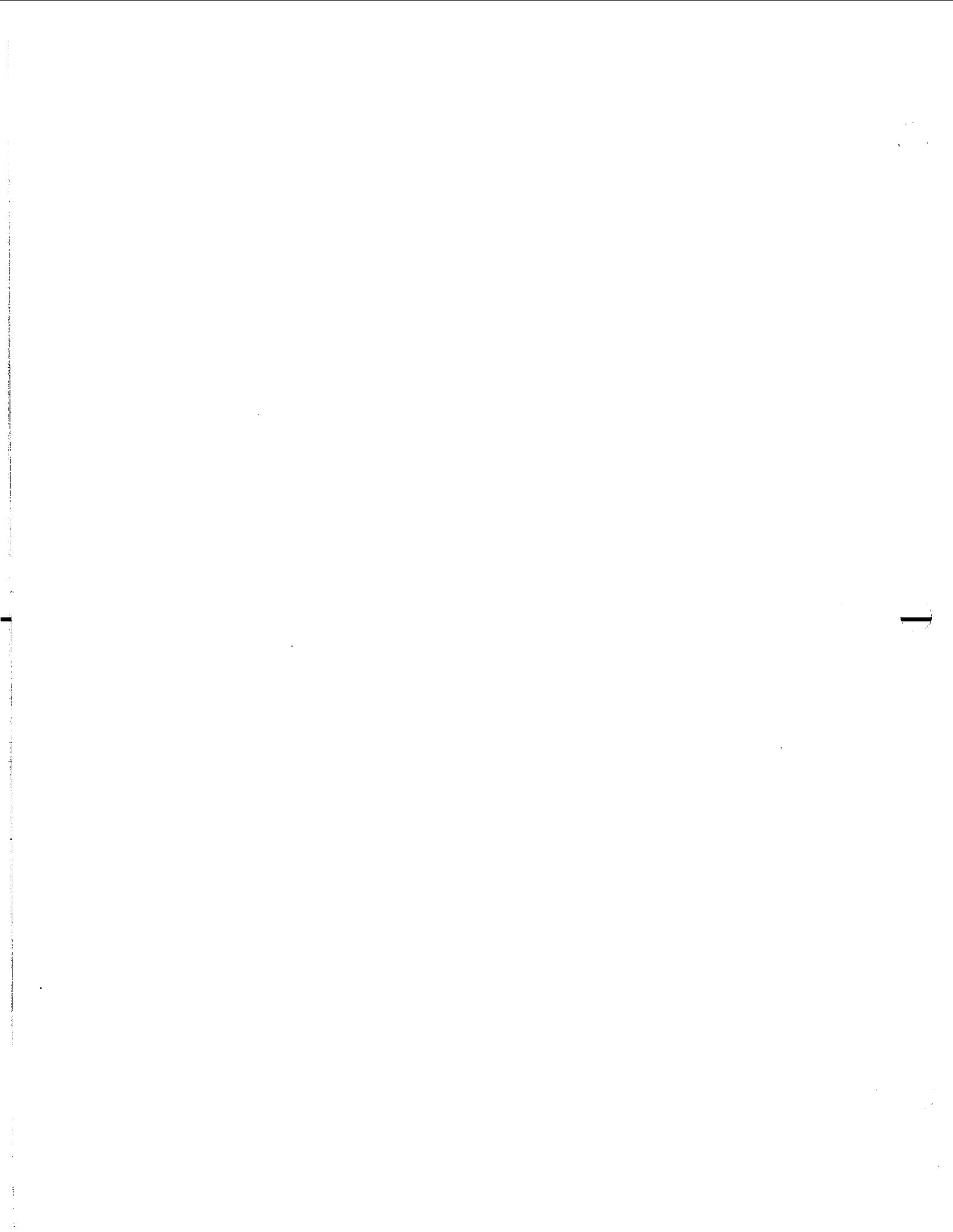




FINANCIAL PLAN AND PROGRAM OF SERVICES

**PROPOSED FOR THE
FISCAL YEAR 2003-2004**



PROPOSED
FISCAL YEAR 2004
FINANCIAL PLAN
AND
PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2003 and ending June 30, 2004

TOWN OF WINDSOR
CONNECTICUT



TOWN COUNCIL

Donald S. Trinks - Mayor
Timothy Curtis – Deputy Mayor
Domenico B. Albano
Paul G. Broxterman
Donald Jepsen
Wayne Mulligan
James F. Pacino
Alan J. Simon
Lenworth Walker, Sr.

TOWN MANAGER

R. Leon Churchill, Jr.

ASSISTANT TOWN MANAGER

Peter Souza

FINANCE DIRECTOR

Gregg R. Pavitt

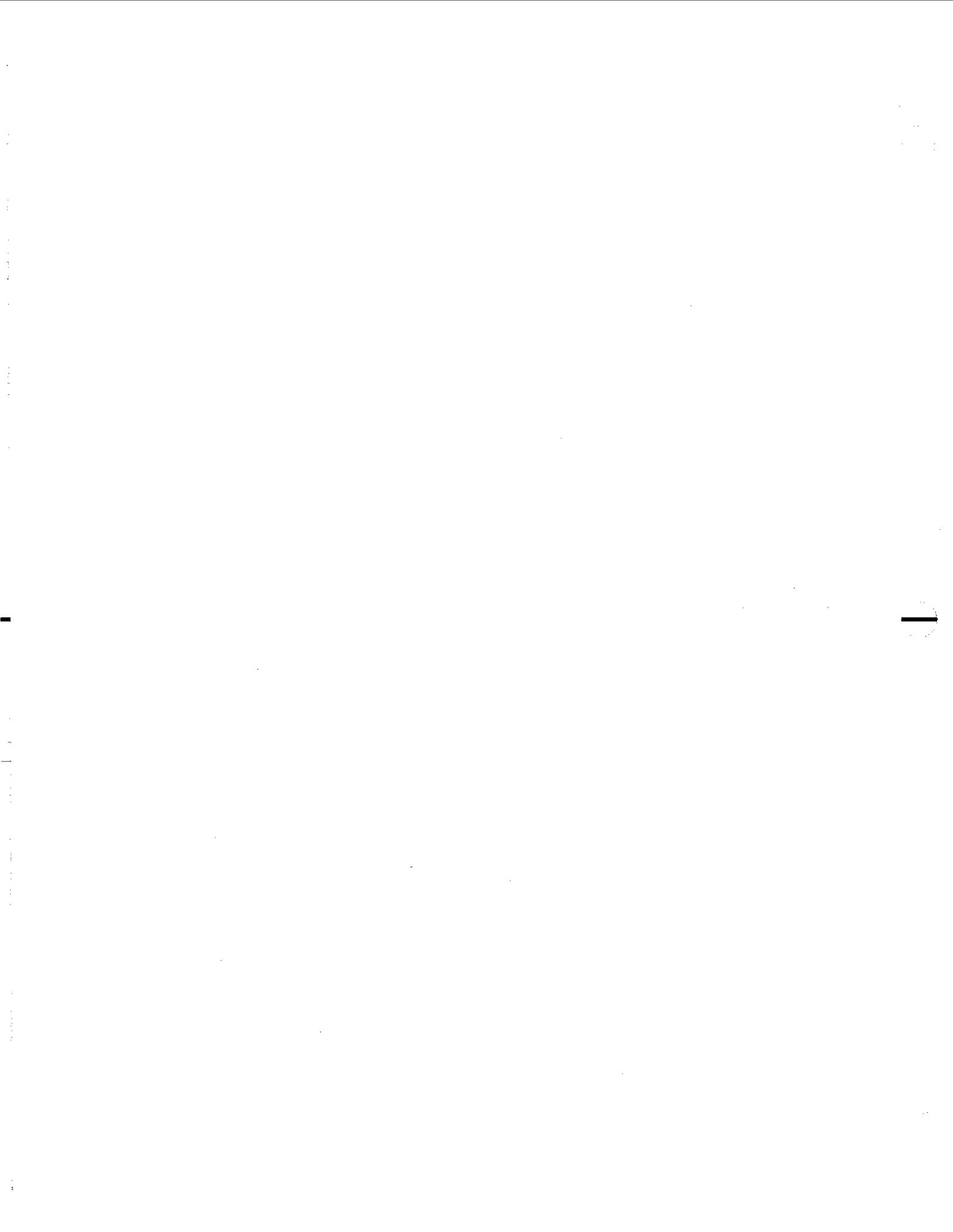
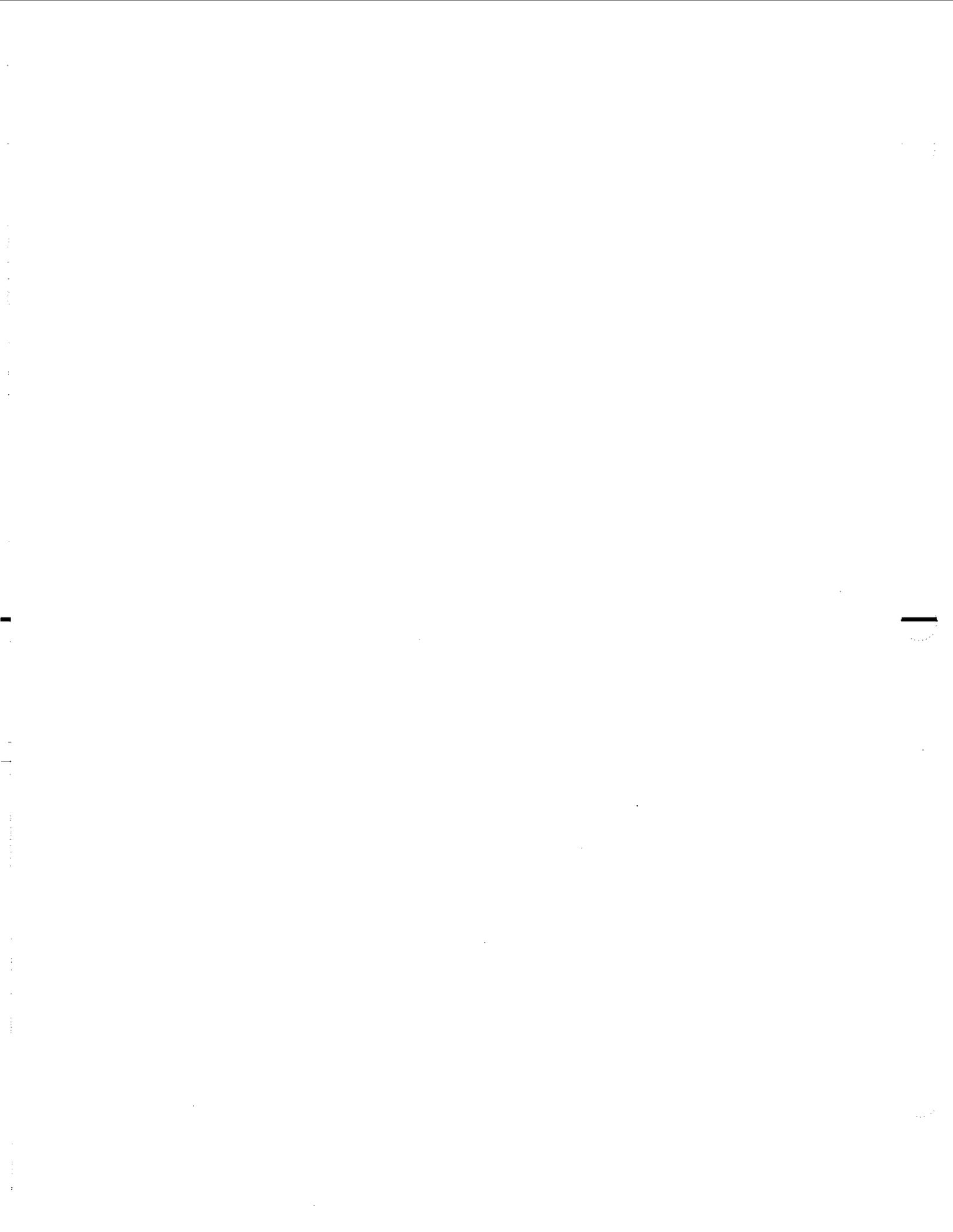


TABLE OF CONTENTS

| | <u>Page</u> |
|--|-------------|
| INTRODUCTION | |
| A Reader's Guide to the Budget..... | vi |
| Organizational Chart..... | vii |
| Town Manager's Budget Message..... | viii |
| Town Vision and Values Statement | xv |
| Budget Process..... | xvi |
| Budget Calendar | xvii |
| | |
| A. SUMMARY OF TOWN FUNDS | |
| General Fund Balance Summary..... | A-1 |
| Financial Organization of Accounts..... | A-2 |
| | |
| B. GENERAL FUND REVENUES | |
| Revenue Summary..... | B-1 |
| Revenues by Source..... | B-2 |
| Revenue Explanation..... | B-5 |
| | |
| C. GENERAL FUND EXPENDITURES | |
| Expenditures by Service Unit..... | C-1 |
| | |
| D. BOARD OF EDUCATION | |
| Operating | D-1 |
| | |
| E. TOWN SUPPORT FOR EDUCATION | |
| Town Support for Education | E-1 |
| | |
| F. SAFETY SERVICES | F-1 |
| Police..... | F-2 |
| Fire and Rescue Services..... | F-12 |
| Ambulance Services | F-14 |
| Civil Preparedness | F-16 |
| FY 2003 Highlights and Performance Measures | F-18 |
| | |
| G. FAMILY & LEISURE SERVICES..... | G-1 |
| Recreation..... | G-2 |
| Senior Services | G-4 |
| Facilities Management..... | G-6 |
| Northwest Park Educational/Recreational Activities | G-8 |
| Northwest Park Facility/Property Management..... | G-10 |
| FY 2003 Highlights and Performance Measures | G-12 |
| | |
| H. HEALTH AND SOCIAL SERVICES | H-1 |
| Inspection and Regulation | H-2 |
| Healthy People Initiative | H-4 |
| Disease Prevention and Control..... | H-6 |
| Clinic Services..... | H-8 |
| Social Services | H-10 |
| FY 2003 Highlights and Performance Measures | H-12 |

| | <u>Page</u> |
|---|-------------|
| I. LIBRARY SERVICES..... | I-1 |
| Adult and Teen Services..... | I-2 |
| Main Building Services..... | I-4 |
| Children's Services | I-6 |
| Wilson Services | I-8 |
| FY 2003 Highlights and Performance Measures | I-10 |
| J. DEVELOPMENT SERVICES..... | J-1 |
| Building Safety | J-2 |
| Economic Development..... | J-4 |
| Planning | J-6 |
| Design Services | J-8 |
| FY 2003 Highlights and Performance Measures | J-10 |
| K. COMMUNITY DEVELOPMENT | K-1 |
| Community Development | K-1 |
| L. PUBLIC WORKS..... | L-1 |
| Parks and Grounds..... | L-2 |
| Town Buildings..... | L-4 |
| Pavement..... | L-6 |
| Stormwater Drainage..... | L-8 |
| Traffic Safety and Community Support | L-10 |
| Equipment Repair | L-12 |
| Storm Control..... | L-14 |
| FY 2003 Highlights and Performance Measures | L-16 |
| M. INFORMATION SERVICES..... | M-1 |
| Town Clerk..... | M-2 |
| Public Relations | M-4 |
| FY 2003 Highlights and Performance Measures | M-6 |
| N. ADMINISTRATIVE SERVICES..... | N-1 |
| Financial Accounting and Reporting..... | N-2 |
| Human Resources..... | N-4 |
| Information Technology | N-6 |
| Risk Management..... | N-8 |
| Property Valuation | N-10 |
| Tax Collection | N-12 |
| FY 2003 Highlights and Performance Measures | N-14 |
| O. GENERAL GOVERNMENT | O-1 |
| Town Council | O-2 |
| Boards and Commissions | O-3 |
| Probate Court..... | O-4 |
| Elections..... | O-5 |
| Counsel and Legal Advice..... | O-6 |
| Town Manager's Office..... | O-7 |
| Town Treasurer's Office | O-8 |
| Independent Audit..... | O-9 |
| Intergovernmental Services..... | O-10 |
| Community Services..... | O-11 |

| | <u>Page</u> |
|---|----------------|
| P. GENERAL SERVICES | P-1 |
| Debt Service..... | P-2 |
| Sewer Service..... | P-3 |
| Insurance | P-4 |
| Retirement Services | P-5 |
| Revaluation | P-7 |
| Recycling..... | P-8 |
| Capital Projects..... | P-9 |
| Plan of Development | P-11 |
| Unclassified..... | P-12 |
| Q. INSURANCE INTERNAL SERVICE FUND..... | Q-1 |
| Insurance Internal Service Fund..... | Q-1 |
| R. ENTERPRISE FUNDS | |
| Landfill Enterprise Fund..... | R-1 |
| Adult Day Care Enterprise Fund..... | R-10 |
| Child Development Enterprise Fund | R-18 |
| S. APPENDICES..... | S-1 |
| Appendix A Relationship Between Operating and Capital Budgets/Proposed Capital Improvement Program 2003-2008..... | S-2 |
| Appendix B Summary of Personal Services..... | S-10 |
| Appendix C Employee Pay Plans | S-11 |
| Appendix D Code of Accounts | S-19 |
| Appendix E Debt Management..... | S-21 |
| Appendix F Price Guide..... | S-26 |
| Appendix G Charter Provisions Concerning Annual Budget | S-48 |
| Appendix H Glossary..... | S-50 |



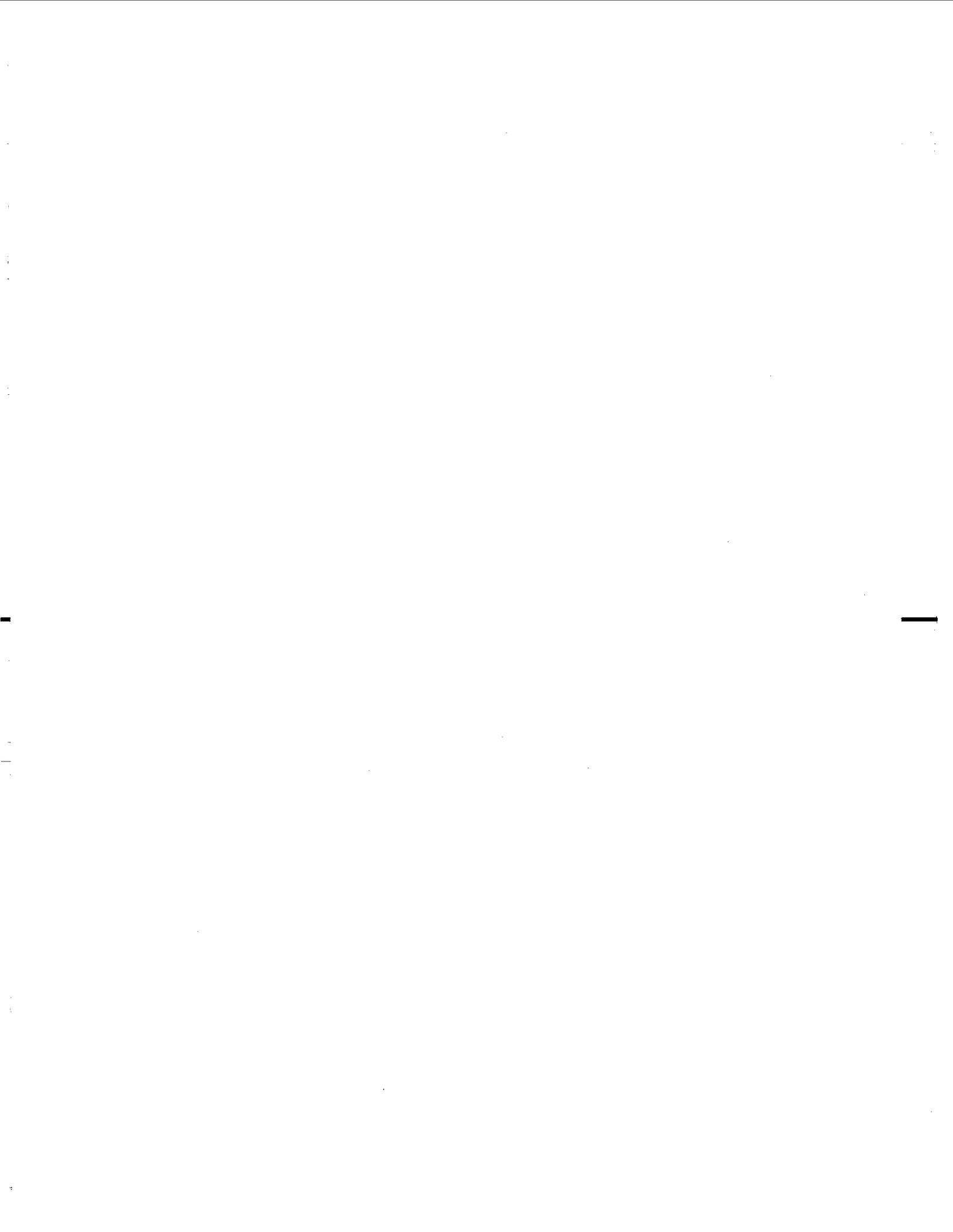
A READER'S GUIDE TO THE BUDGET

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.

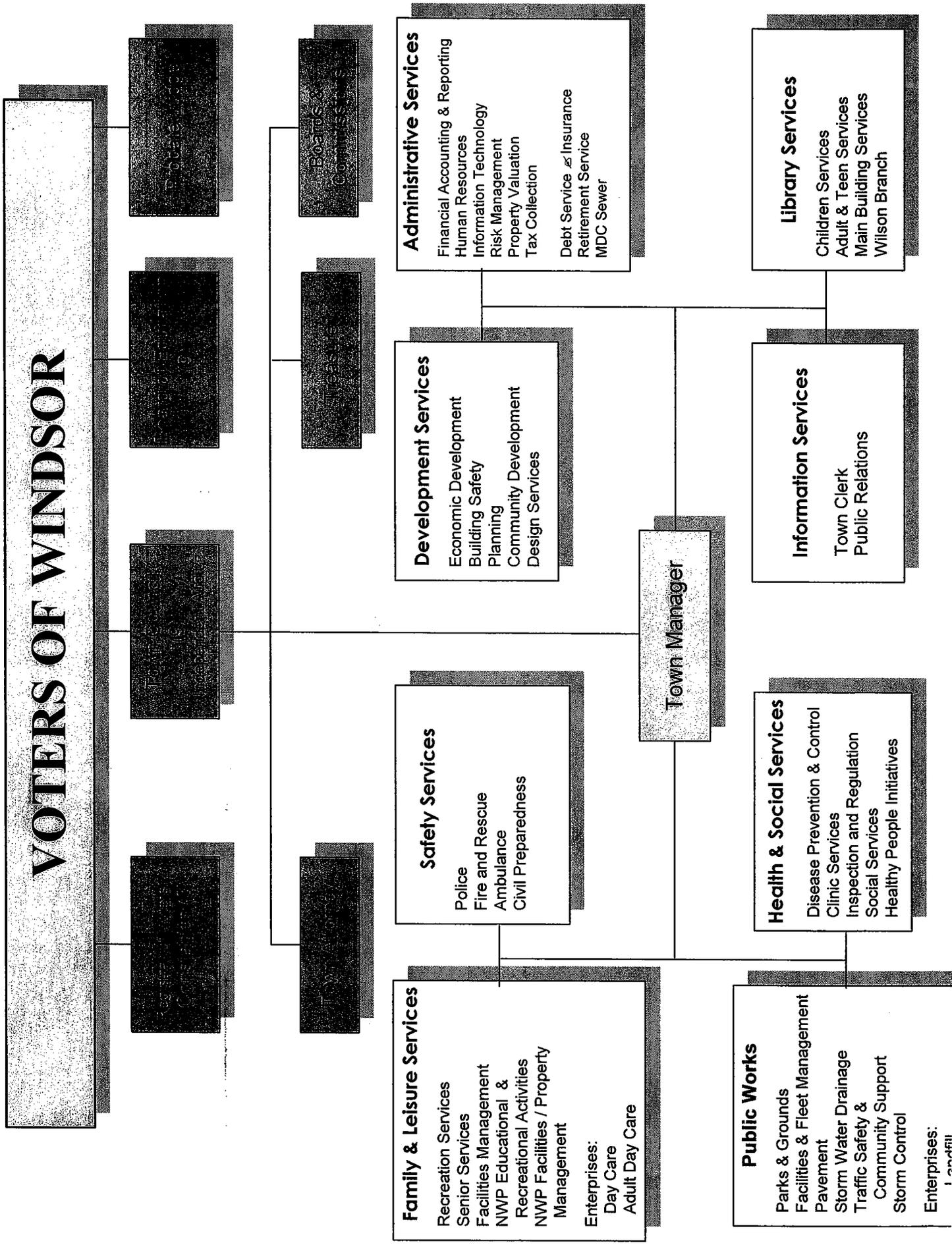
The budget may be broken down into the following components:

- 1) **Introduction.** The introductory section of the budget describes the overall philosophy upon which the budget was developed. The 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. The Economic Outlook describes present economic conditions for the town, region and state.
- 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 2004 including the new capital projects budget as described on page P-9.
- 3) **Support Sections.** Sections D through Q 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 R contains the budgets for the three town enterprise funds – Windsor Child Development Center, the Caring Connection Adult Day Health Center and the Windsor-Bloomfield Sanitary Landfill. Each of these funds is dependent upon revenues generated from the users of these facilities and is not funded by tax dollars. The budget for the Windsor's Office of Community Development is listed in Section K. 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 S 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 F. Also, Appendix I consists of a Glossary of Budget Terms that the reader may find helpful when using this document.

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



VOTERS OF WINDSOR



Family & Leisure Services
 Recreation Services
 Senior Services
 Facilities Management
 NWP Educational &
 Recreational Activities
 NWP Facilities / Property
 Management
 Enterprises:
 Day Care
 Adult Day Care

Safety Services
 Police
 Fire and Rescue
 Ambulance
 Civil Preparedness

Development Services
 Economic Development
 Building Safety
 Planning
 Community Development
 Design Services

Administrative Services
 Financial Accounting & Reporting
 Human Resources
 Information Technology
 Risk Management
 Property Valuation
 Tax Collection
 Debt Service & Insurance
 Retirement Service
 MDC Sewer

Town Manager

Public Works
 Parks & Grounds
 Facilities & Fleet Management
 Pavement
 Storm Water Drainage
 Traffic Safety &
 Community Support
 Storm Control
 Enterprises:
 Landfill

Health & Social Services
 Disease Prevention & Control
 Clinic Services
 Inspection and Regulation
 Social Services
 Healthy People Initiatives

Information Services
 Town Clerk
 Public Relations

Library Services
 Children Services
 Adult & Teen Services
 Main Building Services
 Wilson Branch





Honorable Mayor, Town Council and Citizens of Windsor:

On behalf of the Town of Windsor employees, I present the Fiscal Year 2004 Proposed Budget to the Town Council. This proposed budget allocates resources with the objective of enhancing the community's quality of life and it does that based on our estimate of Windsor citizens' ability and willingness to pay for it.

The proposed FY 2004 budget does not contain significant program reductions. In particular it sustains programs that relate to the Town Council's priorities continue putting citizens first, and creating an environment where dreams can come true for individuals, families and businesses. This proposed budget also incorporates economic and financial realities and seeks to maintain Windsor's strategic advantages in spite of them.

As required by Town Charter, this budget contains estimates of revenues and expenditures for both the current and upcoming fiscal years. Detailed breakdowns of expenditures by program are included in each departmental section. The Board of Education budget is included and its proposed expenditures are more modest when compared to the last several years. For more detailed information on Board of Education expenditures, please consult the separate document that the board submitted to the Town Council.

The Proposed Fiscal Year 2004 General Fund Budget is summarized as follows in Table 1:

Table 1

| | <i>FY 2003 Budget</i> | <i>FY 2004 Budget</i> | <i>\$ Increase</i> | <i>% Increase</i> |
|---|------------------------------|------------------------------|---------------------------|--------------------------|
| <i>Board of Education</i> | <i>\$46,218,530</i> | <i>\$48,904,600</i> | <i>\$2,686,070</i> | <i>5.81%</i> |
| <i>Town Operating Budget</i> | <i>19,751,630</i> | <i>19,369,210</i> | <i>(382,420)</i> | <i>(1.94%)</i> |
| <i>Sewer Service (MDC)</i> | <i>2,001,100</i> | <i>2,255,500</i> | <i>254,400</i> | <i>12.71%</i> |
| <i>Debt Service</i> | <i>4,762,850</i> | <i>5,498,410</i> | <i>735,560</i> | <i>15.44%</i> |
| <i>Capital Projects</i> | <i>300,000</i> | <i>135,000</i> | <i>(165,000)</i> | <i>(55.00%)</i> |
| <i>Insurance – Liability & Worker's Comp (Gen Fund)</i> | <i>1,120,550</i> | <i>1,345,750</i> | <i>225,200</i> | <i>20.10%</i> |
| Total | \$74,154,660 | \$77,508,470 | \$3,353,810 | 4.52% |

While the overall budget increases by 4.52%, the tax impact is substantially less because of unusually high growth in the grand list. Grand list growth of 3.86% generates over \$2.2 million in new revenue for the coming fiscal year. In order to support the remaining \$1.2 million in budget growth, a tax rate increase of 3.37%, from 32.6 mills to 33.7, is required. This translates

to a tax increase of \$106 on the median value home. At a mill rate of 33.7, Windsor would remain competitive with other municipalities in the region as shown in Table 2. Windsor's ranking is likely to become even more favorable since media reports indicate that many municipalities will be facing budget increases upwards of 8 to 10% and commensurate tax rate increases. There are natural and manufactured reasons for this advantage that will be explained later in this introduction.

**Table 2
City/Town Mill Rate
Comparison**

| Town/City | Current Mill Rate |
|---------------------------|-------------------|
| Hartford | 48.00 |
| Bloomfield | 38.48 |
| East Hartford | 37.90 |
| West Hartford | 37.65 |
| South Windsor | 37.55 |
| Glastonbury | 36.70 |
| Wethersfield | 33.80 |
| Windsor - proposed | 33.70 |
| Manchester | 32.90 |
| Windsor - current | 32.60 |
| Enfield | 32.15 |
| Newington | 30.44 |
| East Granby | 30.20 |
| Rocky Hill | 29.30 |
| Windsor Locks | 22.21 |

A. Fiscal Year 2003 Update: Financial Performance Maintained

The approved general fund budget for fiscal year 2003 is \$74,154,660. Revenues are expected to fall short of the budgeted amount by approximately \$672,000. More than half of this shortfall in revenue (\$418,000) comes from reductions in various forms of State Aid. The Governor's recessions reduced State Aid for Roads by \$132,470 and the remaining amounts were part of the State's Midyear Budget Reductions. Those reductions are itemized in the table below. The remainder comes from lower than expected interest earnings (-\$375,000), and lower than

expected building permit revenues (-\$150,000). This sharp downturn in revenues has been more than offset by cost containment activities that began in May 2002, which are expected to generate \$818,500 in expenditure savings. The Board of Education is also expected to accrue savings this fiscal year as a result of freezing three positions.

**Table 3
Changes in State Aid**

| Type of State Aid | FY 2003 Budget | Mid-Year Changes | FY 2004 Amount | Difference FY 2003 to FY 2004 |
|----------------------------|---------------------|--------------------|---------------------|-------------------------------|
| School Aid | \$8,886,660 | \$195,370 | \$9,317,620 | \$430,960 |
| Other State Aid | 3,054,260 | (512,440) | 2,308,880 | (745,380) |
| Town Aid Roads (not in GF) | 245,000 | (132,470) | 87,500 | (157,500) |
| TOTALS | \$12,185,920 | \$(449,540) | \$11,714,000 | \$(471,920) |

The FY 2003 Budget has also been impacted by snowfall three times the average, causing us to spend \$52,000 more than was in our snow removal budget. The Public Works Department drew down these funds from Town Aid for Roads and Sidewalk accounts; those accounts need to be replenished. The Proposed FY 2004 Budget contains this additional funding.

B. Fiscal Year 2004: Responding to Change

Connecticut municipalities in general have many reasons to project budgets with fewer services and higher taxes including lower state aid, a sluggish economy and declining public expectations. The Town of Windsor faces the same issues, but is poised to use its natural and manufactured advantages to balance the town's tradition of a high level of quality services coupled with low costs. These qualities are retained in the FY 2004 Budget along with three pragmatic objectives:

1. Be responsive to voters' expectations evidenced by passage at the Adjourned Town Meeting
2. Maintain current service levels where possible
3. Keep the Windsor workforce intact through troubled times

Table 4
Grand List Growth (in millions)

| Town/City | Amount Change | Pct. Change |
|----------------|---------------|--------------|
| Avon | 49.00 | 3.00% |
| Berlin | 15.00 | 1.80% |
| Bloomfield | 0.50 | 0.20% |
| Burlington | 15.52 | 3.00% |
| East Granby | 8.00 | 2.20% |
| East Hartford | 72.22 | 3.04% |
| Enfield | 26.30 | 1.30% |
| Hartford | 4.90 | 0.14% |
| Newington | 6.87 | 0.40% |
| Rocky Hill | 26.73 | 2.20% |
| South Windsor | 35.14 | 2.40% |
| Suffield | 18.86 | 2.51% |
| West Hartford | 15.00 | 0.40% |
| Windsor | 68.29 | 3.86% |

The 68.29 million dollar increase in the grand list for FY 2004, a 3.86 percent increase, represents the third straight year of rapid growth. This growth generates \$2.2 million in new revenue for the Town of Windsor. As in recent years, this new revenue is offsetting lost revenue in other areas. A select list of other Connecticut communities (see Table 4) shows that Windsor's performance is extraordinary in comparison. Some communities are dependent on a single large company, or one sector such as residential development. Both of these have examples have detrimental side effects. Windsor has enjoyed sustained, diversified development, without corporate handouts, for many years. The community is fortunate to have thousands of available acres to develop and be in proximity to Bradley International Airport and I-91. In addition, Windsor has benefited from top-notch community planning and goal-oriented economic development efforts that encourage high-quality, high value development.

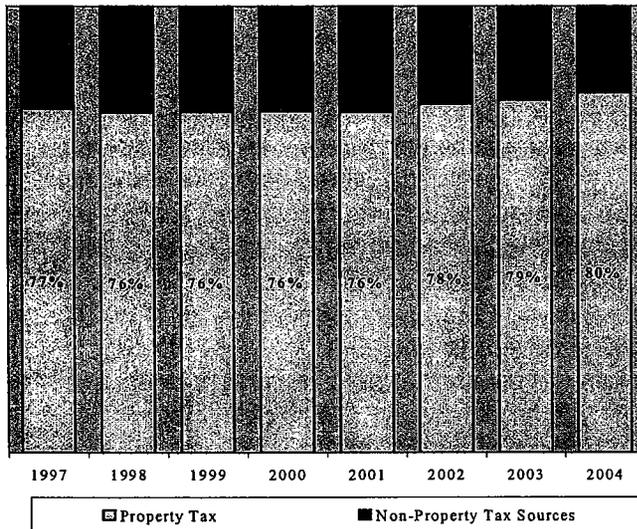
Windsor, however, is not immune from the national and New England economies. Building permit revenue has slowed significantly in FY 2003 and is projected to be \$100,000 less in FY 2004.

The most important non-property tax source of revenue to the town is State Aid, primarily school-related aid. The State of Connecticut Budget proposed by the Governor reduces State Aid by \$472,000 when compared to the FY 2003 amount. Windsor is well suited to address the reduction by continuing many of the cost containment measures enacted last May. Concurrently, one-time appropriations from closed capital accounts and real estate sale proceeds can potentially allow the General Fund Balance to meet unique needs and increase at the same time. The Town Council will need to take separate and additional actions to implement this proposal.

Investment earnings continue to lag as the Federal Reserve Board continues its policy of keeping rates at historically low levels to stimulate the national economy. This revenue source is projected at one-half of what it was just 18 months ago. Interest rates are expected to stay low, making it prudent to budget \$430,000 less in investment earnings than the current year's budget.

The cumulative effect of these conditions exacerbates a pattern of increasing reliance on property tax revenues. Connecticut municipalities are already highly dependent on property taxes, because outside of state aid, towns have few significant non-property tax revenue options. Therefore, when income from a non-property tax source declines, Connecticut towns often have little choice but to make the difference up through even higher property taxes. Windsor's recent experience bears this out. The accompanying table, (Graph 1) shows that

Graph 1
Property taxes as a percentage of total revenues



80% of the current year's budget is supported by local property taxes, up from 76% in prior years. Local property taxes will account for 80% of the proposed FY 2004 budget. Even a single percentage point is significant. For the proposed FY 2004 budget, one percent equates to more than \$775,000, or roughly four tenths of a mill.

The recommended general fund budget for FY 2004 is \$77,508,470, representing an increase of \$3,353,810, or 4.5%. This budget requires a mill rate of 33.7. The non-education portion of the Financial Plan increases by \$667,740, or 2.39%. The major drivers of the increase include:

- Merit and/or contractual increases for existing staff accounts for approximately \$125,000 of the increase. This amount is significantly less than normal due to vacancies and labor concessions totaling \$150,000
- Liability Insurance and Workers compensation increases total \$225,200
- Debt Service increases \$735,000, mostly due to the full impact of the WHS Renovation Project

This increase in expenditures is mitigated somewhat by the following:

- Labor concessions totaling \$150,000
- Reduction in cash outlay for capital projects by \$165,000
- Various operating department reductions of \$382,420. Many of these reductions may be interpreted as violating the goal of no direct service reductions to the public. The most notable possibilities include:
 - Decrease in building and zoning inspections
 - Close Veterans Pool

- Reduce Northwest Park Naturalist position to part-time status
- Reduce mosquito control activities
- Eliminate grant funding for four social service agencies
- Elimination of Tuesday evening hours in Town Clerk's Office
- Reduce total Library operations by 15 hours per week (Main – 13, Wilson Branch – 2)
- Eliminate Police presence for Partnership at elementary grades

The Proposed Capital Improvements Plan for FY 2004 – FY 2008 mostly resembles its recent predecessors with a few exceptions. The cash outlay for capital projects in FY 2004, an item that has direct impact on the FY 2004 Financial Plan, is \$135,000, down 55% from \$300,000 for FY 2003. The two big projects that need a conclusion as to the town's involvement are lights for O'Brien Field and the Plaza Theater. The Town Council already stated its intention not to financially back the renovation of the Plaza Theater at its March 3, 2003 meeting, but the CIP is yet to be adopted. The CIP is designed to constitute no more than 8% of the total budget annually. This guideline keeps the town within its debt management policy, encourages the town to stay active in capital improvement, and will have future benefits of taking advantage of declining debt service as the WHS renovation project is paid down.

The FY 2004 Financial Plan's commitment to small capital projects is more modest. This line item is regularly reduced or eliminated due to fiscal constraints. However, many needs can be met through the creation of funds for one-time expenditures. Several existing capital project accounts (in the Capital Outlay Fund) are ready to be closed out now that work has been completed. Closing out these accounts can produce about \$614,000 in one-time funding. The allocation of this funding for one-time expenditures is recommended in order to maintain the effective management of the organization's capital assets as best as possible. Current cost containment practices will generate \$130,000 in excess of reduced revenues in FY 2003. Many of these practices will continue in FY 2004. These savings will accrue to the Town's General Fund Balance, and thus become available for one-time expenditures if desired. The third source for such expenditures is the proposed sales of certain real estate not used for town operations. The revenue potential is \$855,000. Therefore, \$1.6 million could potentially be used to both improve the town's financial position and to pay for necessary capital projects. Those proposed projects total \$275,000.

These one-time sources of revenue allow the town to continue its capital plan, meet smaller capital needs for operational purposes, *and* strengthen the town's financial position. As a result of aggressive management with respect to scheduling and funding, staff has created funds from closed capital projects, which enables the council some discretion in terms of one-time funding of projects.

TOWN COUNCIL PRIORITIES STILL SUPPORTED

We will continue to fulfill our commitments as stated in the business plan prepared by staff to strategically compliment and carry out the Town Council's goals. That business plan, and promises made were reviewed, and ultimately renewed by the Town Council. The organization's business plan will continue to serve as a roadmap to achieve a more diverse and cohesive community, increase the median sales price of Windsor homes and enhance the town's brand name. All three of these goals basically state the Town Council's expectations for a more desirable community. There are a number of things we can do to continue to support the Town Council's goals:

Create a More Diverse and Cohesive Community

- Finish preparations for the Caring Connection's transition to the 330 Windsor Avenue Community Center, and pave the way for the Senior Center expansion
- Continue support for the Conversations on Race process
- Support the Police Athletic League's program expansion into boxing.

Increase the Average Sales Price of Windsor Homes

- Continue addressing problem properties with our Core Inspection Team
- Reduce the number of homes in need of repair by continuing to offer homeowner workshops, and promoting the tax exemption program adopted last fiscal year
- Finalize plans for the redevelopment of the Rappaport Building and the Redevelopment Parcel.

Enhance the Town's Brand Name

- Upgrade and standardize programming for WGTV – Channel 21
- Partner with numerous stakeholders in producing Revolutionary Windsor
- Continue the cooperation between the town and the Windsor Public Schools in meeting the town's overall marketing goals.

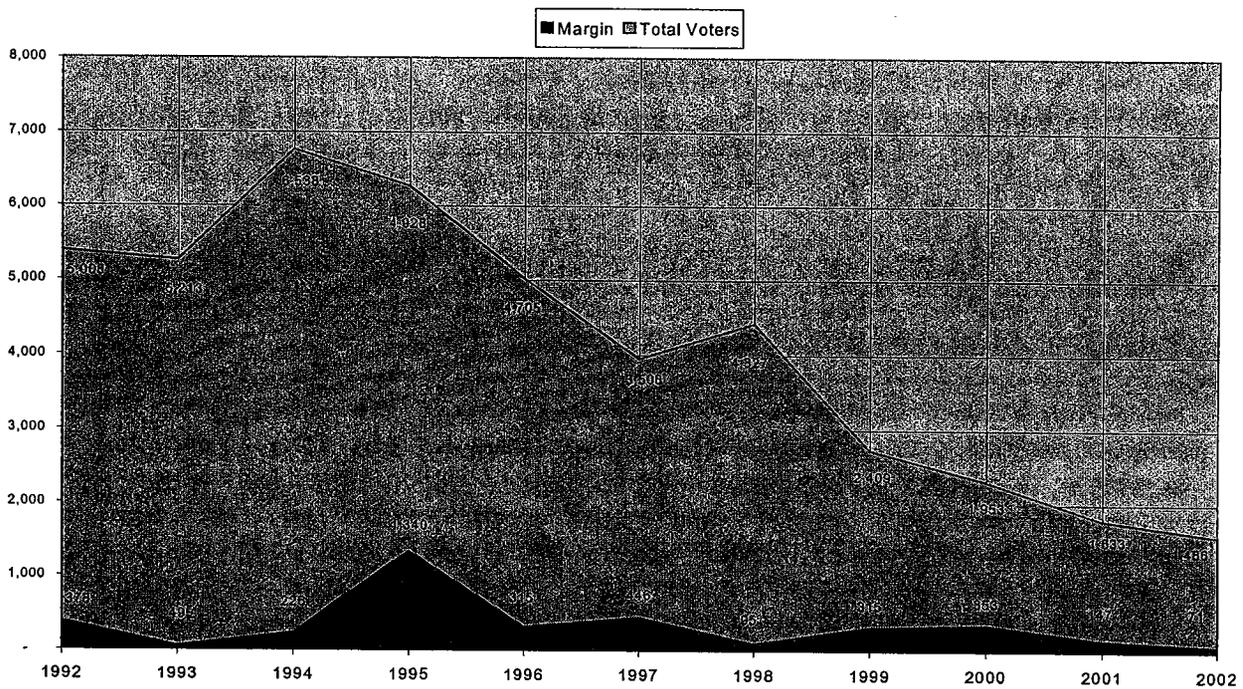
These and all other goals found in the departmental pages are the outcome of operating with best practices, particularly in listening to the public and of maintaining the public's confidence. Town employees want to keep the momentum of growing public confidence documented in the town's Annual Perception Survey.

CONCLUSION

The Proposed Financial Plan for FY 2004 meets the Town Council's strategic goals and the pragmatic objectives stated on page xi. General Government expenditures are less than FY 2003 and there are programmatic changes that could be seen as retrenchment. However, the plan is grounded in reality: it supports the goals of the Town Council, maintains service levels where possible and it keeps the town's human capital intact through troubled times. Most importantly, it serves the public's purposes and maintains the implicit social contract that exists between the town and its citizens.

However, the Proposed Financial Plan is ultimately presented to citizens via the adjourned town meeting referendum. A look at the passage rate for adjourned town meetings shows declining participation and narrowing margins of passage (see Graph 2). The good government we all experience in Windsor will continue but needs the community's support. Whether the community supports the budget or not, the community needs to vote, and tell us what it thinks. I think it fair to suggest that the declining adjourned town meeting participation reflects confidence in local governance and the lack of high profile, confrontational issues before the community in recent years. I can only hope that Windsor citizens will see their community as reflected in this Financial Plan as growing and successful and able to cope well with difficult times.

**Graph 2
Windsor Budget Referendum**



Finally, the Proposed Financial Plan for FY 2004 is evidence that Windsor employees are upholding their responsibility of providing a safe and secure community, as well as all other services which are mandated by law, requested by citizens or deemed necessary for public health and welfare. It is also testimony that Windsor employees will go to great lengths, including foregoing some compensation, to make sure the community's progress is sustained. I thank every single employee of the Town of Windsor for their tireless efforts and willingness to trust me in the pursuit of making something really special in this community.

Sincerely,

R. Leon Churchill, Jr.
Town Manager

ORGANIZATION VISION AND CORE VALUES

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 provided 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 focuses 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 Plan

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 O – 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 direction for the ensuing year. After the 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 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 Plan 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 Manager also includes a budget message that outlines the essential elements of Town Council and other long-term strategies and goals.

**TOWN OF WINDSOR, CONNECTICUT
FY 2003-2004
BUDGET CALENDAR BY DEPARTMENT**

To be determined by Council at April 7, 2003 meeting

GENERAL FUND BALANCE SUMMARY
(budgetary basis)

| | <u>FY 2003 Estimate</u> | <u>FY 2004 Proposed</u> |
|--|-------------------------|-------------------------|
| Revenues | | |
| General Property Tax | \$58,257,930 | \$62,367,260 |
| Licenses and Permits | 544,750 | 594,750 |
| Fines and Penalties | 10,150 | 10,150 |
| Revenues from Use of Assets | 1,156,000 | 1,110,330 |
| State School Aid | 9,082,030 | 9,317,620 |
| State Grants in Lieu of Taxes | 1,811,400 | 1,604,380 |
| Other State Grants | 730,420 | 704,500 |
| Federal Grants | 18,620 | 13,500 |
| Revenues from Other Agencies | 557,470 | 548,800 |
| Charges for Current Services | 867,180 | 846,180 |
| Other Revenues | 41,000 | 41,000 |
| Opening Cash | 405,060 | 350,000 |
| | <hr/> | <hr/> |
| Total Revenues | 73,482,010 | 77,508,470 |
| | <hr/> | <hr/> |
| Expenditures and Encumbrances | | |
| Board of Education | 46,218,530 | 48,904,600 |
| Town Support for Education | 4,088,030 | 4,762,390 |
| Safety Services | 6,318,520 | 6,340,140 |
| Family Services | 1,531,760 | 1,428,440 |
| Health & Social Services | 777,650 | 823,730 |
| Library Services | 1,128,890 | 1,066,320 |
| Development Services | 1,265,860 | 1,275,190 |
| Community Development | 25,000 | 25,000 |
| Public Works | 3,703,510 | 4,059,720 |
| Information Services | 391,550 | 388,700 |
| Administrative Services | 1,495,500 | 1,472,680 |
| General Government | 864,140 | 852,720 |
| General Services | 5,527,220 | 6,108,840 |
| | <hr/> | <hr/> |
| Total Expenditures and Encumbrances | 73,336,160 | 77,508,470 |
| | <hr/> | <hr/> |
| Surplus (deficit) | 145,850 | 0 |
| Beginning Fund Balance, July 1 | 6,901,020 | 6,161,690 |
| <u>Use of Fund Balance :</u> | | |
| Opening Cash | (405,060) | (350,000) |
| Council Appropriation | (987,800) | |
| Amount Designated for Education FY2002 | 213,070 | |
| <u>Reimbursements to Fund Balance:</u> | | |
| CL&P Energy Efficiencies | 214,610 | |
| Insurance Rebates | 80,000 | |
| | <hr/> | <hr/> |
| Estimate Ending Fund Balance, June 30 | 6,161,690 | 5,811,690 |
| | <hr/> | <hr/> |

FINANCIAL ORGANIZATION OF ACCOUNTS

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

GOVERNMENTAL FUNDS

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

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

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

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

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

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

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

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

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

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

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

Capital Projects Fund - The Capital Projects Fund is used to account for the monies used for the acquisition or construction of major capital facilities (buildings, roads, etc.)

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

PROPRIETARY AND INTERNAL SERVICE FUNDS

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

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

Child Development Enterprise Fund - Accounts for the operations of the Windsor Child 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.

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

FIDUCIARY FUNDS

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

Trust Funds

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

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

Agency Funds

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

Adult Education - Accounts for the cash receipts and cash disbursements of an educational program that serves adults of the Town.

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

BASIS OF ACCOUNTING

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

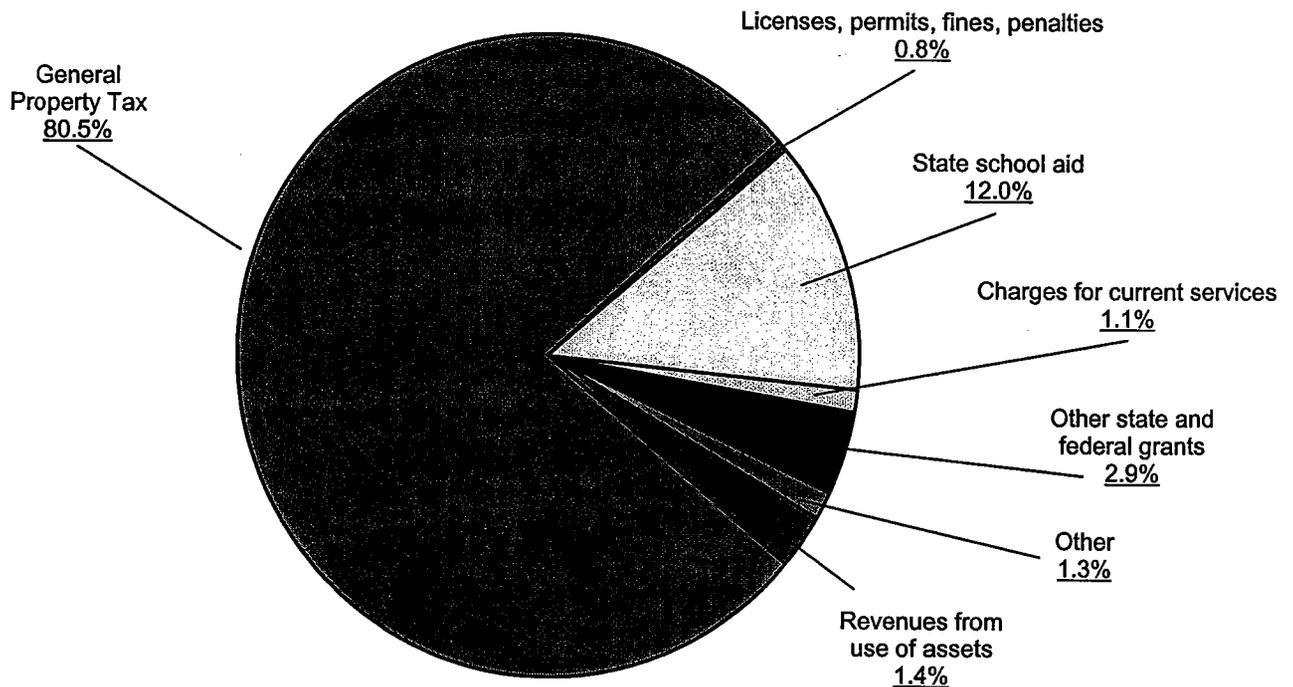
The town's accounting records for the Child Development, Landfill and Adult Day Care Enterprise Funds are maintained on a full accrual basis. Revenues are recognized when earned and expenses are recognized when incurred.

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

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

**ANNUAL BUDGET
GENERAL FUND
REVENUE SUMMARY**

| A/C No. | Revenue Source | FY 2002 | FY 2003 | | FY 2004 |
|------------|----------------------------------|---------------------|---------------------|---------------------|----------------------|
| | | Actual | Budget | Estimated | Proposed Approved |
| 100 | General Property Tax | \$54,072,437 | \$58,207,930 | \$58,257,930 | \$62,367,260 |
| 120 | Licenses And Permits | 886,768 | 691,750 | 544,750 | 594,750 |
| 140 | Fines And Penalties | 9,710 | 10,150 | 10,150 | 10,150 |
| 150 | Revenues From Use of Assets | 1,376,778 | 1,504,900 | 1,156,000 | 1,110,330 |
| 170 | State School Aid | 8,659,327 | 8,886,660 | 9,082,030 | 9,317,620 |
| 190 | State Grants In Lieu Of Taxes | 1,794,599 | 2,322,020 | 1,811,400 | 1,604,380 |
| 210 | Other State Grants | 921,960 | 732,240 | 730,420 | 704,500 |
| 220 | Federal Grants | 13,318 | 18,620 | 18,620 | 13,500 |
| 230 | Revenues From Other Agencies | 565,611 | 588,150 | 557,470 | 548,800 |
| 250 | Charges For Current Services | 696,172 | 746,180 | 867,180 | 846,180 |
| 270 | Other Revenues | 563,390 | 41,000 | 41,000 | 41,000 |
| 290 | Opening Cash | 350,000 | 405,060 | 405,060 | 350,000 |
| | TOTAL | \$69,910,070 | \$74,154,660 | \$73,482,010 | \$77,508,470 |



**ANNUAL BUDGET
GENERAL FUND
REVENUES BY SOURCE**

| A/C No. | Revenue Source | FY 2002 Actual | FY 2003 Budget | FY 2003 Estimated | FY 2004 Proposed | FY 2004 Approved |
|------------|---|---------------------|---------------------|----------------------|---------------------|---------------------|
| 100 | <u>GENERAL PROPERTY TAX</u> | | | | | |
| .002 | Current Levy | \$52,459,028 | \$56,902,930 | \$56,902,930 | \$61,062,260 | |
| .004 | Interim Motor Vehicle Tax | 675,021 | 640,000 | 615,000 | 640,000 | |
| .006 | Prior Year Levies | 562,003 | 375,000 | 450,000 | 375,000 | |
| .008 | Interest | 368,520 | 280,000 | 280,000 | 280,000 | |
| .009 | Liens & Penalties | 7,865 | 10,000 | 10,000 | 10,000 | |
| | Total | <u>\$54,072,437</u> | <u>\$58,207,930</u> | <u>\$58,257,930</u> | <u>\$62,367,260</u> | |
| 120 | <u>LICENSES AND PERMITS</u> | | | | | |
| .013 | Vendor's Licenses | \$230 | \$350 | \$350 | 350 | |
| .014 | Amusement Licenses | 58 | 200 | 200 | 200 | |
| .015 | Animal Licenses | 14,806 | 18,000 | 18,000 | 18,000 | |
| .016 | Marriage Licenses | 1,298 | 1,400 | 1,400 | 1,400 | |
| .017 | Hunting & Fishing Licenses | 1,532 | 2,000 | 2,000 | 2,000 | |
| .020 | Street Cut Permits | 7,550 | 5,000 | 5,000 | 5,000 | |
| .021 | Building Permits | 839,189 | 650,000 | 500,000 | 550,000 | |
| .030 | Lodging House Licenses | 350 | 300 | 300 | 300 | |
| .031 | Well Permits | 50 | 100 | 100 | 100 | |
| .032 | Food Permits | 18,622 | 12,000 | 15,000 | 15,000 | |
| .034 | Septic System Permits | 1,503 | 1,300 | 1,300 | 1,300 | |
| .035 | Fire Marshal Permits | 40 | 100 | 100 | 100 | |
| .037 | Pistol Permits | 1,540 | 1,000 | 1,000 | 1,000 | |
| | Total | <u>\$886,768</u> | <u>\$691,750</u> | <u>\$544,750</u> | <u>\$594,750</u> | |
| 140 | <u>FINES AND PENALTIES</u> | | | | | |
| .042 | Court Fines | \$35 | \$150 | \$150 | 150 | |
| .044 | Parking Fines | 9,675 | 10,000 | 10,000 | 10,000 | |
| | Total | <u>\$9,710</u> | <u>\$10,150</u> | <u>\$10,150</u> | <u>\$10,150</u> | |
| 150 | <u>REVENUES FROM USE OF ASSETS</u> | | | | | |
| .050 | Interest: Unrestricted | \$836,358 | \$950,000 | \$575,000 | \$520,000 | |
| .053 | Cell Tower Leases | 58,433 | 80,400 | 80,400 | 112,000 | |
| .054 | Rental of Town Property | 481,987 | 474,500 | 500,600 | 478,330 | |
| | Total | <u>\$1,376,778</u> | <u>\$1,504,900</u> | <u>\$1,156,000</u> | <u>\$1,110,330</u> | |
| 170 | <u>STATE SCHOOL AID</u> | | | | | |
| .060 | Special Ed. - Excess Costs | \$556,153 | \$575,000 | \$590,000 | \$590,000 | |
| .062 | Transportation | 393,846 | 375,850 | 317,000 | 317,000 | |
| .064 | Adult Education | 29,967 | 44,460 | 46,320 | 46,320 | |
| .068 | Blind and Handicapped | 34,176 | 50,000 | 47,500 | 45,000 | |
| .069 | Education Cost Sharing | 7,645,185 | 7,841,350 | 8,081,210 | 8,319,300 | |
| | Total | <u>\$8,659,327</u> | <u>\$8,886,660</u> | <u>\$9,082,030</u> | <u>\$9,317,620</u> | |
| 190 | <u>STATE GRANTS IN LIEU OF TAXES</u> | | | | | |
| .070 | Machinery Exemption | \$1,214,368 | \$1,645,000 | \$1,200,500 | \$1,113,450 | |
| .072 | Tax Exemption for the Elderly | 9,200 | 9,200 | 9,200 | 9,650 | |
| .073 | HEART (Elderly) | 196,940 | 206,000 | 195,700 | 195,700 | |
| .074 | Property Tax-Boats | 15,623 | 15,620 | 15,620 | 15,620 | |
| .075 | State-owned Property/Casino | 264,919 | 356,550 | 305,130 | 269,960 | |
| .076 | Totally Disabled Exemption | 1,934 | 1,650 | 1,650 | 0 | |
| .077 | Veterans Tax Exemption | 91,615 | 88,000 | 83,600 | 0 | |
| | Total | <u>\$1,794,599</u> | <u>\$2,322,020</u> | <u>\$1,811,400</u> | <u>\$1,604,380</u> | |

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY SOURCE**

| A/C No. | Revenue Source | FY 2002 Actual | FY 2003 Budget | FY 2003 Estimated | FY 2004 Proposed | FY 2004 Approved |
|---|---|-------------------|-------------------|----------------------|---------------------|---------------------|
| 210 OTHER STATE GRANTS | | | | | | |
| .080 | Bond Interest Subsidy | \$280,551 | \$244,640 | \$244,640 | \$219,040 | |
| .081 | School Building Grant | 451,753 | 448,600 | 448,600 | 448,260 | |
| .085 | Public Library Grant | 2,915 | 3,230 | 3,230 | 3,250 | |
| .089 | Other State Grants | 186,741 | 35,770 | 33,950 | 33,950 | |
| | Total | <u>\$921,960</u> | <u>\$732,240</u> | <u>\$730,420</u> | <u>\$704,500</u> | |
| 220 FEDERAL GRANTS | | | | | | |
| .091 | Elderly Transportation | \$9,900 | \$15,120 | \$15,120 | \$10,000 | |
| .092 | Civil Preparedness | 3,418 | 3,500 | 3,500 | 3,500 | |
| | Total | <u>\$13,318</u> | <u>\$18,620</u> | <u>\$18,620</u> | <u>\$13,500</u> | |
| 230 REVENUES FROM OTHER AGENCIES | | | | | | |
| .101 | Windsor Housing Authority | \$7,856 | 19,000 | 19,000 | 19,000 | |
| .102 | In-Lieu of Tax Payments | 164,152 | 175,550 | 175,550 | 175,550 | |
| .103 | Telephone Property Tax | 393,603 | 393,600 | 362,920 | 354,250 | |
| | Total | <u>\$565,611</u> | <u>\$588,150</u> | <u>\$557,470</u> | <u>\$548,800</u> | |
| 250 CHARGES FOR CURRENT SERVICES | | | | | | |
| .110 | Recording Legal Documents | \$209,944 | \$135,000 | \$240,000 | \$155,000 | |
| .111 | Vital Statistics | 242 | 400 | 400 | 400 | |
| .112 | Conveyance Fees | 144,790 | 125,000 | 171,000 | 250,000 | |
| .120 | Special Police Services | 3,600 | 4,200 | 4,200 | 4,200 | |
| .122 | Sale of Accident Reports and Photos | 2,161 | 2,000 | 2,000 | 2,000 | |
| .123 | Animal Pound Fees | 1,750 | 2,800 | 2,800 | 2,800 | |
| .130 | Town Planning & Zoning Commission Fees | 20,531 | 25,000 | 25,000 | 25,000 | |
| .131 | Zoning Board of Appeals Fees | 824 | 950 | 950 | 950 | |
| .133 | Inland Wetlands Fees | 11,822 | 8,000 | 8,000 | 8,000 | |
| .136 | Hydrant Assessments | 0 | 100 | 100 | 100 | |
| .137 | Sub-Division Signs | 450 | 500 | 500 | 500 | |
| .142 | Miscellaneous School Receipts | 2,112 | 220 | 220 | 220 | |
| .143 | Special Education Tuition from Other Towns | 38,905 | 200,000 | 200,000 | 200,000 | |
| .150 | Library Fines & Fees | 31,352 | 35,000 | 35,000 | 35,000 | |
| .151 | Recreation Fees | 115,095 | 90,000 | 60,000 | 45,000 | |
| .152 | Northwest Park | 4,666 | 3,500 | 3,500 | 3,500 | |
| .153 | Dial-a-Ride Fees | 3,511 | 5,500 | 5,500 | 5,500 | |
| .160 | Sale of Sand & Gravel | 160 | 500 | 500 | 500 | |
| .162 | Administrative Overhead | 90,210 | 90,210 | 90,210 | 90,210 | |
| .168 | Sale of Publications & Materials | 13,294 | 16,300 | 16,300 | 16,300 | |
| .169 | Miscellaneous Service Charges | 753 | 1,000 | 1,000 | 1,000 | |
| | Total | <u>\$696,172</u> | <u>\$746,180</u> | <u>\$867,180</u> | <u>\$846,180</u> | |

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY SOURCE**

| A/C No. | Revenue Source | FY 2002 Actual | FY 2003 Budget | FY 2003 Estimated | FY 2004 Proposed | FY 2004 Approved |
|------------|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| 270 | <u>OTHER REVENUES</u> | | | | | |
| .171 | Sale of Capital Assets | \$300 | \$500 | \$500 | \$500 | \$500 |
| .173 | Other Refunds | 0 | 500 | 500 | 500 | 500 |
| .174 | Miscellaneous Other Revenues | 553,090 | 40,000 | 40,000 | 40,000 | 40,000 |
| .175 | Transfer from Other Funds | 10,000 | 0 | 0 | 0 | 0 |
| | Total | <u>\$563,390</u> | <u>\$41,000</u> | <u>\$41,000</u> | <u>\$41,000</u> | <u>\$41,000</u> |
| 290 | <u>OPENING CASH</u> | | | | | |
| .199 | Opening Cash | \$350,000 | \$405,060 | \$405,060 | \$350,000 | \$350,000 |
| | Total | <u>\$350,000</u> | <u>\$405,060</u> | <u>\$405,060</u> | <u>\$350,000</u> | <u>\$350,000</u> |
| | GRAND TOTAL | <u>\$69,910,070</u> | <u>\$74,154,660</u> | <u>\$73,482,010</u> | <u>\$77,508,470</u> | <u>\$77,508,470</u> |

REVENUE EXPLANATION

100 General Property Tax

This category accounts for approximately 80.46% of the Town's General Fund revenues in FY 2004.

| | FY 2002 | 2002-2003 | | 2003-2004 | |
|--------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| 002 Current Levy | \$52,459,028 | \$56,902,930 | \$56,902,930 | \$61,062,260 | |
| .004 Interim Motor Vehicle Tax | 675,021 | 640,000 | 615,000 | 640,000 | |
| .006 Prior Year Levies | 562,003 | 375,000 | 450,000 | 375,000 | |
| .008 Interest & Penalties | 368,520 | 280,000 | 280,000 | 280,000 | |
| .009 Liens | 7,865 | 10,000 | 10,000 | 10,000 | |
| Total | \$54,072,437 | \$58,207,930 | \$58,257,930 | \$62,367,260 | |

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 and lien fees are payments received on delinquent accounts.

The Town of Windsor's General Fund expenditure program for FY 2004 totals \$77,508,470. Of this amount, \$61,062,260 will come from the current property tax levy, and \$16,446,210 from other revenues. The estimated Net Taxable Grand List for FY 2004 is \$1,836,000,000. The proposed collection rate is 98.75%. Accordingly, the required tax levy will be 33.7 mills; or \$33.70 for each \$1,000 of assessed value. The mill rate is calculated as follows:

| | <u>Proposed</u> | <u>Adopted</u> |
|---|-----------------|----------------|
| Total Expenditure | \$77,508,470 | |
| Less: Other Revenues | 16,096,210 | |
| Less: Opening Cash | 350,000 | |
| Current Property Tax Collection | 61,062,260 | |
| Divided by Estimated Rate of Collection | 98.75% | |
| Adjusted Tax Levy | 61,835,200 | |
| Less: Pro Rata Assessor's Additions | 75,000 | |
| Plus: Exemptions for Volunteer Firefighters | 113,000 | |
| Gross Tax Levy | 61,873,200 | |
| Divided by Estimated Taxable Grand List | 1,836,000,000 | |
| Mill Rate | 33.7 | |

For FY 2003, general property tax revenues are projected to be \$50,000 over budget. Prior year levy collections appear to be strong and it is anticipated that these prior year collections will be approximately \$75,000 over original projections. However, the increase in prior year levies will be partially offset by the slower collections in the interim motor vehicle tax category which is projected to be \$25,000 lower than budget.

120 Licenses and Permits

This category accounts for approximately 0.77% of the Town's General Fund revenues in FY 2004.

| | FY 2002 | 2002-2003 | | 2003-2004 | |
|-----------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| .021 Building Permits | \$839,189 | \$650,000 | \$500,000 | \$550,000 | |
| All Others | 47,579 | 41,750 | 44,750 | 44,750 | |
| Total | \$886,768 | \$691,750 | \$544,750 | \$594,750 | |

Building and related permits are expected to finish FY 2003 approximately \$147,000 below budget. Building permit activity is not at the level that was anticipated during the previous year budget process. The trend appears to be continuing and therefore the FY 2004 permit level has been adjusted accordingly.

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

140 Fines and Penalties

This category accounts for approximately 0.01% of the Town's General Fund revenues in FY 2004.

| | FY 2002 | 2002-2003 | | 2003-2004 | |
|--------------------|----------------|-----------------|-----------------|-----------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| .042 Court Fines | \$35 | \$150 | \$150 | \$150 | |
| .044 Parking Fines | 9,675 | 10,000 | 10,000 | 10,000 | |
| Total | \$9,710 | \$10,150 | \$10,150 | \$10,150 | |

Court fines are those amounts received by courts and distributed by the State to the Town. The Town does not have the authority to levy Court fines. Over the past several years, this revenue item has ranged from a high of \$1,775 to a low of \$0. Parking fines has remained relatively constant over the past several years.

150 Revenues from Use of Assets

This category accounts for approximately 1.43% of the Town's General Fund revenues in FY 2004.

| | FY 2002 | 2002-2003 | | 2003-2004 | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| .050 Interest: Unrestricted | \$836,358 | \$950,000 | \$575,000 | \$520,000 | |
| .053 Cell Tower Lease | 58,433 | 80,400 | 80,400 | 112,000 | |
| .054 Rental of Town Property | 481,987 | 474,500 | 500,600 | 478,330 | |
| Total | \$1,376,778 | \$1,504,900 | \$1,156,000 | \$1,110,330 | |

Unrestricted interest is the revenue resulting from the investment of cash receipts not immediately used to meet expenditures. For FY 2003 it is projected that the final figure will come in under budget by approximately \$375,000. Rates had come in significantly under budget and the FY 2004 level continues to reflect the reduced rates. The \$520,000 would be realized with an average interest rate of 1.35%. Interest rates on short-term funds have recently reflected 1.4%.

\$112,000 in revenues is projected for FY 2004 for 4 cell tower ground leases and percent of co-location leases.

The components of rental income are as follows:

| Property | FY 2002-2003 | | FY 2004 |
|------------------------------------|------------------|------------------|------------------|
| | Budgeted | Estimated | Budgeted |
| Milo Peck Child Development Center | \$110,330 | \$110,330 | \$110,330 |
| Landfill | 345,800 | 345,800 | 345,800 |
| Caring Connection | 0 | 22,500 | 0 |
| Omnipoint Communications - Tower | 18,370 | 21,970 | 22,200 |
| Total | \$474,500 | \$500,600 | \$478,330 |

For FY2004, the budget includes rental income from the two Enterprise Funds and rentals from the Omnipoint Communications Tower long-term lease signed in 1997. The estimate for the Caring Connection rent had been reflected at \$0 for FY 2003 on the assumption that they would relocate to #330 Windsor Avenue. However, it is anticipated that Caring Connection will not move until June 2003. Therefore, the rental income revenue was adjusted accordingly. In addition for FY2004 the Caring Connection rent will be paid to the #330 Windsor Avenue Special Revenue Fund where operational expenses will be covered.

170 State School Aid

This category accounts for approximately 12.02% of the Town's General Fund revenues in FY 2004.

| | FY 2002 | 2002-2003 | | 2003-2004 | |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| .060 Special Ed. - Excess Costs | \$556,153 | \$575,000 | \$590,000 | \$590,000 | |
| .062 Transportation | 393,846 | 375,850 | 317,000 | 317,000 | |
| .064 Adult Education | 29,967 | 44,460 | 46,320 | 46,320 | |
| .068 Blind and Handicapped | 34,176 | 50,000 | 47,500 | 45,000 | |
| .069 Educational Cost Sharing | 7,645,185 | 7,841,350 | 8,081,210 | 8,319,300 | |
| Total | \$8,659,327 | \$8,886,660 | \$9,082,030 | \$9,317,620 | |

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

The FY 2003 estimates for this group of accounts are anticipated to come in over budget by \$195,370 based on adjusted information provided by the State and Board of Education.

For FY 2004 the Special Education - Excess Costs grant proposed amount of \$590,000 is the estimate of reimbursable costs as per the Board of Education. The remaining state school grants are obtained from the Governor's proposed budget. The FY 2004 budget for State School Aid is projected in total to result in a \$430,960 increase over the previous fiscal year budget.

190 State Grants in Lieu of Taxes

This category accounts for approximately 2.07% of the Town's General Fund revenues in FY 2004.

| | FY 2002 | 2002-2003 | | 2003-2004 | |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| .070 Machinery Exemption | \$1,214,368 | \$1,645,000 | \$1,200,500 | \$1,113,450 | |
| .073 HEART (Elderly) | 196,940 | 206,000 | 195,700 | 195,700 | |
| .075 State-owned Property | 264,919 | 356,550 | 305,130 | 269,960 | |
| .077 Veterans Tax Exemption | 91,615 | 88,000 | 83,600 | 0 | |
| All Others | 26,757 | 26,470 | 26,470 | 25,270 | |
| Total | \$1,794,599 | \$2,322,020 | \$1,811,400 | \$1,604,380 | |

This section contains State grants received by the town, most of which are paid to replace taxes once received. The Town has been partially reimbursed by the State for tax exemptions given for eligible machinery and equipment exempt from personal property tax, and for exemptions given to the elderly, disabled and veterans. The difference between the budgeted and estimated FY 2003 figures is solely a function of the number of people who apply for the various exemptions each year as well as the dramatic state aid reductions during the fiscal year. The state will be providing no reimbursement for disabled and veterans for FY2004 while the manufacturer's equipment will be reimbursed at 65% rather than the 80% of prior years.

210 Other State Grants

This category accounts for approximately 0.91% of the Town's General Fund revenues in FY 2004.

| | FY 2002 | 2002-2003 | | 2003-2004 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| .080 Bond Interest Subsidy | \$280,551 | \$244,640 | \$244,640 | \$219,040 | |
| .081 School Building | 451,753 | 448,600 | 448,600 | 448,260 | |
| All Others | 189,656 | 39,000 | 37,180 | 37,200 | |
| Total | \$921,960 | \$732,240 | \$730,420 | \$704,500 | |

The Bond Interest Subsidy is a grant received from the State to reduce the cost of borrowing for school construction projects. This revenue decreases in proportion to the decrease in interest payments on school projects.

| School Bonds | FY 2002 | FY 2003 | FY 2003 | FY 2004 |
|--|------------------|------------------|------------------|------------------|
| | Actual | Budget | Estimated | Budgeted |
| 1987 Poquonock, Clover St, JFK Expansion | 27,210 | 23,090 | 23,090 | 19,290 |
| 1988 Poquonock, Clover St, JFK Expansion | 58,120 | 49,990 | 49,990 | 41,770 |
| 1991 Wolcott, JFK School Roofs | 14,424 | 8,080 | 8,080 | 6,750 |
| 1992 Ellsworth School Roof | 5,000 | 4,510 | 4,510 | 4,040 |
| 1993 Sage Park School Expansion | 71,909 | 65,640 | 65,640 | 60,660 |
| 1994 Sage Park School Expansion | 71,828 | 63,160 | 63,160 | 58,280 |
| 1995 Windsor High School Roof | 32,060 | 30,170 | 30,170 | 28,250 |
| Total | \$280,551 | \$244,640 | \$244,640 | \$219,040 |

The State also provides grants to reduce the principal payments on school construction.

| School Project | Year Bonded | FY 2002 | FY 2003 | FY 2003 | FY 2004 |
|-----------------------|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Budget | Estimated | Budgeted |
| Kennedy School | 1987, 1988, 1991 | \$81,660 | \$81,660 | \$81,660 | 81,620 |
| Poquonock School | 1987, 1988 | 49,650 | 49,650 | 49,650 | 49,650 |
| Clover Street School | 1987, 1988 | 44,200 | 44,200 | 44,200 | 44,200 |
| Wolcott School | 1991 | 16,220 | 16,220 | 16,220 | 15,920 |
| Ellsworth School | 1992 | 8,400 | 8,400 | 8,400 | 8,400 |
| Sage Park Mid. School | 1993, 1994 | 206,670 | 206,670 | 206,670 | 206,670 |
| High School Roof | 1995 | 41,800 | 41,800 | 41,800 | 41,800 |
| Other | | 3,153 | 0 | 0 | 0 |
| | | \$451,753 | \$448,600 | \$448,600 | \$448,260 |

The All Others category includes a library grant and the state reimbursement of a portion of the town support for health services in private schools. The level is consistent with prior year collections. For FY 2002 an unbudgeted one-time amount was received by the state totaling approximately \$150,000.

220 Federal Grants

This category accounts for approximately 0.02% of the Town's General Fund revenues in FY 2004.

| | FY 2002 | 2002-2003 | | 2003-2004 | |
|-----------------------------|----------|-----------|-----------|-----------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| .091 Elderly Transportation | \$9,900 | \$15,120 | \$15,120 | \$10,000 | |
| .092 Civil Preparedness | 3,418 | 3,500 | 3,500 | 3,500 | |
| Total | \$13,318 | \$18,620 | \$18,620 | \$13,500 | |

The Elderly Transportation category represents grant funds received from the Greater Hartford Transit District. The funding level for FY 2004 was reduced to account for expected reductions in federal funding.

230 Revenues From Other Agencies

This category accounts for approximately 0.71% of the Town's General Fund revenues in FY 2004.

| | FY 2002 | 2002-2003 | | 2003-2004 | |
|--|-----------|-----------|-----------|-----------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| .102 In-Lieu of Tax Payments | \$164,152 | \$175,550 | \$175,550 | \$175,550 | |
| .103 Telecommunications Property Tax Grant | 393,603 | 393,600 | 362,920 | 354,250 | |
| All Others | 7,856 | 19,000 | 19,000 | 19,000 | |
| Total | \$565,611 | \$588,150 | \$557,470 | \$548,800 | |

In-Lieu of Tax Payment revenue in FY 2004 includes a \$130,000 payment made by the Landfill Enterprise Fund to the Town for buildings and equipment owned and operated by the Fund. In addition, In-Lieu of Taxes also includes \$38,450 to be paid by the City of Hartford under the Keney Park Golf Course settlement agreement. Also \$7,100 from the Special Revenue account for rental properties is in In-Lieu of Tax Payments.

The Telecommunications Property Tax Grant is projected to come in under budget by approximately \$30,680 for FY 2003. The grant is based on the telephone company's assessed personal property value located in each municipality. The FY 2004 budget was reduced based on the FY 2003 funding level.

250 Charges for Current Services

This category accounts for approximately 1.09% of the Town's General Fund revenues in FY 2004.

| | FY 2002 | 2002-2003 | | 2003-2004 | |
|---|-----------|-----------|-----------|-----------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| .110 Recording Legal Documents | \$209,944 | \$135,000 | \$240,000 | \$155,000 | |
| .112 Conveyance Fees | 144,790 | 125,000 | 171,000 | 250,000 | |
| .130 Town Planning & Zoning Fees | 20,531 | 25,000 | 25,000 | 25,000 | |
| .143 Special Ed. Tuition from Other Towns | 38,905 | 200,000 | 200,000 | 200,000 | |
| .150 Library Fines | 31,352 | 35,000 | 35,000 | 35,000 | |
| .151 Recreation Fees | 115,095 | 90,000 | 60,000 | 45,000 | |
| .162 Administrative Overhead | 90,210 | 90,210 | 90,210 | 90,210 | |
| All Others | 45,345 | 45,970 | 45,970 | 45,970 | |
| Total | \$696,172 | \$746,180 | \$867,180 | \$846,180 | |

The Charges for Current Services category is expected to be approximately \$121,000 over budget for FY2003. This is mostly attributable to the fees for recording legal documents and conveyance. For FY2003 & FY2004 Administrative Overhead is composed of a \$38,960 payment by the Child Development Enterprise Fund and a \$51,250 payment by the Landfill Enterprise Fund to the Town for services provided to these funds by General Fund employees.

Recreation Fees have been reduced for FY2003 and FY2004 to account for the new practice of earmarking some recreation revenues to specific programs and applying program costs directly against the revenues collected in special revenue funds. This would enable recreation staff to track those programs which are self-supporting. The related expenditure reductions to the general fund can be found in the Family Services section of the budget document.

270 Other Revenues

This category accounts for approximately 0.05% of the Town's General Fund revenues in FY 2004.

| | FY 2002 | 2002-2002 | | 2003-2004 | |
|-----------------------------------|------------------|-----------------|-----------------|-----------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| .171 Sale of Capital Assets | \$300 | \$500 | \$500 | \$500 | |
| .174 Miscellaneous Other Revenues | 553,090 | 40,000 | 40,000 | 40,000 | |
| All Others | 10,000 | 500 | 500 | 500 | |
| Total | \$563,390 | \$41,000 | \$41,000 | \$41,000 | |

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.

All Others includes \$10,000 in FY 2002 from the Caring Connection Fund repayments of part of the capital contributed by the General Fund in 1988. Miscellaneous revenues in FY 2002 include funds from the Anthem Blue Cross Blue Shield demutualization which transpired during that fiscal year.

290 Opening Cash

This category accounts for approximately 0.45 % of the Town's General Fund revenues in FY 2004.

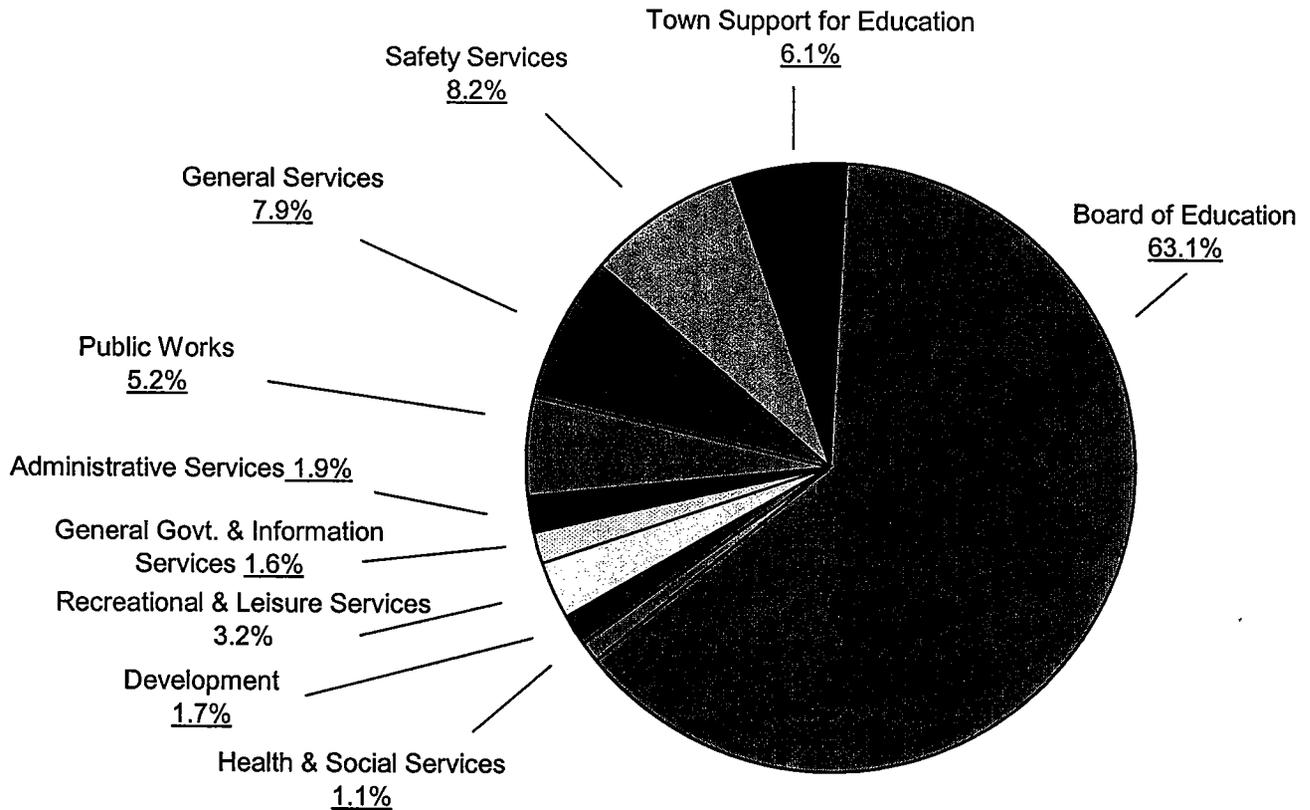
| | FY 2002 | 2002-2003 | | 2003-2004 | |
|-------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| .199 Opening Cash | \$350,000 | \$405,060 | \$405,060 | \$350,000 | |
| Total | \$350,000 | \$405,060 | \$405,060 | \$350,000 | |

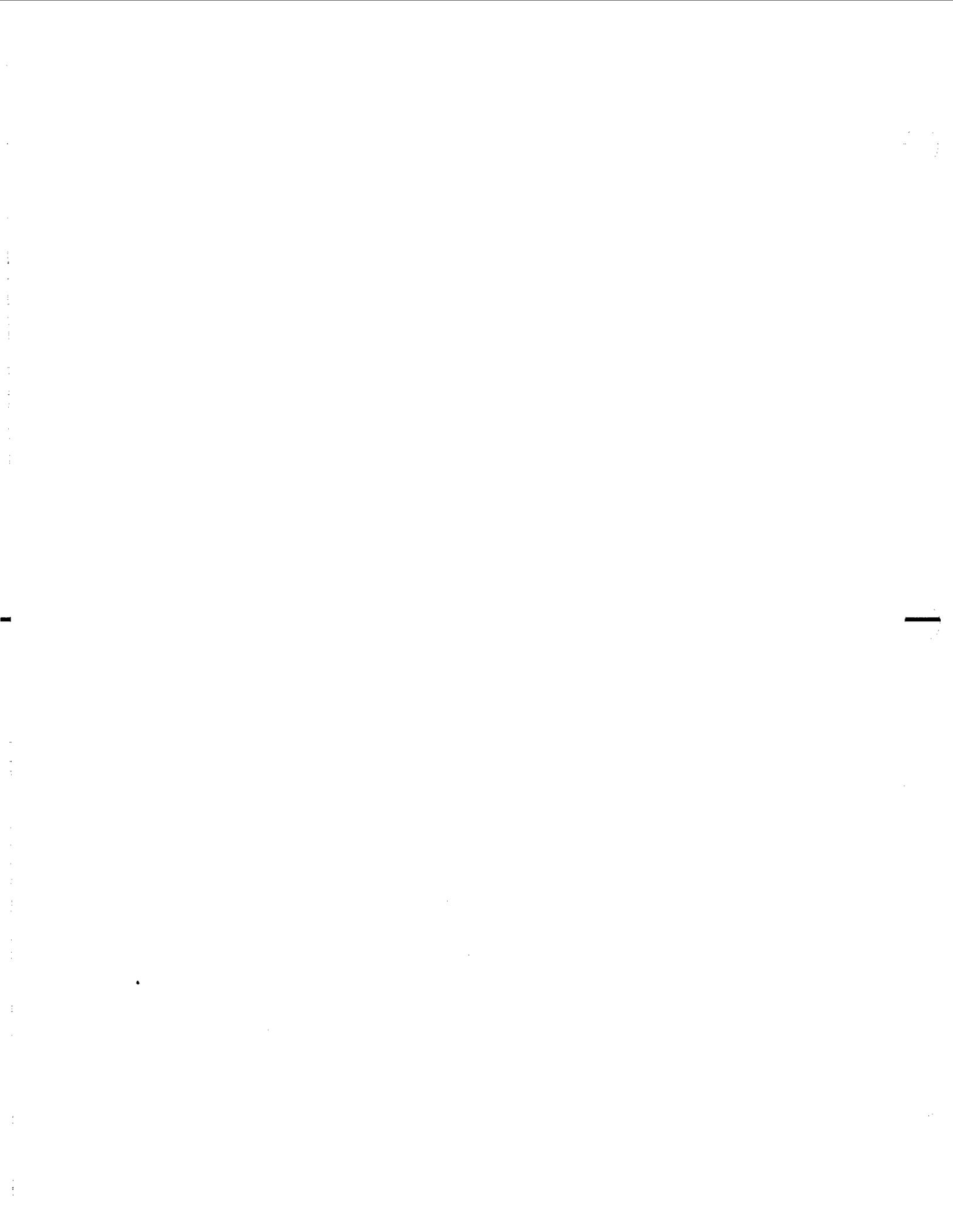
This section reflects the amount of fund balance at year-end that is appropriated for use in the following fiscal year. This use reduces the amount of revenue that must be generated with property taxes.

| Fiscal Year Ended June 30 | End of Year, Unreserved, Undesignated Fund Balance | Percent of Following Year General Fund Expenditures |
|---------------------------|--|---|
| 2003 (est.) | \$5,811,690 | 7.5% |
| 2002 | \$6,495,964 | 8.7% |
| 2001 | \$5,692,564 | 8.2% |
| 2000 | \$5,877,802 | 9.1% |
| 1999 | \$5,727,742 | 9.4% |
| 1998 | \$4,628,283 | 8.0% |

**ANNUAL BUDGET
GENERAL FUND
EXPENDITURES BY DEPARTMENT**

| | <u>FY 2002 ACTUAL</u> | <u>FY 2003 BUDGET</u> | <u>FY 2003 ESTIMATED</u> | <u>FY 2004 PROPOSED</u> | <u>FY 2004 APPROVED</u> |
|----------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|-----------------------------|
| General Government | 820,972 | 881,700 | 864,140 | 852,720 | |
| Safety Services | 5,977,112 | 6,333,520 | 6,318,520 | 6,340,140 | |
| Family & Leisure Services | 1,450,007 | 1,578,480 | 1,531,760 | 1,428,440 | |
| Health & Social Services | 676,277 | 854,190 | 777,650 | 823,730 | |
| Library Services | 1,090,629 | 1,129,530 | 1,128,890 | 1,066,320 | |
| Development Services | 1,213,160 | 1,312,070 | 1,265,860 | 1,275,190 | |
| Community Development | 17,000 | 25,000 | 25,000 | 25,000 | |
| Public Works | 3,784,171 | 3,878,230 | 3,703,510 | 4,059,720 | |
| Information Services | 372,629 | 401,730 | 391,550 | 388,700 | |
| Administrative Services | 1,526,910 | 1,651,430 | 1,495,500 | 1,472,680 | |
| General Services | 5,147,577 | 5,802,220 | 5,527,220 | 6,108,840 | |
| Board of Education | 42,830,483 | 46,218,530 | 46,218,530 | 48,904,600 | |
| Town Support for Education | 3,973,473 | 4,088,030 | 4,088,030 | 4,762,390 | |
| Total Expenditures: | 68,880,400 | 74,154,660 | 73,336,160 | 77,508,470 | - |

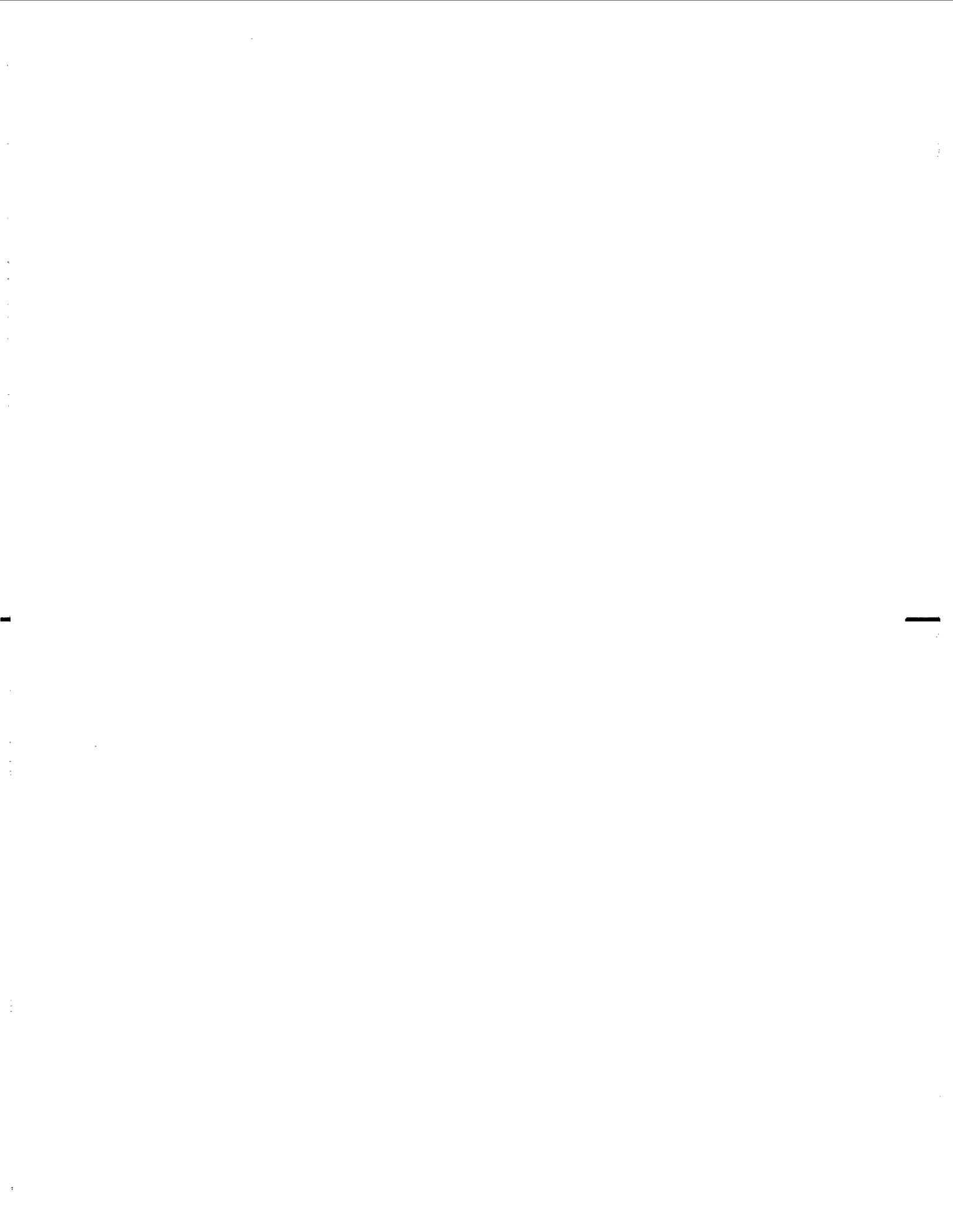




BOARD OF EDUCATION

As required by the Town Charter, the President of the Board of Education submits a separate budget document. See the Board of Education's Recommended Financial Plan for FY 2004.

| | <u>FY 2002</u> | <u>FY 2003</u> | | <u>FY 2004</u> | |
|------------------|----------------|----------------|------------------|-----------------|-----------------|
| | <u>Actual</u> | <u>Budget</u> | <u>Estimated</u> | <u>Proposed</u> | <u>Approved</u> |
| Operating | \$42,830,483 | \$46,218,530 | \$46,218,530 | \$48,904,600 | |



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. Funding for school capital projects is also budgeted in this section. Many of these costs are included in the town's expenditures for education per the State of Connecticut.

| Expenditure Summary | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|-----------|-----------|-----------|-----------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Town Support for Education | 3,973,473 | 4,088,030 | 4,088,030 | 4,762,390 | |

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 2004:

- Aid to private schools for health and welfare services
- Pay interest and principal on bonded school construction projects (See Appendix H.)
- Provide for an independent audit, Town Attorney and Town Treasurer services
- Provide property, liability and workers' compensation insurance; retirement services for non-certified School employees
- Ensure a safe learning environment in Windsor schools and minimize violence through Police activities, counseling and other services
- Provide grounds maintenance and snow removal to the six schools.

Budget Commentary

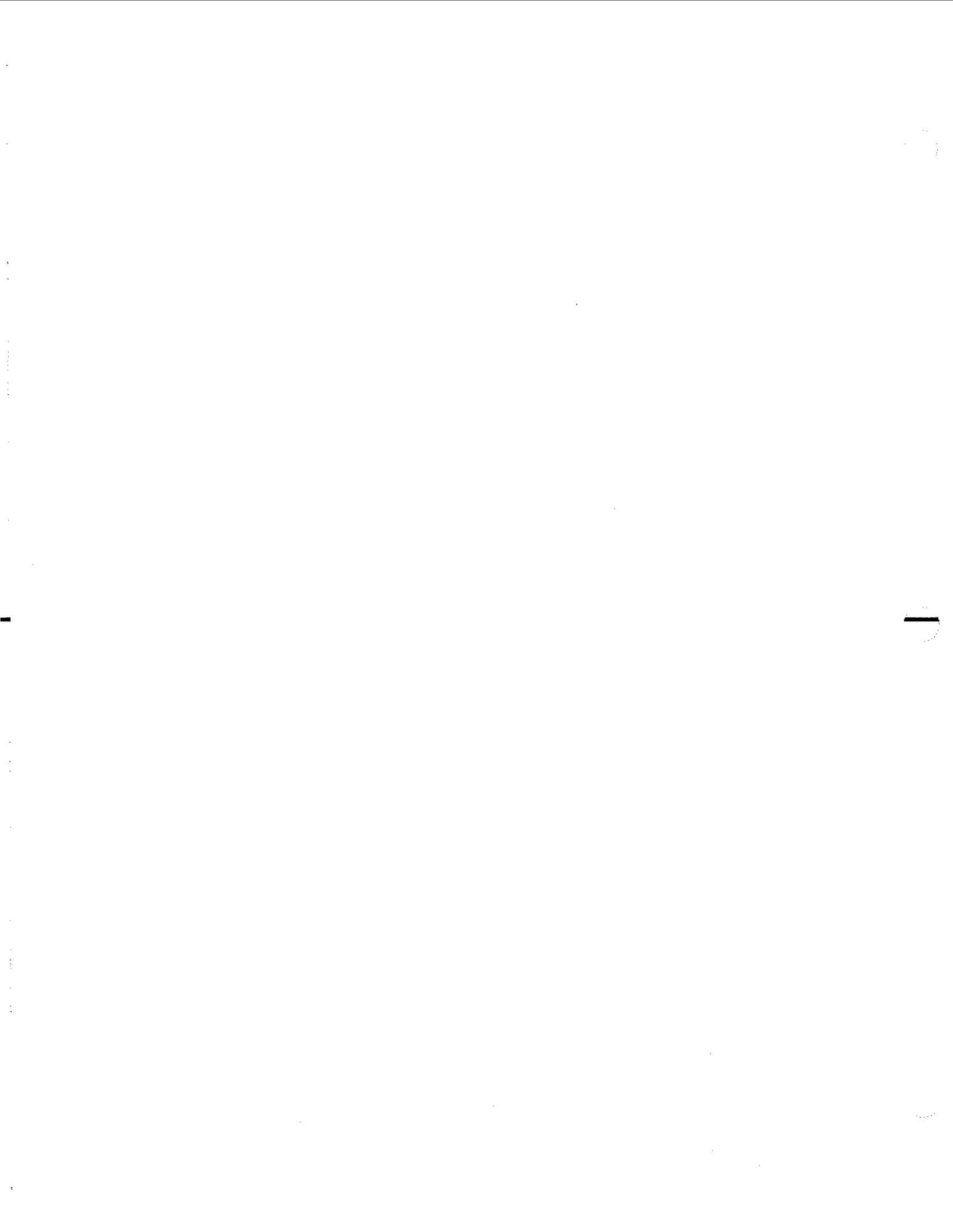
Town Support for Education increases by \$674,360 or 16.5% as a result of various cost increases in areas such as insurance and debt service.

TOWN SUPPORT FOR EDUCATION

| | FY 2003 | | | FY 2004 | |
|--|------------------|------------------|------------------|------------------|----------------|
| | <u>ACTUAL</u> | <u>BUDGET</u> | <u>ESTIMATED</u> | <u>PROPOSED</u> | <u>ADOPTED</u> |
| Aid to Private Education: | | | | | |
| St. Gabriel School | 25,630 | 28,500 | 28,500 | 28,500 | |
| Trinity Christian | 3,160 | 4,000 | 4,000 | 7,000 | |
| Loomis Chaffee School | 24,830 | 22,500 | 22,500 | 22,500 | |
| Sub Total - Aid to Private Schools | <u>53,620</u> | <u>55,000</u> | <u>55,000</u> | <u>58,000</u> | |
| Debt Service: | | | | | |
| Principal | 1,256,000 | 1,183,000 | 1,183,000 | 1,930,560 | |
| Interest | 1,280,650 | 1,457,170 | 1,457,170 | 1,362,760 | |
| Sub Total - Debt Service | <u>2,536,650</u> | <u>2,640,170</u> | <u>2,640,170</u> | <u>3,293,320</u> | |
| General Government: | | | | | |
| Audit Fee (25%) | 12,600 | 13,000 | 13,000 | 11,500 | |
| Town Attorney Retainer (25%) | 14,600 | 15,320 | 15,320 | 15,320 | |
| Town Treasurer (50%) | 1,250 | 1,550 | 1,550 | 1,600 | |
| Treasurer's Assistant (50%) | 4,250 | 4,680 | 4,680 | 3,550 | |
| Sub Total - General Government | <u>32,700</u> | <u>34,550</u> | <u>34,550</u> | <u>31,970</u> | |
| Risk Management: | | | | | |
| Automobile Liability (3%) | 4,650 | 5,820 | 5,820 | 7,500 | |
| Umbrella Liability (39%) | 10,480 | 13,100 | 13,100 | 39,000 | |
| Comp. General Liability (41%) | 52,890 | 66,010 | 66,010 | 82,000 | |
| Property Protection (73%) | 104,830 | 152,800 | 152,800 | 178,000 | |
| School Board Errors & Omissions (100%) | 4,410 | 8,820 | 8,820 | 15,000 | |
| Football and Sports Accidents (100%) | 10,750 | 13,450 | 13,450 | 15,000 | |
| Workers Compensation (50%) | 219,300 | 255,000 | 255,000 | 255,000 | |
| Excess Workers Comp. Premium (50%) | 12,250 | 20,610 | 20,610 | 32,500 | |
| Sub Total - Risk Management | <u>419,560</u> | <u>535,610</u> | <u>535,610</u> | <u>624,000</u> | |

TOWN SUPPORT FOR EDUCATION (continued)

| | FY 2002 ACTUAL | FY 2003 BUDGET | FY 2003 ESTIMATED | FY 2004 PROPOSED | FY 2004 ADOPTED |
|---------------------------------------|-------------------|-------------------|----------------------|---------------------|--------------------|
| Retirement Services: | | | | | |
| School Retirement | 217,100 | 229,600 | 229,600 | 231,500 | |
| School Supplemental Benefits (COLA) | 71,000 | 80,000 | 80,000 | 90,500 | |
| Sub Total - Retirement Services | 288,100 | 309,600 | 309,600 | 322,000 | |
| Youth Protection Services | | | | | |
| Partnership - Police | 219,310 | 225,900 | 225,900 | 145,900 | |
| Partnership - Family Services | 42,800 | 42,800 | 42,800 | 42,800 | |
| School Officer/DARE | 73,100 | 75,290 | 75,290 | 75,290 | |
| Sub Total - Youth Protection Services | 335,210 | 343,990 | 343,990 | 263,990 | |
| Public Works: | | | | | |
| Maintenance Support | 120,130 | 120,130 | 120,130 | 120,130 | |
| Supplemental Services | 23,993 | 26,670 | 26,670 | 26,670 | |
| Snow Removal | 22,310 | 22,310 | 22,310 | 22,310 | |
| Sub Total - Public Works | 166,433 | 169,110 | 169,110 | 169,110 | |
| Capital Projects - Schools | 141,200 | - | - | - | |
| TOTAL | 3,973,473 | 4,088,030 | 4,088,030 | 4,762,390 | |



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 2002 | FY 2003 | | FY 2004 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 5,428,653 | 5,683,770 | 5,685,910 | 5,677,050 | - |
| Supplies | 51,789 | 56,930 | 61,480 | 47,340 | - |
| Services | 349,378 | 350,620 | 350,270 | 338,080 | - |
| Maintenance & Repair | 219,996 | 198,980 | 215,324 | 184,410 | - |
| Grants & Contributions | 10,475 | 10,700 | 11,690 | 6,500 | - |
| Capital Outlay | 146,537 | 188,360 | 364,746 | 148,670 | - |
| Energy & Utility | 262,274 | 223,100 | 214,840 | 209,280 | - |
| Total | 6,469,102 | 6,712,460 | 6,904,260 | 6,611,330 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|--|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Safety Services | 5,977,112 | 6,333,520 | 6,318,520 | 6,340,140 | - |
| Town Support for Education | 292,410 | 301,190 | 301,190 | 221,190 | - |
| Subtotal: Safety Gen. Fund Budget | 6,269,522 | 6,634,710 | 6,619,710 | 6,561,330 | - |
| DOJ Universal Hiring (COPS) Grant | 56,250 | 27,750 | 27,750 | - | - |
| Community Policing/Partnership | 42,378 | - | - | - | - |
| CAD/RMS | - | - | 200,850 | - | - |
| Block Grant/Youth Services | 22,699 | - | - | - | - |
| Use of Police Private Duty Acct. | 50,000 | 50,000 | 50,000 | 50,000 | - |
| Drug Enforcement & Seizure Grants | 28,253 | - | 5,950 | - | - |
| Subtotal: Other Funds | 199,580 | 77,750 | 284,550 | 50,000 | - |
| Total | 6,469,102 | 6,712,460 | 6,904,260 | 6,611,330 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 66.30 | 68.00 | 67.00 | 67.00 | - |
| Regular Part Time Employees | 3.10 | 1.80 | 2.30 | 1.80 | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | 69.40 | 69.80 | 69.30 | 68.80 | - |

POLICE DEPARTMENT

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 2002 | FY 2003 | | FY 2004 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 5,239,527 | 5,487,770 | 5,489,910 | 5,477,640 | - |
| Supplies | 41,035 | 40,630 | 45,530 | 33,490 | - |
| Services | 91,349 | 91,670 | 96,420 | 84,050 | - |
| Maintenance & Repair | 119,410 | 108,980 | 130,324 | 102,980 | - |
| Grants & Contributions | 10,475 | 10,700 | 11,690 | 6,500 | - |
| Capital Outlay | 88,409 | 111,770 | 291,696 | 75,000 | - |
| Energy & Utility | 191,260 | 144,960 | 137,710 | 132,920 | - |
| Total | 5,781,465 | 5,996,480 | 6,203,280 | 5,912,580 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|--|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Police | 5,289,475 | 5,617,540 | 5,617,540 | 5,641,390 | - |
| Town Support for Education | 292,410 | 301,190 | 301,190 | 221,190 | - |
| Subtotal: Police Gen. Fund Budget | 5,581,885 | 5,918,730 | 5,918,730 | 5,862,580 | - |
| DOJ Universal Hiring (COPS) Grant | 56,250 | 27,750 | 27,750 | - | - |
| Community Policing Grant | 42,378 | - | - | - | - |
| CAD/RMS | - | - | 200,850 | - | - |
| Block Grant/Youth Service | 22,699 | - | - | - | - |
| Use of Police Private Duty Acct. | 50,000 | 50,000 | 50,000 | 50,000 | - |
| Drug Enforcement & Seizure Grants | 28,253 | - | 5,950 | - | - |
| Subtotal: Other Funds | 199,580 | 77,750 | 284,550 | 50,000 | - |
| Total | 5,781,465 | 5,996,480 | 6,203,280 | 5,912,580 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 65.30 | 67.00 | 66.00 | 66.00 | - |
| Regular Part Time Employees | 3.10 | 1.80 | 2.30 | 1.80 | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | 68.40 | 68.80 | 68.30 | 67.80 | - |

Budget Commentary

Expenditures for FY '03 are expected to go over the budgeted amount by \$206,800, or about 3.4%. This is mostly due to the purchase of the Computer Aided Dispatch / Records Management System (CAD/RMS) which was primarily paid for by a grant. Personal Services will be up slightly as a result of increased overtime expenditures. This is a net increase which is comprised of allowing 1 position to go unfilled as part of the Town Manager's cost containment efforts, and increased spending in both Support Services and Uniformed Patrol to accomplish proactive criminal investigations. Supplies are up due primarily to surveillance costs incurred by our newly formed Crime Suppression Unit. The Services and Capital Outlay lines are both higher than budgeted due to purchasing licensing and hardware for the CAD system. Maintenance and repair is up due to increased vehicle repair costs. The Funding Sources portion shows funding coming in to compensate for the CAD/RMS system, as well as for narcotics work being done by the Crime Suppression Unit. The reduction of one full-time person in Personnel Requirements is due to allowing a Clerk Typist position to remain vacant. Please note that the budgeted number of 67 had already planned for leaving a Police Officer position vacant for the year.

The Proposed FY '04 Budget plans for expenditures going down by \$83,900, or about 1.4%. In Personal Services, the reduction of \$10,130 is a net result of increases due to raises, more part-time clerk hours to help cover a vacancy, and provides funds needed to pay for more work days in the fiscal year; these are coupled with cuts in a full time Clerk Typist position, uniforms, overtime for training, regional teams, and holidays. This line would have been substantially higher without the voluntary giving back of expected pay raises by Police Department employees. There are many incremental cuts in the other lines, to achieve our budget goal. Those cuts which have policy considerations outside of the Police Department are: \$4,200 to fund Partnership operations, and \$5,250 to operate the Wilson Sub-Station at the old Wilson Firehouse.

FY 2004 Goals

- 1) The Department was given a new "Live Scan" automated fingerprinting system by the State of Connecticut because of our large number of criminal arrests. This new system will allow us to record offenders' fingerprints digitally and instantaneously transmit them electronically to a central data base. There they will be compared to sets of prints on file which are associated with wanted persons. The department's goal will be to increase criminal arrests by training all personnel and using the Live Scan system to identify wanted persons in our custody, who frequently give us phony names. A subset of that goal will be to arrest persons who have committed crimes in the past and who have left a fingerprint at a crime scene. By aggressively pursuing the submittal of these "latent" crime-scene prints to the Automated Fingerprint Identification System (AFIS), and systematically submitting all of our arrestees' fingerprints to Live Scan, we hope to bring many more perpetrators to justice.
- 2) The State of Connecticut has mandated to local government that all emergency dispatching operators implement an emergency medical dispatch system (EMD). In the coming year, members of our Communications Division will have the goal of researching various options from subcontracting the service to purchasing software and providing training to our own dispatchers and desk officers. This will allow us to be "ahead of the curve" and ready to implement a top-notch life-saving addition to the town's excellent emergency medical services system by the state's target date of July 1, 2004.
- 3) The taxpayers and Town Council have authorized and funded the replacement of the town-wide two-way radio system for both emergency and non-emergency service providers. In the coming year, it shall be the goal of the Police Department administration to complete the RFP process, which has required extensive research, to develop an implementation plan with the successful vendor, to develop a user driven operational plan, to train town staff on the use of the new equipment, and to implement the new system without any essential service interruptions.
- 4) The department will continue to pursue the state accreditation process. The process that the department will continue to go through in pursuing accreditation is valuable in that it codifies many of our existing policies, leading toward greater long-term consistency. Additionally, meeting the state accreditation standards will ensure that the department is lined up with "best practices" in the profession.

POLICE - Administration and Records

Provide leadership and guidance for the Police Department, store and retrieve data, ensure availability of resources and provide reports, permits and licenses to the public and work with the community to provide information as required for problem identification and resolution.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 460,450 | 435,190 | 419,775 | - |
| Supplies | 18,200 | 18,200 | 18,210 | - |
| Services | 35,200 | 41,360 | 37,105 | - |
| Maintenance & Repair | 17,380 | 17,380 | 16,380 | - |
| Grants & Contributions | 4,200 | 4,200 | - | - |
| Capital Outlay | 1,050 | 195,740 | - | - |
| Energy & Utility | 85,960 | 88,960 | 84,170 | - |
| Total | 622,440 | 801,030 | 575,640 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Police | 622,440 | 600,180 | 575,640 | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Police Gen. Fund Budget | 622,440 | 600,180 | 575,640 | - |
| DOJ Universal Hiring (COPS) Grant | - | - | - | - |
| Community Policing/Partnership | - | - | - | - |
| CAD/RMS Grant funds | - | 200,850 | - | - |
| Block Grant/Youth Service | - | - | - | - |
| Use of Police Private Duty Acct. | - | - | - | - |
| Drug Enforcement & Seizure Grants | - | - | - | - |
| Subtotal: Other Funds | - | 200,850 | - | - |
| Total | 622,440 | 801,030 | 575,640 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 6.00 | 5.00 | 5.00 | - |
| Regular Part Time Employees | 0.50 | 1.00 | 1.00 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 6.50 | 6.00 | 6.00 | - |

Budget Commentary

For FY 2003 this Division Budget will go over by \$178,590, or 29%. This is due to the purchase of hardware in Capital Outlay, and software in Services for the Department's new CAD/RMS System. Personal Services is projected to come in well below budget due to a year-long vacancy in a Clerk Typist position. In FY 2004, the full-time position will remain vacant however the duties of that position will be covered by additional part-time hours as evidenced by the changes in FTE's. Additional savings in Personal Services is due to recalculation of benefits lines for this Division.

Products & Services

Executive Management \$139,250

- Provide leadership and coordination of all department activities
- Develop stronger liaisons with local, state, and federal agencies to enhance the department's ability to prevent crime and terrorism within the Town's borders
- Continue work with schools and neighborhoods to enhance safety and quality of life for all residents
- Oversee the training of departmental personnel in the use of crime analysis data for problem resolution
- Coordinate with other town agencies to address the identified needs of the community
- Work with Police Athletic League (P.A.L.) Board of Directors, town staff and volunteers to enhance services to children in town
- Coordinate emergency planning with local Fire, Health and Civil Preparedness leaders to enhance town's ability to respond to emergencies.

Information Services

Data Storage, Retrieval & Dissemination \$436,390

- Manage the selection, installation and initial operation of Computer Aided Dispatch and Records Management System
- Maintain the Windsor Police Department website, responding to expressed community needs and concerns
- Coordinate the training of departmental staff in NIBRS reporting
- Train civilian and sworn personnel in use of CAD/RMS
- Initiate transition to field reporting
- Modernize the operation of the evidence room through the use of bar coding and associated logging software
- Implement Live-Scan digital on-line fingerprint system, including providing training to all department personnel
- Provide background investigation and sex offender threat assessment to community groups that provide direct services to children
- Assist state departments of Public Safety and Adult Probation to have access to necessary local data, and vice versa.

POLICE - Support Services

Provide in-depth follow-up criminal investigations, collect and preserve evidence, conduct undercover narcotic enforcement, and provide community-related services to businesses, young people, families and schools.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,095,930 | 1,123,330 | 1,276,036 | - |
| Supplies | 7,200 | 10,200 | 4,250 | - |
| Services | 4,200 | 3,200 | 2,200 | - |
| Maintenance & Repair | 1,130 | 1,830 | 1,130 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 5,250 | - | - | - |
| Total | 1,113,710 | 1,138,560 | 1,283,616 | - |

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

Funding Sources

| Funding Source | FY 2003 | | FY 2004 | |
|--|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Police | 887,810 | 906,710 | 1,137,716 | - |
| Town Support for Education | 225,900 | 225,900 | 145,900 | - |
| Subtotal: Police Gen. Fund Budget | 1,113,710 | 1,132,610 | 1,283,616 | - |
| DOJ Universal Hiring (COPS) Grant | - | - | - | - |
| Community Policing/Partnership | - | - | - | - |
| CAD/RMS Grant funds | - | - | - | - |
| Block Grant/Youth Service | - | - | - | - |
| Use of Police Private Duty Acct. | - | - | - | - |
| Drug Enforcement & Seizure Grants | - | 5,950 | - | - |
| Subtotal: Other Funds | - | 5,950 | - | - |
| Total | 1,113,710 | 1,138,560 | 1,283,616 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 13.00 | 13.00 | 15.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 13.00 | 13.00 | 15.00 | - |

Budget Commentary

The FY 2003 estimate will go over budget by about 2% in this Program due to increased personnel costs. Personnel from the Patrol Division have been assigned here to work in the new Crime Suppression Unit (CSU). Energy and Utility costs which were budgeted here are being paid for out of Administration and Records due to a Finance Department policy change. In FY 2004, the CSU will be staffed for the entire year, causing Personal Services to increase.

Products & Services

Criminal Investigation/ Preparing Evidence

\$611,649

- Provide members of the department with criminal investigation and crime scene training to improve the skill levels of patrol officers to enhance the quality of criminal investigations.
- Investigate all violent crimes not solved by Patrol, such as rape, robbery, and serious assaults. Investigate serious property crimes such as arson, burglary, and significant larcenies. Follow-up on all investigations to ensure that as many criminals as possible are brought to justice.
- Participate in joint investigations with outside law enforcement agencies including the FBI, Bureau of Alcohol, Tobacco and Firearms, State Police Narcotics, and State Police Criminal Intelligence Unit to develop criminal intelligence information and disseminate that information to members of the police department to keep the community safe
- Work with Hartford Police to identify criminal activity and suspects to prevent crime and make arrests of criminals who ply their trade back and forth between the two communities.

Crime Suppression Unit

\$407,766

- The Crime Suppression Unit (CSU) was recently formed to respond to shifting crime patterns. The Unit combines the investigation and apprehension approaches of uniformed patrol, detectives, and undercover narcotics.
- Investigate narcotics cases that are referred by Patrol, Detectives, or outside agencies. Through surveillance and undercover patrolling, identify narcotics dealers; follow-up with investigation, arrest, and confiscation of contraband and property.
- Assist Patrol Division operations by sustained enforcement targeting of various problems such as loitering in town parks after dark, motor vehicle law enforcement in residential areas in response to developing crime such as a couple of burglaries in a neighborhood, and undercover narcotics and alcohol consumption at public events such as high school athletic contests.
- Assist Detective Division investigations by providing additional staffing for surveillance, stings, interviews with multiple suspects, and finding persons who are hard to find, whether witnesses, suspects, or persons for whom we have active arrest warrants.

- Maintain an active criminal intelligence gathering operation. Information about crimes, suspects, wanted persons, persons being released into our community on probation or parole, and new criminal operations moving into the region will be used to identify potential criminal behavior, and develop probable cause for arrests.

Partnership to Protect our Children

\$162,260

- Provide on-site prevention programs and intervention efforts through full time assignment of one officer at each of the two secondary schools.
- Keep our schools safe and help to ensure a positive learning environment in the classroom by supplementing School Administrators as they seek to ensure proper student behavior.

Police Athletic League

\$101,941

- Provide police presence at PAL events and facilities to enhance positive interaction among cops and kids
- Work with Recreation Department to provide development of programs and events for PAL members
- Provide supervision of children at drop-in center and other activities
- Work with PAL Board of Directors, Recreation Staff, and Public Works staff to develop boxing program to provide youngsters with a structural and disciplined outlet for their competitive energies
- In conjunction with student interns from Springfield College, identify needs and develop programs to serve teenage girls in town.

POLICE - Uniformed Patrol

Provides a wide range of services, including response to emergency telecommunications, dispatching, emergency medical response, assistance to motorists and citizens, accident and crime investigation, patrolling, enforcement of laws and ordinances and support to the community in identifying and developing a response to community need.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 3,864,020 | 3,864,020 | 3,713,834 | - |
| Supplies | 13,130 | 13,130 | 8,930 | - |
| Services | 47,880 | 47,470 | 41,355 | - |
| Maintenance & Repair | 89,940 | 110,114 | 84,940 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 110,720 | 95,956 | 75,000 | - |
| Energy & Utility | 50,690 | 45,690 | 45,690 | - |
| Total | 4,176,380 | 4,176,380 | 3,969,749 | - |

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

Funding Sources

| Funding Source | FY 2003 | | FY 2004 | |
|--|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Police | 4,023,340 | 4,023,340 | 3,844,459 | - |
| Town Support for Education | 75,290 | 75,290 | 75,290 | - |
| Subtotal: Police Gen. Fund Budget | 4,098,630 | 4,098,630 | 3,919,749 | - |
| DOJ Universal Hiring (COPS) Grant | 27,750 | 27,750 | - | - |
| Community Policing/Partnership | - | - | - | - |
| CAD/RMS | - | - | - | - |
| Block Grant/Youth Service | - | - | - | - |
| Use of Police Private Duty Acct. | 50,000 | 50,000 | 50,000 | - |
| Drug Enforcement & Seizure Grants | - | - | - | - |
| Subtotal: Other Funds | 77,750 | 77,750 | 50,000 | - |
| Total | 4,176,380 | 4,176,380 | 3,969,749 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 47.00 | 47.00 | 45.00 | - |
| Regular Part Time Employees | 1.30 | 1.30 | 0.80 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 48.30 | 48.30 | 45.80 | - |

Budget Commentary

The FY 2003 budget estimate shows the Patrol Division coming in on budget. This is a net effect comprised of decreased salary costs for officers assigned to the CSU in Support Services along with increased operational overtime in Personal Services, an increase in Maintenance and Repair due to aging police cars and accidents, and decreases in Capital Outlay and Energy and Utility due to cost containment. In FY 2004, Personal Services is down due to shifting full-time resources to Support Services. Capital Outlay contains funding for three police cruisers.

Products & Services

Communications

\$849,420

- Serve as the first contact for citizens that utilize the telephone or walk into the police department requesting assistance. Provide a calming voice during times of extreme stress but also provide information such as directions. Handle over 50,000 calls per year and large number of walk-in citizens. Assess the information provided in person or on the phone then dispatch Police, Fire and EMS as needed
- Assist the Patrol Division by utilizing the information network to search for information on crimes and persons, finding facts that lead to the identification and arrests of dangerous subjects. The new Computer-Aided-Dispatch system should provide for greater capacity when fully implemented.

EMS and Public Assists

\$599,250

- Officers will continue to function as first responders responding to over 11,000 EMS and fire dispatches. Officers assist and take the lead in all types of EMS calls ranging from a heart attack to a stomachache.

Traffic Control

\$1,088,340

- Use the available data on the causes, times, and location of accidents to develop an ongoing accident reduction plan. Utilize this plan to target high-risk areas and reduce accidents by 5%
- Increase our response to citizens requests for motor vehicle enforcement in residential neighborhoods. Provide regular enforcement beyond the initial request for service
- Increase the Department's efforts to create safer streets by strict enforcement of Drinking and Driving laws, and seatbelt laws.

Protect Persons and Property

\$1,432,740

- Continue working with businesses to maintain the downward trend in the number of false alarms officers respond to. The new modifications to the Town's Alarm Ordinance should assist both Fire and Police personnel by reducing unnecessary dispatches, while at the same time making the public safer by avoiding the risk of fire trucks and police cars responding CODE 3 needlessly
- 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. Position patrol officers to prevent the crime or apprehend the criminal should the crime take place
- Continue neighborhood and business district foot, cruiser, and bicycle patrols.
- Increase the Department's overall effectiveness by teaming with the FBI on the Joint Terrorist Task Force (JTTF) and Hartford Police Department on the Intelligence Task Force (ITF). Joining these teams will increase our access to gang, drug, and terrorist information. Currently, these three areas represent our greatest threat to personal safety and security. Belonging to these teams will ensure that the Town of Windsor is at the forefront in the fight to prevent, detect, and eliminate crime and terrorism in our Town.

POLICE - Animal Control

Provide leadership to Patrol in the area of animal control, enforces laws and ordinances governing animals, works with the community to resolve animal control problems, recovers and handles stray animals, including impounding and relocating strays and works with the Town of Bloomfield to coordinate the operation of the dog pound.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|---------------|---------------|---------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 67,370 | 67,370 | 67,995 | - |
| Supplies | 2,100 | 4,000 | 2,100 | - |
| Services | 4,390 | 4,390 | 3,390 | - |
| Maintenance & Repair | 530 | 1,000 | 530 | - |
| Grants & Contributions | 6,500 | 7,490 | 6,500 | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 3,060 | 3,060 | 3,060 | - |
| Total | 83,950 | 87,310 | 83,575 | - |

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

Funding Sources

Animal Control Expenditures are funded solely by the General Fund.

| Funding Source | FY 2003 | | FY 2004 | |
|--|---------------|---------------|---------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Police | 83,950 | 87,310 | 83,575 | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Police Gen. Fund Budget | 83,950 | 87,310 | 83,575 | - |
| DOJ Universal Hiring (COPS) Grant | - | - | - | - |
| Community Policing Grant | - | - | - | - |
| CAD/RMS | - | - | - | - |
| Block Grant/Youth Service | - | - | - | - |
| Use of Police Private Duty Acct. | - | - | - | - |
| Drug Enforcement & Seizure Grants | - | - | - | - |
| Subtotal: Other Funds | - | - | - | - |
| Total | 83,950 | 87,310 | 83,575 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.00 | 1.00 | 1.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 1.00 | 1.00 | 1.00 | - |

Budget Commentary

For FY 2003 this Program will come in over budget due to increased dog food consumption in supplies, increased dog pound repairs, and the sale of more dog licenses in Grants and Contributions.

Products & Services

Enforce Laws and Ordinances \$40,840

- Maintain the aggressive enforcement efforts which reduced the total number of animal complaints to fewer than 900.
- Investigate and/or monitor all animal complaints including dog bite and nuisance animal complaints
- Follow-up with the court system to ensure that irresponsible owners of aggressive animals pay a stiff price for their inattention to neighbors' safety.
- Continue to educate the public and enforce Windsor Town Code section 12-65 (Control and clean up after your dog)

Operate Dog Pound/Animal Placement \$42,735

- Redeem or place 80% of the animals impounded

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 2002 | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 189,126 | 196,000 | 196,000 | 199,410 | - |
| Supplies | 10,459 | 16,200 | 15,600 | 13,500 | - |
| Services | 141,048 | 134,250 | 129,300 | 128,680 | - |
| Maintenance & Repair | 100,586 | 90,000 | 85,000 | 81,430 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 57,223 | 75,000 | 71,550 | 72,500 | - |
| Energy & Utility | 67,500 | 77,760 | 76,760 | 75,660 | - |
| Total | 565,942 | 589,210 | 574,210 | 571,180 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|----------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 565,942 | 589,210 | 574,210 | 571,180 | - |
| Grants | - | - | - | - | - |
| Donations | - | - | - | - | - |
| User Fees | - | - | - | - | - |
| Total | 565,942 | 589,210 | 574,210 | 571,180 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|-------------|----------|
| | Actual | 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 2003 expenditures are expected to come in \$15,000 under budget. The budget for FY 2004 was decreased by \$18,030 or 3%. Areas of reduction include materials and supplies, also the discretionary portion of the vehicle repair portion of the budget.

Products & Services

Operations & Administration \$284,690

- Respond to over 1,000 emergency incidents
- Contract for water supply with MDC for maintenance & service of 1,030 hydrants
- Manage, direct and monitor all fire department activities
- Prepare, administer and monitor fire budget, including maintenance contracts and new equipment purchases.

Fire Facilities & Building Maintenance \$96,090

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

Apparatus Maintenance & Service \$61,000

- Provide routine service and preventative maintenance service for 28 fire vehicles
- Provide inspection and testing of all fire apparatus
- Provide specialized maintenance programs for fire apparatus.

Recruitment, Training and Retention \$30,000

- Provide continuing 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 \$99,400

- 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.

Goals for FY 2004

1. Continue recruitment program targeted to meet day-time coverage
2. Build Fire Department Youth Explorers Post
3. Implement officer development and training program
4. Acquire and receive standardized and compliant breathing apparatus.
5. Continued participation in the acquiring and installation of upgraded radio system.

AMBULANCE SERVICES

The Town contracts 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 2002 | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | 116,729 | 124,200 | 124,200 | 125,000 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 3,271 | - | - | - | - |
| Total | 120,000 | 124,200 | 124,200 | 125,000 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|----------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 120,000 | 124,200 | 124,200 | 125,000 | - |
| Grants | - | - | - | - | - |
| Donations | - | - | - | - | - |
| User Fees | - | - | - | - | - |
| Total | 120,000 | 124,200 | 124,200 | 125,000 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|----------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - | - |
| Regular Part Time Employees | - | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | - | - | - | - | - |

Budget Commentary

Expenditures in FY 2003 will be at the budgeted amount. The FY 2004 grant to the Windsor Volunteer Ambulance Association will be increased 0.6% or \$800 as compared to FY 2003 to cover the increased cost for CMED (Coordinated Medical Emergency Direction).

Products & Services

Emergency Medical Care \$125,000

- Transport sick and injured persons to the hospital
- 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.

CIVIL PREPAREDNESS

Prepare to respond quickly as required to all natural and man-made emergency situations, and develop, maintain and implement an up-to-date emergency operations plan for the entire town.

Expenditures

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | 295 | 100 | 350 | 350 | - |
| Services | 252 | 500 | 350 | 350 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 905 | 1,590 | 1,500 | 1,170 | - |
| Energy & Utility | 243 | 380 | 370 | 700 | - |
| Total | 1,695 | 2,570 | 2,570 | 2,570 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|----------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 1,695 | 2,570 | 2,570 | 2,570 | - |
| Grants | - | - | - | - | - |
| Donations | - | - | - | - | - |
| User Fees | - | - | - | - | - |
| Total | 1,695 | 2,570 | 2,570 | 2,570 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|----------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - | - |
| Regular Part Time Employees | - | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | - | - | - | - | - |

Products & Services

Emergency Response

\$2,570

- Review and revise, as necessary, the town's Emergency Operations Plan and review this plan with all departments
- Assist with the development of a new town-wide Bioterrorism response plan
- Operate and staff the Emergency Operations Center
- Coordinate damage assessment and file state and federal records related to reimbursement for declared emergencies
- Open, operate and staff emergency shelters used to house residents displaced by emergency situations
- Develop a list of all facilities that can be used as emergency shelters during mass emergency situations
- Assist police, fire and other emergency respondents with communication, on-scene control and transportation
- Recruit and train volunteers to staff shelters and assist in the Emergency Operations Center
- Develop a list of resources that are available and can be used in emergencies – four wheel vehicles, chain saws, ham radios, heavy equipment, etc.

2003 Highlights

The Loomis Chaffee School donated funds to the Police Department for traffic safety equipment, allowing the purchase of a Speed Education Trailer, radar, and a hand-held laser device. The Trailer has been an enhancement in reminding citizens to slow down in our town. Officers made over 18,000 motor vehicle enforcement stops, an increase of over 18% above 2001. This helped to reduce personal injury crashes by 25%.

The Windsor Police Department sponsored a pasta dinner in March along with other fund raising activities throughout the year and raised a total of \$3,348.00. Our contribution was part of a combined effort, in which Connecticut Law Enforcement raised over \$295,000 for the Special Olympics in 2002.

During the month of December, Windsor Emergency Services, which included Ambulance, Police and Fire Departments, held their first holiday toy drive. The drive was a great success and filled an emergency vehicle with new toys, which were donated to local charities.

Throughout 2002, Police Department members conducted monthly field trips with the Oliver Ellsworth School Community Service Club. Each month the youngsters perform a service for the community such as cleaning out Stroh Park Pond, weeding near the train station, picking up roadside trash, or making gift baskets and delivering them to elderly residents. After the service time, the kids enjoy eating and having a fun activity time such as hiking.

During 2002 there was a 50% reduction in robberies and a 21% reduction in burglaries. Stolen vehicles and larcenies were down 3% and 2% respectively. One area of crime, which showed a significant increase, were narcotics violations (up 115%), which was primarily due to the formation of the Crime Suppression Unit (CSU). The CSU set a tone, which permeated the entire Patrol Division and led to numerous self-initiated arrests for narcotics violations.

On August 1st the Police Department started a new initiative known as the Crime Suppression Team. This effort was a response to changing crime patterns, and hybridizes the roles of uniformed patrol officers and plainclothes detectives. In the first four and ½ months of operation, the squad conducted 185 investigations, made 199 arrests, of which 80 were for narcotics, and seized 16 firearms.

At the Law Enforcement Stations Day, held at the Connecticut State Police Academy in Storrs, CT on May 11, 2002, the Windsor Police Explorers were awarded the "Best Overall Post" for the third consecutive year.

At the Explorer Police Academy, held at Mitchell College in New London, CT from July 28, 2002 to August 3, 2002, the Windsor Police Explorers received the "Andy Raich Director's Award" for achieving the highest overall academic grade point average.

In November 2002, the Explorers held a candy fundraiser, enabling the post to "Adopt-a-Family for the Holidays". With the money raised, members purchased and wrapped gifts for a family in need.

Civil Preparedness began work on the development of a town-wide Bioterrorism Response Plan and participated in a region-wide CREPC disaster tabletop exercise to test the Regional Emergency Disaster (RED) Plan.

The Windsor Volunteer Fire Department continued efforts to unify the Fire Department by taking delivery on new patches and badges. Has re-keyed all the firehouses so any member can enter any firehouse. Also the Fire Department has revamped it's SOP's to meet today's operating issues.

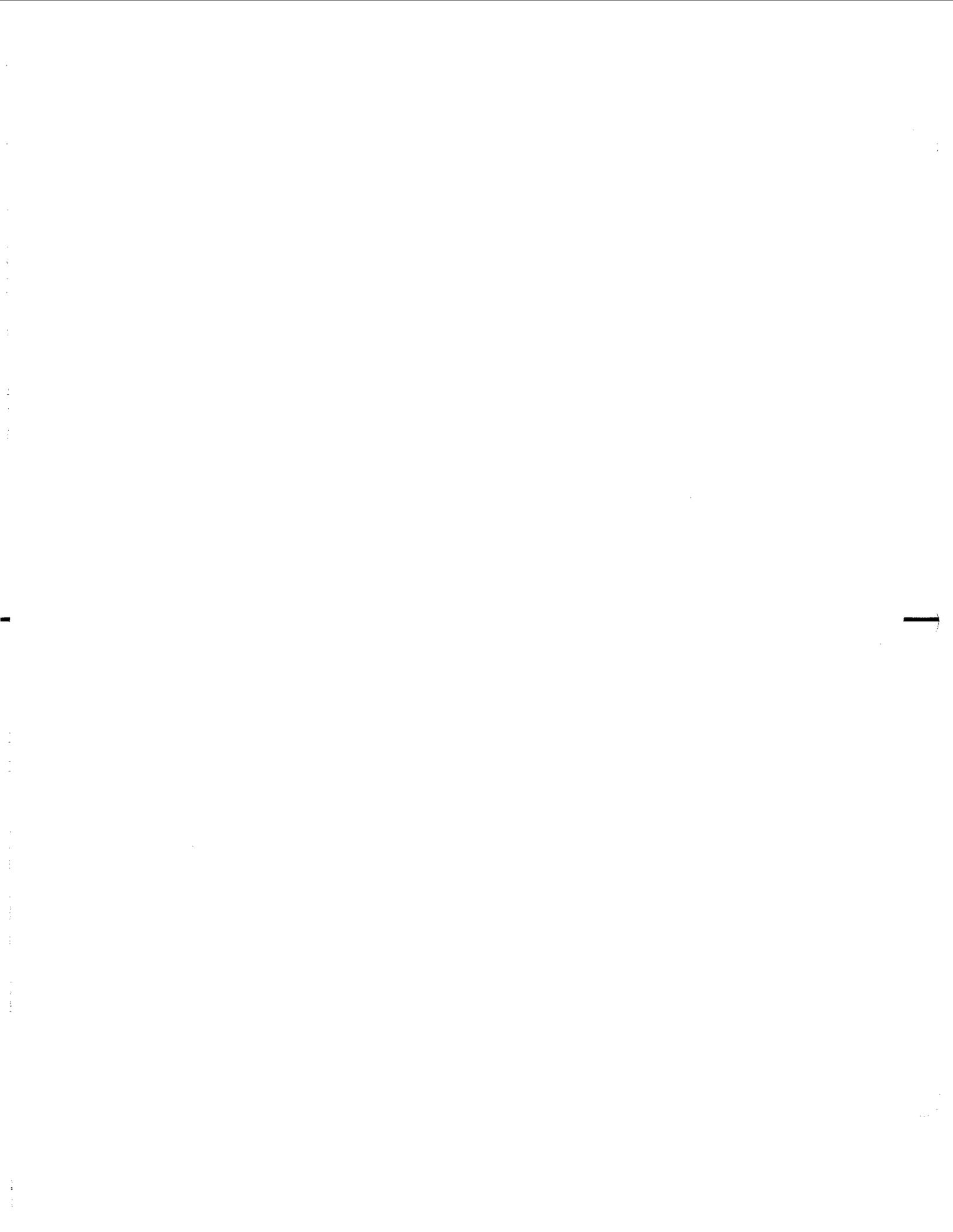
The Fire Department in partnership with the Windsor Fire Marshal's office has continued fire Prevention activities throughout the year.

Eight new volunteers were recruited as volunteer firefighters and the Fire Explorer Post has 15 members.

The Fire Department has ordered and awaits delivery in the late spring of a light duty rescue truck.

The Fire Department is currently analyzing the Hayden Station firehouse in regards future expansion.

| Performance Measures | FY 2002 Actual | FY 2003 Budget | FY 2003 Estimate | FY 2004 Target |
|---|-----------------------|-----------------------|-------------------------|-----------------------|
| Percentage of stolen property returned | 39% | 45% | 44% | 45% |
| Number of Part I crimes | 604 | 575 | 545 | 545 |
| Number of adult arrests for Part I crimes | 1,735 | 2,000 | 2,200 | 2,300 |
| Clearance rate for Part I crimes | 23% | 28% | 29% | 30% |
| Number of motor vehicle accidents with injuries | 230 | 210 | 190 | 185 |
| Percentage of volunteer Fire Department members meeting 24-hour training requirement | 39% | 45% | 44% | 45% |
| Percentage of volunteer Fire Department members meeting 25% fire response requirement | 60.4% | 57.5% | 54.5% | 54.5% |
| Fire Department responses | 1,076 | 1,075 | 1,068 | 1,100 |
| Vehicle maintenance as percentage of Fire & Rescue budget | 8.39% | 8.40% | 7.93% | 8.40% |



FAMILY AND LEISURE SERVICES

Family 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 facilities that are well maintained, safe, and accessible.

Expenditures

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,115,071 | 1,242,710 | 1,201,100 | 1,174,310 | - |
| Supplies | 133,290 | 131,330 | 130,380 | 121,040 | - |
| Services | 546,342 | 519,470 | 515,420 | 514,570 | - |
| Maintenance & Repair | 119,903 | 127,180 | 123,940 | 122,670 | - |
| Grants & Contributions | - | 3,800 | 3,800 | 3,800 | - |
| Capital Outlay | 4,940 | - | 1,150 | - | - |
| Energy & Utility | 57,278 | 63,540 | 63,520 | 59,230 | - |
| Total | 1,976,823 | 2,088,030 | 2,039,310 | 1,995,620 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|--|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Family Services | 1,450,007 | 1,578,480 | 1,531,760 | 1,428,440 | - |
| Town Support for Education | 42,800 | 42,800 | 42,800 | 42,800 | - |
| <i>Subtotal: Family Svcs. Gen. Fund Budget</i> | <i>1,492,807</i> | <i>1,621,280</i> | <i>1,574,560</i> | <i>1,471,240</i> | <i>-</i> |
| Grants | 88,841 | 70,790 | 68,790 | 68,790 | - |
| Private Contributions | 43,084 | 39,620 | 39,620 | 39,620 | - |
| User Fees | 337,092 | 341,340 | 341,340 | 400,970 | - |
| Reimbursements | 15,000 | 15,000 | 15,000 | 15,000 | - |
| Council Appropriation for Boardwalk | - | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>484,016</i> | <i>466,750</i> | <i>464,750</i> | <i>524,380</i> | <i>-</i> |
| Total | 1,976,823 | 2,088,030 | 2,039,310 | 1,995,620 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 10.95 | 12.50 | 11.33 | 11.50 | - |
| Regular Part Time Employees | 23.95 | 24.10 | 24.15 | 22.85 | - |
| Temporary/Seasonal Employees | 8.35 | 7.75 | 8.25 | 6.95 | - |
| Total FTEs | 43.25 | 44.35 | 43.73 | 41.30 | - |

Budget Commentary

Expenditures for FY 2003 are estimated to come in \$46,720 less than the General Fund budgeted amount due to a full-time vacancy (Senior Center Programmer); change in the Naturalist position at Northwest Park from full-time to part-time; reduction of expenditures in supplies, services, maintenance and repair.

RECREATION

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

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 769,410 | 765,170 | 724,310 | - |
| Supplies | 57,560 | 57,610 | 53,440 | - |
| Services | 148,650 | 147,800 | 145,300 | - |
| Maintenance & Repair | 500 | 500 | 500 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 6,400 | 6,400 | 5,200 | - |
| Total | 982,520 | 977,480 | 928,750 | - |

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

Funding Sources

Grants and user fees received by Recreation Services offset staffing, programming, and facility management expenses.

| Funding Source | FY 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Family Services | 687,760 | 682,720 | 584,340 | - |
| Town Support for Education | 42,800 | 42,800 | 42,800 | - |
| Subtotal: Family Services General Fund Budget | 730,560 | 725,520 | 627,140 | - |
| Grants | 64,790 | 64,790 | 64,790 | - |
| Private Contributions | 3,170 | 3,170 | 3,170 | - |
| User Fees | 184,000 | 184,000 | 233,650 | - |
| Reimbursements | - | - | - | - |
| Council Appropriation for Boardwalk | - | - | - | - |
| Subtotal: Other Funds | 251,960 | 251,960 | 301,610 | - |
| Total | 982,520 | 977,480 | 928,750 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|----------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 6.50 | 6.50 | 6.50 | - |
| Regular Part Time Employees | 18.35 | 18.35 | 17.05 | - |
| Temporary/Seasonal Employees | 5.00 | 5.00 | 4.20 | - |
| Total FTEs | 29.85 | 29.85 | 27.75 | - |

Budget Commentary

FY 2003 is projected to come in under budget because of savings in recruitment and training, and personal services costs. Cost savings for FY 2004 are due to: elimination of 3 part-time PAL positions (1.3 FTE) as a result of the merging of the two PAL sites into one location -330 Windsor Ave. (\$25,000 savings); closing of Veterans Pool for the summer, 2003, resulting in a reduction of .8 FTE lifeguards (\$20,300 savings), and a decrease in supplies and chemicals needed for the pools; and transfer of staffing of programs and subsequent supplies for: summer tennis, gymnastics, playground program, and the Romp and Learn program out of the General Fund into a special revenue account (\$54,700).

Products & Services

Aquatics \$120,670

- Provide swim lessons for over 2,140 youngsters year round
- Offer summer fitness swim, open swim and water aerobics for over 2,100 residents
- GuardStart Program fosters new Lifeguards for future years.

Leisure Education Opportunities \$111,260

- Offer four 6-week series of evening pre-school programs in dance, tumbling, crafts and foreign languages
- Present 15 pre-school morning classes in music, tumbling, crafts, hot shot basketball and drama
- Coordinate 15 adult programs such as tai chi, dance, aerobics, golf, tennis, volleyball, basketball and yoga
- Provide trips for Windsor residents
- Provide after school programming for elementary and middle school-aged children, with transportation.

Community Centers \$133,750

- Provide clean and safe facilities for the enjoyment of Windsor residents
- Schedule facilities for use by more than 4,450 residents and sport groups
- Deliver activities that are appropriate for the designated facility
- Schedule 10 sports clinics that include baseball, tennis, soccer, basketball, LaCrosse and t-ball.

Teenage Programs \$137,180

- Organize the Teen Job Bank for 82 teens
- Provide day trips and activities for middle school-aged students during non school hours
- Run ROPES challenge course, "PASSAGE" and related prevention programs, as collaborated with the Youth Service Bureau
- Continue lifetime sports series including ski, tennis and golf lessons for over 325 teens
- Collaborate with Middle School and WHS with programs such as community service clubs and school to work programs.

Youth Services Bureau \$51,700

- Provide lifetime intellectual activities including dance, computer literacy, and community service each month for approximately 100 youth
- Collaborate with the Windsor Public Schools in

- providing prevention services, mentoring, and social learning through recreational activities
- Coordinate adventure programming with recreation staff and public schools.

Summer Activities \$133,150

- Over 2,000 youngsters participate in summer programs that include teen adventures, gymnastics camp, and sports camps
- Schedule eight sports clinics that include baseball, tennis and t-ball
- Provide all-day playground programs spanning ages 6-12, which includes an inclusive all-day program for youngsters ages 5 – 17
- Coordinate and administer the teen Doug Malone Counselor in Training program.

Community Events \$90,260

- Provide town green events to include, *Summer Concert Series, Clown Day, Yankee Doodle 4th of July*, and the *Holiday Carol Sing*
- Collaborate programs with Riverfront Recapture, Windsor Chamber of Commerce, and First Town Downtown
- Offer family events such as *Shad Derby Youth Fishing Tournament, Winter Carnival, "Night of 1001 Pumpkins"* and the *Family Day* events.

Parent Center \$72,500

- Provide Parents as Teachers services to parents of children aged birth to five through home visits by Certified Parent Educators
- Offer 32 structured parent and child activities, and 20 drop in programs each month for approximately 165 families
- Provide more than 15 affordable, family oriented trips during the summer at group discount rates
- Offer two informative Parent Discussion sessions a month on a variety of topics
- Provide three regular evening and two Saturday programs each month to accommodate working parents
- Offer two babysitting courses each year.

Partnership for Protecting Our Children \$78,280

- Provide appropriate referral services
- Organize community outreach programs to prevent youth fear, intimidation, and violence
- Provide approximately 2.4 FTEs for Police Athletic League programs.

FY 2004 Goals

- 1) Continue to review and update the division's policies and procedures manual.
- 2) Enhance the Division's Website with greater use of the Safari software and more useful information.
- 3) Investigate and develop a plan to begin the process of accreditation through the National Recreation and Parks Association.
- 4) Review and update program offerings.

SENIOR SERVICES

Senior Services strives to help older adults enhance their capabilities and develop their potential as individuals within the context of the entire community by providing programs that address the physical, mental, 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 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 182,740 | 145,350 | 171,130 | - |
| Supplies | 30,410 | 29,260 | 26,840 | - |
| Services | 56,000 | 54,820 | 58,260 | - |
| Maintenance & Repair | 10,740 | 12,000 | 9,200 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 1,150 | - | - |
| Energy & Utility | 9,770 | 8,400 | 8,050 | - |
| Total | 289,660 | 250,980 | 273,480 | - |

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

Funding Sources

Other funding sources consist of grants and private donations that will be used for transportation.

| Funding Source | FY 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Family Services | 224,000 | 185,320 | 201,240 | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Family Services General Fund Budget</i> | <i>224,000</i> | <i>185,320</i> | <i>201,240</i> | <i>-</i> |
| Grants | 4,000 | 4,000 | 4,000 | - |
| Private Contributions | - | - | - | - |
| User Fees | 61,660 | 61,660 | 68,240 | - |
| Reimbursements | - | - | - | - |
| Council Appropriation for Boardwalk | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>65,660</i> | <i>65,660</i> | <i>72,240</i> | <i>-</i> |
| Total | 289,660 | 250,980 | 273,480 | - |

Personnel Requirements

| Full Time Equivalent (FTE) | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 2.00 | 1.33 | 2.00 | - |
| Regular Part Time Employees | 3.25 | 3.30 | 2.80 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total FTEs | 5.25 | 4.63 | 4.80 | - |

Budget Commentary

FY 03 is projected to come in under budget because the full-time Senior Center Programmer position was not filled for the full year and savings in training costs. For FY 04, the two full-time positions include the Programmer and Dial-a-Ride driver. This budget is proposing the elimination of the part-time Senior Center Activities Coordinator, at a cost savings of \$15,000 to the General Fund. The Assistant Recreation Managers will assume a greater role with program development and supervision in the Senior Center.

Products & Services

Senior Center \$129,110

- Provide a variety of 15 physical activities ranging from aerobics classes to relaxation exercises, a walking group, and forms of dance
- Provide access to the world through our Internet enabled computers and continuing computer training with Introduction to the Internet, Introduction to the Computer, and Introduction to Word Processing
- Offer seminars, lectures and vendor fairs to cover topics on health, consumer awareness, financial information, insurance plans and other pertinent subjects
- Provide special events throughout the year to celebrate holidays, special occasions and encourage social interaction
- Provide Health Clinics for hearing and foot care offered by outside providers
- Continued enhancement of the Health Fair, which is done in connection with the Health Department's Flu Shot clinic
- Continue to offer a broad range of day and over night trips
- Continue to work closely with the caseworkers to provide comprehensive services between the Senior Center and the Health & Social Services Department.

Transportation Services \$111,670

Dial-A-Ride hours in service, driver's hours and the number of vehicles in service have been increased.

- Provide transportation to Windsor's elderly and adults with disabilities to in-town locations Monday through Friday
- Provide approximately 200 out-of-town medical appointments twice each week
- Provide shopping trips to approximately 1,500 seniors.

Volunteer Programs \$32,700

Over 100 Windsor residents volunteer their efforts within several programs:

- Deliver 11,500 meals to homebound seniors and disabled adults unable to prepare their meals
- Transport seniors and disabled persons to more than 500 out-of-town medical appointments
- Assist and support staff at the senior center
- Assist seniors and disabled adults in finding employment through the Job Bank.

FY 2004 Goals

- 1) Maintain a commitment and program effort to identify needs and expand programs / services, including meeting regularly with other town departments and local provider agencies to enhance collaboration.
- 2) Continue the Senior Center Accreditation process.
- 3) Successful implementation of programs in the additional program space at LP Wilson.
- 4) Continue outreach and public information efforts to increase the community's awareness of the availability of senior programs and services.
- 5) Complete feasibility study for future Senior Center space needs.

FACILITIES MANAGEMENT

Provide for: the operation of the L. P. Wilson Community Center (which includes Recreation, Senior Services, the Senior Center, and the Youth Services Bureau); two outdoor pools; aquafountains; and improvements at the Milo Peck Child Development Center.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - |
| Supplies | 10,700 | 10,730 | 8,300 | - |
| Services | 302,390 | 302,390 | 302,390 | - |
| Maintenance & Repair | 91,190 | 88,660 | 88,190 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 29,440 | 28,940 | 28,940 | - |
| Total | 433,720 | 430,720 | 427,820 | - |

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

Funding Sources

The Town and The Board of Education each contribute to the operation of L. P. Wilson Community Center. The Community Renewal Team reimburses maintenance and utilities costs for Windsor Head Start.

| Funding Source | FY 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Family Services | 418,720 | 415,720 | 412,820 | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Family Svcs. Gen. Fund Budget</i> | <i>418,720</i> | <i>415,720</i> | <i>412,820</i> | <i>-</i> |
| Grants | - | - | - | - |
| Private Contributions | - | - | - | - |
| User Fees | - | - | - | - |
| Reimbursements (Head Start) | 15,000 | 15,000 | 15,000 | - |
| Council Appropriation for Boardwalk | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>15,000</i> | <i>15,000</i> | <i>15,000</i> | <i>-</i> |
| Total | 433,720 | 430,720 | 427,820 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2003 | | FY 2004 | |
|------------------------------|----------|-----------|----------|----------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total FTEs | - | - | - | - |

Budget Commentary

Veterans Pool will not be opened the summer of 2003, which translates to a \$4,700 decrease in supplies for that pool, i.e. chemicals. CRT reimburses the town \$15,000 for Head Start, which is housed in the Milo Peck Discovery Center, for maintenance and utility costs.

Products & Services

L.P. Wilson Community Center \$302,390

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

Outdoor Pools \$44,500

- Provide for the repairs, maintenance, utilities and opening and closing costs of the outdoor pools and aquafountains.

Milo Peck Child Development Center \$80,930

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

FY 2004 Goals

- 1) Continue to ensure that recommended repairs are made to the Milo Peck Development Center.
- 2) Continued evaluation of facilities on a regular basis.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Provide 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, hike the trails or picnic and barbecue in a number of locations.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 184,640 | 184,640 | 169,690 | - |
| Supplies | 27,380 | 27,380 | 27,180 | - |
| Services | 7,980 | 7,980 | 6,300 | - |
| Maintenance & Repair | 1,570 | 1,570 | 1,470 | - |
| Grants & Contributions | 3,800 | 3,800 | 3,800 | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 3,060 | 3,060 | 2,170 | - |
| Total | 228,430 | 228,430 | 210,610 | - |

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

Funding Sources

Other funding comes from contracts with Windsor and local school districts for environmental education programs; fees for nature camps and clubs; and contributions from the Connecticut Valley Tobacco Historical Society and the Friends of Northwest Park. These items have no effect on the General Fund budget or the property tax rate.

| Funding Source | FY 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Family Services | 101,450 | 101,450 | 80,230 | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Family Services General Fund Budget</i> | <i>101,450</i> | <i>101,450</i> | <i>80,230</i> | <i>-</i> |
| Grants | - | - | - | - |
| Private Contributions | 31,300 | 31,300 | 31,300 | - |
| User Fees | 95,680 | 95,680 | 99,080 | - |
| Reimbursement | - | - | - | - |
| Council Appropriation for Boardwalk | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>126,980</i> | <i>126,980</i> | <i>130,380</i> | <i>-</i> |
| Total | 228,430 | 228,430 | 210,610 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 2.50 | 2.00 | 1.50 | - |
| Regular Part Time Employees | 2.00 | 2.00 | 2.50 | - |
| Temporary/Seasonal Employees | 2.25 | 2.75 | 2.25 | - |
| Total FTEs | 6.75 | 6.75 | 6.25 | - |

Budget Commentary

The Naturalist position was decreased from full-time to part-time status in December, 2002, which is reflected in the FTEs. For FY 2004, it is proposed that this position remain part-time (\$18,240 savings). The Naturalist will continue as liaison to the Conservation Commission, address land management decisions, oversee animal care and special events. The cut in hours will impact teaching classes, grant research, new exhibit construction and on-site public outreach.

Products & Services

Indoor Activities \$ 58,510

Interpretive Nature Center

- Plan and provide nature-oriented exhibits and services for 16,000 visitors per year
- Maintain a nature library with books and videos for all ages.

Animal Barn

- On a daily basis, between 20 and 70 people visit the sheep, goats, Scottish Highland cow, burrows, chickens, rabbits, cats and ducks in our animal barn.

Tobacco Cultural Museum

- Approximately 850 people tour the museum annually to learn about the part tobacco played in the region's history.

NWP Gift Shop

- Offer the public a variety of environmental and nature related products which reflect the uniqueness of Northwest Park.

Outdoor Recreational Activities \$30,220

Hiking/Cross Country Trails

- Provide picnic tables, signage and develop maps for the 14 miles of farm roads and trails used by over 8,000 hikers, cross-country skiers and snow-shoe hikers, bicyclists and joggers per year
- Provide tree identification markers along the wetland walk
- Provide a rope-guided trail and Braille signage for the visually impaired.

Community Gardens

- Provide 21 garden plots for use by the public, as well as demonstration vegetable, herb and butterfly gardens.

Soccer

- Make available four soccer fields for regular season and tournament games.

Educational Programs \$110,630

- Develop and present over 60 public programs annually in environmental education and nature camps.
- Develop, schedule and present over 580 school programs, including Fleece to Fiber (processing raw fleece into finished cloth), field trips to Long Island Sound, maple sugaring, winter ecology via cross-country skis, and a variety of other programs led by park staff
- Present programs at corporate events, civic meetings and nature-oriented programs.

Community Events \$11,250

- Provide clerical and professional support for community-oriented, recreational events including the Annual Country Fair, Pancake Breakfast, Night at Northwest Park, Shad Derby, Creatures of the Night, and Wild and Woolly Sheep Day
- Oversee a volunteer program in which more than 20 volunteers maintain bluebird boxes, gardens, trails, and provide animal care.

FY 2004 Goals

- 1) Continue upgrade of exhibit area in the Nature Center with the addition of a 120-gallon salt-water tank.
- 2) Expand website for teachers with environmental education program information.
- 3) Provide environmental education programs to increase the learning opportunities for all ages both locally and regionally.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Provide 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 maintenance and management of all facilities on the 473 acre park.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 105,920 | 105,940 | 109,180 | - |
| Supplies | 5,280 | 5,400 | 5,280 | - |
| Services | 4,450 | 2,430 | 2,320 | - |
| Maintenance & Repair | 23,180 | 21,210 | 23,310 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 14,870 | 16,720 | 14,870 | - |
| Total | 153,700 | 151,700 | 154,960 | - |

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

Funding Sources

Donations from civic clubs, corporations and the Friends of Northwest Park will be used to fund the Youth Conservation Corps program. These items have no effect on the General Fund budget or the property tax rate.

| Funding Source | FY 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Family Services | 146,550 | 146,550 | 149,810 | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Family Services General Fund Budget</i> | <i>146,550</i> | <i>146,550</i> | <i>149,810</i> | <i>-</i> |
| Grants | 2,000 | - | - | - |
| Private Contributions | 5,150 | 5,150 | 5,150 | - |
| User Fees | - | - | - | - |
| Reimbursements | - | - | - | - |
| Council Appropriation for Boardwalk | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>7,150</i> | <i>5,150</i> | <i>5,150</i> | <i>-</i> |
| Total | 153,700 | 151,700 | 154,960 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.50 | 1.50 | 1.50 | - |
| Regular Part Time Employees | 0.50 | 0.50 | 0.50 | - |
| Temporary/Seasonal Employees | 0.50 | 0.50 | 0.50 | - |
| Total FTEs | 2.50 | 2.50 | 2.50 | - |

Budget Commentary

The \$2,000 grant from U.S. Fish and Wildlife Service for habitat restoration was not utilized during FY 2003, but will be available in the future as land management strategies change.

Products & Services

Outdoor Maintenance \$85,530

- Manage all park land for the safety, educational use and enjoyment of the public
- Maintain over 14 miles of trails and farm roads
- Maintain six grasslands as part of an overall park management plan by mowing, and prescribed burning
- Prepare 21 community garden plots
- Maintain the security and safety of all trails, structures and areas
- Coordinate and assist civic groups, volunteers and the Youth Conservation Corps (YCC)
- Maintain picnic pavilion, warming shed and 20 individual picnic tables for approximately 6,775 visitors a year
- Oversee mandatory and volunteer community service programs.

Building Operation/Maintenance \$69,430

- 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 preventive maintenance program for all park facilities.

FY 2004 Goals

- 1) Overall trail maintenance: router new trail signs.
- 2) Carry out land management plan.
- 3) Complete the enclosure of two acres of woodland for additional pasture.
- 4) Construct entrance to overflow parking area.

FY 2003 Highlights

Family & Leisure Services implementation of the Safari Recreation Management software program was extremely successfully. This new software enables residents to use online functions to view and register for programs at anytime, day or night. More than 35% of program users now register for their leisure programs online.

The Recreation Division offered an array of activities for families and individuals of all ages. Programs included pottery and ceramics, pre-school dance, after-school programs, sport programs, Middle School Club, adult fitness, and aquatics. The summer recreation playground program held at Welch Park and Sharshon Park continued to be successful. This program featured an inclusive program for children with special needs. The Romp-N-Learn after-school program continued to grow as more than 30 children participate in the program daily. The Recreation Department offered residents scholarships through the Doug Malone Memorial Fund. This scholarship fund helps defray the cost of summer programs as well as family swim passes.

The Recreation Services Division also presented a number of community event programs. These programs continue to grow and show the pride of the Windsor community. They included the Northwest Park Trail Runs, the Annual Concerts on the Green Series, Family Trip Nights, Yankee Doodle 4th of July, Holiday Carol Sing, and the Annual Family Day celebration, all of which drew at least 3,000 people to the Town Green.

The Youth Service Bureau continues to develop and implement new programs designed to foster social learning and positive community image. The summer Teen Adventure programs have been very successful, and after school programs for elementary and middle school children grew in participation. The YSB presented its first annual indoor winter carnival, held at 330 Windsor Avenue, and saw more than 250 participants.

The Police Athletic League's Drop-in Center at 330 Windsor Avenue is well attended. Membership in PAL increased from 150 to 450 kids, with 15 new program offerings.

Northwest Park was awarded the Connecticut Department of Environmental Protection's Green Circle Award, given as a result of the grassland restoration project in the park. A natural resource inventory was completed for the park. This inventory contains details on the various habitats at the park, identifies areas utilized by rare species, and outlines management strategies and goals for these areas. Northwest Park was nominated for the Connecticut Audubon Society's *Important Bird Areas* program.

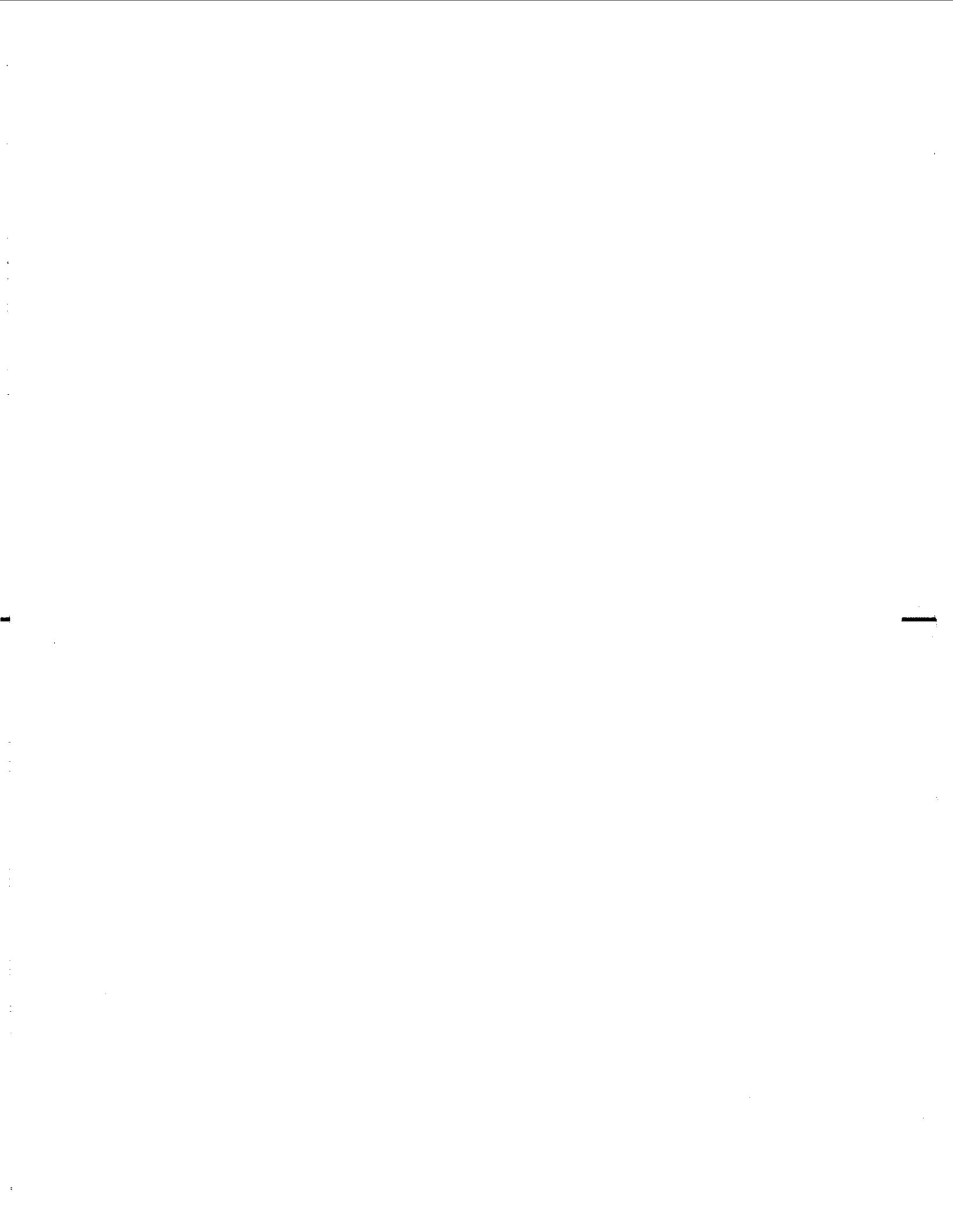
A grant of \$2,250 was received to expand the Northwest Park library from an anonymous foundation and an even match from the Friends of Northwest Park for a total of \$4,500. The purchases include children's books, teacher resources, videos and magazine subscriptions. Topics include indigenous wildlife, marine and fresh water ecology, astronomy, and forest and field habitats. Work continues on the indoor interactive tree house at the park, sculpted by local artist Randy Gilman.

The Windsor Parent Center located at the Milo Peck Discovery Center continues to offer free and low cost parent and child activities through a grant from the Department of Children and Families. Six playgroups met weekly, two Saturday programs met monthly, and three evening programs met monthly. The Center also featured six music and educational programs weekly, and two to three parent education workshops monthly, which were very successful.

New programs were developed and implemented at the Senior Center through a grant by the Hartford Foundation for Public Giving. The Windsor Senior Center also continued to expand its collaboration of programs with other municipal senior centers.

The Dial-A-Ride program provided 13,512 rides for 6,974 elderly and disabled Windsor residents. Twenty-four volunteers provided 762 with out-of-town medical rides. Sixty-seven Meals on Wheels volunteers delivered 1,157 meals monthly to homebound seniors and the disabled. Volunteers also assist in many areas of the daily operation of the Senior Center.

| Performance Measures | FY 2002 Actual | FY 2003 Target | FY 2003 Estimate | FY 2004 Target |
|--|---------------------------|---------------------------|-----------------------------|---------------------------|
| Number of Recreation activities offered | 607 | 610 | 642 | 650 |
| No. of elem. school-aged children registrations for after school & vacation programs | 530 | 900 | 1100 | 1120 |
| No. of Senior Center users | 875 | 925 | 1000 | 1050 |
| No. of meals delivered to homebound senior and disabled persons | 13,500 | 14,000 | 13,500 | 13,500 |
| No. of programs offered in environmental education and nature camps at NWP | 630 | 655 | 630 | 640 |
| No. of participants at NWP community events | 5,300 | 5,500 | 5,750 | 5,750 |



HEALTH AND SOCIAL SERVICES

Health and Social Services is responsible for protecting and promoting the health of the people, protecting and improving the environment, and providing case management, information and referral services to all Windsor residents.

Expenditures

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 677,753 | 819,850 | 735,300 | 814,560 | - |
| Supplies | 35,945 | 51,610 | 40,720 | 11,480 | - |
| Services | 31,454 | 37,680 | 34,300 | 30,230 | - |
| Maintenance & Repair | 176 | 1,350 | 950 | 500 | - |
| Grants & Contributions | 8,600 | 8,000 | 8,000 | - | - |
| Capital Outlay | 4,219 | 2,500 | 4,240 | 3,000 | - |
| Energy & Utility | 3,419 | 3,860 | 3,980 | 3,800 | - |
| Total | 761,568 | 924,850 | 827,490 | 863,570 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|-----------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 676,277 | 854,190 | 777,650 | 823,730 | - |
| Grants | 82,207 | 67,660 | 49,840 | 39,840 | - |
| Private Contributions | 3,084 | 3,000 | - | - | - |
| User Fees | - | - | - | - | - |
| Total | 761,568 | 924,850 | 827,490 | 863,570 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 9.17 | 10.00 | 9.00 | 9.00 | - |
| Regular Part Time Employees | 1.98 | 3.50 | 2.33 | 3.50 | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | 11.15 | 13.50 | 11.33 | 12.50 | - |

Budget Commentary

The overall Health & Social Services proposed FY 2004 budget is projected to come in \$61,280 lower than the FY 2003 budget. The decrease is attributable to several factors. For instance, one full-time secretarial position was eliminated. In addition, the residential larvicide distribution program has also been eliminated. State funding for FY 2004 for health and social services has been reduced by \$27,820.

INSPECTION AND REGULATION

Protect 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 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 164,370 | 156,060 | 161,250 | - |
| Supplies | 13,550 | 9,250 | 970 | - |
| Services | 14,290 | 13,660 | 21,440 | - |
| Maintenance & Repair | 350 | 450 | 200 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 1,030 | - | - |
| Energy & Utility | 1,260 | 1,210 | 1,200 | - |
| Total | 193,820 | 181,660 | 185,060 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|-----------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 183,770 | 174,610 | 180,690 | - |
| Grants | 10,050 | 7,050 | 4,370 | - |
| Private Contributions | - | - | - | - |
| User Fees | - | - | - | - |
| Total | 193,820 | 181,660 | 185,060 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.15 | 2.01 | 2.01 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 2.15 | 2.01 | 2.01 | - |

Budget Commentary

FY 2003 Personal Services reflects not filling one position (a portion of which is budgeted here) and part of the 15.8% reduction in State Grant funding. In FY 2004, Supplies shows the elimination of the residential larvicide distribution program while the total State Grant funds are predicted to be reduced an additional \$10,000. Products & Services reflects a shift in emphasis to bioterrorism/smallpox planning.

Products & Services

- Food Safety* \$32,320
- Conduct approximately 308 routine inspections of 125 permanent establishments and conduct follow-up inspections as required
 - License and inspect approximately 65 temporary food service operations
 - Coordinate potential food-borne outbreak investigations with the CTDPH
 - Investigate all complaints regarding food service sanitation.

- Drinking Water Protection* \$5,860
- Perform sanitary surveys, issue permits, and approve completion reports for all new and repaired drinking water wells
 - Review well water analyses required after the sale of dwellings that have drinking water wells
 - Coordinate with the MDC on the extension of public drinking water service
 - Respond to all water quality questions and complaints.

- Waste Water Disposal* \$14,030
- Conduct plan reviews, issue permits, and inspect and approve approximately 27 new and repaired septic systems
 - Monitor the continuing glycol cleanup project at Bradley International Airport
 - Investigate complaints of improper sewage discharge.

- Public Health Nuisances* \$35,170
- Initiate action to resolve approximately 300 public health nuisance complaints including those related to housing, property maintenance, refuse, sewage, vector/animal control, hazardous materials, air pollution, noise and odors.

- Institutional Health and Safety* \$7,510
- Inspect and assure safe and healthy conditions at 9 public and private schools, 10 day care centers, 5 latchkey operations, 2 migrant labor camps, 16 public/semi-public swimming pools, 3 resident

and day camps, and 23 parks and public playgrounds.

- Emergency & Hazardous Situations* \$59,500
- Investigate and assure cleanup of hazardous materials incidents
 - Provide administrative and planning support for Civil Preparedness activities, including public health support for shelter management, decontamination, and other disaster-related activities
 - Continue oversight of the cleanup of the Combustion Engineering and Hamilton Standard sites
 - Assist the WVFD and the Fire Marshall at fire scenes when requested
 - Respond to potential bio-terror incidents as a member of the Bio-terror Assessment Response Team.

- Mosquito Control* \$22,730
- Organize, monitor, and assess the contractual spraying and larvicide program
 - Treat approximately 4,500 town catch basins with larvicide
 - Conduct the West Nile Virus (WNV) surveillance program.

- Environmental Assessment* \$3,850
- Review proposed site developments and construction projects for environmental compliance
 - Assist realtors, consultants and other customers with environmental site assessment.

- Landfill Support* \$4,090
- Provide long-term planning, regulatory and environmental review support for the landfill as steps are taken to close this facility.

FY 2004 Goals

1. Develop and implement a permitting system for public pools.
2. Train department staff in the investigation of and local response to Weapons of Mass Destruction and Bio-terrorism incidents.

HEALTHY PEOPLE INITIATIVE

To foster a vital, creative and productive Windsor by promoting the social, emotional, intellectual, and physical well-being of all people who live, work and travel in our community through school, town and community programs.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|---------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 87,010 | 50,610 | 100,160 | - |
| Supplies | 12,490 | 7,100 | 2,700 | - |
| Services | 6,120 | 2,180 | 1,550 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 710 | - | - |
| Energy & Utility | 300 | 350 | - | - |
| Total | 105,920 | 60,950 | 104,410 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|-----------------------|----------------|---------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 98,930 | 57,950 | 104,210 | - |
| Grants | 3,990 | 3,000 | 200 | - |
| Private Contributions | 3,000 | - | - | - |
| | - | - | - | - |
| Total | 105,920 | 60,950 | 104,410 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - |
| Regular Part Time Employees | 2.50 | 1.33 | 2.50 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 2.50 | 1.33 | 2.50 | - |

Budget Commentary

FY 2003 reflects not hiring two home visitors and reductions in Private Contributions due to the poor economy. In FY 2004 grant funding will be further reduced and there may be no private funding. The two home visitors funded, but not hired in FY 2003 will remain funded and the positions filled as needed. Start Smart has a total of nine part-time home visitors, five of whom are funded here and four are funded in-kind by other departments.

Products & Services

Start Smart/Home Visit Program \$103,280

- Conduct home visits to new parents providing them with health, social, and resource information designed to answer questions and assist them in any way possible
- Promote the importance of early pre-natal care so children are given every opportunity to be born and grow up healthy
- Assemble a list of regional resources to which parents can turn for information or assistance in raising children.

Healthy People Strategy \$1,130

- Expand the perception of Healthy People so that it is viewed as an initiative that addresses the needs of all people living and working in Windsor
- Continue to promote the Vial-of-Life program so that all residents are aware of and have the opportunity to participate
- Expand the participation in Healthy People by outreaching to all businesses in the community so that business can participate on the Healthy People Strategy Team.

FY 2004 Goals

1. Continue outreach efforts to expand participation in the Start Smart/Home Visit program.
2. Initiate phase II of the William Casper Graustein Memorial Fund grant, the purpose of which is to identify needs, assess resources, and develop a plan for future action in the area of early child care and education.
3. Expand community participation in the Healthy People process by outreaching to businesses, organizations, and individuals, inviting them to become members of the Healthy People Strategy Team or otherwise participate in this community project.

DISEASE PREVENTION AND CONTROL

Preserve and promote public health by identifying, investigating and tracking diseases within the community and provide services and information that enable residents to prevent and avoid diseases and injuries.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 193,030 | 186,820 | 197,220 | - |
| Supplies | 6,280 | 5,040 | 2,670 | - |
| Services | 1,770 | 1,150 | 1,060 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 620 | 620 | 600 | - |
| Total | 201,700 | 193,630 | 201,550 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|-----------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 190,050 | 183,140 | 195,720 | - |
| Grants | 11,650 | 10,490 | 5,830 | - |
| Private Contributions | - | - | - | - |
| User Fees | - | - | - | - |
| Total | 201,700 | 193,630 | 201,550 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.48 | 2.35 | 2.35 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 2.48 | 2.35 | 2.35 | - |

Budget Commentary

FY 2003, one position (partially reflected in this program) remained vacant for the entire year and the reduction in grants is that portion allocated to this program. For FY 2004, the vacant position has been eliminated. State Health grant funds will be further reduced. These grants partially fund the Sanitarian and Nurse/Health Educator positions (\$4,700), and Supplies and Utilities (\$1,130).

Products & Services

Community Assessment \$60,400

- Gather and monitor local health data in order to evaluate and plan for community health needs.

Epidemiological Investigations \$57,350

- Review and follow-up as necessary all cases of the 65 state mandated reportable diseases (e.g. tuberculosis, measles, rabies, sexually transmitted diseases, AIDS, Hepatitis, lead poisoning in children and adults, Lyme disease, foodborne diseases, etc.) and the 12 diseases which are possible indicators of bioterrorism (e.g. anthrax, botulism, plague, smallpox, etc.)
- Monitor outbreaks of infectious disease reported by local nursing homes
- 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 \$83,800

- Provide information and training related to Weapons of Mass Destruction and Bio-Terrorism, including smallpox and other agents
- Conduct Health & Safety classes to train people in first aid, CPR, sports safety, and Professional Rescuer AED use
- Present 6 programs on health and wellness including, but not limited to, cardiovascular fitness, unintentional injuries and violence, Lyme Disease, youth sports safety, rabies prevention, and stress management
- Provide OSHA required Bloodborne Pathogen and Airborne Pathogen testing for town employees and assist in monitoring town compliance as required in these areas.

FY 2004 Goals

1. Improve communications with health care providers and other Windsor medical professionals regarding emergency response and the Local Health Alert Network.
2. Continue to promote the placement of defibrillators in three town buildings -- Town Hall, L.P. Wilson, and Windsor High School.

CLINIC SERVICES

Ensure 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 2003 | | FY 2004 | |
|----------------------------|---------------|---------------|---------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 54,620 | 50,900 | 53,580 | - |
| Supplies | 40 | 80 | 140 | - |
| Services | 50 | 50 | 180 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | - | - | - | - |
| Total | 54,710 | 51,030 | 53,900 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|-----------------------|---------------|---------------|---------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 48,410 | 44,730 | 47,460 | - |
| Grants | 6,300 | 6,300 | 6,440 | - |
| Private Contributions | - | - | - | - |
| User Fees | - | - | - | - |
| Total | 54,710 | 51,030 | 53,900 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 0.71 | 0.64 | 0.64 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| | 0.71 | 0.64 | 0.64 | - |

Budget Commentary

FY 2003 the reduction in Regular Full Time employees reflects not filling the secretarial position. In FY 2004, State Health Department grant funds of \$6,440 partially fund the positions of Sanitarian and Nurse/Health Educator and some office supplies.

Products & Services

Health Screenings \$9,470

- Conduct a Senior Health Fair in cooperation with the Senior and Adult Team which is designed to bring medical screening and a variety of health information to approximately 1,000 Windsor Seniors and caregivers
- Promote the early detection of cancer by sponsoring a variety of screening clinics.

Immunization Clinics \$26,970

- Administer approximately 1,350 doses of flu vaccine to senior citizens, town emergency responders and town staff. Distribute 470 doses of vaccine to the Board of Education
- Administer pneumonia vaccine to approximately 30 senior citizens

- Co-sponsor the annual Windsor/Bloomfield Rabies Clinic that administers approximately 200 Rabies vaccinations to dogs and cats belonging to Windsor and Bloomfield residents.

Health Services \$17,460

- 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
- Confer with state and local health care professionals and health agencies on issues related to the provisions of health services, the interpretation of public health code requirements, and community public health issues.

SOCIAL SERVICES

Senior and Adult Services provides case management and information and referral services to Windsor residents. These services include assessment, the development of action plans in partnership with clients and families, eligibility screening for programs, and the empowerment of clients to obtain needed services.

Expenditures

| Expenditures by Category * | FY 2003 | | FY2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 320,820 | 290,910 | 302,350 | - |
| Supplies | 19,250 | 19,250 | 5,000 | - |
| Services | 15,450 | 17,260 | 6,000 | - |
| Maintenance & Repair | 1,000 | 500 | 300 | - |
| Grants & Contributions | 8,000 | 8,000 | - | - |
| Capital Outlay | 2,500 | 2,500 | 3,000 | - |
| Energy & Utility | 1,680 | 1,800 | 2,000 | - |
| Total | 368,700 | 340,220 | 318,650 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|-----------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 333,030 | 317,220 | 295,650 | - |
| Grants | 35,670 | 23,000 | 23,000 | - |
| Private Contributions | - | - | - | - |
| User Fees | - | - | - | - |
| Total | 368,700 | 340,220 | 318,650 | - |

Personnel Requirements

| Full Time Equivalent | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 4.66 | 4.00 | 4.00 | - |
| Regular Part Time Employees | 1.00 | 1.00 | 1.00 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 5.66 | 5.00 | 5.00 | - |

Budget Commentary

In FY 2003, Social Service Block Grant funds were reduced from \$35,670 to \$23,000. Personnel reflects not filling one position, two-thirds of which was funded in this program. For FY 2004, grant funding is anticipated to remain at FY 2003 estimated level. Personnel reflects elimination of one confidential secretary position, a portion of which was funded in this program. Grant funds to various community groups have been eliminated as has funding for the VNA.

Products & Services

Casework Services

\$158,780

- Provide casework services to 940 seniors, adults with disabilities and families who reside in Windsor
- Provide information and referral on local, state, and federal social services programs to 5,900 callers.

Support Services

\$64,420

- Organize and facilitate the weekly *SHARE Support Group* for people who have disabilities and their caregivers
- Plan and facilitate the *Low Vision Support Group*
- Plan and lead the programs for the monthly *Diabetic Support Group*
- Prepare and lead the *Caregivers Support Group*
- Develop and host programs for the *Grandparents Raising Grandchildren* support group
- Plan and host the support group for the *Hearing-Impaired*.

Basic Human Needs Programs

\$95,450

- Manage the Windsor Food Bank and provide food to 160 households, including 229 children, 233 adults, and 26 senior citizens monthly
- Provide friendly visitors, shoppers and home-helpers to assist the frailest seniors and those with a disability who are most in need
- Coordinate and take applications for Operation Fuel, FEMA and the Windsor Fuel Bank
- Facilitate the Community Service Club of 20 volunteers who take on a wide variety of community projects for people of all ages
- Advocate on the local, state and federal level for people in need of services
- Work with the Windsor Community Service Council who sponsors the Windsor Food and Fuel Banks and the Holiday program.

FY 2004 Goals

1. Empower people to be self reliant and to realize their full potential.
2. Provide counseling and assistance with food, clothing, housing and energy assistance to Windsor's most vulnerable residents be they frail elderly; those with physical disabilities; retardation; mental illness; substance abusers and the homeless.

FY 2003 Highlights

Since the events of 9/11, the focus nationally has been on planning for Bioterrorist events whenever and wherever they may occur. In FY 2003, Windsor's Department of Health and Social Services reflected this focus by redirecting program activities. The Department, as with all health departments throughout the state, shifted emphasis to Bioterrorist planning in general and smallpox mass vaccination clinic planning in particular. This shift was precipitated by concern over potential terrorist activity following 9/11, impending war with Iraq, and uncertainty regarding types and locations of potential biological agents. Windsor and South Windsor were grouped into state planning region #31 and charged with developing a clinic plan for the voluntary mass vaccination of the entire population against smallpox should the President declare a state of emergency. That plan has been drafted and should be completed by April 1, 2003. In addition to smallpox, the Town received a grant from the State to develop a town-wide plan for handling Bioterrorist events. That plan will be completed by June 1, 2003. While smallpox and Bioterrorist planning has and will continue to occupy a great deal of time, the department has continued to carry out its normal activities. In particular the following are some of the highlights accomplished during the year.

The Department conducted its annual influenza immunization clinics in conjunction with the Senior Health Fair. A total of 1,066 flu shots and 25 pneumonia shots were administered to senior citizens and persons with certain chronic conditions. Flu shots were also administered to the town's first responders. In addition, the Department conducted annual TB testing for Police, Fire, and ambulance personnel to meet OSHA requirements. The Department joined with the Town of Bloomfield to conduct the rabies clinic inoculating over seventy dogs and cats.

Education continued to be a major activity as departmental personnel taught classes at Windsor High School certifying students in Cardiopulmonary Resuscitation (CPR), Automated External Defibrillator (AED) and talking to them about Sexually Transmitted Diseases and about careers in Public Health. In addition, CPR classes were conducted for community health professionals, employees, and the public and babysitting classes were conducted for Windsor youth. Bloodborne Pathogen training was conducted for employees.

Emergency response activities included department personnel being part of the town's Anthrax Response Team. In addition, the Department participated in tabletop exercises conducted by the MDC (regarding Goodwin Dam), CRCOG (regarding the Regional Emergency Disaster Plan), and the Local Emergency Planning Committee (LEPC Plan). The Department continued to monitor the cleanup of the ABB/CE site and Bradley Airport's deicing activity.

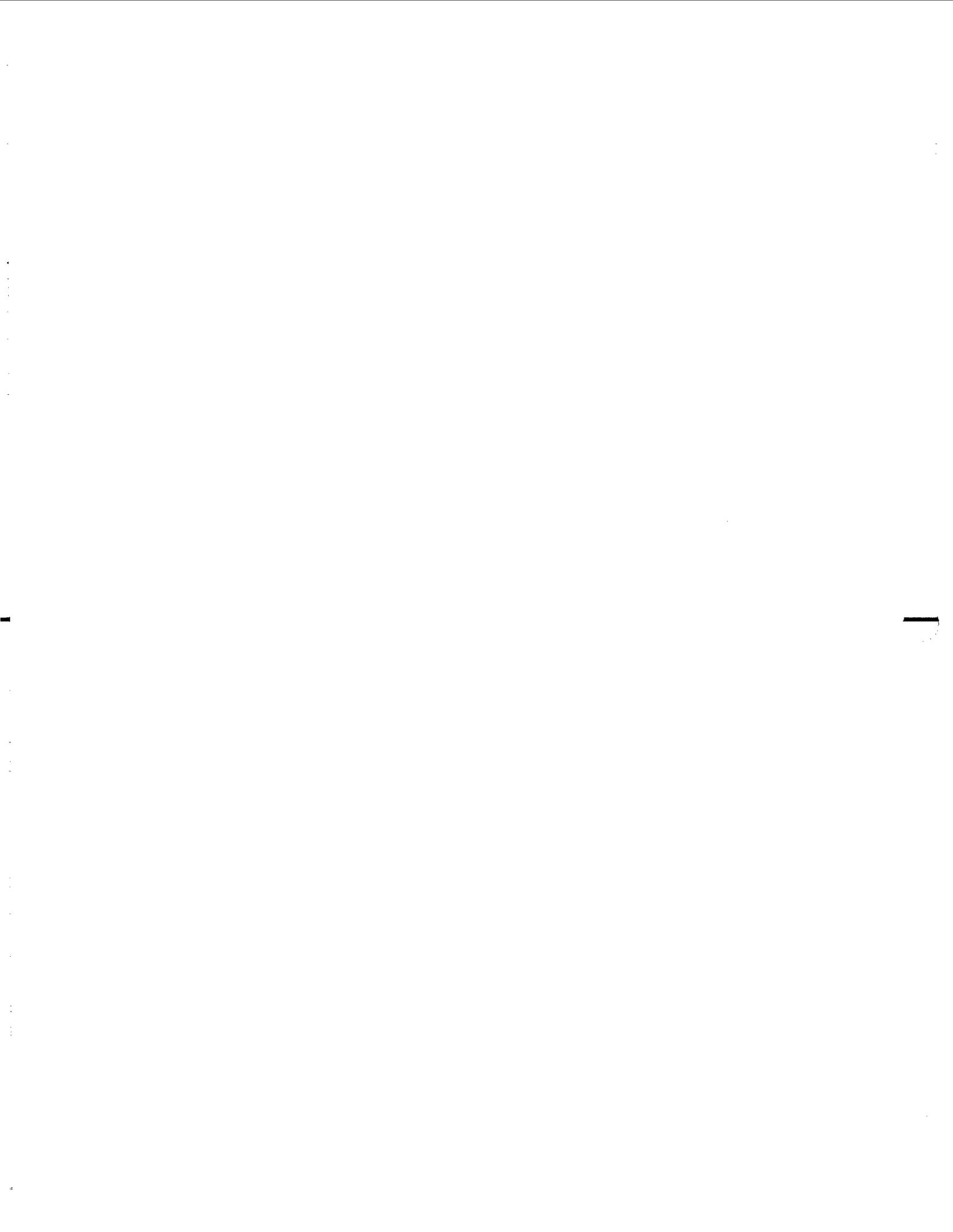
The Healthy People Start Smart program continues to grow with over 110 families and over 150 children participating in the program. The program presently has a waiting list. Since the program's inception, over 1,020 home visits have been conducted. The Healthy People Strategy Team oversaw a study of pre-school programs under an initial \$10,000 grant received in FY 2002 from the Graustein Memorial Fund. The Town has received a second grant for \$40,000 from Graustein for FY 03-04 to continue its study of pre-school opportunities all geared to making children ready to learn when they enter school.

Social Services continues to administer the distribution of groceries to families in need through the Windsor Food Bank. The economic downturn has seen participation in this program grow to over 140 families and the numbers are expected to continue to increase.

The LP Wilson Community Service Club has made a contribution to many groups over the past year, including Connecticut Children's Place, the Windsor Holiday Program, Mercy Housing, and the Caring Connection.

Two new support groups started during the year are the Caregivers Support Group and the Hearing Impaired Support Group. These and other support groups are staffed by Social Services representatives and provide valuable information and support to persons suffering certain conditions and their families.

| Performance Measures | FY 2002 Actual | FY 2003 Target | FY 2003 Estimate | FY 2004 Target |
|---|---------------------------|---------------------------|-----------------------------|---------------------------|
| Percent of required initial Food Service inspections completed annually | 88% | 90% | 75% | 90% |
| No. of families/children participating in the Home Visit program annually | 102/120 | 120/160 | 135/170 | 145/180 |
| No. of persons participating in community CPR/First Aid/AED classes annually | 103 | 110 | 100 | 110 |
| Flu Shots | | | | |
| Total shots administered (seniors & employees) | 1,756 | 1,900 | 1,762 | 1,850 |
| Total shots administered to seniors at two flu clinics | 1,216 | 1,300 | 1,079 | 1,200 |
| No. households using the Windsor Food Bank annually | 1,480 | 1,489 | 1,600 | 1,800 |
| No. participants in the five support groups (SHARE, Low Vision, Diabetic, Grandparents Raising Grandchildren, Hearing Impaired) | 200 | 220 | 256 | 312 |
| Total clients casemanaged by social service caseworkers per year | 871 | 870 | 870 | 920 |
| No. telephone inquiries and requests for services that staff responds to per year | Records not kept | 5,760 | 5,760 | 5,900 |



LIBRARY SERVICES

Library Services provides the community with access to over 100,000 informational resources in a variety of mediums, including the Internet. Educational and cultural programs are also offered.

Expenditures

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 824,949 | 863,390 | 860,670 | 809,280 | - |
| Supplies | 160,052 | 152,410 | 152,320 | 141,200 | - |
| Services | 58,418 | 73,530 | 71,160 | 68,650 | - |
| Maintenance & Repair | 13,502 | 19,770 | 19,770 | 18,770 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 4,138 | 12,000 | 12,090 | 9,600 | - |
| Energy & Utility | 59,833 | 67,350 | 71,800 | 71,870 | - |
| Total | 1,120,893 | 1,188,450 | 1,187,810 | 1,119,370 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|----------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 1,090,629 | 1,129,530 | 1,128,890 | 1,066,320 | - |
| Grants | 2,552 | 4,570 | 4,570 | 2,750 | - |
| Donations | 2,063 | 32,900 | 32,660 | 30,540 | - |
| User Fees | 25,649 | 21,450 | 21,690 | 19,760 | - |
| Total | 1,120,893 | 1,188,450 | 1,187,810 | 1,119,370 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 9.75 | 9.75 | 9.75 | 9.25 | - |
| Regular Part Time Employees | 9.51 | 9.30 | 9.30 | 7.80 | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | 19.26 | 19.05 | 19.05 | 17.05 | - |

Budget Commentary

For FY 03 the library will come in just under budget. In FY 04, in Full time Personal Services, one full time position will be shared with the Information Technology Department; as in the past, the Branch Manager position is a 30 hour position. In FY 04, part time staff is reduced 16%. The Main Library will reduce open hours from 67 to 54. Monday-Weds. 10 - 8, Thurs - Sat 10 - 5. Sundays 2-5 from Nov- March and will continue to be open half day on Saturdays during the summer. The Branch will eliminate two hours on Saturday afternoons, but will remain open 10 AM - 1 PM.

ADULT AND TEEN SERVICES

Provide current popular items, timely research services and easy access to regional resources that enhance the town's collection of 100,000 reading, viewing and listening materials.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 569,020 | 566,920 | 523,790 | - |
| Supplies | 87,010 | 88,010 | 80,500 | - |
| Services | 5,750 | 4,970 | 3,600 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 6,500 | 6,500 | 5,200 | - |
| Energy & Utility | - | - | - | - |
| Total | 668,280 | 666,400 | 613,090 | - |

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

Funding Sources

For FY 2003, Grants were used for supplies and to supplement part time staff. For FY 2004 this grant will be used in the "building" account to help pay for janitorial staff. Donations include fundraising and gifts given by various independent organizations and fluctuate from year to year. The amount of funding and how it is spent may vary based on the organizations' decision-making process. Donations will be used for book discussions and computers. "User Fees" include revenue from book sales, select library fees and reimbursement for lost books. Funds will be spent on replacing lost books, purchasing non-print materials (video, audio, compact disks, and software), and purchasing paper/cartridges for public computer printers.

| Funding Source | FY 2003 | | FY 2004 | |
|----------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 643,350 | 641,470 | 592,550 | - |
| Grants | 4,570 | 4,570 | - | - |
| Donations | 15,000 | 15,260 | 15,540 | - |
| User Fees | 5,360 | 5,100 | 5,000 | - |
| Total | 668,280 | 666,400 | 613,090 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | | FY 2003 | |
|------------------------------|--------------|--------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 7.00 | 7.00 | 6.50 | - |
| Regular Part Time Employees | 4.00 | 4.00 | 3.05 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 11.00 | 11.00 | 9.55 | - |

Budget Commentary

In FY 2003, this division will come in under budget to make up for overages in the "Building" account and because training accounts were frozen mid-year. Capital Outlay in both FY 2003 and FY 2004 reflects private funding spent on computers. Full-time Personal Services in FY 2004 is down .5 due to sharing one Information Specialist with Town Hall. (Salary and benefits split = \$30,290 savings). Part time staff, including clerks and librarians, is reduced 24% for a savings of \$29,570. This will result in reduced library hours, elimination of telephone renewal, tax help sessions and used book donation program. Holds and interlibrary loans will be self-service via the web. Book budget is reduced 7% (\$4,520). Many magazines and reference materials will not be purchased and will be accessed via the Internet only.

Products & Services

Books, Magazines and More \$312,670

- Select, acquire and catalog 3,800 novels, fact-filled works, books on tape, videotapes and compact discs
- Lend and ensure prompt return and reshelving of library materials. Offer renewal of borrowed materials by e-mail and in person. Allow customers to reserve needed materials using their home or library computers
- Provide on-line access to a Connecticut State supported service which funds access to databases containing over 4,000 full text periodicals. Subscribe to approximately 82 magazines and daily newspapers (53 paid subscriptions, 29 donated)
- Provide access to computers and printers for word processing, electronic typewriter and fax at a modest charge.

Information, Research and Referral \$263,630

- Maintain collection of 2,000 research materials for direct use by customers
- Perform in-depth research and referral services for 32,000 reference requests by phone, fax, TDD, e-mail and in person
- Maintain and upgrade 12 public computers that give patrons access to the library's catalog, a collection of commercial databases to which the library subscribes, and to the Internet
- Maintain a library Internet homepage that offers users frequently updated information about the

library and its programs, including the Wilson Branch

- Continue coordinating volunteer Internet training for over 100 customers. Provide as staffing permits, one-on-one, informal instruction to library users requiring Internet assistance
- In cooperation with the business community and organizations such as First Town Down Town and the Chamber of Commerce, offer access to resources through the Small Business Center.

Cultural & Recreational Programs \$36,790

- Plan and conduct cultural and recreational programs, such as book discussions and other informational programs. 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 programs and services via press releases, newsletters and brochures
- Provide meeting rooms, audio-visual equipment and display areas for over 725 community sponsored programs attended by 10,000 people.

FY 2004 Goals

Institute bi-weekly training for the public on how to use the online catalog and how to manage online user accounts, i.e. how to review user account, renew items, and place holds on library materials online.

MAIN BUILDING SERVICES

Provide the community with an attractive, enjoyable and safe facility for 54 hours each week.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 14,850 | 14,840 | 13,660 | - |
| Supplies | 11,490 | 10,990 | 9,480 | - |
| Services | 51,530 | 50,480 | 49,570 | - |
| Maintenance & Repair | 14,300 | 14,300 | 13,300 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 51,510 | 55,960 | 57,030 | - |
| Total | 143,680 | 146,570 | 143,040 | - |

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

Funding Sources

"User Fees" includes revenue from copy machines. Funds will be spent on copier leases, service fees and replacing copy paper.

| Funding Source | FY 2003 | | FY 2004 | |
|----------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 137,140 | 140,030 | 134,930 | - |
| Grants | | | 2,750 | - |
| Donations | | | | - |
| User Fees | 6,540 | 6,540 | 5,360 | - |
| Total | 143,680 | 146,570 | 143,040 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | | FY 2003 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | | | | |
| Regular Part Time Employees | 0.75 | 0.75 | 0.70 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 0.75 | 0.75 | 0.70 | - |

Budget Commentary

For FY 2003 this division will come in over budget due to utility costs. For FY 2004, Services includes building maintenance contracts and computer system contracts. Part time janitorial staff funds will be supplemented by an annual state grant. Cleaning staff currently works 30 hours per week, will be reduced to 28 hours per week.

Products & Services

Building Maintenance

\$143,040

- Provide lighting, heat, air conditioning, telephones and water for the Main Library
- Continue long-range plans for building expansion and automation

- Maintain computer services, fire, security, elevator and HVAC systems as well as general maintenance for the building and equipment
- Provide photocopiers.

FY 2004 Goals

Using private funding, implement a wireless network connection for the library's public computers in order to allow for more flexible placement of computer stations and to increase the potential number of computers able to access the Internet.

CHILDREN'S SERVICES

Provide a unique and caring environment that allows children and their caregivers freedom to gather information, expand their knowledge and pursue recreational interests.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 171,930 | 171,770 | 166,360 | - |
| Supplies | 31,650 | 31,150 | 28,420 | - |
| Services | 5,600 | 5,230 | 4,900 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 2,500 | 2,500 | 2,000 | - |
| Energy & Utility | - | - | - | - |
| Total | 211,680 | 210,650 | 201,680 | - |

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

Funding Sources

Donations include fundraising and gifts given by various independent organizations and fluctuate from year to year. The amount of funding and how it is spent may vary based on the organizations' decision-making process. Donations will be used for programs, computers and books. "User Fees" includes revenue from book sales, select library fees and reimbursement for lost books. Funds will be spent on replacing lost books, purchasing non-print materials (video, audio, compact disks, and software), and purchasing paper/cartridges for public computer printers.

| Funding Source | FY 2003 | | FY 2004 | |
|----------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 197,380 | 196,350 | 189,680 | |
| Grants | | | | |
| Donations | 10,300 | 9,800 | 8,000 | |
| User Fees | 4,000 | 4,500 | 4,000 | - |
| Total | 211,680 | 210,650 | 201,680 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.00 | 2.00 | 2.00 | |
| Regular Part Time Employees | 1.85 | 1.85 | 1.45 | |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.85 | 3.85 | 3.45 | - |

Budget Commentary

In FY 2003 this division will come in under budget due to frozen training accounts and reduced spending on supplies. Capital Outlay and the bulk of funding in Services for FY 2003 and FY 2004 reflects private funding; funds in Capital Outlay are used for computers. In FY 2004, part time hours are reduced 22%, a reduction of \$9,900. Annual fourth grade visits to the library and library staff visits to schools to promote the summer reading program will be eliminated. All other programs will continue; number of sessions will be reduced. Book budget reduced 6% (\$1,330) resulting in fewer magazines and reference materials purchased.

Products & Services

Books, Magazines and More \$126,030

- Select, purchase, catalog and process 1,900 children's items and ensure the collection is accurate, current and in good condition
- Organize book and material collections that meet special needs of classroom teachers, parents, grandparents and daycare providers
- Ensure a safe and well-supervised room.

Information, Research and Referral \$37,830

- Satisfy the demand for informational requests by answering inquiries on parenting, reading readiness, reader's advisory and homework/home schooling in a timely and accurate manner
- Provide technical support and assistance to patrons using Kidspace Internet, catalog and homework computers.

Cultural and Recreational Events/Programs \$37,820

- Present summer reading program, school vacation and special events for 1,419 children
- Provide preschoolers with 144 programs featuring interactive play, stories, songs, and crafts to encourage emergent literacy
- Train and support game computer users in developing cognitive and keyboard skills
- Conduct community outreach programs, for nursery schools, scout troops and high school classes which include library tours, storytelling and library careers/services.

FY 2004 Goals

1. Increase the ratio of DVDs to videos in response to increased patron demand. Goal: 75% DVDs, 25% videos.
2. Select one "hot topic" or information need and purchase core collection of fiction and nonfiction, create two parent/child information packs on the topic and one bibliography. (Topics chosen in past years include bullying in FY03 and home schooling in FY02.)

WILSON SERVICES

Wilson Branch functions as a community information and activities center offering several unique volunteer programs such as a tutoring program and shut-in service that enrich the lives of all Windsor residents. The Branch is open 42 1/2 hours per week throughout the year.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 107,590 | 107,140 | 105,470 | - |
| Supplies | 22,260 | 22,170 | 22,800 | - |
| Services | 10,650 | 10,480 | 10,580 | - |
| Maintenance & Repair | 5,470 | 5,470 | 5,470 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 3,000 | 3,090 | 2,400 | - |
| Energy & Utility | 15,840 | 15,840 | 14,840 | - |
| Total | 164,810 | 164,190 | 161,560 | - |

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

Funding Sources

Donations include fundraising and gifts given by various independent organizations and fluctuate from year to year. The amount of funding and how it is spent may vary based on the organizations' decision-making process. Donations will be used for special events, computers and books. "User Fees" include revenue from snack and book sales, select library fees and reimbursement for lost books. Funds will be spent on replacing lost books, purchasing non-print materials (video, audio, and compact disks), replenishing snack inventory and paper/cartridges for public computer printers.

| Funding Source | FY 2003 | | FY 2004 | |
|----------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 151,660 | 151,040 | 149,160 | - |
| Grants | - | - | - | - |
| Donations | 7,600 | 7,600 | 7,000 | - |
| User Fees | 5,550 | 5,550 | 5,400 | - |
| Total | 164,810 | 164,190 | 161,560 | - |

Personnel Requirements

| Full Time Equivalent | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 0.75 | 0.75 | 0.75 | - |
| Regular Part Time Employees | 2.70 | 2.70 | 2.60 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.45 | 3.45 | 3.35 | - |

Budget Commentary

For FY 2003 the Branch will come in just under budget. In FY 2004, Personal Services is reduced due to the elimination of Saturday afternoon hours. Services includes building and computer contracts. Capital Outlay is privately funded and will be used to replace/upgrade computers.

Products & Services

Books and More \$66,810

- Lend and ensure prompt return and reshelving of library materials. Offer renewal of borrowed materials by e-mail and in person. Allow customers to reserve needed materials using their home or library computers
- Acquire and catalog approximately 900 bestsellers, paperbacks, high-interest factual titles and audio-visual materials.

Information, Research and Referral \$29,670

- Assist 9,000 library patrons by providing information and community referrals
- Introduce new library users to computerized resources including the Public Access Catalog and the Internet.

Cultural and Recreational Events/Programs \$31,150

- Provide 150 cultural enrichment programs for adults and children
- Operate a tutoring program to reach 40 children three afternoons each week during the school year
- Coordinate and select library materials for a volunteer shut-in service providing 800 visits annually to Windsor homebound citizens.

Building Security and Maintenance \$33,930

- 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.

FY 2004 Goals

Increase financial and volunteer support for the tutoring program by partnering with at least 10 local businesses.

FY 2003 Highlights

The Main Library participated in several successful regional book discussion series. As part of the "Greater Hartford One Book Program", many libraries throughout the capital region sponsored book discussions which featured Edwidge Danticat's *Breathe, Eyes, Memory*. Windsor also took part in the Connecticut Humanities Council's series "A Response to 9/11". A book discussion program at the Main Library focussed on R. Stephen Humphreys' *Between Memory and Desire: The Middle East in a Troubled Age*.

The library also received a grant from the Connecticut State Library and funds from the Windsor Library Association and the Windsor Lion's Club which will allow for the purchase of equipment to facilitate the use of library materials by visually impaired patrons.

A new monthly program Partner with a Book started this fall at the Main Library and is designed specifically for home schooled children. The Librarian presents a story to children ages 4-12. Then the older children read to the younger children and the younger children read to the older children. Meanwhile the home schooling parent meets with other parents to exchange information and the younger siblings get to play at the library. In three months the program has grown from 20 kids and parents to 40 kids and parents.

Two on-going book discussion groups met: Club W.D.Y.T. (What Do You Think) for 4th, 5th and 6th graders and the American Girl Club for 2nd and 3rd graders. Our readers enthusiastically gave their opinions about plot, setting and characters, then did a related craft and had refreshments. Wings to Fly, a four week book discussion for mothers and their daughters in 3rd and 4th grade was so successful that the twenty members of this group decided to continue the program once a month.

Public computer use nearly doubled at the Wilson Branch. Adult patrons use the PCs primarily for word processing and for accessing information from the internet. Students work on homework assignments after school and on Saturday. The branch currently has seven computers for public use thanks to donations from the Rotary Club and Windsor Federal Savings.

The Wilson Branch Tutoring Program is held on three afternoons and one evening each week throughout the school year. Students in grades 1-6 meet one-on-one with adult volunteers for homework help and mentoring. Over 90 people participate in this program. Donations from the Junior Women's Club, Windsor Women's Club and private citizens help to purchase supplies such as pens, pencils, paper, workbooks and flashcards.

| Performance Measures | FY 2002 Actual | FY 2003 Target | FY 2003 Estimate | FY 2004 Target |
|--|---------------------------|---------------------------|-----------------------------|---------------------------|
| Library visits | 144,365 | 280,000 | 282,000 | 282,000 |
| Use of library web page – no. of visits | 40,116 | 44,500 | 45,500 | 47,500 |
| Items borrowed/on-line full text items retrieved | 317,043 | 308,000 | 310,000 | 310,000 |
| Information services | 59,167 | 50,000 | 62,000 | 62,000 |
| No. of people attending library sponsored programs | 13,090 | 10,000 | 8,500 | 7,000 |
| No. of times meeting rooms used | 915 | 750 | 675 | 675 |

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 2002 | FY 2003 | | FY 2004 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,138,133 | 1,228,945 | 1,193,370 | 1,207,880 | - |
| Supplies | 16,537 | 13,050 | 13,550 | 9,790 | - |
| Services | 56,637 | 69,625 | 61,330 | 61,910 | - |
| Maintenance & Repair | 2,998 | 5,500 | 4,100 | 2,850 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 4,190 | 250 | - | - | - |
| Energy & Utility | 13,065 | 13,100 | 11,900 | 11,160 | - |
| Total | 1,231,560 | 1,330,470 | 1,284,250 | 1,293,590 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|-------------------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 1,213,160 | 1,312,070 | 1,265,850 | 1,275,190 | - |
| Grants | - | - | - | - | - |
| Donations | - | - | - | - | - |
| Charges to Landfill Enterprise Fund | 18,400 | 18,400 | 18,400 | 18,400 | - |
| Total | 1,231,560 | 1,330,470 | 1,284,250 | 1,293,590 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 14.80 | 16.00 | 15.50 | 15.00 | - |
| Regular Part Time Employees | - | 0.40 | 1.00 | 0.50 | - |
| Temporary/Seasonal Employees | 1.60 | 0.15 | 0.30 | 0.15 | - |
| Total | 16.40 | 16.55 | 16.80 | 15.65 | - |

Budget Commentary

Expenditures in the current year are expected to be about \$46,220 below budget primarily due to a vacant position part way through the 2003 fiscal year and a medical disability. The FY 2004 budget shows a decrease of \$36,880 or 2.8% over FY 2003. One full time position in Design Services will remain unfilled thereby accounting for most of the decrease from one budgeted year to another.

BUILDING SAFETY

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

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 394,520 | 376,420 | 408,620 | |
| Supplies | 3,500 | 4,500 | 2,750 | |
| Services | 17,950 | 22,590 | 15,860 | |
| Maintenance & Repair | 2,500 | 2,500 | 1,250 | |
| Grants & Contributions | - | - | - | |
| Capital Outlay | - | - | - | |
| Energy & Utility | 6,540 | 5,740 | 5,500 | |
| Total | 425,010 | 411,750 | 433,980 | |

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

Funding Sources

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

| Funding Source | FY 2003 | | FY 2004 | |
|-------------------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 425,010 | 411,750 | 433,980 | |
| Grants | - | - | - | |
| Donations | - | - | - | |
| Charges to Landfill Enterprise Fund | - | - | - | |
| Total | 425,010 | 411,750 | 433,980 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 6.00 | 6.00 | 6.00 | |
| Regular Part Time Employees | - | 0.50 | - | |
| Temporary/Seasonal Employees | | | | |
| Total | 6.00 | 6.50 | 6.00 | |

Budget Commentary

FY 2003 budget is estimated to be below budgeted expenditures due primarily to an employee being on disability leave for three quarters of the year. A part-time employee and contract assistance were utilized to meet clerical demands. In FY 2004 clerical needs will be met by reallocating staff (.5 FTE) from the Town Manager's office and (.25 FTE) from Human Resources.

Products & Services

Preventing Fire, Structural & Storm Losses \$360,960

- Conduct more than 4,000 inspections of new and existing buildings to assure compliance with Fire, Building and related safety codes
 - Administer the permit process including plan review, issuance of permits and maintenance of records for 1500 permit applications
 - Provide reference, research and consultation services on code issues to design professionals, their clients, and building owners and occupants
 - Present 70 public education programs to the community related to fire safety and code compliance
 - Present 10 public education programs related to Building Code Safety in single family houses
 - Provide support and technical assistance to the Zoning Board of Appeals, the Building Code Board of Appeals and the Local Emergency Planning Commission
- Maintain and update hazardous materials information on industrial and commercial facilities in support of emergency services and aid public access to the information.

After Emergency Assistance \$73,020

- Investigate fires, alarms and building failures to determine the cause, origin circumstances and responsibility
- Coordinate with owners, tenants and other agencies the rehabilitation and restoration of fire, storm damaged and abandoned structures.

FY 2004 Goals

1. By utilization of best practices of education, inspection, and enforcement achieve another year of zero loss of life to fire.
2. Develop alternative strategies to implement an electronic NFIRS (fire reports system) in partnership with the Fire Department.
3. Begin training and preparation for State mandated changes to Building Codes from BOCA to the ICC, this is the first major Code change since adoption of the BOCA Code Series in the past 30 years.

ECONOMIC DEVELOPMENT

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

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 116,945 | 115,620 | 121,670 | |
| Supplies | 1,450 | 1,350 | 1,250 | |
| Services | 20,125 | 15,020 | 14,430 | |
| Maintenance & Repair | - | - | - | |
| Grants & Contributions | - | - | - | |
| Capital Outlay | - | - | - | |
| Energy & Utility | 700 | 700 | 700 | |
| Total | 139,220 | 132,690 | 138,050 | |

* Please see Appendix D 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 2003 | | FY 2004 | |
|-------------------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 139,220 | 132,690 | 138,050 | |
| Grants | - | - | - | |
| Donations | - | - | - | |
| Charges to Landfill Enterprise Fund | - | - | - | |
| Total | 139,220 | 132,690 | 138,050 | |

Personnel Requirements

| Full Time Equivalent | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.00 | 1.00 | 1.00 | |
| Regular Part Time Employees | - | - | - | |
| Temporary/Seasonal Employees | - | - | - | |
| Total | 1.00 | 1.00 | 1.00 | |

Budget Commentary

Expenditures in FY 2003 are expected to be within the budgeted amount. The proposed budget for FY 2004 is a decrease of 1.0% from FY 2003.

Products & Services

Business Recruitment and Development \$20,700

- Contact at least 20 businesses to promote locating to Windsor
- Assist potential new businesses to find an appropriate site, secure financing, achieve town board and commission approvals and open their facility as expeditiously as feasible
- Work with the Bradley Development League (BDL), the Connecticut Economic Resource Center (CERC) and the MetroHartford Alliance to assure that all businesses that may benefit from locating in Windsor are exposed to the town
- Utilize GIS and the Town's website to promote Windsor.

Business Retention and Expansion \$41,450

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

Market the Town \$13,800

- Survey our customers so that we can continuously improve our products to assure that Windsor is viewed as a desirable business location
- 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.

Economic Development Planning & Redevelopment \$62,100

- Coordinate the formulation and updating of an economic development strategy plan
- Advise and assist the Town Council, Town Manager, and Economic Development Commission in evaluating requests for economic development incentives
- Facilitate the reuse of the town's priority redevelopment properties.

FY 2004 Goals

1. Complete a development plan and solicit a developer for the town's Redevelopment Parcel on Windsor Avenue.
2. Facilitate the reuse or redevelopment of the Plaza Building, and Rappaport Building.
3. Develop a niche industry/business strategy plan to encourage the growth of preferred business clusters.

PLANNING

Planning is responsible for reviewing proposed developments, designing town projects, providing information on public and private developments, and the development of a Geographic Information System (GIS) for mapping, information retrieval and analysis.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 272,870 | 275,030 | 278,020 | |
| Supplies | 4,000 | 3,700 | 3,390 | |
| Services | 23,350 | 20,320 | 19,360 | |
| Maintenance & Repair | - | - | - | |
| Grants & Contributions | - | - | - | |
| Capital Outlay | - | - | - | |
| Energy & Utility | 860 | 860 | 860 | |
| Total | 301,080 | 299,910 | 301,630 | |

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

Funding Sources

The Planning Program is supported entirely by General Fund resources.

| Funding Source | FY 2003 | | FY 2004 | |
|-------------------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 301,080 | 299,910 | 301,630 | |
| Grants | - | - | - | |
| Donations | - | - | - | |
| Charges to Landfill Enterprise Fund | - | - | - | |
| Total | 301,080 | 299,910 | 301,630 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 3.00 | 3.00 | |
| Regular Part Time Employees | 0.40 | 0.50 | 0.50 | |
| Temporary/Seasonal Employees | - | - | - | |
| Total | 3.40 | 3.50 | 3.50 | |

Budget Commentary

The FY 2004 proposed budget amount reflects a slight increase over the FY 2003 budget. To minimize the increase the department has reduced expenditures in the areas of both supplies and services. This was accomplished through changes including a less expensive vendor for advertising, reduced memberships, and reduced travel and meeting expenses.

Products & Services

Plan Review & Design Development \$163,240

- Monitor federal, state and local plans and programs to maximize their benefit and minimize their liabilities to the community
- Design town projects (e.g. parks, landscaping, beautification and recreational facilities)
- Review applications to Town Planning & Zoning Commission for proposed developments to ensure compliance with the Master Plan and regulatory mechanisms and encourage good development
- Review applications to Inland Wetlands & Watercourses Commission for proposed developments to ensure compliance with the master Plan and regulatory mechanisms and encourage good development.

Geographic Information System \$54,160

- Continue updating the property map and prepare this map for use with future applications.

Support Boards & Commissions \$84,230

- Prepare agendas, perform research and analysis, collect applications and perform administrative functions for:
 - Town Planning & Zoning Commission
 - Inlands Wetlands & Watercourse Commission
 - Historic District Commission
 - Historic District Study Committee

FY 2004 Goals

1. Completion of Phase 2 of the Plan of Conservation and Development
2. Expand the use of GIS throughout the organization. In partnership with Building Inspection and the Fire Marshal utilize the GEOTMS Programs

DESIGN SERVICES

Develop the town's infrastructure for non-building related projects in accordance with the Plan of Development and the Capital Improvement Program (CIP). Provide engineering support services to design roads and sidewalks, prepare and update engineering maps and drawings, and serve internal needs as well as those of the general public.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 444,610 | 426,300 | 399,570 | |
| Supplies | 4,100 | 4,000 | 2,400 | |
| Services | 8,200 | 3,400 | 12,260 | |
| Maintenance & Repair | 3,000 | 1,600 | 1,600 | |
| Grants & Contributions | - | - | - | |
| Capital Outlay | 250 | - | - | |
| Energy & Utility | 5,000 | 4,600 | 4,100 | |
| Total | 465,160 | 439,900 | 419,930 | |

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

Funding Sources

The Town Engineer spends a substantial amount of time providing services associated with the landfill. The General Fund is therefore compensated for a portion of the Engineer's salary. Total charges to the Landfill Enterprise Fund in FY 2003 are budgeted at \$18,400.

| Funding Source | FY 2003 | | FY 2004 | |
|-------------------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 446,760 | 421,500 | 401,530 | |
| Grants | - | - | - | |
| Donations | - | - | - | |
| Charges to Landfill Enterprise Fund | 18,400 | 18,400 | 18,400 | |
| Total | 465,160 | 439,900 | 419,930 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 6.00 | 5.50 | 5.00 | |
| Regular Part Time Employees | | - | - | |
| Temporary/Seasonal Employees | 0.15 | 0.30 | 0.15 | |
| Total | 6.15 | 5.80 | 5.15 | - |

Budget Commentary

Expenditures in the current year are expected to be approximately \$25,260 below the allocated amount as a result of a full time position that was vacant for 7 1/2 months. Services provided by an intern were originally expected to equal 0.15 FTE's, but are currently projected to equal to 0.30 FTE. The proposed budget for FY2004 represents a decrease of 9.7% over FY2003. One full time position is expected to remain unfilled during the year. The impact of this reduction is slower response to other departments such as Public Works pavement inspection; the use of consultants for traffic counting and survey work; and reduced availability of personnel to respond to customer inquiries.

Products & Services

- Road Improvements* \$65,000
- Provide survey, design and engineering support for major road improvement projects.

- Professional and Technical Advice* \$132,390
- Provide engineering and technical consulting to other service units and boards & commissions
 - Review subdivision and site plan development review
 - Provide computer-aided design, drafting and design support
 - Furnish mapping and related information for the Windsor/Bloomfield Landfill DEP regulatory compliance.

- Information Service* \$40,000
- Provide data and information for GIS mapping
 - Maintain and update town engineering/architectural map files
 - Provide information to the public regarding highway lines, construction projects, town properties, flood plain and subdivisions.

- Capital Improvements* \$158,960
- Obtain and develop funding opportunities in support of the CIP
 - Implement capital improvement plan projects
 - Work with regional, state and federal agencies to facilitate the implementation and completion of projects in the Capital Improvement Plan
 - Monitor major project progress and resources to ensure all specified and applicable requirements are met.

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

- Flood Plain Management* \$5,180
- Administer and implement the provisions of the Flood Plain Ordinance and associated requirements.

FY 2004 Goals

1. Award 75% of the approved design contracts during the first 6 months of the budget year.
2. Assist in preparing the Stormwater Discharge Permit Program by September 2003.
3. Complete in-house design of Corey Street reconstruction.

FY 2003 Highlights

Development Services continues to look to improve its level of service through examining best practices, technology improvements and meeting with various segments of the building community. One example is the installation of permitting and inspection tracking software now in use in the Planning, Building Inspection, and Fire Marshals Office units of this budget group.

The coordinated efforts of the Development Group result in a safer community. For example, the Town again was recognized by the Residential Fire Safety Institute for another year of no fire fatalities. Also, the 14 reported structure fires in 2002 continues a significant downward trend.

New projects started during this year include the Summerwind complex, business renovation and new construction for Fleet Bank, Libris, Iron Mountain, the Loomis Chaffee School, and Griffin Land. Additional residential communities were started at Griswold Village and Ballymeade; these communities will feature homes protected by residential sprinklers.

The Fire Marshal's Office brought forward a revised false alarm ordinance, worked with volunteer firefighters, the CT State Emergency Response Commission, and the Local Emergency Planning Commission to update the Town's hazardous materials emergency response plan, and distributed at no cost to the Town fire safety materials from the BIC Corporation

Design Services provided design and construction contract administration and inspection services for projects valued at more than \$640,000. Projects included:

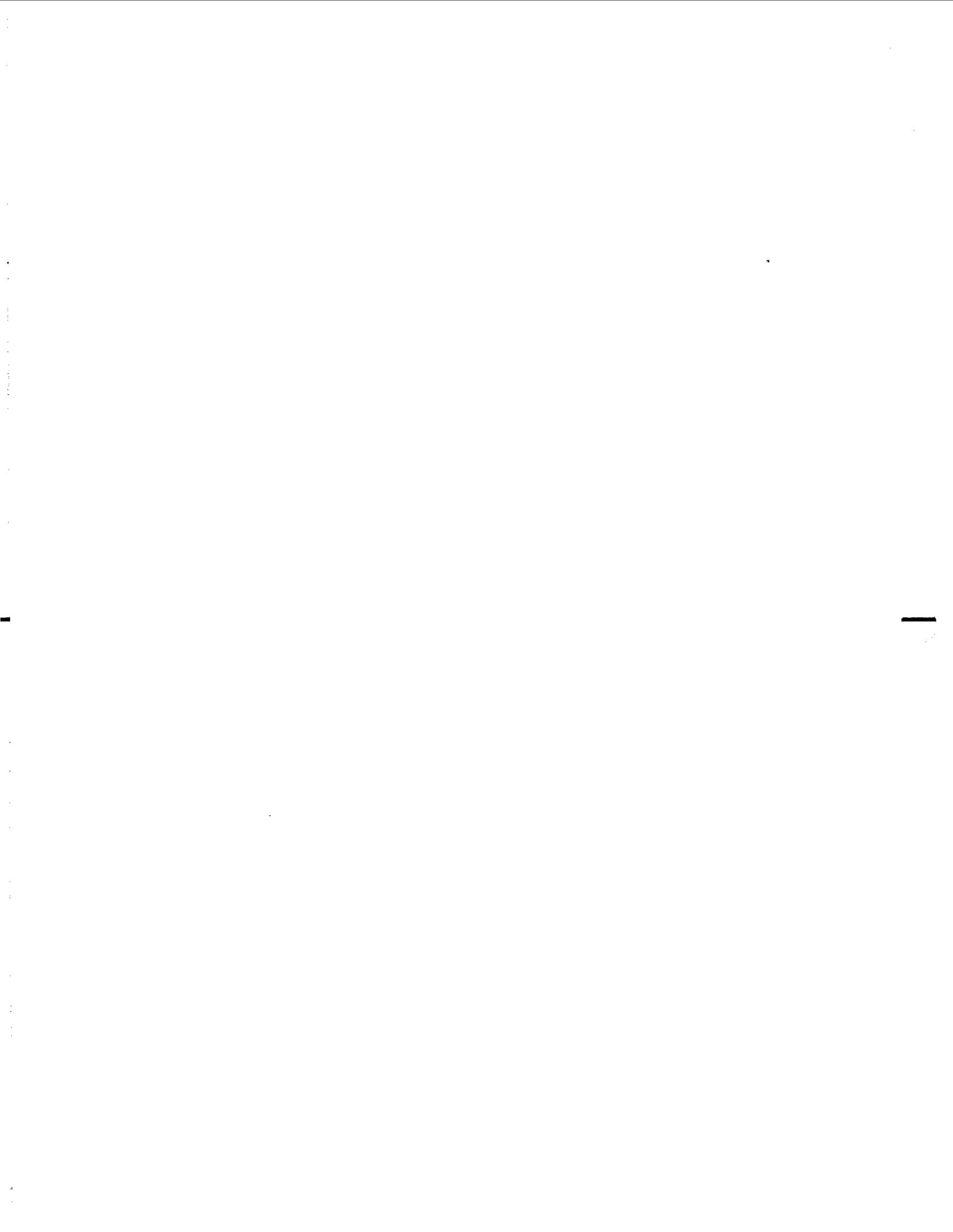
- Reconstruct Laurel Avenue
- Site Work Building 330
- Reconstruct Sage Park Tennis Courts.

Reconstruction of Hayden Station Road, was started under the management of the Department of Transportation, with Design Services monitoring its progress. Design Services assisted Public Works in the reconstruction of Tiffany Drive, Ash Drive and Mills Road by providing design and survey services. A traffic study of Route 159 in Windsor Center was initiated by Design Services, and conducted using Town of Windsor personnel. Additionally a pavement management program was instituted, with all the Town of Windsor roads being inventoried and their condition assessed. A pavement rehabilitation program for Day Hill Road was performed.

Notable FY 2003 Windsor Economic Development accomplishments:

- Office and industrial flex space development continues, indicating the strength of the market. Some 130,000 SF of industrial space and 50,000 SF of office space was constructed in 2002
- Construction was completed on the new 112-room Hampton Inn bringing the number of hotel rooms in Windsor to more than 800.
- During 2002: Fleet Bank moved two new operations to Windsor occupying 112,000 SF on Pigeon Hill Road and 57,000 SF on Marshall Phelps Road and Pitney Bowes established a high-speed printing operation in 57,000 SF at 25 International Drive.
- Attention to underutilized or vacant properties paid off with the renovation and reuse of the Union Street Firehouse for an antique shop and coffee bar and the response of 5 developers to the request for qualifications for reuse of 33 Mechanic Street.

| Performance Measures | FY 2002 Actual | FY 2003 Target | FY 2003 Estimate | FY 2004 Target |
|--|-----------------------|-----------------------|-------------------------|-----------------------|
| No. of participants in community/neighborhood project meetings | 70 | 100 | 55 | 100 |
| Total value of construction projects awarded | 1,615,000 | 6,015,000 | 680,000 | 1,050,000 |
| Value of change orders as a % of original contract | <1% | 7.0% | <1% | 7% |
| % of construction plans reviewed within 3 weeks of receipt | 67. | 85% | 75% | 85% |
| Visits to existing businesses by Econ. Development staff | 38 | 80 | 25 | 50 |
| Prospective business contacts made | 105 | 100 | 15 | 20 |
| Square feet of property redeveloped/reused | 30,000 | 40,000 | 20,000 | 40,000 |
| No. of inquiries generated through Econ. Development website | 16 | 100 | 25 | 100 |
| Avg. no. of days from submittal of fire protection plans to initial Fire Marshal Office (FMO) response | 20 | 15 | 15 | 15 |
| Avg. no. of new buildings inspected by FMO | 1,790 | 1,800 | 1,800 | 1,800 |
| -New construction | 950 | 800 | 800 | 500 |
| -Existing | 840 | 1,000 | 1,000 | 1,300 |
| No. of participants in Fire Dept. and FMO public education programs | | | | |
| -Adult | 600 | 600 | 600 | 600 |
| -Youth | 3,300 | 3,300 | 3,300 | 3,300 |
| -Industry | 300 | 300 | 300 | 300 |
| No. of false fire alarms | 230 | 180 | 200 | 180 |
| No. of structure fires | 20 | 20 | 20 | 15 |
| Lives lost to fire | 0 | 0 | 0 | 0 |
| Avg. no. of days from submittal of plans to initial Building Official comments | | | | |
| -Residential | 15 | 15 | 15 | 15 |
| -Non-residential | 22 | 15 | 15 | 20 |
| Total construction value of permits issued | 90,000,000 | 85,000,000 | 65,000,000 | 55,000,000 |
| No. of zoning inspection/cases | 40 | 30 | 57 | 30 |



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 2002 | FY 2003 | | FY 2004 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,138,133 | 1,228,945 | 1,193,370 | 1,207,880 | - |
| Supplies | 16,537 | 13,050 | 13,550 | 9,790 | - |
| Services | 56,637 | 69,625 | 61,330 | 61,910 | - |
| Maintenance & Repair | 2,998 | 5,500 | 4,100 | 2,850 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 4,190 | 250 | - | - | - |
| Energy & Utility | 13,065 | 13,100 | 11,900 | 11,160 | - |
| Total | 1,231,560 | 1,330,470 | 1,284,250 | 1,293,590 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|-------------------------------------|------------------|------------------|------------------|------------------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 1,213,160 | 1,312,070 | 1,265,850 | 1,275,190 | |
| Grants | - | - | - | - | |
| Donations | - | - | - | - | |
| Charges to Landfill Enterprise Fund | 18,400 | 18,400 | 18,400 | 18,400 | |
| Total | 1,231,560 | 1,330,470 | 1,284,250 | 1,293,590 | |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 14.80 | 16.00 | 15.50 | 15.00 | - |
| Regular Part Time Employees | - | 0.40 | 1.00 | 0.50 | - |
| Temporary/Seasonal Employees | 1.60 | 0.15 | 0.30 | 0.15 | - |
| Total | 16.40 | 16.55 | 16.80 | 15.65 | - |

Budget Commentary

Expenditures in the current year are expected to be about \$46,220 below budget primarily due to a vacant position part way through the 2003 fiscal year and a medical disability. The FY 2004 budget shows a decrease of \$36,880 or 2.8% over FY 2003. One full time position in Design Services will remain unfilled thereby accounting for most of the decrease from one budgeted year to another.

BUILDING SAFETY

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

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 394,520 | 376,420 | 408,620 | |
| Supplies | 3,500 | 4,500 | 2,750 | |
| Services | 17,950 | 22,590 | 15,860 | |
| Maintenance & Repair | 2,500 | 2,500 | 1,250 | |
| Grants & Contributions | - | - | - | |
| Capital Outlay | - | - | - | |
| Energy & Utility | 6,540 | 5,740 | 5,500 | |
| Total | 425,010 | 411,750 | 433,980 | |

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

Funding Sources

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

| Funding Source | FY 2003 | | FY 2004 | |
|-------------------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 425,010 | 411,750 | 433,980 | |
| Grants | - | - | - | |
| Donations | - | - | - | |
| Charges to Landfill Enterprise Fund | - | - | - | |
| Total | 425,010 | 411,750 | 433,980 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 6.00 | 6.00 | 6.00 | |
| Regular Part Time Employees | - | 0.50 | - | |
| Temporary/Seasonal Employees | | | | |
| Total | 6.00 | 6.50 | 6.00 | |

Budget Commentary

FY 2003 budget is estimated to be below budgeted expenditures due primarily to an employee being on disability leave for three quarters of the year. A part-time employee and contract assistance were utilized to meet clerical demands. In FY 2004 clerical needs will be met by reallocating staff (.5 FTE) from the Town Manager's office and (.25 FTE) from Human Resources.

Products & Services

Preventing Fire, Structural & Storm Losses \$360,960

- Conduct more than 4,000 inspections of new and existing buildings to assure compliance with Fire, Building and related safety codes
- Administer the permit process including plan review, issuance of permits and maintenance of records for 1500 permit applications
- Provide reference, research and consultation services on code issues to design professionals, their clients, and building owners and occupants
- Present 70 public education programs to the community related to fire safety and code compliance
- Present 10 public education programs related to Building Code Safety in single family houses
- Provide support and technical assistance to the Zoning Board of Appeals, the Building Code Board of Appeals and the Local Emergency Planning Commission

- Maintain and update hazardous materials information on industrial and commercial facilities in support of emergency services and aid public access to the information.

After Emergency Assistance \$73,020

- Investigate fires, alarms and building failures to determine the cause, origin circumstances and responsibility
- Coordinate with owners, tenants and other agencies the rehabilitation and restoration of fire, storm damaged and abandoned structures.

FY 2004 Goals

1. By utilization of best practices of education, inspection, and enforcement achieve another year of zero loss of life to fire.
2. Develop alternative strategies to implement an electronic NFIRS (fire reports system) in partnership with the Fire Department.
3. Begin training and preparation for State mandated changes to Building Codes from BOCA to the ICC, this is the first major Code change since adoption of the BOCA Code Series in the past 30 years.

ECONOMIC DEVELOPMENT

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

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 116,945 | 115,620 | 121,670 | |
| Supplies | 1,450 | 1,350 | 1,250 | |
| Services | 20,125 | 15,020 | 14,430 | |
| Maintenance & Repair | - | - | - | |
| Grants & Contributions | - | - | - | |
| Capital Outlay | - | - | - | |
| Energy & Utility | 700 | 700 | 700 | |
| Total | 139,220 | 132,690 | 138,050 | |

* Please see Appendix D 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 2003 | | FY 2004 | |
|-------------------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 139,220 | 132,690 | 138,050 | |
| Grants | - | - | - | |
| Donations | - | - | - | |
| Charges to Landfill Enterprise Fund | - | - | - | |
| Total | 139,220 | 132,690 | 138,050 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.00 | 1.00 | 1.00 | |
| Regular Part Time Employees | - | - | - | |
| Temporary/Seasonal Employees | - | - | - | |
| Total | 1.00 | 1.00 | 1.00 | |

Budget Commentary

Expenditures in FY 2003 are expected to be within the budgeted amount. The proposed budget for FY 2004 is a decrease of 1.0% from FY 2003.

Products & Services

Business Recruitment and Development \$20,700

- Contact at least 20 businesses to promote locating to Windsor
- Assist potential new businesses to find an appropriate site, secure financing, achieve town board and commission approvals and open their facility as expeditiously as feasible
- Work with the Bradley Development League (BDL), the Connecticut Economic Resource Center (CERC) and the MetroHartford Alliance to assure that all businesses that may benefit from locating in Windsor are exposed to the town
- Utilize GIS and the Town's website to promote Windsor.

Business Retention and Expansion \$41,450

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

Market the Town \$13,800

- Survey our customers so that we can continuously improve our products to assure that Windsor is viewed as a desirable business location
- 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.

Economic Development Planning & Redevelopment \$62,100

- Coordinate the formulation and updating of an economic development strategy plan
- Advise and assist the Town Council, Town Manager, and Economic Development Commission in evaluating requests for economic development incentives
- Facilitate the reuse of the town's priority redevelopment properties.

FY 2004 Goals

1. Complete a development plan and solicit a developer for the town's Redevelopment Parcel on Windsor Avenue.
2. Facilitate the reuse or redevelopment of the Plaza Building, and Rappaport Building.
3. Develop a niche industry/business strategy plan to encourage the growth of preferred business clusters.

PLANNING

Planning is responsible for reviewing proposed developments, designing town projects, providing information on public and private developments, and the development of a Geographic Information System (GIS) for mapping, information retrieval and analysis.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 272,870 | 275,030 | 278,020 | |
| Supplies | 4,000 | 3,700 | 3,390 | |
| Services | 23,350 | 20,320 | 19,360 | |
| Maintenance & Repair | - | - | - | |
| Grants & Contributions | - | - | - | |
| Capital Outlay | - | - | - | |
| Energy & Utility | 860 | 860 | 860 | |
| Total | 301,080 | 299,910 | 301,630 | |

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

Funding Sources

The Planning Program is supported entirely by General Fund resources.

| Funding Source | FY 2003 | | FY 2004 | |
|-------------------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 301,080 | 299,910 | 301,630 | |
| Grants | - | - | - | |
| Donations | - | - | - | |
| Charges to Landfill Enterprise Fund | - | - | - | |
| Total | 301,080 | 299,910 | 301,630 | |

Personnel Requirements

| Full Time Equivalent | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 3.00 | 3.00 | |
| Regular Part Time Employees | 0.40 | 0.50 | 0.50 | |
| Temporary/Seasonal Employees | - | - | - | |
| Total | 3.40 | 3.50 | 3.50 | |

Budget Commentary

The FY 2004 proposed budget amount reflects a slight increase over the FY 2003 budget. To minimize the increase the department has reduced expenditures in the areas of both supplies and services. This was accomplished through changes including a less expensive vendor for advertising, reduced memberships, and reduced travel and meeting expenses.

Products & Services

Plan Review & Design Development \$163,240

- Monitor federal, state and local plans and programs to maximize their benefit and minimize their liabilities to the community
- Design town projects (e.g. parks, landscaping, beautification and recreational facilities)
- Review applications to Town Planning & Zoning Commission for proposed developments to ensure compliance with the Master Plan and regulatory mechanisms and encourage good development
- Review applications to Inland Wetlands & Watercourses Commission for proposed developments to ensure compliance with the master Plan and regulatory mechanisms and encourage good development.

Geographic Information System \$54,160

- Continue updating the property map and prepare this map for use with future applications.

Support Boards & Commissions \$84,230

- Prepare agendas, perform research and analysis, collect applications and perform administrative functions for:
 - Town Planning & Zoning Commission
 - Inlands Wetlands & Watercourse Commission
 - Historic District Commission
 - Historic District Study Committee

FY 2004 Goals

1. Completion of Phase 2 of the Plan of Conservation and Development
2. Expand the use of GIS throughout the organization. In partnership with Building Inspection and the Fire Marshal utilize the GEOTMS Programs

DESIGN SERVICES

Develop the town's infrastructure for non-building related projects in accordance with the Plan of Development and the Capital Improvement Program (CIP). Provide engineering support services to design roads and sidewalks, prepare and update engineering maps and drawings, and serve internal needs as well as those of the general public.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 444,610 | 426,300 | 399,570 | |
| Supplies | 4,100 | 4,000 | 2,400 | |
| Services | 8,200 | 3,400 | 12,260 | |
| Maintenance & Repair | 3,000 | 1,600 | 1,600 | |
| Grants & Contributions | - | - | - | |
| Capital Outlay | 250 | - | - | |
| Energy & Utility | 5,000 | 4,600 | 4,100 | |
| Total | 465,160 | 439,900 | 419,930 | |

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

Funding Sources

The Town Engineer spends a substantial amount of time providing services associated with the landfill. The General Fund is therefore compensated for a portion of the Engineer's salary. Total charges to the Landfill Enterprise Fund in FY 2003 are budgeted at \$18,400.

| Funding Source | FY 2003 | | FY 2004 | |
|-------------------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 446,760 | 421,500 | 401,530 | |
| Grants | - | - | - | |
| Donations | - | - | - | |
| Charges to Landfill Enterprise Fund | 18,400 | 18,400 | 18,400 | |
| Total | 465,160 | 439,900 | 419,930 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 6.00 | 5.50 | 5.00 | |
| Regular Part Time Employees | | - | - | |
| Temporary/Seasonal Employees | 0.15 | 0.30 | 0.15 | |
| Total | 6.15 | 5.80 | 5.15 | - |

Budget Commentary

Expenditures in the current year are expected to be approximately \$25,260 below the allocated amount as a result of a full time position that was vacant for 7 1/2 months. Services provided by an intern were originally expected to equal 0.15 FTE's, but are currently projected to equal to 0.30 FTE. The proposed budget for FY2004 represents a decrease of 9.7% over FY2003. One full time position is expected to remain unfilled during the year. The impact of this reduction is slower response to other departments such as Public Works pavement inspection; the use of consultants for traffic counting and survey work; and reduced availability of personnel to respond to customer inquiries.

Products & Services

Road Improvements \$65,000

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

Professional and Technical Advice \$132,390

- Provide engineering and technical consulting to other service units and boards & commissions
- Review subdivision and site plan development review
- Provide computer-aided design, drafting and design support
- Furnish mapping and related information for the Windsor/Bloomfield Landfill DEP regulatory compliance.

Information Service \$40,000

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

Capital Improvements \$158,960

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

Landfill Regulatory Issues \$18,400

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

Flood Plain Management \$5,180

- Administer and implement the provisions of the Flood Plain Ordinance and associated requirements.

FY 2004 Goals

1. Award 75% of the approved design contracts during the first 6 months of the budget year.
2. Assist in preparing the Stormwater Discharge Permit Program by September 2003.
3. Complete in-house design of Corey Street reconstruction.

FY 2003 Highlights

Development Services continues to look to improve its level of service through examining best practices, technology improvements and meeting with various segments of the building community. One example is the installation of permitting and inspection tracking software now in use in the Planning, Building Inspection, and Fire Marshals Office units of this budget group.

The coordinated efforts of the Development Group result in a safer community. For example, the Town again was recognized by the Residential Fire Safety Institute for another year of no fire fatalities. Also, the 14 reported structure fires in 2002 continues a significant downward trend.

New projects started during this year include the Summerwind complex, business renovation and new construction for Fleet Bank, Libris, Iron Mountain, the Loomis Chaffee School, and Griffin Land. Additional residential communities were started at Griswold Village and Ballymeade; these communities will feature homes protected by residential sprinklers.

The Fire Marshal's Office brought forward a revised false alarm ordinance, worked with volunteer firefighters, the CT State Emergency Response Commission, and the Local Emergency Planning Commission to update the Town's hazardous materials emergency response plan, and distributed at no cost to the Town fire safety materials from the BIC Corporation

Design Services provided design and construction contract administration and inspection services for projects valued at more than \$640,000. Projects included:

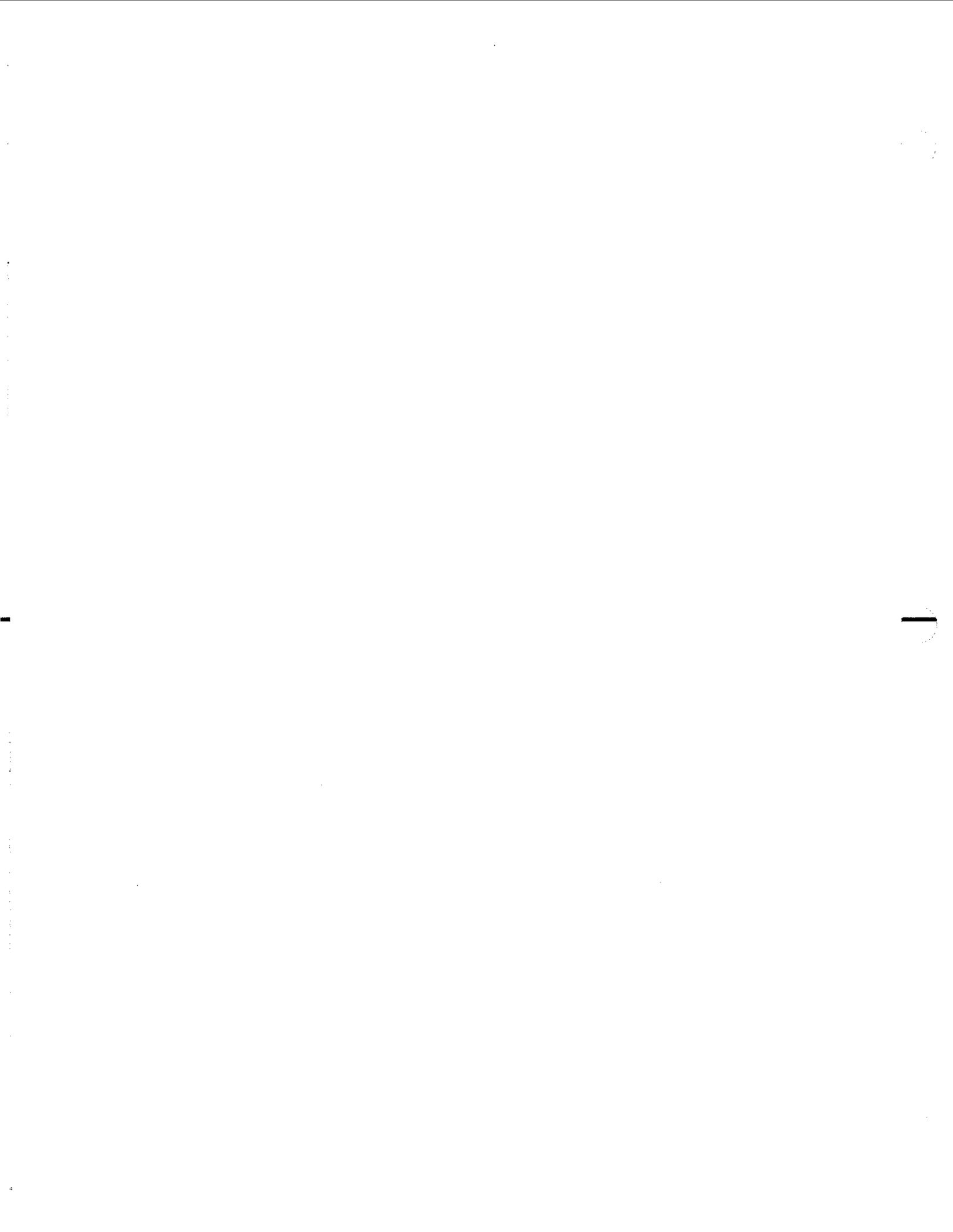
- Reconstruct Laurel Avenue
- Site Work Building 330
- Reconstruct Sage Park Tennis Courts.

Reconstruction of Hayden Station Road, was started under the management of the Department of Transportation, with Design Services monitoring its progress. Design Services assisted Public Works in the reconstruction of Tiffany Drive, Ash Drive and Mills Road by providing design and survey services. A traffic study of Route 159 in Windsor Center was initiated by Design Services, and conducted using Town of Windsor personnel. Additionally a pavement management program was instituted, with all the Town of Windsor roads being inventoried and their condition assessed. A pavement rehabilitation program for Day Hill Road was performed.

Notable FY 2003 Windsor Economic Development accomplishments:

- Office and industrial flex space development continues, indicating the strength of the market. Some 130,000 SF of industrial space and 50,000 SF of office space was constructed in 2002
- Construction was completed on the new 112-room Hampton Inn bringing the number of hotel rooms in Windsor to more than 800.
- During 2002: Fleet Bank moved two new operations to Windsor occupying 112,000 SF on Pigeon Hill Road and 57,000 SF on Marshall Phelps Road and Pitney Bowes established a high-speed printing operation in 57,000 SF at 25 International Drive.
- Attention to underutilized or vacant properties paid off with the renovation and reuse of the Union Street Firehouse for an antique shop and coffee bar and the response of 5 developers to the request for qualifications for reuse of 33 Mechanic Street.

| Performance Measures | FY 2002 Actual | FY 2003 Target | FY 2003 Estimate | FY 2004 Target |
|--|-----------------------|-----------------------|-------------------------|-----------------------|
| No. of participants in community/neighborhood project meetings | 70 | 100 | 55 | 100 |
| Total value of construction projects awarded | 1,615,000 | 6,015,000 | 680,000 | 1,050,000 |
| Value of change orders as a % of original contract | <1% | 7.0% | <1% | 7% |
| % of construction plans reviewed within 3 weeks of receipt | 67. | 85% | 75% | 85% |
| Visits to existing businesses by Econ. Development staff | 38 | 80 | 25 | 50 |
| Prospective business contacts made | 105 | 100 | 15 | 20 |
| Square feet of property redeveloped/reused | 30,000 | 40,000 | 20,000 | 40,000 |
| No. of inquiries generated through Econ. Development website | 16 | 100 | 25 | 100 |
| Avg. no. of days from submittal of fire protection plans to initial Fire Marshal Office (FMO) response | 20 | 15 | 15 | 15 |
| Avg. no. of new buildings inspected by FMO | 1,790 | 1,800 | 1,800 | 1,800 |
| -New construction | 950 | 800 | 800 | 500 |
| -Existing | 840 | 1,000 | 1,000 | 1,300 |
| No. of participants in Fire Dept. and FMO public education programs | | | | |
| -Adult | 600 | 600 | 600 | 600 |
| -Youth | 3,300 | 3,300 | 3,300 | 3,300 |
| -Industry | 300 | 300 | 300 | 300 |
| No. of false fire alarms | 230 | 180 | 200 | 180 |
| No. of structure fires | 20 | 20 | 20 | 15 |
| Lives lost to fire | 0 | 0 | 0 | 0 |
| Avg. no. of days from submittal of plans to initial Building Official comments | | | | |
| -Residential | 15 | 15 | 15 | 15 |
| -Non-residential | 22 | 15 | 15 | 20 |
| Total construction value of permits issued | 90,000,000 | 85,000,000 | 65,000,000 | 55,000,000 |
| No. of zoning inspection/cases | 40 | 30 | 57 | 30 |



COMMUNITY DEVELOPMENT

The Town's Office of Community Development (OCD), which is operated out of the Windsor Neighborhood Services Center in the L.P. Wilson Center, solicits and administers funding for a variety of activities in an effort to promote neighborhood reinvestment. Ongoing programs include the Housing Rehabilitation Program, the Small Business Loan Program and the Downpayment /Closing Cost Assistance Program. The Office of Community Development also periodically seeks funds for infrastructure projects, public services, community facilities and façade improvements. In addition, the Office of Community Development is involved with a variety of neighborhood events and workshops.

The primary funding source for projects administered through the Office of Community Development is the federal Community Development Block Grant (CDBG) - Small Cities Program. The Town competes with other communities with populations of fewer than 50,000 people for CDBG funds which are administered at the state level through the Department of Economic & Community Development. CDBG activities must meet a national objective in order to establish eligibility. These objectives include 1) the elimination of slums and blight, 2) predominately benefit low/moderate income persons, or 3) address an urgent need for which no other resources are available.

Another important funding source is program income generated by programs administered by the OCD. The Housing Rehabilitation Program, the Small Business Loan Program and the Downpayment/Closing Cost Assistance Program all generate program income in the form of loan repayments. In addition, the Town of Windsor has appropriated \$25,000 from the General Fund towards the administration of the Office of Community Development each year since FY2001.

**TOWN OF WINDSOR
OFFICE OF COMMUNITY DEVELOPMENT
STATEMENT OF REVENUE AND EXPENSES**

| | FY 2002 Actual | FY 2003 Budget | FY 2003 Estimated | FY 2004 Budget |
|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|
| Funding Sources: | | | | |
| Small Cities Funds | 190,109 | 902,160 | 589,000 | 715,860 |
| Loan Repayment Fund | 289,493 | 138,000 | 135,160 | 175,000 |
| General Fund | 17,000 | 25,000 | 25,000 | 25,000 |
| Total Operating Revenue | \$ 496,602 | \$ 1,065,160 | \$ 749,160 | \$ 915,860 |

| | FY 2002 Actual | FY 2003 Budget | FY 2003 Estimated | FY 2004 Budget |
|---------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|
| Operating Expenses: | | | | |
| Personnel Services | 167,602 | 123,680 | 124,460 | 127,360 |
| Supplies | 678 | 2,000 | 700 | 2,000 |
| Services | 0 | 27,000 | 5,000 | 16,000 |
| Grants & Contributions | 50 | 0 | 0 | 0 |
| Furniture & Equipment | 0 | 2,000 | 1,600 | 2,500 |
| Telephone | 1,293 | 1,500 | 1,400 | 2,000 |
| Contractual Services | 326,979 | 908,980 | 616,000 | 766,000 |
| Total Operating Expenses | \$ 496,602 | \$ 1,065,160 | \$ 749,160 | \$ 915,860 |

Program income on hand from previous fiscal years offsets discrepancy between revenues and expenditures

Personnel Requirements

| | FY 2002 Actual | FY 2003 Budget | FY 2003 Estimated | FY 2004 Budget |
|-------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|
| Full Time Equivalents | | | | |
| Regular Full Time Employees | 2.00 | 2.00 | 2.00 | 2.00 |
| Part Time and Temporary FTE's | 0.65 | 0.00 | 0.00 | 0.00 |
| Total | 2.65 | 2.00 | 2.00 | 2.00 |

Budget Commentary

The difference between the FY 2003 budget and estimated figures is largely the result of the fact that funding for the reconstruction of Corey Street will actually be received in FY 2004, not FY 2003 as previously anticipated. The amount of the difference was reduced by unanticipated, supplemental Community Development Block Grant (CDBG) funds awarded for the renovations at 330 Windsor Avenue (Caring Connection).

PRODUCTS & SERVICES

General Administration \$149,860

- Solicit and administer federal and state funds, including but not limited to, Community Development Block Grant (CDBG) funds
- Provide staff support to the Wilson/Deerfield Advisory Committee and the Human Relations Commission
- Conduct focus groups in Windsor neighborhoods for resident input on local issues
- Plan and implement educational forums for local residents focusing on property improvement
- Work on Historic Preservation/Certified Local Government initiatives.
- Administer the Neighborhood Assistance Act (NAA) Tax Credit Program
- Administer the Volunteer Support Program
- Participate in the reuse of the Town's Redevelopment parcel.

Housing Rehabilitation \$190,000

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

Small Business Loan Program \$50,000

- Provide low interest loans to existing or start-up businesses within the Town of Windsor based on the creation or retention of jobs
- Provide resource referral for small business owners.

Downpayment Assistance \$30,000

- Enhance neighborhoods by encouraging home-ownership
- Provide low interest loans for downpayment and closing costs for first-time, income-eligible home buyers.

Infrastructure Improvements \$396,000

- Administer Community Development Block Grant
- (CDBG) - Small Cities grant awarded to the Town for the reconstruction of Corey Street.

Removal of Architectural Barriers \$100,000

- Help facilitate the reuse of the Plaza Theater by seeking and administering Community Development Block Grant – Small Cities funds for the express purpose of rendering the facility handicapped accessible so as to encourage private reinvestment.

FY 2003 Highlights

Rehabilitated 19 homes through the Town's Housing Rehabilitation Program.

Assisted four low/moderate income households purchase their first home through the Downpayment/Closing Cost Assistance Program.

Disbursed one low-interest loan through the Small Business Loan Program.

The Town was awarded \$445,000 through the Community Development Block Grant Program for the reconstruction of Corey Street and an additional \$109,500 for the Caring Connection at 330 Windsor Avenue.

Completed the façade improvements at the Windsor Shopping Center.

Initiated a farmer's market in the Wilson neighborhood.

Administered the Volunteer Support Program benefiting six local organizations.

Administered the Neighborhood Assistance Act (NAA) Tax Credit Program which assisted two Windsor based organizations secure \$60,000 in donations from private businesses.

In conjunction with the Chamber of Commerce hosted the Hovercraft Festival at the East Barber Street boat launch.

Secured funding through the Connecticut Historical Commission to be used to develop a strategy to encourage heritage tourism in Windsor.

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS as of 6/30/2002

| Type of Loan | Principal Balances |
|---|--------------------|
| Amortized Payment Loans <i>Housing Rehab. Down Payment</i> | \$705,980 |
| Deferred Payment Loans <i>Housing Rehab.</i> | 889,370 |
| Forgiveness <i>Housing Rehab. Façade Improvement</i> | 174,610 |
| Amortized Economic Development | <u>415,370</u> |
| Sub-total | <u>2,185,330</u> |
| Allowance for uncollectible loans | <u>(200,000)</u> |
| Loans Receivable, net | \$1,985,330 |

| Performance Measure | FY 2002 Actual | FY 2003 Proposed | FY 2003 Estimate | FY 2004 Proposed |
|--|-------------------|---------------------|---------------------|---------------------|
| Number of housing rehabilitation projects | 18 | 20 | 19 | 20 |
| Number of rehab projects completed within six months | 75% | 80% | 60% | 90% |
| Number of neighborhood meetings | 4 | 8 | 4 | 4 |

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. Accomplishing this mission provides the Department with the knowledge that Public Works, working with the other Town departments, makes a positive difference in the quality of life for the residents and businesses of Windsor.

Expenditures

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 2,259,306 | 2,346,840 | 2,294,835 | 2,405,260 | - |
| Supplies | 404,161 | 313,280 | 287,165 | 269,665 | - |
| Services | 570,241 | 647,190 | 428,455 | 341,420 | - |
| Maintenance & Repair | 395,414 | 266,010 | 317,200 | 403,900 | - |
| Grants & Contributions | | - | - | - | - |
| Capital Outlay | 65,833 | 245,000 | 160,500 | 245,000 | - |
| Energy & Utility | 654,260 | 714,020 | 737,000 | 701,150 | - |
| Total | 4,349,215 | 4,532,340 | 4,225,155 | 4,366,395 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|--|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Public Works | 3,784,171 | 3,878,230 | 3,703,510 | 4,059,720 | - |
| Charges to Other Departments | 45,917 | 50,000 | 50,000 | 50,000 | - |
| Town Support for Education | 166,433 | 169,110 | 169,110 | 169,110 | - |
| <i>Subtotal: Public Works Gen. Fund Budget</i> | <i>3,996,521</i> | <i>4,097,340</i> | <i>3,922,620</i> | <i>4,278,830</i> | <i>-</i> |
| State Grants - LoCIP | 208,558 | 190,000 | 190,000 | - | - |
| State Grants - Town Aid | 144,136 | 245,000 | 112,535 | 87,565 | - |
| Charges to Other Funds | | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>352,694</i> | <i>435,000</i> | <i>302,535</i> | <i>87,565</i> | <i>-</i> |
| Total | 4,349,215 | 4,532,340 | 4,225,155 | 4,366,395 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 34.38 | 34.50 | 31.90 | 34.00 | - |
| Regular Part Time Employees | 1.20 | 1.30 | 1.75 | 1.30 | - |
| Temporary/Seasonal Employees | 2.50 | 2.50 | 2.10 | 1.75 | - |
| Total | 38.08 | 38.30 | 35.75 | 37.05 | - |

PARKS AND GROUNDS

Perform repairs, renovations and maintenance of turf areas, athletic and recreational fields, medians, roadside rights-of-way, playgrounds and other landscaped areas.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 624,660 | 560,930 | 642,505 | - |
| Supplies | 61,200 | 57,000 | 49,500 | - |
| Services | 25,400 | 22,750 | 24,850 | - |
| Maintenance & Repair | - | 900 | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 13,100 | 26,100 | 13,100 | - |
| Total | 724,360 | 667,680 | 729,955 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Parks & Grounds | 573,000 | 526,320 | 588,595 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | 141,360 | 141,360 | 141,360 | - |
| <i>Subtotal: Parks & Grnds. Gen. Fund Budget</i> | <i>714,360</i> | <i>667,680</i> | <i>729,955</i> | <i>-</i> |
| State Grants - LoCIP | - | - | - | - |
| State Grants - Town Aid | 10,000 | - | - | - |
| Charges to Other Funds | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>10,000</i> | <i>-</i> | <i>-</i> | <i>-</i> |
| Total | 724,360 | 667,680 | 729,955 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 10.00 | 8.50 | 10.00 | - |
| Regular Part Time Employees | 0.45 | 0.45 | 0.45 | - |
| Temporary/Seasonal Employees | 1.75 | 1.50 | 1.00 | - |
| Total | 12.20 | 10.45 | 11.45 | - |

Budget Commentary

Staffing levels in FY 2003 are the result of holding one Maintainer II position vacant for the entire fiscal year and another Maintainer II position vacant for one-half of the year. Staffing levels in FY 2004 are budgeted with the assumption that both of these positions would be filled for the entire fiscal year. The reduction in Supplies for FY 2004 is the result of the cut in the State Town Aid Road grant. The increase in Energy & Utility expenses for FY 2003 is the result of operating the irrigation systems for a longer period and for more hours to handle the severe drought conditions.

Products & Services

Maintain Turf and Shrub Areas \$243,050

- 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 \$21,820

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

Improve Turf Areas \$28,110

- Re-seed and aerate at Town Hall, Main Library, Veterans' Cemetery, Sage Park, and Northwest Park
- Spray for weeds and fertilize turf on town rights of way and parks.

Maintain Brick Pavers/Sidewalks \$9,230

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

Prepare Fields for Recreational Use \$93,060

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

Maintain Safe Playground Equipment \$48,110

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

Restore Planting Beds \$19,000

- Remove old soil and debris in medians and replace with new topsoil, stone, shrubs and

flowers on medians on Bloomfield Avenue, Poquonock Avenue, and other locations.

Maintain Medians \$14,200

- 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.

Repair Bleachers, Picnic Tables, and Benches \$11,110

- Repair picnic tables, bleachers and benches at town facilities and parks.

Prepare Ice Skating Surfaces \$8,500

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

Maintain Safe Healthy Trees \$76,450

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

Public Property Litter \$15,955

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

Town Support for Education \$141,360

- 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.

FY 2004 Goals

- 1) Renovate the landscaping and the flowers planted in the medians on Poquonock Avenue near the Town line.
- 2) Continue the project to install an irrigation system and renovate the athletic fields at Sage Park.

TOWN BUILDINGS

Town Buildings provides for the management, repair, maintenance and improvement of Town facilities.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 241,210 | 213,055 | 248,340 | - |
| Supplies | 16,880 | 16,300 | 16,500 | - |
| Services | 127,870 | 121,970 | 126,770 | - |
| Maintenance & Repair | 116,000 | 90,275 | 116,000 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 2,000 | - | - |
| Energy & Utility | 200,550 | 225,900 | 208,500 | - |
| Total | 702,510 | 669,500 | 716,110 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Town Buildings | 652,510 | 619,500 | 666,110 | - |
| Charges to Other Departments | 50,000 | 50,000 | 50,000 | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Town Buildings Gen. Fund Budget | 702,510 | 669,500 | 716,110 | - |
| State Grants - LoCIP | - | - | - | - |
| State Grants - Town Aid | - | - | - | - |
| Charges to Other Funds | - | - | - | - |
| Subtotal: Other Funds | - | - | - | - |
| Total | 702,510 | 669,500 | 716,110 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 2.40 | 3.00 | - |
| Regular Part Time Employees | 0.45 | 0.90 | 0.45 | - |
| Temporary/Seasonal Employees | 0.75 | 0.60 | 0.75 | - |
| Total | 4.20 | 3.90 | 4.20 | - |

Budget Commentary

The reduction in expenses in Personal Services in FY 2003 was the result of having a Maintainer III position vacant for 7.5 months. The FY 2004 budget assumes that this position will be filled for the entire fiscal year.

Products and Services

Town Hall \$228,410

- Maintain a comfortable, clean and safe working environment in Town Hall by providing HVAC and utilities as well as custodial services
- Ensure code compliance, necessary repairs and maintenance of facility
- Perform preventive and emergency maintenance
- Provide program support to offices located at Town Hall
- Manage the fleet of pool cars for employee use
- Administer telecommunications services for town offices
- Maintain the town hall elevator.

Public Works Complex and Parks Facility \$136,770

- Ensure code compliance, necessary repairs and maintenance of facilities
- Fund utilities.

330 Windsor Avenue Community Center \$125,700

- Ensure code compliance, necessary repairs and maintenance of facility

Public Safety Complex; Northwest Park; Main and Wilson Branch Library; Milo Peck Child Development Center; Hayden Station, Poquonock, Wilson, Rainbow, and Windsor Fire Houses \$93,950

- Coordinate with resident town departments with code compliance, necessary repairs and maintenance of facilities
- Perform preventive and emergency maintenance and coordinate custodial services at the listed locations.

Community Services & Repair of other Town Facilities \$58,600

- Respond to requests from Civic Groups for community event support, such as Shad Derby, and the Lions Arts and Craft Fair
- Assist in staging town-sponsored community events, such as events on the Town Green, fairs and carnivals
- Repair and routine maintenance of bus shelters, storage sheds, and park and recreation accessory buildings.

Administration of Building Improvements \$72,680

- 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.

FY 2004 Goals

- 1) Oversee the environmental improvements at the Public Works Complex
- 2) Coordinate the L. P. Wilson roof replacement project
- 3) Coordinate the Welch Pool Renovation project.

PAVEMENT

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

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 568,490 | 491,800 | 521,070 | - |
| Supplies | 30,000 | 26,380 | 23,100 | - |
| Services | 372,640 | 229,140 | 107,370 | - |
| Maintenance & Repair | - | - | 117,000 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | - | - | - | - |
| Total | 971,130 | 747,320 | 768,540 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Pavement | 706,130 | 557,320 | 768,540 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Pavement Gen. Fund Budget | 706,130 | 557,320 | 768,540 | - |
| State Grants - LoCIP | 190,000 | 190,000 | - | - |
| State Grants - Town Aid | 75,000 | - | - | - |
| Charges to Other Funds | - | - | - | - |
| Subtotal: Other Funds | 265,000 | 190,000 | - | - |
| Total | 971,130 | 747,320 | 768,540 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 8.00 | 7.00 | 7.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 8.00 | 7.00 | 7.00 | - |

Budget Commentary

This funding assumes that the existing vacancy of a Crew Leader position would continue for all of FY 2004. The Crew Leader was responsible for the implementation of the pavement management program. The services category has been reduced due to the uncertainty in timing of payments of State LoCIP and Town Aid for pavement work. To assist with this cutback, funding in Maintenance & Repair in the General Fund is added in FY 2004 (totaling \$117,000) to partially replace the reduction in the grants.

Products & Services

Rubberized Chip Seal Roads \$92,980

Seal Pavement Cracks \$95,600

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

Localized Pavement Repairs \$130,000

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

Pavement Preventive Maintenance \$94,500

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

Repair Sidewalks \$76,700

- Maintain worn or damaged sidewalks and bike paths throughout town in response to complaints and accidents.

Repair Curbs \$159,610

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

Repair Lawns \$66,150

- Repair lawns damaged during snow removal.

Repair Dirt Roads \$53,000

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

FY 2004 Goals

- 1) Complete curb repair program by July 2004.

STORMWATER DRAINAGE

Maintain drainage channels, outlets and detention ponds. Repair existing drainage structures, such as catch basins, and add new drainage structures as needed throughout town.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 179,980 | 181,140 | 186,350 | - |
| Supplies | 38,400 | 29,000 | 27,000 | - |
| Services | 4,950 | 1,350 | 1,600 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | - | - | - | - |
| Total | 223,330 | 211,490 | 214,950 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|---|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Stormwater Drainage | 218,330 | 211,490 | 214,950 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Storm. Drainage Gen. Fund Budget</i> | <i>218,330</i> | <i>211,490</i> | <i>214,950</i> | <i>-</i> |
| State Grants - LoCIP | - | - | - | - |
| State Grants - Town Aid | 5,000 | - | - | - |
| Charges to Other Funds | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>5,000</i> | <i>-</i> | <i>-</i> | <i>-</i> |
| Total | 223,330 | 211,490 | 214,950 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 3.00 | 3.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.00 | 3.00 | 3.00 | - |

Budget Commentary

The lower funding in Supplies in the result of the cutback in the State Town Aid Road grant. The reduction in Services results from the consolidation of funding for catch basin cleaning in Storm Control.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Provide for traffic safety; traffic signs, signals and markings; streetlights; support for community events; solid waste removal; and support for elections.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|------------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 448,140 | 463,475 | 487,415 | - |
| Supplies | 20,800 | 20,900 | 20,000 | - |
| Services | 79,030 | 34,995 | 40,530 | - |
| Maintenance & Repair | 10,800 | 16,000 | 10,800 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 446,050 | 430,000 | 416,050 | - |
| Total | 1,004,820 | 965,370 | 974,795 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|--|------------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Traffic Safety | 969,820 | 965,370 | 974,795 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Traffic Safety Gen. Fund Budget</i> | <i>969,820</i> | <i>965,370</i> | <i>974,795</i> | <i>-</i> |
| State Grants - LoCIP | - | - | - | - |
| State Grants - Town Aid | 35,000 | - | - | - |
| Charges to Other Funds | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>35,000</i> | <i>-</i> | <i>-</i> | <i>-</i> |
| Total | 1,004,820 | 965,370 | 974,795 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 7.50 | 8.00 | 8.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 7.50 | 8.00 | 8.00 | - |

Budget Commentary

The increase in funding in Personal Services is to provide full year funding in FY 2004 of a position that was budgeted to be vacant for 6 months of FY 2003. The decrease in funding for Services is the result of the cutback in funding from the State Town Road Aid grant. In this program, the funds were used for traffic control and pavement markings. Reduced funding for Energy & Utility results from reduction in funding for streetlights, to correspond to actual expenses.

Products & Services

Clean Streets \$105,160

- Sweep and remove sand from 136 miles of roads and from town and Board of Ed. parking areas
- Remove debris caused by chemical spills and motor vehicle accidents
- Support road overlay, and community events.

Town-Wide Safety Markings \$44,060

- Install and maintain pavement markings
- Repaint crosswalks, stop lines and railroad crossings as needed.

Traffic & Safety Signing \$91,265

- Install traffic control and street name signs
- Replace vandalized, stolen or outdated signs
- Provide special street signing as requested
- Install customized town entry-way signs.

Streetlights \$441,000

- Fund utility costs for 3,563 streetlights
- Respond to 275 inquiries
- Maintain 797 town-owned streetlights
- Repair knocked down lights
- Inspect/accept new streetlights in subdivisions
- Monitor and inspect contractor repairs.

Traffic Signals \$73,400

- Fund utilities cost for 47 traffic signals
- Maintain traffic signals and school signs
- Conduct annual safety tests; monitor repairs.

Community Events \$64,300

- Set up and take down equipment for events which have included:
 - Shad Derby and Soap Box Derby
 - Revolutionary Windsor
 - Torch Run
 - Northwest Park Country Fair
 - Chilifest
 - Library Book Fair
 - Lion's Art & Crafts Fair
 - St. Gabriel's and Wilson carnivals
 - Columbus Day Weekend Soccer tournament
 - Block parties

- Fife & Drum Muster
- West Indian festival
- Fishing Derby
- July 4th events
- Family Day
- Halloween Events in Town Center
- Winter Carnival
- Memorial Day events.

Guide Rails \$15,080

- Maintain and repair 4 miles of guide rails.

Sanitary Waste Removal \$56,860

- Pick up trash at special events
- Pay dumping fees for trash disposal.

State-Mandated Evictions and Auctions \$20,600

- Respond to up to 45 evictions yearly
- Move and store property for 10-16 evictions
- Auction unclaimed and town surplus property.

Voter Setup \$17,000

- Set up and take down equipment for referendums, primaries and elections.

24-Hour Emergency Response \$20,700

- Respond on police request to accidents
- Remove dead animals from roads
- Respond to requests for spill containment.

Traffic Engineering \$25,370

- Perform 20 traffic engineering investigations
- Confer with DOT traffic liaison
- Review traffic impacts from proposed commercial and residential developments.

FY 2004 Goals

- 1) Continue to analyze the future management of streetlights, outdoor and park lighting.
- 2) Sweep winter sand and debris from all streets and town parking lots by June 15, 2004.

EQUIPMENT REPAIR

Provide for the repair, maintenance and replacement of DPW vehicles and heavy equipment, and support the Town's fuel dispensing system.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 194,760 | 198,830 | 205,705 | - |
| Supplies | - | 22,700 | 20,000 | - |
| Services | 20,000 | 17,400 | 20,000 | - |
| Maintenance & Repair | 139,210 | 210,025 | 160,100 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 245,000 | 158,500 | 245,000 | - |
| Energy & Utility | 54,320 | 55,000 | 63,500 | - |
| Total | 653,290 | 662,455 | 714,305 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|---|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Equipment Repair | 653,290 | 662,455 | 714,305 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Equip. Repair Gen. Fund Budget</i> | <i>653,290</i> | <i>662,455</i> | <i>714,305</i> | <i>-</i> |
| State Grants - LoCIP | - | - | - | - |
| State Grants - Town Aid | - | - | - | - |
| Charges to Other Funds | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> |
| Total | 653,290 | 662,455 | 714,305 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 3.00 | 3.00 | - |
| Regular Part Time Employees | 0.40 | 0.40 | 0.40 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.40 | 3.40 | 3.40 | - |

Budget Commentary

As a result of the age of vehicles/equipment, DPW anticipates exceeding its budget for maintenance & repair by \$70,000 for FY 2003. This overage is covered by not fully expending funding in capital outlay for new equipment. This is the fourth year in a row that capital outlay has not been spent in order to cover overages in maintenance & repair. As a result, the older vehicles/equipment continue to age and require repair. Funding from elsewhere in Public Works totaling \$40,000 is being redirected to assist with this underfunding of repair & maintenance in FY 2004.

Products & Services

Fleet Maintenance \$364,970

- 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 breakdowns of vehicles.

Fleet Purchase \$245,000

- Purchase new vehicles and equipment.

Fuel Management \$104,335

- Procure gasoline and diesel fuel for Town
- Monitor automated fuel system for Town.

FY 2004 Goals

- 1) Reduce equipment downtime & the costs for repairing equipment through preventive maintenance.
- 2) Implement an automated fleet management system for DPW.
- 3) Improve the management of parts for vehicle maintenance and repair.

STORM CONTROL

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

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 89,600 | 185,605 | 113,875 | - |
| Supplies | 146,000 | 114,885 | 113,565 | - |
| Services | 17,300 | 850 | 20,300 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | - | - | - | - |
| Total | 252,900 | 301,340 | 247,740 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|---|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Storm Control | 105,150 | 161,055 | 132,425 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | 27,750 | 27,750 | 27,750 | - |
| <i>Subtotal: Storm Control Gen. Fund Budget</i> | <i>132,900</i> | <i>188,805</i> | <i>160,175</i> | <i>-</i> |
| State Grants - Town Aid | 120,000 | 112,535 | 87,565 | - |
| Charges to Other Funds | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>120,000</i> | <i>112,535</i> | <i>87,565</i> | <i>-</i> |
| Total | 252,900 | 301,340 | 247,740 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|----------|----------|----------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | - | - | - | - |

Budget Commentary

The increase in Personal Services is to fully account for all of the personnel costs related to Storm Control (i.e., FICA, medicare, pension costs). The decrease in funding for Supplies is the result of the cutback in funding from the State Town Aid Road grant. This reduction of \$32,435 will have an adverse effect on the purchase of materials for the snow program, in that any shortfalls will need to be covered by the General Fund. The requested increase in Services results from the consolidation of catch basin cleaning funding in Storm Control.

Products & Services

Clear, Safe Pavement Surfaces \$216,760

- Respond immediately 24 hours a day to hazardous road conditions reported by the Windsor Police Department
- Plow and sand 136 miles of roads, 189 cul-de-sacs, and 39 acres of public parking lots
- Maintain snow plowing and ice control vehicles and attachments, including: 27 snowplows, 19 material spreaders, 3 payloaders, and 2 sidewalk plows/sanders
- Mix and maintain a stockpile of sand/salt material for traction control
- Maintain sand/salt barrels throughout the Town of Windsor
- Stake fire hydrant locations in industrial areas of town.

Catch Basin Sand Removal and Inspection \$20,300

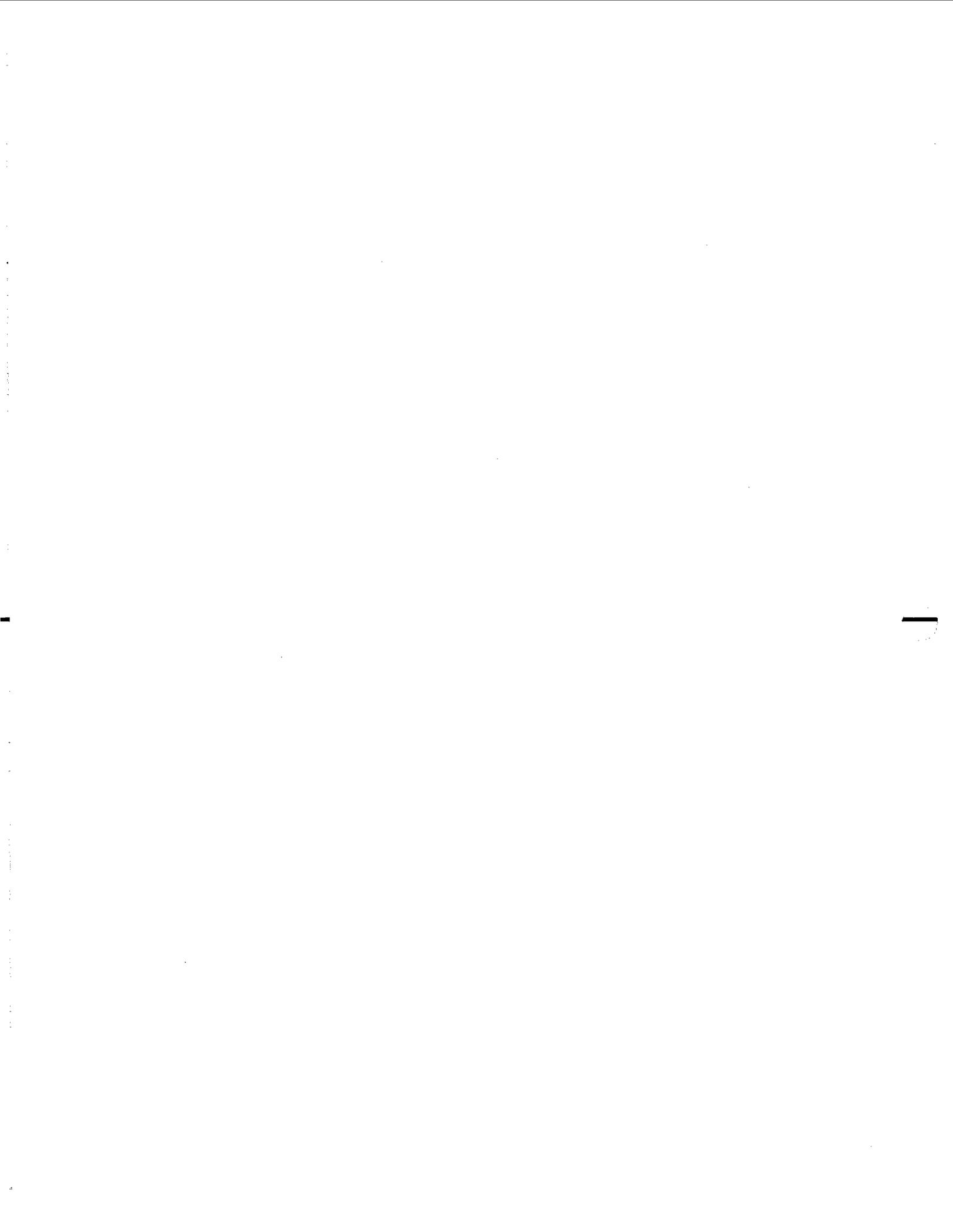
- Inspect and remove sand from 3,000 catch basins.

Complaint Response \$10,680

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

FY 2004 Goals

- 1) Continue to update the snow plowing fleet through a vehicle replacement program.
- 2) Investigate and implement an anti-icing program in the Department. Acquire equipment & materials. Develop methods and procedures.
- 3) Install a salt and sand storage structure at the Public Works Complex.



INFORMATION SERVICES

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

Expenditures

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 238,513 | 262,750 | 260,210 | 271,890 | - |
| Supplies | 87,100 | 80,260 | 76,130 | 72,220 | - |
| Services | 135,471 | 128,380 | 138,540 | 107,720 | - |
| Maintenance & Repair | 1,224 | 7,000 | 6,000 | 6,120 | - |
| Grants & Contributions | | - | - | - | - |
| Capital Outlay | | - | - | - | - |
| Energy & Utility | 2,706 | 2,850 | 2,850 | 2,850 | - |
| Total | 465,014 | 481,240 | 483,730 | 460,800 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|---|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Info. Services | 372,629 | 401,730 | 391,550 | 388,700 | - |
| Other General Fund Accounts | 70,286 | 62,000 | 72,000 | 49,600 | - |
| <i>Subtotal: Info. Services Gen. Fund</i> | <i>442,915</i> | <i>463,730</i> | <i>463,550</i> | <i>438,300</i> | <i>-</i> |
| Grants | - | - | 10,000 | 12,000 | - |
| Private Contributions | - | - | - | - | - |
| User Fees | 22,099 | 17,500 | 10,180 | 10,500 | - |
| <i>Subtotal: Other Funds</i> | <i>22,099</i> | <i>17,500</i> | <i>20,180</i> | <i>22,500</i> | <i>-</i> |
| Total | 465,014 | 481,230 | 483,730 | 460,800 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|-------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.75 | 3.00 | 3.00 | 3.00 | - |
| Regular Part Time Employees | 1.50 | 1.25 | 1.25 | 1.20 | - |
| Temporary/Seasonal Employees | - | 0.20 | 0.20 | 0.20 | - |
| Total | 4.25 | 4.45 | 4.45 | 4.40 | - |

Town Clerk

Maintain all public records and information so that they are easy to locate, up-to-date, accurate and preserved for future generations.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 183,330 | 176,170 | 184,600 | - |
| Supplies | 16,550 | 16,550 | 15,150 | - |
| Services | 36,780 | 47,430 | 44,370 | - |
| Maintenance & Repair | 7,000 | 6,000 | 6,120 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 2,500 | 2,500 | 2,500 | - |
| Total | 246,160 | 248,650 | 252,740 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Info. Services | 228,650 | 228,470 | 230,240 | - |
| Other General Fund Accounts | - | - | - | - |
| <i>Subtotal: Info. Services General Fund</i> | <i>228,650</i> | <i>228,470</i> | <i>230,240</i> | <i>-</i> |
| Grants | - | 10,000 | 12,000 | - |
| Private Contributions | - | - | - | - |
| User Fees | 17,500 | 10,180 | 10,500 | - |
| <i>Subtotal: Other Funds</i> | <i>17,500</i> | <i>20,180</i> | <i>22,500</i> | <i>-</i> |
| Total | 246,150 | 248,650 | 252,740 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.00 | 2.00 | 2.00 | - |
| Regular Part Time Employees | 1.25 | 1.25 | 1.20 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.25 | 3.25 | 3.20 | - |

Budget Commentary

The proposed budget eliminates .05 FTE. This reduction will cause us to discontinue Tuesday evening hours and weekend hours prior to elections and referenda.

Products & Services

Public Records \$148,500

- Record, microfilm 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
- Make researching town land records easier and convenient by maintaining an on-line land index
- Protect original maps that are on file in the clerk's office by making them available on compact disc
- Identify, preserve and manage historic records.

Licensing & Vital Statistics \$32,000

- Issue marriage licenses, dog and kennel licenses, fishing, trapping and hunting licenses, pheasant tags and migratory bird stamps
- Account for and report to the state on all licenses issued including those issued by their agent
- Receive, index and record vital records and distribute to the State Vital Records Division and to other involved towns
- Issue approximately 6,000 certified copies per year
- Issue burial and cremation permits and maintain a Windsor cemetery burial database.

Elections Support \$40,500

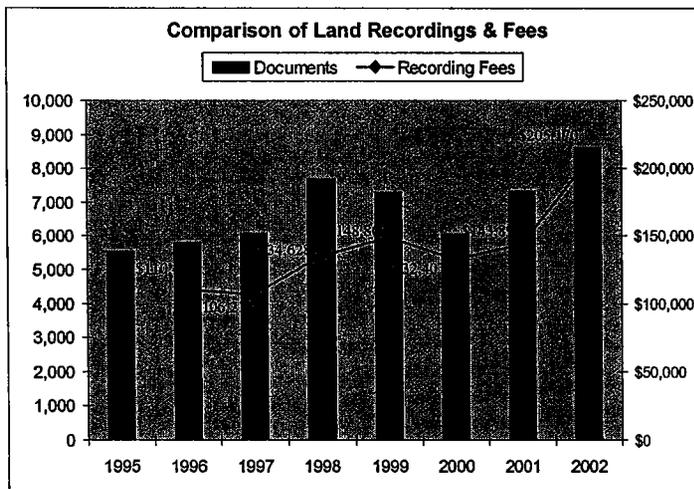
- Administer absentee ballots
- Manage paper ballot elections
- Provide poll workers with necessary materials they need to conduct elections or referenda
- Record campaign finance filings for each active political party
- File election documents as required by the Secretary of the State.

Notary/Trade names/Veterans Records \$14,000

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

Information Assistance \$17,740

- 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
- Act as the town information contact for telephone callers needing assistance.



Comparison of Land Records & Recording Fees from 1995 to 2002.

FY 2004 Goals

1. Restore and preserve the town's oldest maps utilizing a Historic Preservation grant totaling \$12,000.

Public Relations

Provide information and maintain communication between the town and the citizens of Windsor. Coordinate marketing efforts of the town to promote Windsor's potential for family and business success.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 79,420 | 84,040 | 87,290 | - |
| Supplies | 63,710 | 59,580 | 57,070 | - |
| Services | 91,600 | 91,110 | 63,350 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 350 | 350 | 350 | - |
| Total | 235,080 | 235,080 | 208,060 | - |

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

Funding Sources

Public Relations is funded entirely by General Fund resources. In addition to funds budgeted in the Public Relations account, charges to other accounts are made as reimbursements for printing/copying expenses and office supply purchases.

| Funding Source | FY 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Info. Services | 173,080 | 163,080 | 158,460 | - |
| Other General Fund Accounts | 62,000 | 72,000 | 49,600 | - |
| Subtotal: Info. Services General Fund | 235,080 | 235,080 | 208,060 | - |
| Grants | - | - | - | - |
| Private Contributions | - | - | - | - |
| User Fees | - | - | - | - |
| Subtotal: Other Funds | - | - | - | - |
| Total | 235,080 | 235,080 | 208,060 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.00 | 1.00 | 1.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | 0.20 | 0.20 | - |
| Total | 1.00 | 1.20 | 1.20 | - |

Budget Commentary

FY 2003 is projected to come in at the budgeted level. Personal services reflect adding a seasonal employee (summer intern) during FY 2003 which was paid for by a reduction in the supplies budget line item. This position is included in the FY 2004 proposed budget. FY 2004 budget reflects a decrease in the costs associated with the production of *There's a lot to do in Windsor* and other printing expenditures.

Products & Services

Support to Town Manager \$42,560

- Refer Council requests to departments and follow progress to ensure timely and accurate responses
- Prepare bi-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 and focus groups to solicit citizen input concerning town services and programs
- Recognize outstanding citizen and community achievements with over 250 resolutions, proclamations and certificates of appreciation.

Support to Other Departments \$60,540

- Support departments with copying, mail and supply resources to meet the daily needs of our customers
- Provide technical assistance and referral for office machinery and audio/visual equipment.

Marketing/Information Assistance \$104,960

- Maintain Windsor's Home Page on the Internet including *Windsor E-Mail Direct*, *E-Gov Direct* and *E-Calendar*
- Collaborate on Virtual Town Services
- Write and publish the Annual Report, three seasonal brochures, Newcomer's A to Z Guide to Windsor and other public relations materials
- Provide information packets to perspective and new Windsor residents and businesses
- Coordinate marketing efforts with Windsor Public School system to align them with the goals set by Town Council
- Plan Memorial Day and Veteran's Day observances
- Assist community groups in special event planning such as *Revolutionary Windsor 2003*, and *Five Nights of Fright*
- Interpret and clarify the town's graphic standards for various departments. Examine language, attitude and presentation to make sure they are consistent with the Town Council's branding goals for the town
- Promote tourism by coordinating marketing efforts with Windsor Chamber of Commerce and local hotels and conference centers
- Produce informational television programs on Windsor Government Channel 21
- Provide technical assistance to other departments in public relations and marketing.

FY 2004 Goals

1. Begin three-year program to improve the town's annual perception survey
2. Enhance current television programming on the Windsor Government Channel including town department profiles.

FY 2003 Highlights

On September 11, 2002 more than 5,000 residents participated in a remembrance ceremony and the Windsor "Walk of Light" on the town green. Lining the walkways of the town green were 3,011 luminaries, each inscribed with the name of a person who lost their life on 9/11/01. Decorated by Windsor school students, seniors and volunteers and illuminated with glow sticks, the luminaries provided residents with a powerful and reflective atmosphere.

During 2002, the interior of the town vault was redesigned, we anticipate that we can accommodate growth for the next 10 to 15 years with redesigning this space. During 2003 we plan to purchase storage units, add another computer for searchers in our vault and upgrade our electronic record storage capabilities.

During this past year, we set objectives for assessment and preservation of our vital records and began a program to microfilm, restore and preserve Windsor's vital records. We have completed the birth records through 1970 and will work on the marriage and death certificates as money allows. This work was paid for through a \$10,000 Historic Preservation Grant provided by the State Library and Records Administrator.

Election Activity: The annual Budget Referendum was held on May 7, 2002. The percentage of Windsor residents voting on the budget – 8.63% -- registered voters 17,224– actual votes cast 1,486. The budget question passed by 71 votes – 793 voting "Yes" and 722 "No".

Land Activity and Revenues: The Town Clerk's office took in 8,595 land recordings during the calendar year 2002. Below is a list to show you activity and revenue of past years. Conveyance Tax is collected on the sale of property at the rate of \$1.10 per thousand; this will increase beginning March 15, 2003 to \$2.50 per thousand.

| <u>Fiscal Year</u> | <u>No. of Docs. Filed</u> | <u>Land Revenue</u> | <u>Conveyance Tax Revenue</u> | <u>Total</u> |
|--------------------|---------------------------|---------------------|-------------------------------|--------------|
| 1986 | 9,409* | | | |
| 1987 | 8,917* | | | |
| 1988 | 7,637 | | | |
| 1989 | 6,682 | | | |
| 1990 | 6,407 | | | |
| 1991 | 6,102 | | | |
| 1992 | 7,506 | | | |
| 1993 | 7,663 | | | |
| 1994 | 6,456 | | | |
| 1995 | 5,531 | | | |
| 1996 | 5,799 | \$110,403 | \$ 95,532 | \$205,935 |
| 1997 | 6,078 | \$106,218 | \$139,327 | \$245,545 |
| 1998 | 7,570 | \$134,628 | \$154,961 | \$289,589 |
| 1999 | 7,197 | \$148,802 | \$136,599 | \$285,401 |
| 2000 | 6,035 | \$132,407 | \$144,092 | \$276,499 |
| 2001 | 7,310 | \$143,898 | \$124,850 | \$268,747 |
| 2002 | 8,595* | \$205,170 | \$144,790 | \$349,960 |

*Comparable years – during 1986 and 1987 the Clerk's Office employed 4 full time staff and 2 part time staff.

During 2002, land recordings increased by 1,285 documents – more significantly, the number of pages recorded increased from 29,680 to nearly 40,000 pages. This has a ripple-effect on our budget because the number of pages we record increases costs for copying, microfilming and postage, as well as the time it takes staff to process this paper. In comparing the statistics listed above, the revenue for land recordings, from 1996 to 2002, has increased \$185,530 – more than 69%.

| Performance Measures | FY 2002 Actual | FY 2003 Budget | FY 2003 Estimate | FY 2004 Target |
|---|-----------------------|-----------------------|-------------------------|-----------------------|
| Rating on Positive Perception Index (%) | 90 | 91 | 91 | 92% |
| Land record processing accuracy rate (prior to audit) | 95% | 96% | 96% | 96% |

ADMINISTRATIVE SERVICES

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

Expenditures

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,296,995 | 1,429,130 | 1,328,830 | 1,361,590 | - |
| Supplies | 53,883 | 56,410 | 54,680 | 50,255 | - |
| Services | 237,625 | 238,220 | 177,145 | 157,385 | - |
| Maintenance & Repair | 2,976 | 19,450 | 23,425 | 25,930 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 30,608 | 12,000 | 12,000 | 12,000 | - |
| Energy & Utility | 11,763 | 11,200 | 11,200 | 12,090 | - |
| Total | 1,633,850 | 1,766,410 | 1,607,280 | 1,619,250 | - |

* Please see Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|--|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 1,526,910 | 1,651,430 | 1,495,500 | 1,472,680 | - |
| TSE and Other G.F. Accounts | - | - | - | - | - |
| <i>Subtotal: Adm. Svcs. Gen. Fund Budget</i> | <i>1,526,910</i> | <i>1,651,430</i> | <i>1,495,500</i> | <i>1,472,680</i> | <i>-</i> |
| Insurance Internal Svc. Fund | 90,000 | 96,500 | 93,300 | 128,090 | - |
| Enterprise Funds | 16,940 | 18,480 | 18,480 | 18,480 | - |
| Other Funds | - | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>106,940</i> | <i>114,980</i> | <i>111,780</i> | <i>146,570</i> | <i>-</i> |
| Total | 1,633,850 | 1,766,410 | 1,607,280 | 1,619,250 | - |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 18.35 | 19.00 | 17.70 | 17.25 | - |
| Regular Part Time Employees | 0.50 | 1.00 | 0.62 | - | - |
| Temporary/Seasonal Employees | 0.35 | 0.30 | 0.30 | 0.42 | - |
| Total | 19.20 | 20.30 | 18.62 | 17.67 | - |

Budget Commentary

The service unit as a whole is coming under budget due to vacancies and a freeze on discretionary spending. One position in Accounting was vacant for the full year, while the other position in Information Technology was vacant since February. The FY 2004 budget is 10.82% below the FY 2003 budget. The service unit will see budgeted staffing cut by over 11%.

FINANCIAL ACCOUNTING AND REPORTING

Ensure the proper accounting of the town's financial records, and provide fiscal and related services to employees, vendors, and other departments. Apprise the Town Manager, staff, Town Council and the public of overall fiscal status of the town.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 514,120 | 454,480 | 446,910 | - |
| Supplies | 19,000 | 18,550 | 17,000 | - |
| Services | 38,670 | 11,200 | 17,690 | - |
| Maintenance & Repair | 16,000 | 20,000 | 20,000 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 3,500 | 3,500 | 3,800 | - |
| Total | 591,290 | 507,730 | 505,400 | - |

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

Funding Sources

The Financial Accounting and Reporting Program is supported solely by the General Fund.

| Funding Source | FY 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 591,290 | 507,730 | 490,400 | - |
| Other General Fund Accounts | - | - | - | - |
| Subtotal: Adm. Svcs. Gen. Fund Budget | 591,290 | 507,730 | 490,400 | - |
| Insurance Internal Svc. Fund | - | - | 15,000 | - |
| Enterprise Funds | - | - | - | - |
| Other Funds | - | - | - | - |
| Subtotal: Other Funds | - | - | 15,000 | - |
| Total | 591,290 | 507,730 | 505,400 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 7.00 | 6.00 | 6.00 | - |
| Regular Part Time Employees | 1.00 | 0.62 | - | - |
| Temporary/Seasonal Employees | - | - | 0.12 | - |
| Total | 8.00 | 6.62 | 6.12 | - |

Budget Commentary

The position of Budget Analyst was frozen prior to the start of FY03. Position funding is being eliminated in the budget for FY04, as is the part time position of Payroll Clerk. Due to the freeze on training, etc. other expenses are expected to come in under budget. Numerous other line items have also been cut. Reflecting the extensive cash management and record keeping performed for the insurance fund (particularly for the self-insured workers' compensation program), the Insurance Fund is being charged \$15,000. The overall cut in total expenditures is 14.3%.

The significant effects of the FY04 budget are a cut of 33% in the payroll/benefits function, and a cut of over 35% in the budgeting/accounting/auditing function. Core priorities and focus will be to collect revenues, pay bills and employees, prepare the budget, and ensure basic regulatory compliance. During the next fiscal year Finance will be required to prepare the Town's financial statements in accordance with GASB34. To comply with these far-reaching new standards, Finance will have to prepare an extensive number of new reports, statements, and records. To meet the core priorities as well as the increased regulatory requirements with the reduced resources of this budget, reports and support to internal departments will be notably reduced, cash management and purchasing efforts will be limited, and internal auditing and control will be scaled back.

Products & Services

Accounting & Analysis \$219,400

- Ensure the proper accounting of the town's financial records
- Provide financial information to internal and external customers
- Prepare vendor payments and produce related expenditure reports
- Manage cash receipts and produce accounts receivable reports for town services
- Promote cost containment by providing cost accounting services to each service unit.

Audit \$47,000

- Assist the independent auditor during fieldwork and in preparation of the annual financial statements
- Prepare the records and statements required for GASB34.

Payroll & Benefits \$88,000

- Administer the town's payroll
- Communicate payroll, insurance and other benefits information to town staff.
- Prepare and pay monthly insurance premiums and manage pension and other benefits plan.

Cash Management 27,000

- Monitor the cash position of the town (both BOE and Town) pursuant to the Town's investment policy
- Invest available funds for maximum return pursuant to the Town's investment policy
- Manage the issuance of Bond Anticipation Notes and general obligation bonds.

Budgeting \$124,000

- Coordinate the preparation of the town's annual General Fund budget
- Monitor revenues and expenditures for all town funds
- Provide the technical financial assistance necessary for the preparation of the Capital Improvement Program.

FY 2004 Goals

1. Prepare the first annual financial report that will be in compliance with the extensive changes of GASB 34.
2. Establish in-house sessions to train staff regarding the new accounting and payroll software program.

HUMAN RESOURCES

Assist departments and the Town Manager in the recruitment, selection, retention and training of town employees. Implement employee involvement and quality service initiatives, and provide training for employee development. Promote equitable and cooperative labor relations through collective bargaining and contract administration. Ensure compliance with State and Federal labor and employment laws.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 226,910 | 229,580 | 224,320 | - |
| Supplies | 4,700 | 3,150 | 1,950 | - |
| Services | 100,350 | 67,125 | 43,750 | - |
| Maintenance & Repair | - | - | 2,480 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 950 | 950 | 950 | - |
| Total | 332,910 | 300,805 | 273,450 | - |

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

Funding Sources

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

| Funding Source | FY 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 332,910 | 300,805 | 273,450 | - |
| Other General Fund Accounts | - | - | - | - |
| <i>Subtotal: Adm. Svcs. Gen. Fund Budget</i> | <i>332,910</i> | <i>300,805</i> | <i>273,450</i> | <i>-</i> |
| Insurance Internal Svc. Fund | - | - | - | - |
| Enterprise Funds | - | - | - | - |
| Other Funds | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> |
| Total | 332,910 | 300,805 | 273,450 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 3.00 | 2.75 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.00 | 3.00 | 2.75 | - |

Budget Commentary

The Human Resources FY 2003 budget is expected to come in under budget. During FY 2003 many vacant positions were frozen resulting in advertising and recruitment savings. In January 2003 travel and training were also frozen. For FY 2004 the budget has been cut 19.5% and staffing has been reduced by .25 FTEs due to sharing an employee with the building department. In FY 2004 emphasis will be on developing and presenting in-house training to compensate for the reduced funding for external training.

Products & Services

Training and Employee Development \$67,770

- Conduct orientation for new full time and part time employees
- Provide skill and specialized training (e.g. customer service, supervisory, computer, safety and technical support)
- 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 program.

Recruitment and Selection \$30,030

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

Compliance with Regulations \$33,770

- Ensure compliance with State and Federal mandates such as the Americans with Disabilities Act (ADA), the Family Medical Leave Act (FMLA), the DOT regulations on drug & alcohol testing, and all State and Federal labor laws.

Employee Relations \$73,635

- Administer three labor contracts for the Town of Windsor: IBPO (Police), CILU #45 (public safety dispatchers), and CILU #66 (public works and clerical)
- Negotiate successor contracts between the town and CILU #66
- Provide advice and direction to administrative staff on personnel policies and regulations
- Provide assistance with employee counseling and discipline issues and grievance processing
- Update administrative and personnel policies in accordance with legal developments, governmental mandates and best practices.

Unemployment Compensation \$27,000

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

Classification and Salary Administration \$41,245

- 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
- Develop and maintain updated job descriptions.

FY 2004 Goals

1. Complete revision of Personnel administrative policies.
2. Present supervisory training program.
3. Implement employee recognition initiatives.

INFORMATION TECHNOLOGY

Provide departments with data processing and networking services, including maintenance for the town's mainframe and wide area network, report generation, training and troubleshooting.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 237,290 | 197,290 | 207,230 | - |
| Supplies | 5,050 | 5,050 | 5,000 | - |
| Services | 43,000 | 43,000 | 44,875 | - |
| Maintenance & Repair | 3,000 | 3,000 | 3,000 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 12,000 | 12,000 | 12,000 | - |
| Energy & Utility | 3,600 | 3,600 | 3,600 | - |
| Total | 303,940 | 263,940 | 275,705 | - |

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

Funding Sources

Most of the funding for the Information Technology Program is generated via user charges to other departments and the enterprise funds. The table on the next page provides a detailed breakdown of these charges.

| Funding Source | FY 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 285,460 | 245,460 | 257,225 | - |
| Other General Fund Accounts | - | - | - | - |
| <i>Subtotal: Adm. Svcs. Gen. Fund Budget</i> | <i>285,460</i> | <i>245,460</i> | <i>257,225</i> | <i>-</i> |
| Insurance Internal Svc. Fund | - | - | - | - |
| Enterprise Funds | 18,480 | 18,480 | 18,480 | - |
| Other Funds | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>18,480</i> | <i>18,480</i> | <i>18,480</i> | <i>-</i> |
| Total | 303,940 | 263,940 | 275,705 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 2.70 | 2.50 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.00 | 2.70 | 2.50 | - |

Budget Commentary

A position vacancy resulted in a Personal Services savings for FY 2003. The FY 2004 Proposed Budget requests sharing an existing full-time position with Library Services, rather than filling the vacant position.

Products & Services

Application Support & Training \$87,785

- Maintain ADMINS applications developed in-house
- Maintain the mainframe VMS Operating System
- Support the MUNIS financial application system
- Plan, develop and implement routines to download VAX data to the Client Server Data Warehouse
- Provide and assist in generating reports required by State and Federal governments
- Develop and print specific reports as requested by internal customers
- Assist other departments in developing custom database and other applications
- Work with the Police Department to migrate records and dispatch information into a robust Client-Server environment. Continue involvement in the regional mobile computing system for cruisers
- Collaborate with Public Works on a Customer Service Auditing System to improve service
- Work with Development Services to implement a new Geographic Information System
- Provide GIS applications to the Assessing and Police Departments.

- Manage Local Area Networks used by town staff at offices in nine locations
- Provide 24 hour, 7 day a week access to the Wide Area Network (WAN)
- Provide connectivity and access to customers via modem
- Host and maintain the town's Internet/Intranet site
- Resolve both local and wide area network problems within 4 hours, 95% of the time
- Provide departmental technology consultation.

| Information Technology Account Charges | |
|---|---------------|
| Child Day Care Enterprise Fund | 2,250 |
| Adult Day Care Enterprise Fund | 2,890 |
| Landfill Enterprise Fund | 13,340 |
| Total Charges to Other Funds | 18,480 |

Enterprise Networking System \$187,920

- Provide 24 hour, 7 day a week access to town applications

| |
|---|
| FY 2004 Goals |
| <ol style="list-style-type: none"> 1. Assist in the further development of the town's new information systems. 2. Maintain the current level of end-user service with one half a full-time position less than FY2003. |

RISK MANAGEMENT

Evaluate and manage the risk of loss associated with town operations specific to the areas of general liability, automobile, property damage, crime, professional and fiduciary liability, workers' compensation, and accident and health.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|---------------|---------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 89,270 | 85,940 | 105,810 | - |
| Supplies | 760 | 1,030 | 1,180 | - |
| Services | 5,820 | 5,680 | 5,450 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 650 | 650 | 650 | - |
| Total | 96,500 | 93,300 | 113,090 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|--|---------------|---------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | - | | | |
| Town Support for Education | - | | | |
| <i>Subtotal: Adm. Svcs. Gen. Fund Budget</i> | - | - | - | - |
| Insurance Internal Svc. Fund | 96,500 | 93,300 | 113,090 | - |
| Enterprise Funds | - | | | |
| Other Funds | - | | | |
| <i>Subtotal: Other Funds</i> | <i>96,500</i> | <i>93,300</i> | <i>113,090</i> | <i>-</i> |
| Total | 96,500 | 93,300 | 113,090 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.00 | 1.00 | 1.00 | |
| Regular Part Time Employees | - | - | | |
| Temporary/Seasonal Employees | - | - | | |
| Total | 1.00 | 1.00 | 1.00 | - |

Budget Commentary

Risk Management budget for FY 2003 is expected to come in slightly under budget. FY 2004 shows a \$17,000 increase mostly attributable to a 15% increase due to cost allocation. This charge more fairly represents an Administrative Services Accounting & Reporting staff member spending 15% of their time in performing the specific accounting functions related to the Internal Service Fund.

Products and Services

Insurance

\$44,090

- Manage insurance program with assistance of the Insurance Commission and town's Agent of Record
- Coordinate town's claims-related activities cooperatively with insurance company and Third Party Administrator
- Review projects for safety considerations and contracts for insurance specifications
- Utilize insurance and self-insurance programs to provide protection against loss from potential legal actions against the town
- Provide technical support and advice as it pertains to Risk Management and Safety
- Ensure the proper accounting of the Internal Service Fund's financial records.

Security and Statutory

\$7,000

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

Employee Safety

\$32,000

- Provide safety training programs in conjunction with town Safety Committee with regard to regulatory compliance and safe operating procedures
- Manage Self-insured Workers' Compensation program to ensure proper and efficient handling of claims.

Loss Control

\$30,000

- Inspect and evaluate various town properties for loss exposures
- Investigate property and liability losses to develop corrective actions
- Review standard operating procedures for safety/regulatory compliance
- Coordinate and conduct accident reduction activities in relation to property and liability exposures. Investigate property and liability losses to develop corrective actions
- Review standard operating procedures for safety/regulatory compliance
- Coordinate and conduct accident reduction activities in relation to property and liability exposures.

PROPERTY VALUATION

Through the Assessor's Office, the Property Valuation Program determines and maintains accurate and equitable valuations of all property in Windsor, and provides for appropriate tax relief by administering various exemptions and benefits to qualified taxpayers.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 232,730 | 232,730 | 240,920 | - |
| Supplies | 5,400 | 5,400 | 4,200 | - |
| Services | 34,170 | 34,170 | 30,360 | - |
| Maintenance & Repair | 200 | 200 | 200 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 1,550 | 1,550 | 2,050 | - |
| Total | 274,050 | 274,050 | 277,730 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 274,050 | 274,050 | 277,730 | - |
| Other General Fund Accounts | - | - | - | - |
| <i>Subtotal: Adm. Svcs. Gen. Fund Budget</i> | <i>274,050</i> | <i>274,050</i> | <i>277,730</i> | <i>-</i> |
| Insurance Internal Svc. Fund | - | - | - | - |
| Enterprise Funds | - | - | - | - |
| Other Funds | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> |
| Total | 274,050 | 274,050 | 277,730 | - |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 3.00 | 3.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.00 | 3.00 | 3.00 | - |

Budget Commentary

FY 2003 expenditure estimates are projected to come in on budget. FY 2004 budget is approximately 1.3% greater than FY 2003.

Products and Services

Property Valuation \$223,800

- Develop and maintain valuations for 11,471 real estate, 27,109 motor vehicle and 1,220 personal property accounts
- Maintain and enhance the new town GIS/Assessment web site.

Exemptions & Benefits \$53,930

- Administer various exemptions to over 2,800 veteran, elderly, blind and disabled taxpayers with total benefits exceeding \$300,000.

FY2004 Goals

1. Coordinate and assist in the completion of the installation of the new Tax Collection software system.
2. Coordinate all activities involved with the October 1, 2003 Revaluation project.
3. Continue inspection of 2,500 improved real properties by January 31, 2004 to comply with statutory revaluation requirement.

TAX COLLECTION

The Tax Collector's Office is responsible for collecting property taxes which supports the income for the educational system and the town-wide services, in the most courteous and efficient manner possible.

Expenditures

| Expenditures by Category * | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 128,810 | 128,810 | 136,400 | - |
| Supplies | 21,500 | 21,500 | 20,925 | - |
| Services | 16,210 | 15,970 | 15,260 | - |
| Maintenance & Repair | 250 | 225 | 250 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 950 | 950 | 1,040 | - |
| Total | 167,720 | 167,455 | 173,875 | - |

* Please see Appendix D 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 2003 | | FY 2004 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 167,720 | 167,455 | 173,875 | - |
| Other General Fund Accounts | - | - | - | - |
| Subtotal: Adm. Svcs. Gen. Fund Budget | 167,720 | 167,455 | 173,875 | - |
| Insurance Internal Svc. Fund | - | - | - | - |
| Enterprise Funds | - | - | - | - |
| Other Funds | - | - | - | - |
| Subtotal: Other Funds | - | - | - | - |
| Total | 167,720 | 167,455 | 173,875 | - |

Personnel Requirements

| Full Time Equivalent | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.00 | 2.00 | 2.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | 0.30 | 0.30 | 0.30 | - |
| Total | 2.30 | 2.30 | 2.30 | - |

Budget Commentary

The FY 2003 expenditures are expected to meet the budgeted amount. FY 2004 is anticipated to be \$6,155 or 3.7% over the FY 2003 budget. This is due to salary increases plus printing material, computer supply and maintenance contract increases. Notices to delinquent taxpayers will be reduced by approximately 5,000.

Products and Services

Current Tax Collection \$43,525

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

Delinquent Tax Collection \$105,050

- Use a variety of methods and procedures such as delinquent tax notices, issuance of alias tax warrants through Constables, liens filed with the Town Clerk, and conducting tax sales in an attempt to raise the balance of the total levy.

Tax Billing Preparation \$25,300

- Prepare for annual tax billing by creating consolidated tax statements, coding appropriate bills to be sent directly to banks, holding tax escrow accounts, and mailing of over 40,000 tax bills.

FY 2004 Goals

1. Continue implementation of new tax collection system.
2. Work to meet 98.75% collection rate.

FY 2003 Highlights

IT implemented a new Police Computer Aided Dispatch and Records Management System, and a Building Department Management System.

Payroll processed over 20,000 paychecks, accounts payable processed over 10,000 vendor payments, and Tax Collection and accounts receivable processed over \$88,000,000 of receipts. Employee payroll options were enhanced as payroll now offers a ROTH IRA deduction option for employees.

Finance implemented a new accounting information system (MUNIS) at the start of the fiscal year. The system handles accounts payable, accounts receivable, payroll, human resources and general ledger. The Tax Collection and Assessment departments are being implemented during the fiscal year.

Finance restructured the chart of accounts (the accounting coding for the town) to enable compliance with the new requirements of GASB34.

Online real-time budget information is now available to all department managers. Departments now enter requisitions on-line, rather than filling out paper requisitions that would need to be re-entered.

The Finance Office received a 17th consecutive Certificate for Excellence in Financial Reporting from the Government Finance Officers association

All incident reports can now be filed electronically to the Risk Manager through the local intranet, thereby reducing paperwork and improving accuracy. In addition, the Town has two initial treaters for worker compensation injuries. Quality core safety training has been established for all departments to keep current with mandated OSHA training issues.

The Tax Office provided internet access to taxpayers for Internal Revenue Service information. The office also sent out and processed over 30,000 regular property tax bills, 5,000 interim motor vehicle bills, and 17,000 delinquent tax notices (total of monthly notices).

Successfully completed negotiations with the Town of Windsor Police Department Employees Association (WPDEA) and the CILU #45 Dispatchers Union resulting in two new three-year contracts.

Completed implementation of new MUNIS human resources information system automating employee personnel actions, employment history and other employee data that will enable us to run a variety of management reports and automate benefit and salary budget projections.

Presented four in-house supervisory training sessions including Emotional Intelligence, Employment Law, Employee Recognition and Rewards, and Sexual Harassment Prevention. Eleven "Lunch and Learn" seminars were offered that focused on employee wellness topics, work/life balance and retirement planning.

Nineteen full-time and regular part-time recruitment processes were coordinated, resulting in 8 regular full-time and 11 regular part-time employees being hired. Coordinated seasonal and temporary hiring resulting in 116 employees being hired for the Town of Windsor.

Twenty-two employees were recognized at the Town's annual employee service award ceremony. The Town recognized 4 employees with ten years of service, 10 employees with fifteen years of service, 3 employees with twenty years of service, 4 employees with twenty-five years of service and 1 employee with thirty years of service.

| Performance Measures | FY 2002 Actual | FY 2003 Target | FY 2003 Estimate | FY 2004 Target |
|--|-----------------------|-----------------------|-------------------------|-----------------------|
| Customer service rating for Information Technology (% favorable) | 97% | 92% | 99% | 92% |
| Availability of network data access (% of time) | 99% | 99% | 99% | 99% |
| Number of grievances | 2 | 1 | 4 | 2 |
| Average score on Likert Survey | | 13.95 | 13.25 | 13.50 |
| Supervisory Training Sessions Conducted | 2 | 4 | 4 | 4 |

GENERAL GOVERNMENT

FY 2004 General Fund Request

General Government programs provide for the activities of the town's elected officials and appointed boards and commissions, as well as the operations of the Town Manager's Office. General Government also includes funding for the Town Attorney, Treasurer, Probate Court and Independent Auditor.

| | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Expenditures | | | | | |
| Town Council | 18,797 | 23,230 | 22,210 | 18,520 | |
| Boards and Commissions | 9,843 | 11,990 | 10,600 | 11,990 | |
| Probate Court | 8,937 | 8,000 | 8,000 | 8,000 | |
| Elections | 68,922 | 78,920 | 83,710 | 78,920 | |
| Counsel and Legal Advice | 118,895 | 146,390 | 146,390 | 136,530 | |
| Town Manager's Office | 357,928 | 381,970 | 367,000 | 358,210 | |
| Town Treasurer's Office | 5,761 | 6,230 | 6,230 | 6,230 | |
| Independent Audit | 26,356 | 26,780 | 21,850 | 36,780 | |
| Intergovernmental Services | 38,987 | 40,240 | 40,200 | 37,090 | |
| Community Services | 166,546 | 157,950 | 157,950 | 160,450 | |
| Total Expenditures | 820,972 | 881,700 | 864,140 | 852,720 | - |

TOWN COUNCIL

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|---------------|---------------|---------------|---------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Personal Services | | | - | - | |
| Supplies | 4,038 | 3,810 | 3,540 | 3,580 | |
| Services | 13,569 | 19,270 | 18,520 | 14,940 | |
| Maintenance & Repair | - | 150 | 150 | | |
| Grants & Contributions | 50 | - | - | - | |
| Capital Outlay | - | - | - | - | |
| Energy & Utility | <u>1,140</u> | <u>0</u> | <u>0</u> | <u>0</u> | |
| Total | 18,797 | 23,230 | 22,210 | 18,520 | |

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

Funding Sources

Town Council expenditures are funded solely by the General Fund.

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|-------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 0.00 | 0.00 | 0.00 | 0.00 | |
| Regular Part Time Employees | 0.00 | 0.10 | 0.00 | 0.00 | |
| Temporary/Seasonal Employees | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | |
| Total FTEs | 0.00 | 0.10 | 0.00 | 0.00 | |

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
- Appointment of a Town Manager, Town Attorney, Clerk of the Council, Town Treasurer and members of various boards and commissions.
- Appropriation of funds for town services and programs

Budget Commentary

Town Council expenditures for FY 2003 are estimated at slightly under budget. For FY 2004, the Services category is reduced.

BOARDS AND COMMISSIONS

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|--------------|---------------|---------------|---------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Personal Services | | - | - | | |
| Supplies | 2,399 | 2,180 | 3,300 | 2,180 | |
| Services | 6,874 | 9,310 | 6,800 | 9,310 | |
| Maintenance & Repair | - | - | | | |
| Grants & Contributions | - | - | | | |
| Capital Outlay | - | - | | | |
| Energy & Utility | <u>570</u> | <u>500</u> | <u>500</u> | <u>500</u> | |
| Total | 9,843 | 11,990 | 10,600 | 11,990 | |

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

Funding Sources

Boards and Commissions expenditures are funded solely by the General Fund.

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|------------|------------|------------|------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 0.0 | 0.0 | 0.0 | 0.0 | |
| Regular Part Time Employees | 0.0 | 0.0 | 0.0 | 0.0 | |
| Temporary/Seasonal Employees | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | |
| Total FTEs | 0.0 | 0.0 | 0.0 | 0.0 | |

There are currently 22 boards, commissions and committees serving the Town of Windsor. Responsibilities include:

- Presiding over specific activities and functions as mandated in the Town Charter, State Statutes and Local Ordinances
- Conducting public hearings and granting approvals for proposed or existing activities
- Hearing appeals and rendering decisions on orders issued by the town staff
- Advising the Town Council, Town Manager and town staff on specific policy areas.

Budget Commentary

| |
|---|
| Expenditures in FY 2003 are expected to be less than budgeted. FY 2004 is level funded. |
|---|

PROBATE COURT

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|--------------|--------------|--------------|--------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | 7,159 | 5,570 | 6,250 | 5,570 | |
| Services | 149 | 1,160 | 480 | 1,160 | |
| Maintenance & Repair | 413 | 520 | 520 | 520 | |
| Grants & Contributions | - | - | - | - | |
| Capital Outlay | - | - | - | - | |
| Energy & Utility | <u>1,216</u> | <u>750</u> | <u>750</u> | <u>750</u> | |
| Total | 8,937 | 8,000 | 8,000 | 8,000 | |

* See Appendix D 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

| Full Time Equivalents (FTE) | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|------------|------------|------------|------------|------------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Regular Part Time Employees | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Temporary/Seasonal Employees | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total FTEs | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The Probate Court of the District of Windsor was established on July 4, 1855 and is located in the Windsor Town Hall. The Judge of Probate is elected by the residents of Windsor for a four-year term. Responsibilities include:

- Oversight of the probate of wills and administration of estates of deceased persons
- Appointment of administrators and executors, trustees, conservators and guardians
- Presiding over the adoption process
- Ordering the commitment of mentally ill persons to private and state institutions
- Assisting and advising town staff on matters related to specific cases of individual health, safety and welfare.

Budget Commentary

| |
|---|
| Expenditures in FY 2003 are projected at the budgeted level. FY 2004 is level funded. |
|---|

ELECTIONS

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|---------------|---------------|---------------|---------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Personal Services | 56,480 | 61,960 | 64,230 | 61,960 | |
| Supplies | 3,307 | 6,510 | 6,860 | 6,510 | |
| Services | 7,684 | 7,500 | 10,470 | 7,500 | |
| Maintenance & Repair | - | 900 | 100 | 900 | |
| Grants & Contributions | - | - | - | - | |
| Capital Outlay | - | - | - | - | |
| Energy & Utility | <u>1,451</u> | <u>2,050</u> | <u>2,050</u> | <u>2,050</u> | |
| Total | 68,922 | 78,920 | 83,710 | 78,920 | |

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

Funding Sources

Elections expenditures 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 17,286 registered voters. Funds are included for supplies, payroll for election workers and the costs of the annual enumeration. The budget includes funds for the November election but not for redistricting, referenda or primaries.

Budget Commentary

Expenditures for FY 2003 are projected higher than the budgeted level and include expenses for a September 2002 primary. Also in FY 2003, a computer was purchased as part of the Connecticut's Voter Enhanced Registry System. FY 2004 includes funding for a November election and spring referendum.

COUNSEL AND LEGAL ADVICE

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Personal Services | | - | - | - | - |
| Supplies | 3,193 | 4,000 | 4,000 | 4,000 | |
| Services | 130,302 | 157,710 | 157,710 | 147,850 | |
| Maintenance & Repair | | - | - | - | - |
| Grants & Contributions | | - | - | - | - |
| Capital Outlay | | - | - | - | - |
| Energy & Utility | | - | - | - | - |
| Total | 133,495 | 161,710 | 161,710 | 151,850 | |

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

Funding Sources

| Funding Source: | FY 2001 | FY 2002 | | FY 2003 | |
|----------------------------------|----------------|----------------|----------------|----------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Gen. Fund - Counsel & Legal Adv. | 118,895 | 146,390 | 146,390 | 136,530 | |
| Town Support for Education | <u>14,600</u> | <u>15,320</u> | <u>15,320</u> | <u>15,320</u> | |
| <i>Subtotal: General Fund</i> | <i>133,495</i> | <i>161,710</i> | <i>161,710</i> | <i>151,850</i> | |
| <i>Other Funds</i> | - | - | - | - | |
| Total: Gen. Fund Budget | 133,495 | 161,710 | 161,710 | 151,850 | |

The Town Attorney is the legal advisor of the Town Council, Board of Education, Town Manager and other town officials, boards and commissions. Appointed by the Town Council for a two-year term, the Town Attorney protects the rights of the town in actions, suits or proceedings brought by or against it or any of its departments, officers, agencies, boards or commissions. Responsibilities include:

- Representing the town in suits, litigation, hearings and labor matters
- Advising the town on policy issues and questions of law
- Preparing or approving contracts or other instruments in which the town has an interest
- Appealing orders, decisions and judgements (upon approval of Town Council)
- Compromising or settling any claims by or against the town (upon approval of Town Council).

Budget Commentary

The budget request from the Town Attorney for FY 2004 remains at the FY 2003 level as follows:

| | |
|---------------------------|-------------------------|
| Retainer | \$61,255 |
| Litigation @ \$150/hour | 48,000 |
| Legal Intern @ \$50/hour | 3,500 |
| Conflict contingency | 5,000 |
| Books and periodicals | 4,000 |
| Membership fees | <u>90</u> |
| Total Program Cost | <u>\$121,845</u> |

The FY 2004 budget also includes \$20,000 for outside legal services related to landfill issues, and \$10,000 for anticipated legal fees in connection with labor matters.

TOWN MANAGER

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|----------------|----------------|----------------|----------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Personal Services | 341,386 | 350,850 | 351,340 | 339,210 | |
| Supplies | 3,985 | 8,000 | 4,050 | 4,500 | |
| Services | 8,536 | 20,500 | 10,750 | 12,220 | |
| Maintenance & Repair | 40 | 220 | 200 | | |
| Grants & Contributions | | - | | | |
| Capital Outlay | - | - | - | | |
| Energy & Utility | <u>3,981</u> | <u>2,400</u> | <u>660</u> | <u>2,280</u> | |
| Total | 357,928 | 381,970 | 367,000 | 358,210 | |

* See Appendix D 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 2002 | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|-------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Exempt – Town Manager | 1.00 | 1.00 | 1.00 | 1.00 | |
| Regular Full Time Employees | 3.00 | 3.00 | 3.00 | 2.50 | |
| Regular Part Time Employees | 0.00 | 0.00 | 0.00 | 0.00 | |
| Temporary/Seasonal Employees | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | |
| Total FTEs | 4.00 | 4.00 | 4.00 | 3.50 | |

The Town Manager is the chief executive officer of the town and is responsible to the Council for the administration of all designated departments, agencies and offices. Responsibilities include:

Town Council

- Propose the adoption of policies to improve the health, safety and welfare of the town; uphold those policies adopted by Council
- Keep Council informed of the financial condition and future needs of the town
- Communicate the policies and financial plans of the town by submission of the annual budget
- Provide processes for the efficient and effective purchase of supplies using budgeted funds.

Town Staff

- Serve the needs of the community by hiring qualified and competent individuals

- Create an environment that encourages town employees to focus on the customer, deliver superior services, strive for continuous improvement and recommend increasingly efficient use of resources.

Community

- Guide the balanced growth of Windsor by promoting economic development efforts
- Represent Windsor among other towns, states and regional organizations to exchange effective ideas and to promote policies used in Windsor
- Serve residents by keeping the community informed on town affairs, encouraging dialogue between citizens and municipal officers, and improving the quality and range of public service.

Budget Commentary

FY 2003 expenditures are anticipated to be less than budgeted. FY 2004 personal services reflect efficiencies as a result of job sharing (.5 FTE) with Building Safety.

TOWN TREASURER

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|---------------|---------------|---------------|---------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Personal Services | 10,903 | 11,960 | 12,260 | 11,030 | |
| Supplies | 72 | 100 | | 50 | |
| Services | | - | - | - | |
| Maintenance & Repair | - | - | - | - | |
| Grants & Contributions | - | - | - | - | |
| Capital Outlay | - | - | - | - | |
| Energy & Utility | <u>286</u> | <u>400</u> | <u>200</u> | <u>300</u> | |
| Total | 11,261 | 12,460 | 12,460 | 11,380 | |

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

Funding Sources

| Funding Source: | FY 2002 | FY 2003 | | FY 2004 | |
|--------------------------------|---------------|---------------|---------------|---------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| General Fund | 5,761 | 6,230 | 6,230 | 6,230 | |
| Town Support for Education | <u>5,500</u> | <u>6,230</u> | <u>6,230</u> | <u>5,150</u> | |
| Total: Gen. Fund Budget | 11,261 | 12,460 | 12,460 | 11,380 | |

Personnel Requirements

| Full Time Equivalents | FY 2002 | FY 2003 | | FY 2004 | |
|-------------------------------|-------------|-------------|-------------|-------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 0.00 | 0.00 | 0.00 | 0.00 | |
| Part Time and Temporary FTE's | <u>0.25</u> | <u>0.28</u> | <u>0.28</u> | <u>0.25</u> | |
| Total | 0.25 | 0.25 | 0.28 | 0.25 | |

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

FY 2003 expenditures are projected at the budgeted level. For FY 2004, a slight increase in personal services is included for the Treasurer and Assistant Town Treasurer. Budgeted hours for the Assistant Town Treasurer position are reduced to the FY 2002 level.

INDEPENDENT AUDIT

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|---------------|---------------|---------------|---------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | 46,026 | 49,080 | 44,150 | 57,580 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 46,026 | 49,080 | 44,150 | 57,580 | - |

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

Funding Sources

| Funding Source | FY 2002 | FY 2003 | | FY 2004 | |
|---|---------------|---------------|---------------|---------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| General Fund – Audit | 26,356 | 26,780 | 21,850 | 36,780 | - |
| Town Support for Education | <u>12,600</u> | <u>13,000</u> | <u>13,000</u> | <u>11,500</u> | - |
| <i>Subtotal: Gen. Fund Budget</i> | <i>38,956</i> | <i>39,780</i> | <i>34,850</i> | <i>48,280</i> | - |
| Charge to Landfill Enterprise Fund | 5,150 | 5,300 | 5,300 | 5,300 | - |
| Charge to Caring Connection Enterprise Fund | 0 | 2,000 | 2,000 | 2,000 | - |
| Charge to Day Care Enterprise Fund | <u>1,920</u> | <u>2,000</u> | <u>2,000</u> | <u>2,000</u> | - |
| <i>Subtotal: Other Funds</i> | <i>7,070</i> | <i>9,300</i> | <i>9,300</i> | <i>9,300</i> | - |
| Total | 46,026 | 49,080 | 44,150 | 57,580 | - |

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, and 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 preparation of the Comprehensive Annual Financial Report (CAFR)
- Conducting Federal and State Single Audits and preparing required reports
- Conducting compliance audits as applicable in accordance with Generally Accepted Accounting Principles (GAAP)
- Reviewing State Department of Education reports including the ED001, ED006 and DTL forms
- Preparing a Management Letter that includes audit findings and recommendations affecting internal controls, accounting systems and legality of actions.

Budget Commentary

FY 2003 expenditures are estimated below the budgeted level. For FY 2004, the proposed amount reflects the third year of the three year contract for audit services and first year implementation of GASB 34 accounting requirements.

INTERGOVERNMENTAL SERVICES

| Expenditures by Category * | FY 2002 | FY 2003 | | FY 2004 | |
|----------------------------|---------------|---------------|---------------|---------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Personal Services | 2,400 | 3,230 | 3,230 | - | |
| Supplies | - | | - | | |
| Services | 36,587 | 37,010 | 36,970 | 37,090 | |
| Maintenance & Repair | - | - | - | | - |
| Grants & Contributions | - | - | - | | - |
| Capital Outlay | - | - | - | | - |
| Energy & Utility | - | - | - | | - |
| Total | 38,987 | 40,240 | 40,200 | 37,090 | |

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

Funding Sources

Intergovernmental Services expenditures are funded solely by the General Fund.

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2002 | FY 2002 | | FY 2003 | |
|------------------------------|-------------|-------------|-------------|-------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 0.00 | 0.00 | 0.00 | 0.00 | |
| Regular Part Time Employees | 0.00 | 0.00 | 0.00 | 0.00 | |
| Temporary/Seasonal Employees | <u>0.10</u> | <u>0.10</u> | <u>0.10</u> | <u>0.00</u> | |
| Total FTEs | 0.10 | 0.10 | 0.10 | 0.00 | |

Intergovernmental Services are funds that assist the town in developing and maintaining effective, cooperative relationships between the town and federal, state, regional and other town governments and in obtaining maximum intergovernmental support for town programs. The forums and mechanisms for these cooperative relationships include:

- Contributions to the Capitol Region Council of Governments
- Contributions to the Greater Hartford Transit District
- 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 Connecticut Conference of Municipalities for membership and Amicus Curiae
- Pay for membership in National League of Cities.

Budget Commentary

| | | |
|--|----------------|----------------|
| For FY 2004 the personal services category is unbudgeted as an intern will not be hired this summer. | | |
| Services: | <u>FY 2003</u> | <u>FY 2004</u> |
| Capitol Region Council of Governments | 15,730 | 15,730 |
| Connecticut Conference of Municipalities | 16,300 | 16,300 |
| Connecticut Conference of Municipalities – Amicus Curiae | 1,500 | 1,500 |
| Greater Hartford Transit District | 1,980 | 1,980 |
| National League of Cities | 1,500 | 1,500 |
| National League of Cities Legal Defense Fund | 0 | 80 |

COMMUNITY SERVICES

| Expenditures by Category | FY 2002 | FY 2003 | | FY 2004 | |
|--------------------------|----------------|----------------|----------------|----------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Personal Services | - | - | - | - | |
| Supplies | 4,091 | 2,700 | 2,700 | 2,700 | |
| Services | 12,316 | 15,240 | 15,240 | 15,240 | |
| Maintenance & Repair | - | - | - | - | |
| Grants & Contributions | 150,139 | 140,010 | 140,010 | 142,510 | |
| Capital Outlay | - | - | - | - | |
| Energy & Utility | - | - | - | - | |
| Total | 166,546 | 157,950 | 157,950 | 160,450 | |

Community Services consists of town expenditures that support community programs and organizations that enrich the quality of life in Windsor. All contributions are funded solely by the General Fund.

| | <u>Adopted FY 2003</u> | <u>Proposed FY 2004</u> | | <u>Adopted FY 2003</u> | <u>Proposed FY 2004</u> |
|--|----------------------------|-----------------------------|--|----------------------------|-----------------------------|
| Riverfront Recapture | \$1,000 | \$1,000 | | | |
| Support a regional effort to restore access to the Connecticut River. | | | Volunteer Fire Companies | \$4,000 | \$4,000 |
| | | | Provide a matching grant of \$1,000 to fire companies that conduct fundraisers. | | |
| Metro-Hartford Alliance (formerly the Capitol Region Growth Council) | \$4,200 | \$4,200 | Cable Television | \$8,700 | \$8,700 |
| Participate in a regional economic development effort. | | | Contribute to WIN-TV, Windsor's local cable station. | | |
| Shad Derby | \$5,000 | \$5,000 | Holiday Observance | \$2,700 | \$2,700 |
| Support the activities of the Shad Fest Bureau. | | | Support the commemoration of the Veterans and Memorial Day holidays by funding the purchase of flags to place on the graves of veterans. | | |
| Farmington River Watershed Association | \$1,540 | \$1,540 | North Central Counseling Services Inc. | \$15,000 | \$15,000 |
| Support the restoration and conservation of the natural resources of this watershed. | | | Support mental health services for Windsor residents, including out-patient, psychiatric, and residential programs. | | |
| Volunteer Recognition | \$5,200 | \$5,200 | Hartford County Soil and Water Conservation District | \$1,800 | \$1,800 |
| Provide support for a number of functions to recognize the town's many volunteers. | | | Provide review/inspection of site plan for new subdivisions. | | |
| Celebrate Wilson | \$1,000 | \$1,000 | First School Society | \$1,200 | \$1,200 |
| Support an annual one-day event in August in Wilson. | | | Support maintenance efforts at the Palisado Cemetery. | | |
| Connecticut River Assembly | \$500 | \$500 | First Town Downtown | \$50,000 | \$50,000 |
| Contribute dues to the preservation and clean-up of Windsor's major waterway. | | | Support community efforts to revitalize downtown businesses. | | |

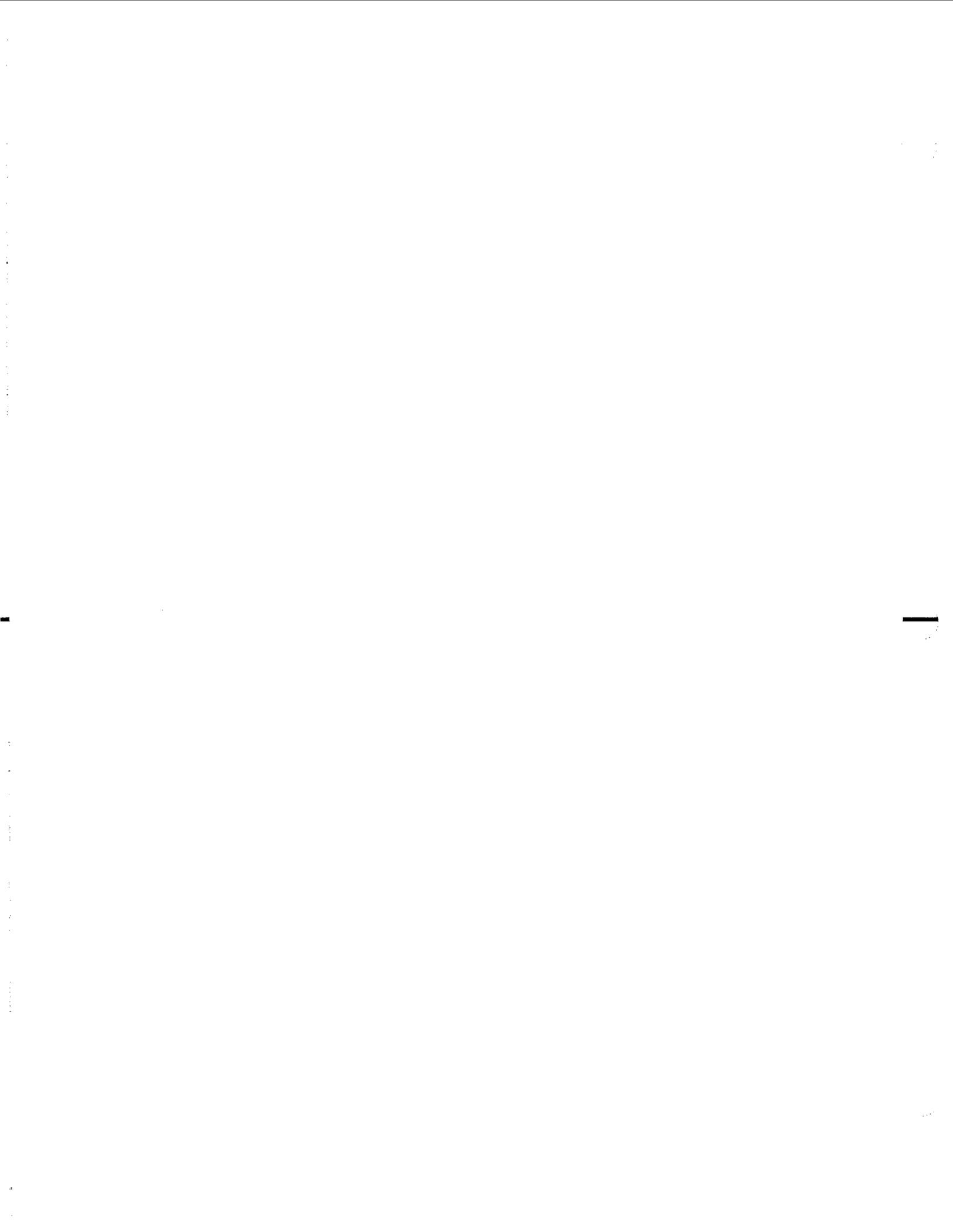
COMMUNITY SERVICES

| | <u>Adopted FY 2003</u> | <u>Proposed FY 2004</u> | | <u>Adopted FY 2003</u> | <u>Proposed FY 2004</u> |
|---|----------------------------|-----------------------------|---|----------------------------|-----------------------------|
| Bradley Development League | \$2,000 | \$2,000 | | | |
| Support a four town effort to market the benefits of locating businesses in the Bradley International Airport area. | | | | | |
| Tourism Grant to Chamber of Commerce | \$15,000 | \$15,000 | | | |
| Promote tourism and increase small business opportunities. | | | | | |
| Police Explorers | \$10,000 | \$10,000 | | | |
| Contribute to the Police Explorers which provides personal development and teamwork programs to Windsor youth. | | | | | |
| | | | Housing Education Resource Center | \$2,500 | \$2,500 |
| Support the provision of housing counseling and assistance services to Windsor residents through the Direct Services Program. | | | | | |
| | | | Celebrate Windsor | \$12,500 | \$25,000 |
| Community based non-profit organization established to manage the outdoor amphitheater and promote a range of cultural arts programs to benefit Windsor residents and businesses. | | | | | |
| | | | Archer Memorial A.M.E. Zion Church | \$4,110 | \$4,110 |
| Support Windsor Freedom Trail activities given that Windsor has three official Freedom Trail sites on the Connecticut Freedom Trail. | | | | | |
| | | | Huntington House | \$10,000 | 0 |
| Donation towards the operating cost to help defray first year startup costs. | | | | | |

Budget Commentary

Expenditures in FY 2003 are projected at the budgeted level. For FY 2004, contributions are funded at the FY 2003 level except that the Town's contribution to Celebrate Windsor is increased to \$25,000 and no contribution is planned for Huntington House Museum.

| Performance Measures | FY 2002 Actual | FY 2003 Budget | FY 2003 Estimate | FY 2004 Target |
|--|---------------------------|---------------------------|-----------------------------|---------------------------|
| No. of new homes built (calendar year) | 41 | 43 | 51 | 50 |
| Value of new homes built (calendar year) | \$4,520,380 | \$3,800,000 | \$3,845,980 | \$3,900,000 |
| Median sales value | \$163,500 | \$165,000 | \$175,018 | \$175,018 |
| Sales value rank in region (of 29) | 21 | 15 | 18 | 18 |
| Bond rating | | | | |
| -Moody's | Aa2 | Aa2 | Aa2 | Aa2 |
| -S&P | AA | AA | AA | AA |



GENERAL SERVICES

FY 2004 General Fund Request

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

| | FY 2002 | FY 2003 | | FY 2004 | |
|---------------------------|------------------|------------------|------------------|------------------|----------------|
| | Actual | Budget | Estimate | Request | Adopted |
| Expenditures | | | | | |
| Debt Service - Principal | 1,149,000 | 1,387,000 | 1,387,000 | 1,449,440 | |
| Debt Service - Interest | 793,002 | 735,680 | 735,680 | 755,650 | |
| Sewer Services | 1,991,104 | 2,001,100 | 2,001,100 | 2,255,500 | |
| Insurance | 535,550 | 584,940 | 584,940 | 721,750 | |
| Retirement Services | 196,410 | 316,000 | 316,000 | 288,000 | |
| Revaluation | 40,000 | 40,000 | 40,000 | 60,000 | |
| Recycling Services | 286,101 | 345,000 | 345,000 | 376,000 | |
| Capital Projects | 79,960 | 300,000 | 25,000 | 135,000 | |
| Plan of Development | 40,000 | - | - | - | |
| Unclassified | 36,450 | 92,500 | 92,500 | 67,500 | |
| Total Expenditures | 5,147,577 | 5,802,220 | 5,527,220 | 6,108,840 | - |

DEBT SERVICE

Debt Services are costs associated with bonds and notes sold by the Town for a variety of projects approved at various periods of time. Principal is the amount allocated annually to reduce total debt of the Town. Interest is the annual cost of all borrowings.

| Expenditure Summary | FY 2002 | FY 2003 | | FY 2004 | |
|---------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Debt Service – Principal | 2,405,000 | 2,570,000 | 2,570,000 | 3,380,000 | |
| Debt Service – Interest | 2,084,370 | 2,192,850 | 2,192,850 | 2,118,410 | |
| Total Debt Service | 4,489,370 | 4,762,850 | 4,762,850 | 5,498,410 | |

Funding Sources

| Funding Source | FY 2002 | FY 2003 | | FY 2004 | |
|-----------------------------|------------------|------------------|------------------|------------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| General Fund – Debt Service | 1,952,720 | 2,122,680 | 2,122,680 | 2,205,090 | |
| Town Support for Education | 2,536,650 | 2,640,170 | 2,640,170 | 3,293,320 | |
| Total | 4,489,370 | 4,762,850 | 4,762,850 | 5,498,410 | |

2003-2004 DEBT SUMMARY OF PROJECTS

Depicted in Appendix E are detailed debt schedules and summaries on interest and payments on all bonded projects. Projections as of June 30, 2003, show the total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued is \$61,125,000. School grant receivables are expected to offset this amount by \$6,736,000.

BUDGET COMMENTARY

For FY 2004, total debt service increases primarily as a result of the Windsor High School bond issues and new bonds and bond anticipation notes (high school) issued March 2003.

| | Total Debt | Less Anticipated Grants | Net Debt | 2003 - 2004 Payments | | |
|----------------|---------------------|-------------------------|---------------------|----------------------|--------------------|--------------------|
| | | | | Principal | Interest | Total |
| SCHOOLS * | \$45,046,180 | \$6,736,000 | \$38,310,180 | \$1,930,560 | \$1,362,760 | \$3,293,320 |
| TOWN | 16,078,820 | | 16,078,820 | 1,449,440 | 755,650 | 2,205,090 |
| TOTALS: | \$61,125,000 | \$6,736,000 | \$54,389,000 | \$3,380,000 | \$2,118,410 | \$5,498,410 |

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

SEWER SERVICE

| Expenditure Summary | FY 2002 | FY 2003 | | FY 2004 | |
|---------------------|-----------|-----------|-----------|-----------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Sewer Services | 1,991,104 | 2,001,100 | 2,001,100 | 2,255,500 | |

Funding Sources

| Funding Source | FY 2002 | FY 2003 | | FY 2004 | |
|------------------|-----------|-----------|-----------|-----------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| General Fund | 1,991,104 | 2,001,100 | 2,001,100 | 2,255,500 | |
| Non-General Fund | - | - | - | - | - |
| Total | 1,991,104 | 2,001,100 | 2,001,100 | 2,255,500 | |

The Metropolitan District Commission (MDC) is a non-profit municipal corporation established in 1929 by Special Act 511 of the Connecticut General Assembly. Member municipalities in the District are: 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 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.

Budget Commentary

The increase over FY 2003 is \$254,400, or 12.7%.

INSURANCE

| Expenditure Summary | FY 2002 | FY 2003 | | FY 2004 | |
|---------------------|-----------|-----------|-----------|-----------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Insurance | 1,105,110 | 1,270,550 | 1,416,410 | 1,575,750 | |

Funding Sources

| Funding Source | FY 2002 | FY 2003 | | FY 2004 | |
|---------------------------------|------------------|------------------|------------------|------------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| General Fund – Insurance | 535,550 | 584,940 | 584,940 | 721,750 | |
| Town Support for Education | 419,560 | 535,610 | 535,610 | 624,000 | |
| Total General Fund | 955,110 | 1,120,550 | 1,120,550 | 1,345,750 | |
| Special Revenue Fund | 0 | 0 | 0 | 30,000 | |
| Insurance Internal Service Fund | 150,000 | 150,000 | 295,860 | 200,000 | |
| Total Other Funds | 150,000 | 150,000 | 295,860 | 230,000 | |
| Total | 1,105,110 | 1,270,550 | 1,416,410 | 1,575,750 | |

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. Because of the prohibitive cost, the town has chosen to manage certain 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 Appendix P).

The portion of Insurance, which is budgeted in Town Support for Education, is itemized as follows:

| Liability | Amount |
|---------------------------------|----------------|
| Auto | 7,500 |
| Umbrella | 39,000 |
| Comprehensive General | 82,000 |
| Property Protection | 178,000 |
| School Board Errors & Omissions | 15,000 |
| Sports Accident | 15,000 |
| Workers Comp. | 255,000 |
| Excess Workers Comp. | 32,500 |
| Total | 624,000 |

In addition to the portion of Insurance offset by Town Support for Education, an amount totaling \$230,000 will be offset in part by interest from the Insurance Internal Service Fund and funds transferred from the Police Private Duty Special Revenue Fund. The net amount paid from this program to the Insurance Internal Service Fund, therefore, is \$721,750.

RETIREMENT SERVICES

Retirement Services funds all retirement expenditures required for the benefit of town and Board of Education retirees under their respective retirement plans. Included are health insurance and Medicare health coverage, cost-of-living adjustments and actuarial costs.

| <u>Town Retirees *</u> | <u>School Retirees *</u> |
|--|---|
| Health Insurance \$283,000 <ul style="list-style-type: none"> • Provide Blue Cross/Blue Shield coverage to early and normal retirees. | Cost of Living Adjustments (COLA) \$90,500 <ul style="list-style-type: none"> • Provide for previous costs of living adjustments for 67 Board of Education retirees, as well as a 1.4% increase for fiscal year 2004 (based on Soc Sec standard increase). |
| Actuarial Costs \$5,000 <ul style="list-style-type: none"> • Provide funding for actuarial reviews to comply with GASB (Governmental Accounting Standards Board) Statements dealing with retirement services. | Total School Retirees Cost *** <u>\$90,500</u> |
| Cost of Living Adjustments (COLA) - <ul style="list-style-type: none"> • Provide for previous costs of living adjustments for 51 town retirees, as well as a 1.4% increase for fiscal year 2004 (based on Soc Sec standard increase). The cost for this item is \$112,550 and is included in the totals for Town Active Employees | |
| Total Town Retirees Cost <u>\$288,000</u> | |
| <u>Town Active Employees</u> | <u>School Active Employees</u> |
| Retirement Contribution \$1,436,310 <ul style="list-style-type: none"> • Pension expenses and social security costs for active town employees are allocated to their respective service units. | Retirement Contribution \$231,500 <ul style="list-style-type: none"> • Pension expenses for active non-certified school employees are allocated to Town Support for Education. |
| Retirement Allotments - Service Units | Total School Active Employees *** <u>\$231,500</u> |
| Safety Services \$480,090 Family & Leisure Services 107,350 Health & Social Services 83,370 Library Services 96,100 Development Services 154,570 Public Works 261,390 Information Services 30,060 Administrative Services 169,260 Town Manager 54,120 | |
| Total Town Active Employees Cost ** <u>\$1,436,310</u> | |

* These funds will be placed in the Town of Windsor Retirement Program to pay for COLA in FY 2004.

** This portion of Retirement Services is budgeted in the respective service units.

*** These portions of Retirement Services are budgeted in Town Support for Education (Section E).

Retirement Services – continued

| Expenditure Summary | FY 2002 | FY 2003 | | FY 2004 | |
|---------------------|-----------|-----------|-----------|-----------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Retirement Services | 1,832,390 | 2,060,010 | 2,060,010 | 2,046,310 | |

Funding Sources

| Funding Source | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------------|------------------|------------------|------------------|------------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| General Fund – Retirement Services | 196,410 | 316,000 | 316,000 | 288,000 | |
| Other General Fund Service Units | 1,347,880 | 1,434,410 | 1,434,410 | 1,436,310 | |
| Town Support for Education | 288,100 | 309,600 | 309,600 | 322,000 | |
| Total | 1,832,390 | 2,060,010 | 2,060,010 | 2,046,310 | |

| TOTAL RETIREMENT CONTRIBUTION | | | | | |
|--------------------------------------|------------------|------------------|------------------|------------------|----------|
| | FY 2002 | FY 2003 | | FY 2004 | |
| | Actual | Budget | Estimated | Proposed | Approved |
| Town | | | | | |
| Retirement Non-Police | 327,990 | 361,000 | 361,000 | 378,350 | |
| Police Retirement | 358,210 | 406,150 | 406,150 | 375,200 | |
| Social Security | 528,590 | 607,260 | 607,260 | 591,590 | |
| Supplemental Benefits | 54,500 | 60,000 | 60,000 | 91,170 | |
| Retirees Health Insurance | 270,000 | 311,000 | 311,000 | 283,000 | |
| <i>Subtotal</i> | <u>1,539,290</u> | <u>1,745,410</u> | <u>1,745,410</u> | <u>1,719,310</u> | |
| School | | | | | |
| Retirement | 217,100 | 229,600 | 229,600 | 231,500 | |
| Supplemental Benefits | 71,000 | 80,000 | 80,000 | 90,500 | |
| <i>Subtotal</i> | <u>288,100</u> | <u>309,600</u> | <u>309,600</u> | <u>322,000</u> | |
| Actuarial/Consultant Services | 5,000 | 5,000 | 5,000 | 5,000 | |
| Total | <u>1,832,390</u> | <u>2,060,010</u> | <u>2,060,010</u> | <u>2,046,310</u> | |

REVALUATION

| Expenditure Summary | FY 2002 | FY 2003 | | FY 2004 | |
|---------------------|---------|---------|-----------|----------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Revaluation | 40,000 | 40,000 | 40,000 | 60,000 | |

Funding Sources

| Funding Source | FY 2002 | FY 2003 | | FY 2004 | |
|------------------|---------|---------|-----------|----------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| General Fund | 40,000 | 40,000 | 40,000 | 60,000 | |
| Non-General Fund | - | - | - | - | - |
| Total | 40,000 | 40,000 | 40,000 | 60,000 | |

Revaluation is the mass appraisal of all property within the Town to determine the fair market value for municipal tax purposes. Recent changes in Connecticut General Statutes require that revaluation be conducted October 1, 1999, and then every four years thereafter. The total cost for the 1999 revaluation was budgeted at \$300,000.

The next revaluation process was started in FY 2003 and is scheduled to conclude during FY 2004. The proposed Revaluation budget for FY 2004 represents the fourth of four recommended annual contributions to a Revaluation sinking fund. The total cost is estimated to be \$180,000 not including litigation.

RECYCLING

The Town of Windsor contracts for curbside pick-up and disposal of recyclable materials for 9,616 Windsor residences. At an average annual increase of 1%, the number of households served will reach approximately 9,715 in FY 2004. In addition to promoting resource conservation, recycling services extend the life of the Windsor landfill and help the town meet state mandated recycling goals. Leaf collection is also funded in this account.

| Expenditure Summary | FY 2002 | FY 2003 | | FY 2004 | |
|---------------------|---------|---------|-----------|----------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Recycling | 286,100 | 345,000 | 345,000 | 376,000 | |

Funding Sources

| Funding Source | FY 2002 | FY 2003 | | FY 2004 | |
|------------------|---------|---------|-----------|----------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| General Fund | 286,101 | 345,000 | 345,000 | 376,000 | |
| Non-General Fund | - | - | - | - | |
| Total | 286,101 | 345,000 | 345,000 | 376,000 | |

Curbside Collection Services \$326,700

- Contract for the curbside collection of recyclable materials from approximately 9,715 Windsor households at \$2.80 per household per month.

Leaf Collection Services \$33,000

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

Contract Administration \$16,300

- Contract with the Landfill Enterprise Fund for the oversight and administration of contracts related to curbside recycling collection and disposal, and bagged leaf collection
- Track and report quarterly and annually to the Conn. DEP regarding the status of residential and commercial recycling programs in Windsor.

CAPITAL PROJECTS

Projects in the town's six year capital improvement program 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 comprises one account in the General Services section of the budget.

Expenditures

| Expenditure Summary | FY 2002 | FY 2003 | | FY 2004 | |
|-------------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Capital Projects – Town | 79,960 | 708,000 | 708,000 | 135,000 | |
| Capital Projects – Schools | 141,200 | 16,500 | 16,500 | 0 | |
| Total Capital Projects | 221,160 | 724,500 | 724,500 | 135,000 | |

Funding Sources

| Funding Source | FY 2002 | FY 2003 | | FY 2004 | |
|-------------------------------------|----------------|----------------|----------------|----------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| General Services – Capital Projects | 79,960 | 300,000 | 25,000 | 135,000 | |
| Town Support for Education | 141,200 | - | - | - | |
| <i>Subtotal – General Fund</i> | <i>221,160</i> | <i>300,000</i> | <i>25,000</i> | <i>135,000</i> | |
| Other Funds | - | 424,500 | 699,500 | - | |
| <i>Subtotal – Non General Fund</i> | <i>-</i> | <i>424,500</i> | <i>699,500</i> | <i>-</i> | |
| Total | 221,160 | 724,500 | 724,500 | 135,000 | |

Budget Commentary

The proposed capital budget for FY 2004 includes \$135,000 for the installation of lights at O'Brien Stadium. \$15,000 for the Senior Center concept study is proposed to be appropriated from closed capital project accounts.

Capital Projects, continued

Anticipated FY 2004 Projects

| <u>Project</u> | <u>Source of Funding</u> | | | |
|--|--------------------------|--------------------|-----------------------|---------------------------|
| | <u>General Fund</u> | <u>New Bonding</u> | <u>State/Fed. Aid</u> | <u>Ent. Other Sources</u> |
| Public Safety Radio System – Phase II | | 721,000 | | |
| Street Resurfacing | | | | 196,000 |
| Windsor Center Improvements - Phase 1 | | 235,000 | | |
| Design Methane Gas Collection System | | | | 103,000 |
| Plaza Theatre Redevelopment Project | | 525,000 | 185,000 | 845,000 |
| BOE - Clover St. School Window | | 346,000 | | |
| Imprvmnts to Sage Park Athletic Fields | | 289,000 | | 52,000 |
| Reconstruction of Day Hill Rd. & Addison | | 232,000 | 742,000 | |
| Design Library Addition | | 500,000 | | |
| Field Lights - O'Brien Stadium | 135,000 | | | 75,000 |
| Concept Design for Senior Center | | | | 15,000 |
| Improvements to Welch Pool | | 232,000 | | |
| Self-Contained Breathing Apparatus | | 382,000 | | |
| BOE - Poquonock Sch. Office | | 495,000 | | |
| Totals | 135,000 | 3,957,000 | 927,000 | 1,183,000 |

See Appendix A for complete six-year project schedule.

PLAN OF DEVELOPMENT

The Plan of Development represents the Town's long term plans for community and land development. It serves as a guide for policy, planning and zoning and other decision making processes. The current Plan of Development for the Town of Windsor was adopted in March 1991. Over the next year, the Town will complete its update of the Plan of Development. The base fee for the Plan of Development is \$127,500 with up to \$30,000 optional additional reimbursables. The base fee plus \$2,500 toward reimbursables is being funded over a three year period in this account. The FY 2001 installment was \$50,000. The installment for FY 2002 was \$40,000. The amount for FY 2003 is \$40,000. The funding source for the FY 2003 final installment was closed capital projects. There is nothing budgeted for FY 2004.

Expenditures

| Expenditure Summary | FY 2002 | FY 2003 | | FY 2004 | |
|---------------------|---------|---------|-----------|----------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Plan of Development | 40,000 | 40,000 | 40,000 | - | |

Funding Sources

| Funding Source | FY 2002 | FY 2003 | | FY 2004 | |
|------------------|---------|---------|-----------|----------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| General Fund | 40,000 | - | - | - | |
| Non-General Fund | - | 40,000 | 40,000 | - | |
| Total | 40,000 | 40,000 | 40,000 | - | |

UNCLASSIFIED

This contingency account is used to fund unforeseen emergencies which arise after the budget is adopted. This is essential because it is difficult to determine the exact needs of each activity and each service unit for the following year. Similarly, it is impossible to estimate revenues exactly. No expenditure is permitted to be made from the Unclassified section of this account without formal authorization from the Town Council. Volunteer Support Program funding is expended directly from this account. In regards to Unclassified expenditures, the funds are transferred to other accounts, and the corresponding expenditures are recorded there.

Expenditures

| Expenditure Summary | FY 2002 | FY 2003 | | FY 2004 | |
|---------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Unclassified | - | 42,500 | 42,500 | 42,500 | |
| Volunteer Support Program | 36,450 | 50,000 | 50,000 | 25,000 | |
| Total | 36,450 | 92,500 | 92,500 | 67,500 | |

Funding Sources

| Funding Source | FY 2002 | FY 2003 | | FY 2004 | |
|------------------|---------------|---------------|---------------|---------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| General Fund | 36,450 | 92,500 | 92,500 | 67,500 | |
| Non-General Fund | - | - | - | - | |
| Total | 36,450 | 92,500 | 92,500 | 67,500 | |

Budget Commentary

The Volunteer Support Program funding was reduced by \$25,000 for the Proposed Budget for FY2004.

INSURANCE INTERNAL SERVICE FUND

An Internal Service Fund is a proprietary fund type, which is similar in nature to an enterprise fund (commercial accounting). However it is internally rather than externally focused. An internal service fund (also called intragovernmental service fund, working capital fund, or revolving fund) is used when one service unit within the Town finances the goods and/or services provided to another service unit on a cost reimbursement basis. An internal service fund allows the Town to determine the total cost of providing a service by isolating the accounting for this service into separate funds and by matching the total cost of providing this service with the user charge revenues generated by it. Each service or Capital Project served by an internal service fund includes in its budget an amount sufficient to cover the estimated cost of the goods/services to be serviced from the internal service fund. Internal service funds normally recover their complete cost of operations without producing any significant profit.

During Fiscal Year 2004, the Town will have one Internal Service Fund:

Insurance Internal Service Fund - created in 1992, finances both the current cost of the Town's insured and self insured programs and future obligations of the Town's risk management program.

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

Self Insurance Workers Compensation: This program is utilized for paying first dollar claims for injuries sustained by Town and Board of Education employees who qualify to receive benefits as injured employees under State law.

Each year the Town allocates funds to be used to pay claims below the \$500,000 retention limit. The Town purchases insurance for claims in excess of \$500,000. The funds are also used for third party claims, administrative services, excess insurance policy premium, and costs associated with centralized safety and training.

Health and Benefit: This program accounts for the Town's health insurance premiums for existing employees and their dependents as well as the life insurance and disability programs offered by the Town.

DESCRIPTION OF INSURANCE POLICIES

Automobile Liability - A form of liability insurance to protect the insured against claims for bodily injury and property damage arising out of the use of Town owned or operated vehicles. Our current policy is with Royal SunAlliance Insurance. The Town has a \$1,000,000 policy limit.

Boiler Insurance - Coverage for loss or damage to objects, structures and personal property of the insured resulting from accidents to heating, air conditioning, cooking, power generating or driven machinery and equipment. Current policy has a \$50,000,000 limit and a \$5,000 deductible.

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. Current policy has a limit of \$1,000,000 per occurrence and a \$3,000,000 aggregate per location. Our current policy is with Royal SunAlliance Insurance.

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. Current self-insured retention is \$500,000 for Board of Education employees and Town operations. The Excess Insurer which provides coverage over the retention has Statutory limits (state limits).

Employee Blanket Bond / Crime - Crime coverage includes Faithful Performance and Employee Dishonesty 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 \$250,000 and a \$2,500 deductible.

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 \$5,000,000 per occurrence and aggregate with a self-insured retention of \$10,000.

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.

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.

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.

Volunteer Firefighter Accident - Provides accident and specified sickness coverage for Emergency Service Personnel. Current coverage limits vary per accident or sickness.

Civil Defense Accident - Provides accident insurance coverage for Civil Defense Volunteers.

Fiduciary Liability - Provides coverage for Pension Plan Administrators against liability from alleged mismanagement of Town employee's Pension Fund. Current coverage limit is \$1,000,000 annual aggregate with a \$5,000 deductible.

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. Current coverage limits are \$1,000,000 per occurrence and aggregate with a \$5,000 deductible.

Property Policy - Special coverage for loss or damage to owned property, contents and personal property of the insured, including extra expense, and rental value. Current coverage limits are replacement value on properties with a \$25,000 deductible. Also includes coverage for damages caused by flood and earthquake with \$100,000 deductible. There is no terrorism coverage. Our current policy is with Westchester Fire Insurance.

Inland Marine (including Watercraft Coverage) - Physical damage coverage for portable equipment including contractors and fire department equipment, computers, valuable papers, accounts receivable and watercraft. Current coverage limits and deductibles vary per type of property insured.

Nurse Professional Liability - A form of liability insurance to protect Town and School nurses against claims of alleged malpractice. Current policy has a \$1,000,000 limit.

LIABILITY INSURANCE INTERNAL SERVICE FUND

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

| | FY 2002 | FY 2003 | | FY 2004 | |
|---------------------------------------|----------------|----------------|----------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Approved |
| PUBLIC LIABILITY | | | | | |
| Comprehensive Gen. Liability/Auto | 283,800 | 354,750 | 380,000 | 450,000 | |
| Catastrophe Coverage (umbrella) | 26,880 | 33,600 | 87,200 | 100,000 | |
| Public Officials' Liability | 17,910 | 22,390 | 25,750 | 30,500 | |
| Football and Sports Accident | 10,750 | 13,450 | 13,450 | 15,000 | |
| <i>SubTotal - Public Liability</i> | <i>339,340</i> | <i>424,190</i> | <i>506,400</i> | <i>595,500</i> | - |
| EMPLOYEE PROTECTION | | | | | |
| Civil Defense Accident | 540 | 600 | 750 | 750 | |
| Volunteer Firemen Accident | 8,050 | 8,450 | 11,000 | 11,000 | |
| Police Professional Liability | - | - | - | 30,000 | |
| Pension Fiduciary Liability | 2,360 | 2,600 | 8,000 | 8,000 | |
| School Board Errors & Omissions | 4,410 | 8,820 | 12,400 | 15,000 | |
| Heart and Hypertension | 52,670 | 55,000 | 85,000 | 85,000 | |
| Special Medical Claims | 1,080 | 1,200 | 1,200 | 1,500 | |
| <i>SubTotal - Employee Protection</i> | <i>69,110</i> | <i>76,670</i> | <i>118,350</i> | <i>151,250</i> | - |
| PROPERTY PROTECTION | | | | | |
| Property including Flood/Earth | 98,900 | 148,350 | 148,350 | 170,000 | |
| Inland Marine including Watercraft | 40,180 | 50,230 | 50,230 | 55,000 | |
| Boiler | 8,580 | 10,730 | 17,000 | 18,500 | |
| <i>SubTotal - Property Protection</i> | <i>147,660</i> | <i>209,310</i> | <i>215,580</i> | <i>243,500</i> | - |
| SECURITY | | | | | |
| Employee Blanket Bond (Crime) | 4,510 | 4,970 | 4,970 | 6,000 | |
| <i>SubTotal - Security</i> | <i>4,510</i> | <i>4,970</i> | <i>4,970</i> | <i>6,000</i> | - |
| STATUTORY | | | | | |
| Constable's Bond | 440 | 450 | 450 | 500 | |
| Tax Collector's Bond | 1,300 | 1,420 | 1,420 | 1,500 | |
| Nurse Professional | 2,110 | 2,320 | 2,320 | 2,500 | |
| <i>SubTotal - Statutory</i> | <i>3,850</i> | <i>4,190</i> | <i>4,190</i> | <i>4,500</i> | - |
| Total - Liability Insurance | 564,470 | 719,330 | 849,490 | 1,000,750 | - |

WORKERS COMPENSATION INTERNAL SERVICE FUND

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.

| | FY 2002 | FY 2003 | | FY 2004 | |
|-------------------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Approved |
| Workers Compensation | 510,000 | 510,000 | 510,000 | 510,000 | |
| Excess Workers Comp. Premium | 32,970 | 41,220 | 56,920 | 65,000 | |
| Total - Workers Compensation | 542,970 | 551,220 | 566,920 | 575,000 | |

BUDGET COMMENTARY

Each year the Town allocates funds to be used to pay claims below the \$500,000 retention limit. The Town's excess insurance provides protection for single claims or any one event involving several employees in which the cost exceeds \$500,000. The funds are also used for third party claims, administrative services, excess insurance policy premium, and costs associated with centralized safety and training.

EMPLOYEE BENEFITS INTERNAL SERVICE FUND

This program accounts for the Town's health insurance premiums for existing employees and their dependents as well as the life insurance and disability programs offered by the Town.

| EMPLOYEE BENEFITS | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------------|-----------|-----------|-----------|-----------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Hospitalization/Dental/Surgical | 1,045,000 | 1,195,000 | 1,250,000 | 1,415,000 | |
| General Major Medical, | | | | | |
| Life & Health & Accident | 258,750 | 291,090 | 290,000 | 328,500 | |
| Health Maintenance Organization | 661,250 | 750,000 | 505,000 | 572,000 | |
| Subtotal: Health Insurance | 1,965,000 | 2,236,090 | 2,045,000 | 2,315,500 | - |
| Less Employee Copay | (133,820) | (154,500) | (143,150) | (185,000) | |
| Less Other Adjustments | (23,500) | (16,610) | (16,600) | (20,000) | |
| Less Landfill Allocated Costs | (44,000) | (44,000) | (44,000) | (51,000) | |
| Less Day Care Allocated Costs | (51,400) | (63,000) | (63,000) | (68,000) | |
| Less Internal Service Funds | (6,900) | (7,950) | - | - | |
| Less Adult Day Care | (35,000) | (35,000) | (35,000) | (40,000) | |
| Less Premium Reimbursement | (50,000) | (100,000) | (100,000) | (150,000) | |
| Less Use of Int. Svc. Fund Balance | (169,500) | (169,500) | - | (153,770) | |
| Subtotal | (514,120) | (590,560) | (401,750) | (667,770) | - |
| Total General Fund Expense | 1,450,880 | 1,645,530 | 1,643,250 | 1,647,730 | - |

Budget Commentary

The funds for the Internal Service Fund - Employee Benefits are included in the departments' operating budgets and will be transferred to this fund on a monthly basis. If money is not used to pay current premiums, the excess will be available in the internal service fund to offset future premium increases.

| Table of Charges | |
|----------------------------|------------------|
| Safety Services | 537,200 |
| Family Services | 84,930 |
| Health and Social Services | 71,100 |
| Library | 79,000 |
| Development Services | 126,400 |
| Public Works | 276,500 |
| Information Services | 23,700 |
| Administrative Services | 134,300 |
| Town Manager | 31,600 |
| Retirees Health Insurance | 283,000 |
| Total: | 1,647,730 |

LANDFILL ENTERPRISE FUND

HIGHLIGHTS

The Windsor-Bloomfield Sanitary Landfill began operation on July 5, 1972 to serve the solid waste disposal needs of the towns of Windsor and Bloomfield.

As regulatory requirements continued to change, the facility evolved from one that served basic disposal needs to one that currently manages the disposal of several materials.

In Spring of 2002, the Town Council decided to not expand the landfill. The most immediate result of this decision was the need to evaluate future disposal options for the Town's waste, and potential use of the landfill site following closure.

The Council named a Landfill Steering Committee to evaluate possible future uses of the landfill site after closure. The results of this evaluation include areas of active recreation, a bird habitat, a dog park, a picnic area, and other areas to be utilized for "light" recreation. The post-closure uses that were identified by the Landfill Steering Committee are being incorporated into the final closure plan that is being developed and will be submitted to the State DEP for approval.

Results of the "Request For Expressions of Interest" ("RFEI") demonstrate that the Solid Waste "landscape" realistically allows for two disposal options once the landfill reaches capacity. They are: the direct-haul of waste materials to "local" facilities; or the construction of a transfer station that allows for the hauling and disposal of wastes at facilities that are more distant. Both options have advantages and disadvantages and make such a decision surprisingly complex. Town personnel are currently investigating these factors so that the Town Council can provide well-informed guidance when it considers which future disposal option best serves the residents of Windsor.

During the first quarter of FY 2003 the tipping fee for spot market municipal solid waste was lowered from \$80 per ton to \$62 per ton. This 22% reduction was expected to increase volumes of incoming wastes from the surrounding area and still allow long-term financial needs to be met. At the time of this writing, this additional tonnage has not been realized, despite efforts to market this competitive rate with local waste haulers. This may be due in large part to an extremely "soft" economy and harsh winter weather. A \$2.00 per ton increase (3.4%) in the tipping fee for MSW generated within the towns of Windsor and Bloomfield is budgeted effective January 1, 2004. As the economy improves, and other disposal sites increase their tipping fees, our fees become highly competitive within our marketplace. These factors increase our potential to draw the additional tonnages needed to reach proper final elevations and meet the financial obligations associated with site closure and post-closure.

Bulky wastes are currently being deposited in the area approved by the DEP in FY 1999. Successful marketing efforts in the first quarter of the current fiscal year should generate sufficient wastes to meet budgeted revenues for FY 2003.

At the start of FY 2003 the landfill began to charge commercial entities for the disposal of scrap metal. This decision was made to encourage businesses to make other arrangements for the recycling of their scrap metals. A charge was also instituted for CFC-containing appliances such as refrigerators and air conditioners. When year-to-date volumes of scrap metal disposed during this Fiscal year are compared to the same period in the previous year, tonnages have decreased from 1046 tons to 574 tons. This 45% reduction in material would seem to indicate that the desired result is being realized.

SUMMARY

As landfill capacity is maximized over the course of the next several years, it becomes increasingly important that the appropriate financial targets are met that allow for adequate funding throughout the entire 30-year post-closure period. This factor, when coupled with the future site activities identified by the landfill steering committee, are of utmost importance as the Windsor-Bloomfield Landfill nears its anticipated closure, and the Towns of Windsor and Bloomfield begin a new phase in the disposal of solid wastes.

**TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

| | FY 2002 | FY 2003 | | FY 2004 | |
|--|---------------------|---------------------|---------------------|----------------------|-----------------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Operating Revenue: | | | | | |
| Fees and Permits | \$ 2,230,184 | \$ 3,441,925 | \$ 2,694,990 | \$ 2,934,377 | |
| Sales | - | 10,000 | - | - | |
| Grants | - | - | - | - | |
| Other | - | - | - | - | |
| Total Operating Revenue | 2,230,184 | 3,451,925 | 2,694,990 | 2,934,377 | - |
| Operating Expenses: | | | | | |
| Administrative Overhead | \$ 51,250 | \$ 51,250 | \$ 51,250 | \$ 51,250 | |
| Personal Services | 392,510 | 562,760 | 576,580 | 590,585 | |
| Maintenance & Repairs | 124,762 | 70,000 | 151,000 | 88,000 | |
| Energy & Utility | 67,740 | 84,600 | 74,800 | 79,800 | |
| Contractual Services | 1,253,664 | 377,100 | 400,400 | 411,900 | |
| Supplies | 112,281 | 28,600 | 66,500 | 66,600 | |
| Payment in lieu of taxes | 130,000 | 130,000 | 130,000 | 130,000 | |
| Rent expense | 345,800 | 345,800 | 345,800 | 345,800 | |
| Capital Outlay | - | 275,000 | 182,250 | 157,000 | |
| Other | - | 1,800 | 1,800 | 1,800 | |
| Total Operating Expenses | 2,478,007 | 1,926,910 | 1,980,380 | 1,922,735 | - |
| | | 18,000 | | | |
| Operating Income (loss) | (247,823) | 1,525,015 | 714,610 | 1,011,642 | - |
| Non-Operating Income: Interest Earnings | 211,579 | | 114,621 | 127,821 | |
| Use of balances not needed for current obligations | - | - | - | - | |
| Total net income | (36,244) | 1,525,015 | 829,231 | 1,139,463 | - |
| Estimated End of Year Balances not needed for Current Obligations | \$ 8,133,174 | \$ 9,658,189 | \$ 8,962,405 | \$ 10,101,868 | - |
| Personnel Requirements | | | | | |
| | FY 2002 | FY 2003 | | FY 2004 | |
| | Actual | Budget | Estimated | Proposed | Approved |
| Full Time Equivalents | | | | | |
| Regular Full Time Employees | 7.61 | 8.00 | 8.00 | 8.00 | |
| Regular Part Time Employees | 0.60 | 0.60 | 0.60 | 0.60 | |
| Temporary/Seasonal Employees | | - | | | |
| Total | 8.21 | 8.60 | 8.60 | 8.60 | - |

**TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
OPERATING REVENUES BY SOURCE**

| | FY 2002 Actual | FY 2003 Budget | FY 2003 Estimated | FY 2004 Proposed | FY 2004 Approved |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|-----------------------------|
| <u>FEES AND PERMITS</u> | | | | | |
| Commercial & Industrial Permit Fees | 16,498 | 10,775 | 12,000 | 10,500 | |
| Bloomfield Commercial & Industrial Refuse | 330,703 | 352,000 | 252,545 | 258,583 | |
| Windsor Commercial & Industrial Refuse | 644,163 | 600,000 | 680,063 | 691,615 | |
| Residential Fees and Permits | 169,035 | 180,000 | 67,670 | 67,550 | |
| Windsor Residential Refuse | 500,034 | 427,000 | 522,113 | 530,973 | |
| Bloomfield Residential Refuse | 7,465 | 9,500 | 8,129 | 9,639 | |
| Bloomfield Town Government | 587 | 750 | 1,053 | 1,071 | |
| Windsor Town Government | 2,433 | 2,100 | 2,106 | 2,142 | |
| Demolition & Brush | 386,299 | 1,050,000 | 1,085,274 | 1,185,554 | |
| Commercial Special Waste | 33,559 | 90,000 | 13,236 | 12,360 | |
| Contaminated Soil | 10,851 | 20,000 | 4,089 | 5,640 | |
| Spot Market MSW | 94,053 | 680,000 | 22,602 | 133,705 | |
| Scrap Metal | | - | 7,750 | 8,025 | |
| Tires | 3,678 | 2,500 | (440) | 720 | |
| Commercial Recyclables | 3,232 | 1,000 | 500 | - | |
| Grass and Leaves | | - | - | - | |
| Recycling Administration | 16,300 | 16,300 | 16,300 | 16,300 | |
| <u>SALES</u> | | | | | |
| Sale of Recycled Materials | 11,294 | 10,000 | - | - | |
| <u>MISCELLANEOUS</u> | | | | | |
| State Grants | | - | | | |
| Miscellaneous Other Revenue | | - | | | |
| TOTAL OPERATING REVENUES | 2,230,184 | 3,451,925 | 2,694,990 | 2,934,377 | - |

LANDFILL OPERATIONS

Eliminate environmental and health hazards by processing solid waste according to Federal, State and local regulations.

| Expenditures by Category | FY 2003 | | FY 2004 | |
|--------------------------|------------------|------------------|------------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Personal Services | 562,760 | 576,580 | 590,585 | |
| Supplies | 201,500 | 239,400 | 66,600 | |
| Services | 489,100 | 530,400 | 93,900 | |
| Maintenance & Repair | 70,000 | 151,000 | 88,000 | |
| Grants & Contributions | 1,800 | 1,800 | 1,800 | |
| Capital Outlay | 275,000 | 182,250 | 157,000 | |
| Energy & Utility | 84,600 | 74,800 | 79,800 | |
| Administrative | 51,250 | 51,250 | 354,150 | |
| Total | 1,736,010 | 1,807,480 | 1,431,835 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|-----------------------------|------------|------------|------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time | 8.0 | 8.0 | 8.0 | |
| Part Time and Temporary FTE | <u>0.6</u> | <u>0.6</u> | <u>0.6</u> | |
| Total FTE | 8.6 | 8.6 | 8.6 | |

Budget Commentary

Expenses in the Supply category are reduced as a result of moving the rental payment to the General Fund from this category to the Administrative category (Landfill Operations pays ½ of the rental expense – the Landfill Recycling & Composting program pays the other half). The Services category is reduced for two reasons: 1) the pilot payment to the General Fund is moved to the Administrative category; and 2) the engineering, testing and monitoring expenses are moved to the Landfill Engineering program. Expenses in the Maintenance & Repair category were higher in FY 2003 because of the need to make repairs to the compactor and the payloader.

Products and Services

Solid Waste Management \$887,620

- Weigh and process approximately 40,000 commercial and residential vehicles per year
- Produce monthly invoices for billing by the Finance Department
- Submit quarterly reports to the State on the amount of incoming and outgoing refuse
- Process approximately 830 residential permit renewal applications through direct mailing
- Process, compact and cover approximately 3,300 tons of municipal solid waste and construction and demolition material per month
- Perform cell maintenance, excavation and site improvements per DEP requirements
- Conduct regular site inspections to ensure compliance with Federal and State regulations
- Review special waste disposal requests prior to approval and admittance
- Maintain operation records according to DEP and EPA regulatory requirements
- Maintain all Federal and state landfill permits.

Recycling Service \$ 6,500

- Track and report quarterly and yearly to the DEP on status of residential and commercial recycling.

Technical Assistance \$4,500

- Respond to 1,500 requests from residents and businesses regarding:
 - recycling
 - household hazardous waste
 - composting
 - grasscycling
 - problem resolution
- Organize household hazardous waste collection days.

Public Education \$2,500

- Conduct public education programs for residents and businesses on Household Hazardous Waste collection. Also promote the safe disposal and recycling of electronics and mercury containing devices
- Perform scheduled preventive maintenance & oil sampling on equipment to detect major failures before they occur.

Equipment Maintenance & Fueling \$153,415

- Inspect, repair and maintain heavy equipment

Property Maintenance \$74,400

- Perform ground maintenance on 200 acres of Landfill property including:
 - Maintain 13,900 feet of perimeter fence line
 - Mow and plant 3 acres of grassed area
 - Plow access roads, recycling and transfer station areas
- Provide preventive maintenance for all structures and facilities

Tax Payments \$130,000

- Make in-lieu of tax payments to the Town on landfill buildings and equipment.

Rental Fees \$172,900

- Pay one half of the rental fee to the Town for use of lands (other half to be charged to the Recycling account).

LANDFILL RECYCLING & COMPOSTING

The Landfill Enterprise Fund oversees the disposal of recyclables received at the Landfill site, and the receipt of bagged leaves and brush. The Landfill also provides educational services to residents through a variety of programs and mailings throughout the year. The composting program at the landfill processes more than 2,700 cubic yards of leaves and over 3,000 tons of wood and brush per year and generates compost and wood chip products.

| Expenditures by Category | FY 2003 | | FY 2004 | |
|--------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Personal Services | 0 | 0 | 0 | |
| Supplies | 172,900 | 172,900 | 0 | |
| Services | 18,000 | 18,000 | 18,000 | |
| Maintenance & Repair | 0 | 0 | 0 | |
| Grants & Contributions | 0 | 0 | 0 | |
| Capital Outlay | 0 | 0 | 0 | |
| Energy & Utility | 0 | 0 | 0 | |
| Administrative | 0 | 0 | 172,900 | |
| Total | 190,900 | 190,900 | 190,900 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|-----------------------------|------------|------------|------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time | 0.0 | 0.0 | 0.0 | |
| Part Time and Temporary FTE | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | |
| Total FTE | 0.0 | 0.0 | 0.0 | |

Budget Commentary

Recycling pays half of the rental payment to the General Fund, with Landfill Operations budgeting the other half of the payment.

Products & Services

- Recycling & Composting Operation – Landfill* **\$18,000**
- Process and compost leaves, wood chips and brush
 - Collect and market approximately 850 tons of recyclable materials - metal, tires and batteries
 - Operates small business recyclables receiving area.

- Rental Fee* **\$172,900**
- Pay one half of the rental fee to the town for use of the land (other half to be charged to the Landfill Operations account).

LANDFILL ENGINEERING

To provide engineering, testing and monitoring support services to the Windsor/Bloomfield Landfill.

| Expenditures by Category | FY 2003 | | FY 2004 | |
|--------------------------|----------|-----------|----------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Personal Services | 0 | 0 | 0 | |
| Supplies | 0 | 0 | 0 | |
| Services | 0 | 0 | 300,000 | |
| Maintenance & Repair | 0 | 0 | 0 | |
| Grants & Contributions | 0 | 0 | 0 | |
| Capital Outlay | 0 | 0 | 0 | |
| Energy & Utility | 0 | 0 | 0 | |
| Total | 0 | 0 | 300,000 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|-----------------------------|------------|------------|------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time | 0.0 | 0.0 | 0.0 | |
| Part Time and Temporary FTE | 0.0 | 0.0 | 0.0 | |
| Total FTE | 0.0 | 0.0 | 0.0 | |

Budget Commentary

This budget organization is being established in FY 2004. These funds were previously shown in the Landfill Operations budget organization.

Products & Services

Engineering \$300,000

- Provide engineering and survey support services on a contractual basis
- Sample, analyze and issue reports for water quality monitoring as required by the USEPA and CTDEP
- Continue compliance with the DEP Consent Agreement including:
 - abating leachate discharges
 - preparing site monitoring programs
 - continuing analysis of decomposition gases.
- Conduct overall landfill engineering projects:
 - comply with RCRA Subtitle D requirements
 - update the landfill capacity analysis
 - assist in Closure of Cells A & B
 - Collect and analyze storm water 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 ground water and gas monitoring wells.

ESTIMATED YEAR-END BALANCE NOT NEEDED FOR CURRENT OBLIGATIONS

Operating income in FY 2004 is projected to add \$1,139,463 toward the estimated end of year balance not needed for current obligations, which may be used to meet costs of landfill closure, post-closure monitoring, installation and operation of a leachate collection system and methane gas collection system, and other obligations. Assuming projections of @\$1.1 million in operating income are realized, this will bring the total estimated end of year balance to \$10.1 million at the end of FY 2004

ADULT DAY CARE ENTERPRISE FUND

INTRODUCTION

Windsor's Adult Day Health Center, The Caring Connection, celebrated its fifteenth anniversary in November of 2002. The service was established in 1987 as a community option to long-term care and continues its commitment to our mission. A team of professionally trained staff gives care to approximately 30 frail or disabled adults per day, while giving respite support and peace of mind to caregivers; for FY2004, the number of clients served will increase to 45.

The Caring Connection is a "Medical Model" adult day health center which provides skilled nursing, nutrition, family counseling, personal care, socialization, transportation and therapeutic recreation, art and music therapy. Speech, occupational, and physical therapies are also provided via the Easter Seals Rehabilitation Center on Deerfield Road. Clients are provided with a warm, caring, structured and supervised environment. Engagement in an individualized plan of care provides services to maintain and enrich a dignified quality of life for both the client and the caregiver.

The FY 2004 Budget is based on daily services for 42 clients for 6 months and 45 clients per day for the second half of year at 330 Windsor Avenue. Enrollment in the program continues to increase with the demand for community based services to serve the residents of our aging community. Revenue and expenditure projections for FY 2004 assume The Caring Connection Personnel requirements also reflect the move and expanded programs and services.

The Caring Connection continues to offer the option of home care versus institutionalization. The program benefits frail, disabled and geriatric adults. This allows individuals and caregivers the choice of remaining at home with caregivers or independently in their residences. The program is a cost-effective option to all taxpayers in Windsor and the State of Connecticut. The Department of Social Services Home Care for Elders Program continues to support adult day health centers through referrals and in-home services. The Caring Connection continues to be an integral part of the federal, state and municipal government programs by meeting the needs of its senior residents.

**TOWN OF WINDSOR
ADULT DAY CARE ENTERPRISE FUND
STATEMENT OF REVENUES & EXPENSES**

| | FY 2002 | FY 2003 | | FY 2004 | |
|---|-----------------|----------------|-----------------|----------------|------------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Operating Revenue: | | | | | |
| Charges for services - customers | \$392,027 | \$504,000 | \$404,000 | \$626,000 | |
| Other | 11,361 | 20,000 | 13,500 | 20,000 | |
| Total Operating Revenue | 403,388 | 524,000 | 417,500 | 646,000 | 0 |
| Operating Expenses: | | | | | |
| Personal services | 266,677 | 323,520 | 290,000 | 399,500 | |
| Supplies | 33,844 | 39,380 | 31,000 | 65,000 | |
| Outside services | 14,139 | 20,130 | 22,000 | 32,500 | |
| Repairs and maintenance | 16,554 | 14,000 | 13,500 | 16,000 | |
| Capital outlay expense | 0 | 10,000 | 2,000 | 15,000 | |
| Rent expense | 22,500 | 68,000 | 30,100 | 68,000 | |
| Fuel and utilities | 4,883 | 12,150 | 6,500 | 14,400 | |
| Other | 3,906 | 4,000 | 3,200 | 3,500 | |
| Total Operating Expenses | 362,503 | 491,180 | 398,300 | 613,900 | 0 |
| Operating income (loss) | 40,885 | 32,820 | 19,200 | 32,100 | 0 |
| Non-operating revenues (expenses): | | | | | |
| Interest | 3,014 | 3,500 | 2,500 | 1,500 | |
| Return of Contributed Capital | (10,000) | (30,000) | (5,000) | (30,000) | |
| Net income (loss) | \$33,899 | \$6,320 | \$16,700 | \$3,600 | \$0 |
| Use of RE for #330 Windsor Ave. | \$0 | (\$160,000) | (\$160,000) | | |
| Est. End of Year Retained Earnings | \$354,670 | | \$211,370 | \$214,970 | |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|--------------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 4.00 | 6.00 | 4.00 | 5.00 | |
| Regular Part Time Employees | 3.00 | 2.50 | 3.00 | 6.75 | |
| Temporary/Seasonal Employees | 0.00 | 0.00 | 0.00 | 0.00 | |
| Total FTEs | 7.00 | 8.50 | 7.00 | 11.75 | |

Budget Commentary

The FY 2003 estimate reflects two regular full-time positions (one Therapeutic Recreation Director and one Adult Day Care Associate) not being filled due to the fact that the move to 330 Windsor Avenue was delayed. In FY 2004, the regular full-time position of Therapeutic Recreation Director is proposed. The increase in part-time FTEs are for drivers and nursing assistants to accommodate the projected increase in clients at 330 Windsor Avenue.

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.

| Operating Expenses | FY 2003 | | FY 2004 | |
|-------------------------|---------------|---------------|---------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Personal services | 47,390 | 47,000 | 49,000 | |
| Supplies | 8,500 | 5,300 | 8,900 | |
| Outside services | 9,200 | 9,700 | 10,500 | |
| Repairs and maintenance | 0 | 0 | 0 | |
| Capital outlay expense | 5,000 | 2,000 | 0 | |
| Rent expense | 17,000 | 7,525 | 17,000 | |
| Fuel and utilities | 400 | 250 | 500 | |
| Other | 800 | 640 | 700 | |
| Total | 88,290 | 72,415 | 86,600 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|-----------------------------|------------|------------|------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time | .5 | .5 | .5 | |
| Part Time and Temporary FTE | .5 | .5 | .5 | |
| Total FTE | 1.0 | 1.0 | 1.0 | |

Budget Commentary

NOTE: Rent expense in FY 2003 and FY 2004 rent goes to special revenue fund.

Products & Services

Administration

\$86,600

- Develop budget and overall financial operation of the program, including accounts receivable, accounts payable, payroll, grant writing and administration, and fund raising 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
- Prepare and write grants, contracts and monthly reports for the Veteran's Administration, North Central Area of Aging IIIB, Alzheimer's Assoc. and Respite Care Program, Hartford Foundation for Public Giving (Brainard & Archer Trusts), Reynolds, Larabee, and Fleet Bank Grants
- Supervise and provide orientation for all personnel, volunteers, and students, including scheduling and conducting in-service training
- Develop, outreach 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.

NURSING

Provide health and maintenance services, including assessments, home visits, daily medical monitoring, administration of medications, care planning, coordination of medical and therapy appointments, personal services and emergency care.

| Operating Expenses | FY 2003 | | FY 2004 | |
|-------------------------|----------------|---------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal services | 94,030 | 68,000 | 115,100 | |
| Supplies | 10,100 | 6,700 | 29,500 | |
| Outside services | 3,650 | 4,200 | 6,600 | |
| Repairs and maintenance | 900 | 400 | 600 | |
| Capital outlay expense | 5,000 | 0 | 0 | |
| Rent expense | 17,000 | 7,525 | 17,000 | |
| Fuel and utilities | 400 | 300 | 500 | |
| Other | 800 | 640 | 700 | |
| Total | 131,880 | 87,765 | 170,000 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|-----------------------------|------------|------------|------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time | 2.0 | 1.0 | 1.0 | |
| Part Time and Temporary FTE | 1.0 | 1.0 | 3.0 | |
| Total FTE | 3.0 | 2.0 | 4.0 | |

Budget Commentary

Includes the addition of a part time Registered Nurse and Certified Nurses Assistant for FY2004. The reduction in estimated FTEs vs. budgeted for FY03 is due to the delayed move to 330 S. Windsor Avenue.

Products & Services

Skilled/Non-Skilled Nursing **\$96,900**

- Monitor daily medical status, weight, blood pressure and pulse; behavior modification; range of motion exercises; and nail, incontinence and emergency care.
- Restorative and rehabilitative nursing.
- Administer, order, document and store medications.
- Supplies wound and skin treatments as ordered.
- Prepare snack calendar and daily snacks; monitor meal service and diets; purchase groceries.
- Arrange for all vaccines for clients and staff.
- Develop interdisciplinary care plans for each individual client and review with caregivers bi-annually.

Personal Care **\$35,500**

- Monitor and provide nutritional diets and intakes, and provide set up and cueing as needed.
- Assist clients with activities of daily living, including walking, eating, toileting, grooming, nail care, bathing and dressing.

Communication, Record keeping, Training and Education **\$37,600**

- 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 60-day review for each Connecticut Community Care Client and care plans.
- Provide mandatory in-services with staff.
- Coordinate medical, therapy and hair dressing appointments with MD's, Rehab Centers and caregivers.

SOCIAL WORK

Perform case management for each client consisting of admission assessment, psychosocial needs assessment, caregiver support and counseling, community outreach, advocacy, discharge planning and referrals.

| Operating Expenses | FY 2003 | | FY 2004 | |
|-------------------------|---------------|---------------|---------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal services | 60945 | 60,500 | 62,600 | |
| Supplies | 3,580 | 3,500 | 4,600 | |
| Outside services | 2,530 | 2,600 | 5,300 | |
| Repairs and maintenance | 0 | 0 | 0 | |
| Capital outlay expense | 0 | 0 | 0 | |
| Rent expense | 17,000 | 7,525 | 17,000 | |
| Fuel and utilities | 600 | 300 | 500 | |
| Other | 800 | 640 | 700 | |
| Total | 85,455 | 75,065 | 90,700 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|-----------------------------|------------|------------|------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time | 1.0 | 1.0 | 1.0 | |
| Part Time and Temporary FTE | .0 | .0 | .0 | |
| Total FTE | 1.0 | 1.0 | 1.0 | |

Budget Commentary

Budget for FY 2004 reflects increase in marketing and community awareness activities.

Products & Services

Intake, Assessment and Case Management **\$49,800**

- Assess and evaluate clients in the home or on-site for medical, financial, psychosocial, nutrition and dietary information and needs.
- Secure all intake, release and medical forms needed to develop an initial care-plan in conjunction with client, caregiver, physician, staff and case manager.
- Review and assess clients for signs or changes of dementia, physical or mental illness; make referrals and report to caregivers and physicians.
- Serve as clients' advocate by asserting and safeguarding their human and civil rights.
- Arrange for community services and discharge planning.

Caregiver Support/Community Outreach **\$40,900**

- Develop a monthly interdisciplinary newsletter.
- Provide information, direction, counseling and support to clients and caregivers.
- Refer caregivers to community-based organizations, home care, and Meals-on-Wheels.
- Market the service in the community and surrounding towns.
- Recruit and train volunteers on program offerings and issues of health and aging.
- Submit program articles and press releases to newspapers and/or magazines.
- Research grant opportunities and provide caregivers with community and state funding opportunities.
- Coordinate and direct fundraising.

THERAPEUTIC RECREATION

Deliver a quality therapeutic recreation program with the objective of maintaining and bettering capacity of lifelong skills, improving physical and emotional well-being, and encouraging and fostering community involvement and individual interests.

| Operating Expenses | FY 2003 | | FY 2004 | |
|-------------------------|---------------|---------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal services | 51,280 | 51,300 | 102,000 | |
| Supplies | 11,500 | 11,500 | 15,800 | |
| Outside services | 2,450 | 3,200 | 5,900 | |
| Repairs and maintenance | 300 | 150 | 300 | |
| Capital outlay expense | 0 | 0 | 0 | |
| Rent expense | 17,000 | 7,525 | 17,000 | |
| Fuel and utilities | 500 | 300 | 600 | |
| Other | 800 | 640 | 700 | |
| Total | 83,830 | 74,615 | 142,300 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|-----------------------------|------------|------------|------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time | 1.0 | 1.0 | 2.0 | |
| Part Time and Temporary FTE | 0.0 | 0.0 | 0.5 | |
| Total FTE | 1.0 | 1.0 | 2.5 | |

Budget Commentary

Includes the addition of one full time Therapeutic Recreation Director and one part time Recreation Assistant.

Products & Services

Therapeutic Programming \$81,150

- Develop, plan and implement a therapeutic recreation program designed to meet client's cognitive, social, physical and spiritual needs.
- Develop and provide a monthly calendar of events.
- Involve clients in on-going intergenerational programs with Windsor schools, Loomis Chaffee School and pre-school programs.
- Integrate clients in the community by attending out trips to cultural events, restaurants & shops.
- Provide special programming for clients with Alzheimer's Disease and related dementias.
- Further enhance on-going Art and Music Therapy programs

Activities of Daily Living \$22,500

- Assist with all levels of personal care as needed.

Record Keeping/ \$38,650

Documentation/Education

- Assess, evaluate and document client's therapeutic recreation needs as outlined by the CT Assoc. of Adult Day Health Centers.
- Complete all forms in conjunction with the care-plan and update on bi-annual basis.
- Inventory and order all supplies for art, music, and therapeutic recreation program.
- Serve as mentor to undergraduate and graduate art therapy students from Springfield College.

TRANSPORTATION

Provide safe, accessible and assisted transportation for all handicapped and disabled adults.

| Operating Expenses | FY 2003 | | FY 2004 | |
|-------------------------|----------------|---------------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal services | 69,875 | 63,200 | 70,800 | |
| Supplies | 5,700 | 4,000 | 6,200 | |
| Outside services | 2,300 | 2,300 | 4,200 | |
| Repairs and maintenance | 12,800 | 12,950 | 15,100 | |
| Capital outlay expense | 0 | 0 | 15,000 | |
| Rent expense | 0 | 0 | 0 | |
| Fuel and utilities | 10,250 | 5,350 | 12,300 | |
| Other | 800 | 640 | 700 | |
| Total | 101,725 | 88,440 | 124,300 | |

Personnel Requirements

| Full Time Equivalents | FY 2003 | | FY 2004 | |
|-----------------------------|------------|------------|-------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time | 1.5 | .50 | .50 | |
| Part Time and Temporary FTE | 1.0 | 1.5 | 2.75 | |
| Total FTE | 2.5 | 2.0 | 3.25 | |

Budget Commentary

Includes the purchase of a new vehicle through the Greater Hartford Transit District, and the hiring of a driver.

Products & Services

Daily Transportation \$124,300

- Maintain and secure a safe, accessible and assisted transport for 42-45 participants daily from Windsor and surrounding communities.
- Escort and transport all clients to 3-4 out trips per month.
- Attend on-going seminars and workshops on driver safety.
- Coordinate yearly state inspection of all vehicles
- Coordinate maintenance and repair of all vehicles, including repair and maintenance appointments, monitoring fluids, fueling vehicles and monitoring usage of cellular phones
- Prepare and coordinate daily route cards for AM and PM runs
- Complete and report daily and quarterly statistics for the Greater Hartford Transit District.

FY 2003 Highlights

As Caring Connection Adult Day Center celebrated its fifteenth anniversary in November of 2002, The Town of Windsor continues to demonstrate responsibility to its frail, elderly, and disabled citizens by offering this invaluable program.

Both clients and caregivers continued to receive benefit from outside funding from various agencies in FY03, including; The Home Care for Elders Program (Connecticut Department of Social Services), funding through the National Caregiver's Support Program, the Alzheimer's Association, North Central Area on Aging Grants, IIB (\$12,000) and Alzheimer's Grant (\$5,532), Respite Care Subsidy Programs, funded by the federal government through the Older American's Act, Brainard Trust & Archer Trust (\$21,285), funded through The Hartford Foundation for Public Giving, Granger Trust Fund, Larabee Fund, Reynolds Fund (\$1,000), Ensworth Charitable Foundation (\$5,000), the George A. and Grace L. Long Foundation (\$1,500) and the Carse, Hall Hoffman, Nelson, Stackpole Trust (\$2,000), funded through Fleet Bank.

The health center continues to be financially sound and has maintained its financial obligation to the Town of Windsor.

The Fiscal Year 2003 highlights include:

- An "outstanding" designation for the 2002 financial audit from the CT Department of Social Services.
- American Airlines Employees share a day of community service with The Caring Connection in a "Day of Caring" sponsored through the United Way.
- Our fifteenth anniversary 1987-2002 celebration in November 2002.
- Clients win First through Third place in Adult Painting categories at Northwest Park Country Fair.
- Clients held a food drive to benefit Windsor's Food Pantry.
- Intergenerational and educational programming with Windsor High School, and Loomis Chaffee Community Service Club, and the "Grandfriends" Program with Windsor's Discovery Center.
- The Caring Connection serves as an education site for Graduate and Undergraduate Students from Springfield College majoring in Art Therapy.
- The Caring Connection received "Excellent Ratings" in its annual survey.

The Caring Connection Adult Day Health Center has reached its daily capacity of clients per day in its Monday through Friday schedule. The health center is a member of the American Association of Homes and Services for the Aging and the National Council on the Aging in Washington, DC., which reflects the high quality and level of care provided to the clients by the professional staff.

CHILD DEVELOPMENT ENTERPRISE FUND

INTRODUCTION

The Windsor Discovery Center began with four children in 1980 as a supplemental program to Windsor Head Start. What started as a child care program for three and four year olds has expanded to an accredited comprehensive child care and educational enrichment program for children between the ages of three months and eleven years. Windsor Discovery Center and Windsor Montessori School continue to maintain a national accreditation status awarded by the National Academy of Early Childhood Programs and the American Montessori Society.

During the school year, the Center will serve a total of 168 children from 135 families in the following programs: Infant/Toddler, Montessori Toddler, Preschool, Full Day Kindergarten, Montessori, 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 140 additional children.

The programs are designed to meet the developmental needs of young children. The individual programs provide experiences that enrich and enhance each child's development. With the daily schedule, each child has opportunities to create, explore the environment, learn problem-solving and personal interaction skills, and learn concepts through first-hand experiences. Children develop a positive self-concept through a balance of self and teacher directed activities. The professional staff serves as positive role models and provides care and education that is supportive, nurturing, warm and responsive to each child's individual needs. The staff respect parents as the primary and most important provider of care and nurturing, and believe that parents and teachers are partners in their child's care and education.

**TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES & EXPENSES**

| | FY 2002 | FY 2003 | | FY 2004 | |
|---|-------------------|---------------------|---------------------|---------------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Operating Revenue: | | | | | |
| Charges for services - customers | \$987,418 | \$ 1,067,570 | \$1,035,700 | 1,066,770 | |
| Other | | 1,500 | 1,500 | 1,700 | |
| Total Operating Revenue | \$987,418 | \$ 1,069,070 | \$ 1,037,200 | \$ 1,068,470 | |
| Operating Expenses: | | | | | |
| Personal services | 710,929 | 768,190 | 733,560 | 761,340 | |
| Depreciation | 1,039 | 0 | 0 | 0 | |
| Repairs and maintenance | 15,004 | 16,730 | 16,730 | 16,730 | |
| Fuel and utilities | 16,597 | 21,970 | 20,170 | 21,600 | |
| Outside services | 56,358 | 52,090 | 56,700 | 58,000 | |
| Administration | 38,960 | 38,960 | 38,960 | 38,960 | |
| Supplies | 35,450 | 28,120 | 28,720 | 28,720 | |
| Bad debts | 6,135 | | | | |
| Rent expense | 110,330 | 110,330 | 110,330 | 110,330 | |
| Other | | 8,690 | 6,840 | 8,250 | |
| Total Operating Expenses | \$ 990,802 | \$ 1,045,080 | \$ 1,012,010 | \$1,043,930 | |
| Operating income (loss) | (3,384) | 23,990 | 25,190 | 24,540 | |
| Non-operating revenues (expenses): | | | | | |
| Interest | 2,574 | 3,500 | 500 | 500 | |
| Net income (loss) | (810) | 27,490 | 25,690 | 25,040 | |
| Est. End of Year Retained Earnings | 191,799 | | 217,489 | 242,529 | |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2002 | FY 2003 | | FY 2004 | |
|------------------------------|--------------|--------------|--------------|--------------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 11.50 | 11.50 | 11.50 | 11.50 | |
| Regular Part Time Employees | 6.70 | 6.70 | 6.30 | 6.70 | |
| Temporary/Seasonal Employees | 1.30 | 1.30 | 1.30 | 1.30 | |
| Total FTEs | 19.50 | 19.50 | 19.10 | 19.50 | |

INFANT/TODDLER PROGRAMS

The Milo Peck Child Development Center offers two nationally accredited 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 an early enrichment program offered on a school year, half day schedule.

| Expenditures by Category | FY 2003 | | FY 2004 | |
|--------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Personal Services | 206,500 | 183,390 | 191,560 | |
| Supplies | 2,900 | 3,800 | 2,900 | |
| Services | 2,730 | 2,140 | 2,350 | |
| Maintenance & Repair | 0 | 0 | 0 | |
| Grants & Contributions | 0 | 0 | 0 | |
| Capital Outlay | 0 | 0 | 0 | |
| Energy & Utility | 0 | 0 | 0 | |
| Other | 750 | 750 | 750 | |
| Total | 212,880 | 190,080 | 197,560 | |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 2.40 | 2.40 | 2.40 | |
| Regular Part Time Employees | 3.24 | 2.99 | 3.24 | |
| Temporary/Seasonal Employees | 0.00 | 0.00 | 0.00 | |
| Total FTEs | 5.64 | 5.39 | 5.64 | |

Budget Commentary

FY 2003 is projected to come in a little under budget due to a reduction in part-time personal services costs.

Products & Services

Infant/Toddler \$163,740

- Conduct a year round full time program for 12 children ages three months to three years.

Montessori Toddler \$33,820

- Provide a half-day school year Montessori enrichment program for eight children ages 18 months to three years.

PRESCHOOL/KINDERGARTEN PROGRAMS

Provide a nationally accredited preschool, Montessori primary, and summer camps for children ages three through five on a part time or full time schedule. During the school year a total of 91 children are served in these programs with an additional 35 each week during the summer.

| Expenditures by Category | FY 2003 | | FY 2004 | |
|--------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Personal Services | 410,100 | 398,100 | 413,150 | |
| Supplies | 15,350 | 16,970 | 16,410 | |
| Services | 16,690 | 21,890 | 22,330 | |
| Maintenance & Repair | 0 | 0 | 0 | |
| Grants & Contributions | 0 | 0 | 0 | |
| Capital Outlay | 0 | 0 | 0 | |
| Energy & Utility | 0 | 0 | 0 | |
| Other | 5,390 | 4,460 | 5,550 | |
| Total | 447,530 | 441,420 | 457,440 | |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 6.85 | 6.85 | 6.85 | |
| Regular Part Time Employees | 2.66 | 2.46 | 2.66 | |
| Temporary/Seasonal Employees | | | | |
| Total FTEs | 9.51 | 9.31 | 9.51 | |

Budget Commentary

For FY 2003, a reconfiguration of the staff has accounted for fewer regular part-time FTEs, resulting in a reduction of costs in the personal services line item. Services for FY 2003 is projected to come in higher because of additional enrichment programming.

Products & Services

Preschool **\$74,560**
 • Operate a developmentally appropriate early care program for three and four year olds during the school year.

Preschool Camp **\$27,450**
 • Conduct a nine week Discovery preschool summer camp for children ages three through five.

Montessori **\$334,390**
 • Provide a Montessori educational experience for children ages three through five on a full or half day schedule from September to June.

Montessori Camp **\$21,040**
 • Introduce the Montessori method through an eight week summer camp experience for preschool children.

ELEMENTARY PROGRAMS

Provide before and after school child care arrangements during the school year for families whose children attend any of the Windsor elementary schools and offer a full day summer camp program for children ages six through eleven.

| Expenditures by Category | FY 2003 | | FY 2004 | |
|--------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Personal Services | 151,590 | 152,070 | 156,630 | |
| Supplies | 9,870 | 7,950 | 9,410 | |
| Services | 32,670 | 32,670 | 33,320 | |
| Maintenance & Repair | 0 | 0 | 0 | |
| Grants & Contributions | 0 | 0 | 0 | |
| Capital Outlay | 0 | 0 | 0 | |
| Energy & Utility | 0 | 0 | 0 | |
| Other | <u>2,550</u> | <u>1,630</u> | <u>1,950</u> | |
| Total | 196,680 | 194,320 | 201,310 | |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2003 | | FY 2004 | |
|------------------------------|-------------|-------------|-------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 2.25 | 2.25 | 2.25 | |
| Regular Part Time Employees | .80 | .85 | .80 | |
| Temporary/Seasonal Employees | <u>1.30</u> | <u>1.30</u> | <u>1.30</u> | |
| Total FTEs | 4.35 | 4.40 | 4.35 | |

Budget Commentary

FY 2003 is expected to come in just under budget.

Products & Services

Before and After \$138,600
School Elementary

- Maintain a before and after school program for first through fifth grade students
- Transport children to and from all Windsor elementary schools through a contract with Rainbow Bus Lines
- Expand to full day sessions during inclement weather, inservice days, holidays, and school vacations.

Elementary Camp \$62,710

- Provide a nine week summer camp experience for children ages six through eleven that includes educational and recreational field trips, daily swimming, arts and crafts, science and nature activities, ceramics, non-competitive games, and optional swimming lessons.

FACILITIES MANAGEMENT

Offer child care arrangements through a variety of programs for children at the Milo Peck Child Development Center. The complex includes ten classrooms, a gymnasium, two playsculptures, a nature trail, a ROPES challenge course, and a soccer field.

| Expenditures by Category | FY 2003 | | FY 2004 | |
|--------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Personal Services | 0 | | 0 | |
| Supplies | 0 | | 0 | |
| Services | 0 | | 0 | |
| Maintenance & Repair | 16,730 | 16,730 | 16,730 | |
| Grants & Contributions | 0 | | 0 | |
| Capital Outlay | 0 | | 0 | |
| Administration | 38,960 | 38,960 | 38,960 | |
| Rent Expense | 110,330 | 110,330 | 110,330 | |
| Energy & Utility | 21,970 | 20,170 | 21,600 | |
| Other | 0 | 0 | 0 | |
| Total | 187,990 | 186,190 | 187,620 | |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2003 | | FY 2004 | |
|------------------------------|---------|-----------|----------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | | | | |
| Regular Part Time Employees | | | | |
| Temporary/Seasonal Employees | | | | |
| Total FTEs | | | | |

Products & Services

Management **\$149,290**
 • Pay rental and administrative fees to the Town of Windsor.

Support Services **\$38,330**
 • Provide custodial services, security, and utilities for Discovery Center programs.

FY 2003 Highlights

The Windsor Discovery Center and Montessori School received National Accreditation from the Academy of Early Childhood Programs. In addition, the Montessori School became accredited by the American Montessori Society. These programs are the first in the State of Connecticut to receive this dual accreditation.

The Milo W. Peck Child Development Center offered a variety of programs and services for families attending the Center and community at large. For example, children at the Center collected over 425 pounds of food for Foodshare in Windsor, and the children and families also collected food for the Windsor Food bank and planted over 440 spring flowering bulbs on the school grounds. Teachers offered a three-part parent education series on the Montessori philosophy and curriculum.

The Center partnered with Ident-A-Kid, a safety identification program for children, to provide photographs and fingerprinting for 75 children. In addition, the Center held a holiday drive, collecting toys, clothes, towels, personal items and gift certificates for South Park Inn, an emergency shelter for homeless men, women and children.

The Windsor Discovery Center and Montessori School added a preschool Spanish program to the curriculum. All children ages three through kindergarten receive Spanish instruction for one hour per week.

Staff of Windsor Discovery Center and Windsor Montessori School presented at Asnuntuck Community College, Capitol Community College, Three Rivers College, the New England Conference for the Education of Young Children, Hartford Association for the Education of Young Children Spring and Fall Conferences and the annual state-wide conference for the Connecticut Early Childhood Education Council.

APPENDICES

| SECTION | TITLE | PAGE |
|------------|---|------|
| APPENDIX A | Relationship Between Operating and Capital Budgets/Proposed Capital Improvement Program 2003-2008 | S-2 |
| APPENDIX B | Summary of Personal Services | S-10 |
| APPENDIX C | Employee Pay Plans | S-11 |
| APPENDIX D | Code of Accounts | S-19 |
| APPENDIX E | Debt Management | S-21 |
| APPENDIX F | Price Guide | S-26 |
| APPENDIX G | Charter Provisions Concerning Annual Budget | S-48 |
| APPENDIX H | Glossary | S-50 |

**TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2004-2009**

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 which take place over two or more years, requiring continuing appropriations beyond a single fiscal year; funding with debt because of significant costs to 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 is typically submitted to the Town Council, Town Planning and Zoning Commission and other review boards in the fall. Projects that require General Fund financing and appear in the first year of the proposed CIP are incorporated into the proposed operating budget which is submitted the following spring.

The following pages represent the schedule of projects in the proposed CIP, with any revisions made since the original submittal. The General Fund financing corresponds to the Capital Projects budget in section P of this document.

| Project Name | Estimated | General | New Bonding | State & | Enterprise | Other |
|---|------------------|----------------|------------------|----------------|----------------|------------------|
| | Project Cost | Fund | Authorization | Federal Aid | Funds | Sources |
| FY 2004 | | | | | | |
| Street Resurfacing Program | 196,000 | - | - | - | - | 196,000 |
| Windsor Center Improvements - Phase 1 (Post Office lot) | 235,000 | - | 235,000 | - | - | - |
| Design Methane Gas Collection System | 103,000 | - | - | - | 103,000 | - |
| Plaza Theatre Redevelopment Project | 1,555,000 | - | 525,000 | 185,000 | - | 845,000 |
| Improvements to Sage Park Athletic Fields | 341,000 | - | 289,000 | - | - | 52,000 |
| Reconstruction of Day Hill Rd. & Addison Rd. Intersection | 974,000 | - | 232,000 | 742,000 | - | - |
| Public Safety Radio System Upgrades - Phase 2 | 721,000 | - | 721,000 | - | - | - |
| Design Library Addition | 500,000 | - | 500,000 | - | - | - |
| Field Lights - O'Brien Stadium | 210,000 | 135,000 | - | - | - | 75,000 |
| Concept Design for Senior Center | 15,000 | - | - | - | - | 15,000 |
| Improvements to Welch Pool | 232,000 | - | 232,000 | - | - | - |
| Self-Contained Breathing Apparatus | 382,000 | - | 382,000 | - | - | - |
| BOE - Clover St. School Window Replacement | 346,000 | - | 346,000 | - | - | - |
| BOE - Poquonock Sch. Office Modernization | 495,000 | - | 495,000 | - | - | - |
| Subtotal FY 2004 | 6,305,000 | 135,000 | 3,957,000 | 927,000 | 103,000 | 1,183,000 |

| Project Name | Estimated Project Cost | General Fund | New Bonding Authorization | State & Federal Aid | Enterprise Funds | Other Sources |
|---|------------------------|----------------|---------------------------|---------------------|------------------|---------------|
| | | | | | | |
| FY 2005 | | | | | | |
| Street Resurfacing Program | 202,000 | - | - | 202,000 | - | - |
| Street Reclamation Program | 178,000 | 178,000 | - | - | - | - |
| Lang Rd. Reconstruction and Sidewalk Installation | 902,000 | - | 902,000 | - | - | - |
| Reconstruction of Elm Street | 410,000 | - | 410,000 | - | - | - |
| Library Addition | 5,500,000 | - | 5,500,000 | - | - | - |
| Concept Study - Public Safety Complex | 57,000 | 57,000 | - | - | - | - |
| Playground Improvements | 64,000 | 64,000 | - | - | - | - |
| BOE - Wolcott School Asbestos abatement | 205,000 | - | 205,000 | - | - | - |
| BOE - Clover St. School code upgrade | 185,000 | - | 185,000 | - | - | - |
| BOE - JFK Asbestos Abatement | 258,000 | - | 258,000 | - | - | - |
| BOE - Poquonock School Roof | 183,000 | - | 183,000 | - | - | - |
| Subtotal FY 2005 | 8,144,000 | 299,000 | 7,643,000 | 202,000 | - | - |

| Project Name | Estimated | | | | | Other Sources |
|---|-------------------|----------------|---------------------------|---------------------|------------------|---------------|
| | Project Cost | General Fund | New Bonding Authorization | State & Federal Aid | Enterprise Funds | |
| FY 2006 | | | | | | |
| Street Resurfacing Program | 208,000 | - | - | 208,000 | - | - |
| Street Reclamation Program | 222,000 | 222,000 | - | - | - | - |
| Engine 1 - Fire Dept. | 312,000 | - | 312,000 | - | - | - |
| Milo Peck Center Upgrades - Phase 1 | 411,000 | - | 411,000 | - | - | - |
| Wilson Rte. 159 Corridor Improvements | 744,000 | - | 744,000 | - | - | - |
| Const. - Windsor Ctr Streetscape - Phase 2 | 288,000 | - | 288,000 | - | - | - |
| Design - Resurface Day Hill Road | 61,000 | 61,000 | - | - | - | - |
| Design - Hayden Stn. Fire House | 160,000 | - | 160,000 | - | - | - |
| Landfill Closure | 6,142,000 | - | - | - | 6,142,000 | - |
| Methane Colleciton System | 1,486,000 | - | - | - | 1,486,000 | - |
| BOE - Oliver Ellsworth Code Compliance | 370,000 | - | 370,000 | - | - | - |
| BOE - Oliver Ellsworth Office Area Upgrade | 294,000 | - | 294,000 | - | - | - |
| BOE - Clover Street School Asbestos Abate | 34,000 | 34,000 | - | - | - | - |
| BOE - L.P. Wilson - Abate Asbestos Floor Tiling | 211,000 | - | 211,000 | - | - | - |
| Subtotal FY 2006 | 10,943,000 | 317,000 | 2,790,000 | 208,000 | 7,628,000 | - |

| Project Name | Estimated Project Cost | General Fund | New Bonding Authorization | State & Federal Aid | Enterprise Funds | Other Sources |
|--|------------------------|----------------|---------------------------|---------------------|------------------|---------------|
| | | | | | | |
| FY 2007 | | | | | | |
| Street Resurfacing Program | 214,000 | - | - | 214,000 | - | - |
| Street Reclamation Program | 147,000 | 147,000 | - | - | - | - |
| Sidewalk Replacement | 141,000 | 141,000 | - | - | - | - |
| Medium Rescue Truck - Fire Dept | 366,000 | - | 366,000 | - | - | - |
| Public Works Facility Improvements - roof | 507,000 | - | 507,000 | - | - | - |
| Reconstruction of Pleasant Street | 685,000 | - | 685,000 | - | - | - |
| Ramp Modification at I-91/Route 75 | 20,928,000 | - | - | 20,928,000 | - | - |
| Resurfacing of Day-Hill Rd. | 444,000 | - | 444,000 | - | - | - |
| Hayden Station Firehouse | 1,641,000 | - | 1,641,000 | - | - | - |
| Milo Peck Center Upgrades - Phase 2 | 445,000 | - | 445,000 | - | - | - |
| Design Expansion of Public Safety Complex | 411,000 | - | 411,000 | - | - | - |
| BOE - JFK School Air Condition Center | 358,000 | - | 358,000 | - | - | - |
| BOE - Poquonock Sch. Air Condition Media Ctr. | 221,000 | - | 220,000 | - | - | - |
| BOE - Clover St. Sch. Air Condition Media Ctr. | 181,000 | - | 181,000 | - | - | - |
| Subtotal FY 2007 | 26,689,000 | 288,000 | 5,258,000 | 21,142,000 | - | - |

| Project Name | Estimated | New Bonding | State & | Enterprise | Other |
|--|------------------|----------------|----------------|------------------|----------|
| | Project | | | | |
| | Cost | General Fund | | | |
| FY 2008 | | | | | |
| Street Resurfacing Program | 221,000 | - | 221,000 | - | - |
| Street Reclamation Program | 250,000 | 250,000 | - | - | - |
| Sidewalk Replacement | 145,000 | 145,000 | - | - | - |
| Resurfacing of Day Hill Rd. | 667,000 | - | - | 667,000 | - |
| Expansion of Public Safety Complex | 4,890,000 | - | - | 4,890,000 | - |
| Medium Rescue @ Sta. 600 - Fire Dept | 371,000 | - | - | 371,000 | - |
| Design - Reconstruction of Baker Hollow Rd. | 221,000 | - | - | 221,000 | - |
| BOE - Sage Park Cafeteria Soundproof & AC | 428,000 | - | - | - | - |
| BOE - Sage Park Classroom TV/VCR System | 116,000 | 116,000 | - | - | - |
| BOE - Sage Park Air Condition 2nd Floor - Design | 234,000 | - | - | 234,000 | - |
| Subtotal FY 2008 | 7,543,000 | 511,000 | 221,000 | 6,383,000 | - |

| Project Name | Estimated Project Cost | General Fund | New Bonding Authorization | State & Federal Aid | Enterprise Funds | Other Sources |
|---|------------------------|----------------|---------------------------|---------------------|------------------|---------------|
| | | | | | | |
| FY 2009 | | | | | | |
| Street Resurfacing Program | 227,000 | - | - | 227,000 | - | - |
| Street Reclamation Program | 257,000 | 257,000 | - | - | - | - |
| Sidewalk Replacement | 150,000 | 150,000 | - | - | - | - |
| Engine/Tanker - Fire Dept | 371,000 | - | 371,000 | - | - | - |
| Stormwater Management Improvements | 1,332,000 | - | - | - | 1,332,000 | - |
| BOE - Sage Park Air Comidition Installation | 3,426,000 | - | 3,426,000 | - | - | - |
| Subtotal FY 2009 | 5,763,000 | 407,000 | 3,797,000 | 227,000 | 1,332,000 | - |

Total CIP Program 65,387,000 1,957,000 29,828,000 22,927,000 9,063,000 1,183,000

| <u>Unscheduled Projects</u> | <u>Estimated Project Cost</u> | <u>Unscheduled Projects</u> | <u>Estimated Project Cost</u> |
|---|-----------------------------------|---|-----------------------------------|
| Environmental | | Pedestrian and Driver Safety | |
| Contaminated Soil Disposal | 864,000 | Pedestrian Railroad Crossing | 1,537,000 |
| Millbrook Watershed Drainage Study | 112,000 | Archer Rd. Safety Improvements | 520,000 |
| Repairs to Deckers Brook | 475,000 | Tree Planting Program | 185,000 |
| Total Unscheduled Environmental | <u>1,451,000</u> | Street Lights - Day Hill Rd. | <u>800,000</u> |
| | | Total Unscheduled Pedestrian and Driver Safety | <u>3,042,000</u> |
| Fire Dept. | | Street Repair and Reconstruction | |
| Heavy Duty Rescue | 320,000 | Palisado Ave Corridor Improvements | 465,000 |
| Rescue Vehicle # 2 | 320,000 | Reconstruction of Pigeon Hill Rd. | 2,231,000 |
| Total Unscheduled Fire Dept. | <u>640,000</u> | Rainbow Neighborhood Streets | 2,000,000 |
| Recreational Facilities | | Reconstruction of Maple Ave. and Spring St. | 540,000 |
| Clover Field Improvements | 400,000 | Reconstruction of Pond Road/Indian Hill Rd. | 1,110,000 |
| Improvements to Washington Park | 320,000 | Reconstruction of Prospect Hill (Poquonock to | 2,459,000 |
| Basketball & Tennis Courts | 123,000 | Reconstruction of River St. (Kennedy to Old Ri | 1,220,000 |
| Maple Sugar Museum | 2,196,000 | Reconstruction - Stone Road | 2,160,000 |
| Oliver Ellsworth Field Improvements | 180,000 | Reconstruction of River St. (Poquonock to Old | 3,300,000 |
| Athletic Equipment - Parks | 225,000 | Reconstruction - Batchelder Road | 475,000 |
| Aqua Fountains | 120,000 | Reconstruction of Basswood Rd. | 700,000 |
| LP Wilson Field Renovation | 355,000 | Poquonock Ave. and River St. Enhancements | <u>314,000</u> |
| River St. Park New Fields | 339,000 | Total Unscheduled Street Repair and Reconstruct | 16,974,000 |
| Day Hill Rd. Trail System | 510,000 | | |
| Fitch Field Improvements | 240,000 | Other | |
| Improvements to Windsor H.S. Athletic Field | 155,000 | Security Improvements to Town Bldgs. | 150,000 |
| Total Unscheduled Recreational | <u>5,163,000</u> | Windsor Center Underground Utilities | 1,900,000 |
| Public Works Dept. | | Windsor Center Improvements | 475,000 |
| Sidewalk Replacement | 375,000 | Relocation of Dog Pound | 140,000 |
| Public Works Equipment | 404,000 | Total Unscheduled Other | <u>2,665,000</u> |
| Total Unscheduled Public Works Dept. | <u>779,000</u> | Board of Education | |
| | | Total Unscheduled | <u>30,714,000</u> |

SUMMARY OF PERSONAL SERVICES

GENERAL FUND POSITIONS

| | FY 2003 | FY 2004 | FY 2004 |
|-----------------------------------|----------------|-------------------|-----------------|
| | <u>Adopted</u> | <u>Authorized</u> | <u>Proposed</u> |
| | | | <u>Funding</u> |
| ADMINISTRATIVE SERVICES | | | |
| Full Time | 19.00 | 19.00 | 17.25 |
| Part-time FTE | 1.30 | 0.42 | 0.42 |
| DEVELOPMENT SERVICES | | | |
| Full-time | 16.00 | 16.00 | 15.00 |
| Part-time FTE | 0.55 | 0.65 | 0.65 |
| FAMILY SERVICES | | | |
| Full-time | 10.75 | 10.50 | 9.50 |
| Part-time FTE | 21.95 | 17.42 | 17.42 |
| HEALTH AND SOCIAL SERVICES | | | |
| Full-time | 10.00 | 10.00 | 9.00 |
| Part-time FTE | 3.50 | 3.50 | 3.50 |
| INFORMATION SERVICES | | | |
| Full-time | 3.00 | 3.00 | 3.00 |
| Part-time FTE | 1.25 | 1.40 | 1.40 |
| LIBRARY SERVICES | | | |
| Full-time | 9.75 | 9.75 | 9.25 |
| Part-time FTE | 9.30 | 9.30 | 7.80 |
| PUBLIC WORKS | | | |
| Full-time | 34.50 | 35.00 | 34.00 |
| Part-time FTE | 3.80 | 3.80 | 3.05 |
| SAFETY SERVICES | | | |
| Full-time | 68.00 | 69.00 | 67.00 |
| Part-time FTE | 1.80 | 2.30 | 1.80 |
| GENERAL GOVERNMENT | | | |
| Full-time | 4.00 | 4.00 | 3.50 |
| Part-time FTE | 0.28 | 0.25 | 0.25 |
| COMMUNITY DEVELOPMENT | | | |
| Full-time | 0.25 | 0.25 | 0.25 |
| TOTAL GENERAL FUND | | | |
| Full-time | 175.25 | 176.50 | 167.75 |
| Part-time FTE | <u>43.73</u> | <u>39.04</u> | <u>36.29</u> |
| Total | 218.98 | 215.54 | 204.04 |

NON-GENERAL FUND POSITIONS

| | | | |
|-------------------------------|--------------|--------------|--------------|
| SPECIAL REVENUE FUNDS | | | |
| Full-time | 1.75 | 2.00 | 2.00 |
| Part-time FTE | 9.90 | 12.38 | 12.38 |
| ENTERPRISE FUNDS | | | |
| Full-time | 25.50 | 24.50 | 24.50 |
| Part-time FTE | 11.10 | 15.35 | 15.35 |
| COMMUNITY DEVELOPMENT | | | |
| Full-time | 1.75 | 1.75 | 1.75 |
| Part-time FTE | - | - | - |
| TOTAL NON-GENERAL FUND | | | |
| Full-time | 29.00 | 28.25 | 28.25 |
| Part-time FTE | <u>21.00</u> | <u>27.73</u> | <u>27.73</u> |
| Total | 50.00 | 55.98 | 55.98 |

APPENDIX C

TOWN OF WINDSOR
 CILU #66 PAY PLAN
 FY 2003-2004 **

| PAY GRADE | MINIMUM | MAXIMUM |
|--|---------|---------|
| GRADE 1 | 26,545 | 29,199 |
| GRADE 2 Clerk Typist I Laborer* Mechanic's Assistant* | 27,871 | 30,657 |
| GRADE 3 | 29,264 | 32,189 |
| GRADE 4 | 30,728 | 33,799 |
| GRADE 5 | 32,264 | 35,488 |
| GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator/Receptionist Weighing Station Clerk* | 33,874 | 37,263 |
| GRADE 7 Account Clerk I Clerk Typist II Engineering Aide* Tax Clerk | 35,568 | 39,128 |
| GRADE 8 Account Clerk II Public Property Maintainer II Senior Citizen Bus Driver | 37,348 | 41,083 |
| GRADE 9 Administrative Clerk Assistant Town Clerk Community Development Assistant* | 39,218 | 43,131 |
| GRADE 10 Landfill Operator* Public Property Maintainer III Secretary | 41,175 | 45,289 |
| GRADE 11 Mechanic* Electrician | 43,230 | 47,554 |
| GRADE 12 Crew Leader Senior Engineering Aide | 45,395 | 49,930 |
| GRADE 13 Public Works Inspector Town Forester | 47,666 | 52,429 |

**Negotiations are currently underway to determine if wage concessions will be provided. This schedule reflects the current contract and will be modified if concessions are approved.

APPENDIX C

**TOWN OF WINDSOR, CONNECTICUT
 CILU PAY PLAN
 FY 2003 – 2004****

| PAY GRADE | STEPS | | | |
|---------------------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 |
| CIVILIAN DISPATCHER | 38,566 | 40,668 | 42,770 | 44,869 |

| | STARTING | STEP 1 "SOLO" | STEP 2 500 Hours | STEP 3 500 Hours |
|-------------------------------|------------|------------------|---------------------|---------------------|
| Part-time Civilian Dispatcher | 13.64/Hour | 17.04/Hour | 18.75/Hour | 20.46/Hour |

**Negotiations are currently underway to determine if wage concessions will be provided. This schedule reflects the current contract and will be modified if concessions are approved.

APPENDIX C

TOWN OF WINDSOR, CONNECTICUT
 POLICE PAY PLAN
 FY 2003 – 2004 **

| PAY GRADE | STEPS | | | | | | |
|---|--------|--------|--------|--------|--------|--------|--------|
| | A | B | C | D | E | F | G |
| Pay Grade P1 Police Officer | 46,019 | 48,590 | 51,263 | 54,086 | 57,059 | 60,194 | |
| Pay Grade P2 Detective Special Services Officer | | | 53,827 | 56,791 | 59,913 | 63,205 | 66,419 |
| Pay Grade P3 Evidence Technician Sergeant | | | 58,711 | 61,945 | 65,347 | 68,946 | 72,842 |
| Pay Grade P4 Shift Commander | | | 65,347 | 68,946 | 72,738 | 76,737 | |
| Pay Grade DW1 Dog Warden | | | 43,026 | 44,924 | 46,861 | 48,966 | |

**Negotiations are currently underway to determine if wage concessions will be provided. This schedule reflects the current contract and will be modified if concessions are approved.

APPENDIX C

FY 2003-2004 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

| PAY GRADE | MINIMUM | MAXIMUM |
|--|---|---------|
| GRADE 1 Associates | | |
| Group A | 29,000 | 60,000 |
| Administrative Aide Assistant Assessor Assistant Building Official Assistant Recreation Manager Caseworker Code Enforcement Official Confidential Secretary Engineering Assistant Environmental Educator | Environmental Planner Fire Inspector Interpretive Naturalist Library Assistant Payroll and Benefits Assistant Public Health Nurse Sanitarian Senior Center Program Coordinator | |
| Group B | 33,000 | 70,000 |
| Assistant Town Planner Deputy Town Clerk Fire Department Administrator Human Resources Generalist Information Technology Specialist Lending and Technical Services Manager Librarian Library Branch Manager | Management Analyst MIS Supervisor Parent Resource Coordinator Project Engineer Risk Manager Social Worker Youth Services Counselor | |

APPENDIX C

**FY 2003-2004 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN**

| PAY GRADE | MINIMUM | MAXIMUM |
|---------------------------------------|---------------------------------|----------------|
| GRADE 2 | 41,000 | 91,000 |
| Managers/Coordinators | | |
| Assessor | Partnership Program Coordinator | |
| Assistant Finance Director/Accountant | Police Division Commander | |
| Assistant to Town Manager | Public Works Operations Manager | |
| Building Official | Recreation Manager | |
| Buildings and Facilities Manager | Social Services Coordinator | |
| Community Development Coordinator* | Tax Collector | |
| Fire Marshal | Town Clerk | |
| Landfill Manager* | Town Engineer | |
| Northwest Park Manager | Youth Services Coordinator | |
| GRADE 3 | 57,000 | 106,000 |
| Directors | | |
| Assistant Town Manager | Economic Development Director | |
| Coordinator of Information Technology | Finance Director | |
| Director of Family & Leisure Services | Library Director | |
| Director of Health | Police Chief | |
| Director of Human Resources | Town Planner | |
| Director of Public Works | | |

*Position contingent upon funding from State/Federal grants, capital project funds, and/or user charges.

APPENDIX C

**TOWN OF WINDSOR
DAY CARE PAY PLAN
[WINDSOR DISCOVERY CENTER AND CARING CONNECTION]
FY 2003-2004**

| <u>CLASSIFICATION</u> | <u>MINIMUM</u> | <u>MAXIMUM</u> |
|--|----------------|----------------|
| Early Childhood Coordinator Caring Connection Manager | 31,000 | 67,000 |
| Early Childhood Educator II Adult Day Care Professional | 27,000 | 52,000 |
| Early Childhood Educator I Adult Day Care Associate | 19,000 | 35,000 |

PART-TIME AND SEASONAL PAY PLAN FOR FY 2003-2004

| PAY GRADE | MINIMUM | MAXIMUM |
|---|----------------|----------------|
| <u>GRADE I</u> | \$ 6.90 | \$ 9.40 |
| Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant | | |
| <u>GRADE II</u> | \$ 7.50 | \$10.45 |
| Clerical Aide II Early Childhood Aide I Janitor Library Clerk I Library Monitor Lifeguard I Parts Runner Program Aide Recreation Leader II Senior Student Aide | | |
| <u>GRADE III</u> | \$ 8.05 | \$11.55 |
| Clerical Aide III Early Childhood Aide II Library Clerk II Lifeguard II Recreation Specialist Maintenance Assistant Tax Collection Aide Undergraduate Intern | | |

APPENDIX C

| PAY GRADE | MINIMUM | MAXIMUM |
|---|----------------|----------------|
| <u>GRADE IV</u> | \$ 8.55 | \$14.85 |
| 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 Senior Maintenance Assistant Supernumerary Police Officer Traffic Safety Specialist Treasurer's Assistant | | |
| <u>GRADE V</u> | \$ 9.60 | \$17.10 |
| Administrative Aide Code Enforcement Official Head Lifeguard Youth Theater Director | | |
| <u>GRADE VI</u> | \$10.70 | \$22.40 |
| Adult Day Care Professional Director of Aquatics Director of Special Programs Naturalist Substitute Librarian | | |

APPENDIX D

**CODE OF ACCOUNTS
AGGREGATED EXPENDITURE CLASSIFICATIONS**

The expenditure classifications are aggregated into seven summary expenditure classifications that describe the types of expenditures to be made in each account.

PERSONAL SERVICES

| | | | | | |
|-------|---------------------|-------|--------------------------|-------|-----------------------|
| 40010 | Regular Full Time | 40110 | Substitutes | 41130 | Health Insurance |
| 40020 | Regular Part Time | 41010 | FICA (Social Security) | 41140 | Major Medical |
| 40040 | Temporary Full Time | 41020 | Medicare | 41150 | Disability Insurance |
| 40050 | Temporary Part Time | 41110 | Clothing Allowance | 41160 | Life Insurance |
| 40060 | Holiday Overtime | 41120 | Pension (Police) | 41170 | Workers' Compensation |
| 40070 | Training Overtime | 41125 | Retirement Expense Town | 41180 | Unemployment Comp. |
| 40090 | Overtime | 41126 | Retirement Expense BOE | 41190 | Other Compensation |
| | | 41128 | Deferred Comp Match Town | 41200 | Combined Insurance |

SUPPLIES

- 42140 Books and Periodicals - Acquisition of technical books, newspaper subscriptions, library books and media, special reports, and other publications.
- 42190 Rentals - Fees paid for the use of land, buildings, and equipment.
- 42220 Materials and Supplies - Office supplies, noninventoried tools, refills, other noninventoried items including, but not limited to, nuts and bolts, car tires, disposable fire extinguishers; items with a useful life of less than one year.
- 42240 Postage - All postage such as stamps, bulk mailing, postage charge-backs from Information Services.

SERVICES

- 43110 Travel and Meeting Expenses - Local, regional, and national meetings, including transportation, lodging, meals, and registration fees. Also, business expenses related to the activity of the department.
- 43120 Advertising - Notices of public hearings, invitations to bid, recruitment ads, publishing ordinances, etc.
- 43130 Membership Fees - Professional association dues and subscriptions, league and tournament fees.
- 43140 Car Allowance - Monthly allotment for private vehicles and mileage allowances for use of private vehicles on local routine business.
- 43150 Recruitment and Training - Cost of special training schools, tuition, educational seminars, recruitment examinations, interviews, and in-service training courses.
- 43170 MDC - Sewers - Cost of Metropolitan District Commission Sewer Service.
- 43180 Contractual Services - Cost of contracted services, consulting and technical services, etc.
- 43190 Printing - Printing, photocopying, and microfilming.
- 43200 Board of Education Schools
- 43210 Board of Education Schools Capital
- 43300 Debt Service - Principal
- 43350 Debt Service - Interest
- 43400 Insurance
- 43500 Unclassified

APPENDIX D

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, 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 for Town-owned properties.
- 47500 Telephone - Costs for telephone services.

APPENDIX E

DEBT MANAGEMENT POLICY

Windsor continues to enjoy an outstanding credit rating of Aa2 by Moody's Investor Service and AA by Standard and Poor's Corporation, just one category lower than that assigned to obligations of the United States Government. In general, bond ratings are assigned by the rating services on the basis of established standards covering four basic criteria; economic strength and diversity, debt burden, administrative process and fiscal performance. In order to maintain its debt burden in line with available resources, the Town adheres to certain fundamental policies with respect to incurrence of debt: (A) Windsor maintains its total debt service requirement to within a range of 6% - 8% of its total operating expenditures; (B) when any new bonds are issued, the future forecasted annual debt service requirements will not exceed 8% of annual operating expenditures; (C) Windsor does not issue bonds, the total amount of which would exceed 50% of its legal debt limit; and (D) the Town will maintain an undesignated, unreserved fund balance of between 8% - 11% of annual general fund operating expenditures.

The Town's legal debt limit is in turn based upon its tax collections for the most recently completed fiscal year including interest and lien fees, and net of State reimbursements for revenue losses. For the current fiscal year, Windsor's base for establishing its debt limit is \$54,130,560. 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. At this time, the Town's total net direct and net overlapping indebtedness totals approximately \$55,191,000 amounting to just 14.57% of the total debt limitation.

Appendix E

**Town of Windsor
Debt Schedule (all funds)
FY 2002-2003**

| Description | Interest Rate | Originally Sold | Maturity | Original Amount | Balance 7/1/2002 | Additions FY 02-03 | Paid FY 02-03 | Balance 6/30/2003 |
|---|-------------------|-----------------|-----------|-----------------|------------------|--------------------|---------------|-------------------|
| BONDED DEBT | | | | | | | | |
| Public Improvements | 9.0%/9.4%/9.70% | 1982 | 10/1/2001 | 1,840,000 | 0 | 0 | 0 | 0 |
| Poquonock School | 9.1%/9.4%/9.70% | 1982 | 10/1/2001 | 155,000 | 0 | 0 | 0 | 0 |
| Public Safety Exp. | 5.20%/5.40%/5.50% | 1987 | 2/15/2007 | 2,500,000 | 680,000 | | 140,000 | 540,000 |
| Public Imp. & Elem. Schools | 7.0% - 7.5% | 1987 | 10/1/2007 | 2,325,000 | 700,000 | | 130,000 | 570,000 |
| Elem. School Improvements | 6.6%/7.0% | 1988 | 4/1/2008 | 4,050,000 | 1,350,000 | | 225,000 | 1,125,000 |
| Town Hall Ren. & School Roofs | 6.4%/6.5%/6.6% | 1991 | 7/15/2011 | 5,000,000 | 2,760,000 | | 280,000 | 2,480,000 |
| Public Imp. & Elem. Schools | 5.6%/5.65%/5.75% | 1992 | 7/15/2011 | 4,400,000 | 250,000 | | 250,000 | 0 |
| Middle School Expansion | 3.9%-5.9% | 1993 | 1/15/2013 | 5,000,000 | 0 | | 0 | 0 |
| Middle School Exp. & Econ. Dev. | 5.0%-5.75% | 1994 | 1/15/2014 | 4,350,000 | 0 | | 0 | 0 |
| Windsor High School Roof & New Wilson Firehouse | 4.4%-5.75% | 1995 | 7/15/2015 | 5,200,000 | 825,000 | | 275,000 | 550,000 |
| Poquonock Firehouse & Clover St. School Roof | 4.5% - 5.0% | 1998 | 2/15/2018 | 1,565,000 | 1,415,000 | | 75,000 | 1,340,000 |
| Windsor High School Mod. | 5.0% - 6.5% | 2000 | 1/15/2020 | 3,000,000 | 2,755,000 | | 125,000 | 2,630,000 |
| Sage Park Middle Sch. Roof | 5.0% - 6.5% | 2000 | 1/15/2020 | 528,000 | 485,000 | | 20,000 | 465,000 |
| Mack St Land Acquisition | 5.0% - 6.5% | 2000 | 1/15/2020 | 95,000 | 87,400 | | 3,800 | 83,600 |
| Mack St Improvements | 5.0% - 6.5% | 2000 | 1/15/2020 | 1,200,000 | 1,107,600 | | 46,200 | 1,061,400 |
| Kennedy Road Improvements | 5.0% - 6.5% | 2000 | 1/15/2020 | 742,000 | 680,000 | | 30,000 | 650,000 |
| Windsor High School Part 2 | 4.45%-5.35% | 2000 | 4/1/2020 | 2,000,000 | 1,900,000 | | 100,000 | 1,800,000 |
| Econ Dev Day Hill/Lamberton | 4.45%-5.35% | 2000 | 4/1/2011 | 612,000 | 565,000 | | 55,000 | 510,000 |
| Econ Dev Day Hill/Blue Hills | 4.45%-5.35% | 2000 | 4/1/2011 | 1,368,000 | 1,260,000 | | 120,000 | 1,140,000 |
| Windsor High School Part 3 | 4.0%-5.0% | 2001 | 1/15/2020 | 4,000,000 | 4,000,000 | | 200,000 | 3,800,000 |
| Windsor High School Part 4 | 4.0%-5.0% | 2001 | 7/15/2020 | 5,800,000 | 5,800,000 | | 0 | 5,800,000 |
| Goslee Pool & Town Hall Roof | 4.0%-5.0% | 2001 | 1/15/2020 | 1,300,000 | 1,300,000 | | 70,000 | 1,230,000 |
| Econ Dev Day Hill/Northfield Drive | 4.0%-5.0% | 2001 | 1/15/2020 | 250,000 | 250,000 | | 30,000 | 220,000 |
| Refinanced 1982 -1995 Issues | 4.0%-5.0% | 2001 | 7/15/2020 | 11,450,000 | 11,840,000 | | 0 | 11,840,000 |
| Windsor High School/Laurel Ave/Hayden Station/Sage Park Rec Facility | 3.0%-5.0% | 2002 | 3/1/2022 | 4,955,000 | 4,955,000 | 0 | 225,000 | 4,730,000 |
| WHS Roof/Fire Rescue Truck/Goslee Pool/DPW Fac Improv/LP Roof Rep/ Public Safety Comm Sys | 2.75%-4.75% | 2003 | 3/1/2023 | 2,360,000 | 0 | 2,360,000 | 0 | 2,360,000 |
| | | | | | 44,965,000 | 2,360,000 | 2,400,000 | 44,925,000 |
| | | | | | | | | 14,510,000 |
| | | | | | | | | 1,690,000 |
| | | | | | | | | <u>61,125,000</u> |

Debt Authorized but Unissued
BANS Issued March 2003
TOTAL DEBT AUTHORIZED

APPENDIX E

**TOWN OF WINDSOR
NET DEBT
JUNE 30, 2003**

| | | |
|--|------------|----------------------------|
| TOTAL DEBT AUTHORIZED | | \$61,125,000 |
| LESS ANTICIPATED GRANTS RECEIVABLE: | | |
| Bonded Debt Grants Approved | | |
| 1,905,000 School Construction & Expansion I | \$ 276,790 | |
| 4,050,000 School Construction & Expansion II | 588,360 | |
| 835,000 Elementary Schools Roofs | 172,730 | |
| 345,000 Ellsworth School Roof | 78,900 | |
| 5,000,000 Sage Park Middle School Expansion I | 1,181,350 | |
| 4,000,000 Sage Park Middle School Expansion II | 1,118,050 | |
| 2,250,000 Windsor High School Roof | 561,050 | |
| Estimated Progress Payments | | |
| Windsor High School | 2,758,690 | |
| Subtotal Anticipated Grants Receivable & Progress Payments | | <u>\$6,735,920</u> |
| NET DEBT | | <u>\$54,389,080</u> |

APPENDIX E

DEBT SERVICE-INTEREST

| | 2001-2002 | 2002-2003 | | 2003-2004 | |
|---|--------------------|--------------------|--------------------|--------------------|----------|
| | Actual | Budget | Estimated | Proposed | Approved |
| Schools: Interest on Bonds | | | | | |
| 1982 Poquonock School | 240 | 0 | 0 | 0 | |
| 1987 Elementary School Exp. | 50,980 | 43,260 | 43,260 | 35,440 | |
| 1988 Elementary School Exp. | 109,130 | 93,830 | 93,830 | 78,300 | |
| 1991 Elementary Schools Roofs | 31,510 | 28,570 | 28,570 | 25,620 | |
| 1992 Schools HVAC | 5,040 | 2,520 | 2,520 | 0 | |
| 1993 Middle School Expansion | 12,380 | 0 | 0 | 0 | |
| 1994 Middle School Expansion | 11,000 | 0 | 0 | 0 | |
| 1995 High School Roof | 20,900 | 16,870 | 16,870 | 11,500 | |
| 1998 Clover Street School Roof | 11,790 | 11,150 | 11,150 | 10,580 | |
| 2000 Windsor High School Mod. | 158,820 | 150,690 | 150,690 | 144,130 | |
| 2000 Sage Park Middle School Roof | 27,870 | 26,580 | 26,580 | 25,520 | |
| 2000 Windsor H.S. Mod Part 2 | 148,540 | 94,030 | 94,030 | 89,030 | |
| 2001 Windsor High School Part 3 | 182,340 | 182,350 | 182,350 | 172,350 | |
| 2001 Windsor High School Part 4 | 232,860 | 266,980 | 266,980 | 261,780 | |
| 2001 Refinanced 1992 | 16,200 | 17,250 | 17,250 | 16,580 | |
| 2001 Refinanced 1993 | 121,680 | 138,710 | 138,710 | 133,910 | |
| 2001 Refinanced 1994 | 85,320 | 120,950 | 120,950 | 117,260 | |
| 2001 Refinanced 1995 | 54,050 | 62,400 | 62,400 | 60,580 | |
| 2002 WHS Renovation | 0 | 163,110 | 163,110 | 159,080 | |
| 2003 BANS WHS | 0 | 0 | 0 | 21,100 | |
| Total | \$1,280,650 | \$1,419,250 | \$1,419,250 | \$1,362,760 | |
| Town: Interest on Bonds | | | | | |
| 1981 Deckers Brook | \$0 | \$0 | \$0 | \$0 | |
| 1982 Wilson Center, P.W. Complex, N.W. Park, Shad Run, Griffin Road | 4,600 | 0 | 0 | 0 | |
| 1987 Public Safety Expansion | 45,100 | 37,400 | 37,400 | 29,700 | |
| 1987 Day Hill Road/Prospect Hill Road/Windsor Walks | 6,140 | 4,300 | 4,300 | 2,440 | |
| 1991 Town Hall Renovations | 157,670 | 142,690 | 142,690 | 127,710 | |
| 1992 Roads/Public Safety Complex, Pilgard Property, Town Hall Ren | 22,960 | 11,480 | 11,480 | 0 | |
| 1994 Economic Development | 0 | 0 | 0 | 0 | |
| 1995 Wilson Firehouse & Equipment | 26,400 | 20,250 | 20,250 | 13,800 | |
| 1998 Poquonock Fire House | 57,830 | 54,710 | 54,710 | 51,910 | |
| 2000 Mack Street Land Acquisition | 5,030 | 4,790 | 4,790 | 4,590 | |
| 2000 Mack Street Improvements | 63,520 | 60,520 | 60,520 | 58,100 | |
| 2000 Kennedy Road Improvements | 39,170 | 37,220 | 37,220 | 35,640 | |
| 2000 Econ Dev DayHill/Lamberton | 43,470 | 26,630 | 26,630 | 23,880 | |
| 2000 Econ Dev Day Hill/Blue Hills | 97,120 | 59,350 | 59,350 | 53,350 | |
| 2001 Goslee Pool & Town Hall Roof | 59,220 | 59,210 | 59,210 | 55,720 | |
| 2001 Econ Dev Day Hill/Northfield Drive | 11,030 | 11,030 | 11,030 | 9,530 | |
| 2001 Refinanced 1992 Issue | 73,060 | 85,400 | 85,400 | 82,070 | |
| 2001 Refinanced 1994 Issue | 20,650 | 0 | 0 | 0 | |
| 2001 Refinanced 1995 Issue | 70,750 | 81,700 | 81,700 | 79,310 | |
| 2002 Laurel Ave, Hayden St Rd, Sage | 0 | 39,000 | 39,000 | 31,780 | |
| 2003 Poq, WHS Roof, Fire Tr, Goslee | 0 | 0 | 0 | 96,120 | |
| Total | 803,720 | 735,680 | 735,680 | 755,650 | |
| GRAND TOTAL | \$2,084,370 | \$2,154,930 | \$2,154,930 | \$2,118,410 | |

APPENDIX E

DEBT SERVICE-PRINCIPAL

| | | 2001-2002 | 2002-2003 | | 2003-2004 | |
|------------------------------------|--|---------------------|---------------------|---------------------|---------------------|----------|
| | | Actual | Budget | Estimated | Proposed | Approved |
| Schools: Principal on Bonds | | | | | | |
| 1982 | Poquonock School | \$5,000 | \$0 | \$0 | \$0 | |
| 1987 | Elementary School Exp. | 105,000 | 105,000 | 105,000 | 105,000 | |
| 1988 | Elementary School Exp. | 225,000 | 225,000 | 225,000 | 225,000 | |
| 1991 | Elementary School Roofs | 46,000 | 46,000 | 46,000 | 46,000 | |
| 1992 | Schools HVAC | 45,000 | 45,000 | 45,000 | | |
| 1993 | Sage Park Middle School | 275,000 | 0 | 0 | 0 | |
| 1994 | Sage Park Middle School | 200,000 | 0 | 0 | 0 | |
| 1995 | High School Roof | 100,000 | 125,000 | 125,000 | 125,000 | |
| 1998 | Clover Street School Roof | 10,000 | 10,000 | 10,000 | 10,000 | |
| 2000 | Windsor High School Mod. | 125,000 | 125,000 | 125,000 | 130,000 | |
| 2000 | Sage Park School Roof | 20,000 | 20,000 | 20,000 | 30,000 | |
| 2000 | WHS Modernization Part 2 | 100,000 | 100,000 | 100,000 | 100,000 | |
| 2001 | WHS Modernization Part 3 | 0 | 200,000 | 200,000 | 200,000 | |
| 2001 | WHS Modernization Part 4 | 0 | 0 | 0 | 260,000 | |
| 2001 | Refinancing 1992-1995 | 0 | 0 | 0 | 549,560 | |
| 2002 | Windsor High School Ren | 0 | 182,000 | 182,000 | 150,000 | |
| | Total | \$1,256,000 | \$1,183,000 | \$1,183,000 | \$1,930,560 | |
| Town: Principal on Bonds | | | | | | |
| 1982 | Wilson Center, P.W. Complex N.W. Park, Shad Run, Griffin Road | 95,000 | 0 | 0 | 0 | |
| 1987 | Public Safety Expansion | 140,000 | 140,000 | 140,000 | 135,000 | |
| 1987 | Day Hill Road/Prospect Hill Road/Windsor Walks | 25,000 | 25,000 | 25,000 | 25,000 | |
| 1991 | Town Hall Renovations | 234,000 | 234,000 | 234,000 | 234,000 | |
| 1992 | Roads/Safety Complex, Pilgard Property, Town Hall Renovations | 205,000 | 205,000 | 205,000 | 0 | |
| 1994 | Economic Development | 0 | 0 | 0 | 0 | |
| 1995 | Wilson Firehouse & Equipment | 150,000 | 150,000 | 150,000 | 150,000 | |
| 1998 | Poquonock Firehouse | 65,000 | 65,000 | 65,000 | 65,000 | |
| 2000 | Mack Street Land Acquisition | 3,800 | 3,800 | 3,800 | 4,100 | |
| 2000 | Mack Street Improvements | 46,200 | 46,200 | 46,200 | 50,900 | |
| 2000 | Kennedy Road Improvements | 30,000 | 30,000 | 30,000 | 35,000 | |
| 2000 | Econ Dev Day Hill/Lamberton | 47,000 | 55,000 | 55,000 | 55,000 | |
| 2000 | Econ Dev Day Hill/Blue Hills | 108,000 | 120,000 | 120,000 | 120,000 | |
| 2001 | Goslee Pool & Town Hall Roof | 0 | 70,000 | 70,000 | 70,000 | |
| 2001 | Econ Dev Day Hill/Northfield Dr | 0 | 30,000 | 30,000 | 30,000 | |
| 2001 | Refinancing 1992-1995 | 0 | 0 | 0 | 285,440 | |
| 2002 | Laurerl Ave, Hayden Station Rd, Sage Park Rec Fac. | 0 | 43,000 | 43,000 | 80,000 | |
| 2003 | Poq Windows, WHS Roof, Fire Truck, Goslee Pool, DPW Fac, LP Roof, Public Safety Comm | 0 | 0 | 0 | 110,000 | |
| | Total | 1,149,000 | 1,217,000 | 1,217,000 | 1,449,440 | |
| GRAND TOTAL | | \$ 2,405,000 | \$ 2,400,000 | \$ 2,400,000 | \$ 3,380,000 | |

Appendix F

Fines and Fees Fund Authority Fee Last Action Proposed New Fee

Adult Day Care

| | | | | | |
|-----------------|-------------|------------|---------------|-----------|--|
| Daily Care | 08-3-32-343 | Resolution | \$65/day | 5/06/2002 | |
| Half Daily Care | 08-3-32-343 | Resolution | \$37/half day | 5/06/2002 | |
| Late Fee | 08-3-32-343 | Resolution | \$10/15 min | 4/12/1997 | |

Building Inspection

| | | | | | |
|---|--------------|------------|------------------------|------------|----------------------------------|
| Building Permit | General Fund | Resolution | \$30/1st for \$1,000 | 12/05/1997 | |
| Building Permit | General Fund | Resolution | \$13/\$1,000 after 1st | 6/21/1999 | |
| Square footage price used to calculate cost of a new home | General Fund | Resolution | \$60 per sq.ft. | | \$75 per sq.ft. |
| Re-inspection fee on contractor projects | General Fund | Resolution | | | \$25 per inspection |
| Working without permits | General Fund | Resolution | | | A fee equal to double permit fee |
| Coin-Operated Self-Serve Laundry License | General Fund | Resolution | \$25/year | 6/29/1981 | |
| Coin-Operated Self-Serve Laundry Lic. Renewal | General Fund | Resolution | \$15/year | 6/29/1981 | |
| ZBA Residential Appeal & Application Fee | General Fund | ZBA | \$50 | 1/17/1990 | \$80 |
| ZBA Commercial/Ind. Appeal & Application Fee | General Fund | ZBA | \$110 | 1/17/1990 | \$125 |
| Motor Vehicle Location Approvals | General Fund | ZBA | \$70 | 5/20/1985 | |
| Motor Vehicle Location Reapprovals | General Fund | ZBA | \$35 | 5/20/1985 | |

Child Day Care

| | | | | | |
|----------------------------------|---------------|------------|-------------|-----------|-------------------|
| Infant/Toddler | 05-3-3-31-340 | Resolution | \$995/month | 5/06/2002 | \$1,030 per month |
| Preschool full time | 05-3-3-31-340 | Resolution | \$720/month | 5/06/2002 | \$750 per month |
| Preschool 2 full days/month | 05-3-3-31-340 | Resolution | \$372/month | 5/06/2002 | \$385 per month |
| Preschool 3 full days/month | 05-3-3-31-340 | Resolution | \$550/month | 5/06/2002 | \$570 per month |
| Elementary Before & After School | 05-3-3-31-340 | Resolution | \$410/month | 5/06/2002 | \$425 per month |
| Elementary After School | 05-3-3-31-340 | Resolution | \$298/month | 5/06/2002 | \$310 per month |
| Elementary Before School | 05-3-3-31-340 | Resolution | \$263/month | 5/06/2002 | \$270 per month |

Appendix F

| <u>Fines and Fees</u> | <u>Fund</u> | <u>Authority</u> | <u>Fee</u> | <u>Last Action</u> | <u>Proposed New Fee</u> |
|--|---------------|------------------|-------------|--------------------|-------------------------|
| Elementary After 1 Day/mon | 05-3-3-31-340 | Resolution | \$65/month | 5/06/2002 | \$67 per month |
| Elementary After 2 day/mon | 05-3-3-31-340 | Resolution | \$125/month | 5/06/2002 | \$130 per month |
| Elementary After 3 day/mon | 05-3-3-31-340 | Resolution | \$170/month | 5/06/2002 | \$175 per month |
| Elementary After 4 day/mon | 05-3-3-31-340 | Resolution | \$245/month | 5/06/2002 | \$255 per month |
| Summer Camp 8:30-4:30 | 05-3-3-31-340 | Resolution | \$150/week | 5/06/2002 | \$155 per week |
| Summer Camp 6:45-5:30 | 05-3-3-31-340 | Resolution | \$170/week | 5/06/2002 | \$175 per week |
| Montessori Camp 8:30-12 | 05-3-3-31-340 | Resolution | \$95/week | 5/06/2002 | \$98 per week |
| Montessori Camp 6:45-5:30 | 05-3-3-31-340 | Resolution | \$204/week | 5/06/2002 | \$210 per week |
| Montessori Toddler | 05-3-3-31-340 | Resolution | \$420/month | 5/06/2002 | \$435 per month |
| Montessori 1/2 day | 05-3-3-31-340 | Resolution | \$395/month | 5/06/2002 | \$410 per month |
| Montessori extended day | 05-3-3-31-340 | Resolution | \$745/month | 5/06/2002 | \$770 per month |
| Montessori full day | 05-3-3-31-340 | Resolution | \$840/month | 5/06/2002 | \$865 per month |
| After Hours 5:30 - 7 pm | 05-3-3-31-340 | Resolution | \$8/day | 7/01/1995 | |
| Registration Fees | 05-3-3-31-340 | Resolution | \$15/year | 7/01/1995 | |
| Sibling Discount (applies to lowest tuition) | 05-3-3-31-340 | Resolution | 10% | 6/07/1982 | |

Fire Prevention

| | | | | | |
|--------------------------|--------------|-------------|-----------------------|------------|--|
| Blasting permits | General Fund | P.A. 87-130 | \$20.00 | 10/01/1987 | |
| Storing explosives | General Fund | P.A. 87-130 | \$25.00 | 10/01/1987 | |
| Wood stoves | General Fund | Resolution | \$8 | 8/04/1986 | |
| Oil tanks | General Fund | Resolution | \$0.02/gallon | 8/04/1986 | |
| Commercial Amusement Fee | General Fund | Resolution | 00 fee & \$1,000 bond | 6/29/1981 | |

Health

Workplace Training:

| | | | | | |
|-----------|-----------------|------------|------|-----------|--|
| Adult CPR | Special Revenue | Resolution | \$25 | 9/03/2002 | |
| Child CPR | Special Revenue | Resolution | \$25 | 9/03/2002 | |

Appendix F

| <u>Fines and Fees</u> | <u>Fund</u> | <u>Authority</u> | <u>Fee</u> | <u>Last Action</u> | <u>Proposed New Fee</u> |
|--|-------------------|------------------|------------------|--------------------|-------------------------|
| Infant CPR | Special Revenue | Resolution | \$25 | 9/03/2002 | |
| Basic First Aid | Special Revenue | Resolution | \$25 | 9/03/2002 | |
| Standard First Aid (Adult CPR & FA) | Special Revenue | Resolution | \$28 | 9/03/2002 | |
| Standard First Aid (First Aid, Adult CPR & AED) | Special Revenue | Resolution | \$32 | 9/03/2002 | |
| Sports Safety Training (First Aid, Adult &/or Child CPR/2 books) | Special Revenue | Resolution | \$36 | 9/03/2002 | |
| Adult CPR | Infant CPR | | | | |
| Child CPR | AED | | | | |
| | | | First Aid | | |
| Any combination of <u>two</u> of the above | Special Revenue | Resolution | \$28 | 9/03/2002 | |
| Any combination of <u>three</u> of the above | Special Revenue | Resolution | \$32 | 9/03/2002 | |
| Any combination of <u>four</u> of the above | Special Revenue | Resolution | \$36 | 9/03/2002 | |

NOTE: if a participant has Red Cross class materials with the current ECC Guidelines, subtract \$10.00 from the cost of the class

CPR and First Aid Challenges:

| | | | | | |
|---|-----------------|------------|---------------|-----------|--|
| First Aid alone | Special Revenue | Resolution | \$10 | 9/03/2002 | |
| CPR (any one of infant, child, adult) | Special Revenue | Resolution | \$12 | 9/03/2002 | |
| CPR and/or First Aid (any 2 of infant, child, adult) | Special Revenue | Resolution | \$14 | 9/03/2002 | |
| CPR and/or First Aid (any 3 or 4 of infant, child, adult) | Special Revenue | Resolution | \$16 | 9/03/2002 | |
| Professional Rescuer | Special Revenue | Resolution | \$16 | 9/03/2002 | |
| Caterer | General Fund | Resolution | \$100 | 4/25/2001 | |
| Convalescent Home | General Fund | Resolution | \$125/kitchen | 5/07/1990 | |
| Food Store (large) | General Fund | Resolution | \$250 | 5/07/1990 | |
| Food Store (small w/deli) | General Fund | Resolution | \$125 | 4/25/2001 | |

Fines and Fees

| | <u>Fund</u> | <u>Authority</u> | <u>Fee</u> | <u>Last Action</u> | <u>Proposed New Fee</u> |
|--------------------------------|--------------|------------------|------------|--------------------|-------------------------|
| Food Store (small w/o deli) | General Fund | Resolution | \$75 | 4/25/2001 | |
| Industry serving less than 100 | General Fund | Resolution | \$175 | 4/25/2001 | |
| Industry serving more than 100 | General Fund | Resolution | \$250 | 4/25/2001 | |
| Mobile vendors | General Fund | Resolution | \$100 | 4/25/2001 | |
| Re-inspections | General Fund | Resolution | \$50/hr. | 5/07/1990 | |
| Restaurant - 100+ | General Fund | Resolution | \$250 | 4/25/2001 | |
| Restaurant - less than 100 | General Fund | Resolution | \$175 | 4/25/2001 | |
| Take-out Restaurant | General Fund | Resolution | \$115 | 5/07/1990 | |
| Temporary Establishment | General Fund | Resolution | \$50 | 4/25/2001 | |
| Late > 30 days | General Fund | Resolution | \$100 | 4/25/2001 | |

Septic Permit:

| | | | | | |
|----------------------------|--------------|------------|-----------|-----------|--|
| Under 2,000 gal/day | General Fund | Resolution | \$75 | 4/25/2001 | |
| 2,000-4,999 gal/day | General Fund | Resolution | \$100 | 5/07/1990 | |
| 5,000 gpd or greater | General Fund | Resolution | \$200 | 5/07/1990 | |
| Areas of Special Concern | | | | | |
| Under 2,000 gal/day | General Fund | Resolution | \$100 | 4/25/2001 | |
| 2,000-4,999 gal/day | General Fund | Resolution | \$200 | 4/25/2001 | |
| 5,000+ gal/day | General Fund | Resolution | \$300 | 5/07/1990 | |
| Soil Tests | General Fund | Resolution | \$50/hr. | 5/07/1990 | |
| Property Maintenance Fines | General Fund | | \$100/day | | |
| Well Permits | General Fund | Resolution | \$50 | 5/07/1990 | |
| Residential Inspections | General Fund | Resolution | \$50/hour | 5/07/1990 | |
| Restaurant Plan Review | General Fund | Resolution | \$50/hour | 5/07/1990 | |
| Radon Kit | General Fund | | \$10 | 4/26/2000 | |

Appendix F

Fines and Fees

Inland Wetlands

Summary Ruling:

| | <u>Fund</u> | <u>Authority</u> | <u>Fee</u> | <u>Last Action</u> | <u>Proposed New Fee</u> |
|---|--------------|----------------------|------------------------------|--------------------|-------------------------|
| Residential lot containing wetlands or regulated area | General Fund | CGS 22a-36 to 22a-45 | \$75/lot | 5/12/1989 | |
| Modification to existing owner-occupied lot | General Fund | CGS 22a-36 to 22a-45 | \$25/lot | 5/12/1989 | |
| Agricultural or recreational regulated area affected by proposed activity | General Fund | CGS 22a-36 to 22a-45 | \$75/lot | 5/12/1989 | |
| Commercial, industrial or residential multi-family | General Fund | CGS 22a-36 to 22a-45 | \$300 plus \$100/lot or acre | 5/12/1989 | |

Plenary Ruling:

| | | | | | |
|---|--------------|----------------------|------------------------------|------------|--|
| Residential lot containing wetland or regulated area | General Fund | CGS 22a-36 to 22a-45 | \$200/lot | 5/12/1989 | |
| Agricultural or recreational with reg. area affected by proposed activity | General Fund | CGS 22a-36 to 22a-45 | \$200/acre | 5/12/1989 | |
| Commercial, industrial or multi-family | General Fund | CGS 22a-36 to 22a-45 | \$600 plus \$100/lot or acre | 5/12/1989 | |
| Revisions as they affect wetlands/watercourses | General Fund | CGS 22a-36 to 22a-45 | \$35.00 | 5/12/1989 | |
| Wetlands permit renewal | General Fund | CGS 22a-36 to 22a-45 | \$50.00 | 10/11/1992 | |
| Amendments to map or regulations | General Fund | CGS 22a-36 to 22a-45 | \$200.00 | 7/07/1998 | |
| Cease and desist order | General Fund | CGS 22a-36 to 22a-45 | \$200.00 | 5/12/1989 | |
| Compliance inspections | General Fund | CGS 22a-36 to 22a-45 | \$25/staff/visit | 5/12/1989 | |
| Public hearing | General Fund | CGS 22a-36 to 22a-45 | \$200 | 7/07/1998 | |

Landfill

| | | | | | |
|--|-------------|------------|-------------------------------------|------------|--|
| Commercial/Out-of-town business vehicle permit | 04-4-48-480 | Resolution | \$30-\$70/vehicle depending on gvwt | 6/08/1992 | |
| Commercial and industrial refuse | 04-4-48-480 | Resolution | \$50-\$80/ton | 12/06/1999 | |

| <u>Fines and Fees</u> | <u>Fund</u> | <u>Authority</u> | <u>Fee</u> | <u>Last Action</u> | <u>Proposed New Fee</u> |
|--|-------------|------------------|----------------------------------|--------------------|-------------------------|
| Residential permits | 04-4-48-480 | Resolution | 3 cents/lb. if over 100 lbs. | 1/01/1997 | |
| Demolition and bulky waste | 04-4-48-480 | Resolution | \$40-\$80/ton | 4/25/2001 | |
| Taylor & Fenn sand | 04-4-48-480 | Resolution | \$51.50/ton | 11/04/1997 | |
| Small business recycling drop-off | 04-4-48-480 | Resolution | \$40/ton | 7/01/1991 | |
| Tires | 04-4-48-480 | Resolution | \$120/ton from commercial hauler | 10/07/1996 | |
| Contaminated soil | 04-4-48-480 | Resolution | \$47/ton | | |
| Special waste | 04-4-48-480 | Resolution | \$51.50/ton plus lab costs | | |
| Sale of leaf compost | 04-4-48-480 | Resolution | \$5-\$15/cubic yd. | 10/07/1996 | |
| Commercial scrap metal | 04-4-48-480 | Resolution | \$0 up to \$25.00/ton | 5/06/2002 | |
| Commercial scrap metal, requiring removal of refrigerant gases | 04-4-48-480 | Resolution | up to \$10 per appliance | 5/06/2002 | |
| Sale of brush mulch | 04-4-48-480 | Resolution | \$3-\$12/cubic yd. | 10/07/1996 | |
| Sale of wood mulch | 04-4-48-480 | Resolution | \$3-\$12/cubic yd. | 10/07/1996 | |

Library

| | | | | | |
|-------------------------------|--------------|------------|-----------------------|-----------|--|
| Overdue Books | General Fund | Resolution | .20/day | 6/08/1992 | |
| Overdue Reference | General Fund | Resolution | \$1/day | 6/08/1992 | |
| Overdue Express | General Fund | Resolution | \$1/day | 6/08/1982 | |
| Overdue Book Buddies | General Fund | Resolution | \$1/day | 6/08/1982 | |
| Overdue Art Prints | General Fund | Resolution | \$1/day | 6/08/1982 | |
| Overdue Videos | General Fund | Resolution | \$1/day | 5/07/1990 | |
| Overdue Videos (Max Fine) | General Fund | Resolution | \$15 | 5/07/1990 | |
| Overdue Books (Max Fine) | General Fund | Resolution | \$10 or price if less | 6/21/1999 | |
| Holds/Reserves (CT Libraries) | General Fund | Resolution | \$2 | 6/21/1999 | |
| Holds/Reserves (outside CT) | General Fund | Resolution | \$5 | 6/08/1982 | |

Appendix F

| Fines and Fees | Fund | Authority | Fee | Last Action | Proposed New Fee |
|---------------------------------|-----------------|------------------|---------------------------|--------------------|-------------------------|
| Lost Library Card | General Fund | Resolution | \$5 | 6/21/1999 | |
| Art Sales Commission | Special Revenue | Resolution | 10% of sale | 1/01/1996 | |
| Adult Computer Use | Special Revenue | Resolution | \$2/hr | 6/08/1982 | |
| Typewriter | Special Revenue | Resolution | \$1 per half hour | 6/08/1982 | |
| AV Equipment | Special Revenue | Resolution | \$10/day | 5/07/1990 | |
| VCR/TV (in-house) | Special Revenue | Resolution | \$20/day | 5/07/1990 | |
| Lost Library Materials | Special Revenue | Resolution | Replace + \$5 | 5/07/1990 | |
| Main Library Community Room | Special Revenue | Resolution | \$20/hr or \$125/day | 6/21/1999 | |
| Main Library Events Room | Special Revenue | Resolution | \$10/hr | 6/21/1999 | |
| Main Library - after hrs. | Special Revenue | Resolution | \$40 | 6/21/1999 | |
| Children B-day Party | Special Revenue | Resolution | \$30 | 6/08/1992 | |
| Wilson Branch Room | Special Revenue | Resolution | \$15/hr | 6/21/1999 | |
| Wilson Branch - after hrs. | Special Revenue | Resolution | \$15/hr | 6/14/1999 | |
| Souvenir Bags, Books, Postcards | Special Revenue | Resolution | Priced as marked | 6/08/1992 | |
| Candy | Special Revenue | Resolution | .45 items to .50 | 6/21/1999 | |
| Video Rewind Fee | Special Revenue | Resolution | \$1 | 6/08/1992 | |
| Booksales | Special Revenue | Resolution | Priced as marked | 6/08/1992 | |
| Laser Copies | Special Revenue | Resolution | .20/page | | |
| Mac Homework Printing | Special Revenue | Resolution | .10/page | | |
| Copy Machine | Special Revenue | Resolution | .20/page | 6/08/1992 | |
| Computer Class* | Special Revenue | 4/26/2000 | \$20 per registration | 4/26/2000 | |
| Word Processor* | Special Revenue | 4/26/2000 | \$1/half hour, or part of | 4/26/2000 | |

Planning

| | | | | | |
|--------------------------------|--------------|------|-----------|-----------|--|
| Subdiv. Application - Min. Fee | General Fund | TP&Z | \$100 | 3/25/1997 | |
| Subdiv. Application - Max. Fee | General Fund | TP&Z | \$300/lot | 3/25/1997 | |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fee |
|--|--|--------------|------------|------------------------|-------------|------------------|
| Resubdivision - Min. Fee | | General Fund | TP&Z | \$100 | 3/25/1997 | |
| Resubdivision - Max. Fee | | General Fund | TP&Z | \$300/lot | 3/25/1997 | |
| Subdivision Inspection | | General Fund | TP&Z | % improvement costs | 3/25/1997 | |
| PUD - Plan of Development Application | | General Fund | TP&Z | \$50/lot | 6/18/1990 | |
| Gross Non-res. Floor Area | | General Fund | TP&Z | \$1,000/50,000 sq.ft. | 6/18/1990 | |
| Site Development flat fee: | | General Fund | TP&Z | \$100 | 12/01/1990 | |
| plus Com. Floor Area - max 49,999 sq. ft. | | General Fund | TP&Z | \$15/1,000 sq. ft. | 12/01/1990 | |
| plus Com. Floor Area - over 50,000 sq. ft. | | General Fund | TP&Z | \$20/1,000 sq. ft. | 12/01/1990 | |
| Special Use - 1st Use | | General Fund | TP&Z | \$100 or \$25/lot | 12/01/1990 | |
| Special Use - Subsequent | | General Fund | TP&Z | \$100 or \$25/lot | 12/01/1990 | |
| Zone Map Revision | | General Fund | TP&Z | \$125 | 12/01/1990 | |
| Zoning Text Amendment | | General Fund | TP&Z | \$125 | 12/01/1990 | |
| Subdivision Text Amendment | | General Fund | TP&Z | \$100 | 12/01/1990 | |
| Revisions to Subdivisions | | General Fund | TP&Z | \$100 | 12/01/1990 | |
| Revisions to Site Plans flat fee: | | General Fund | TP&Z | \$100 | 12/01/1990 | |
| plus commercial floor area 10,000-49,999 sq. ft. | | General Fund | TP&Z | \$15 per 1,000 sq. ft. | 12/01/1990 | |
| plus commercial floor area 50,000 sq. ft. or greater | | General Fund | TP&Z | \$20 per 1,000 sq. ft. | 12/01/1990 | |
| Bond | | General Fund | TP&Z | \$50 | 12/01/1990 | |
| Non-conforming Use | | General Fund | TP&Z | \$50 | 12/01/1990 | |
| Build on Unpaved Street | | General Fund | TP&Z | \$100 | 12/01/1990 | |
| Design Development - Detailed plan | | General Fund | TP&Z | \$100 or \$60 D.U. | 12/01/1990 | |
| Amendment to Plan of Development | | General Fund | TP&Z | \$100 | 12/01/1990 | |
| Videotape Copying | | General Fund | Resolution | \$25 | 10/07/1997 | |
| Pre-made GIS map | | General Fund | Resolution | \$10 | 10/07/1997 | |

Appendix F

| Fines and Fees | Fund | Authority | Fee | Last Action | Proposed New Fee |
|------------------------|--------------|------------------|---------------------|--------------------|-------------------------|
| Custom GIS map | General Fund | Resolution | \$10 to \$25 + fees | 10/07/1997 | |
| Digital GIS Table Data | General Fund | Resolution | \$60/disk + fees | 10/07/1997 | |
| Digital GIS Map Data | General Fund | Resolution | \$80/disk + fees | 10/07/1997 | |
| Paper MIS Data | General Fund | Resolution | .50/page + fees | 10/07/1997 | |

Police

| | | | | | |
|--|--------------|---------------|------------------------|------------|--|
| Alarm system to police board | General Fund | Resolution | \$125/year + sales tax | 8/01/1994 | |
| False alarm penalty-1st 3 false alarms | General Fund | Resolution | no penalty | 10/07/1985 | |
| False alarm penalty-4th and 5th | General Fund | Resolution | \$25.00 each | 10/07/1985 | |
| False alarm penalty-6th and 7th | General Fund | Resolution | \$50.00 each | 10/07/1985 | |
| False alarm penalty-8th and 9th | General Fund | Resolution | \$75.00 each | 10/07/1985 | |
| False alarm penalty-10th + | General Fund | Resolution | \$100.00 each | 10/07/1985 | |
| Fire, False alarm - first 6 | General Fund | Resolution | no penalty | 10/07/1985 | |
| 7th false alarm and each thereafter | General Fund | Resolution | \$40 each | 10/07/1985 | |
| 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/day | 7/01/1980 | |
| Class IV raffle permit | General Fund | Resolution | \$5 | 7/01/1980 | |
| Sale of dog | General Fund | CGS 22-332(b) | \$5.00 | 1980 | |
| Redeem dog | General Fund | Resolution | \$15.00 | 10/01/1986 | |
| plus advertising fee | General Fund | Resolution | \$15.00 | 4/25/2001 | |
| plus boarding fee | General Fund | Resolution | \$5.00/day | 4/01/1997 | |
| Pickup of unwanted dog | General Fund | Resolution | \$35.00 | 9/18/1989 | |
| Quarantined dog | General Fund | Resolution | \$5.00/day | 10/01/1986 | |
| Fingerprinting | General Fund | Resolution | \$7.00 | 8/5/1985 | |
| Records check | General Fund | Resolution | \$3.00 | 8/5/1985 | |

| Fines and Fees | Fund | Authority | Fee | Last Action | Proposed New Fee |
|--|--------------|------------------|-------------------------|--------------------|-------------------------|
| Handicapped parking violation | General Fund | Ordinance | \$35.00 | 3/31/1986 | |
| after 7 days | General Fund | Ordinance | \$70.00 | 3/31/1986 | |
| Failure to install/maintain desig. space | General Fund | Ordinance | \$90.00 | 3/31/1986 | |
| continued failure | General Fund | Ordinance | \$90.00/day | 3/31/1986 | |
| Parking violation | General Fund | Ordinance | \$15.00 | 11/02/1987 | |
| after 7 days | General Fund | Ordinance | \$30.00 | 11/02/1987 | |
| Junk car permits | General Fund | Resolution | \$50.00 | 4/01/1997 | |
| New pistol permit | General Fund | Resolution | \$35.00 | 10/01/1993 | |
| Renewed pistol permit | General Fund | Resolution | \$35.00 | 10/01/1993 | |
| Permit to sell | General Fund | Resolution | \$100.00 | 4/25/2001 | |
| Sale of accident and other reports | General Fund | Resolution | \$0.50 per page | 1/06/1992 | |
| fee for indigent person | General Fund | Resolution | \$0.00 | 3/20/1978 | |
| Photostat of photograph | General Fund | Resolution | \$0.50 each | 1/06/1992 | |
| fee for indigent person | General Fund | Resolution | \$0.00 | 3/20/1978 | |
| Photocopy - reports | General Fund | Resolution | \$0.50 per page | 1/06/1992 | |
| Special Police Services: | | | | | |
| Non-profit, 4 hrs or less | General Fund | Resolution | \$30 to \$37.60 | 1/01/1991 | |
| Non-profit, over 4 hours | General Fund | Resolution | \$7.50 to \$9.40/hour | 1/01/1991 | |
| Board of Education | General Fund | Resolution | \$32.50/hour | 9/16/1993 | |
| Construction, 4 hrs or less | General Fund | Resolution | \$240 + sales tax | 9/16/1993 | |
| Construction, 4<hours<=8 | General Fund | Resolution | \$480 + sales tax | 9/16/1993 | |
| Construction, 8<hours<=12 | General Fund | Resolution | \$720 + sales tax | 9/16/1993 | |
| Construction, over 12 hours | General Fund | Resolution | \$0.00/hour + sales tax | 9/16/1993 | |
| Vendor Licenses- individual | General Fund | Resolution | \$30.00 | 4/19/1982 | |
| Vendor Licenses- group up to 10 | General Fund | Resolution | \$50.00 | 4/19/1982 | |
| Vendor Licenses- group over 10 | General Fund | Resolution | \$5.00/person | 4/19/1982 | |

Appendix F

Fines and Fees **Fund** **Authority** **Fee** **Last Action** **Proposed New Fee**

Public Works

| | | | | | |
|---|-----------------|------------|-----------------|------------|--|
| Car Wash Permit Fee | General Fund | Resolution | \$5.00 | 10/01/1984 | |
| Installation of street signs - stop signs | General Fund | Resolution | \$150/sign | 12/03/1990 | |
| Installation of street signs - regulatory and other | General Fund | Resolution | \$150/sign | 12/03/1990 | |
| Cemetery markers - install Veterans' stones | Special Revenue | Resolution | \$60.00 | 9/09/1991 | |
| Cemetery markers-foundation prep only | Special Revenue | Resolution | \$65.00 | 9/09/1991 | |
| Storage of evicted materials | General Fund | Resolution | \$2.50/day | 3/23/1981 | |
| Engineering specifications | General Fund | Resolution | \$25.00 | 8/04/1986 | |
| Aerial map blueprints | General Fund | Resolution | \$3.50/copy | 3/23/1981 | |
| All other blueprints | General Fund | Resolution | \$0.30/sq. foot | 3/23/1981 | |
| Salted screened sand | General Fund | Resolution | \$40/cubic yd. | 12/03/1990 | |
| Plain screened sand | General Fund | Resolution | \$25/cubic yd. | 12/03/1990 | |

Snow plowing on unaccepted street in subdivision older than five years:

| | | | | | |
|--|--------------|------------|--|------------|--|
| Subdivision street with paved top course | General Fund | Resolution | \$100/10th of mile, plus \$25/cul de sac | 12/03/1990 | |
| Subdivision street with base course only | General Fund | Resolution | \$200/10th of mile | 12/03/1990 | |
| Sanding per subdivision street | General Fund | Resolution | \$50/10th of mile | 12/03/1990 | |

Street cut permits:

| | | | | | |
|--------------------------------------|--------------|------------|----------------------------|-----------|------|
| Curb and walk - all permits | General Fund | Resolution | \$50.00 | 9/23/1991 | |
| Driveway - all permits | General Fund | Resolution | \$25.00 | 6/08/1992 | |
| Excavation - all permits | General Fund | Resolution | \$50.00 | 9/23/1991 | |
| Additional charge per excavation | General Fund | Resolution | \$25.00 | 9/23/1991 | |
| Additional charge on mainline trench | General Fund | Resolution | \$25/50 lin. ft. of trench | 9/23/1991 | Omit |
| Obstruction-all permits | General Fund | Resolution | \$50.00 | 9/23/1991 | Omit |

| Fines and Fees | Fund | Authority | Fee | Last Action | Proposed New Fee |
|---|--------------|------------|----------------------------------|-------------|------------------|
| Additional charge for temporary obstruction | General Fund | Resolution | \$0.04/sq. ft. per day | 9/23/1991 | Omit |
| Penalty fee for excavation of street resurfaced or reconstructed within three years of permit application | General Fund | Resolution | 10x permit fee; minimum of \$250 | 9/23/1991 | |

| | | | | | |
|--|--------------|------------|---------------------------|-----------|--|
| License fees - curb and walk - new | General Fund | Resolution | \$75.00 | 9/23/1991 | |
| License fees - curb and walk - renewal | General Fund | Resolution | \$50.00 | 9/23/1991 | |
| License fees - driveway - new | General Fund | Resolution | \$75.00 | 9/23/1991 | |
| License fees - driveway - renewal | General Fund | Resolution | \$50.00 | 9/23/1991 | |
| License fees - excavation - new | General Fund | Resolution | \$75.00 | 9/23/1991 | |
| License fees - excavation - renewal | General Fund | Resolution | \$50 | 9/23/1991 | |
| Street light changes - new residential development | General Fund | CGS 8-25 | street light at CL&P rate | 1949 | |

Recreation

| | | | | | |
|-----------------------------|--------------|------------|-----------------------|------------|--|
| Tennis classes (4 sessions) | General Fund | Resolution | \$27 | 5/06/2002 | \$35 change to Teen-A-Rama |
| Tennis Camp | General Fund | Resolution | \$87 | 5/06/2002 | \$87-\$110 change to Teen-A-Rama |
| Pee Wee Tennis | General Fund | Resolution | \$42 | 5/06/2002 | \$45 change to Teen-A-Rama |
| Special Needs Camp | General Fund | Resolution | \$55 per week | 5/06/2002 | \$90 per week Teen-A-Rama |
| AM Playground | General Fund | Resolution | \$23 per two weeks | 5/06/2002 | \$45 per week Teen-A-Rama |
| PM Playground | General Fund | Resolution | Free | 10/15/1990 | \$45 per week Teen-A-Rama |
| Full Day Playground | General Fund | | \$150/2 wk. session | 4/25/2001 | \$90 per week Teen-A-Rama |
| Gymnastics | General Fund | Resolution | \$107 per three weeks | 5/06/2002 | \$110 per three week session change to Teen-A-Rama |
| 5-6 year old playground | General Fund | Resolution | \$23 per session | 5/06/2002 | N/A omit |
| 3-4 year old playground | General Fund | Resolution | \$23 per session | 5/06/2002 | N/A omit |
| Student Open Basketball | General Fund | Resolution | \$6.00 season pass | 4/25/2001 | \$10 per season |
| Adult open volleyball | General Fund | Resolution | \$13 season pass | 5/06/2002 | \$20 per season |

Appendix F

| Fines and Fees | Fund | Authority | Fee | Last Action | Proposed New Fee |
|--------------------------------------|-----------------|------------------|-------------------|--------------------|----------------------------------|
| Adult open basketball | General Fund | Resolution | \$13 season pass | 5/06/2002 | \$20 per season |
| Archery | Special Revenue | | | | \$50 - \$75 per session |
| Romp and Learn | Special Revenue | | | | \$50 per week or \$160 per month |
| Soccer field permits -not sponsored | General Fund | Resolution | \$11.00 per field | 4/25/2001 | \$15 per field |
| Softball field permits-not sponsored | General Fund | Resolution | \$16.00 per field | 4/25/2001 | \$20 per field |
| Softball field permits-co-sponsored | General Fund | Resolution | \$11.00 per field | 4/25/2001 | \$15 per field |

Rentals:

| | | | | | |
|----------------------------------|-----------------|------------|--------------------|-----------|-----------------------|
| Cafeteria | General Fund | Resolution | \$53.00 per hour | 4/25/2001 | \$55 per hour |
| Auditorium | General Fund | Resolution | \$53.00 per hour | 4/25/2001 | \$55 per hour |
| Gymnasium (half) | General Fund | Resolution | \$32.00 per hour | 4/25/2001 | \$35 per hour |
| Gymnasium (full) | General Fund | Resolution | \$53.00 per hour | 4/25/2001 | \$55 per hour |
| Classrooms | General Fund | Resolution | \$21.00 per hour | 4/25/2001 | \$25 per hour |
| Northern Connecticut Ballet | General Fund | Resolution | \$105.00 per month | 4/25/2001 | \$125 per month |
| Windsor Jesters | General Fund | Resolution | \$105.00 per month | 4/25/2001 | \$125 per month |
| Winter Youth Theater | General Fund | Resolution | \$105.00 per month | 4/25/2001 | \$35 per hour 1/2 gym |
| Windsor School of Self Defense | General Fund | Resolution | \$105.00 per month | 4/25/2001 | \$125 per month |
| Spirit of Truth Christian Center | General Fund | Resolution | \$420.00 per month | 4/25/2001 | \$440 per month |
| Church of God | General Fund | Resolution | \$252.00 per month | 4/25/2001 | |
| Greater Hartford Dance Academy | General Fund | Resolution | \$336.00 per month | 4/25/2001 | \$35 per hour 1/2 gym |
| Passage (Fifth Grade) | Special Revenue | | \$40.00 | 4/25/2001 | \$45 per session |
| Wilson Passage | Special Revenue | | \$10.00 per week | | Omit |
| Summer Youth Theater | Special Revenue | | \$77 summer | 5/06/2002 | \$85 - \$110 |

Aquatics - Summer

| | | | | | |
|---|--------------|------------|---------|-----------|------------|
| Swim Pass - Resident - Child (16 and under) | General Fund | Resolution | \$21.00 | 4/25/2001 | \$25 child |
|---|--------------|------------|---------|-----------|------------|

| <u>Fines and Fees</u> | <u>Fund</u> | <u>Authority</u> | <u>Fee</u> | <u>Last Action</u> | <u>Proposed New Fee</u> |
|---|--------------|------------------|-----------------------------|--------------------|-----------------------------|
| Swim Pass - Resident - Senior Citizen | General Fund | Resolution | \$21.00 | 4/25/2001 | \$24 Senior |
| Swim Pass - Resident - Adult (17 and over) | General Fund | Resolution | \$32.00 | 4/25/2001 | \$35 resident adult |
| Swim Pass - Resident - Family | General Fund | Resolution | \$50.00 | 4/25/2001 | \$60 resident family |
| Swim Pass - Resident - Family (pre season discount) | General Fund | Resolution | \$41.00 | 4/25/2001 | Omit |
| Swim Pass - Non resident - Child (16 and under) | General Fund | Resolution | \$42.00 | 4/25/2001 | \$50 |
| Swim Pass - Non resident - Senior Citizen | General Fund | Resolution | \$42.00 | 4/25/2001 | \$50 |
| Swim Pass - Non resident - Adult (17 and over) | General Fund | Resolution | \$63.00 | 4/25/2001 | \$70 |
| Swim Pass - Non resident - Family | General Fund | Resolution | \$90.00 | 6/21/1999 | \$120 |
| Swim Pass - Non resident - Family (pre season discount) | General Fund | Resolution | \$82.00 | 4/25/2001 | Omit |
| Swim Lessons - Child | General Fund | Resolution | \$29 | 5/06/2002 | Omit |
| Swim Lessons - Two Children | General Fund | Resolution | \$44 | 5/06/2002 | Omit |
| Swim Lessons - Adult | General Fund | Resolution | \$29 | 5/06/2002 | \$35 |
| Swim Lessons - Family Maximum | General Fund | Resolution | \$60 | 5/06/2002 | Omit |
| Diving Lessons - Child | General Fund | Resolution | \$44 | 5/06/2002 | \$45 - \$60 |
| Diving Lessons - Adult | General Fund | Resolution | \$55 | 5/06/2002 | \$60 - \$75 |
| 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 daily fee - resident - Adult | General Fund | Resolution | \$2.50 per day | 6/21/1999 | |
| Swim daily fee - non resident - Child | General Fund | Resolution | \$3.00 per day | 6/21/1999 | |
| Swim daily fee - non resident - Senior | General Fund | Resolution | \$3.00 per day | 4/25/2001 | |
| Swim daily fee - non resident - Adult | General Fund | Resolution | \$5.00 per day | 6/21/1999 | |
| Basic & Emergency Water Safety | General Fund | Resolution | \$55 per session plus books | 5/06/2002 | \$70 per session plus books |

Appendix F

Fines and Fees

| | Fund | Authority | Fee | Last Action | Proposed New Fee |
|----------------------------------|--------------|------------------|-----------------------------|--------------------|-----------------------------|
| Life Guard Training | General Fund | Resolution | \$55 per session plus books | 5/06/2002 | \$70 per session plus books |
| Safety Training for swim coaches | General Fund | Resolution | \$55 per session plus books | 5/06/2002 | \$70 per session plus books |

Aquatics - Winter:

| | | | | | |
|-----------------------------|--------------|------------|-------|-----------|---------------|
| Child | General Fund | Resolution | \$29 | 5/06/2002 | \$15 - \$30 |
| Senior Citizen | General Fund | Resolution | \$29 | 5/06/2002 | \$15 - \$30 |
| Adult | General Fund | Resolution | \$55 | 5/06/2002 | \$29 - \$58 |
| Family | General Fund | Resolution | \$107 | 5/06/2002 | \$55 - \$110 |
| Child-non resident | General Fund | Resolution | \$56 | 5/06/2002 | \$30 - \$60 |
| Senior Citizen-non resident | General Fund | Resolution | \$56 | 5/06/2002 | \$30 - \$60 |
| Adult-non resident | General Fund | Resolution | \$105 | 5/06/2002 | \$60 - \$116 |
| Family - non resident | General Fund | Resolution | \$220 | 5/06/2002 | \$110 - \$220 |

Note: Children ages 2 and under can swim at open swim at no charge

L.P.W. Recreation Account:

| | | | | | |
|----------------|-----------------|------------|-------------|-----------|-------------|
| Water Aerobics | Special Revenue | Resolution | \$27 - \$45 | 5/06/2002 | \$30 - \$50 |
|----------------|-----------------|------------|-------------|-----------|-------------|

Sports and Camps:

| | | | | | |
|----------------------|-----------------|------------|---------------|-----------|--------------|
| Baseball Clinic | Special Revenue | Resolution | \$80 - \$108 | 5/06/2002 | \$85 - \$112 |
| Soccer Clinic | Special Revenue | Resolution | \$80 - \$108 | 5/06/2002 | \$85 - \$112 |
| Basketball Clinic | Special Revenue | Resolution | \$80 - \$108 | 5/06/2002 | \$85 - \$150 |
| Lacrosse Clinic | Special Revenue | Resolution | \$80 - \$108 | 5/06/2002 | \$85 - \$150 |
| Skyhawks/ Mini Hawks | Special Revenue | Resolution | \$80 - \$108 | 5/06/2002 | \$85 - \$150 |
| Field Hockey Clinic | Special Revenue | Resolution | \$80 - \$109 | 5/06/2002 | \$85 - \$150 |
| T - Ball | Special Revenue | Resolution | \$42 | 5/06/2002 | \$45 |
| Lucky Duck Camp | Special Revenue | Resolution | \$37 per week | 5/06/2002 | Omit |

| <u>Fines and Fees</u> | | <u>Fund</u> | <u>Authority</u> | <u>Fee</u> | <u>Last Action</u> | <u>Proposed New Fee</u> |
|--------------------------|-----------------|-------------|---------------------|------------|----------------------------------|-------------------------|
| Youth Band | Special Revenue | Resolution | \$82 plus bus fee | 5/06/2002 | | |
| Dek Hockey | Special Revenue | Resolution | \$37 | 5/06/2002 | | |
| Hotshots | Special Revenue | Resolution | \$27 - \$32 | 5/06/2002 | \$30 - \$35 | |
| Student Ceramics | Special Revenue | Resolution | \$29 - \$60 | 5/06/2002 | \$35 - \$110 | |
| Parent / Child Movement | Special Revenue | Resolution | \$35 - \$42/session | 5/06/2002 | \$35 - \$45 per session | |
| Pre School Dance | Special Revenue | Resolution | \$35 - \$43/session | 5/06/2002 | \$35 - \$45 per session | |
| Mommy n' Me | Special Revenue | Resolution | \$32 session | 5/06/2002 | 35 per session | |
| Kindergarten Dance | Special Revenue | Resolution | \$68 - \$87/session | 5/06/2002 | \$70 - \$90 per session | |
| Dance Movement Workshop | Special Revenue | Resolution | \$44 session | 5/06/2002 | \$45 - \$50 per session | |
| Sing and Swing | Special Revenue | | | | \$45 - \$50 per session | |
| Foreign Languages | Special Revenue | Resolution | \$27 - \$62 | 5/06/2002 | | |
| Tumbling | Special Revenue | | | | \$50 - \$75 per session (winter) | |
| Arts and Crafts | Special Revenue | Resolution | \$22 per session | 5/06/2002 | \$22 - \$45 per session | |
| Adult Dance | Special Revenue | Resolution | \$38 - \$68 | 5/06/2002 | | |
| AM Aerobics | Special Revenue | Resolution | \$47 - \$92 | 5/06/2002 | \$50 - \$100 per session | |
| Working Women's Aerobics | Special Revenue | Resolution | \$47 - \$92 | 5/06/2002 | \$50 - \$100 per session | |
| PM Aerobics | Special Revenue | Resolution | \$47 - \$92 | 5/06/2002 | \$50 - \$100 per session | |
| PM low impact aerobics | Special Revenue | Resolution | \$47 - \$92 | 5/06/2002 | \$50 - \$100 per session | |
| Tai Chi Chuan | Special Revenue | Resolution | \$60 - \$98 | 5/06/2002 | \$60 - \$100 per session | |
| Yoga | Special Revenue | Resolution | \$34 - \$57 | 5/06/2002 | \$35 - \$60 per session | |
| Shotokan Karate | Special Revenue | Resolution | \$27 per month | 5/06/2002 | Omit | |
| Drawing Class | Special Revenue | Resolution | \$37 - \$62 | 5/06/2002 | | |
| Ceramics | Special Revenue | Resolution | \$42 - \$62 | 5/06/2002 | \$45 - \$125 per session | |
| Painting Class | Special Revenue | Resolution | \$37 - \$62 | 5/06/2002 | | |

Appendix F

Fines and Fees Fund Authority Fee Last Action Proposed New Fee

Parent Center Programs:

| | | | | | |
|-----------------------------------|-----------------|--|-------------------------|--|-------------------|
| Interactive music session | Special Revenue | | \$2.00 per class | | |
| Moving to Music | Special Revenue | | | | \$2.00 per class |
| More Moving to Music | Special Revenue | | | | \$2.00 per class |
| Creative Movement | Special Revenue | | | | \$2.00 per class |
| Make a craft | Special Revenue | | \$2.00 per class | | |
| Beginner Spanish | Special Revenue | | | | \$2.00 per class |
| Latin Beat for Little Feet | Special Revenue | | | | \$2.00 per class |
| Babysitting Course - resident | Special Revenue | | | | \$10.00 per child |
| Babysitting Course - non-resident | Special Revenue | | | | \$14.00 per child |
| Arts and Crafts and Cooking | Special Revenue | | \$2.00 per class | | |
| Cooking with kids | Special Revenue | | \$2.00 per class | | |
| What can we learn from play? | Special Revenue | | \$2.00 per class | | |
| Computertots | Special Revenue | | Fee set by Computertots | | |
| Mother Goose and you | Special Revenue | | \$2.00 per class | | |
| Messy Midgets | Special Revenue | | \$2.00 per class | | |
| Home Day Care Craft and Play | Special Revenue | | \$2.00 per child | | |
| Trips | Special Revenue | | \$2.00 - \$5.00 | | |

Teen-A-Rama:

| | | | | | |
|-------------------------------|-----------------|----------------------------|--|-----------|-------------------------|
| Teen Adventures | Special Revenue | \$75.00 - \$90.00 per week | | 4/25/2001 | \$85 - \$200 per week |
| Counselor in Training program | Special Revenue | \$10.00 for summer | | | \$80 per 4-week session |
| Ski Clubs | Special Revenue | \$25.00 - \$208.00 | | | \$150 - \$310 |
| Golf | Special Revenue | \$65.00 | | | \$80 - \$125 |
| SAT Preparatory Course | Special Revenue | \$40.00 | | | \$40 - \$60 |

Fines and Fees

| | Fund | Authority | Fee | Last Action | Proposed New Fee |
|--------------|-----------------|-----------|-------------------|-------------|------------------|
| Phat Fridays | Special Revenue | | \$7.00 | | \$10 |
| Zone Days | Special Revenue | | \$20.00 - \$30.00 | | \$20 per day |
| Club Cafes | Special Revenue | | \$5.00 - \$7.00 | | |

Northwest Park

| | | | | | |
|------------------------------------|-----------------|------------|---|------------|--|
| Public Programs | General Fund | Resolution | \$2/person to \$20/person depending on activity | 5/05/1986 | |
| Outdoor Facilities (non-res. user) | General Fund | Resolution | \$100 + \$100 sec. dep | 5/06/2002 | |
| Community Gardens | General Fund | Resolution | \$20/season | 10/15/1990 | |
| Indoor Facility Rental | General Fund | Resolution | \$25/hr + \$100 deposit | 5/06/2002 | |
| XC Ski - Full Day | Special Revenue | Resolution | \$12 | 5/06/2002 | |
| XC Ski - Half Day | Special Revenue | Resolution | \$9 | 5/06/2002 | |
| School Programs | Special Revenue | Resolution | \$75/hour and up | 4/26/2000 | |
| Nature Clubs | Special Revenue | Resolution | | 5/05/1986 | |
| Nature Camp - half day | Special Revenue | Resolution | \$70/week | 5/06/2002 | |
| Nature Camp - whole day | Special Revenue | Resolution | \$130/week | 5/06/2002 | |

Town Clerk

Animal Licenses:

| | | | | | |
|--|--------------|------------|---------|------------|--|
| Spayed Female or Neutered Male Dog | General Fund | CGS 22-338 | \$6.00 | 10/01/1989 | |
| Unspayed Female or Unneutered Male Dog | General Fund | CGS 22-338 | \$10.00 | 10/01/1989 | |
| Surcharge for Unspayed Female or Unneutered Male Dog | General Fund | CGS 22-338 | \$6.00 | 10/01/1989 | |
| New Owner of Already Licensed Dog | General Fund | CGS 22-338 | \$1.00 | 10/01/1989 | |

Hunting & Fishing Licenses - Resident:

| | | | | | |
|----------------|--------------|-----------|---------|-----------|--|
| Hunting | General Fund | CGS 26-28 | \$10.00 | 1/01/1992 | |
| Junior Hunting | General Fund | CGS 26-28 | \$3.00 | 1/01/1992 | |

Appendix F

Fines and Fees

| | Fund | Authority | Fee | Last Action | Proposed New Fee |
|-------------------|--------------|------------------|------------|--------------------|-------------------------|
| Fishing | General Fund | CGS 26-28 | \$15.00 | 1/01/1992 | |
| Hunting & Fishing | General Fund | CGS 26-28 | \$21.00 | 1/01/1992 | |
| Trapping | General Fund | CGS 26-28 | \$20.00 | 1/01/1992 | |
| Junior Trapping | General Fund | CGS 26-28 | \$3.00 | 1/01/1992 | |

Resident:

| | | | | | |
|-----------------------------|--------------|-----------|---------|-----------|--|
| Hunting | General Fund | CGS 26-28 | \$42.00 | 1/01/1992 | |
| Junior Hunting | General Fund | CGS 26-28 | \$3.00 | 1/01/1992 | |
| Fishing | General Fund | CGS 26-28 | \$25.00 | 1/01/1992 | |
| Hunting & Fishing | General Fund | CGS 26-28 | \$55.00 | 1/01/1992 | |
| Three Day Fishing | General Fund | CGS 26-28 | \$8.00 | 1/01/1992 | |
| Pheasant Tags | General Fund | CGS 26-28 | \$10.00 | 1/01/1992 | |
| Resident - Over 65 - Annual | General Fund | CGS 26-28 | \$0.00 | 1/01/1992 | |
| Handicapped | General Fund | CGS 26-28 | \$0.00 | 1/01/1992 | |

Marriage Licenses

| | | | | |
|--------------|----------|---------|-----------|--|
| General Fund | CGS 7-73 | \$30.00 | 7/01/1992 | |
|--------------|----------|---------|-----------|--|

Recording Legal Documents:

| | | | | | |
|---|--------------|------------------------|---------------------|----------------------|--|
| Legal Documents: Historic Preservation Fee | General Fund | PA-00-146 | \$3.00 per document | 7/01/2000 | |
| Legal Documents - First Page - Fee plus Historic Preservation Fee | General Fund | CGS 7-34a PA-00-146 | 10.00 3.00 | 7/1/1989 7/1/2000 | |
| Legal Documents - Each Additional Page | General Fund | CGS 7-34a | \$5.00 | 7/01/1989 | |
| Trade Names - First Page | General Fund | CGS 7-34a | \$5.00 | 7/01/1989 | |
| Trade Names - Each Additional Page | General Fund | CGS 7-34a | \$5.00 | 7/01/1989 | |
| Subdivision Maps (Indexing) | General Fund | CGS 35-1 | \$20.00 | 10/01/1982 | |
| Plot Plan Maps (Indexing) | General Fund | CGS 7-31 | \$10.00 | 10/01/1982 | |
| Sales Ratio | General Fund | CGS 7-34a | \$2.00 | 7/01/1982 | |

| Fines and Fees | Fund | Authority | Fee | Last Action | Proposed New Fee |
|---|--------------|------------------|-----------------------|--------------------|---|
| Documents With no Known Last Address of Grantee | General Fund | CGS 7-34a | \$5.00 | 7/01/1982 | |
| Notary Public - Certificate of Appointment | General Fund | CGS 3-94 | \$10.00 | 7/01/1982 | |
| Notarize Document | General Fund | Resolution | \$2.00 per document | 5/06/2002 | |
| Local Conveyance Tax | General Fund | CGS 12-494 | 0011 times sale price | 7/01/1989 | 0.0025 times sale price effective 3-15-2003 per statute |

Sale of Publications and Materials

| | | | | | |
|---|--------------|------------|---------------------------------|-----------|--|
| Agenda, Including Minutes and Backup | General Fund | Resolution | \$65/yr. | 2/07/1994 | |
| Agenda, With Minutes | General Fund | Resolution | \$30/yr. | 2/07/1994 | |
| Agenda Only | General Fund | Resolution | \$15/yr. | 2/07/1994 | |
| Floppy Diskette - File Stored on a PC | General Fund | Resolution | \$30-resident; \$500-commercial | 6/21/1999 | |
| Floppy Diskette - Data Stored on VAX Converted to ASCII | General Fund | Resolution | \$60-resident; \$500-commercial | 6/21/1999 | |
| Flood Insurance Program Regulations | General Fund | Resolution | \$2.50 | 3/23/1981 | |
| Lamination of Wallet Size items | General Fund | Resolution | \$1.00 | 3/21/1988 | |

Photocopies:

| | | | | | |
|--|-----------------|------------|-------------------|------------|--------|
| Maps | Special Revenue | Resolution | \$4.00 | 5/01/1989 | |
| Land Records - per page | Special Revenue | P.A. 00-92 | \$1.00 | 10/01/2000 | |
| Miscellaneous - Per Page | Special Revenue | Resolution | \$0.50 | 10/15/1990 | |
| Certification of a Photocopied Document page (excludes .50 Copy Fee) | Special Revenue | Resolution | 1.00 per document | 1/21/1986 | |
| Plan of Development | General Fund | P.A. 00-92 | \$1.00 | 10/01/2000 | |
| S.A.R.A. Town Emergency Plan | General Fund | TP&Z | \$25.00 | 7/01/1991 | |
| Street Map | General Fund | Resolution | \$12.00 | 5/01/1989 | |
| Subdivision Regulations | General Fund | Resolution | \$1.00 | 4/19/1982 | |
| Town Charter | General Fund | Resolution | \$5.00 | 1/01/1988 | \$7.00 |
| Town Code of Ordinances - Hard Cover | General Fund | Resolution | \$10.00 | 6/21/1999 | |
| | General Fund | Resolution | \$175.00 | 6/21/1999 | |

Appendix F

| Fines and Fees | Fund | Authority | Fee | Last Action | Proposed New Fee |
|---|--------------|------------------|---------------------|--------------------|-------------------------|
| Town Code of Ordinances - Soft Cover | General Fund | Resolution | \$165.00 | 6/21/1999 | |
| Town Code Supplemental Service | General Fund | Resolution | \$1 per 2 sided pg. | 6/21/1999 | |
| Voter List | General Fund | CGS 1-15 | \$0.25 per page | 6/22/1983 | |
| 9mm Voter List Tape (Subject to Approval of Registrars of Voters) | General Fund | Resolution | \$200.00 | 6/22/1983 | |
| Wetlands Map | General Fund | Resolution | \$7.00 | 5/07/1990 | \$8.00 |
| Wetlands Regulations | General Fund | Resolution | \$8.00 | 5/07/1990 | \$10.00 |
| Zoning Regulations | General Fund | Resolution | \$17.00 | 4/25/2001 | \$20.00 |
| Zoning Map - Large | General Fund | Resolution | \$7.00 | 1/01/1983 | \$20.00 |
| Zoning Map - Small | General Fund | Resolution | \$4.00 | 1/01/1983 | \$10.00 |

Town Hall Room Rental

| | | | | | |
|--|--------------|------------|----------------------------|-----------|--|
| Roger Ludlow Room I - Capacity 40 | General Fund | Resolution | \$20/hr | 1/03/1994 | |
| Roger Ludlow Room II - Capacity 40 | General Fund | Resolution | \$20/hr | 1/03/1994 | |
| Roger Ludlow Rooms I & II | General Fund | Resolution | \$30/hr or \$90/half day | 1/03/1994 | |
| Council Chambers - Capacity 200 - 300 | General Fund | Resolution | \$10/hr; \$150 for 1/2 day | 1/03/1994 | |
| Council Chambers w/ Full Production and Technical Director | General Fund | Resolution | \$200/hr; \$450/half day | 1/03/1994 | |

Additional Services:

| | | | | | |
|--|--------------|------------|---------|-----------|--|
| Monitor & VCR | General Fund | Resolution | \$25.00 | 1/03/1994 | |
| PA System Only/Staff member | General Fund | Resolution | \$50/hr | 1/03/1994 | |
| Large Screen & Control Room/Staff Member | General Fund | Resolution | \$75/hr | 1/03/1994 | |
| Overhead Projector | General Fund | Resolution | \$20.00 | 1/03/1994 | |

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.

Fines and Fees **Fund** **Authority** **Fee** **Last Action** **Proposed New Fee**

Vital Statistics

| | | | | | |
|---|--------------|----------|---------|-----------|--|
| Birth Certificate – Certified | General Fund | CGS 7-74 | \$5.00 | 7/01/1989 | |
| Birth Certificate - Certified - Wallet Size | General Fund | CGS 7-74 | \$5.00 | 7/01/1989 | |
| Death Certificate – Certified | General Fund | CGS 7-74 | \$5.00 | 7/01/1989 | |
| Marriage License | General Fund | CGS 7-74 | \$30.00 | 7/01/1989 | |
| Marriage License – Certified | General Fund | CGS 7-74 | \$5.00 | 7/01/1989 | |
| Burial Permit | General Fund | CGS 7-74 | \$3.00 | 7/01/1989 | |

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 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 plan 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 manager. The manager shall prepare a six-year capital improvements program and shall recommend to the council those projects to be undertaken during the first year of such program and the method of financing the same. The council will establish by ordinance a capital improvement committee with at least one representative from the Public Building Commission to advise and assist the manager in preparing said program for the second through the sixth year of such program.
- (d) Nothing herein shall preclude the 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 council under sections 8-2 (a) and 8-2 (b) shall be determined by the town council before January 15. The 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 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 annual budget

APPENDIX G

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 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 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 recommendation 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 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 council contained in a resolution of said council nor act upon any appropriation which has not been acted upon by the council. The town meeting shall not increase the amount of any appropriation above the amount recommended by the council or make any appropriation not recommended by the 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 council, the annual budget appropriation for the then existing fiscal year shall be continued until the new budget appropriation is adopted.

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 chief executive and budget officer (if not the chief executive).

CAPITAL ASSETS: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL IMPROVEMENT PROGRAM: A plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

CAPITAL OUTLAYS: Expenditures for the acquisition of capital assets.

CAPITAL PROJECTS: Projects that purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

CASH BASIS: The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

CONTINGENCY ACCOUNT: A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted for.

DEBT SERVICE: Payment of interest and repayment of principal to holders of a government's debt instruments.

DEFICIT: (1) The excess of an entity's liabilities over its assets. (See Fund Balance). (2) The excess of expenditures or expenses over revenues during a single accounting period.

DEPRECIATION: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration,

APPENDIX H

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;

APPENDIX H

- 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.

)

(

