with a time tracking and job cost system.

Council Action

During budget deliberations the Town Council decreased funding to Capital Projects under General Services (page Q-10) in the amount of $40,000 for the pavement management program. The amount will be paid from Town Aid Road grant funding instead of the General Fund. The $40,000 amount is reflected under the Town Aid Road Improvement amount above.

PUBLIC WORKS EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	3,177,763	3,241,770	3,267,690	3,294,070	3,294,070
Supplies	230,140	255,200	243,730	255,200	255,200
Services	296,612	310,740	326,500	316,240	316,240
Maintenance & Repair	547,714	499,070	509,870	506,590	506,590
Grants & Contributions	-	-	-	-	-
Capital Outlay	10,126	40,000	40,000	10,000	10,000
Energy & Utility	762,610	823,490	885,880	895,180	895,180
Total	5,024,965	5,170,270	5,273,670	5,277,280	5,277,280

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	89,925	91,590	91,590	94,460	94,460
Supplies	29,600	38,600	38,600	38,600	38,600
Services	4,043	1,500	1,500	1,500	1,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	97,856	96,000	97,000	97,000	97,000
Total	221,424	227,690	228,690	231,560	231,560

Special Revenue & Other Fund Expenditures:

Expenditures by Category	2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	10,841	11,200	11,560	11,790	11,790
Supplies	344,241	249,900	227,350	243,400	243,400
Services	534,820	704,900	684,170	550,100	590,100
Maintenance & Repair	26,401	36,500	99,000	27,600	27,600
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	154,437	83,000	84,420	75,930	75,930
Total	1,070,740	1,085,500	1,106,500	908,820	948,820

Total Expenditures (agrees with page M-1):

Expenditures by Category	2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	3,278,529	3,344,560	3,370,840	3,400,320	3,400,320
Supplies	603,981	543,700	509,680	537,200	537,200
Services	835,475	1,017,140	1,012,170	867,840	907,840
Maintenance & Repair	574,115	535,570	608,870	534,190	534,190
Grants & Contributions	-	-	-	-	-
Capital Outlay	10,126	40,000	40,000	10,000	10,000
Energy & Utility	1,014,903	1,002,490	1,067,300	1,068,110	1,068,110
Total	6,317,129	6,483,460	6,608,860	6,417,660	6,457,660

PUBLIC WORKS
BUDGET INFORMATION
Fiscal Year 2012-2016

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	2,896,694	3,207,835	3,278,529	3,344,560	3,370,840	3,400,320	3,400,320
Supplies	330,773	408,297	603,981	543,700	509,680	537,200	537,200
Services	946,062	516,011	835,475	1,017,140	1,012,170	867,840	907,840
Maintenance & Repair	574,710	471,302	574,115	535,570	608,870	534,190	534,190
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	11,311	8,872	10,126	40,000	40,000	10,000	10,000
Energy & Utility	853,147	937,579	1,014,903	1,002,490	1,067,300	1,068,110	1,068,110
Total	5,612,697	5,549,896	6,317,129	6,483,460	6,608,860	6,417,660	6,457,660

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund	4,717,595	4,927,838	5,024,965	5,170,270	5,273,670	5,277,280	5,277,280
Charges to Other Departments	85,482	96,012	97,856	96,000	97,000	97,000	97,000
Town Support for Education	128,545	129,532	123,568	131,690	131,690	134,560	134,560
Subtotal: Public Works Gen. Fund Budget	*4,931,622*	*5,153,382*	*5,246,389*	*5,397,960*	*5,502,360*	*5,508,840*	*5,508,840*
State Grants - Town Aid Road Improvements	142,711	216,267	597,003	570,000	592,000	455,000	495,000
Transfer In From General Fund - Fund Balance	-	-	65,000	-	-	-	-
Facilities Revenues & User Fees	135,784	178,416	197,685	327,500	321,530	265,670	265,670
Reimbursements	954	1,831	8,356	3,700	8,720	3,900	3,900
Subtotal: Special Revenue Funds	*279,449*	*396,514*	*868,044*	*901,200*	*922,250*	*724,570*	*764,570*
State Grants- LoCIP (Capital Outlay Fund)	*401,626*	-	*202,696*	*184,300*	*184,250*	*184,250*	*184,250*
Total	5,612,697	5,549,896	6,317,129	6,483,460	6,608,860	6,417,660	6,457,660

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 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	898,140	899,860	914,380	914,380
Supplies	100,500	100,580	100,500	100,500
Services	13,150	19,960	13,050	13,050
Maintenance & Repair	-	420	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,300	4,300	5,600	5,600
Total	1,017,090	1,025,120	1,033,530	1,033,530

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

Funding Sources

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

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	881,700	884,710	895,070	895,070
Town Support for Education	131,690	131,690	134,560	134,560
Subtotal: Public Works General Fund	*1,013,390*	*1,016,400*	*1,029,630*	*1,029,630*
Reimbursements	3,700	8,720	3,900	3,900
Subtotal: Special Revenue Funds	*3,700*	*8,720*	*3,900*	*3,900*
Total	1,017,090	1,025,120	1,033,530	1,033,530

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	9.00	9.00	9.00
Regular Part Time Employees	0.80	1.00	1.00	1.00
Temporary/Seasonal Employees	3.20	3.20	3.20	3.20
Total	13.00	13.20	13.20	13.20

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $8,030 or 0.8%. This is primarily due to the cleaning of the headstones funded by the Veterans Cemetery special revenue account. The FY 15 General Fund expenditures are expected to be over budget by $3,010 or 0.3% mostly due to contracted services for guiderails at Washington Park and tree work at Welch Park. The overall FY 16 budget reflects an increase of $16,440 or 1.6% as compared to the FY 15 budget primarily due to Personal Services. The FY 16 General Fund budget reflects an increase of $13,370 or 1.5% for the same reason.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas *$268,630*

- 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 *$74,890*

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

Improve Turf Areas *$72,040*

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

Maintain Brick Pavers/Sidewalks *$20,360*

- 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 *$81,470*

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

Maintain Safe Playground Equipment *$70,410*

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

Maintain Medians *$37,630*

- 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 *$161,490*

- 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 *$21,040*

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

Public Property Litter *$50,760*

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

Maintain Public Trail Areas *$40,250*

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

Town Support for Education *$134,560*

- 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 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	282,510	281,710	287,430	287,430
Supplies	146,250	79,700	139,750	139,750
Services	196,470	195,480	202,320	202,320
Maintenance & Repair	182,370	255,250	180,990	180,990
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	2,000	2,000	2,000
Energy & Utility	366,910	368,760	365,000	365,000
Total	1,176,510	1,182,900	1,177,490	1,177,490

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Public Works	793,010	804,370	814,820	814,820
Charges to Other Departments	96,000	97,000	97,000	97,000
Subtotal: Public Works General Fund	*889,010*	*901,370*	*911,820*	*911,820*
Facilities Revenues	287,500	281,530	265,670	265,670
Subtotal: Special Revenue Funds	*287,500*	*281,530*	*265,670*	*265,670*
Total	1,176,510	1,182,900	1,177,490	1,177,490

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.70	0.50	0.50	0.50
Temporary/Seasonal Employees	0.90	0.75	0.75	0.75
Total	3.60	3.25	3.25	3.25

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $6,390 or 0.5%. The FY 15 General Fund expenditures are expected to be over budget by $11,360 or 1.4% due to facility maintenance and repair. The FY 15 special revenue funding reflects a savings of $5,970 or 2.1% primarily due to needing only a half year rental (versus a full year in the budget) of the leased space at 147 Addison Road that has replaced the parks garage. However, this savings is offset in part by the increased special revenue fund cost related to the repairs and improvements at the train station and 330 Windsor Avenue. The overall FY 16 budget reflects an increase of $980 or 0.1% as compared to the FY 15 budget. The FY 16 General Fund budget reflects an increase of $21,810 or 2.8% mostly due to Energy & Utility.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center *$246,870*

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

Public Works Facilities *$250,920*

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

330–332 Windsor Ave. Community Center *$119,790*

- 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 *$85,300*

- 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, and Roger Wolcott School *$209,700*

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

Community Services & Repair of other Town Facilities *$130,680*

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

Administration of Building Improvements *$134,230*

- 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 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	815,120	812,840	828,900	828,900
Supplies	48,300	48,300	48,300	48,300
Services	676,200	630,140	506,150	546,150
Maintenance & Repair	99,200	99,200	99,200	99,200
Grants & Contributions	-	-	-	-
Capital Outlay	30,000	30,000	-	-
Energy & Utility	-	-	-	-
Total	1,668,820	1,620,480	1,482,550	1,522,550

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

Funding Sources

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

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Public Works	1,009,520	1,006,230	993,300	993,300
State Grants - Town Aid Road Improvements	435,000	390,000	305,000	345,000
User Fees	40,000	40,000	-	-
Subtotal: Special Revenue Funds	*475,000*	*430,000*	*305,000*	*345,000*
State Grants - LoCIP (Capital Outlay Fund)	184,300	184,250	184,250	184,250
Total	1,668,820	1,620,480	1,482,550	1,522,550

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 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 15 expenditures are expected to come in under budget by $48,340 or 2.9%. This is primarily due to the lower use than planned of the Town Aid Road Improvements grant balance for pavement crack filling. The FY 15 General Fund expenditures are expected to be under budget by $3,290 or 0.3% mostly attributable to Personal Services for a partial year workers compensation claim. The overall FY 16 budget reflects a decrease of $186,270 or 11.2% as compared to the FY 15 budget due to less use of the Town Aid Road Improvements grant for pavement management and for the completion of the use of special revenue funds for East Granby Road pavement improvements in FY 15. The FY 16 General Fund budget reflects a decrease of $16,220 or 1.6% primarily due to the elimination of a one time FY 15 Capital Outlay expense for hardware and software associated with a time tracking and job cost system.

Council Action

During budget deliberations the Town Council decreased funding to Capital Projects under General Services in the amount of $40,000 for the pavement management program. The amount will be paid from Town Aid Road grant funding instead of the General Fund. The $40,000 amount is reflected under the Town Aid Road Improvement amount above.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks *$186,050*

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

Localized Pavement Repairs *$156,210*

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

Pavement Preventive Maintenance *$140,820*

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

Mill & Repave Streets *$757,200*

- Perform milling of the street surface followed by resurfacing with hot-mix asphalt overlay on: Center Street, Lancaster Drive, Shamrock Circle, Apple Tree Lane, Milo Peck Lane, Stacy Drive, Griswold Drive, Sawka Circle, Dunfey Lane, Salem Circle, Hillside Circle, Gloria Street, Grace Street, Jonathan Circle, Sunnyfield Drive, Shelley Drive, Diana Lane, and Rood Avenue.

Repair Curbing *$163,680*

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

Repair Lawns *$85,120*

- Repair lawns damaged during snow removal.

Repair Dirt Roads *$23,470*

- 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 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	258,860	255,730	262,650	262,650
Supplies	25,500	25,500	25,500	25,500
Services	32,800	42,800	32,800	32,800
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	317,160	324,030	320,950	320,950

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

Funding Sources

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

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	307,160	304,030	310,950	310,950
State Grants - Town Aid Road Improvements	10,000	20,000	10,000	10,000
Subtotal: Special Revenue Funds	*10,000*	*20,000*	*10,000*	*10,000*
Total	317,160	324,030	320,950	320,950

Personnel Requirements

	FY 2015		FY 2016	
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 15 expenditures are expected to come in over budget by $6,870 or 2.2%. This is primarily due to the greater than planned use of the Town Aid Road Improvements grant balance for catch basin cleaning. The General Fund FY 15 expenditures are expected to come in under budget by $3,130 or 1.0% due to Personal Services mostly attributable to a partial year workers compensation claim. The FY 16 budget reflects an increase of $3,790 or 1.2% as compared to the FY 15 budget due to Personal Services.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins and Adjust Manholes *$101,020*

- 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 *$28,350*

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

Maintain Concrete Channel of Deckers Brook *$41,380*

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

New Drainage Systems *$47,090*

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

Maintain Stormwater Drainage Pipe *$34,810*

- Maintain 92 miles of stormwater pipe in the town right-of-ways
- Replace pipes where they are broken or joints are separated
- Flush and purge blocked pipes to remove silt, debris and roots to enable water to flow freely.

Maintain Inlet, Outlet & Watercourses *$23,430*

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

Catch Basin Sand and Litter Removal & Inspection *$44,870*

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

TRAFFIC SAFETY AND COMMUNITY SUPPORT

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

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	616,950	590,290	623,150	623,150
Supplies	16,600	16,600	16,600	16,600
Services	75,520	90,520	90,520	90,520
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	474,900	543,340	576,680	576,680
Total	1,183,970	1,240,750	1,306,950	1,306,950

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

Funding Sources

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

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	1,183,970	1,225,750	1,291,950	1,291,950
State Grants - Town Aid Road Improvements	-	15,000	15,000	15,000
Subtotal: Special Revenue Funds	-	*15,000*	*15,000*	*15,000*
Total	1,183,970	1,240,750	1,306,950	1,306,950

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.00	6.75	7.00	7.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	7.00	6.75	7.00	7.00

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $56,780 or 4.8% due to greater than planned use of the Town Aid Road Improvements grant and for the rate increase for streetlights. The FY 15 General Fund expenditures are expected to come in over budget by $41,780 or 3.5% due to the rate increase for streetlights offset by a partial year vacancy. The overall FY 16 budget reflects an increase of $122,980 or 10.4% as compared to the FY 15 budget due primarily to rate increases in Energy & Utility for streetlights and traffic signals. The FY 16 General Fund budget reflects an increase of $107,980 or 9.1% primarily for the same reasons.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings *$93,810*
- Install and maintain pavement markings
- Repaint crosswalks, stop lines and railroad crossings as needed.

Traffic & Safety Signing *$91,400*
- Install traffic control and street name signs
- Replace vandalized, stolen or outdated signs
- Provide special street signing as requested.

Streetlights *$639,940*
- Fund utility costs for 3,731 streetlights
- Maintain 808 town-owned streetlights
- Repair damaged streetlights
- Inspect/accept new streetlights in subdivisions
- Monitor and inspect contractor repairs.

Traffic Signals *$99,310*
- Fund utility costs for 58 traffic signals
- Maintain traffic signals and school signs
- Conduct annual safety tests and monitor repairs.

Community Events *$94,610*
- 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 *$20,880*
- Maintain and repair four miles of guiderails.

State-Mandated Evictions and Auctions *$23,560*
- Respond to up to 45 evictions yearly
- Move and store property for evictions
- Auction unclaimed property from evictions and town surplus property.

Election Setup *$37,580*
- Set up and take down equipment for referendums, primaries and elections.

24-Hour Emergency Response *$42,060*
- 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 *$72,750*
- 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 *$91,050*
- 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

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	291,420	289,600	296,240	296,240
Supplies	60,000	60,000	60,000	60,000
Services	23,000	23,000	23,000	23,000
Maintenance & Repair	254,000	254,000	254,000	254,000
Grants & Contributions	-	-	-	-
Capital Outlay	8,000	8,000	8,000	8,000
Energy & Utility	155,380	150,900	120,830	120,830
Total	791,800	785,500	762,070	762,070

* 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 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	791,800	785,500	762,070	762,070
State Grants - Town Aid Road Improvements	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Total	791,800	785,500	762,070	762,070

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	0.40	0.45	0.45	0.45
Temporary/Seasonal Employees	-	-	-	-
Total	3.40	3.45	3.45	3.45

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $6,300 or 0.8% primarily due to savings in Energy & Utility for regular fuel. The FY 16 budget reflects a decrease of $29,730 or 3.8% as compared to the FY 15 budget due to lower costs for diesel fuel.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance *$536,400*

- Maintain and repair public works vehicle and equipment fleet
- Manage inventory and parts for fleet
- Maintain inventory, registration, emission testing and insurance cards
- Respond to emergency breakdown of vehicles.

Fuel Management *$210,200*

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

Vehicle & Equipment Procurement *$15,470*

- Procure vehicles and equipment for public works.

STORM CONTROL

The Storm Control division's goal is to minimize disruptions caused by inclement weather, especially winter storms. An additional goal is to provide safe streets and other public ways, reduce delays for motorists and emergency service vehicles and allow for the efficient transportation of goods.

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	181,560	240,810	187,570	187,570
Supplies	146,550	179,000	146,550	146,550
Services	-	10,270	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	328,110	430,080	334,120	334,120

* 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.

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	203,110	263,080	209,120	209,120
State Grants - Town Aid Road Improvements	125,000	167,000	125,000	125,000
Subtotal: Special Revenue Funds	*125,000*	*167,000*	*125,000*	*125,000*
Total	328,110	430,080	334,120	334,120

Personnel Requirements

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

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $101,970, or 31.1%. Of this overall amount, the FY 15 General Fund budget will be over by $59,970 primarily due to the higher use of overtime expenses and the cost to remove accumulated snow from the roof of the Main Library building. The remaining amount over budget, $42,000, reflects use of the Town Aid Road Improvements grant for materials. The overall FY 16 budget reflects an increase of $6,010 or 1.8% as compared to the FY 15 budget due to Personal Services.

STORM CONTROL

Products & Services

Clear, Safe Pavement Surfaces *$334,120*

- 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 2015 Highlights

Pavement Management & Drainage Improvements
Construction work on Maple Avenue, Spring Street and Court Street included milling off the existing pavement, as well as removal, replacement and re-grading the base material. Old curbing was removed and replaced and backfilling and seeding the topsoil between the sidewalks and new curbing was completed. Vendors performed the pavement and asphalt related work. Performing the work in this manner, in coordination with the Town Engineer's Office, saved funding versus the cost of reconstructing the street.

Significant drainage repair and construction work occurred on the following streets prior to milling and paving: Rainbow Road, East Granby Road and Woodland Park. This included installing catchbasins and underground drainage lines at new locations on the streets, as well as re-grading of the ground around the new drainage structures.

Other street sections that were scheduled to be milled and paved included: Eagleton Drive, Maythorpe Drive from Longview Drive to Willowcrest Drive, Tamarack Drive from Longview Drive to Willowcrest Drive, Kenneth Circle, Cardston Circle, Richmond Crescent, Elm Court, Ridgewood Road, Filley Street, Crabapple Road, small sections of the street on Stone Road, Chestnut Drive, Hickory Drive, Landing Circle, Drummer Drive, Squire Road, Carriage Way, Riverview Terrace, Alden Road from Mayflower Road to Riverview Terrace and Marshall Phelps Drive from 500 feet north of Day Hill Road to Orange Way. Public Works performed the drainage improvements on these streets prior to the pavement work.

Facility Management & Lighting
To further efforts to reduce town facilities' energy operating costs, the town authorized the Connecticut Natural Gas Company to install new gas lines to Windsor High School and Sage Park Middle School. A Public Works crew coordinated with Yankee Gas to install a new natural gas line to Oliver Ellsworth Elementary School. The conversion of the burners at all the facilities from oil to natural gas occurred in the summer of 2014. Going forward, the estimated annual operating cost savings in heating fuel from this project is $324,000.

In FY 15, solar panels were installed on the roof of the community center at 330 Windsor Avenue and at the Windsor Volunteer Ambulance building located at the Public Safety Complex on Bloomfield Avenue. A third-party vendor performed the installation of these systems at no cost to the town. Electricity from these panels is charged at a significantly lower rate than the market.

Prior to the installation of the solar panels, the roof at 330 Windsor Avenue was upgraded with surface improvements, as well as strengthening the structure supporting the roof to handle future snow loads.

Additional projects completed during FY 15 include: the installation of the Sage Park Middle School Cafeteria HVAC system to provide ventilation and cooling for that section of the facility, the replacement of the elevator at town hall, and the replacement of the asbestos floor tiles in the corridors of the L.P. Wilson Community Center.

A conceptual design was developed to renovate/expand the Public Safety Complex to better meet the needs of the Police Department, the Windsor Volunteer Fire Department, and the Windsor Volunteer Ambulance service.

As part of the on-going asset management program for streetlights, 36 streetlight poles were replaced. These 32 foot tall steel poles had deteriorated and were replaced with the town-standard aluminum poles, which require significantly less maintenance.

Parks & Grounds / Stormwater Management
The guidelines for the operation of Veterans Memorial Cemetery on East Street were updated to incorporate federal and state rules allowing the burial of National Guard members who meet certain requirements. Other guidelines were also updated.

In addition to performing the drainage improvements on all of the streets prior to milling and paving, stormwater system repairs and maintenance work occurred on Pigeon Hill Road.

PUBLIC WORKS

Key Statistics	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target
Number of working days to complete spring street sweeping	32	30	40	30	27
$ spent on pavement management activities such as milling & paving and crack filling	$581,833	$504,540	$1,116,553	$968,000	$984,330
$ spent on snow control services from the General Fund and grant funding	$201,682	$392,967	$494,651	$529,280	$433,320
Number of trees trimmed and/or removed	390	275	305	215	325

Performance Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Estimate	FY 2016 Target
Number of center-line miles of streets milled and paved	5.5	5.75	4.75	4.35
Average number of days to close SeeClickFix complaints regarding pothole or pavement issues	13.4	5.0	9.0	5.0
Percentage of catchbasins cleaned in accordance with the schedule	25%	115%	150%	115%

Performance Measures *(based on the Good/Very Good rating in the Citizens Survey)*	Average 2006-2011 Actual	FY 2013 Actual	FY 2016 Target
Percentage of citizens who rated "appearance of parks & public spaces" as good or very good in the biennial citizen survey	76.1%	76.5%	77.0%
Percentage of citizens who rated "snow removal" as good or very good in the biennial citizen survey	68.7%	70.3%	70.0%
Percentage of citizens who rated "street repair" as good or very good in the biennial citizen survey Street Repair	50.4%	47.7%	50.0%

A fun fact about the value of our services…

Beginning with the facility lighting upgrade in 2006 and continuing with additional facility lighting improvement projects since, the town and schools have saved a total of about $736,000 to date in electricity costs from such indoor and outdoor lighting conversion projects.

PUBLIC WORKS

FY 2016 Goals

1. Complete the Steam Boiler Replacement and HVAC improvements project at Clover Street Elementary School
2. Implement the new time and cost tracking system for the Department of Public Works
3. Continue the HVAC, electrical and energy improvements program at various town facilities, including replacement of the heating system at town hall
4. Continue the pavement resurfacing program at town facilities by improving the pavement and replacing certain sidewalks at Kennedy and Clover Street Elementary Schools
5. Investigate various options for reducing streetlight operation costs
6. Work with the Public Building Commission and the affected departments on the design for the Public Safety Complex.

SPECIAL REVENUE FUNDS

Public Works

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
1980	Stony Hill School	468	5,000	4,630	838	5,000	4,630	1,208
2014	330 Windsor Avenue Maintenance	48,937	126,800	142,400	33,337	126,500	113,290	46,547
4003	Archer Road Maintenance	39,698	-	-	39,698	-	-	39,698
4009	Town Aid Road Improvements	494,820	404,300	592,000	307,120	404,300	495,000	216,420
4010	East Granby Road Maintenance	40,000	-	40,000	-	-	-	-
4012	Local Cap. Improve. - Recording Fees	74,370	10,000	-	84,370	10,000	-	94,370
4018	Veterans Cemetery	11,045	3,600	8,720	5,925	3,000	3,900	5,025
4100	Rental Revenue (Properties)	-	14,500	13,250	1,250	14,500	13,600	2,150
4101	Train Station/Freight House	109,670	10,840	52,200	68,310	17,560	20,150	65,720
4102	Roger Wolcott Building	7,468	66,760	66,760	7,468	66,760	66,760	7,468
4103	Parks Garage Leased Space	-	550,140	69,050	481,090	-	114,000	367,090
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		832,177	**1,191,940**	**989,010**	**1,035,107**	**647,620**	**831,330**	**851,397**

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

#2014 - 330 Windsor Avenue Maintenance - This revolving fund is used for repair and maintenance at the facility. Revenues are received from the Caring Connection, Recreation Department and the Chinese Restaurant on site. FY 16 revenue anticipates a transfer of $41,100 from the General Fund Unassigned Fund Balance to pay costs related to the Caring Connection rent/utilities. Expenses include repair, maintenance and utilities.

#4003 - Archer Road Maintenance - This account was funded by a developer for the repair and maintenance of Archer Road in the Hayden Station neighborhood. Funds from the account will be used for paving/resurfacing of the street in the future.

#4009 - Town Aid Road Improvements - This is a state grant used primarily for street maintenance and repair-related activities. This account is used as a revolving fund for management of this grant. A major use of this account is for the purchase of materials for the snow and ice program. It is also used for street pavement markings, pavement preventive maintenance (such as crack filling), and catch basin cleaning.

#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. The balance of these funds are being used for milling and paving during fiscal 2015.

#4012 - Local Capital Improvements, Recording Fees - This account differs from the Local Capital Improvements Program (LoCIP), which is an annual grant from the state. This account was established to receive funds that are the result of an increase in the recording fees charged by the state. These funds may be used for improvements by local governments in the state.

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

#4100 - Rental Revenue properties - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green) and Luddy Carriage House (town green). The 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. Both buildings are presently being used by Windsor Arts Center. Larger expenditures expected in the near future include roof work at the train station.

#4102 - Roger Wolcott Building - This is the former Roger Wolcott School facility. Funds are from the Facilities Management general fund. The costs for utilities and other expenses are paid out of this account for the on-going maintenance of the building.

#4103 - Parks Garage leased space - This account is used to pay for the lease and other related expenses for the facility which replaced the former Parks Garage on Mechanic Street. Public Works equipment and materials (primarily off-season) are stored at this building. This account is funded from the sale of the former Parks Garage facility.

#4800 - Landfill Reuse Planning - A study was performed a few years ago to plan the future use of the landfill site following its capping and closing. A citizen's group worked with a consultant to develop the plan, which primarily incorporated various active and passive recreational uses. The balance shown represents the amount unspent during this planning effort.

INFORMATION SERVICES

Information Services provides records management, information, referral and response to the community, Town Council and other departments.

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	302,505	338,180	325,810	334,260	334,260
Supplies	79,213	80,620	84,490	86,120	86,120
Services	111,561	94,490	100,290	101,490	101,490
Maintenance & Repair	13,885	13,500	14,620	12,620	12,620
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,610	3,650	3,650	3,650	3,650
Total	510,774	530,440	528,860	538,140	538,140

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

Funding Sources

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

Funding Source	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Info. Services	396,839	428,040	424,860	436,140	436,140
Other General Fund Accounts	56,702	51,500	51,500	51,500	51,500
Subtotal: Info. Services Gen. Fund	*453,541*	*479,540*	*476,360*	*487,640*	*487,640*
Grants	9,789	6,000	7,500	4,000	4,000
User Fees	29,444	26,900	27,000	28,500	28,500
Subtotal: Special Revenue Funds	*39,233*	*32,900*	*34,500*	*32,500*	*32,500*
Other Funds	18,000	18,000	18,000	18,000	18,000
Total	510,774	530,440	528,860	538,140	538,140

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	2.74	3.00	3.00	3.00	3.00
Regular Part Time Employees	1.23	1.10	1.02	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-	-
Total	3.97	4.10	4.02	4.10	4.10

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $1,580 or 0.3%. This is primarily due to savings in Personal Services offset by increased grant fund expenditures. The FY 15 General Fund expenditures are expected to be under budget by $3,180 or 0.7% mostly due to Personal Services. The overall FY 16 budget reflects an increase of $7,700 or 1.5% and the General Fund budget reflects an increase of $8,100 or 1.9% both due primarily to Personal Services and Supplies.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	301,493	329,180	325,810	334,260	334,260
Supplies	16,942	21,820	23,490	24,220	24,220
Services	64,674	63,190	61,790	63,890	63,890
Maintenance & Repair	10,120	10,200	10,120	10,120	10,120
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,610	3,650	3,650	3,650	3,650
Total	396,839	428,040	424,860	436,140	436,140

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	50,436	46,000	46,000	46,000	46,000
Services	6,266	5,500	5,500	5,500	5,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	56,702	51,500	51,500	51,500	51,500

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,012	9,000	-	-	-
Supplies	11,835	12,800	15,000	15,900	15,900
Services	40,621	25,800	33,000	32,100	32,100
Maintenance & Repair	3,765	3,300	4,500	2,500	2,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	57,233	50,900	52,500	50,500	50,500

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	302,505	338,180	325,810	334,260	334,260
Supplies	79,213	80,620	84,490	86,120	86,120
Services	111,561	94,490	100,290	101,490	101,490
Maintenance & Repair	13,885	13,500	14,620	12,620	12,620
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,610	3,650	3,650	3,650	3,650
Total	510,774	530,440	528,860	538,140	538,140

INFORMATION SERVICES
Budget Information
Fiscal Year 2012-2016

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	339,643	347,467	302,505	338,180	325,810	334,260	334,260
Supplies	66,210	73,269	79,213	80,620	84,490	86,120	86,120
Services	98,069	117,342	111,561	94,490	100,290	101,490	101,490
Maintenance & Repair	10,182	12,591	13,885	13,500	14,620	12,620	12,620
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	3,329	3,313	3,610	3,650	3,650	3,650	3,650
Total	517,433	553,982	510,774	530,440	528,860	538,140	538,140

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund	411,239	424,420	396,839	428,040	424,860	436,140	436,140
Other General Fund Accounts	52,330	61,077	56,702	51,500	51,500	51,500	51,500
Subtotal: Info. Services Gen. Fund	*463,569*	*485,497*	*453,541*	*479,540*	*476,360*	*487,640*	*487,640*
Grants	13,084	9,318	9,789	6,000	7,500	4,000	4,000
User Fees	22,780	41,167	29,444	26,900	27,000	28,500	28,500
Subtotal: Special Revenue Funds	*35,864*	*50,485*	*39,233*	*32,900*	*34,500*	*32,500*	*32,500*
Other Funds	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*
Total	517,433	553,982	510,774	530,440	528,860	538,140	538,140

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 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	223,840	212,140	218,350	218,350
Supplies	22,620	24,820	25,920	25,920
Services	16,400	23,200	23,400	23,400
Maintenance & Repair	13,500	14,620	12,620	12,620
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,750	2,750	2,750	2,750
Total	279,110	277,530	283,040	283,040

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

Funding Sources

In addition to the General Fund budget, funds are generated through copier user fees and grants for document preservation. These items have no effect on the General Fund budget or the property tax rate.

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	246,210	243,030	250,540	250,540
Other General Fund Accounts	-	-	-	-
Subtotal: Info. Services General Fund	*246,210*	*243,030*	*250,540*	*250,540*
Grants	6,000	7,500	4,000	4,000
User Fees	26,900	27,000	28,500	28,500
Subtotal: Special Revenue Funds	*32,900*	*34,500*	*32,500*	*32,500*
Other Funds	-	-	-	-
Total	279,110	277,530	283,040	283,040

Personnel Requirements

	FY 2015		FY 2016	
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	1.02	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-
Total	3.10	3.02	3.10	3.10

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $1,580 or 0.6% due to savings in Personal Services offset by increased grant fund expenditures. The FY 15 General Fund expenditures reflect a savings of $3,180 or 1.3% primarily due to Personal Services. The overall FY 16 budget reflects an increase of $3,930 or 1.4% as compared to the FY 15 budget due to Services. The FY 16 General Fund expeditures reflect an increase of $4,330 or 1.8% due to Personal Services.

TOWN CLERK

Products & Services

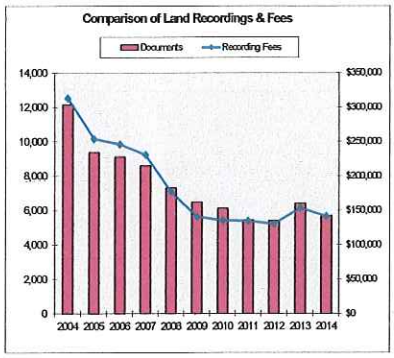
Public Records *$115,060*

- 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 *$41,720*

- Issue marriage licenses, dog and kennel licenses, and 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 2004 through 2014



Elections Support *$43,900*

- Administer absentee ballots
- Manage permanent absentee ballot database and outreach to disabled voters
- Record campaign finance filings for each active political party for municipal elections
- File election documents as required by the Secretary of the State
- Support Special Town Meetings according to State Statutes and the Town Charter
- Support and assist Registrar of Voters as requested.

Notary/Trade Names/Veterans Records *$12,200*

- Register and certify Notary and Justice of the Peace appointments
- Notarize documents in accordance with State Statutes and town policy
- Authenticate signatures of Notaries for documents submitted to foreign countries
- Provide notary applications, manuals and literature
- Issue certificates of trade name and maintain an official database
- Maintain records and a database of Veterans discharge records.

Information Assistance *$70,160*

- 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 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	114,340	113,670	115,910	115,910
Supplies	58,000	59,670	60,200	60,200
Services	78,090	77,090	78,090	78,090
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	900	900	900	900
Total	251,330	251,330	255,100	255,100

* 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 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	181,830	181,830	185,600	185,600
Other General Fund Accounts	51,500	51,500	51,500	51,500
Subtotal: Info. Services General Fund	*233,330*	*233,330*	*237,100*	*237,100*
Grants	-	-	-	-
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Other Funds	18,000	18,000	18,000	18,000
Total	251,330	251,330	255,100	255,100

Personnel Requirements

	FY 2015		FY 2016	
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 and General Fund FY 15 expenditures are expected to come in on budget. The FY 16 overall and General Fund budget reflects an increase of $3,770 or 2.1% as compared to the FY 15 budget and is primarily due to Personal Services costs.

PUBLIC RELATIONS

Products & Services

Support to Town Manager *$84,180*

- 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 *$38,270*

- 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.

Information Services staff played a key role in marketing Windsor's new recycling services as well as fielding inquiries from residents during the transition.

Marketing/Information Assistance *$132,650*

- Encourage greater community engagement and connectivity with town services through online and mobile applications: *Winput* and *SeeClickFix*
- Assist in maintaining Windsor's website including *Windsor E-Mail Direct, E-Gov Direct, E-Calendar, Twitter* and video streaming
- Write and publish three seasonal brochures entitled "There's a lot to do in Windsor," produce an annual Citizen's Guide to the Windsor Town Budget, Budget in Brief, Resident's A to Z Guide to Windsor town services and other public relations materials promoting town services
- Collaborate with the Windsor Chamber of Commerce and Windsor real estate professionals to provide information packets to prospective and new Windsor residents and businesses
- Coordinate marketing efforts with Windsor Public School system
- Develop budget communication methods and materials to educate residents on budget process and value of town services
- Plan Memorial Day and Veteran's Day observances
- Conduct Citizen's Academy to educate citizens on town services
- Assist community groups in special event planning
- Interpret and clarify the town's graphic standards for various departments. Examine language, attitude and presentation to make sure they are consistent with organizational standards
- Promote tourism by coordinating marketing efforts with Windsor Chamber of Commerce
- Produce informational programs highlighting town services for television and video streaming
- Provide technical assistance to other departments in public relations and marketing
- Serve as a public information officer for Mass Dispensing Area #31.

INFORMATION SERVICES

FY 2015 Highlights

An extensive marketing campaign in partnership with Windsor Sanitation was developed to roll-out Windsor's new recycling services and the new "*Big Blue*" 95 gallon single stream recycling containers. Residents were informed of the improved service and new schedule in a variety of ways including the Shad Derby parade "Blues Brothers," printed materials, social media and electronic transmissions.

A contest for the "best re-use of your old orange recycling bin" was held to further promote Windsor's new recycling service as well as increase traffic on *Winput*, the town's citizen engagement site. 170 residents submitted ideas on practical and creative ways to reuse of the bins with more than 400 residents visiting the *Winput* site to vote for the winners.

Town and school officials continued to strengthen a partnership with Windsor real estate professionals at a gathering in November that included a tour of technology classes and meeting many staff and students at Windsor High School.

Election Activity:

Voters went to the polls multiple times in 2014.

1. A Special Election was held on April 11, 2014 to fill a vacant seat in the 61st Assembly District that was created by the passing of Representative Elaine O'Brien. With 363 voters and a 19.97% turnout, District 7 elected Republican Tammy Zawistowski to fill the vacancy.
2. The FY 15 Budget passed May 7th by a vote of 1,371 'Yes' to 739 'No' (10.65% turnout).
3. On August 12, 2014, both the Democratic and Republican parties held primaries that had a 19.51% and 23.51% turnout respectively.
4. On November 4, 2014, 11,275 registered voters out of 20,154 participated in the State Election for a 55.94% turnout. Democratic Governor Dannel P. Malloy defeated the Republican candidate Thomas C. Foley.

Land Activity & Revenues:

The Town Clerk's Office took in 5,672 land recordings during FY 14. This slight decrease of approximately 700 documents from the previous fiscal year was primarily due to the real estate market stalling in FY 14. The revenue generated to the general fund from land recordings decreased due to a decrease in land documents recorded. Conveyance revenue, however, remained strong as a result of several large commercial land transfers. Below is a list showing the activity and revenue of the past years.

Fiscal Year	*No. of Docs. Filed*	*Land Revenue*	*Conveyance Tax Revenue*	*Total*
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*
2013	*6,406*	*$153,079*	*$299,813*	*$452,892*
2014	*5,672*	*$143,821*	*$225,058*	*$368,879*

The FY 14 Targeted Historic Document Grant was awarded to the town for the maximum amount of $7,500. It was utilized to restore historic land deeds from the early 18th and 19th centuries that were in poor condition. In excess of 550 deeds were preserved.

INFORMATION SERVICES

Key Statistics	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target
Land Recordings	5,405	6,406	5,672	5,500	5,800
Dog Licenses	2,780	2,822	2,737	2,750	2,775
Birth, Death & Marriage Certificates	812	832	819	825	830
Notarized Documents	1,606	1,801	1,628	1,575	1,600
Sportsman Licenses	356	333	273	265	250
Citizen Academy Participants	15	14	15	12	15
Referendum Participation	2,263	2,903	2,110	2,300	2,300

Performance Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Estimate	FY 2016 Target
Number of business days to assemble land record books from receipt of documents.	*	1.0 days	1.0 day	1.0 day
Number of calendar days by which land documents are returned to the appropriate party.	*	6.0 days	7.0 days	6.0 days
Number of business days to prepare revenue reports to the state. (State requirement is calendar 15 days.) *Timeline also includes Finance Department check processing time.	*	8.5 days	9.0 days	8.5 days
Number of business days to prepare revenue reports to the town departments.	*	4.0 days	4.0 days	4.0 days
Percentage of requests for copies of land documents or vital records that are responded to with 24 hours.	*	95 %	90 %	95 %

* New performance measures were created for FY 15.

A fun fact about the value of our services…

Financial institutions and attorneys can now benefit from time saving e-recordings which allows for the electronic transfer of land documents that had been historically processed through traditional mail or hand delivery.

FY 2016 Goals

1. Research the implementation and cost effectiveness of potential increased on-line services in the Town Clerk's Office
2. Develop partnership with Windsor High School to leverage student talent in marketing town programs and services.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2015 Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
1304	Town Clerk Copier	93,631	28,000	24,100	97,531	28,000	24,100	101,431
1306	Historic Preservation	7,860	4,500	2,900	9,460	4,500	4,400	9,560
1308	Preservation Microfilming Grant	-	7,500	7,500	-	4,000	4,000	-
		101,491	**40,000**	**34,500**	**106,991**	**36,500**	**32,500**	**110,991**

#1304 - Town Clerk Copier - Funds are derived from fees associated with the use of the Town Clerk copier. These funds are used for the upkeep, maintenance, restoration and preservation of the Town of Windsor's records.

#1306 - Historic Preservation - Funds are derived from fees for land records. The State of CT receives a portion of these funds and the remainder is used to match funds when applying for the Connecticut State Library Historic Documents Preservation Grant.

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program. There are two possible grants that could be received in any one fiscal year - $4,000 for the Targeted grant or up to $50,000 for the Competitive grant.

ADMINISTRATIVE SERVICES

Administrative Services supports town operations by providing other departments with financial, personnel and information resources needed in order to deliver products and services to the community. Administrative Services also protects town assets and its' personnel from risk of loss through risk management services.

Expenditures

	FY 2014	FY 2015		FY 2016	
Expenditures by Category *	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,740,852	1,830,480	1,750,490	1,831,100	1,833,100
Supplies	63,297	61,650	58,380	58,780	73,330
Services	233,008	208,070	217,100	248,380	245,480
Maintenance & Repair	49,934	55,560	56,460	57,970	57,970
Grants & Contributions	-	-	-	-	-
Capital Outlay	65,212	77,000	77,000	67,000	67,000
Energy & Utility	16,026	16,020	15,450	15,840	15,840
Total	2,168,329	2,248,780	2,174,880	2,279,070	2,292,720

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

Funding Sources

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

	FY 2014	FY 2015		FY 2016	
Funding Source	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	1,985,394	2,078,410	1,994,460	2,169,280	2,152,930
Town Support for Education	-	-	-	54,750	54,750
Subtotal: General Fund Budget	1,985,394	2,078,410	1,994,460	2,224,030	2,207,680
Insurance Internal Service Fund	139,257	125,180	124,730	15,000	45,000
Enterprise Funds	43,407	18,490	18,490	13,340	13,340
Special Revenue Funds	271	26,700	37,200	26,700	26,700
Subtotal: Other Funds	*182,935*	*170,370*	*180,420*	*55,040*	*85,040*
Total	2,168,329	2,248,780	2,174,880	2,279,070	2,292,720

Personnel Requirements

	FY 2014	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	16.63	17.00	16.11	16.82	16.82
Regular Part Time Employees	1.70	1.70	1.41	1.70	1.70
Temporary/Seasonal Employees	0.75	0.59	1.27	0.59	0.68
Total	19.08	19.29	18.79	19.11	19.20

Budget Commentary

The overall FY 15 expenditures are expected to come in under budget by $73,900 or 3.3% primarily due to savings in Personal Services. The overall FY 16 budget reflects an increase of $30,290 or 1.3% as compared to the FY 15 budget primarily due to increases in Services mostly as a result of anticipated increased costs for unemployment benefits. The FY 16 General Fund budget reflects an increase of $90,870 or 4.4% mainly due to the Risk Management program being funded by the General Fund.

Council Action

During budget deliberations, the Town Council decreased the funding for Administrative Services by $16,350. Of this amount, $12,000 was decreased for unemployment compensation costs in Human Resources, $30,000 was decreased for Risk Management costs to be paid from the Insurance Internal Service Fund and $25,650 was increased for Tax Collection for the additional tax mailing due to multiple referendums.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,606,548	1,711,480	1,631,760	1,763,750	1,735,750
Supplies	61,559	58,850	55,680	58,300	72,850
Services	213,294	188,330	186,760	232,880	229,980
Maintenance & Repair	49,543	54,060	54,960	57,370	57,370
Grants & Contributions	-	-	-	-	-
Capital Outlay	40,295	52,000	52,000	42,000	42,000
Energy & Utility	14,155	13,690	13,300	14,980	14,980
Total	1,985,394	2,078,410	1,994,460	2,169,280	2,152,930

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	52,350	52,350
Supplies	-	-	-	480	480
Services	-	-	-	460	460
Maintenance & Repair	-	-	-	600	600
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	860	860
Total	-	-	-	54,750	54,750

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	134,304	119,000	118,730	15,000	45,000
Supplies	1,738	2,800	2,700	-	-
Services	19,714	19,740	30,340	15,040	15,040
Maintenance & Repair	391	1,500	1,500	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	24,917	25,000	25,000	25,000	25,000
Energy & Utility	1,871	2,330	2,150	-	-
Total	182,935	170,370	180,420	55,040	85,040

Total Expenditures (agrees with page O-1):

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,740,852	1,830,480	1,750,490	1,831,100	1,833,100
Supplies	63,297	61,650	58,380	58,780	73,330
Services	233,008	208,070	217,100	248,380	245,480
Maintenance & Repair	49,934	55,560	56,460	57,970	57,970
Grants & Contributions	-	-	-	-	-
Capital Outlay	65,212	77,000	77,000	67,000	67,000
Energy & Utility	16,026	16,020	15,450	15,840	15,840
Total	2,168,329	2,248,780	2,174,880	2,279,070	2,292,720

ADMINISTRATIVE SERVICES
Budget Information
Fiscal Year 2012-2016

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	1,647,067	1,720,218	1,740,852	1,830,480	1,750,490	1,831,100	1,833,100
Supplies	54,791	47,954	63,297	61,650	58,380	58,780	73,330
Services	184,994	178,541	233,008	208,070	217,100	248,380	245,480
Maintenance & Repair	8,974	50,407	49,934	55,560	56,460	57,970	57,970
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	22,777	27,916	65,212	77,000	77,000	67,000	67,000
Energy & Utility	14,310	15,216	16,026	16,020	15,450	15,840	15,840
Total	1,932,913	2,040,252	2,168,329	2,248,780	2,174,880	2,279,070	2,292,720

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

Funding Sources

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

Funding Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund	1,773,588	1,902,336	1,985,394	2,078,410	1,994,460	2,169,280	2,152,930
Town Support for Education	-	-	-	-	-	54,750	54,750
Subtotal: Adm. Services Gen. Fund	*1,773,588*	*1,902,336*	*1,985,394*	*2,078,410*	*1,994,460*	*2,224,030*	*2,207,680*
Insurance Internal Service Fund	140,620	119,067	139,257	125,180	124,730	15,000	45,000
Enterprise Funds	18,490	18,490	43,407	18,490	18,490	13,340	13,340
Other Funds	215	359	271	26,700	37,200	26,700	26,700
Subtotal: Other Funds	*159,325*	*137,916*	*182,935*	*170,370*	*180,420*	*55,040*	*85,040*
Total	1,932,913	2,040,252	2,168,329	2,248,780	2,174,880	2,279,070	2,292,720

FINANCIAL ACCOUNTING AND REPORTING

The Financial Accounting and Reporting division ensures the proper accounting of the town's financial records and provides fiscal and related services to employees, vendors and other departments. This division also apprises the town manager, staff, town council and public of the overall fiscal status and performance of the town.

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	632,880	569,070	615,130	615,130
Supplies	15,050	13,500	14,800	14,800
Services	32,510	37,000	33,460	33,460
Maintenance & Repair	43,920	45,520	46,060	46,060
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,700	3,700	3,700	3,700
Total	728,060	668,790	713,150	713,150

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

Funding Sources

The General Fund is the primary funding source for the Accounting Department. A small portion for cash management and record keeping required is funded by the Insurance Internal Service Fund under the self-insurance program.

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	713,060	653,790	698,150	698,150
Insurance Internal Service 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	728,060	668,790	713,150	713,150

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.38	5.82	5.82
Regular Part Time Employees	0.47	0.28	0.47	0.47
Temporary/Seasonal Employees	0.39	0.75	0.39	0.39
Total	6.86	6.41	6.68	6.68

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $59,270 or 8.1% primarily due to savings in Personal Services. The overall FY 16 budget reflects a decrease of $14,910 or 2.0% as compared to the FY 15 budget due to reallocating funding to the Human Resources budget for anticipated increased unemployment costs.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis *$299,070*

- 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 $119 million and produce accounts receivable reports for town services
- Promote cost containment by providing cost accounting services to each service unit.

Audit *$92,280*

- Assist the independent auditor during fieldwork and with preparation of the annual financial statements
- Prepare records and statements required for GASB 68 and GASB 71.

Payroll & Benefits *$110,090*

- 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 *$25,780*

- 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 *$11,540*

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

Budgeting *$174,390*

- Coordinate the preparation of the town's annual General Fund and related budgets
- Monitor revenues and expenditures for all town funds
- Provide the technical financial assistance necessary for the preparation of the Capital Improvement Program.

HUMAN RESOURCES

Human Resources assists departments and the town manager in the recruitment, selection, retention and training of town employees. It also administers employee benefit plans including health, disability and life insurance and implements employee involvement and quality service initiatives. Equitable and cooperative labor relations are promoted by the department through collective bargaining and contract administration while ensuring compliance with state and federal labor and employment laws.

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	334,440	324,170	337,180	337,180
Supplies	3,360	3,370	3,450	3,450
Services	52,480	46,480	89,210	77,210
Maintenance & Repair	6,440	6,440	6,700	6,700
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,600	2,600	2,600	2,600
Total	399,320	383,060	439,140	427,140

* 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 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	399,320	383,060	439,140	427,140
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	399,320	383,060	439,140	427,140

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.73	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	0.22	-	-
Total	3.00	2.95	3.00	3.00

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $16,260 or 4.1%, due to a staff member being on worker's compensation leave for part of the year. The FY 16 budget reflects an increase of $39,820 or 10.0% as compared to the FY 15 budget primarily due to anticipated increased costs for unemployment benefits that are partially offset by reallocating funding from the Financial Accounting and Reporting budget.

Council Action

During budget deliberations, the Town Council decreased the funding for Human Resources by $12,000 for reduced unemployment compensation costs.

HUMAN RESOURCES

Products & Services

Recruitment and Selection *$92,780*

- Recruit and select qualified applicants through advertising and the posting of job announcements; answering telephone, mail and walk-in inquiries; reviewing and processing applications; interviewing and testing; background and reference checking and final hiring
- Maintain hiring statistics and workforce demographic data in compliance with Equal Employment Opportunity reporting requirements.

Employee Relations *$75,040*

- Administer three labor contracts for the Town of Windsor: WPDEA (Police), UPSEU Local 424, Unit 10 (public safety dispatchers) and Teamsters Local 671 (public works and clerical), coordinate grievance and labor board hearings and contract negotiations
- Provide advice and direction to administrative staff on personnel policies and regulations
- Provide assistance with employee counseling, discipline issues and coordination of grievance processing
- Update administrative and personnel policies in accordance with legal developments, governmental mandates and best practices.

Employee Benefits Administration *$78,860*

- Research enhancements and cost saving measures and make recommendations as needed
- Monitor benefit trends and analyze impact of benefit modifications
- Educate employees about existing town benefits and ongoing benefit changes
- Coordinate enrollment meetings and process all changes
- Coordinate disability claims processing and verify and process all benefit invoices for payment.

Training and Employee Development *$54,480*

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

Unemployment Compensation *$49,270*

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

Classification and Salary Administration *$48,140*

- 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 *$28,570*

- Ensure compliance with state and federal mandates such as the Patient Protection and Affordable Care Act (PPACA), Americans with Disabilities Act (ADA), the Family Medical Leave Act (FMLA), the Department of Transportation (DOT) regulations on drug & alcohol testing, Consolidated Omnibus Budget Reconciliation Act (COBRA), Health Insurance Portability and Accountability Act (HIPAA), Connecticut Civil Union law and all state and federal labor laws.

INFORMATION TECHNOLOGY

Information Technology provides departments with networking services, application support and helpdesk services.

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	317,620	316,510	322,350	322,350
Supplies	4,000	4,000	4,000	4,000
Services	66,290	66,290	75,000	75,000
Maintenance & Repair	3,000	3,000	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	77,000	77,000	67,000	67,000
Energy & Utility	3,900	3,900	3,900	3,900
Total	471,810	470,700	475,250	475,250

* 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 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Admin. Services	428,320	427,210	436,910	436,910
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	18,490	18,490	13,340	13,340
Use of Police Private Duty Account	25,000	25,000	25,000	25,000
Subtotal: Other Funds	*43,490*	*43,490*	*38,340*	*38,340*
Total	471,810	470,700	475,250	475,250

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 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 15 expenditures are expected to come in under budget by $1,110 or 0.2% due to savings in Personal Services costs. The FY 16 General Fund budget reflects an increase of $8,590 or 2.0% as compared to the FY 15 budget due to increases in Personal Services, equipment maintenance and software subscription costs. Also contributing to this increase is the elimination of account charges to the Adult Day Care and Child Day Care Enterprise Funds to assist with balancing their FY 16 budgets. The increases in FY 16 are offset due to the elimination of a FY 15 one-time expenditure for internet and broadband connectivity upgrades at the Public Saferty Complex.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support *$118,360*

- Provide departments with short and long-term consultation in evaluating, maintaining and updating department specific applications
- Support information systems, applications and security
- Assist departments in developing custom databases and applications
- Administer technology purchasing
- Support the police department's state, internal and mobile applications
- Provide mapping applications to assessor, development services and police departments.

Enterprise Networking and Systems *$213,040*

- Provide 24-hour, 7-days-a-week access to town applications
- Manage Local Area Networks (LAN) used by town staff at offices in ten locations
- Provide 24-hour, 7-days-a-week access to the Wide Area Network (WAN)
- Support wireless hardware and software used by the Public Safety Department for mobile applications including dispatch, field reporting and querying state maintained information
- Provide system security including virus protection, patch management and filtering
- Provide data backup and recovery services for all information systems
- Provide database administration
- Provide Internet infrastructure maintenance, management and security
- Provide infrastructure support for the phone system
- Provide connectivity and access to staff via Virtual Private Network.

Support Services *$77,770*

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

Capital Outlay *$66,080*

- Purchase, deploy/redeploy and upgrade town hardware, computers, printers and peripherals.

Information Technology Account Charges	
Child Day Care Enterprise Fund	$0
Adult Day Care Enterprise Fund	$0
Landfill Enterprise Fund	$13,340
Use of Private Duty Account	$25,000
Total Charges to Other Funds	$38,340

RISK MANAGEMENT

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

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	129,000	128,730	130,880	130,880
Supplies	1,200	1,200	1,200	1,200
Services	1,150	1,150	1,150	1,150
Maintenance & Repair	1,500	1,500	1,500	1,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,330	2,150	2,150	2,150
Total	135,180	134,730	136,880	136,880

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

Funding Sources

Funding sources for FY 16 consist of the General Fund and Town Support for Education.

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	25,000	25,000	82,130	52,130
Town Support for Education	-	-	54,750	54,750
Subtotal: Risk Mngt. General Fund Budget	25,000	25,000	136,880	106,880
Insurance Internal Service Fund	110,180	109,730	-	30,000
Enterprise Funds	-	-	-	-
Subtotal: Other Funds	*110,180*	*109,730*	-	*30,000*
Total	135,180	134,730	136,880	136,880

Personnel Requirements

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

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $450 or 0.3%. The overall FY 16 budget reflects an increase of $1,700 or 1.3% due to salary and benefit cost increases. The FY 16 General Fund budget reflects an increase of $111,880 due to fully funding this program from the General Fund and Town Support for Education as opposed to use of the Insurance Internal Service Fund.

Council Action

During budget deliberations, the Town Council decreased the funding for Risk Management by $30,000 and use the Insurance Internal Service Fund.

RISK MANAGEMENT

Products and Services

Insurance *$41,070*

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

Security and Statutory *$27,370*

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

Employee Safety *$41,060*

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

Loss Control *$27,380*

- Inspect and evaluate various town properties for loss exposures
- Investigate property and liability losses to develop corrective actions
- Review standard operating procedures for safety and regulatory compliance
- Coordinate and conduct accident reduction activities in relation to property and liability exposures
- Investigate property and liability losses to develop corrective actions
- Review standard operating procedures for safety and regulatory compliance
- Coordinate and conduct accident reduction activities in relation to property and liability exposures.

PROPERTY VALUATION

Through the Assessor's Office, the property valuation program determines and maintains accurate and equitable valuations of all property in Windsor and provides for appropriate tax relief by administering various exemptions and benefits to qualified taxpayers.

Expenditures

	FY 2015		FY 2016	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	216,500	215,710	222,620	222,620
Supplies	7,840	4,610	5,130	5,130
Services	23,860	24,480	24,180	24,180
Maintenance & Repair	300	-	710	710
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,890	1,500	1,890	1,890
Total	250,390	246,300	254,530	254,530

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

Funding Sources

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

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	248,690	244,600	252,830	252,830
Other Funds	1,700	1,700	1,700	1,700
Subtotal: Other Funds	*1,700*	*1,700*	*1,700*	*1,700*
Total	250,390	246,300	254,530	254,530

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.53	0.53	0.53	0.53
Temporary/Seasonal Employees	-	-	-	-
Total	2.53	2.53	2.53	2.53

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $4,090 or 1.6%, primarily due to savings in Supplies and Personal Services. The FY 16 budget reflects an increase of $4,140 or 1.7% as compared to the FY 15 budget due to increases in Personal Services.

PROPERTY VALUATION

Products and Services

Property Valuation *$187,760*

- Develop and maintain valuations for 12,148 real estate, 26,987 motor vehicle and 1,258 personal property accounts
- Maintain and enhance the town Geographic Information System (GIS)/Assessment web site.

Exemptions & Benefits *$66,770*

- Administer various exemptions to over 2,800 veteran, elderly, blind and disabled taxpayers with total benefits exceeding $300,000.

TAX COLLECTION

The Tax Collector's Office is responsible for collecting property taxes which provide support for the educational system and town-wide municpal services.

Expenditures

Expenditures by Category *	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	200,040	196,300	202,940	204,940
Supplies	30,200	31,700	30,200	44,750
Services	31,780	41,700	25,380	34,480
Maintenance & Repair	400	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,600	1,600	1,600	1,600
Total	264,020	271,300	260,120	285,770

* 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.

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Admin. Services	264,020	260,800	260,120	285,770
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Special Revenue Fund	-	10,500	-	-
Subtotal: Other Funds	-	*10,500*	-	-
Total	264,020	271,300	260,120	285,770

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.70	0.60	0.70	0.70
Temporary/Seasonal Employees	0.20	0.30	0.20	0.29
Total	2.90	2.90	2.90	2.99

Budget Commentary

The overall FY 15 expenditures are expected to come in over budget by $7,280 or 2.8%, due to unbudgeted expenses related to the April 2015 tax sale. These expenses are expected to be recovered from the purchasers of the properties during the tax sale process. The FY 15 General Fund expenditures are expected to come in under budget by $3,220 or 1.2%, due to savings in Personal Services offset by increased costs for a new leased printer. The FY 16 budget reflects a decrease of $3,900 or 1.5% as compared to the FY 15 budget, primarlily due to the elimination of the annual State of Connecticut Department of Motor Vehicle reporting fee.

Council Action

During budget deliberations, the Town Council increased the funding for Tax Collection by $25,650 for the additional tax mailing.

TAX COLLECTION

Products and Services

Current Tax Collection *$66,300*

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

Delinquent Tax Collection *$134,160*

- Use a variety of methods and procedures such as updating new addresses, mailing delinquent tax notices, issuing alias tax warrants through state marshals and constables, recording liens against real estate with the Town Clerk's office and conducting tax sales in an attempt to collect the balance of the total tax levy

Parking Tickets *$2,700*

- Collect parking tickets fees for the police department.

Tax Billing Preparation *$82,610*

- Prepare consolidated tax statements for leasing companies and banks acting as escrow agents in anticipation of annual tax billing
- Mail more than 45,000 tax bills.

ADMINISTRATIVE SERVICES

FY 2015 Highlights

Tax Collection
The Tax Office conducted a delinquent property tax sale in the Spring of 2015. The accounts fitting the criteria for tax sale had taxes, interest and fees in excess of $700,000 due to the town.

Finance and Accounting
In an effort to gain process improvements and efficiencies, the Finance Department conducted requests for proposals and selected Fiduciary Investment Advisors to provide investment management services and Wells Fargo Bank to provide custodial banking services for the town's defined benefit retirement plan.

$4,290,000 in general obligation debt was refinanced, resulting in debt services savings of approximately $250,000.

Risk Management
Recent changes in work zone flagger requirements have mandated that the town provide certified flagger training. All Public Works employees have been through this training, and will be required to review the training materials every other year. This training makes employees more aware of work zone hazards and brings the Town into OSHA compliance in this important area. Led a task team with Board of Education participation to review safety procedures at the L.P. Wilson Community Center.

Human Resources
Successfully completed negotiations with the public safety dispatchers bargaining unit and avoided arbitration.

Coordinated negotiations with the public works and clerical bargaining unit.

Conducted recruitments for several police officer positions, two sergeant promotions, and helped facilitate the recruitment and selection of a new police chief.

Information Technology
Updated town staff and public computer labs to the latest Microsoft Office products and management tools.

Connected to the state maintained Nutmeg network. This provides the town with the framework to share secure regional applications and a high speed internet connection.

Implemented new technologies that focus on business continuity and disaster recovery to minimize down time and data loss in the event of a critical infrastructure failure.

Property Valuation
The Assessor's office conducted a detailed field review of all business personal property accounts resulting in approximately 40 additional accounts and increased revenue to the town.

Personal property audits were conducted through an outside vendor. Six audits were completed and additional audits will be completed in FY 16.

The Assessor's Office helped to promote the income tax preparation special assistance offered at the senior center by including information about it in their annual letter to participants of the senior tax relief program.

ADMINISTRATIVE SERVICES

Key Statistics	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target
Number of staff and public desktops supported	Staff 260 Public 80	Staff 260 Public 80	Staff 260 Public 80	Staff 260 Public 80	Staff 260 Public 80
Average investment yield	0.5%	.35%	.20%	.20%	.25%
Bonded debt per capita	$1,323	$1,401	$1,352	1,400	1,491
Debt as a percent of total budget	6.0%	5.7%	6.1%	5.9%	6.3%
Investment income for the General Fund	$0.15 M	$0.13 M	$0.15 M	$0.15 M	$0.15 M
Net Grand List growth (October 1 to Sept. 30)	0.32%	0.37%	0.35%	0.40%	0.69%
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	40,739	40,304	40,323	40,356	40,393
Total loss time claims	10	13	15	13	15
Total Worker Compensation claims	80	141	134	125	125
Number of full time positions posted	10	10	15	13	15
Number of job applications processed	1,304	950	1,041	660	775
Full time employee turnover rate	3.2%	2.2%	4.9%	4.9%	4.3%

Performance Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Estimate	FY 2016 Target
Availability of network data access (% of time)	99%	99%	99%	99%
Total revenue collected in the Current Levy category as a % of what was billed	98.74%	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	51	38	35	32
Time to hire from job posting closing date to job offer	4.25 weeks	4.25 weeks	5.5 weeks	4.5 weeks
Percent of full time employees completing trial period (measures quality of hire)	100%	100%	100%	100%

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

The Tax Collector's Department staff assisted in providing valuable public information about "Big Blue" and the town's new recycling services to the high volume of visitors to the tax office last summer.

ADMINISTRATIVE SERVICES

FY 2016 Goals

1. Monitor employee benefit trends and Health Care Reform provisions. Ensure the town's benefits are in compliance with recommend measures to contain costs while maintaining competitive benefits

2. Prepare for collective bargaining with dispatchers and police officer employee groups

3. Work to reduce the two major worker compensation injury types; slips, trips and falls, and materials handling, through training and making physical changes in the workplace when needed

4. Update the town's procurement policy and procedures manual to better conform to current purchasing standards and practices

5. Ensure that all property values are fair and equitable and assessed according to Connecticut State Statues so that every property owner contributes their appropriate share of the total property tax burden. This is accomplished in part by physical inspection of all recent property sales as well performing assessment/sales ratio (ASR) studies that conform to industry standards. In part the standards say that the ASR should be within 10% of the median ratio.

6. Further extend mobile computing to provide Development Services staff with remote access to information and applications in the field

7. Optimize business continuity and disaster recovery plans. Develop, implement and practice procedures to minimize down time and data loss in the event of a critical infrastructure failure.

SPECIAL REVENUE FUNDS

Administrative Services

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
1650	Assessor's Coin-Op Copiers	4,409	1,700	1,700	4,409	1,700	1,700	4,409
1651	Delinquent Property Tax Sale	-	10,500	10,500	-	-	-	-
		4,409	**12,200**	**12,200**	**4,409**	**1,700**	**1,700**	**4,409**

#1650 - Assessor's Coin-Op Copiers - Revenues are generated by fees obtained from use of the copying machine (GIS maps, etc.) This fund is used toward the purchase of supplies and for the costs associated with the copier maintenance agreements.

#1651 - Delinquent Property Tax Sale - A public auction was conducted by the tax collector in the Spring of 2015 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale will be applied to clear the back taxes and release the tax liens. This fund listed above represents the estimated expenses and expense recoveries from the buyers for this sale.

GENERAL GOVERNMENT

General Government programs provide funds for the activities of the town's elected officials and appointed boards and commissions as well as the operations of the Town Manager's Office. General Government also includes funding for the Town Attorney, Treasurer, Probate Court and Independent Auditor.

	FY 2014	FY 2015		FY 2016	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Town Council	14,974	17,820	15,350	19,170	18,170
Boards and Commissions	11,448	19,440	16,250	18,990	16,990
Probate Court	3,915	6,600	6,600	7,040	7,040
Elections	115,720	122,850	122,850	130,970	130,970
Counsel and Legal Advice	158,396	163,750	163,750	164,990	163,990
Town Manager's Office	430,339	435,550	378,960	442,170	442,170
Town Treasurer's Office	3,732	6,790	6,790	6,860	6,860
Independent Audit	20,860	20,470	20,470	21,680	21,680
Intergovernmental Services	42,599	42,790	42,600	44,600	44,600
Community Services	113,667	113,550	113,550	113,550	113,550
Total General Fund	915,650	949,610	887,170	970,020	966,020
Town Support for Education and Charges to Other Departments	49,035	52,540	52,540	54,020	54,020
Special Revenue & Other Funds	66,330	11,330	10,950	11,330	11,330
Total Expenditures	1,031,015	1,013,480	950,660	1,035,370	1,031,370

Council Action

During budget deliberations, the Town Council decreased the funding for General Government by $4,000. Of this amount, $1,000 was decreased for Town Council, $2,000 for Boards & Commissions, and $1,000 for Counsel & Legal Advice.

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	515,150	521,300	466,720	533,860	533,860
Supplies	19,068	25,260	23,200	27,390	27,390
Services	256,662	273,020	267,370	278,610	274,610
Maintenance & Repair	-	3,000	3,200	3,200	3,200
Grants & Contributions	113,667	113,550	113,550	113,550	113,550
Capital Outlay	-	-	-	-	-
Energy & Utility	11,103	13,480	13,130	13,410	13,410
Total	915,650	949,610	887,170	970,020	966,020

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	3,425	6,460	6,460	6,530	6,530
Supplies	-	-	-	-	-
Services	45,610	46,080	46,080	47,490	47,490
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	49,035	52,540	52,540	54,020	54,020

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	-	200	200	200	200
Services	11,330	11,130	10,750	11,130	11,130
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	50,000	-	-	-	-
Capital Outlay	5,000	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	66,330	11,330	10,950	11,330	11,330

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	518,575	527,760	473,180	540,390	540,390
Supplies	19,068	25,460	23,400	27,590	27,590
Services	313,602	330,230	324,200	337,230	333,230
Maintenance & Repair	-	3,000	3,200	3,200	3,200
Grants & Contributions	163,667	113,550	113,550	113,550	113,550
Capital Outlay	5,000	-	-	-	-
Energy & Utility	11,103	13,480	13,130	13,410	13,410
Total	1,031,015	1,013,480	950,660	1,035,370	1,031,370

GENERAL GOVERNMENT
Budget Information
Fiscal Year 2012-2016

Expenditures

Expenditures by Category *	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	491,301	541,502	518,575	527,760	473,180	540,390	540,390
Supplies	25,270	33,266	19,068	25,460	23,400	27,590	27,590
Services	281,175	291,168	313,602	330,230	324,200	337,230	333,230
Maintenance & Repair	-	-	-	3,000	3,200	3,200	3,200
Grants & Contributions	94,646	109,069	163,667	113,550	113,550	113,550	113,550
Capital Outlay	-	-	5,000	-	-	-	-
Energy & Utility	9,293	9,257	11,103	13,480	13,130	13,410	13,410
Total	901,685	984,262	1,031,015	1,013,480	950,660	1,035,370	1,031,370

* 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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund	843,390	924,150	915,650	949,610	887,170	970,020	966,020
Town Support For Education	47,703	49,214	49,035	52,540	52,540	54,020	54,020
Subtotal: Gen. Govt. Gen. Fund	891,093	973,364	964,685	1,002,150	939,710	1,024,040	1,020,040
Special Rev. & Other Funds	10,592	10,898	66,330	11,330	10,950	11,330	11,330
Total	901,685	984,262	1,031,015	1,013,480	950,660	1,035,370	1,031,370

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	1,480	1,100	600	1,530	1,530
Services	9,998	11,200	9,230	12,140	11,140
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	5,000	-	-	-	-
Energy & Utility	3,496	5,520	5,520	5,500	5,500
Total	19,974	17,820	15,350	19,170	18,170

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

Funding Sources

Town Council expenditures are funded by the General Fund and Special Revenue Funds.

Funding Source:	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Town Council	14,974	17,820	15,350	19,170	18,170
Special Revenue Funds	5,000	-	-	-	-
Total	19,974	17,820	15,350	19,170	18,170

Products and Services

The Town Council is the town's legislative and policy making body composed of nine volunteers elected at large for terms of two years. The mayor is selected by the other members of the council. Responsibilities include:

- Establishment and review of policies and measures that promote the health, safety and welfare of all Windsor residents
- Appropriation of funds for town services and programs
- Appointment of a town manager, town attorney, clerk of the council, town treasurer and members of various boards and commissions.

Budget Commentary

The FY 15 General Fund expenditures are expected to come in under budget by $2,470 or 13.9%. This is primarily due to less use of supplies, postage and printing. The FY 16 budget reflects an increase of $1,350 or 7.6% as compared to the FY 15 budget mostly due to increased costs for election year related expenses such as nameplates and business cards for new council members.

Council Action

During budget deliberations, the Town Council decreased the funding for Town Council by $1,000.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	1,260	2,360	1,790	2,210	2,210
Services	10,128	17,020	14,020	16,720	14,720
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	900	900	900	900	900
Total	12,288	20,280	16,710	19,830	17,830

* 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Boards and Commissions	11,448	19,440	16,250	18,990	16,990
Special Revenue Funds	840	840	460	840	840
Total	12,288	20,280	16,710	19,830	17,830

Products and Services

There are currently 23 boards, commissions and committees serving the Town of Windsor. Responsibilities include:

- Hearing appeals and rendering decisions on orders issued by the town staff
- Advising the town council, town manager and town staff on specific policies
- Conducting public hearings and granting approvals for proposed or existing activities
- Presiding over specific activities and functions as mandated in the Town Charter, State of Connecticut General Statutes and local ordinances.

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $3,570 or 17.6%. This is primarily due to boards under-utilizing special project funding. The FY 16 budget reflects a decrease of $450 or 2.2% as compared to the FY 15 budget.

Council Action

During budget deliberations, the Town Council decreased the funding for Boards and Commissions by $2,000.

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	3,915	6,600	6,600	7,040	7,040
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	3,915	6,600	6,600	7,040	7,040

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

Funding Sources

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

Personnel Requirements

Probate staff, including one Judge and several clerks are exempt and are not considered town employees. Probate Court salaries are paid by the state court system.

Products and Services

The Probate Court of the District of Windsor was established July 4, 1855 and was located in the Windsor Town Hall. In 2010 the Windsor Court was consolidated with the towns of South Windsor and East Windsor. In January 2011 this district court was relocated to the South Windsor Town Hall and named the Greater Windsor Probate Court. The judge of probate is elected by the residents of the three communities for a four-year term. Responsibilities include:

- Oversight of the probate of wills and administration of estates of deceased persons
- Appointment of administrators, executors, trustees, conservators and guardians
- Presiding over the adoption process
- Ordering the commitment of mentally ill persons to private and state institutions
- Assisting and advising town staff on matters related to specific cases of individual health, safety and welfare.

The district prepares the budget based on projected costs. The particpating towns get invoiced based on actual costs.

Budget Commentary

The FY 15 expenditures are expected to come in on budget. The town's share of the district court's budget for FY 16 is $7,040, which is 45.2% of the district court budget of $15,559. The district Probate Court requests a proportionate share as per Connecticut General Statutes 45a-8, which will be allocated between the serving towns of Windsor, East Windsor and South Windsor. The figures from the Assessor's Grand List of October 1, 2014 were utilized to obtain Windsor's 45.2% proportionate figure of $7,040.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	94,206	96,140	96,140	101,960	101,960
Supplies	13,418	15,600	15,600	17,700	17,700
Services	5,663	5,610	5,410	5,610	5,610
Maintenance & Repair	-	3,000	3,200	3,200	3,200
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,433	2,500	2,500	2,500	2,500
Total	115,720	122,850	122,850	130,970	130,970

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

Funding Sources

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

Personnel Requirements

Elections staff, including two elected registrars, two deputy registrars and election workers are exempt and are not considered town employees.

Products and Services

The Office of the Registrar of Voters is located in the Windsor Town Hall and is staffed by two elected registrars and two deputy registrars. The registrars supervise all elections and keep the records of approximately 21,000 registered voters. Funds are included for supplies, payroll for election workers and the costs of the annual enumeration (counting of voters).

Budget Commentary

The FY 15 expenditures are expected to come in on budget. The FY 15 estimate includes the following elections: a state primary in August 2014, a state election in November 2014 and one budget referendum in May 2015. The FY 16 expenditures reflect an $8,120 or 6.6% increase over the FY 15 budget due to the presidential primary that requires more poll workers and ballots and for poll worker training. The FY 16 budget includes the following elections: a municipal election in November 2015, a presidential primary in March 2016, and a budget referendum in May 2016.

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	2,021	4,000	4,000	4,000	4,000
Services	176,335	180,490	180,490	182,150	181,150
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	178,356	184,490	184,490	186,150	185,150

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

Funding Sources

Funding Source:	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Gen. Fund - Counsel & Legal Advice	158,396	163,750	163,750	164,990	163,990
Town Support for Education	19,960	20,740	20,740	21,160	21,160
Total: General Fund Budget	178,356	184,490	184,490	186,150	185,150

Products and Services

The town attorney is the legal advisor of the town council, board of education, town manager, other town officials and boards and commissions. Appointed by the town council for a two-year term, the town attorney protects the rights of the town in actions, suits or proceedings brought by or against it or any of its departments, officers, agencies or boards and commissions. Responsibilities include:

- Representing the town in suits, litigation, hearings and labor matters
- Advising the town on policy issues and questions of law
- Preparing or approving contracts or other instruments in which the town has an interest
- Appealing orders, decisions and judgments (upon approval of town council)
- Compromising or settling any claims by or against the town (upon approval of town council)
- Coordinating outside legal services for the town.

Budget Commentary

The breakdown of the town attorney's budget is as follows:

	FY 15	FY 16
Retainer	82,975	84,626
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	140,085	141,736

The remainder of the FY 15 and the FY 16 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 decreased the funding for Counsel & Legal Advice by $1,000.

TOWN MANAGER'S OFFICE

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	417,512	418,670	364,090	425,340	425,340
Supplies	889	2,400	1,410	2,150	2,150
Services	7,964	10,220	9,550	10,470	10,470
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,974	4,260	3,910	4,210	4,210
Total	430,339	435,550	378,960	442,170	442,170

* 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Exempt - Town Manager	1.00	1.00	1.00	1.00	1.00
Regular Full Time Employees	2.00	2.00	1.50	2.00	2.00
Regular Part Time Employees	0.40	0.40	0.40	0.40	0.40
Total FTEs	3.40	3.40	2.90	3.40	3.40

Products and Services

The town manager is the Chief Executive Officer of the town and is responsible to the town council for the administration of all designated departments, agencies and offices. Responsibilities include:

Town Council

- Propose the adoption of policies to improve the health, safety and welfare of the town and uphold those policies adopted by council
- Keep council informed of the financial condition and future needs of the town
- Communicate the policies and financial plans of the town by submission of the annual budget
- Provide processes for the efficient and effective purchase of supplies using budgeted funds.

Town Staff

- Serve the needs of the community by hiring qualified and competent individuals
- Create an environment that encourages town employees to focus on the customer, delivery of superior services, to strive for continuous improvement and to recommend increasingly efficient uses of resources.

Community

- Guide the balanced growth of Windsor by the promoting economic development effort
- Represent Windsor among other towns, states and regional organizations to exchange effective ideas and to promote policies
- Serve residents by keeping the community informed of town matters, encouraging dialogue between citizens and municipal officers and improving the quality and range of public service.

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $56,590 or 13.0% primarily due to a partial year vacancy. The FY 16 budget reflects an increase of $6,620 or 1.5% mostly due to Personal Services.

TREASURER

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	6,857	12,920	12,920	13,060	13,060
Supplies	-	30	30	30	30
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	300	300	300	300	300
Total	7,157	13,250	13,250	13,390	13,390

* 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - Treasurer	3,732	6,790	6,790	6,860	6,860
Town Support for Education	3,425	6,460	6,460	6,530	6,530
Total: Gen. Fund Budget	7,157	13,250	13,250	13,390	13,390

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Regular Full Time Employees	-	-	-	-	-
Part Time and Temporary	0.07	0.21	0.21	0.21	0.21
Total	0.07	0.21	0.21	0.21	0.21

Products and Services

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 15 expenditures are expected to come in on budget. The FY 16 budget reflects an increase of $140 or 1.1% as compared to the FY 15 budget due to Personal Services.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	57,000	56,300	56,300	58,500	58,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	57,000	56,300	56,300	58,500	58,500

* 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund – Audit	20,860	20,470	20,470	21,680	21,680
Town Support for Education	25,650	25,340	25,340	26,330	26,330
Subtotal: Gen. Fund Budget	*46,510*	*45,810*	*45,810*	*48,010*	*48,010*
Charges to:					
Landfill Enterprise Fund	4,490	4,490	4,490	4,490	4,490
Caring Connection Enterprise Fund	3,000	3,000	3,000	3,000	3,000
Day Care Enterprise Fund	3,000	3,000	3,000	3,000	3,000
Subtotal: Other Funds	*10,490*	*10,490*	*10,490*	*10,490*	*10,490*
Total	57,000	56,300	56,300	58,500	58,500

Products and Services

An annual audit is conducted by an independent public accounting firm appointed by the town council. The auditor ensures the lawful expenditure of local revenues as well as state and federal grants. The auditor also reports on management or record keeping practices that need improvement. The auditing entity does this by:

- Auditing general purpose financial statements and all governmental, proprietary, fiduciary funds and account groups of the town and board of education
- Assisting town staff in the preparation of the Comprehensive Annual Financial Report (CAFR)
- Conducting federal and state single audits and preparing required reports
- Conducting compliance audits as applicable in accordance with Generally Accepted Accounting Principles (GAAP)
- Reviewing State Department of Education reports including the ED001, ED006 and DTL forms
- Preparing a management letter that includes audit findings and recommendations affecting internal controls, accounting systems and legality of actions.

Budget Commentary

The FY 15 expenditures are expected to come in on budget. These expenditures are costs incurred for the audit of the FY 14 financial statements. The FY 16 budget reflects a $2,200 or 3.9% increase as compared to the FY 15 budget. These funds will be used to pay costs incurred for the audit of the FY 15 financial statements. The FY 16 budget represents the second year of a three year audit service agreement the town council approved in March 2014.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	42,599	42,790	42,600	44,600	44,600
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	42,599	42,790	42,600	44,600	44,600

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

Funding Sources

Intergovernmental Services expenditures are funded solely by the General Fund.

Products and Services

Intergovernmental Services are funds that assist the town in developing and maintaining effective, cooperative relationships with federal, state, regional and other town governments and in obtaining maximum intergovernmental support and research for town programs. The forums and mechanisms for these cooperative relationships include:

- Ongoing review of federal and state proposed legislation, regulations, rate setting activities and regional affairs, taking appropriate steps to serve the town's interests
- Contributions to the Capitol Region Council of Governments
- Contributions to the Connecticut Conference of Municipalities for membership
- Contributions to the Greater Hartford Transit District.

Budget Commentary

Services:	FY 2015 Budget	FY 2016 Budget
Capitol Region Council of Governments	19,840	21,650
Connecticut Conference of Municipalities	19,170	19,170
Greater Hartford Transit District	3,780	3,780
	42,790	*44,600*

COMMUNITY SERVICES

Expenditures

Expenditures by Category*	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	163,667	113,550	113,550	113,550	113,550
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	163,667	113,550	113,550	113,550	113,550

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

Funding Sources

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

Funding Source:	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Gen. Fund - Community Services	113,667	113,550	113,550	113,550	113,550
Special Revenue Funds	50,000	-	-	-	-
Total	163,667	113,550	113,550	113,550	113,550

	Budget FY 2015	Adopted FY 2016
Archer Memorial A.M.E. Zion Church Supports Windsor Freedom Trail activities given that Windsor has six official Freedom Trail sites on the Connecticut Freedom Trail. *Requested $4,110*	$3,700	$3,700
Ascend Mentoring Provides mentoring and support services for Windsor's at risk youth and their families. *Requested $5,000*	$0	$0
Celebrate Wilson Supports an event in the Wilson section of town. *Requested $1,000*	$1,000	$1,000
Cable Television - WIN-TV Contributes to WIN-TV, Windsor's local cable station. *Requested $5,000*	$4,500	$4,500
Community Health Resources Supports mental health services for Windsor residents. *Requested $12,500*	$12,500	$12,500
Farmington River Watershed Supports the restoration and conservation of the natural resources of this watershed. *Requested $1,860*	$1,860	$1,860
Fire Explorers Provides personal development and teamwork programs to Windsor youth. *Requested $10,000*	$10,000	$10,000
First School Society Supports maintenance efforts at the Palisado Cemetery. *Requested $810*	$810	$810
First Town Downtown Supports community efforts to revitalize downtown businesses. *Requested $20,000*	$20,000	$20,000
Hartford Interval House Provides services to Windsor residents who are victims of domestic violence. *Requested $2,000*	$2,000	$2,000

COMMUNITY SERVICES (continued)

	Budget FY 2015	Adopted FY 2016
Housing Education Resource Center Supports the provision of housing counseling and assistance services to Windsor residents through the Direct Services Program. *Requested $2,100*	$2,100	$2,100
Holiday Observance Supports the commemoration of Veterans and Memorial Day. *Requested $5,950*	$5,950	$5,950
Network Against Domestic Abuse Provides free support services to Windsor residents who are victims of domestic abuse. *Requested $1,350*	$1,350	$1,350
North Central Regional Mental Health Board Helps determine and monitors local mental health services. *Requested $2,030*	$2,030	$2,030
Police Cadets Provides personal development and teamwork programs to Windsor youth. *Requested $10,000*	$10,000	$10,000
Riverfront Recapture Supports a regional effort to restore access to the Connecticut River. *Requested $750*	$750	$750
Shad Derby Supports the activities of the Shad Fest Bureau. *Requested $6,500*	$5,000	$5,000
Tourism Grant to Chamber of Promotes tourism and increases small business opportunities. *Requested $15,000*	$15,000	$15,000

	Budget FY 2015	Adopted FY 2016
Volunteer Appreciation Provides support for a number of functions to recognize the town's many volunteers. *Requested $9,500*	$9,500	$9,500
Windsor Art Center Provides aesthetic and educational experiences for the region's residents and visitors. *Requested $12,000*	$0	$0
Windsor Early Childhood Council Helps support early childhood programs including a resource EXPO and education/skill building classes for parents. *Requested $6,000*	$5,500	$5,500
Windsor Historical Society Grant to allow Windsor adult residents free admission to Windsor Historical Society's musuem facilities. *Requested $5,000*	$0	$0

SPECIAL REVENUE FUNDS

Boards and Commissions

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
5250	One Book One Windsor	1,335	-	-	1,335	-	-	1,335
5252	Bridge Builder's Award	-	460	460	-	840	840	-
		1,335	**460**	**460**	**1,335**	**840**	**840**	**1,335**

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

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

GENERAL SERVICES

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

	FY 2014	FY 2015		FY 2016	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Debt Service - Principle	2,940,000	2,903,840	2,903,840	3,566,000	3,566,000
Debt Service - Interest	742,760	713,930	713,930	530,620	530,620
Sewer Services	3,061,650	3,205,250	3,154,600	3,310,640	3,310,640
Great Pond Improvement District Transfer	-	130,000	103,930	99,000	99,000
Workers Comp. & Liability Insurance	851,530	910,020	910,020	1,020,460	1,020,460
Retiree Health Insurance and Actuarial Costs	866,477	757,660	757,660	729,220	729,220
Revaluation	15,000	20,000	20,000	20,000	19,000
Other Post-Employment Benefits (OPEB)	-	187,500	187,500	262,500	192,500
Recycling Services	428,790	431,170	420,340	432,580	432,580
Capital Projects	-	843,000	843,000	960,000	815,000
Tax Refunds--Prior Year	27,071	20,000	20,000	20,000	20,000
Open Space	-	100,000	100,000	100,000	50,000
Total Expenditures	8,933,278	10,222,370	10,134,820	11,051,020	10,785,020

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $61,480 or 0.6%. This is mainly due to savings from the Metropolitan District Commission (MDC) sewer payment, and savings from recycling services and retiree health costs. The FY 16 budget reflects an increase of $828,650 or 8.1% and is due to increases in MDC sewer payments and workers compensation and liability insurance costs. Also contributing to the increase for FY 16 are planned funding increases for other post-employment benefits and capital projects.

Council Action

During budget deliberations, the Town Council decreased the funding for General Services by $266,000. Of this amount, $1,000 was decreased for revaluation, $70,000 for other post-employment benefits, $145,000 for pay-as-you-go capital projects, and $50,000 for open space.

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. Principle is the amount allocated annually to reduce the total debt for the town. Interest is the annual cost of all borrowings.

Expenditures

	FY 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Debt Service – Principle	5,076,680	4,995,000	5,614,170	5,614,170
Debt Service – Interest	1,305,780	1,387,460	1,174,370	1,174,370
Total Debt Service	6,382,460	6,382,460	6,788,540	6,788,540

Funding Sources

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund – General Services	3,617,770	3,617,770	4,096,620	4,096,620
Use of Debt Service Fund Balance	-	-	217,410	217,410
Town Support for Education	2,764,690	2,764,690	2,474,510	2,474,510
Total	6,382,460	6,382,460	6,788,540	6,788,540

2015-2016 DEBT SUMMARY

Appendix F illustrates detailed debt schedules and summaries of principal and interest payments on all bonded projects as of June 30, 2014. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be $40,965,500.

				FY 2016 Payments		
	Total Debt	**Less Anticipated Grants**	**Net Debt**	**Principle**	**Interest**	**Total**
SCHOOLS *	14,895,000	-	14,895,000	2,048,170	426,340	2,474,510
TOWN	26,070,000	-	26,070,000	3,566,000	748,030	4,314,030
TOTAL	40,965,000	-	40,965,000	5,614,170	1,174,370	6,788,540

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

SEWER SERVICE

Expenditures

Expenditure by Category	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Sewer Services	3,205,250	3,154,600	3,310,640	3,310,640

Funding Sources

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - General Services	3,205,250	3,154,600	3,310,640	3,310,640
Non-General Fund	-	-	-	-
Total	3,205,250	3,154,600	3,310,640	3,310,640

Budget Commentary

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.

GREAT POND IMPROVEMENT DISTRICT TRANSFER

Expenditures

Expenditure by Category	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Great Pond Improvement District Transfer	130,000	103,930	99,000	-

Funding Sources

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - General Services	130,000	103,930	99,000	99,000
Non-General Fund	-	-	9,930	9,930
Total	130,000	103,930	108,930	108,930

Estimated taxes collected for Great Pond Village	**FY 15**	**FY 16**
Real Estate & Personal Property	285,950	276,095
Total Estimated	**285,950**	**276,095**
Less Non-Incremental Taxes	(78,095)	(78,095)
Total incremental taxes	**207,855**	**198,000**
Allocation Percentage:	50%	50%
Town Share	103,928	99,000
District Share (Transfer to Great Pond Special District Fund)	103,928	99,000

Budget Commentary

Great Pond Village is a multi-phased mixed-use development. In April of 2012, the Town of Windsor entered into an interlocal agreement with the Gread Pond Village Improvement District where the town would participate with the infrastucture improvements. New taxes attributed to the expansion and growth of the Great Pond development would be shared equally. The town will keep 50% of the new taxes collected and the district will receive the other 50% to be used to pay the district's debt retirement for the infrastructure improvements. There will be no town debt issued for this project. The incremental taxes will include real estate and personal property. There will be no revenue sharing for motor vehicle taxes.

WORKER'S COMPENSATION & LIABILITY INSURANCE

Expenditures

Expenditures by Category	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Worker's Comp & Liability Insurance	1,778,050	1,898,950	2,000,050	2,000,050

Funding Sources

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - General Services	910,020	910,020	1,020,460	1,020,460
Town Support for Education	868,030	868,030	979,590	979,590
Subtotal: General Fund	1,778,050	1,778,050	2,000,050	2,000,050
Insurance Internal Service Fund	-	120,900	-	-
Subtotal: Other Funds	-	*120,900*	-	-
Total	1,778,050	1,898,950	2,000,050	2,000,050

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

	General Services	**Town Support For Education**	**Total**
Auto	108,560	9,440	118,000
Comprehensive General Liability	57,550	111,750	169,300
Catastrophe Coverage (umbrella)	90,100	57,600	147,700
Public Official's Liability	30,000	-	30,000
Football and Sports Accidents	-	15,000	15,000
Employee Protection	75,000	-	75,000
School Board Errors & Omissions	-	28,000	28,000
Property Protection	57,000	154,050	211,050
Employee Security	6,500	-	6,500
Statutory	7,950	15,950	23,900
Workers Comp.	550,000	550,000	1,100,000
Excess Workers Comp.	37,800	37,800	75,600
Total	**1,020,460**	**979,590**	**2,000,050**

RETIREE HEALTH BENEFITS AND RETIREMENT PLAN ACTUARIAL COSTS

The Town of Windsor provides health, dental and prescription insurance coverage to retirees. Actuarial and defined benefit plan advisor costs are also included in this section of the budget. The amount of funding required by the General Fund to contribute to these costs is included in this section of the budget document.

Total Expenditures

	FY 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Budget	Approved
Retiree Health Benefits	933,450	879,420	854,260	854,260
Retirement Plan Actuarial Costs	74,000	77,500	86,530	86,530
Total	1,007,450	956,920	940,790	940,790

Funding Sources

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Budget	Approved
General Fund - General Services	757,660	757,660	729,220	729,220
Retiree Copays	249,790	199,260	211,570	211,570
Insurance Internal Service Fund	-	-	-	-
Total	1,007,450	956,920	940,790	940,790

Funded By General Fund - General Services - FY 2016

Retiree Health Benefits *$642,690*

- 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 *$23,630*

- Provides funding for annual pension plan actuarial valuations, participant statements, pension benefit calculations and audit disclosures to comply with GASB (Governmental Accounting Standards Board) statements dealing with retirement services and plan management financial analysis

OPEB (Other Post Employment Benefits) *$27,900*

- Provides funding for biennial OPEB acturial valuation and annual audit disclosures to comply with GASB (Government Accounting Standards Board) statements dealing with other post-employment benefits

Retirement Plan Investment Consultant Costs *$35,000*

- Provides funding for investment consultant to manage defined benefit plan investments.

OTHER POST-EMPLOYMENT BENEFITS (OPEB)

Expenditures

Expenditure by Category	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Other Post-Employment Benefits	390,000	390,000	350,000	280,000

Funding Sources

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund - General Services	187,500	187,500	262,500	192,500
Town Support for Education	62,500	62,500	87,500	87,500
Transfer from Insurance Internal Service Fund	140,000	140,000	-	-
Total	390,000	390,000	350,000	280,000

Budget Commentary

Other Post-Employment Benefits, also known as OPEB, are a form of deferred compensation consisting primarily of health insurance benefits for retirees, their spouses and beneficiaries. Starting in FY 15, the town began to deposit, or "pre-fund" future retiree health benefits into a trust fund. Pre-funding allows actuaries to use more favorable actuarial assumptions in the valuation process, which can result in significantly lower liabilities. Additionally, a trust allows for assets to accumulate and earn better rates of return from higher yielding investments than that of general operating funds. This helps to assist in paying OPEB costs, and increases financial and budgetary flexibility. This contribution is the second year in a multi-year strategy to eventually fund the town's OPEB obligation.

Council Action

During budget deliberations, the Town Council decreased the funding for Other Post Employment Benefits by $70,000.

REVALUATION

Expenditures

Expenditure by Category	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Revaluation	20,000	20,000	20,000	19,000

Funding Sources

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund	20,000	20,000	20,000	19,000
Special Revenue Fund	-	-	-	-
Total	20,000	20,000	20,000	19,000

Budget Commentary

Revaluation is the mass appraisal of all property within the town to determine the fair market value for municipal tax purposes. The last revaluation was for the Grand List dated October 1, 2013 and implemented in FY 15. The funding for the Revaluation account for FY 16 is estimated at $20,000, which will allow the balance to accumulate and provide the necessary funds for the next required revaluation which will occur for the Grand List dated October 1, 2018. The estimated cost for the next revaluation, including legal appeals, is approximately $100,000.

Council Action

During budget deliberations, the Town Council decreased the funding for revaluation by $1,000.

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 2015		FY 2016	
Expenditure by Category	Budget	Estimate	Proposed	Adopted
Recycling	431,170	420,340	432,580	432,580

Funding Sources

	FY 2015		FY 2016	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	431,170	420,340	432,580	432,580
Non-General Fund	-	-	-	-
Total	431,170	420,340	432,580	432,580

Funded By General Fund - General Services - FY 2016

Curbside Collection Services *$359,040*

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

Leaf Collection Services *$57,240*

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

Contract Administration & Public Education *$16,300*

- Contract with the Resident Transfer Station Enterprise Fund for the oversight and administration of contracts related to curbside recycling collection and disposal and bagged leaf collection
- Track and report quarterly and annually to the CT Department of Environmental Protection the status of residential and commercial recycling programs in Windsor.

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $10,830 or 2.5%. This is due to the FY 15 budget being prepared before the curbside collection contract was finalized. The FY 16 budget is based on a the second year of a new seven year agreement for curbside collection services and a 3% increase for leaf collection services.

CAPITAL PROJECTS

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

Expenditures

	FY 2015		FY 2016	
Expenditure by Category	Adopted Budget	Estimate	Proposed	Adopted
Capital Projects – Town	10,812,181	10,812,181	10,652,611	10,652,611
Capital Projects – Schools	4,712,142	4,712,142	1,051,032	1,051,032
Total Capital Projects	15,524,323	15,524,323	11,703,643	11,703,643

Funding Sources

	FY 2015		FY 2016	
Funding Source	Adopted Budget	Estimate	Proposed	Adopted
General Services – Capital Projects	843,000	843,000	960,000	815,000
Town Support for Education	-	-	-	-
Subtotal – General Fund	843,000	843,000	960,000	*815,000*
Other Funds	14,681,323	14,681,323	10,743,643	10,888,643
Total	15,524,323	15,524,323	11,703,643	11,703,643

Budget Commentary

The town and school projects included in the proposed FY 16 Capital Improvement Program are summarized in the total above. Details can be found on the next page (Q-11). On this page, "Other Funds" include new borrowing 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 General Fund increase for FY 16 will be put toward the pavement management and vehicle and equipment replacement programs, and repairs to the town green fountain.

Council Action

During budget deliberations, the Town Council decreased General Fund Capital Projects by $145,000. Of this amount, $30,000 for fleet replacement for one cruiser will be paid from the Police Private Duty special revenue account, $40,000 for pavement management will be paid from Town Aid Road, and $75,000 for the town green fountain project from the General Fund Unassigned Fund Balance at a future date.

CAPITAL PROJECTS

Anticipated FY 2016 Capital Improvement Projects

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2016						
Pavement Management Program	849,330	425,000		424,330		
Sidewalk and Curb Replacement Program	50,000	50,000				
Stormwater Management Improvements	367,715		367,715			
Street Rehabilitation - Pigeon Hill Road (Poquonock Ave. to Lamberton Rd. Construction)	727,115		727,115			
Street Rehabilitation - Stone Road (Winterwood to East Granby town line. Construction - Phase I)	339,000		339,000			
Street Reconstruction - Prospect Hill Rd., West Street to Bent Rd. (Phase II Design)	243,840		243,840			
Pavement Line Striping	55,000					55,000 [1]
Street and Traffic Sign Asset Management Program	20,000					20,000 [1]
Tree Replacement Program	25,000					25,000 [1]
Town Center Parking and Pedestrian Improvements (signal design and parking construction)	130,000					130,000 [1]
Fleet and Public Works Equipment Replacement	370,000	340,000				30,000 [4]
Town Green Water Fountain Repairs & Upgrade	75,000					75,000 [3]
Town Facility Improvements - LPW Convert Locker Rooms to Emergency Shelter Showering Facility	1,028,560		1,028,560			
Town Facility Improvements - Town Hall Interior Renovations (Phase II)	340,000		340,000			
Expansion of Public Safety Complex (Design)	1,025,000		1,025,000			
Day Hill Road Pedestrian Circulation Enhancements	295,000		295,000			
Wilson Route 159 Corridor Enhancement Program (Phase I)	865,676			865,676		
Park Improvements - Replace and Upgrade Playgrounds at Custer and Lancaster Parks	140,000					140,000 [1]
Athletic Field Improvements - Windsor High School East Side (Design)	106,000					106,000 [1]
Athletic Field Improvements - LP Wilson (Construction)	937,375		937,375			
Landfill Closure	2,025,000				2,025,000	
Landfill Methane Gas Collection	550,000				550,000	
L.P. Wilson Underground Piping Replacement Project	88,000					88,000 [2]
BOE - Network Infrastructure Upgrade	150,000					150,000 [1]
BOE - Oliver Ellsworth School HVAC Improvements (Design)	31,200					31,200 [1]
BOE - Windsor High School Courtyard Improvements (Design)	30,000					30,000 [1]
BOE - Interior Stairwell Door Replacement and Fire Alarm System Improvements	393,947		393,947			
BOE - Partial Roof Replacement at Clover Street School	445,885		445,885			
Subtotal FY 2016	11,703,643	815,000	6,143,437	1,290,006	2,575,000	880,200
FY 2016 Projects Anticipated to Require Voter Approval						
None						
Subtotal FY 2016	0	0	0	0	0	0
GRAND TOTAL FY 2016	11,703,643	815,000	6,143,437	1,290,006	2,575,000	880,200

[1] *Capital Projects Fund Balance (Total = $687,200)*

[2] *L.P. Wilson Building Fund (Total = $88,000)*

[3] *General Fund Balance (Total = $75,000)*

[4] *Police Private Duty Account (Total = $30,000)*

See Appendix A for the complete six-year project schedule

TAX REFUNDS - PRIOR YEAR

Expenditures

Expenditures by Category	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Tax Refunds Prior Year	20,000	20,000	20,000	20,000

Funding Sources

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
General Fund	20,000	20,000	20,000	20,000
Total	20,000	20,000	20,000	20,000

Budget Commentary

Prior year tax refunds are issued by the town if there is an adjustment to the taxable value of a property for a prior year assessment. These payments constitute an expense to the town (refunds for the current year show as a reduction of revenue). This item can vary significantly from year to year. They are mandatory payments outside the managerial control of a department.

OPEN SPACE

Expenditures

Expenditures by Category	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Approved
Open Space	250,000	216,500	250,000	250,000

Funding Sources

Funding Source	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Approved
General Fund	100,000	100,000	100,000	50,000
Non-General Fund (Open Space Fund)	150,000	116,500	150,000	200,000
Total	250,000	216,500	250,000	250,000

Budget Commentary

The Open Space Fund was created in January 2003 for the purpose of receiving payments in lieu of open space as well as donations and appropriations for the acquisition and preservation of open space. The projected fund balance in the Open Space Fund as of June 30, 2015 is $435,655.

Council Action

During budget deliberations, the Town Council decreased the funding for open space by $50,000.

SPECIAL REVENUE FUNDS

General Services

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
1630	Revaluation	49,493	20,000	-	69,493	19,000	-	88,493
1640	OPEB Actuarial Valuation	-	11,500	-	11,500	11,500	23,000	-
1703	Open Space Fund	548,155	104,000	216,500	435,655	55,000	250,000	240,655
1709	Great Pond Special District Fund	-	103,930	94,000	9,930	99,000	108,930	-
		597,648	**239,430**	**310,500**	**526,578**	**184,500**	**381,930**	**329,148**

#1630 - Revaluation - This fund provides the revenue needed to conduct the next revaluation, which is due to occur for the Grand List dated October 1, 2018. The funding for the revaluation account for FY 16 is proposed by Town Council at $19,000. This will allow the balance to accumulate and provide the necessary funds for the next revaluation, which is estimated to cost $100,000.

#1640 - Other Post-Employment Benefits (OPEB) Actuarial Analysis - This fund provides the revenue needed to conduct the biennial OPEB program actuarial analysis and plan valuation. The fuhding source for this is the General Fund.

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. They can also be used to improve open spaces and conduct other open space related activities.

#1709 - Great Pond Village Special District Fund - This fund provides the revenue needed to faciliitate the transfer of tax increment revenues to the Great Pond Village Improvement District pursuant to the interlocal agreement with the town.

INSURANCE INTERNAL SERVICE FUND

An Internal Service Fund is a proprietary fund which is similar in nature to an enterprise fund (business-type accounting). However, it is internally rather than externally focused with the government being the predominant participant. An internal service fund is used to report any activity that provides goods or services to other funds, departments or agencies of the primary government and its component units. An internal service fund allows the town to determine the total cost of providing goods or services by isolating the accounting in a separate fund and by matching the total cost of providing the goods or services with the user fees generated by it. Internal service funds include in its budget recovery amounts sufficient to cover the estimated cost of the internal service fund.

The Town of Windsor has established an Insurance Internal Service Fund to finance both the current cost of the town's insured and self-insured programs and future obligations of the town's risk management program. The Town of Windsor's Insurance Internal Service Fund include:

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 and periodic bidding of coverage's to assist in controlling cost.

Self Insurance Workers Compensation: This program is utilized for paying first dollar claims for injuries sustained by town and Board of Education employees who qualify to receive benefits as injured employees under state law.

Each year the town allocates funds to be used to pay claims below the $600,000 retention limit. The town purchases insurance for claims in excess of $600,000. The funds are also used for third party claims, administrative services, excess insurance policy premiums and costs associated with centralized safety and training.

Employee/Retiree Benefits: This program accounts for the town's health insurance costs for active employees, retirees, and eligible dependents and life insurance and disability for active employees.

DESCRIPTION OF INSURANCE POLICIES

General Liability - A broad form of liability insurance to protect the insured against claims for bodily injury and property damage arising from the insured premises, operations, products, completed operations or contractual liability. Our current policy has a limit of $1,000,000 per occurrence and a $3,000,000 aggregate per location. Our current policy is with Argonaut.

Automobile Liability - A form of liability insurance to protect the insured against claims for bodily injury and property damage arising out of the use of town-owned or operated vehicles. Our current policy is with Argonaut. The town has a $1,000,000 policy limit.

Landfill/Resident Transfer Station Premises Liability - A form of liability insurance to protect the town from claims at and on the landfill premises. The current policy has a $1,000,000 limit. Our insurance is with Nautilus Insurance Company.

Catastrophe Coverage/Umbrella - Protects the insured against claims in excess of the limits of the primary General Liability, Automobile Liability, Police Professional, Public Officials Liability, and School Board Errors and Omissions policies. Current coverage limits are $10,000,000 per occurrence and aggregate with a self-insured retention of $10,000. Our insurance is with Argonaut Insurance Company. The town also has an additional $5,000,000 layer with American Alternative Insurance Company.

Public Officials Liability - Coverage against claims arising out of any actual or alleged error, misstatement, act of omission, negligence, or breach of duty by a town public official. Current coverage limits are $1,000,000 per occurrence and aggregate with a $10,000 deductible. Our insurance is with Argonaut.

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 Volunteer Fireman's Insurance Service.

Police Professional Liability - Coverage for alleged violations of civil rights (i.e., false arrest, excessive force) by the town's law enforcement employees. Current coverage limits are $1,000,000 per person, per occurrence, and aggregate with a $10,000 deductible. Our insurance is with Argonaut Insurance Company.

Pension Fiduciary Liability - Provides coverage for pension plan administrators against liability from alleged mismanagement of the town employee's pension fund. Our current coverage limit is a $1,000,000 annual aggregate with a $5,000 deductible. Our policy is with Saint Paul/Travelers Insurance Company.

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 Insurance Company.

DESCRIPTION OF INSURANCE POLICIES (Continued)

Property Policy - Special coverage for loss or damage to town-owned property, contents and personal property of the insured, including extra expense and rental value. Our current coverage limits are replacement value on properties with a $15,000 deductible, property coverage is for $194,314,576. This also includes $10,000,000 in coverage for damages caused by flood and earthquake with a $50,000 deductible and $25,000 deductible respectively. There is terrorism coverage as well. Our current policy is with American Insurance Group.

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 American Insurance Group.

Boiler Insurance - Coverage for loss or damage to objects, structures and personal property of the insured resulting from accidents to heating, air conditioning, cooking, power generating or driven machinery and equipment. Our current policy has a $100,000,000 limit and a $5,000 deductible. The policy is with Hartford Steam Boiler Insurance.

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.

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.

Excess Workers Compensation - Insures against losses in excess of a self-insured retention for benefits specifically provided by the Workers Compensation or Occupational Disease Laws in the State of Connecticut. Our current self-insured retention is $600,000 for both the Board of Education employees and town operations. The Excess Insurer which provides coverage over the retention has statutory limits (state limits). Insurance is with Safety National.

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 and periodic bidding of coverage's to assist in controlling costs.

	FY 2014	FY 2015		FY 2016	
	Actual	Budget	Estimate	Proposed	Approved
PUBLIC LIABILITY:					
Comprehensive Gen. Liability/Auto	270,170	278,850	278,850	301,300	301,300
Catastrophe Coverage (umbrella)	142,700	147,700	147,700	147,700	147,700
Public Officials' Liability	28,000	28,000	28,000	30,000	30,000
Football and Sports Accident	15,000	15,000	15,000	15,000	15,000
SubTotal - Public Liability	*455,870*	*469,550*	*469,550*	*494,000*	*494,000*
EMPLOYEE PROTECTION:					
Civil Defense Accident	1,100	-	-	-	-
Volunteer Firemen Accident	21,400	21,900	21,900	24,000	24,000
Police Professional Liability	35,000	35,000	35,000	35,000	35,000
Pension Fiduciary Liability	14,000	14,000	14,000	14,000	14,000
School Board Errors & Omissions	28,000	28,000	28,000	28,000	28,000
Heart and Hypertension	-	-	-	-	-
Special Medical Claims	2,000	2,000	2,000	2,000	2,000
SubTotal - Employee Protection	*101,500*	*100,900*	*100,900*	*103,000*	*103,000*
PROPERTY PROTECTION:					
Property including Flood/Earth	162,500	172,000	172,000	180,000	180,000
Inland Marine including Watercraft	11,000	11,000	11,000	13,000	13,000
Boiler	16,100	16,100	16,100	18,050	18,050
SubTotal - Property Protection	*189,600*	*199,100*	*199,100*	*211,050*	*211,050*
SECURITY:					
Employee Blanket Bond (Crime)	6,500	6,500	6,500	6,500	6,500
SubTotal - Security	*6,500*	*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	1,200	1,200	1,200	1,200	1,200
Nurse Professional	7,700	7,700	7,700	7,700	7,700
Psychologists	13,000	13,000	13,000	-	-
SubTotal - Statutory	*22,900*	*22,900*	*22,900*	*9,900*	*9,900*
Total - Liability Insurance	776,370	798,950	798,950	824,450	824,450

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 2014	FY 2015		FY 2016	
	Actual	Budget	Estimate	Proposed	Approved
Workers Compensation	1,009,661	911,100	1,032,000	1,100,000	1,100,000
Excess Workers Comp. Premium	63,274	68,000	68,000	75,600	75,600
Total - Workers Compensation	1,072,935	979,100	1,100,000	1,175,600	1,175,600

BUDGET COMMENTARY

Funds are used for insurance premiums, third party claims, first party claims below the deductible, administrative services and centralized safety training.

Each year the town allocates funds to be used to pay workers compensation claims below the $600,000 retention limit. The Worker's Compensation appropriation has increased in recent years to respond to the increase in the medical and indemnity costs of claims. This is for both current claims and older claims that have not been closed out. The fund is also responsible for making required payments to the state second injury fund.

EMPLOYEE/RETIREE BENEFITS
INSURANCE INTERNAL SERVICE FUND

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

	FY 2014	FY 2015		FY 2016	
BENEFITS	Actual	Budget	Estimate	Proposed	Adopted
Cost:					
Health	2,674,776	3,461,250	2,913,440	3,142,070	3,194,870
Dental	232,873	234,400	223,000	243,190	245,580
Prescriptions	595,039	662,190	812,470	680,920	687,730
Life	42,269	36,000	36,000	37,000	37,000
Disability	95,050	130,000	155,000	130,000	130,000
Subtotal Benefit Cost	3,640,007	4,523,840	4,139,910	4,233,180	4,295,180
Less Reimbursements:					
Employee Copay Health/Dental/Prescription	(541,101)	(599,700)	(524,810)	(578,440)	(578,440)
Retiree Copay Health/Dental/Prescription	(194,856)	(249,790)	(199,260)	(211,570)	(211,570)
Prescription Rebates	(87,187)	(50,000)	(50,000)	(50,000)	(50,000)
Landfill Allocated Costs	(100,500)	(99,300)	(99,300)	(77,500)	(77,500)
Resident Transfer Station	0	0	(16,550)	(10,850)	(10,850)
Child Day Care Allocated Costs	(201,000)	(182,050)	(182,050)	(139,500)	(155,000)
Adult Day Care Allocated Costs	(58,643)	(57,930)	(57,930)	(15,500)	(62,000)
Community Development Allocated Costs	(33,500)	(33,100)	(33,100)	(31,000)	(31,000)
Insurance Fund Allocated Costs	(16,750)	(16,550)	(16,550)	-	-
Subtotal Reimbursements	(1,233,537)	(1,288,420)	(1,179,550)	(1,114,360)	(1,176,360)
Total General Fund Contribution/Expense	2,406,470	3,235,420	2,960,360	3,118,820	3,118,820

Budget Commentary

The FY 15 overall employee and retiree benefit gross cost is expected to come in $383,930 or 8.5% under budget. The General Fund expense is expected to be $275,060 or 8.5% under budget, after reflecting employee and retiree copays and Enterprise Fund contributions. This is due to positive claims experience and enrollment mix changes.

- The FY 15 cost for health insurance for employees and retirees is expected to be $547,810 or 15.8% under budget and the FY 15 cost for dental insurance for employees and retirees is expected to be $11,400 or 4.9% under budget, both as a result of the reasons mentioned above.
- The FY 15 prescription drug cost for employees and retirees is expected to be $150,280 or 22.7% over budget mostly as a result of costs for one large claim and also the purchase of stop loss insurance coverage.
- The FY 15 cost for life insurance is expected to come in on budget. The FY 15 disability cost is expected to come in over budget by $25,000 or 19.2% due to higher than expected claims. FY 15 reflects the first full year of self-funding the short term disability plan.

The FY 16 employee and retiree benefits gross budget reflects a decrease of $290,660 or 6.4% as compared to the FY 15 budget. After deducting employee and retiree copays and Enterprise Fund contributions, the General Fund decrease is $116,600 or 3.6% under the FY 15 budget. This is due to a positive claims experience, a number of retirees becoming Medicare eligible and increases to bargaining unit and unaffiliated employees' premium contributions.

- The FY 16 cost for retiree and employee health insurance reflects a decrease of $319,180 or 9.2% as compared to the FY 15 budget for the reasons mentioned above. The cost of dental insurance for employees reflects an increase of $8,790 or 3.8%.
- The FY 16 cost for retiree and employee prescription drug coverage reflects an increase of $18,730 or 2.8% due to medical inflation and for the purchase of stop loss coverage.
- The FY 16 cost for employee life insurance is increasing $1,000 or 2.8% and the disability insurance is remaining flat.

Council Action

During budget deliberations, the Town Council restored certain positions for the Windsor Child Development Center and the Caring Connection Adult Day Care. This resulted in increased benefit costs and increased reimbursement from the two enterprise funds in the adopted budget column above.

Landfill Enterprise Fund

Town of Windsor
FY 2015-2016
Adopted Budget

LANDFILL ENTERPRISE FUND

INTRODUCTION

From 1972 through July 2014, the Windsor-Bloomfield Sanitary Landfill served the solid waste disposal needs of the towns of Windsor and Bloomfield. During the summer of 2014, a final landform was approved by the State Department of Energy and Environmental Protection (DEEP) and substantially completed in July 2014. The landfill did not have the capacity to take additional external wastes through FY 15 and was closed to customers on July 1, 2014. Enhanced-operations at the Windsor Transfer Station began on July 1, 2014.

The retained earnings of the Enterprise Fund, which were approximately $8.2 million in FY 02, ultimately increased to more than $30 million, enough to meet the immediate closure and long term post-closure costs for the landfill.

Town staff began landfill closure and capping work in FY 14. These closure and capping efforts are expected to continue into FY 17, and must comply with state and federal closure requirements.

Work completed to date includes the installation of drainage basins and improvements to the maintenance of the landfill gas system. The gas system has been expanded to provide complete coverage to the entire waste footprint. Ongoing application of intermediate cover to areas of the site continues daily as this is a necessary component of the capping process prior to the direct application of the clay cap. Clay material and topsoil has been applied to the south-central portion of the finished landfill. Work will commence in the southwest portion of the landfill once the winter weather breaks in the spring of 2015.

The capping process requires that clay material is placed and compacted to the required depth and density. Consulting engineers provide quality assurance oversight to confirm that the State DEEP-approved capping specifications of clay thickness and density are met. Next, a layer of topsoil mix is distributed over the clay and finished with hydro-seed. During months when placement of the clay cap is not feasible, landfill staff works on "ancillary" capping projects such as drainage basin construction and maintenance, road construction and removal of large rocks from the main clay stockpile. The clay cap is designed to significantly reduce the amount of water allowed to infiltrate down into the solid waste. The topsoil, or vegetative support layer, is installed to allow grass to grow on the top of the landfill and to reduce erosion.

Financial Summary

No operational revenues or expenses were budgeted for FY 15. In January 2015, the town submitted a reimbursement request for $178,560 for closure work performed in 2013 and 2014 as part of a $2,000,000 closure grant that was awarded many years ago. The town received 90% of these funds ($160,710) initially with the remaining 10% ($17,850) to be received after the entire capping process has been completed and certified by the State DEEP. The FY 15 estimated budget reflects these new revenues on a line item entitled "CT DEEP Reimbursement Grant" page S-3 and S-4. The FY 16 budget includes a reimbursement from the grant in the amount of $264,000 for the purchase of the topsoil needed used for capping purposes in FY 16.

The FY 15 estimate and FY 16 proposed columns both allow for deferred facility renovations within the maintenance and repairs lines of the proposed budget. FY 15 renovations of approximately $251,000 were previously approved by the town council. The FY 16 budget includes funds to repair the scale office/shop roof, as well as making improvements to building insulation, overhead doors, and the heating ventilation and air conditioning (HVAC) system.

The FY 15 budget provides for improvements to the landfill gas collection system and the application of a portion of the clay cap. It also assumes the purchase of a significant volume of topsoil so that town staff can focus their attention on the application of the clay cap prior to seeding season. These closure-related expenses are shown in the FY 15 budget column and continue into FY 16 as well.

Estimated Year-End Balance Available for Future Obligations

As expected, the fund's revenue was generated as interest income earned on the retained earnings. The Landfill Fund began to draw down from retained earnings to begin the capping process at the beginning of FY 15. The FY 15 budget assumed that there would be an annual net loss of $1,555,790. The FY 15 estimate reflects a net loss of $1,574,430. At the end of FY 16, our goal is to have approximately 40% of the clay cap installed, and the estimated end-of-year retained earnings balance available for future obligations is expected to be $26,612,620.

TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2014	FY 2015 *		FY 2016 *	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue					
Charges for Services	1,398,665	-	-	-	-
Permits & Other Revenues	116,809	-	-	-	-
CT DEEP Reimbursement Grant **	-	-	160,710	264,000	264,000
Total Operating Revenue	1,515,474	-	160,710	264,000	264,000
Non-Operating Revenue:					
Interest Income	111,122	100,000	90,000	90,000	90,000
Total Non-Operating Revenue	111,122	100,000	90,000	90,000	90,000
Total Revenue	1,626,596	100,000	250,710	354,000	354,000
Expenses:					
Personal Services	596,302	538,270	552,050	496,620	496,620
Supplies	139,697	279,200	405,550	785,280	785,280
Services	422,541	500,000	348,110	526,700	526,700
Maintenance & Repairs	43,894	96,700	335,220	280,870	280,870
Capital Outlay	-	-	-	-	-
Energy & Utility	99,783	143,960	86,550	93,800	93,800
Administrative Overhead	50,000	50,000	50,000	50,000	50,000
Grants & Contributions	4,645	3,000	3,000	3,000	3,000
Insurance & Permit Fees	26,728	26,730	26,730	26,730	26,730
Total Expenses	1,383,590	1,637,860	1,807,210	2,263,000	2,263,000
Non-Operating Expenses:					
Depreciation	17,927	17,930	17,930	17,930	17,930
Total Non-Operating Expenses	17,927	17,930	17,930	17,930	17,930
Total Expenses	1,401,517	1,655,790	1,825,140	2,280,930	2,280,930
Annual Net Operating Income/(loss)	225,079	(1,555,790)	(1,574,430)	(1,926,930)	(1,926,930)
Closure/Post Closure Related Exp/(Rev)	253,174	(included above)	(included above)	(included above)	(included above)
Annual Net Operating Income/(loss) less Closure Related Expenses	(28,095)	(1,555,790)	(1,574,430)	(1,926,930)	(1,926,930)
Estimated End of Year Balances Available for Future Obligations	30,113,980	28,670,127	28,539,550	26,612,620	26,612,620

*Expenses in FY 15 and FY 16 are primarily related to closure costs.
**Connecticut Department of Energy and Environmental Protection

Personnel Requirements

	FY 2014	FY 2015 *		FY 2016 *	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.50	5.72	5.00	5.00
Regular Part Time Employees	0.65	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	6.65	5.50	5.72	5.00	5.00

TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
OPERATING REVENUES BY SOURCE

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Municipal Solid Waste (MSW)					
Windsor Residential MSW	10,571	-	-	-	-
Bloomfield Residential MSW	1,338	-	-	-	-
Windsor Commercial MSW	52,521	-	-	-	-
Bloomfield Commercial MSW	25,583	-	-	-	-
Spot Market MSW	5,386	-	-	-	-
Contaminated Soil & Spec Wastes	-	-	-	-	-
Sub-total MSW	*95,399*	-	-	-	-
Bulky Waste (C&D Only)					
Demolition	*1,303,266*	-	-	-	-
Other Revenues					
Brush Revenues (Non-Disposed)	23,921	-	-	-	-
Permit Fees & Other Administrative	41,098	-	-	-	-
Recyclables & Non-Disposed Items	4,396	-	-	-	-
Other	47,394	-	-	-	-
CT DEEP Reimbursement Grant *	-	-	160,710	264,000	264,000
Sub-total Other Revenues	*116,809*	-	*160,710*	*264,000*	*264,000*
TOTAL OPERATING REVENUES	1,515,474	0	160,710	264,000	264,000

Note: does not include interest income
*Connecticut Department of Energy and Environmental Protection

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 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administrative Overhead	50,000	50,000	50,000	50,000
Insurance	26,730	26,730	26,730	26,730
Total	76,730	76,730	76,730	76,730

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time and Temporary Full Time	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 15 budget reflects no expenses in Landfill Operations, other than Administrative Overhead and Insurance, as the remaining expenses are shown in the Landfill Closure Post-Closure program. The FY 16 budget reflects the same.

LANDFILL OPERATIONS

Products and Services

Administrative Overhead *$50,000*

- Payment made to the town for services provided to the landfill by general fund employees.

Insurance *$26,730*

- Liability insurance for on-site premises.

LANDFILL CLOSURE POSTCLOSURE

The Landfill Enterprise Fund is required to close the landfill in compliance with various state and federal regulations. This is a highly-involved process that includes engineered components that address landfill gas, stormwater, and groundwater concerns related to the normal decomposition of wastes. Landfill staff will perform this work and their efforts will be fully-focused to finish the process now that the last receipt of waste has occurred.

Closure/Post Closure Expenses

	FY 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	538,270	552,050	496,620	496,620
Supplies	279,200	405,550	785,280	785,280
Services	500,000	348,110	526,700	526,700
Maintenance & Repair	96,700	335,220	280,870	280,870
Grants & Contributions	-	3,000	3,000	3,000
Capital Outlay	-	-	-	-
Energy & Utility	143,960	86,550	93,800	93,800
Total	1,558,130	1,730,480	2,186,270	2,186,270

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.50	5.72	5.00	5.00
Regular Part Time and Temporary Full Time	-	-	-	-
Total	5.50	5.72	5.00	5.00

Budget Commentary

The FY 15 expenses are expected to come in over budget by $172,350 or 11.1%. This is primarily due to the town council authorization to fund repairs to the facilities at the landfill. Other projects under this program in FY 15 include installation of stormwater improvements at the site and the installation of clay and topsoil on several acres of the landfill. The FY 16 budget reflects an increase of $628,140 or 40.3% for the full implementation of the landfill capping and closure program. Repairs to the scale house/shop building are also planned for FY 16. It is anticipated that this effort will continue for the next two years. This increase is partially offset by a decrease in Personal Services and FTE's as a result of the reduction in a scale operators position.

LANDFILL CLOSURE & POST-CLOSURE

Products & Services

Landfill Capping Activities *$1,327,210*

- Perform grading of immediate cover over the waste materials
- Install and compact the clay cover over the intermediate cover
- Install, grade and seed the topsoil over the clay cover
- Install stormwater drainage structures on the landfill
- Maintain and repair stormwater basins on the site

Landfill Gas Collection System *$326,000*

- Make improvements to the gas collection system including installing a condensation management system, and moving the flare station to a new location
- Ongoing, long-term monitoring of the landfill gas collection system

Engineering *$276,700*

- Provide engineering and survey support services on a contractual basis
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations
- Continue compliance with the Department of Energy and Environmental Protection (DEEP) federal EPA requirements.
- Assist with closure of landfill cells
- Collect and analyze stormwater samples as required by storm water regulations
- Review requests by companies and individuals to deposit material in the landfill
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells, in addition to gas collection wells and equipment.

Equipment Purchase, Maintenance & Fueling *$155,860*

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

Administrative & Insurance *$65,600*

- Conduct regular site inspections to ensure compliance with federal and state regulations
- Maintain records according to the DEEP and the EPA regulatory requirements
- Maintain all federal and state landfill permits.
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations. Continue compliance with the DEEP consent agreement including:
  - testing leachate discharges
  - managing site monitoring programs
  - continuing analysis of decomposition gases
  - conducting overall landfill engineering projects
  - complying with federal environmental requirements
  - updating the landfill capacity analysis
  - assist with closure of landfill cells
- Collect and analyze stormwater samples as required by storm water regulations
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells, in addition to gas collection wells and equipment.

Property Maintenance *$34,900*

- Perform ground maintenance on approximately 200 acres of landfill property
- Maintain 13,900 feet of perimeter fence line
- Mow and plant grassed and capped areas
- Plow access roads, recycling and transfer station areas
- Provide preventive maintenance for all structures and facilities.

Resident Transfer Station Enterprise Fund

Town of Windsor
FY 2015-2016
Adopted Budget

RESIDENT TRANSFER STATION ENTERPRISE FUND

INTRODUCTION

After more than 40 years of operation, the Windsor-Bloomfield Sanitary Landfill closed to external customers on July 1, 2014. The manner in which the residential transfer station operates changed as well.

Prior to July 1st, the purpose of the transfer station was to provide residents with a highly-competitive low-cost outlet for their wastes and non-curbside recyclables. These materials now need to be transported out of town at a cost and will also be subject to higher fees that other landfills/disposal sites charge within our region.

Services

The FY 16 budget proposes continuing services including residential drop off of municipal solid waste (MSW), metal recycling, electronic recycling, appliances, propane tanks, other recyclable items not collected at the curb, tires, leaves and brush and the continued operation of the Take-It-Or-Leave-It facility. Oversized and bulky items previously disposed of in the landfill delivered by residents are now accepted at the transfer station.

The facility is available exclusively to residents of Windsor and Bloomfield. Presently, the hours of operation are as follows: Monday & Friday 8:00am-2:45pm, Tuesday and Wednesday 10:00am-2:45pm, and Saturday 8:00am-3:45pm. Staff is recommending that no changes to hours of operation occur for FY 16.

Fees

The transfer station operates as a separate, "stand-alone" enterprise fund, the goal is to avoid operating at a financial loss, which required an increase in pricing of the various materials and services effective July 1, 2014.

The current fee for a resident to purchase an annual permit is $145.00. A "half-year" permit is also available for $75.00. For residents who do not have a permit, a side-window fee of $4.00 per visit is charged for up to three bags (or 100 lbs) of kitchen-type MSW. Additional bags are charged at $2.00 each.

The Transfer Station charges $68.00 per ton for the disposal of brush, $140.00 per ton for bulky wastes, and currently charges $40.00 per mattress or box spring. Within the proposed price guide, the fees for mattresses and box springs has been modified to allow for future price changes in the event the town elects to join the Connecticut Mattress Recycling Program for Municipalities in FY 16.

Oversized wastes (couches, chairs) are charged a "volume-based" fee (see price guide), and the fee for mattresses and box springs is set to cover the costs to manage, transport and dispose these materials. In addition, freon-containing appliances and propane tanks are subject to a fee to cover the costs to properly manage and dispose of these wastes. This ensures that the costs for processing, hauling, and disposing of these materials are covered by the revenues generated.

Financial Summary

It is anticipated that the total revenues for the Resident Transfer Station Enterprise fund will be $257,870 for FY 15. This amount is lower than budget, and is mainly driven by a reduction of overall customers believed to be due to increased fees. Total expenses for FY 15 are estimated to be $153,870, primarily due to lower transportation and disposal costs.

FY 16 revenue is projected to be $239,800 with budgeted expenses of $227,270 netting a surplus of $12,530. The FY 16 budget reflects an increase in Personal Services and FTE's for additional hours needed to monitor the Transfer Station facilities.

Because the residential transfer station operations changed in July 2014 there is not enough historical data to accurately predict how the current fee schedule will impact annual incoming waste volumes. Based on waste stream volume to date, existing fees are anticipated to meet operational expenditures. The fee schedule may be refined once a pattern of use is established.

TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2014	FY 2015		FY 2016	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue					
Charges for Services	-	89,440	115,860	97,500	97,500
Permits & Other Revenues	-	194,980	142,010	142,300	142,300
Total Operating Revenue	-	284,420	257,870	239,800	239,800
Operating Expenses:					
Personal Services	-	41,090	60,380	69,100	69,100
Supplies	-	2,870	4,000	4,000	4,000
Services	-	38,180	27,580	24,830	24,830
Services (disposal of MSW)	-	81,300	33,130	72,100	72,100
Services (disposal of bulky & oversize)	-	59,700	13,170	41,140	41,140
Energy & Utility	-	18,300	15,610	16,100	16,100
Total Operating Expenses	-	241,440	153,870	227,270	227,270
Annual Income/(Loss)	-	42,980	104,000	12,530	12,530
Net Assets (Retained Earnings), End of Year	-	42,980	104,000	116,530	116,530

Personnel Requirements

	FY 2014	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	0.18	-	-
Regular Part Time Employees	-	0.73	0.73	1.75	1.75
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	0.73	0.91	1.75	1.75

TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
OPERATING REVENUES BY SOURCE

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted	Percent of Total Revenues
Residential Bulky & Oversize Waste						
Oversize Waste (typically per item)	-	16,640	14,550	14,500	14,500	6.0%
Construction & Demolition Debris (per ton)	-	72,800	101,310	83,000	83,000	34.6%
Sub-total Residential Bulky & Oversize Waste	-	*89,440*	*115,860*	*97,500*	*97,500*	*40.6%*
Permit Fees & Other Revenues						
Permit Fees	-	91,930	55,500	55,000	55,000	23.0%
Fee for "Side Window" Transactions	-	17,000	17,940	17,000	17,000	7.1%
Sale of Scrap Metal & Cardboard	-	20,000	34,040	34,000	34,000	14.2%
Fees for Items not Disposed (Tires, etc.)	-	21,100	5,680	6,000	6,000	2.5%
Yard Waste Revenues (Non-Disposed)	-	28,650	12,550	14,000	14,000	5.8%
Recycling Administrative Payment	-	16,300	16,300	16,300	16,300	6.8%
Sub-total Permit Fees & Other Revenues	-	*194,980*	*142,010*	*142,300*	*142,300*	*59.4%*
TOTAL OPERATING REVENUES	-	284,420	257,870	239,800	239,800	100.0%

RESIDENT TRANSFER STATION OPERATIONS

Resident Transfer Station Operations is responsible for the processing of municipal solid waste for disposal, and receipt and processing of recyclable and compostable materials according to federal, state and local regulations.

Operating Expenses

	FY 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	41,090	60,380	69,100	69,100
Supplies	2,870	4,000	4,000	4,000
Services	119,480	60,710	96,930	96,930
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	18,300	15,610	16,100	16,100
Total	181,740	140,700	186,130	186,130

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	0.18	-	-
Regular Part Time and Temporary Full Time	0.73	0.73	1.75	1.75
Total	0.73	0.91	1.75	1.75

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $41,040 or 22.6% due to reduced contractual services for the processing and disposal of municipal solid waste (until February 2015), recyclables and yard waste materials on site. This savings in offset in part by the increase in Personal Services, and FTE's, due to staff needed for the initial six week "transition-period" from a landfill to a transfer station, moving of the wastes to the landfill, and during the fall leaf collection period. The FY 16 budget reflects an increase of $4,390 or 2.4% mostly due to Personal Services for additional hours needed to monitor the Transfer Station facilities. This increase is offset in part by the decrease in Services due to an anticipated reduction in municipal solid waste disposal expenses in FY 16.

RESIDENT TRANSFER STATION OPERATIONS

Products and Services

Solid Waste Management *$148,900*

- Process permit holders and approximately 4,350 single-time users through the transfer station
- Process approximately 378 residential permit renewal applications
- Conduct regular site inspections to ensure compliance with federal and state regulations
- Coordinate the handling and processing of rolloff containers at the transfer station with the hauling contractor
- Coordinate the processing of yard waste at the site.

Recycling Service *$37,230*

- Collect and market recyclable materials - metal, tires and batteries
- Manage the take-it-or-leave-it facility at the site
- Track and report quarterly and yearly the status of residential and commercial recycling to the Department of Energy and Environmental Protection (DEEP).

DISPOSAL OF BULKY AND OVERSIZE WASTE

This program manages and processes bulky (construction & demolition debris) waste and oversize waste (primarily furniture, etc.) received at the Transfer Station.

Operating Expenses

	FY 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	59,700	13,170	41,140	41,140
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	59,700	13,170	41,140	41,140

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time and Temporary Full Time	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $46,530 or 77.9% as a result of a "one-time" reduction in costs for the disposal of bulky waste (construction and demolition debris) due to utilizing a small amount of remaining airspace within the landfill, in addition to the off-site disposal of oversize waste from residents. The FY 16 reflects a decrease of $18,560 or 31.1% due to lower projected cost of hauling these wastes to an off-site disposal facility.

DISPOSAL OF BULKY AND OVERSIZE WASTE

Products & Services

Solid Waste Management *$41,140*

- Weigh and process 4,500 residential vehicles per year bringing bulky and oversize waste to the facility

Adult Day Care Enterprise Fund

Town of Windsor
FY 2015-2016
Adopted Budget

ADULT DAY CARE ENTERPRISE FUND

INTRODUCTION

Windsor's Adult Day Health Center, The Caring Connection, was established in 1987 as a community option to long-term care and continues that mission today. A team of professionally trained staff provides care to approximately 30-40 frail or disabled adults while giving respite, support and peace of mind to caregivers.

The Caring Connection is a medical model adult day center certified by the Connecticut Association of Adult Day Centers, Inc. and the State of Connecticut Department of Social Services. The service provides skilled nursing, nutrition, family counseling, personal care, socialization, transportation, therapeutic recreation and specialized therapies. Foot care is also available for an additional fee. In addition, space is allocated for 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.

Due to declining enrollment over the past several years the program faces significant financial challenges. A "status quo" budget for FY 16 would produce a projected $190,000 shortfall – an amount too large to be covered by retained earnings. The proposed enterprise fund budget contains reasonable and measured expense reductions in the areas of Administrative Overhead, Rent/Utilities and personnel. The budget as outlined allows the Caring Connection to provide quality nursing and therapeutic recreation services and provides resources and time to grow the client base over the coming twelve months to the point where the enterprise will be more financially sustainable.

The FY 15 budget called for the Caring Connection to transfer to the General Government $18,360 in consideration of Administrative Overhead and $71,710 for Rent/Utilities. The FY 16 budget drops those figures to $0 and $30,610, respectively. In addition, the proposed FY 16 budget provides for all but one full-time position to be maintained. The full-time aide/driver position would be restructured with duties reassigned to part-time positions resulting in a net operating cost reduction of approximately $44,000. Budgeted part-time nursing hours are reduced to meet the projected daily census and mitigate expenses. These expense reductions, including a wage freeze, when combined with an average daily census of 21 clients, results in an operating budget shortfall of $56,410. This projected deficit would be closed by use of remaining retained earnings.

Since the FY 16 budget is predicated on preserving the Caring Connection beyond the one year period, a critical objective is to increase budgeted revenues throughout the next 15 months. In order to eliminate an operating deficit of $56,000 the average daily census needs to increase from 21 to 26. The FY 16 budget provides a dedicated allocation of funds ($11,000) to support additional marketing and outreach to help build daily census. It is planned that these efforts will be designed and implemented with the assistance of a private sector public relations and marketing firm, and the Caring Connection program staff will have the opportunity to actively participate at all stages of this important effort.

Looking further ahead, the program would need to have the average daily census increase from 26 to at least 31 by the end of FY 17 in order for the FY 18 budget to feature the return of the Administrative Overhead and Rent/Utility payments to current levels.

TOWN OF WINDSOR
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2014	FY 2015		FY 2016	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	424,213	454,350	421,000	414,480	414,480
Permits & Other Revenues	31,106	69,660	21,000	21,000	21,000
Total Operating Revenue	455,319	524,010	442,000	435,480	435,480
Non-Operating Revenue:					
Donations	2,031	13,000	7,500	6,000	6,000
Interest Income	466	370	370	250	250
Total Non-Operating Revenue	2,497	13,370	7,870	6,250	6,250
Total Revenue	457,816	537,380	449,870	441,730	441,730
Operating Expenses:					
Personal Services	354,698	368,030	360,650	312,050	364,450
Supplies	16,718	15,750	13,620	19,870	19,870
Services	39,020	42,000	33,420	42,550	42,550
Maintenance & Repairs	-	-	-	-	-
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,433	1,150	2,650	4,060	4,060
Administrative Overhead	18,360	18,360	18,360	-	-
Rent	71,710	71,710	71,710	30,610	71,710
Transfer Payment to GF Transportation Unit	95,510	108,410	104,390	86,300	86,300
Other	-	500	-	500	500
Total Operating Expenses	597,449	625,910	604,800	495,940	589,440
Non-Operating Expenses:					
Depreciation	3,786	4,000	2,200	2,200	2,200
Bus Replacement	10,000	-	-	-	-
Total Non-Operating Expenses	13,786	4,000	2,200	2,200	2,200
Total Expenses	611,235	629,910	607,000	498,140	591,640
Annual Income/(Loss)	(153,419)	(92,530)	(157,130)	(56,410)	(149,910)
Net Assets (Retained Earnings), Beginning of Year	366,959	268,439	213,540	56,410	149,910
Transfer In - General Fund Unassigned Fund Balance			93,500	-	-
Net Assets (Retained Earnings), End of Year	$ 213,540	$ 175,909	$ 149,910	$ -	$ -

Personnel Requirements

	FY 2014	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.50	3.50	3.50	3.00	4.00
Regular Part Time Employees	2.84	3.06	2.58	2.29	1.91
Total	6.34	6.56	6.08	5.29	5.91

Council Action

During budget deliberations on April 27, 2015, the Town Council made a motion to move $93,500 from the General Fund Unassigned Fund Balance to the Caring Connection Adult Day Care Enterprise Fund. Of this amount $52,400 was to restore a full-time position and some part-time hours and $41,100 was to pay for the #330 Windsor Avenue utility costs related to the Caring Connection.

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 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	113,730	112,580	108,130	108,250
Supplies	3,620	3,130	8,700	8,700
Services	5,050	4,010	9,950	9,950
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,150	2,650	4,060	4,060
Administration	6,120	6,120	-	-
Rent Expense	71,710	71,710	30,610	71,710
Other	500	-	500	500
Total Expenses	201,880	200,200	161,950	203,170

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.49	0.46	0.29	0.29
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.49	1.46	1.29	1.29

Budget Commentary

FY 15 expenses are expected to finish 0.8% below the adopted budget. The proposed FY 16 budget reflects a decrease of $39,930 or 19.8% as compared to the FY 15 Adopted Budget. This is due to a reduction in hours of a part-time administrative aide position, the elimination of administrative overhead, and a reduction of rent charges offset by an increase of approximately $11,000 in funding for marketing efforts and outreach. The rent expense is used to pay for utilities and building repairs. The $41,100 reduction is proposed to be paid for through a General Fund reserve appropriation/transfer into the 330 Windsor Avenue Special Revenue Fund account by council action during FY 16.

ADMINISTRATION

Products & Services

Administration *$172,950*

- Develop the budget and monitor the overall financial operation of the program including accounts receivable, accounts payable, payroll, grant-writing and administration, fundraising and donations
- Update all policies and procedures, admissions, discharges and medical records to maintain CT Association of Adult Day Health Center's peer review certification to receive federal and state funding
- Prepare and write grants, contracts and monthly reports for the Home Care for Elders program, Veteran's Administration, North Central Area of Aging IIIB, Alzheimer's Aide Grant, Association and Respite Care Program, Reynolds Foundation, United States Department of Agriculture Child & Adult Food Program, and Bank of America grants
- Supervise and provide orientation for all personnel, volunteers and students including scheduling and conducting all mandatory in-service training
- 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.
- Provide an "hourly day center program". This program fills a community need for individuals who require only intermittent adult day services.

Intake, Assessment, and Case Management *$30.220*

- Conduct interviews of prospective clients, assessments, evaluations and interviews of all clients in conjunction with caregivers and case managers
- Process all new referrals and intakes with admission criteria set forth by the standards of the CT Association of Adult Day Centers
- Secure all intake, release information and medical forms with client, caregiver, case manager, physician and staff
- Produce a monthly newsletter in conjunction with nursing, therapeutic recreation and transportation services
- Serve as client advocate
- Train volunteers on program offerings and issues of health and aging
- Research grant opportunities and refer clients and caregivers to community, state and federal funding opportunities
- Submit program articles and press releases to newspapers and area agencies.

NURSING

The nursing division provides health services including assessments, daily medical monitoring, administration of medications, care planning, coordination of medical and therapy appointments, personal services and emergency care.

Expenditures

	FY 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	180,610	179,900	128,640	174,430
Supplies	10,550	9,130	9,720	9,720
Services	33,500	26,400	29,260	29,260
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	6,120	6,120	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	230,780	221,550	167,620	213,410

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.00	1.75
Regular Part Time Employees	2.32	2.13	1.76	1.62
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.82	3.63	2.76	3.37

Budget Commentary

The FY 15 expenditures are expected to be $9,230 or 4.0% under budget due to a reduction in Services as a result of the reduction in daily census. The FY 16 budget has been reduced by $63,160 or 27.4% and reflects a reduction of staff as a result of client enrollment trends and the elimination of the administrative overhead costs.

NURSING

Products & Services

Skilled/Non-Skilled Nursing *$153,480*

- Monitor daily medical status: weight, blood pressure and pulse
- Monitor behavior modification, range of motion exercises, nail care and incontinence
- Administer emergency care
- Provide restorative and rehabilitative nursing
- Administer, order, document and store medications. Update physician orders as needed
- Supply wound and skin treatments as ordered by physician
- Prepare snack calendar and daily snacks
- Monitor meal service, diets and purchase groceries
- Arrange for all vaccines, including purified protein derivatives (tuberculosis testing) and seasonal flu for clients and staff
- Develop interdisciplinary care plans for each individual client and review with caregivers on a 6-month basis
- Monitor and provide special needs diets, provide set ups and cueing as needed
- Assist clients with activities of daily living including walking, eating, toileting, grooming and personal care.

Case Management *$27,020*

- 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, *$32,910*
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 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	73,690	68,170	75,280	81,770
Supplies	1,580	1,360	1,450	1,450
Services	3,450	3,010	3,340	3,340
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	6,120	6,120	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	84,840	78,660	80,070	86,560

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.25
Regular Part Time Employees	0.29	-	0.24	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.29	1.00	1.24	1.25

Budget Commentary

The FY 15 expenditures are expected to end $6,180 or 7.3% under budget. FY 16 budget has been reduced by $4,770 or 5.6% due to the elimination of the administrative overhead costs.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming *$65,810*

- Develop, plan and implement a therapeutic recreation program designed to meet clients' cognitive, social, physical and spiritual needs
- Produce a monthly calendar of events, including newsletter
- Involve clients in on-going intergenerational community programs with Windsor schools, Loomis Chaffee school and pre-school programs
- Integrate clients in the community via attendance at cultural events (external), restaurants and shops outside the Caring Connection
- Provide special programming for clients with Alzheimer's disease and related dementias
- Further enhance on-going therapeutic and music therapy programs.

Record Keeping/ Documentation/Education *$20,750*

- 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 2015 Budget	FY 2015 Estimate	FY 2016 Proposed	FY 2016 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Transfer Payment to GF Transportation Unit	108,410	104,390	86,300	86,300
Total Expenses	108,410	104,390	86,300	86,300

Personnel Requirements

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

Budget Commentary

The FY 15 expenditures are expected to come in under budget by 3.7%. This is primarily due to less usage of senior transportation by the Caring Connection. The FY 16 budget reflects a decrease of $22,110 or 20.4% due to the elimination of the shared driver position with the Human Services department as well as lower fuel costs.

TRANSPORTATION

Products & Services

Daily Transportation	*$86,300*

- Transfer payment to the General Fund to pay for services provided by the Transportation Unit in Human Services.

FY 2015 Highlights

The Caring Connection Adult Day Health Center continues to maintain its excellent reputation as a municipally-operated, community-based health center. The center is a member of the Connecticut Association of Adult Day Health Centers, the Connecticut Association of Not-for-Profits Agencies, and the National Council on Aging.

Clients, caregivers and the Caring Connection facility continued to receive benefits from outside funding sources in FY 15 including:

- The Home Care for Elders Program (Connecticut Community Care, Inc.)
- The North Central Area Agency on Aging (IIIB/Client Subsidies, Alzheimer's Aide Grant, Alzheimer's and Respite Care Funding)
- State of Connecticut Department of Social Services
- Veteran's Administration
- United States Department of Agriculture Adult Day Care Food Grant via State of Connecticut Department of Education
- Granger Trust
- The Reynolds Foundation
- Windsor/ Windsor Locks Rotary Clubs
- Memorial donations.

The Fiscal Year 2015 highlights include:

- Reaching service anniversary of twenty-seven years
- Donations and fundraisers by Caring Connection staff, clients and their families to the Windsor Food Bank organizations
- Increased concurrent programming opportunities for clients
- 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 A.I. Prince, Central Connecticut State University, and St. Joseph College nursing student clinical rotation
- Pursuit of a variety of avenues for outreach and marketing including Qualidigm Communities of Care, evening presentation of Live Well Workshops in collaboration with the Town of Windsor Social Service Department, establishment of increased awareness of Adult Day Services among physician offices, an evening open house for Area Access Agency case managers and nursing home social workers, establishment of greater awareness of social service departments in neighboring towns of Bloomfield and Windsor Locks, along with building relationships with area churches.
- Collaboration with Capital Region Education Council for vocational clients.

Child Development Enterprise Fund

Town of Windsor
FY 2015-2016
Adopted Budget

CHILD DEVELOPMENT ENTERPRISE FUND

INTRODUCTION

The Windsor Discovery Center and Montessori School located at the Milo W. Peck Child Development Center is celebrating 35 years of providing extraordinary educational learning experiences. 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 35 years to include comprehensive child care and educational enrichment programs for children between the ages of six weeks and twelve years.

During the school year, the center will serve more than 120 children from 108 families in the following programs: Infant/Toddler, Montessori Toddler, Montessori Primary, Montessori Kindergarten 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 75 children per week.

The programs are designed to meet the developmental needs of young children. The individual programs provide experiences that enrich and enhance each child's development. With the daily schedule, each child has opportunities to create, explore the environment, learn problem-solving and personal interaction skills, and learn concepts through first-hand experiences. Children develop a positive self-concept through a balance of child and teacher directed activities. The professional staff serves as positive role models and provides care and education that is supportive, nurturing, warm and responsive to each child's individual needs. The staff respect parents as the primary and most important provider of care and nurturing and believes that parents and teachers are partners in their child's care and education.

The adopted FY 15 budget reflected a $117,850 loss. Based on year to date results the FY 15 loss is estimated to be approximately $39,000 less. This is due to total revenues projected to come in approximately $11,000 or 1.00% over the adopted budget due to increased enrollment in the part time programs and operating expenses estimated to be 2.2% under budget due primarily to savings in personnel lines.

The FY 16 projected revenue is based on the current enrollment patterns. We will continue to offer the full and ½ day programs five days per week in the Montessori classrooms, full and part time infant/toddler care, and before and after school care for elementary students at the Discovery Center.

The FY 16 expenditures are budgeted based on restructuring a full-time vacant position into two part-time positions, as well as a reduction of a full-time classroom position based on projected enrollment. The administrative overhead transfer has been reduced for FY 16 to lessen expenditures. $12,000 has been allocated to support marketing and outreach efforts.

TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2014	FY 2015		FY 2016	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	1,135,156	1,118,150	1,129,000	1,124,200	1,124,200
Permits & Other Revenues	522	500	615	300	300
Total Operating Revenue	1,135,678	1,118,650	1,129,615	1,124,500	1,124,500
Non-Operating Revenue:					
Donations	128	-	100	-	-
Interest Income	1,008	850	750	750	750
Total Non-Operating Revenue	1,136	850	850	750	750
Total Revenue	1,136,814	1,119,500	1,130,465	1,125,250	1,125,250
Operating Expenses:					
Personal Services	973,489	967,570	941,320	880,210	913,210
Supplies	16,162	17,500	16,200	17,550	17,550
Services	48,105	51,800	51,000	61,600	61,600
Maintenance & Repairs	15,035	16,250	16,250	16,250	16,250
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	
Energy & Utility	19,385	18,500	18,900	19,810	19,810
Administrative Overhead	45,900	45,900	45,900	-	-
Rent	118,830	118,830	118,830	118,830	118,830
Other (bad debt)	2,537	-	-	-	-
Total Operating Expenses	1,239,443	1,236,350	1,208,400	1,114,250	1,147,250
Non-Operating Expenses:					
Depreciation	1,000	1,000	1,000	1,000	1,000
Total Non-Operating Expenses	1,000	1,000	1,000	1,000	1,000
Total Expenses	1,240,443	1,237,350	1,209,400	1,115,250	1,148,250
Annual Income/(Loss)	(103,629)	(117,850)	(78,935)	10,000	(23,000)
Net Assets (Retained Earnings), Beginning of Year	453,740	362,270	350,111	271,176	304,176
Transfer In - General Fund Unassigned Fund Balance			33,000		
Net Assets (Retained Earnings), End of Year	350,111	244,420	304,176	281,176	281,176

Personnel Requirements

	FY 2014	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	12.29	12.00	11.75	10.00	11.00
Regular Part Time Employees	5.08	5.34	4.98	6.60	5.90
Temporary/Seasonal Employees	-	-	-	-	-
Total	17.37	17.34	16.73	16.60	16.90

Council Action

During budget deliberations on April 27, 2015, the Town Council made a motion to move $33,000 from the General Fund Unassigned Fund Balance to the Child Development Enterprise Fund. This amount restored a full-time classroom teacher position and benefits.

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.

Expenditures

	FY 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	264,340	259,250	249,310	249,310
Supplies	1,750	1,620	2,100	2,100
Services	2,590	3,570	7,470	7,470
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total Expenses	268,680	264,440	258,880	258,880

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.90	2.85	2.70	2.70
Regular Part Time Employees	2.36	2.61	2.62	2.62
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	5.26	5.46	5.32	5.32

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $4,240 or 1.6% due to the change in staffing with regards to the current enrollment and a partial year vacancy. The FY 16 budget reflects a decrease of $9,800 or 3.6% due to reallocation of staff.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler *$181,220*

- Conduct a year-round, full and part-time program for 11 children age six weeks to three years.

Montessori Toddler *$77,660*

- Provide two morning half-day, school year Montessori enrichment programs for sixteen children ages 18 months to three years.

- Provide an eight week summer camp program for eight toddlers.

PRESCHOOL/KINDERGARTEN PROGRAMS

The Milo Peck Child Development Center provides the Montessori method of education and development in a thoughtfully prepared learing environment for children three through five years of age. The school year programs and summer camps are offered on a part-time or full-time schedule. During the school year, a total of 65 children are served in these programs with an additional enrollment during the summer months.

Expenditures

	FY 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	537,610	532,870	487,580	520,580
Supplies	13,130	12,150	12,800	12,800
Services	33,670	32,130	35,250	35,250
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total Expenses	584,410	577,150	535,630	568,630

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.35	7.25	6.11	7.11
Regular Part Time Employees	1.76	1.56	2.12	1.42
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	9.11	8.81	8.23	8.53

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $7,260 or 1.2%. This is due to a reduction in part- time hours based on current enrollment plus a partial year full-time vacancy. The FY 16 budget reflects a decrease of $48,780 or 8.3% as compared to the FY 15 budget due to reallocation of staff between full-time and part-time.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori *$461,310*

- Provide a Montessori educational experience for children ages three through five on a full or half-day schedule from August to June.

Preschool Camp *$53,660*

- Conduct a nine-week Discovery preschool summer camp for children ages three through five.

K-1 Camp *$53,660*

- Conduct a nine-week summer camp experience for children ages five and six.

ELEMENTARY PROGRAMS

The Milo Peck Child Development Center provides before and after-school child care during the school year for families whose children attend Oliver Ellsworth, Kennedy, Sage Park Middle Schools and/or private elementary schools. A full-day summer camp is offered for eight weeks during the summer months for children ages six through twelve.

Expenditures

	FY 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	165,620	149,200	143,320	143,320
Supplies	2,620	2,430	2,650	2,650
Services	15,540	15,300	18,880	18,880
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total Expenses	183,780	166,930	164,850	164,850

Personnel Requirements

	FY 2015		FY 2016	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.75	1.65	1.19	1.19
Regular Part Time Employees	1.22	0.81	1.86	1.86
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.97	2.46	3.05	3.05

Budget Commentary

The FY 15 expenditures are expected to come in under budget by $16,850 or 9.2%. This is primarily due to a reduction of staff hours based on current enrollment ratios. The FY 16 budget reflects a decrease of $18,930 or 10.3% as compared to the FY 15 budget due to reallocation of Personal Services.

ELEMENTARY PROGRAMS

Products & Services

Before and After School Elementary — *$82,400*

- Provide a before and after-school program for kindergarten through sixth grade students
- Expand to full-day sessions during inclement weather, in-service days, holidays and school vacations
- Care is provided to children from Oliver Ellsworth, Kennedy Elementary schools, Sage Park Middle School and local private schools.

Elementary Camp — *$82,450*

- Provide a nine-week full-day summer camp experience for children ages seven through twelve that includes educational and recreational field trips, swimming, arts and crafts activities, science and nature experiences, cooking and non-competitive games.

FACILITIES MANAGEMENT

The Facilities Management division ensures that the complex, which includes ten classrooms, a gymnasium, two playgrounds, a nature trail and a soccer field, are taken care of and meet safety standards.

Expenditures

	FY 2015		FY 2016	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	16,250	16,250	16,250	16,250
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	45,900	45,900	-	-
Rent Expense	118,830	118,830	118,830	118,830
Energy & Utility	18,500	18,900	19,810	19,810
Other	-	-	-	-
Total Expenses	199,480	199,880	154,890	154,890

Personnel Requirements

	FY 2015		FY 2016	
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 15 expenditures are expected to come in over budget by $400 or 0.2%. This is primarily due to a slight increase in utility costs. The FY 16 budget reflects a decrease of $44,590 or 22.4% as compared to the FY 15 budget due to the reduction of the administrative overhead costs.

FACILITIES MANAGEMENT

Products & Services

Management *$118,830*

- Pay rental and administrative fees to the Town of Windsor.

Support Services *$36,060*

- Provide custodial services and utilities for Discovery Center programs.

FY 2015 Highlights

During the summer months the children ages 9 to 12 attending Camp Discovery participated in several community service projects. They conducted bake sales, participated in a Dance-A-Thon, held coin drives, Alex's Lemonade Stand and performed in a talent show to collect donations for Connecticut Children's Medical Center. The children raised a donation of $500.00 to purchase consumables for patients at Connecticut Children's Medical Center. The students who attend the before and after school program partnered with SEND Hometown Windsor to our Troops during the month of October. The children collected donations of snack items, socks, toiletries, candy and wrote personal letters to the members of the armed forces. For the third year in a row the Montessori Kindergarten students conducted a coat drive for the "Coats for Connecticut" program. The students brought 24 coats to Swiss Cleaners for cleaning and distribution.

The staff volunteered their time to prepare evening programs for the families and children to attend. They hosted tag sales and promoted our school at local events. A parents 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 prepared a parent appreciation breakfast for families where they enjoyed a hearty breakfast before they headed out to work.

The Windsor Discovery Center has maintained its high level of certification among teachers. Eighteen full and part-time staff had more than 320 combined hours of continuing education in the field of early childhood education and development by taking college courses and attending workshops and seminars. Two staff members are currently pursuing Master's degrees in Education.

Staff provided a variety of trainings for families: *Montessori in the Home* held at Windsor Public Library, gave families and community members an understanding of the Montessori curriculum while implementing the approach in their homes. *Parent Education Night* introduced participants to the Montessori approach and classroom set up; *Kindergarten Open House* was an overview of the third year within a Montessori classroom and the importance of that year; and *Meet the Parents* provided families with an opportunity for questions and answers with other families who are currently enrolled in the Kindergarten (third year) program. *Special Person Visiting Days* are planned three times per year to allow families to explore the Montessori classroom with their child.

Two community open houses were held in February and April 2015 to generate interest and enrollment for next year. A sandwich board is being use to advertise specific openings at the school. This board also gives us the opportunity to highlight special events. New outdoor signage was erected in January of 2015 after the old sign had fallen down. The replacement sign names the two primary services programs offered in our building and includes a street address. The Parent Referral program instituted in January 2014, awarded 11 families a coupon for one hundred dollars for referring customers to the school. The school also had 5 new families utilize a coupon developed in partnership with the Chamber of Commerce.

The Toddler Montessori half-day program was expanded to a second classroom to accommodate families on the waiting list. We maintained full enrollment of sixteen toddler Montessori children in both half-day programs.

APPENDICES

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APPENDIX "A"
Capital Improvement Program
2016-2021

Town of Windsor
FY 2015 – 2016
Adopted Budget

TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2016 – FY 2021

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 approved CIP. The General Fund financing corresponds to the Capital Projects budget in section Q of this document.

APPROVED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2016						
Pavement Management Program	849,330	425,000		424,330		
Sidewalk and Curb Replacement Program	50,000	50,000				
Stormwater Management Improvements	367,715		367,715			
Street Rehabilitation - Pigeon Hill Road (Poquonock Ave. to Lamberton Rd, Construction)	727,115		727,115			
Street Rehabilitation - Stone Road (Winterwood to East Granby townline, Construction - Phase I)	339,000		339,000			
Street Reconstruction - Prospect Hill Rd., West Street to Bent Rd (Phase II Design)	243,840		243,840			
Pavement Line Striping	55,000					55,000 [1]
Street and Traffic Sign Asset Management Program	20,000					20,000 [1]
Tree Replacement Program	25,000					25,000 [1]
Town Center Parking and Pedestrian Improvements (signal design and parking construction)	130,000					130,000 [1]
Fleet and Public Works Equipment Replacement	370,000	340,000				30,000 [4]
Town Green Water Fountain Repairs & Upgrade	75,000					75,000 [3]
Town Facility Improvements - LPW Convert Locker Rooms to Emergency Shelter Showering Facility	1,028,560		1,028,560			
Town Facility Improvements - Town Hall Interior Renovations (Phase II)	340,000		340,000			
Expansion of Public Safety Complex (Design)	1,025,000		1,025,000			
Day Hill Road Pedestrian Circulation Enhancements	295,000		295,000			
Wilson Route 159 Corridor Enhancement Program (Phase I)	865,676			865,676		
Park Improvements - Replace and Upgrade Playgrounds at Custer and Lancaster Parks	140,000					140,000 [1]
Athletic Field Improvements - Windsor High School East Side (Design)	106,000					106,000 [1]
Athletic Field Improvements - LP Wilson (Construction)	937,375		937,375			
Landfill Closure	2,025,000				2,025,000	
Landfill Methane Gas Collection	550,000				550,000	
L.P. Wilson Underground Piping Replacement Project	88,000					88,000 [2]
BOE - Network Infrastructure Upgrade	150,000					150,000 [1]
BOE - Oliver Ellsworth School HVAC Improvements (Design)	31,200					31,200 [1]
BOE - Windsor High School Courtyard Improvements (Construction)	30,000					30,000 [1]
BOE - Interior Stairwell Door Replacement and Fire Alarm System Improvements	393,947		393,947			
BOE - Partial Roof Replacement at Clover Street School	445,885		445,885			
Subtotal FY 2016	11,703,643	815,000	6,143,437	1,290,006	2,575,000	880,200
FY 2016 Projects Anticipated to Require Voter Approval						
None						
Subtotal FY 2016	0	0	0	0	0	0
GRAND TOTAL FY 2016	11,703,643	815,000	6,143,437	1,290,006	2,575,000	880,200

[1] *Capital Projects Fund Balance (Total = $687,200)*

[2] *L.P. Wilson Building Fund (Total = $88,000)*

[3] *General Fund Balance (Total = $75,000)*

[4] *Police Special Revenue Account (Total = $30,000)*

APPROVED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2017						
Pavement Management Program	884,330	700,000		184,330		
Sidewalk and Curb Replacement Program	75,000	75,000				
Pavement Resurfacing at Town Facilities & Schools	207,060		207,060			
Stormwater Management Improvements	278,127		278,127			
Street Reconstruction - Pigeon Hill Road (Lamberton Rd to Addison Rd, Survey/Design)	54,513					54,513 [1]
Street Rehabilitation - Stone Road (Construction, Phase II)	452,367		452,367			
Street Reconstruction - Prospect Hill Road (Phase II Construction, West Street to Bent Road)	2,506,392			2,506,392		
Streetlight Replacement Program	158,340		158,340			
Street and Traffic Sign Asset Management Program	20,250					20,250 [1]
Fleet and Public Works Equipment Replacement	566,079	566,079				
Streetlight Energy & Maintenance Cost Reduction (Phase I)	341,241		341,241			
Town Facility Improvements - Town Hall Interior Renovations (Phase III)	381,346		381,346			
Wilson Route 159 Corridor Enhancement Program (Phase II)	925,993			925,993		
Day Hill Road Pedestrian Circulation Enhancements	256,918		256,918			
Construct Sidewalks - Local Roads Within 1 Mile of School	129,083		129,083			
Fire Department - SCBA Replacement Program (Air Bottle Replacement)	159,878					159,878 [1]
Fire Department - Engine 10 Replacement Vehicle	942,863		942,863			
Skate Park Improvements (Design)	25,958					25,958 [1]
Athletic Field Improvements - Windsor High School East Side Fields (Construction)	856,295		856,295			
Northwest Park Barns/Sheds - Roof and Facility Repairs	20,000					20,000 [1]
Landfill Closure	2,235,000				2,235,000	
Landfill Leachate Management	620,000				620,000	
Landfill Methane Gas Collection	260,000				260,000	
BOE - Network Infrastructure Upgrade	75,000					75,000 [1]
BOE - Oliver Ellsworth HVAC Upgrades (Construction)	981,448		981,448			
BOE - School Windows Replacement (Poquonock School)	231,173		231,173			
BOE - School Windows Replacement (Kennedy School, Design)	27,040					27,040 [1]
BOE - Sage Park Energy Efficiency Upgrades (Design)	75,712					75,712 [1]
Subtotal FY 2017	13,747,406	1,341,079	5,216,261	3,616,715	3,115,000	458,351
FY 2017 Projects Anticipated to Require Voter Approval						
Town Facility Improvements - Parks Garage Relocation and Land Acquisition for DPW Complex	7,742,953		7,742,953			
Expansion and Renovation of Public Safety Complex	21,315,132		21,315,132			
Subtotal FY 2017	29,058,085	0	29,058,085	0	0	0
GRAND TOTAL FY 2017	42,805,491	1,341,079	34,274,346	3,616,715	3,115,000	458,351

[1] *Capital Projects Fund Balance (Total = $458,351)*

APPROVED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2018						
Pavement Management Program	884,330	700,000		184,330		
Sidewalk and Curb Replacement Program	100,000	100,000				
Stormwater Management Improvements	216,939		216,939			
Street Reconstruction - River Street (Poquonock to Old River, Design)	107,987					107,987 [1]
Pavement Line Striping	63,300					63,300 [1]
Street and Traffic Sign Asset Management Program	21,060					21,060 [1]
Tree Replacement Program	30,000					30,000
Fleet and Public Works Equipment Replacement	651,971	651,971				
Construct Sidewalks - Local Roads Within 1 Mile of School	132,285		132,285			
Traffic Signal at Windsor Avenue and Corey Street (Construction)	475,761		90,000	385,761		
Day Hill Road Resurfacing (Design)	67,492					67,492 [1]
Day Hill Road Pedestrian Circulation Enhancements	194,980		194,980			
Fire and Security System Improvements (Construction)	726,143		726,143			
Town Facility Improvements - Town Hall Portico Repairs	287,718		287,718			
Town Facility Improvements - HVAC, Electricity & Energy (Milo Peck Building)	1,107,029		1,107,029			
Fire Department - SCBA Replacement Program (SCBA Unit Replacement)	626,133		626,133			
Riverfront Trail - Windsor Center to East Barber Street (Phase I Design)	134,984					134,984 [1]
Athletic Field Improvements - Sage Park Middle School West Side (Design)	112,486					112,486 [1]
Landfill Closure	1,709,200				1,709,200	
Landfill Leachate Management	930,000				930,000	
BOE - Network Infrastructure Upgrade	75,000					75,000 [1]
BOE - School Windows Replacement (Kennedy School, Construction)	240,421		240,421			
BOE - Sage Park Energy Efficiency Upgrades (Construction)	1,574,013		1,574,013			
BOE - Kennedy School Heating Upgrades (Design)	84,365					84,365 [1]
Subtotal FY 2018	10,553,597	1,451,971	5,195,661	570,091	2,639,200	696,674
FY 2018 Projects Anticipated to Require Voter Approval						
None						
Subtotal FY 2018	0	0	0	0	0	0
GRAND TOTAL FY 2018	10,553,597	1,451,971	5,195,661	570,091	2,639,200	696,674

[1] *Capital Projects Fund Balance (Total = $696,674)*

Other changes

Fire Hydrants - phased and moved to FY 20, FY 21 and unscheduled

BOE - High School courtyard improvements - Scope reduced and all money in FY16

BOE - School Windows - originally inclued $167,000, project separated and phased. Kennedy construction above in FY18.

BOE - Mechanical System Energy Upgrades - Split into two projects.

APPROVED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2019						
Pavement Management Program	919,330	735,000		184,330		
Sidewalk and Curb Replacement Program	105,000	105,000				
Pavement Resurfacing at Town Facilities & Schools	225,328	225,328				
Stormwater Management Improvements	300,814		300,814			
Streetlight Replacement Program	173,562		173,562			
Fleet and Public Works Equipment Replacement	651,971	651,971				
Construct Sidewalks - Local Roads Within 1 Mile of School	137,593		137,593			
Day Hill Road Resurfacing	1,451,958			1,451,958		
Day Hill Road Pedestrian Circulation Enhancements	315,435		315,435			
Street and Traffic Sign Asset Management Program	21,900					21,900 [1]
Street Reconstruction - Pigeon Hill Road (Lamberton Rd to Addison Rd, Construction)	598,956		598,956			
Streetlight Energy & Maintenance Cost Reduction (Phase II)	368,940		368,940			
Town Facility Improvements - Northwest Park Caretaker House Upgrades	65,278					65,278 [1]
Town Facility Improvements - Wilson Firehouse HVAC Replacement (Design)	21,057					21,057 [1]
Town Facility Improvements - Poquonock Fire Station Roof Replacement (Design)	12,868					12,868 [1]
Landfill Leachate Management	650,000				650,000	
Athletic Field Improvements - Sage Park Middle School West Side (Construction)	1,453,385		1,453,385			
Skate Park Improvements (Construction)	185,657		185,657			
Fire Department - Engine 7 Replacement Vehicle	929,907		929,907			
BOE - Network Infrastructure Upgrade	125,000					125,000 [1]
BOE - Kennedy School Heating System Upgrades (Construction)	685,490		685,490			
	9,399,430	1,717,299	5,149,739	1,636,288	650,000	246,104
FY 2019 Projects Anticipated to Require Voter Approval						
None						
Subtotal FY 2019	0	0	0	0	0	0
GRAND TOTAL FY 2019	9,399,430	1,717,299	5,149,739	1,636,288	650,000	246,104

[1] *Capital Projects Fund Balance (Total = $246,104)*

Other changes

I-91 Ramp modification moved to FY21

BOE - Boiler replacement project - revised & separated into phases

APPROVED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2020						
Pavement Management Program	959,330	775,000		184,330		
Sidewalk and Curb Replacement Program	150,000	150,000				
Stormwater Management Improvements	312,855		312,855			
Pavement Line Striping	68,400					68,400 [1]
Street and Traffic Sign Asset Management Program	22,780					22,780 [1]
Tree Replacement Program	50,620					50,620 [1]
Fleet and Public Works Equipment Replacement	675,593	675,593				
Town Facility Improvements - Wilson Firehouse HVAC Replacement (Construction)	222,337		222,337			
Town Facility Improvements - Poquonock Fire Station Roof Replacement (Construction)	190,339		190,339			
Northwest Park Barns - Roof and Facility Repairs	434,192		434,192			
Construct Sidewalks - Local Roads Within 1 Mile of School	143,071		143,071			
Day Hill Road Pedestrian Circulation Enhancements	193,139		193,139			
Additional Fire Hydrants	126,844		126,844			
Athletic Field Improvements - Sharshon Park Improvements	660,180		660,180			
Athletic Field Improvements - Clover Street School Improvements	622,391		622,391			
BOE - Network Infrastructure Upgrade	150,000					150,000 [1]
BOE - Partial Replacement of Sage Park Middle School Roof	1,515,967		1,515,967			
Subtotal FY 2020	6,498,039	1,600,593	4,421,315	184,330	0	291,800
FY 2020 Projects Anticipated to Require Voter Approval						
None						
Subtotal FY 2020	0	0	0	0	0	0
GRAND TOTAL FY 2020	6,498,039	1,600,593	4,421,315	184,330	0	291,800

[1] *Capital Projects Fund Balance (Total = $291,800)*

APPROVED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2021						
Pavement Management Program	1,259,330	775,000	300,000	184,330		
Sidewalk and Curb Replacement Program	150,000	150,000				
Pavement Resurfacing at Town Facilities & Schools	243,600		243,600			
Street and Traffic Sign Asset Management Program	23,470					23,470 [1]
Fleet and Public Works Equipment Replacement	675,593	675,593				
Town Facility Improvements - Small Facilities Heating Upgrades	138,704					138,704 [1]
Ramp Modification at I-91 & Route 75/Day Hill Road	68,090,233			68,090,233		
Construct Sidewalks - Local Roads Within 1 Mile of School	148,760		148,760			
Day Hill Road Pedestrian Circulation Enhancements	341,174		341,174			
Day Hill Capacity - Lamberton Road to Addison Road (design)	332,779		332,779			
Replace Stairway between Lenox Street and the Moorlands	223,468		223,468			
Town Facility Improvements - Luddy House Window and Door Replacement	103,258					103,258 [1]
Additional Fire Hydrants	130,650		130,650			
BOE - HVAC Digital Control Upgrades	2,350,267		2,350,267			
	74,211,286	1,600,593	4,070,698	68,274,563	0	265,432
FY 2021 Projects Anticipated to Require Voter Approval						
None						
Subtotal FY 2021	0	0	0	0	0	0
GRAND TOTAL FY 2021	74,211,286	1,600,593	4,070,698	68,274,563	0	265,432
[1] Capital Projects Fund Balance (Total = $265,432)						
Total CIP Program	**155,171,486**	**8,526,536**	**59,255,197**	**75,571,993**	**8,979,200**	**2,838,561**

APPENDIX "B"
Special Revenue Funds

Town of Windsor
FY 2015 – 2016
Adopted Budget

SPECIAL REVENUE FUNDS

Police Department

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
6002	Crisis Intervention Program	982	-	250	732	-	250	482
6004	Bullet Proof Vest Program	113	2,500	2,500	113	2,500	2,500	113
6012	State Reimbursements	3,015	15,000	15,000	3,015	15,000	15,000	3,015
6026	Car Seat Program	1,262	-	200	1,062	-	200	862
6301	Narcotic Seizures - Federal	210	-	210	-	-	-	-
6302	Federal Sharing	89,981	-	10,000	79,981	-	20,000	59,981
6305	Asset Forfeiture - State	4,710	-	500	4,210	-	500	3,710
6700	Animal Shelter	34,548	-	-	34,548	-	-	34,548
6701	Powalka Memorial Fund	38	100	100	38	100	100	38
6702	K-9 Donations	223	100	100	223	100	100	223
6800	Police Private Duty	640,177	660,000	718,000	582,177	500,000	636,250	445,927
6908	Vehicle Maintenance	2,271	5,000	5,000	2,271	5,000	5,000	2,271
6916	Neighborhood Engagement Team	168	500	500	168	500	500	168
6919	3M Technology Grant	-	5,840	-	5,840	-	-	5,840
6920	Youth Services Prevention Grant FY 15	-	40,050	40,050	-	N/A	N/A	N/A
	Total 03 Funds	**777,698**	**729,090**	**792,410**	**714,378**	**523,200**	**680,400**	**557,178**

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

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

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

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

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

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

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

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

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

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

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, private construction contractors, public utilities and the Windsor School District. Expenditures in FY 15 also include $20,000 for traffic enforcement, $112,000 for vehicle replacement and set up and $25,000 for information technology equipment and in FY 16 includes $20,000 for traffic enforcement, $146,250 for vehicle replacement, $45,000 for information technology equipment and other capital items.

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

#6919 - 3M Technology Grant - Funding provided to municipal departments from 3M to be used for the purpose of maintaining, repairing or replacing the LiveScan Booking Workstation (Fingerprint Capture Device).

#6920 - Youth Services Prevention Grant - Funds are used for the Windsor Police Department and Windsor Public Schools outreach team. The team provides early intervention, prevention strategies, and referral to resources and services to at risk youth students in grades 7-12. The outreach provided by this collaborative team strives to reduce violence, reduce recidivism, and provide the skills, proactive strategies, and opportunities for these youth to become productive members of society.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
2002	Cirillo Youth Theatre	1,755	28,000	27,000	2,755	20,750	20,400	3,105
2004	Fran Elligers Memorial Fund	2,503	200	200	2,503	-	-	2,503
2007	Teen-O-Rama	50,548	322,000	326,000	46,548	335,000	349,000	32,548
2010	Positive Youth Development	19,409	20,000	29,200	10,209	6,200	7,200	9,209
2016	Passage Program	8,586	9,300	8,770	9,116	11,100	8,490	11,726
2018	Live-n-Learn	8,818	21,000	18,900	10,918	25,000	23,100	12,818
2060	Youth Services Bureau FY 15	-	20,110	20,110	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 16	N/A	N/A	N/A	N/A	20,110	20,110	-
2045	Dog Park	1,152	6,500	2,500	5,152	-	-	5,152
2059	YSB Enhancement Grant FY 15	-	6,170	6,170	-	N/A	N/A	N/A
2061	CASAC FY 15 *	-	4,240	4,240	-	N/A	N/A	N/A
NEW	CASAC FY 16 *	N/A	N/A	N/A	N/A	4,240	4,240	-
2202	NW Park Youth Conservation Corp.	1,400	6,490	7,890	-	3,970	3,970	-
2204	Northwest Park Nature Camp/Clubs	159,196	95,570	77,890	176,876	92,000	86,190	182,686
2207	Friends of Northwest Park Grant	1,041	7,220	7,220	1,041	7,020	7,020	1,041
2208	Northwest Park Shop	1,910	2,190	2,190	1,910	4,000	3,640	2,270
2210	NWP Environ. Education Programs	73,960	40,050	30,490	83,520	42,960	31,370	95,110
2211	Northwest Park Tobacco Museum	516	15,030	14,850	696	14,370	14,370	696
2325	NWP Facilities	21,750	7,500	4,520	24,730	6,600	5,320	26,010
4022	River Walkways	19,305	-	-	19,305	-	-	19,305
		371,849	**611,570**	**588,140**	**395,279**	**593,320**	**584,420**	**404,179**

*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.

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

Recreation & Leisure Services (cont.)

#2060/NEW - Youth Services Bureau FY 15/FY 16 - Funds from the State of Connecticut Department of Education administration and direct services for youth. FY 16 funding may be in jeopardy due to state budget reductions.

#2045 - Dog Park - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.

#2059 - YSB Enhancement Grant - Funds from the State of Connecticut Department of Education to provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community. Governors budget proposes to eliminate the FY 16 funding.

#2061/NEW - CASAC FY 15/FY 16 - Funds are used for substance abuse prevention programs and for positive youth development programs. FY 16 funding may be in jeopardy due to state budget reductions.

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

#2204 - Northwest Park Nature Camp - This account supports the operation of the Nature Camp during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.

#2207 - Friends of Northwest Park - Funding for this account is provided by the Friends of Northwest Park to support projects, internship staffing, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.

#2208 - Northwest Park Shop - Revenues within this project are generated through the sale of gift shop items. This account supports the purchase of gift shop stock, exhibit development and upkeep which is managed by Northwest Park staff and volunteers.

#2210 - Northwest Park Environmental Education - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and pubic workshops and classes. The funds from this account are used for part-time wages (clerical staff and environmental educators), contractual services, supplies and equipment.

#2211 - Tobacco Museum - This account is managed by the Tobacco Association to support, in part, the operation of the Tobacco Museum and the Tobacco Archive building. Funding is provided to offset the tour guide's wages and the museum brochures. Northwest Park is responsible for facility upkeep, energy and utility costs.

#2325 - NWP Facilities - Funds from this account are used to purchase general supplies used by facility rental groups.

#4022 - River Walkways - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking and multi-use trails in Windsor.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2015 Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
2300	Windsor Senior Center	9,257	53,940	53,940	9,257	54,970	54,970	9,257
2324	Dial-a-Ride Matching Grant FY 15	-	38,100	38,100	-	N/A	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 16	N/A	N/A	N/A	N/A	38,000	38,000	-
2323	NCAAA* Grant 10/01/13 - 9/30/14	1,782	1,000	1,000	1,782	N/A	N/A	N/A
2327	NCAAA* Grant 10/01/14 - 9/30/15	-	7,500	7,500	-	2,500	2,500	-
NEW	NCAAA* Grant 10/01/15 - 9/30/16	N/A	N/A	N/A	N/A	4,100	4,100	-
2326	Elderly Transportation Grant	-	9,500	9,500	-	9,500	9,500	-
3816	Human Services Assistance Fund	69,007	-	5,000	64,007	-	5,000	59,007
2321	NCAAA SS Grant 10/1/13 - 9/30/14	-	1,450	1,450	-	-	-	-
3822	Mental Health Committee	400	-	400	-	-	-	-
3840	Operation Fuel Partnering	11,370	500	2,800	9,070	500	2,800	6,770
3868	Parents Of Children With Disabilities	1,730	-	1,000	730	-	730	-
3800	NCAAA* SS Grant 10/01/14 - 9/30/15	-	7,800	7,800	-	2,600	2,600	-
NEW	NCAAA* SS Grant 10/01/15 - 9/30/16	-	-	-	-	-	-	-
3881	SSBG** 1/1/14 - 9/30/14	1,990	5,460	7,450	-	-	-	-
3882	SSBG** 10/1/14 - 9/30/15	-	16,300	16,300	-	5,430	5,430	-
3867	Windsor Community Service Council	2,230	1,000	2,100	1,130	1,000	2,130	-
		97,766	**142,550**	**154,340**	**85,976**	**118,600**	**127,760**	**75,034**

*North Central Area Agency on Aging
**Social Service Block Grant

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

#2324/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.

#2323/2327/NEW - NCAAA Grant - Transportation - Funds are from an evening and weekend transportation matching grant.

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

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

#2322 - Access Health - Funds from this account pay for temporary part- time staff to assist with health insurance enrollment through the AHCA.

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

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

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

#3881/3882/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 2015 Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
3803	Toy Drive	285	-	-	285	-	-	285
3805	CPR Classes	105	500	500	105	800	800	105
3808	Clinic Services	30,548	13,220	13,220	30,548	14,380	14,380	30,548
3814	Bike & Ski Safety Equipment	(2,140)	2,750	2,750	(2,140)	3,050	3,050	(2,140)
3831	Pandemic Influenza Grant	70	-	70	0	-	-	0
3846	H1N1 Vaccine Clinics	2,710	-	2,710	-	-	-	-
3848	Public Health Emergency Readiness	2,235	-	-	2,235	-	-	2,235
3854	Public Health Block Grant FY 15	-	5,010	5,010	-	N/A	N/A	N/A
NEW	Public Health Block Grant FY 16	N/A	N/A	N/A	N/A	5,010	5,010	-
3853	Lead Poisoning Prevention & Control	-	4,860	4,860	-	4,590	4,590	-
3860	Bioterrorism Grant 7/01/14 - 6/30/15	-	54,020	54,020	-	N/A	N/A	N/A
NEW	Bioterrorism Grant 7/01/15 - 6/30/16	N/A	N/A	N/A	N/A	40,030	40,030	-
3862	Regional Emergency Planning FY 15	-	-	-	0	N/A	N/A	N/A
NEW	Regional Emergency Planning FY 16	N/A	N/A	N/A	N/A	-	-	-
3896	Emergency Mgmt Performance Grant	-	4,810	4,810	-	4,810	4,810	-
3897	Property Maintenance Remediation	-	21,000	6,500	14,500	6,500	6,500	14,500
		33,813	**106,170**	**94,450**	**45,533**	**79,170**	**79,170**	**45,533**

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

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

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

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

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

#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.

#3854/NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period ends on June 30.

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

SPECIAL REVENUE FUNDS

Health Services

#3860/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.

#3862/NEW - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support public health emergency regional planning, training, exercise, and evaluation services.

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

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

SPECIAL REVENUE FUNDS

Library Services

			FY 2015			FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
2501	Library Copy Machine Fund	38,314	11,000	11,500	37,814	11,000	17,500	31,314
2502	Windsor Library Association Grant	14,222	-	-	14,222	1,500	-	15,722
2503	Main Library Non-Print Materials	27,464	14,000	14,000	27,464	14,000	14,000	27,464
2504	Wilson Library Non-Print	9,631	4,000	4,000	9,631	4,000	4,000	9,631
2505	Connecticard	18,746	3,760	4,680	17,826	3,760	4,000	17,586
2507	Cary Nearing Book Project	10,981	-	2,500	8,481	-	2,500	5,981
2509	State Library Grant	6,436	1,200	1,200	6,436	1,200	1,500	6,136
N/A	Library Association Donation***	-	22,000	22,000	-	22,000	22,000	-
		125,794	**55,960**	**59,880**	**121,874**	**57,460**	**65,500**	**113,834**

***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 the state to be used for the purchase of print material.

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

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2015 Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
1704	Wetlands Inventory Grant	694	-	220	474	-	150	324
1705	Wetlands Account	2,666	-	-	2,666	-	-	2,666
1706	Energy Task Force Fund	4,680	-	4,680	-	-	-	-
1707	Earth Day	480	600	600	480	600	600	480
		8,520	**600**	**5,500**	**3,620**	**600**	**750**	**3,470**

#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.

Community Development

Project #	Project Name	FY 2015 Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
1973	Rt. 159 & Windsor Ave. Redev. Proj.	2,336	-	-	2,336	-	-	2,336
		2,336	**-**	**-**	**2,336**	**-**	**-**	**2,336**

#1973 - Rt. 159 & Windsor Avenue Redevelopment Project - This represents the balance remaining for the acquisition of a Small Town Economic Assistance Program (STEAP) grant that was awarded

SPECIAL REVENUE FUNDS

Public Works

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
1980	Stony Hill School	468	5,000	4,630	838	5,000	4,630	1,208
2014	330 Windsor Avenue Maintenance	48,937	126,800	142,400	33,337	126,500	113,290	46,547
4003	Archer Road Maintenance	39,698	-	-	39,698	-	-	39,698
4009	Town Aid Road Improvements	494,820	404,300	592,000	307,120	404,300	495,000	216,420
4010	East Granby Road Maintenance	40,000	-	40,000	-	-	-	-
4012	Local Cap. Improve. - Recording Fees	74,370	10,000	-	84,370	10,000	-	94,370
4018	Veterans Cemetery	11,045	3,600	8,720	5,925	3,000	3,900	5,025
4100	Rental Revenue (Properties)	-	14,500	13,250	1,250	14,500	13,600	2,150
4101	Train Station/Freight House	109,670	10,840	52,200	68,310	17,560	20,150	65,720
4102	Roger Wolcott Building	7,468	66,760	66,760	7,468	66,760	66,760	7,468
4103	Parks Garage Leased Space	-	550,140	69,050	481,090	-	114,000	367,090
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		832,177	**1,191,940**	**989,010**	**1,035,107**	**647,620**	**831,330**	**851,397**

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

#2014 - 330 Windsor Avenue Maintenance - This revolving fund is used for repair and maintenance at the facility. Revenues are received from the Caring Connection, Recreation Department and the Chinese Restaurant on site. FY 16 revenue anticipates a transfer of $41,100 from the General Fund Unassigned Fund Balance to pay costs related to the Caring Connection rent/utilities. Expenses include repair, maintenance and utilities.

#4003 - Archer Road Maintenance - This account was funded by a developer for the repair and maintenance of Archer Road in the Hayden Station neighborhood. Funds from the account will be used for paving/resurfacing of the street in the future.

#4009 - Town Aid Road Improvements - This is a state grant used primarily for street maintenance and repair-related activities. This account is used as a revolving fund for management of this grant. A major use of this account is for the purchase of materials for the snow and ice program. It is also used for street pavement markings, pavement preventive maintenance (such as crack filling), and catch basin cleaning.

#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. The balance of these funds are being used for milling and paving during fiscal 2015.

#4012 - Local Capital Improvements, Recording Fees - This account differs from the Local Capital Improvements Program (LoCIP), which is an annual grant from the state. This account was established to receive funds that are the result of an increase in the recording fees charged by the state. These funds may be used for improvements by local governments in the state.

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

#4100 - Rental Revenue properties - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green) and Luddy Carriage House (town green). The 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. Both buildings are presently being used by Windsor Arts Center. Larger expenditures expected in the near future include roof work at the train station.

#4102 - Roger Wolcott Building - This is the former Roger Wolcott School facility. Funds are from the Facilities Management general fund. The costs for utilities and other expenses are paid out of this account for the on-going maintenance of the building.

#4103 - Parks Garage leased space - This account is used to pay for the lease and other related expenses for the facility which replaced the former Parks Garage on Mechanic Street. Public Works equipment and materials (primarily off-season) are stored at this building. This account is funded from the sale of the former Parks Garage facility.

#4800 - Landfill Reuse Planning - A study was performed a few years ago to plan the future use of the landfill site following its capping and closing. A citizen's group worked with a consultant to develop the plan, which primarily incorporated various active and passive recreational uses. The balance shown represents the amount unspent during this planning effort.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2015 Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
1304	Town Clerk Copier	93,631	28,000	24,100	97,531	28,000	24,100	101,431
1306	Historic Preservation	7,860	4,500	2,900	9,460	4,500	4,400	9,560
1308	Preservation Microfilming Grant	-	7,500	7,500	-	4,000	4,000	-
		101,491	**40,000**	**34,500**	**106,991**	**36,500**	**32,500**	**110,991**

#1304 - Town Clerk Copier - Funds are derived from fees associated with the use of the Town Clerk copier. These funds are used for the upkeep, maintenance, restoration and preservation of the Town of Windsor's records.

#1306 - Historic Preservation - Funds are derived from fees for land records. The State of CT receives a portion of these funds and the remainder is used to match funds when applying for the Connecticut State Library Historic Documents Preservation Grant.

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program. There are two possible grants that could be received in any one fiscal year - $4,000 for the Targeted grant or up to $50,000 for the Competitive grant.

Administrative Services

Project #	Project Name	FY 2015 Beginning Balance (7/1/14)	FY 2015 Projected Revenue	FY 2015 Estimated Expenditures	FY 2015 Projected Balance (6/30/15)	FY 2016 Projected Revenue	FY 2016 Budgeted Expenditures	FY 2016 Projected Balance (6/30/16)
1650	Assessor's Coin-Op Copiers	4,409	1,700	1,700	4,409	1,700	1,700	4,409
1651	Delinquent Property Tax Sale	-	10,500	10,500	-	-	-	-
		4,409	**12,200**	**12,200**	**4,409**	**1,700**	**1,700**	**4,409**

#1650 - Assessor's Coin-Op Copiers - Revenues are generated 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
#1651 - Delinquent Property Tax Sale - A public auction was conducted by the tax collector in the Spring of 2015 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected

SPECIAL REVENUE FUNDS

Boards and Commissions

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
5250	One Book One Windsor	1,335	-	-	1,335	-	-	1,335
5252	Bridge Builder's Award	-	460	460	-	840	840	-
		1,335	**460**	**460**	**1,335**	**840**	**840**	**1,335**

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

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

General Services

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
1630	Revaluation	49,493	20,000	-	69,493	19,000	-	88,493
1640	OPEB Actuarial Valuation	-	11,500	-	11,500	11,500	23,000	-
1703	Open Space Fund	548,155	104,000	216,500	435,655	55,000	250,000	240,655
1709	Great Pond Special District Fund	-	103,930	94,000	9,930	99,000	108,930	-
		597,648	**239,430**	**310,500**	**526,578**	**184,500**	**381,930**	**329,148**

#1630 - Revaluation - This fund provides the revenue needed to conduct the next revaluation, which is due to occur for the Grand List dated October 1, 2018. The funding for the revaluation account for FY 16 is proposed by Town Council at $19,000. This will allow the balance to accumulate and provide the necessary funds for the next revaluation, which is estimated to cost $100,000.

#1640 - Other Post-Employment Benefits (OPEB) Actuarial Analysis - This fund provides the revenue needed to conduct the biennial OPEB program actuarial analysis and plan valuation. The funding source for this is the General Fund

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. They can also be used to improve open spaces and conduct other open space related activities.

#1709 - Great Pond Village Special District Fund - This fund provides the revenue needed to facilitate the transfer of tax increment revenues to the Great Pond Village Improvement District pursuant to the interlocal agreement with the town.

SPECIAL REVENUE FUNDS

Not Allocated to Specific Service Unit

		FY 2015				FY 2016		
Project #	Project Name	Beginning Balance (7/1/14)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/15)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/16)
2100	L.P. Wilson Fund	162,691	529,550	454,750	237,491	533,550	587,610	183,431
5200	Community Use of Schools	-	35,000	35,000	-	35,000	35,000	-
		162,691	**564,550**	**489,750**	**237,491**	**568,550**	**622,610**	**183,431**

#2100 - L.P. Wilson Fund - This is the town's portion of expenses for facility maintenance/utilities at the L.P. Wilson Center and for the use of the space. The balance is being used for planned on-going maintenance projects.

#5200 - Community Use of Schools - The Board of Education charges groups for the use of school facilities. However, due to state regulations, the town is required to receive this money and it is placed into this account. In the past, the Board of Education has used these funds for custodial overtime at their facilities. These funds can also be used for facility repairs and maintenance (i.e., refinishing of gym floors).

APPENDIX "C"
Summary of Personal Services

Town of Windsor
FY 2015 – 2016
Adopted Budget

SUMMARY OF PERSONAL SERVICES

	FY 2015 Approved	FY 2016 Adopted
ADMINISTRATIVE SERVICES		
Full Time	16.25	16.57
Part-time FTE	2.29	2.38
DEVELOPMENT SERVICES		
Full-time	16.00	16.00
Part-time FTE	0.86	0.86
RECREATION & LEISURE SERVICES		
Full-time	6.76	6.76
Part-time FTE	11.31	11.55
HUMAN SERVICES		
Full-time	4.75	4.75
Part-time FTE	5.67	6.08
HEALTH SERVICES		
Full-time	4.00	4.00
Part-time FTE	1.00	1.10
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	6.00	5.90
SAFETY SERVICES		
Full-time	64.50	65.92
Part-time FTE	2.30	1.70
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	160.01	161.75
Part-time FTE	40.75	40.89
Total	200.76	202.64

NON-GENERAL FUND POSITIONS

RECREATION - Special Revenue Fund		
Full-time	0.24	0.24
Part-time FTE	9.63	9.60
INSURANCE INTERNAL SVS FUND		
Full-time	0.75	0.25
ENTERPRISE FUNDS		
Full-time	21.00	20.00
Part-time FTE	9.13	9.56
HUMAN SERVICES - Special Revenue Fund & Transfer from Caring Connection for Transportation		
Full-time	0.75	0.25
Part-time FTE	3.77	4.14
COMMUNITY DEVELOPMENT		
Full-time	1.25	1.25
Part-time FTE	-	-
TOTAL NON-GENERAL FUND		
Full-time	23.99	21.99
Part-time FTE	22.53	23.30
Total	46.52	45.29

APPENDIX "D"
Employee Pay Plans

Town of Windsor
FY 2015 – 2016
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

*This pay plan expired on June 30, 2014 and is included for informational purposes. A salary schedule for FY 2016 will be determined when collective bargaining is concluded.

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
UPSEU LOCAL 424, UNIT 10 PAY PLAN
FY 2015 – 2016

	STEPS				
PAY GRADE	1	2	3	4	5
CIVILIAN DISPATCHER	50,066	53,261	56,162	59,064	61,962

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 500 Hours
Part-time Civilian Dispatcher	18.88/Hour	23.57/Hour	25.94/Hour	28.27/Hour

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
POLICE PAY PLAN
FY 2015-2016

STEPS

PAY GRADE	A	B	C	D	E	F	G	H
Pay Grade P1								
Police Officer	65,268	68,915	72,706	76,710	80,927	85,372		
Officers Hired After 5/1/14	64,621	67,244	69,973	72,813	75,768	78,843	82,042	85,372
Pay Grade P2			74,140	78,220	82,523	87,059	91,482	
Detective Special Services Officer								
Pay Grade P3			79,882	84,282	88,910	93,806	99,104	
Evidence Technician Sergeant								
Pay Grade P4			88,910	93,806	98,964	104,406		
Shift Commander								
Pay Grade DW1			61,025	63,715	66,462	69,448		
Dog Warden								

FY 2015-2016 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1 **Associates**		
Group A	37,665	70,690

Administrative Aide
Assistant Assessor
Assistant Building Official
Caseworker
Code Enforcement Official
Confidential Secretary
Engineering Assistant
Environmental Educator
Environmental Planner
Fire Inspector
Human Resources Analyst
Interpretive Naturalist
Library Assistant
Payroll and Benefits Assistant
Public Health Nurse
Recreation Program Specialist
Sanitarian
Senior Center Programmer
Transportation Coordinator

Group B	42,860	82,765

Accountant
Assistant Buildings & Facilities Manager
Assistant Recreation Manager
Assistant Town Planner
Deputy Town Clerk
Engineer
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 2015-2016 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 2	53,250	109,185

Managers/Coordinators

Assessor
Assistant Finance Director
Assistant to the 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	77,560	127,660

Directors

Assistant Town Manager
Coordinator of Information Technology
Director of Health
Director of Human Resources
Director of Human Services
Director of Public Works
Director of Recreation and Leisure Services
Director of Finance
Economic Development Director
Library Director
Police Chief
Town Planner

*Position contingent upon funding from State/Federal grants, capital project funds, and/or user charges.

APPENDIX D

TOWN OF WINDSOR
DAY CARE PAY PLAN
[WINDSOR DISCOVERY CENTER AND CARING CONNECTION]
FY 2015-2016

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 2015-2016

PAY GRADE	MINIMUM	MAXIMUM
GRADE I	$ 9.15	$ 9.90
Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant		
GRADE II	$ 9.15	$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	$ 9.15	$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	$ 9.15	$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 2015 – 2016
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	41010	FICA (Social Security)	41130	Health Insurance
40020	Regular Part Time	41020	Medicare	41140	Major Medical
40040	Temporary Full Time	41110	Clothing Allowance	41150	Disability Insurance
40050	Temporary Part Time	41120	Pension (Police)	41160	Life Insurance
40060	Holiday Overtime	41125	Retirement Expense Town	41170	Workers' Compensation
40070	Training Overtime	41126	Retirement Expense BOE	41180	Unemployment Comp.
40090	Overtime	41128	Deferred Comp Match Town	41190	Other Compensation
40110	Substitutes	41129	Retirement Expense 401A	41200	Combined Insurance

SUPPLIES

42140 Books and Periodicals - Acquisition of technical books, newspaper subscriptions, library books and media, special reports and other publications.

42190 Rentals - Fees paid for the use of land, buildings and equipment.

42220 Materials and Supplies - Office supplies, non-inventoried tools, refills, other non-inventoried items including, but not limited to, nuts and bolts, car tires, disposable fire extinguishers and items with a useful life of less than one year.

42240 Postage - All postage such as stamps, bulk mailing and postage charge-backs from Information Services.

SERVICES

43110 Travel and Meeting Expenses - Local, regional and national meetings, including transportation, lodging, meals and registration fees. Also, business expenses related to the activity of the department.

43120 Advertising - Notices of public hearings, invitations to bid, recruitment ads, publishing ordinances, etc.

43130 Membership Fees - Professional association dues and subscriptions, league and tournament fees.

43140 Car Allowance - Monthly allotment for private vehicles and mileage allowances for use of private vehicles on local routine business.

43150 Recruitment and Training - Cost of special training schools, tuition, educational seminars, recruitment examinations, interviews and in-service training courses.

43160 OPEB - Cost of Other Post Employment Benefits

43170 MDC - Sewers - Cost of Metropolitan District Commission Sewer Service.

43180 Contractual Services - Cost of contracted services, consulting and technical services, etc.

43190 Printing - Printing, photocopying and microfilming.

43200 Board of Education Schools

43210 Board of Education Schools Capital

43300 Debt Service - Principal

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 2015 – 2016
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 $82,874,758. State law establishes various debt percentage limitations based on the purposes for which the debt is issued. The following limitations are currently in effect:

1) General Purpose - 2.25 times the base
2) Schools - 4.50 times the base
3) Sewer - 3.75 times the base
4) Urban Renewal - 3.25 times the base
5) Unfunded Past Pension - 3.00 times the base
6) Total Debt - 7.00 times the base.

Per the FY 2014 Town of Windsor Consolidated Annual Financial Report, the town's total net direct and net overlapping indebtedness totals $95,305,326 and the total debt limit is $580,123,306.

APPENDIX F

Town of Windsor Debt Schedule FY 2015

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2014	PROJECTED ADDITIONS	REFUNDED	RETIREMENTS	BALANCE 6/30/2015
General Purpose									
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	2,879,000	1,436,000	-	-	253,000	1,183,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	5,927,000	3,182,000	-	-	481,000	2,701,000
2010 Hayden Station Firehouse, Fire Truck, Day Hill & Internat'	2.00 - 4.00	2010	4/15/2025	3,980,000	815,000	-	-	305,000	510,000
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,096,000	4,786,000	-	-	749,000	4,037,000
2011 Public Improvements	2.50 - 3.50	2011	4/1/2024	3,450,000	1,312,000	-	-	269,000	1,043,000
2012 Public Improvements	2.00	2012	5/1/2024	4,490,000	3,740,000	-	-	375,000	3,365,000
2013 Public Improvements	1.25 - 2.00	2013	5/1/2025	3,450,000	3,754,000	-	-	341,000	3,413,000
2014 Public Improvements	2.00 - 3.00	2014	4/15/2024	3,690,000	3,690,000	-	-	370,000	3,320,000
2014 Refunding	2.00 - 4.00	2014	8/15/2022	3,355,000	3,355,000	-	-	35,000	3,320,000
			Sub-total	37,317,000	26,070,000	-	-	3,178,000	22,892,000
Schools									
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	6,051,000	3,014,000	-	-	532,000	2,482,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	3,768,000	2,028,000	-	-	304,000	1,724,000
2010 Poquonock School HVAC	2.00 - 4.00	2010	4/15/2025	700,000	135,000	-	-	45,000	90,000
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,209,000	4,589,000	-	-	636,000	3,953,000
2011 JFK School Roof; Poquonock School HVAC upgrades	2.50 - 3.50	2011	4/1/2024	1,040,000	438,000	-	-	81,000	357,000
2013 Ellsworth School Roof	1.25 - 2.00	2013	5/1/2025	950,000	871,000	-	-	79,000	792,000
2014 SPMS HVAC, Ellsworth Offices & Athletic Fields, O'Brien Field Improvements, School Window Replacements	2.00 - 3.00	2014	4/15/2024	1,330,000	1,330,000	-	-	130,000	1,200,000
2014 Refunding	2.00 - 4.00	2014	8/15/2022	915,000	915,000	-	-	10,000	905,000
			Sub-total	20,963,000	13,320,000	-	-	1,817,000	11,503,000
			Grand-Total	**58,280,000**	**39,390,000**	**-**	**-**	**4,995,000**	**34,395,000**

APPENDIX F

Town of Windsor
Debt Schedule FY 2015 - FY 2016

Principal Payments

	Town Projects	FY 2015	FY 2016
2009	Refunding Issue - Series A	253,000	250,000
2009	Refunding Issue - Series B	481,000	476,000
2010	Hayden Station Firehouse, Fire Truck, Day Hill Rd. & International Drive	305,000	255,000
2010	Refunding Issue - Series B	749,000	865,000
2011	Road & Facility Improvements; Vehicle & Technology Purchases	269,000	269,000
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchase	375,000	375,000
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipment	341,000	341,000
2014	Road & Facility Improvements; Emergency Dispatch Console	370,000	370,000
2014	Refunding Issue	35,000	-
2015	FY 15 Bond Issue - Estimated Principal		365,000
	Total Principal - Town Projects	3,178,000	3,566,000
	School Projects		
2009	Refunding Issue - Series A	532,000	525,000
2009	Refunding Issue - Series B	304,000	304,000
2010	Poquonock School HVAC Improvements	45,000	45,000
2010	Refunding Issue - Series B	636,000	715,000
2011	Poquonock School HVAC; JFK School Roof Replacement	81,000	81,000
2013	Ellsworth School Roof	79,000	79,000
2014	Sage Park HVAC, Ellsworth School Offices & Athlectic Fields, O'Brien Field Improvements, School Window Replacement	130,000	130,000
2014	Refunding Issue	10,000	-
2015	FY 15 Bond Issue - Estimated Principal		169,170
	Total Principal - School Projects	1,817,000	2,048,170
	Grand Total - Principal	**4,995,000**	**5,614,170**

Interest Payments

	Town Projects	FY 2015	FY 2016
2009	Refunding Issue - Series A	44,780	37,860
2009	Refunding Issue - Series B	115,260	98,520
2010	Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	91,100	12,750
2010	Refunding Issue - Series B	184,350	151,495
2011	Road & Facility Improvements; Vehicle & Technology Purchases	75,750	27,965
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchases	74,800	67,300
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipment	65,700	58,875
2014	Road & Facility Improvements; Emergency Dispatch Console	165,830	77,975
2014	Refunding Issue		112,560
2015	FY15 Bond Issue - Estimated Interest		102,750
	Total Interest - Town Projects	817,570	748,050
	School Projects		
2009	Refunding Issue - Series A	113,410	79,430
2009	Refunding Issue - Series B	88,750	62,880
2010	Poquonock School HVAC Improvements	23,420	2,250
2010	Refunding Issue - Series B	218,880	153,905
2011	Poquonock School HVAC Improvements; JFK School Roof Replacement	34,890	9,665
2013	Ellsworth School Roof	18,400	13,665
2014	Sage Park HVAC, Ellsworth School Offices & Athlectic Fields, O'Brien Field Improvements, School Window Replacement	72,140	28,075
2014	Refunding Issue		30,790
2015	FY15 Bond Issue - Estimated Interest		45,660
	Total Interest - School Projects	569,890	426,320
	Grand Total - Interest	**1,387,460**	**1,174,370**

APPENDIX "G"
Price Guide

Town of Windsor
FY 2015 – 2016
Adopted Budget

FY 16 ADOPTED

Fines and Fees	Fund	Authority	FY 2016	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 Application Fee	General Fund	ZBA	$125 + $50 per each additional variance requested on the same application	5/13/2014
ZBA Commercial/Industrial Application Fee	General Fund	ZBA	$175 + $50 per each additional variance requested on the same application	5/13/2014
Motor Vehicle Location Approvals	General Fund	TP+ZC	$70	5/20/1985
Motor Vehicle Location Re-Approvals	General Fund	TP+ZC	$35	5/20/1985
Maps - Photocopy	Special Revenue	Resolution	$4	5/01/1989
Economic Development				
Fee For Processing Subordination requests for mortgages in the OCD portfolio	Special Revenue / Fund 10	Resolution	$50 plus any direct Expenses Incurred	4/27/2009
Design Services				
Engineering Specifications	General Fund	Resolution	$30	4/24/2006
Aerial Map Blueprints	General Fund	Resolution	$5 per copy	4/24/2006
Other Maps and Blueprints	General Fund	Resolution	$4 per copy	5/10/2011
Color Copy 24" x 36"	General Fund	Resolution	$10 per copy	5/10/2011
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 2016	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 2016	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 16 ADOPTED

Fines and Fees	Fund	Authority	FY 2016	Last Action
HEALTH SERVICES				
CPR, AED and First Aid Classes:				
NOTE: If the student has up to date materials, subtract $10 from the cost of the class.				
Adult CPR	Special Revenue	Resolution	$50	6/04/2013
Child CPR	Special Revenue	Resolution	$50	6/04/2013
Infant CPR	Special Revenue	Resolution	$40	5/10/2011
AED (Adult or Child)	Special Revenue	Resolution	$50	6/04/2013
Basic First Aid	Special Revenue	Resolution	$50	6/04/2013
Any **Two** of the Above	Special Revenue	Resolution	$55	6/04/2013
Any **Three** of the Above	Special Revenue	Resolution	$60	6/04/2013
Any **Four** of the Above	Special Revenue	Resolution	$65	6/04/2013
Professional Rescuer	Special Revenue	Resolution	$70	6/04/2013
CPR and First Aid Challenges:				
Basic First Aid	Special Revenue	Resolution	$35	6/04/2013
CPR - Any One Component	Special Revenue	Resolution	$35	6/04/2013
CPR or First Aid - Any Two Components	Special Revenue	Resolution	$40	6/04/2013
CPR or First Aid - Any Three or More Components	Special Revenue	Resolution	$45	6/04/2013
Professional Rescuer	Special Revenue	Resolution	$45	6/04/2013
Bicycle/Multi-Sport Helmet	Special Revenue	Resolution	$10	4/27/2009
Ski Helmets	Special Revenue	Resolution	$25	6/04/2013
Knee and Elbow Pads (set)	Special Revenue	Resolution	$10	4/11/2007
Flu Shots	Special Revenue	Resolution	$30	7/01/2015
High Dose Flu Shots	Special Revenue	Resolution	$45	8/04/2014
Pneumonic Shots	Special Revenue	Resolution	$55	5/10/2011
Tuberculosis Testing (PPD)	Special Revenue	Resolution	$10	7/01/2015
Food Service Permits:				
Caterer	General Fund	Resolution	$200 per facility	4/27/2009
Convalescent Home	General Fund	Resolution	$300 per facility	4/27/2009
Food Store (large)	General Fund	Resolution	$300	5/19/2008
Food Store (small w/deli)	General Fund	Resolution	$140	5/19/2008
Food Store (small w/o deli)	General Fund	Resolution	$100	5/19/2008
Industry serving less than 100	General Fund	Resolution	$200	5/19/2008
Industry serving more than 100	General Fund	Resolution	$300	5/19/2008
Mobile Vendors	General Fund	Resolution	$200	5/19/2008
Re-Inspections	General Fund	Resolution	$150	4/27/2009
Restaurant - More Than 100	General Fund	Resolution	$300	5/19/2008
Restaurant - Less Than 100	General Fund	Resolution	$200	5/19/2008
Temporary Establishment	General Fund	Resolution	$75	4/11/2007
Seasonal Establishment	General Fund	Resolution	Annual Fee/12 x # of months open	4/27/2009
Late > 30 Days	General Fund	Resolution	$100	4/25/2001
Restaurant Plan Review	General Fund	Resolution	$200	5/19/2008
Septic Permits:				
New System Construction: Less than 2,000 Gallons Per Day (Includes Permit, Plan Review, and Inspection)	General Fund	Resolution	$175	7/01/2015
New System Construction: Greater than 2,000 Gallons Per Day (Includes Permit, Plan Review, and Inspection)	General Fund	Resolution	$350	7/01/2015
Existing System Repair: Existing System (Includes Permit, Plan Review, and Inspection)	General Fund	Resolution	$125	7/01/2015
19-13-B100a Building Addition/Use Change Review	General Fund	Resolution	$65	5/13/2014
Soil Tests	General Fund	Resolution	$175	5/13/2014
Other Fees:				
Property Maintenance Fines	Special Revenue	Resolution	$100 per day	7/01/2015
Well Permits	General Fund	Resolution	$100	4/11/2007
Residential Inspections	General Fund	Resolution	$150 Flat Fee	5/19/2008
Radon Kit	General Fund	Resolution	$15	7/01/2015
LIBRARY SERVICES				
Art Sales Commission	Special Revenue	Resolution	10% of sale	1/01/1996
Audio Single Disk Replacement	Special Revenue	Resolution	$8 per disk	5/19/2008
AV Equipment	Special Revenue	Resolution	$20 per day	5/05/2003
Book sales	Special Revenue	Resolution	Priced as marked	6/08/1992
Copy Machine and Printers	Special Revenue	Resolution	black & white $0.20 per page; color $0.50 per page	5/10/2011
Fax Fees	Special Revenue	Resolution	$1.95 for first page; $1 for each thereafter	5/19/2008

FY 16 ADOPTED

Fines and Fees	Fund	Authority	FY 2016	Last Action
LIBRARY SERVICES (cont.)				
Lost Library Card	General Fund	Resolution	$2	5/19/2008
Lost or Damaged Library Materials	Special Revenue	Resolution	Replacement + $5	4/27/2009
Main Library - After Hours	Special Revenue	Resolution	$30 per hour	4/11/2007
Main Library - Meeting Rm #1	Special Revenue	Resolution	$30 per hour	4/11/2007
Main Library - Meeting Rm #2	Special Revenue	Resolution	$15 per hour	6/21/1999
Visitor Computer Pass	Special Revenue	Resolution	$1 per hour w/o library card; free with card	5/10/2011
Overdue Books	General Fund	Resolution	$0.20 per day	6/08/1992
Overdue Book Buddies	General Fund	Resolution	$1 per day	12/15/1997
Overdue Books (max fine)	General Fund	Resolution	$10	4/27/2009
Overdue DVD	General Fund	Resolution	$0.20 per day	5/13/2014
Overdue Media (max fine)	General Fund	Resolution	$10	5/11/2010
Overdue Reference	General Fund	Resolution	$1 per day	6/08/1992
Overdue Videos	General Fund	Resolution	$0.20 per day	5/13/2014
Projection System In Meeting Room	Special Revenue	Resolution	$50	5/19/2008
Souvenir Bags, Books, Postcards	Special Revenue	Resolution	Priced as marked	6/08/1992
Temporary Card for Visiting Out-of-Staters	General Fund	Resolution	$25 per six months	5/19/2008
Test Proctoring Service	Special Revenue	Resolution	$25 per test	5/11/2010
SAFETY SERVICES (Police)				
False Alarm Penalty - 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	$9.00 - $15.60 per hour	5/13/2014
Police Private Duty Officer:				
Non-profit, 4 Hours or Less	Special Revenue	Resolution	$301.96	7/01/2015
Non-profit, Over 4 Hours	Special Revenue	Resolution	$75.49 per hour	7/01/2015
Board of Education/Municipal	Special Revenue	Resolution	$75.49 per hour	7/01/2015
Construction, 4 Hours or Less	Special Revenue	Resolution	$353.12	7/01/2015
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	$706.24	7/01/2015
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	$1,059.36	7/01/2015
Construction, Over 12 Hours	Special Revenue	Resolution	$88.28 per hour	7/01/2015
Vehicle Usage Fee	Special Revenue	Resolution	$15 per hour if cruiser is required	5/19/2008
Impounded Vehicle Storage Fee	General Fund	Resolution	$25 per day	6/04/2013

FY 16 ADOPTED

Fines and Fees	Fund	Authority	FY 2016	Last Action
SAFETY SERVICES (Police) cont				
Vendor Licenses - Individual	General Fund	Resolution	$40 per person	5/19/2008
Vendor Licenses - Group up to 10	General Fund	Resolution	$60	7/01/2015
Fire				
Vendor Licenses - Group over 10	General Fund	Resolution	$7.50 per person	5/19/2008
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	$100/10th of mile, plus $25/cul de sac	12/03/1990
RECREATION & LEISURE SERVICES				
Non-Resident Fee	Special Revenue	Resolution	$10 fee per program unless otherwise noted	4/27/2005
Adult Basketball League	Special Revenue	Resolution	$300 - $600	5/11/2004
Adult Dance	Special Revenue	Resolution	$70 - $130 per course	5/11/2010
Adult Open Basketball	General Fund	Resolution	$35 annual pass	4/11/2007
Adult Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	$2	5/19/2008
Adult Open Gym, Drop-In Fee - Non-Resident	Special Revenue	Resolution	$5	5/19/2008
Adult Open Volleyball	General Fund	Resolution	$30 annual pass	5/11/2010
Adult Toning and Boxing Program	Special Revenue	Resolution	$65 - $150	5/11/2004
Adult Volleyball League	Special Revenue	Resolution	$300 - $600	5/11/2004
AM Aerobics	Special Revenue	Resolution	$55 - $110 per session	5/10/2011
Archery	Special Revenue	Resolution	$55 - $90 per session	5/10/2011
Arts and Crafts	Special Revenue	Resolution	$25 - $65 per course	5/19/2008
Baseball Clinic	Special Revenue	Resolution	$90 - $155	5/13/2014
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	$75 - $115	5/13/2014
Counselor in Training Program	Special Revenue	Resolution	$80 - $100 per 4 wk session	5/10/2011
CPR/First Aid	Special Revenue	Resolution	$145 -$160	5/13/2014
CPR/First Aid Recertification	Special Revenue	Resolution	$115 -$125	5/13/2014
Culinary Arts Program	Special Revenue	Resolution	$100 - $150	5/19/2008
Dance Movement Workshop	Special Revenue	Resolution	$60 - $130 per session	5/11/2010
Extended Playground Hours	Special Revenue	Resolution	$25 - $30 per week	5/13/2014
Family Trips (In-State/Out-of-State)	Special Revenue	Resolution	$50 - $1,500	5/19/2008
Field Hockey Clinic	Special Revenue	Resolution	$90 - $155	5/13/2014
Foreign Languages	Special Revenue	Resolution	$30 - $75	4/27/2009
Full Day Playground	Special Revenue	Resolution	$100 - $115 per week	5/13/2014
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	$90 - $155	5/13/2014
Gymnastics	Special Revenue	Resolution	$90 - $155 per 3 wk session	5/13/2014
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-$70 per family from September - May	5/13/2014
Indoor Playscape Pass - Resident	Special Revenue	Resolution	$30 -$40 per family from September - May	5/13/2014
Indoor Swim Pass - Adult - Winter	Special Revenue	Resolution	$2.25 - $4.25 per hour	4/27/2009
Indoor Swim Pass - Adult - Non-resident - Winter	Special Revenue	Resolution	$2.25 - $4.25 per hour	4/27/2009

FY 16 ADOPTED

Fines and Fees	Fund	Authority	FY 2016	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Indoor Swim Pass - Family - Winter	Special Revenue	Resolution	$60 per 2 hours a week for 8 weeks	4/27/2009
Indoor Swim Pass - Family- Non-resident - Winter	Special Revenue	Resolution	$60 per 2 hours a week for 8 weeks	4/27/2009
Indoor Swim Pass - Senior Citizen - Winter	Special Revenue	Resolution	$2.00 - $4.00 per hour	4/27/2009
Indoor Swim Pass - Senior Citizen - Non-resident	Special Revenue	Resolution	$2.00 - $4.00 per hour	4/27/2009
Intensive Special Needs Program	Special Revenue	Resolution	$100 - $200 per session	5/13/2014
Karate	Special Revenue	Resolution	$35 -$45 per month	4/27/2009
Kindergarten Dance	Special Revenue	Resolution	$75 - $150 per session	5/10/2011
Lacrosse Clinic	Special Revenue	Resolution	$90 - $155	5/13/2014
Late Pickup Fee	Special Revenue	Resolution	$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	$40 - $80	5/13/2014
Nutrition and Wellness Programs	Special Revenue	Resolution	$50 - $150	5/13/2014
Outdoor Adventure	Special Revenue	Resolution	$80 -$250	5/15/2012
Painting Class	Special Revenue	Resolution	$45 - $75	4/27/2009
Passage (fifth grade)	Special Revenue	Resolution	$45 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
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
Schools Out Special	Special Revenue	Resolution	$25-$30 per day	5/13/2014
Ski Club	Special Revenue	Resolution	$225 - $430	5/10/2011
Skyhawks/Mini Hawks	Special Revenue	Resolution	$90 - $155	5/13/2014
Soccer Clinic	Special Revenue	Resolution	$85 - $160	4/27/2009
Special Events - One Day	Special Revenue	Resolution	Free - $10	4/11/2007
Special Needs - Adults Program	Special Revenue	Resolution	$25 per quarter	5/11/2004
Special Needs - Youth Program	Special Revenue	Resolution	$55 per session	5/11/2004
Special Needs Camp	Special Revenue	Resolution	$99 per week	4/27/2009
Student Open Basketball	General Fund	Resolution	$10	4/27/2009
Student Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	$1	5/10/2011
Summer Youth Theater	Special Revenue	Resolution	$100 - $180	5/19/2008
Summer Youth Theater - Non-resident	Special Revenue	Resolution	$140 - $225	5/19/2008
Super Saturdays	Special Revenue	Resolution	$25	5/11/2004
Swim Daily Fee - Non Resident - Adult	General Fund	Resolution	$5 per day	6/21/1999
Swim Daily Fee - Non-Resident - Child	General Fund	Resolution	$3 per day	6/21/1999
Swim Daily Fee - Non-Resident - Senior	General Fund	Resolution	$3 per day	4/25/2001
Swim Daily Fee - Resident - Adult	General Fund	Resolution	$2.50 per day	6/21/1999
Swim Daily Fee - Resident - Child	General Fund	Resolution	$1.50 per day	6/21/1999
Swim Daily Fee - Resident - Senior	General Fund	Resolution	$1.50 per day	4/25/2001
Swim Lessons - Adult	General Fund	Resolution	$50	5/11/2004
Swim Lessons - Child	General Fund	Resolution	$30 Mon-Thurs per two week session (make up lessons Fri)	4/27/2005
Swim Lessons - Family (maximum)	General Fund	Resolution	$62	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

FY 16 ADOPTED

Fines and Fees	Fund	Authority	FY 2016	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Taking the Lead	Special Revenue	Resolution	$20 - $80	4/11/2007
Tai Chi Chuan	Special Revenue	Resolution	$60 - $100 per session	5/05/2003
Tennis Camp	Special Revenue	Resolution	$60-$160 per session	5/15/2012
Tennis Classes (4 sessions)	Special Revenue	Resolution	$40 - $75 varying number of sessions	5/13/2014
Tumbling	Special Revenue	Resolution	$60 - $120 per session (winter)	5/13/2014
Water Aerobics	Special Revenue	Resolution	$55 - $110	5/10/2011
Windsor Instructional Basketball	Special Revenue	Resolution	$50 - $60	7/01/2015
Windsor Sports Academy	Special Revenue	Resolution	$90 - $155	5/13/2014
Windsor Youth Theater	Special Revenue	Resolution	$100 - $180	5/19/2008
Windsor Youth Theater - Non-resident	Special Revenue	Resolution	$140 - $225	5/19/2008
Yoga	Special Revenue	Resolution	$60 - $80 per session	4/11/2007
Youth Band	Special Revenue	Resolution	$150- $200 plus bus fee	5/13/2014
Indoor Swim Lessons	Special Revenue	Resolution	$40	4/27/2009
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	$115 - $125	7/01/2015
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	$50 - $75	7/01/2015
Softball Clinic	Special Revenue	Resolution	$40 - $150	5/15/2012
Volleyball Clinic	Special Revenue	Resolution	$40 - $100	5/15/2012
R.I.S.E Elementary School Age	Special Revenue	Resolution	$175 - $185 per month	7/01/2015
R.I.S.E Middle School Age	Special Revenue	Resolution	$75 - $180 per month	5/13/2014
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	7/16/2013
Indoor Playscape Party - Non-resident	Special Revenue	Resolution	$195 - $650 per party	7/16/2013
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	$25 - $50 per session	7/01/2015
Youth Adventures After School	Special Revenue	Resolution	$65 - $80	5/10/2011
Leader-in-Training Program	Special Revenue	Resolution	$25 - $75 per session	7/16/2013
Adventure Schools Out Special	Special Revenue	Resolution	$20 - $30	5/19/2008

Fines and Fees	Fund	Authority	FY 2016	Last Action
Northwest Park				
Public Programs	Special Revenue	Resolution	$2/person to $1,500/person depending on activity	5/15/2012
Pavilion Full Day Rental - Resident	General Fund	Resolution	$50	4/11/2007
Pavilion Rental - Non-resident	General Fund	Resolution	$100 + $100 sec. deposit	5/06/2002
Pavilion Half Day Rental - Resident	General Fund	Resolution	$25	4/11/2007
Pavilion Half Day Rental - Non-resident	General Fund	Resolution	$50 + $100 sec. deposit	4/11/2007
Warming Shed Full Day Rental - Resident	General Fund	Resolution	$45 + $100 security deposit for inside and outside rental	5/15/2012
Warming Shed Full Day Rental - Non-resident	General Fund	Resolution	$150 + $100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Resident	General Fund	Resolution	$25 + $100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Non-resident	General Fund	Resolution	$75 + $100 security deposit for inside and outside rental	5/15/2012
Community Gardens	General Fund	Resolution	$35 per season	4/27/2009
Community Gardens - Non-resident	General Fund	Resolution	$45 per season	4/24/2006
Interpretive Center Rental - Resident	General Fund	Resolution	$60 per 2 hours + $100 security deposit	4/27/2009
Interpretive Center Rental - Non-resident	General Fund	Resolution	$80 per 2 hours + $100 sec dep.	5/19/2008
XC Ski Rental	Special Revenue	Resolution	$10 resident; $15 non-resident	5/15/2012
School Programs - Excluding Windsor BOE	Special Revenue	Resolution	$75 per hour and up	5/15/2012
School Programs - Non-Windsor	Special Revenue	Resolution	$85 per hour and up	5/15/2012
Nature Camp - Half Day - Resident	Special Revenue	Resolution	$85 per week	4/27/2005
Nature Camp - Half Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/15/2012
Nature Camp - Whole Day - Resident	Special Revenue	Resolution	$155 - $310 per week	5/15/2012
Nature Camp - Whole Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/15/2012
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 2016	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*	$40	1/01/2015
Trapping	General Fund	*CGS 26-28*	$34	4/14/2010
Pheasant Tags	General Fund	*CGS 26-28*	$28	10/01/2009
Resident - Over 65 - Lifetime	General Fund	*CGS 26-28*	$0	4/24/2006
Handicapped	General Fund	*CGS 26-28*	$0	1/01/1992
Junior Trapping	General Fund	*CGS 26-28*	$11	4/14/2010
Hunting & Fishing Licenses - Non-resident:				
Hunting	General Fund	*CGS 26-28*	$91	4/14/2010
Junior Hunting	General Fund	*CGS 26-28*	$28	10/01/2009
Fishing	General Fund	*CGS 26-28*	$55	4/14/2010
Hunting & Fishing	General Fund	*CGS 26-28*	$110	4/14/2010
Three Day Fishing	General Fund	*CGS 26-28*	$22	4/14/2010
Legal Documents: Land Records:				
First Page Fee	General Fund	CGS 7-34a	$10	7/01/1989
Historic Preservation Fee	General Fund	*PA-00-146*	$3	7/01/2000
Open Land Preservation	General Fund	*PA-05-228*	$40	7/01/2009
MERS - Release & Assignment of Mortgage	General Fund	*PA -13-247*	$159	07/15//2013
MERS - All Other Documents	General Fund	*PA-13-247*	$159	7/15/2013
Legal Documents - Each Additional Page	General Fund	*CGS 7-34a*	$5	7/01/1989
Foreclosure Registration Act (Vacant Property Registration)	General Fund	*PA-11-201*	$53	10/01/2011
Trade Names - First Page	General Fund	*CGS 7-34a*	$5	7/01/1989
Trade Names - Each Additional Page	General Fund	*CGS 7-34a*	$5	7/01/1989
Subdivision Maps (Indexing, 3 or more Parcels)	General Fund	*CGS 35-1*	$20	5/19/2008
Maps (Indexing)	General Fund	*CGS 7-31*	$10	5/19/2008
Sales Ratio	General Fund	*CGS 7-34a*	$2	7/01/1982
Documents With No Known Last Address of Grantee	General Fund	*CGS 7-34a*	$5	7/01/1982
Notary Public - Certificate of Appointment	General Fund	*CGS 3-94*	$10	7/01/1982
Notary Public - Notarization of Signature	General Fund	Resolution	$2 per signature	4/27/2009
Local Conveyance Tax	General Fund	*CGS 12-494*	$0.0025 times sale price	5/05/2003
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

Fines and Fees	Fund	Authority	FY 2016	Last Action
Town Clerk (cont.)				
Photocopies:				
Land Records - Per Page	Special Revenue	P.A. 00-92	$1 per page	10/01/2000
Miscellaneous - Per Page	Special Revenue	P.A. 89-251	$0.50 per page	4/27/2009
Certification of a Photocopied Document	Special Revenue	PA 07-133	$2 per document	5/19/2008
Photocopy document to be certified - per page (excludes .50 Copy Fee)	Special Revenue	P.A. 00-92	$1 per page	10/01/2000
Hand Held Scanners	General Fund	P.A. 09-229	$20 per visit	5/11/2010
Street Map	General Fund	Resolution	$2 MDC map; or free street map	5/05/2003
Town Charter	General Fund	Resolution	$10	6/21/1999
Town Code of Ordinances - Binder	General Fund	Resolution	$75	4/27/2005
Town Code of Ordinances - No Binder	General Fund	Resolution	$60	4/27/2005
Town Code Supplemental Service	General Fund	Resolution	$1 per 2 sided page	6/21/1999
Vital Statistics:				
Birth Certificate – Certified	General Fund	PA 07-133	$20 per document	10/01/2009
Birth Certificate - Certified - Wallet Size	General Fund	*CGS 7-74*	$15 per document	10/01/2009
Death Certificate – Certified	General Fund	PA 07-133	$20 per document	10/01/2009
Marriage License	General Fund	*CGS 7-73*	$30	7/01/1992
Marriage Certificate	General Fund	PA 07-133	$20 per document	10/01/2009
Burial and Cremation Permit	General Fund	*CGS 7-74*	3 per document	5/19/2008
OTHER				
Registrars				
Voter List	General Fund	*CGS 1-15*	$0.50 per page	4/27/2009
Electronic Voter List Tape (Subject to Approval of Registrars of Voters)	General Fund	CGS 1-212	$0.03 per name	4/27/2009
Financial Reporting				
Bad Check Fee	General Fund	SS52-565a(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
Hourly Day Care Services	08-3-32-343	Resolution	$20 per hour	5/13/2014
Late Fee	08-3-32-343	Resolution	$25 per 15 minutes	4/27/2005
Child Day Care				
Infant/Toddler	05-3-3-31-340	Resolution	$1,400 per month	5/15/2012
Infant/Toddler 2 days	05-3-3-31-340	Resolution	$602 per month	7/01/2015
Infant/Toddler 3 days	05-3-3-31-340	Resolution	$903 per month	7/01/2015
Elementary Before & After School	05-3-3-31-340	Resolution	$495 per month	5/11/2010
Elementary After School	05-3-3-31-340	Resolution	$395 per month	5/15/2012
Elementary Before School	05-3-3-31-340	Resolution	$340 per month	5/15/2012
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	$98 per month	5/15/2012
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	$175 per month	5/15/2012
Elementary After 3 day/Month	05-3-3-31-340	Resolution	$230 per month	5/15/2012

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Fines and Fees	Fund	Authority	FY 2016	Last Action
Child Day Care (cont.)				
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	$330 per month	5/15/2012
Elementary Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$210 per week	5/13/2014
Elementary Summer Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	$235 per week	5/13/2014
Montessori Toddler Camp 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	$160 per week	5/13/2014
K-1 Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$210 per week	5/13/2014
K-1 Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	$235 per week	5/13/2014
Montessori Toddler	05-3-3-31-340	Resolution	$605 per month	5/15/2012
Montessori ½ Day	05-3-3-31-340	Resolution	$580 per month	5/15/2012
Montessori ½ Day Daily Rate	05-3-3-31-340	Resolution	$30 per day	7/01/2015
Montessori ½ Day 2 Day Rate	05-3-3-31-340	Resolution	$258 per month	7/01/2015
Montessori ½ Day 3 Day Rate	05-3-3-31-340	Resolution	$387 per month	7/01/2015
Montessori Extended Day	05-3-3-31-340	Resolution	$1,070 per month	5/15/2012
Montessori Full Day	05-3-3-31-340	Resolution	$1,185 per month	5/15/2012
Montessori Full Day 2 days	05-3-3-31-340	Resolution	$516 per month	7/01/2015
Montessori Full Day 3 days	05-3-3-31-340	Resolution	$774 per month	7/01/2015
After Hours - 5:30 PM - 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	$10	7/01/2015
Finance Charge for Late Payments	05-3-3-31-340	Resolution	10% monthly on unpaid balances	5/10/2011
Hourly Rate	05-3-3-31-340	Resolution	$8 per hour	5/10/2011
Registration Fees	05-3-3-31-340	Resolution	$25 per year	7/01/2015
Summer Camp Preschool - 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$245 per week	7/01/2015
Summer Camp Preschool - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	$275 per week	7/01/2015
Summer Camp Preschool - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	$150 per week	7/01/2015
Sibling Discount (applies to lowest tuition) 2nd Child	05-3-3-31-340	Resolution	10%	6/07/1982
Sibling Discount (applies to lowest tuition) 3rd Child	05-3-3-31-340	Resolution	20%	7/01/2015
Landfill & Resident Transfer Station				
Commercial/Out-of-Town Business Vehicle Permit	04-4-48-480	Resolution	$30 - $70 per vehicle depending on gvw	6/08/1992
Residential Permits	04-4-48-480	Resolution	$145/year; or $75 each half year	5/13/2014
Demolition and Bulky Waste	04-4-48-480	Resolution	$140 per ton	5/13/2014
Small Business Recycling Drop-Off	04-4-48-480	Resolution	$40 per ton	7/01/1991
Tires	04-4-48-480	Resolution	$4.00/tire	5/13/2014
Contaminated Soil	04-4-48-480	Resolution	$20 - $70 per ton	5/11/2004
Special Waste	04-4-48-480	Resolution	$65 - $80 per ton	5/11/2004
Sale of Leaf Compost	04-4-48-480	Resolution	$5-$15 per cubic yd	10/07/1996
Commercial Scrap Metal	04-4-48-480	Resolution	$0 up to $25 per ton	5/06/2002
Scrap Metal, Requiring Removal of Refrigerant Gases	04-4-48-480	Resolution	$15 per small appliance $25 per large appliance	1/01/2015
Oversized MSW (per item)	04-4-48-480	Resolution	$5 - $50 per item	1/01/2015
Sale of Wood Mulch	04-4-48-480	Resolution	$3-$12 per cubic yd	10/07/1996
Penalty for Disposal of Unacceptable Waste Items	04-4-48-480	Resolution	$20 - $50 per item	5/13/2014
One-time transaction	04-4-48-480	Resolution	$4.00 up to 3 bags/cans $2.00 for single bag/can	5/13/2014
Propane Tanks	04-4-48-480	Resolution	$4.00 each	5/13/2014
Treewaste	04-4-48-480	Resolution	$68.00 per ton	5/13/2014
Leaves	04-4-48-480	Resolution	$0 - $40 per ton	5/13/2014

APPENDIX "H"
Charter Provisions Concerning Annual Budget

Town of Windsor
FY 2015 – 2016
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 2015 – 2016
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.