

PROPOSED
FISCAL YEAR 2005
FINANCIAL PLAN
AND
PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2004 and ending June 30, 2005

TOWN OF WINDSOR
CONNECTICUT

TOWN COUNCIL

Donald S. Trinks - Mayor
Timothy Curtis – Deputy Mayor
Paul G. Broxterman
Sonya Dean
Stephen Ellingwood
Donald Jepsen
Wayne Mulligan
Alan J. Simon
Lenworth Walker, Sr.

TOWN MANAGER

R. Leon Churchill, Jr.

ASSISTANT TOWN MANAGER

Peter Souza

DIRECTOR OF FINANCE

Gregg R. Pavitt



Date: March 26, 2004

To: Honorable Mayor and Members of the Town Council

From: Leon Churchill, Town Manager

A handwritten signature in black ink, appearing to read "Leon Churchill", is written over the printed name in the "From:" field.

Subject: Supplemental Information for the FY 2005 Financial Plan

As you know, the Town Council directed me to prepare two additional scenarios and their related impact. I plan to have that information ready for you on Monday, March 29.

I also plan to provide additional information on the various policies recommended in the FY 2005 Financial Plan throughout next week. For example, the arguments for take home vehicles for Windsor police officers who reside in Windsor (a.k.a., The Cop Next Door initiative) will be provided. Many of these issues have been presented to you over the last several weeks such as annual revaluation and stormwater management (included in the March 15, 2004 Council agenda, but pulled due to the late hour).

If you have any questions, please feel free to contact me at your convenience.

A READER'S GUIDE TO THE BUDGET

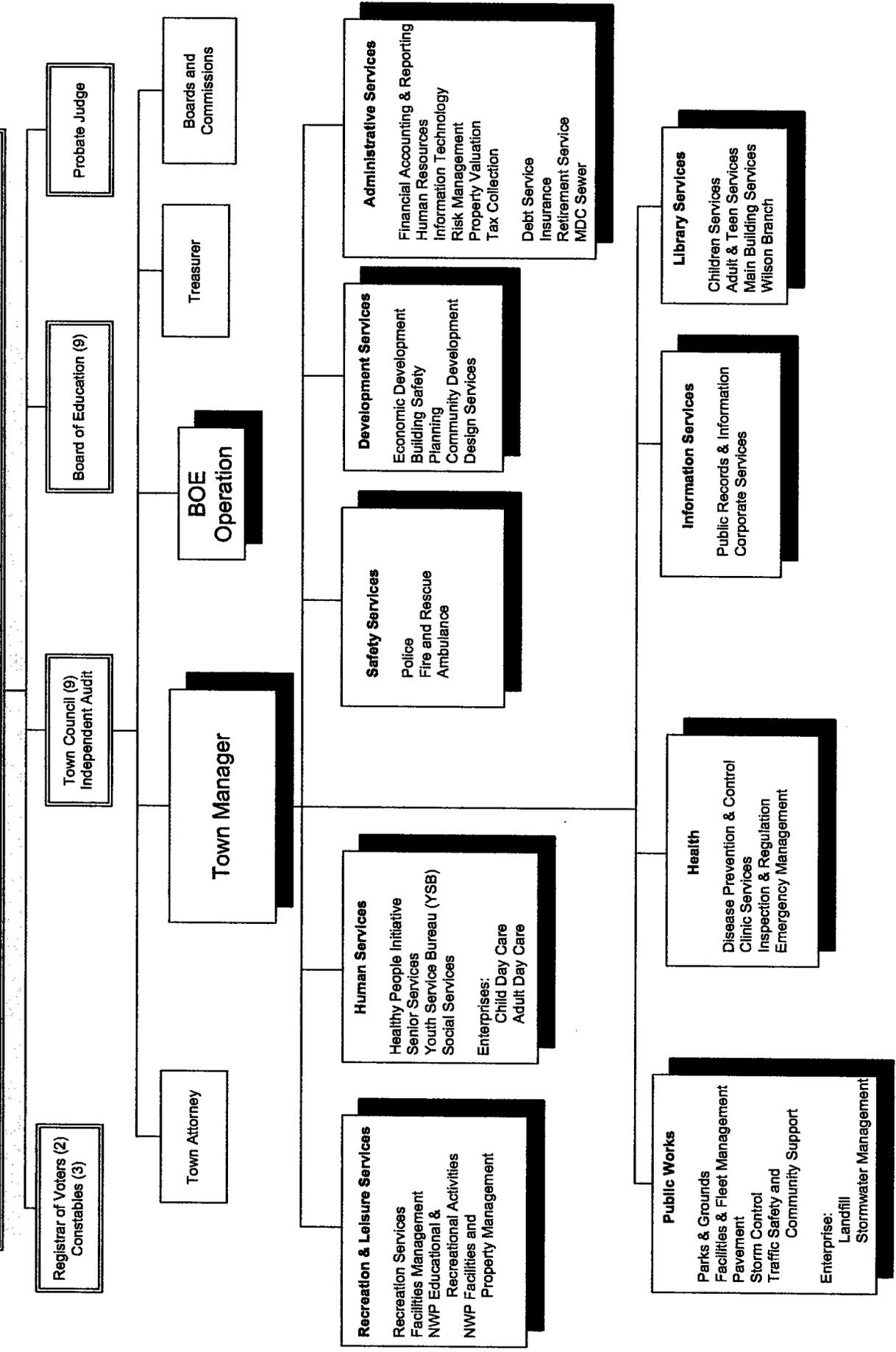
This budget is designed to serve as both a financial tool and a public communications forum. Consequently, we have worked to produce a document that is clear and complete with information that our readers want to know.

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.
- 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 2005 including the new capital projects budget as described on pages Q-9 and Q-10.
- 3) **Support Sections.** Sections D through R are the supporting sections of the budget document. These sections explain in detail how total and General Fund expenditures were derived and what products and services will be offered to our residents. These sections also list the individual department goals and highlights.
- 4) **Non-General Fund Services.** Section S contains the budgets for the three town enterprise funds – Windsor Child Development Center, the Caring Connection Adult Day Health Center and the Windsor-Bloomfield Sanitary Landfill. Each of these funds is dependent upon revenues generated from the users of these facilities and is not funded by tax dollars. The budget for the Windsor's Office of Community Development is listed in Section L. The Community Development Office receives minimal support by town tax dollars - the Office operates almost exclusively through grant funds and loan repayments.
- 5) **Appendices.** Section T contains various informative items for the reader. For example, a summary of the Town's Capital Improvement Program is provided in Appendix A and a Price Guide listing rates for various Town services is provided in Appendix F. Also, Appendix H 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





The Windsor Vision

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

Honorable Mayor, Town Council and Citizens of Windsor:

It is with pleasure that I submit the FY 2004-05 Financial Plan and Program of Services. Of the 12 Town Council priorities identified at the January 2004 retreat, 11 are being addressed. As we were developing this plan for your review, it became increasingly clear that Windsor is well on its way to realizing the Town Council’s vision of *a quality of life with unsurpassed value to all taxpayers*. This simple phrase represents the culmination of previous town leaders’ goals and dreams as well as the Town Council’s vision for our great town. It takes steadfast perseverance to make a town a community with unsurpassed value to all taxpayers. Some goals may take many years to reach, with some seemingly impossible obstacles to overcome. With that in mind, this financial plan provides a blueprint built on courage and optimism rather than succumbing to more common instincts of fear and retrenchment.

The Proposed Fiscal Year 2005 General Fund Budget is summarized as follows:

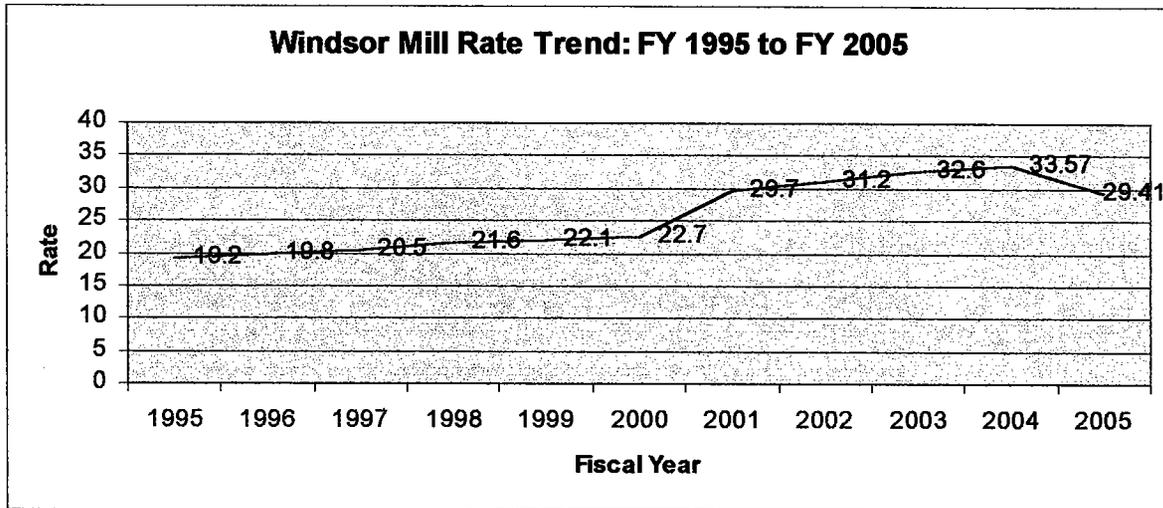
Chart 1

	<i>FY 2004 Budget</i>	<i>FY 2005 Budget</i>	<i>\$ Change</i>	<i>% Change</i>
<i>Board of Education</i>	<i>48,904,600</i>	<i>51,492,200</i>	<i>2,587,600</i>	<i>5.29%</i>
<i>Town Operating Budget</i>	<i>20,817,210</i>	<i>22,201,308</i>	<i>1,384,098</i>	<i>6.64%</i>
<i>Sewer Service (MDC)</i>	<i>2,255,500</i>	<i>2,491,225</i>	<i>235,725</i>	<i>10.45%</i>
<i>Debt Service</i>	<i>5,346,410</i>	<i>5,584,948</i>	<i>238,538</i>	<i>4.46%</i>
<i>Capital Projects</i>	<i>0</i>	<i>362,360</i>	<i>362,360</i>	<i>100.00%</i>
<i>Total</i>	<i>77,323,970</i>	<i>82,132,041</i>	<i>4,808,071</i>	<i>6.22%</i>

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. For more detailed information on Board of Education expenditures, please consult the separate document that the Board submitted to the Town Council. I wish to add that it has been a pleasure working with the Superintendent of Schools, particularly the collaboration on the expense reduction project. It is vividly clear the Board of Education administration is committed to a cost-effective organization that gets results.

Lethargic grand list growth experienced in Windsor and the effects of the 2003 revaluation exacerbates the tax impact of these proposed expenditures. The town's mill rate decreases by 4.16 mills to a rate of 29.41, to reflect higher property values. However, the median valued house (\$169,000) in Windsor that appreciated the average rate will see a \$257 tax increase, or 7.9 percent. Of this increase, \$170, or 5.2%, is due to proposed expenditures, and \$87, or 2.7% is due to revaluation. Results for individual properties will vary depending on their 2002 value and their rate of change. In general, residential and commercial property owners will see an increase, industrial property will experience a decrease, and all vehicle owners will see a decrease due to falling car values and a lower mill rate. Chart 2 below shows the mill rate movement in Windsor the last 10 years.

Chart 2



The revaluation process of 2003 has essentially negated the effects of the 1999 revaluation, and returns the town's tax rate to slightly above 29 mills.

Chart 3

Town/City	Current Mill Rate	Proposed Change	Proposed Mill Rate	Percent Change
Bloomfield	39.80	4.45	44.25	11.18%
East Granby	31.40	(6.40)	25.00	-20.38%
East Hartford	38.60	2.00	40.60	2.50%
East Windsor	24.70	1.32	24.70	5.34%
Glastonbury	28.75	2.15	30.90	7.48%
Hartford	48.00	n/a	n/a	n/a
Manchester	30.33	1.54	31.87	5.08%
Newington	32.39	1.61	34.00	4.97%
South Windsor	28.80	2.80	31.63	9.72%
Tolland	33.97	2.15	36.12	6.33%
Vernon	33.54	4.92	38.46	14.67%
West Hartford	39.50	(8.00)	31.50	-20.25%
Wethersfield	34.86	n/a	n/a	n/a
Windsor	33.57	(4.16)	29.41	-12.39%
Windsor Locks	24.00	1.79	25.79	8.06%

Windsor remains competitive in the metropolitan area as measured by the mill rate shown on page xi¹. This status should remain as we see reports of other communities proposing substantial mill rate increases. As a general rule, Windsor experienced more grand list growth and suffered much milder effects of revaluation than other area towns. In some cases, communities propose to spend far less than Windsor, but taxpayers will suffer the consequences of towns replenishing reserves used for FY 2004 budgets. The Town of Windsor relied more on cost containment measures rather than injections of cash to abate reductions in State Aid. Of course, these comparisons can be difficult with towns on different revaluation schedules and budgeting practices. Another comparison looks at the results of these practices in the form of an estimated tax impact as shown in Chart 4 on the following page.²

¹ Information obtained from media reports and affected local governments. This information is based on proposed or estimated budgets for FY 2005.

² Ibid.

Chart 4

TOWNS	Expenditure Change	\$ or Pct. Tax Impact
Avon	6.79%	N/a
Bloomfield	1.36%	11%
Coventry	7.50%	12.60%
E. Haddam	4.57%	\$350
E. Hartford	4.80%	6-10%
E. Granby	2.00%	15-20%
Ellington	12.00%	\$845
Enfield	4.00%	\$150
Essex	4.36%	N/a
Farmington	4.80%	\$261
Hebron	6.75%	\$345
Glastonbury	7.17%	\$250
Manchester	3.00%	\$140
Middletown	9.82%	N/a
Newington	4.26%	N/a
Plainville	6.66%	9.50%
Simsbury	5.20%	\$332
South Windsor	6.17%	\$258
Stafford	4.36%	N/a
Tolland	7.76%	\$323
Vernon	8.00%	14.67%
Windsor Locks	12.60%	\$836
Wethersfield	3.50%	12-15%
W. Hartford	8.70%	N/a
WINDSOR	6.22%	\$257 or 7.9%

Fiscal Year 2004 Update

The approved General Fund budget for fiscal year FY 2004 is \$77,323,970. Projected revenues are expected to exceed the budgeted amount by approximately \$1,188,398 and expenditures are projected to be \$404,926 below budget. Much of the revenue surplus can be attributed to the increased conveyance tax approved last year by the General Assembly that is reflected in the charges for service (\$557,950). Property tax revenues also expect to end with \$505,000 more than budgeted due to highly proficient collections of past due taxes. The town has also benefited by the State keeping its funding commitments by not reducing aid to localities. Expenditures this fiscal year should be below budgeted amounts due to process improvements in Information Services (\$58,940), lower than expected charges for sewer assessment and insurance in General Services (\$213,963), and less than expected effort in the support of schools (\$103,946). Some elements of last fiscal year's cost containment measures were recently lifted such as the freeze on filling certain positions. The town shows very good discipline over expenditure areas it controls, but it became clear in December 2003 that the town is vulnerable to increasing cost pressures for employee health and disability insurance.

Economy and State Budget

The national economy remains in a fragile state as we approach FY 2004-05. The National Bureau of Economic Research, which serves as the official arbitrator of dating recessions, declared an end of the recession that began in March of 2001. However, the national economy has remained sluggish in terms of job growth. The national economy continues to weather the tragic events of terrorism, anthrax scares, and the worst bear market since 1977. Various business scandals, and recessionary conditions in the countries with which we trade are also contributing factors. Most economists believe a stronger economic recovery will take place once the Iraq conflict is behind us.

Windsor is not insulated from economic downturns, due to the preponderance of working families and because the real estate tax does not respond quickly to economic changes. The last two years represent the best years for real estate sales since the late 1980s. Several factors are contributing to the increasing values: a relatively healthy local economy, the lowest mortgage rates in forty years, and an erratic stock market which has led investors to channel money into real estate. State revenue reductions continue to impact our local budget as the State does not fulfill its funding obligations. Several programs have been particularly impacted by these reductions, especially the Department of Public Works. From FY 2002-03 to FY 2003-04, the town has experienced approximately \$269,634 in reductions of state aid for all funds. As the state abdicates its partnership role in these critical state supported services, it is important to note that the need for these services does not disappear. In fact, the need for these services is increasing. Information from surveys and the town's citizen response system suggest citizens are becoming increasingly more demanding and short-tempered as to what they expect from their local government.

Revenues

Grand list growth produces \$700,907 in new revenue for FY 2005. It is a paltry amount in comparison to the town's overall financial requirements and past performance. The town has, like all Connecticut municipalities, a structural deficit because the property tax is insufficient to address local needs. The town also becomes more dependent on property taxes to make matters worse. Property taxes as a percentage of total revenues increase from 80.4% to 81.2%.

Other than property taxes, the town expects budgeted increases in permits (\$65,140) and charges for service (\$228,770) mostly due to increased economic activity and a higher rate for the conveyance tax. The latter item is budgeted less than estimated for FY 2004 due to the proposed rollback of the conveyance tax rate approved by the General Assembly. Additional pressure on the General Assembly may persuade them to keep the rate the same, but it is premature to assume at this time.

The State of Connecticut, at the urging of various local governments interests, typically addresses local financial stress by increasing State Aid. However, the State decreases aid to Windsor by \$13,981 in FY 2005 based on the Governor's Proposed State Budget for FY 2005. The Governor's budget would be more palatable if aid to general government were at least equal to the FY 2004 budgeted or actual amounts. The Appropriations Committee of the General Assembly appeared ready to increase State Aid to municipalities in FY 2004-05 by almost \$38

compared to the Governor's proposal. It is premature to count on this additional revenue due to likely negotiations between the Rowland administration and the General Assembly and unknown specific formulas.

License and Building Permit Fee revenue is budgeted to increase by \$65,140 in FY 2005, which is almost equal to the estimated amount for FY 2004. The town has experienced an upturn in economic activity the last three months and this trend is expected to continue. This revenue source is the town's best measure of the local economy and it appears to have rebounded from a sluggish 2003, ready to achieve recent performance levels.

Fiscal Year 2005 Operations

The recommended General Fund budget for FY 2005 is \$82,132,041, representing an increase of \$4,808,071 or 6.22% over the current budget. This budget requires a mill rate of 29.41. Non-education expenditures increase by \$2,220,471, or 7.81%.

During FY 2004, the town issued \$2,033,000 in bonds in March 2004 for improvements to Addison Road, Welch Pool, Sage Park Middle School and Windsor High School athletic fields, two elementary school improvements, and an economic development project. In March, the town took advantage of falling interest rates to refinance the remaining debt on bonds issued between 2001 and 2002. This refinancing did not generate the results originally thought achievable due to sharp fluctuations in the bond market. The town was able to refund some bonds and achieve \$121,700 in savings for FY 2005, as shown in Chart 5 below, but this is far short of the \$280,000 that was sought.

Chart 5

Fiscal Year	Prior P&I \$	New P&I \$	Difference \$
2004	5,369,270	5,369,270	-
2005	5,297,608	5,175,908	121,700
2006	5,046,140	4,974,583	71,557
2007	5,025,427	5,008,095	17,332
2008	4,432,358	4,415,051	17,307
2009	4,303,324	4,287,229	16,095
2010	4,215,050	4,197,118	17,932
2011	4,036,614	4,017,788	18,826
2012	3,685,022	3,666,002	19,020
2013	2,738,092	2,724,779	13,313
2014	2,412,269	2,391,165	21,104
2015	2,343,990	2,324,584	19,406
2016	2,138,526	2,121,370	17,156
2017	1,890,303	1,870,310	19,993
2018	1,790,366	1,773,210	17,156
2019	1,631,075	1,611,757	19,318
2020	982,838	966,463	16,375
2021	364,179	364,179	-
2022	123,560	123,560	-
2023	83,520	83,520	-

The Metropolitan District Commission's (MDC) sewer budget for the upcoming year will increase by 4.7%. However, the cost of sewer services provided to Windsor will increase \$235,715, or 10.45% in FY 2005 because of the allocation formula that MDC uses to calculate charges to member towns. MDC's formula is not kind to communities like Windsor who have aggressively increased spending to meet various policy objectives. This formula has two fundamental flaws: it is not based on usage; and it is not borne by the users. This practice artificially inflates local government expenditures, penalizes localities that meet other policy priorities, and hides the true cost of sewer usage to consumers, while undermining conservation. This situation will worsen in the future as the MDC will likely increase expenditures to meet U.S. Clean Water Act requirements.

The proposed budget revives funding for pay-as-you-go capital projects, which ultimately reduce the long-term impact of bonded debt. The proposal includes a total of \$362,360 in pay-as-you-go capital projects. The town has abandoned this practice recently, and I recommend the town return to this financial discipline. It is inappropriate to pay for small capital expenditures and design work with long-term debt. This technique also has the benefit of foretelling what capital projects the town contemplates for the future. The Proposed FY 2005 Financial Plan also includes \$298,850 in one-time and small capital expenditures. These expenditures are included in order to communicate the town's reinvestment in its infrastructure and separate them from routine expenditures.

The proposed town operating budget is \$22,201,308, an increase of \$1,384,098, or 6.6% above the FY 2004 budget. The major drivers of these changes are as follows on a functional basis:

- Personal costs increasing by \$668,917, some which is due to recouping concessions given by employees a year ago. Other components of this increase include adjustments for achieving better competitiveness in hiring lifeguards (\$15,120)
- Restoration of several positions eliminated or deferred from the last few years such as a management analyst (\$25,200); seasonal support and a crew leader position in Public Works (\$83,123); and increase a systems analyst position to full-time status (\$31,620)
- New staffing that adequately addresses persistent operational secretarial support in Engineering, Facilities Management, and Health (\$54,898); small business support (\$52,478); increase of Environmental Planner to full-time status (\$30,195); and counseling services for \$6,250
- Health insurance costs increase by \$165,000, or nearly 17%.

There are other increases that are highlighted in department and program budgets in the Financial Plan. This Financial Plan proposes several policy initiatives that respond to Council priorities or emerging issues identified as part of the town's business plan development.

Redevelopment Underutilized sites and Buildings

- Proposed enhancements to the town's inspection software and hardware to enable on demand downloads and faster service for \$14,000.

Improve transportation networks to facilitate economic development efforts

- Recommitment to street reclamation for \$177,000
- Continue advocacy with CRCOG and other for design funding for the Springfield-New Haven Commuter Line and Day Hill Road and Bloomfield Avenue upgrades.

Promote economic development including expanded dining and retail opportunities

- Add small business support position for \$52,478.

Preserve and enhance housing values

- Initiate *The Cop Next Door* Program at no additional cost
- Continue neighborhood park improvements for \$66,000 via capital project funds
- Achieve 12 housing rehabilitation projects with \$300,000 in Community Development Block Grant funds
- Secure outside service for Lang Road and Elm Street reconstruction projects, and surveying of West Street for \$45,000.

Enhance Early Childhood Development efforts

- Add \$18,000 for the Start Smart Initiative
- Fund Milo Peck Center design for \$55,000.

Raise awareness of education system achievements

- Continuation of the Superintendent's newsletter to all Windsor households in FY 2005
- The Board of Education's budget proposes the startup of the education television channel.

Arts and culture policy

- Additional funding for this policy area is recommended at \$45,390 along with the creation of an Arts Council in preparation for the FY 2006 Financial Plan.

Increase small business assistance

- Funding of \$52,478 for a Economic Development Specialist for small business assistance, as cited previously.

Increase community and regional awareness of Windsor's events, services and programs

- Launch a Hotel Welcome program about Windsor which will be televised in 1,200 hotel rooms in the metropolitan area
- Two video productions about Windsor to be distributed to community access channels in Connecticut and Massachusetts
- Startup of a citizen's academy for \$5,000
- Startup of a welcome packet and delivery system
- Begin research into the design of a sister city initiative.

Green Policy

- Full-time environmental planner for \$30,195
- Stormwater management program begins at a cost of \$56,300
- Methane harvesting at the Windsor-Bloomfield Landfill
- Purchase of two hybrid vehicles at current budgeted amounts.

Meet the Needs of the Windsor's Most Vulnerable

- Create a Human Services Department
- Add counseling support services and upgrade Youth Service Bureau counseling for \$8,000
- Enhance the Start Smart Initiative to meet increasing demand for \$18,000, as cited previously
- Initiate training and public education efforts regarding mental health issues for \$5,000
- Upgrade Dial-a-Ride Services for \$15,000.

These enhancements are balanced by lowering the cost of government in the following ways:

- Various general government cost reductions of \$63,500 were identified through the cost reduction project; a total of \$228,500 in savings was identified, but some of those savings have already been obtained through routine bidding of some contracts, and \$165,000 in education-related savings have been identified that are not included in the FY 2005 Proposed Financial Plan
- Debt service refunding for \$121,700 in FY 2005 savings
- Lower costs for recycling for \$40,500 in savings
- Annual revaluation for \$15,000 in savings
- Lower general liability costs for \$100,000 in savings
- Lower workers' compensation insurance costs for \$20,000 in savings
- Reduced contribution to the Town Pension Plan for \$178,000 in savings due to superior investment performance
- The sale of non-operational real estate that have achieved \$330,000 in one-time revenue to date (not yet approved) and the potential to generate \$345,000 more in FY 2005.

The costs savings are noteworthy and could have been greater under better circumstances. The town is not able to justify a health district with South Windsor due to the lack of significant financial incentive from the State. The State DPUC has not finalized its rate case with the Connecticut Light & Power and the potential to save \$120,000 annually on the purchase of streetlights. The town has not been successful in every cost reduction endeavor, but the results seen so far come from aggressively seeking efficiencies.

The FY 2005 Financial Plan sees renewed commitment to the organization. This area has suffered the most in the FY 2004 Financial Plan, and a risk of making reductions in staffing and training that could lead to long-term damage. This renewed commitment is also designed to recognize the financial sacrifices made by all employees for the FY 2004 Financial Plan and adequately address various "hygiene" issues. Expenditures for training and support staffing appear as invisible expenses that have little to do with the delivery of services, but these little investments should make large dividends in terms of productivity and performance.

Another substantial portion of the Proposed FY 2005 Financial Plan is the capital investment for technology, small capital projects, and various equipment. I propose a total of \$298,850 in such investments (some are listed above) be funded by a one-time appropriation from the General Fund Reserves. This source of funding actually derives from the aforementioned real estate sales. I recommend this method of funding because it maximizes prior capital commitments, avoids General Fund commitments that cannot be met, and best corresponds to the local economy.

The town's course is now set for the Windsor-Bloomfield Landfill. The objective remains to close the Landfill by the end of 2007 or its permitted capacity, whichever comes first. The tip fee at the Windsor-Bloomfield Landfill is proposed to increase from \$60 per ton to \$64 per ton beginning January 1, 2005, a 6.6% increase. This proposed increase is consistent with the town's objective to close the Landfill by the end of 2007, by producing the necessary revenues for closure and post-closure. This price for Windsor waste is also consistent with discussions with the Town of Bloomfield, and has other benefits such as helping with future landfill closure responsibilities, encouraging recycling, and eliminating the possibility of sticker shock in 2007 when it is very possible Windsor waste has to go to another, more expensive disposal site.

CONCLUSION

The proposed FY2005 budget is an investment in a local government that continues to strive to be accessible, innovative and responsive to the needs of the community. It is designed to address the continued, professional growth of our employees, make proactive improvements to our procedures and technologies, effectively plan for future infrastructure needs, and continue to retain and attract residents and businesses to Windsor.

We have weathered difficult budgets before, but we still have achieved important long-term goals. I ask that you reflect on your collective vision of what it takes to have *a quality of life with unsurpassed value to all taxpayers* and stay true to your convictions and clear vision of what our community strives to achieve.

As mentioned earlier, there are many exciting programs and projects included in this document. Highlights follow this letter and are detailed throughout the Financial Plan and Capital Improvement Program. We look forward to assisting you during your review of the FY 2004-05 Proposed Financial Plan and Program of Services. The Plan flows from Council's clear priorities and is built upon the many successes of previous years. These sustained efforts toward the common vision of a have *a quality of life with unsurpassed value to all taxpayers* are paying off and will do much to providing a sustainable future for our great town.

Just as the initiatives outlined in this budget require teamwork, there is a team of employees who were instrumental in bringing this document to life. Peter Souza, Gregg Pavitt, Enita Jubrey, and Charlotte Foley, and Shermin Ferrier have my sincere thanks for their efforts in this budget process.

Sincerely,

R. Leon Churchill, Jr.
Town Manager

ORGANIZATION VISION, MISSION AND CORE VALUES

The Windsor Vision

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

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

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

Our core values support our organizational vision. We have identified the values by way of a series of exercises that 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 P – 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 2004-2005
BUDGET CALENDAR BY DEPARTMENT**

Date	Day	Step
Feb. 2, 2004 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens.
March 26, 2004	Friday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget).
April 5, 2004 7:15 PM	Monday	Regular Town Council meeting; Public Hearing re: public opinion regarding budget as proposed by Town Mgr.
April 7, 2004 6:30-9 PM	Wednesday	Board of Education, Health, Library Services, Human Services, Recreation and Leisure Services, Child Care and Adult Day Care
April 12, 2004 6:30-9 PM	Monday	Safety Services, Public Works, Landfill, Development Services, Community Development and Administrative Services
April 14, 2004 6:30-9 PM	Wednesday	Board of Education, Information Services, General Government, Town Support for Education, General Services, Insurance Internal Service Fund, and Revenues
April 19, 2004 6:30-9 PM	Monday	Capital Spending and Town Council final deliberations
April 21, 2004 6:30-9 PM	Wednesday	Town Council budget work session and approve TC budget to be adopted at Adjourned Town meeting
May 11, 2004	Tuesday	Recommended Adjourned Town Meeting held (referendum); budget adopted; tax rate determined by Town Council; official copy filed with Town Clerk.
May 17, 2004	Monday	Regular Town Council Meeting; Council sets tax rate
June 25, 2004	Friday	Tax bill mailing completed
June 30, 2004	Wednesday	End of current fiscal year.
July 1, 2004	Thursday	FY 2005 budget becomes effective; taxes for FY 2005 fiscal year due and payable.

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GENERAL FUND BALANCE SUMMARY
(budgetary basis)

	<u>FY 2004 Estimate</u>	<u>FY 2005 Proposed</u>
Revenues		
General Property Tax	\$62,636,560	\$66,686,797
Licenses and Permits	666,730	659,890
Fines and Penalties	10,150	10,150
Revenues from Use of Assets	1,039,740	1,130,705
State School Aid	9,370,103	9,322,860
State Grants in Lieu of Taxes	1,620,268	1,595,640
Other State Grants	710,275	694,019
Federal Grants	11,345	13,500
Revenues from Other Agencies	494,368	494,940
Charges for Current Services	1,404,130	1,080,100
Other Revenues	147,500	42,240
Opening Cash	401,200	401,200
	<hr/>	<hr/>
Total Revenues	78,512,368	82,132,041
	<hr/>	<hr/>
Expenditures and Encumbrances		
General Government	\$ 864,090	\$ 957,462
Safety Services	6,317,980	6,678,082
Recreation & Leisure Services	1,450,440	1,094,320
Human Services	0	942,320
Health	809,270	408,400
Library Services	1,111,320	1,157,350
Development Services	1,278,244	1,471,460
Community Development	25,000	25,000
Public Works	4,043,699	4,014,282
Information Services	329,760	373,748
Administrative Services	1,471,321	1,735,813
General Services	5,574,877	7,082,725
Board of Education	48,904,600	51,492,200
Town Support for Education	4,738,444	4,698,880
	<hr/>	<hr/>
Total Expenditures and Encumbrances	76,919,044	82,132,041
	<hr/>	<hr/>
Surplus (deficit)	1,593,324	0
Beginning Fund Balance, July 1	6,492,475	7,684,599
<u>Use of Fund Balance :</u>		
Opening Cash	(401,200)	(401,200)
	<hr/>	<hr/>
Estimate Ending Fund Balance, June 30	7,684,599	7,283,399
	<hr/> <hr/>	<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.

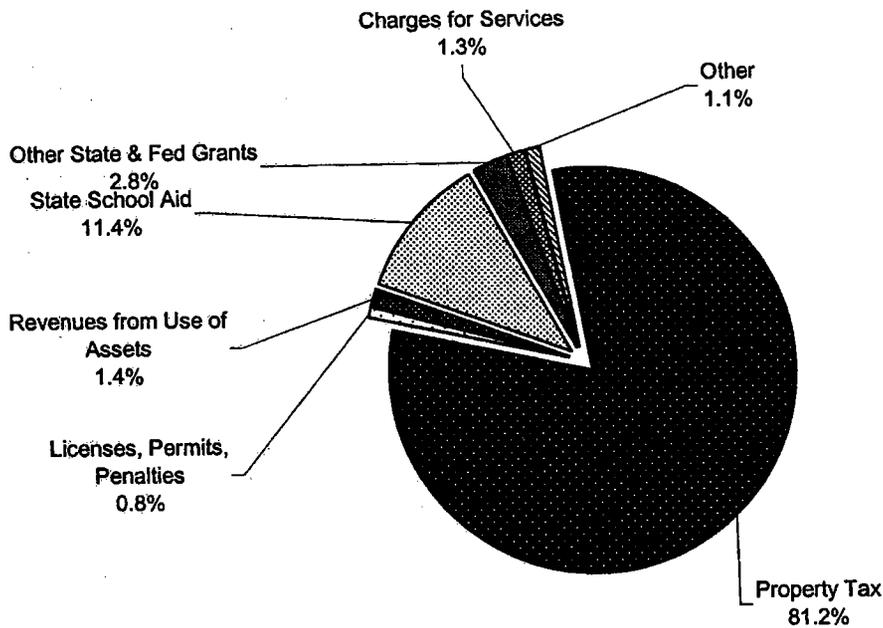
The town's accounting records for the Child Development, Landfill and Adult Day Care Enterprise Funds are maintained on a full accrual basis. Revenues are recognized when earned and expenses are recognized when incurred.

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**

Category	Revenue Source	FY 2003	FY 2004	FY 2005		Approved
		Actual	Budget	Estimated	Proposed	
910	General Property Tax	\$58,684,319	\$62,131,560	\$62,636,560	\$66,686,797	\$0
915	Licenses And Permits	580,058	594,750	666,730	659,890	0
920	Fines And Penalties	14,131	10,150	10,150	10,150	0
925	Revenues From Use of Assets	1,197,815	1,110,330	1,039,740	1,130,705	0
930	State School Aid	8,984,899	9,317,620	9,370,103	9,322,860	0
935	State Grants In Lieu Of Taxes	1,874,014	1,604,380	1,620,268	1,595,640	0
940	Other State Grants	769,929	704,500	710,275	694,019	0
945	Federal Grants	6,600	13,500	11,345	13,500	0
950	Revenues From Other Agencies	597,725	548,800	494,368	494,940	0
955	Charges For Current Services	960,321	846,180	1,404,130	1,080,100	0
960	Other Revenues	296,492	41,000	147,500	42,240	0
965	Opening Cash	405,060	401,200	401,200	401,200	0
TOTAL		\$74,371,364	\$77,323,970	\$78,512,368	\$82,132,041	\$0



**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

CAT./ACCT NO.		FY 2003	FY 2004		FY 2005
		Actual	Budget	Estimated	Proposed
910	<u>GENERAL PROPERTY TAX</u>				
51002	Current Levy	57,044,354	60,826,560	60,826,560	65,349,547
51004	Interim Motor Vehicle Tax	660,286	640,000	650,000	660,000
51006	Prior Year Levies	591,678	375,000	700,000	380,000
51008	Interest	383,832	280,000	450,000	287,000
51009	Liens & Penalties	4,169	10,000	10,000	10,250
		<u>58,684,319</u>	<u>62,131,560</u>	<u>62,636,560</u>	<u>66,686,797</u>
915	<u>LICENSES AND PERMITS</u>				
51200	Vendor's Licenses	294	350	350	360
51201	Amusement Licenses	25	200	200	210
51202	Animal Licenses	17,995	18,000	18,000	18,020
51203	Marriage Licenses	1,254	1,400	1,400	1,410
51204	Hunting & Fishing Licenses	870	2,000	2,000	2,010
51205	Street Cut Permits	5,225	5,000	5,000	5,010
51206	Building Permits	533,614	550,000	621,980	615,000
51212	Lodging House Licenses	450	300	300	310
51213	Well Permits	100	100	100	110
51214	Food Permits	17,421	15,000	15,000	15,020
51216	Septic System Permits	1,375	1,300	1,300	1,310
51217	Fire Marshal Permits	41	100	100	110
51219	Pistol Permits	1,396	1,000	1,000	1,010
		<u>580,058</u>	<u>594,750</u>	<u>666,730</u>	<u>659,890</u>
920	<u>FINES AND PENALTIES</u>				
51401	Court Fines	70	150	150	150
51402	Parking Fines	14,061	10,000	10,000	10,000
		<u>14,131</u>	<u>10,150</u>	<u>10,150</u>	<u>10,150</u>
925	<u>REVENUES FROM USE OF ASSETS</u>				
51501	Interest: Unrestricted	588,225	520,000	440,000	520,000
51504	Cell Tower Leases	112,718	112,000	112,000	124,275
51505	Rental of Town Property	496,872	478,330	487,740	486,430
		<u>1,197,815</u>	<u>1,110,330</u>	<u>1,039,740</u>	<u>1,130,705</u>
930	<u>STATE SCHOOL AID</u>				
51701	Special Ed. - Excess Costs	490,454	590,000	541,100	506,000
51703	Transportation	337,794	317,000	312,959	312,960
51705	Adult Education	48,379	46,320	59,921	57,800
51709	Blind and Handicapped	27,054	45,000	40,000	30,000
51710	Education Cost Sharing	8,081,218	8,319,300	8,416,123	8,416,100
		<u>8,984,899</u>	<u>9,317,620</u>	<u>9,370,103</u>	<u>9,322,860</u>
935	<u>STATE GRANTS IN LIEU OF TAXES</u>				
51900	Machinery Exemption	1,260,998	1,113,450	1,121,893	1,113,450
51902	Tax Exemption for the Elderly	-	9,650	9,650	9,650
51903	HEART (Elderly)	199,044	195,700	195,871	195,700
51904	Property Tax-Boats	15,623	15,620	15,623	15,620
51905	State-owned Property/Casino	304,642	269,960	277,231	261,220
51906	Totally Disabled Exemption	837	-	-	-
51907	Veterans Tax Exemption	92,869	-	-	-
		<u>1,874,014</u>	<u>1,604,380</u>	<u>1,620,268</u>	<u>1,595,640</u>
940	<u>OTHER STATE GRANTS</u>				
52100	Bond Interest Subsidy	275,167	219,040	219,040	205,754
52101	School Building Grant	454,036	448,260	454,035	454,035
52104	Public Library Grant	2,385	3,250	3,250	3,230
52107	Other State Grants	38,342	33,950	33,950	31,000
		<u>769,929</u>	<u>704,500</u>	<u>710,275</u>	<u>694,019</u>

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

CAT./ACCT NO.		FY 2003	FY 2004		FY 2005
		Actual	Budget	Estimated	Proposed
945	FEDERAL GRANTS				
52201	Elderly Transportation	6,600	10,000	9,290	10,000
52202	Civil Preparedness	-	3,500	2,055	3,500
		6,600	13,500	11,345	13,500
950	REVENUES FROM OTHER AGENCIES				
52301	Windsor Housing Authority	7,856	19,000	19,000	19,570
52302	In-Lieu of Tax Payments	226,947	175,550	175,550	175,550
52303	Telephone Property Tax	362,922	354,250	299,818	299,820
		597,725	548,800	494,368	494,940
955	CHARGES FOR CURRENT SERVICES				
52500	Recording Legal Documents	286,415	155,000	333,521	275,000
52501	Vital Statistics	160	400	300	420
52502	Conveyance Fees	255,516	250,000	380,106	257,500
52503	Special Police Services/Alarm Fees	24,323	4,200	8,000	4,330
52505	Sale of Accident Reports and Photos	2,243	2,000	2,210	2,060
52506	Animal Pound Fees	1,470	2,800	1,934	2,810
52507	TP & Z Commission Fees	29,840	25,000	44,507	25,030
52508	Zoning Board of Appeals Fees	1,550	950	2,072	980
52509	Inland Wetlands Fees	19,501	8,000	8,681	8,240
52512	Hydrant Assessments		100	100	110
52513	Sub-Division Signs	569	500	400	510
52516	Miscellaneous School Receipts		220	180	230
52517	Special Education Tuition from Other Towns	120,548	200,000	410,000	300,000
52518	Library Fines & Fees	31,720	35,000	37,958	35,040
52519	Recreation Fees	66,855	45,000	45,000	50,200
52520	Northwest Park	2,285	3,500	3,500	3,500
52521	Dial-a-Ride Fees	4,918	5,500	7,251	5,500
52522	Health Service Fees	361		300	100
52523	Sale of Sand & Gravel	480	500	320	500
52525	Administrative Overhead	90,210	90,210	90,210	90,210
52530	Sale of Publications & Materials	16,367	16,300	19,082	16,800
52531	Miscellaneous Service Charges	4,990	1,000	8,500	1,030
		960,321	846,180	1,404,130	1,080,100
960	OTHER REVENUES				
52701	Sale of Capital Assets	2,910	500	500	520
52703	Other Refunds	-	500	70,000	520
52704	Miscellaneous Other Revenues	293,582	40,000	77,000	41,200
52750	Transfer from Other Funds				
		296,492	41,000	147,500	42,240
965	Miscellaneous Revenues				
52752	Opening Cash	405,060	401,200	401,200	401,200
	GRAND TOTAL	74,371,364	77,323,970	78,512,368	82,132,041

REVENUE EXPLANATION

910 General Property Tax

This category accounts for approximately 81.3% of the Town's General Fund revenues in FY 2005.

		FY 2003		FY 2004		FY 2005	
		Actual	Budget	Estimated	Proposed	Approved	
51002	Current Levy	57,044,354	60,826,560	60,826,560	65,349,547	-	
51004	Interim Motor Vehicle Tax	660,286	640,000	650,000	660,000	0	
51006	Prior Year Levies	591,678	375,000	700,000	380,000	-	
51008	Interest	383,832	280,000	450,000	287,000	-	
51009	Liens & Penalties	4,169	10,000	10,000	10,250	-	
		<u>58,684,319</u>	<u>62,131,560</u>	<u>62,636,560</u>	<u>66,686,797</u>	<u>-</u>	

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 2005 totals \$82,132,041. Of this amount, \$65,349,547 will come from the current property tax levy, and \$16,381,294 from other revenues. The estimated Net Taxable Grand List for FY 2005 is \$2,256,000,000. The increase is due to an approximate 1.06% increase due to new construction, with the balance due to revaluation. The last revaluation occurred four years ago. The proposed collection rate is 98.75%. Accordingly, the required tax levy will be 29.25 mills; or \$29.25 for each \$1,000 of assessed value. The mill rate is calculated as follows

	<u>Proposed</u>	<u>Adopted</u>
Total Expenditure	\$82,132,041	\$0
Less: Other Revenues	16,381,294	0
Less: Opening Cash	401,200	0
Current Property Tax Collection	65,349,547	0
Divided by Estimated Rate of Collection	98.75%	98.75%
Adjusted Tax Levy	66,176,757	0
Less: Pro Rata Assessor's Additions	75,000	75,000
Plus: Exemptions for Volunteer Firefighters	113,000	113,000
Gross Tax Levy	65,988,757	-188,000
Divided by Estimated Taxable Grand List	2,256,000,000	2,256,000,000
Mill Rate	29.25	(0.08)

For FY 2004, general property tax revenues are projected to be \$505,000 over budget, primarily due to active pursuit of prior year tax obligations.

915 LICENSES AND PERMITS

This category accounts for approximately 0.6% of the Town's General Fund revenues in FY 2005.

	FY 2003		FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved	
51206 Building Permits	\$ 533,614	\$ 550,000	\$ 621,980	\$ 615,000	\$ -	-
All Others:	46,444	44,750	44,750	44,890	-	-
	<u>\$ 580,058</u>	<u>\$ 594,750</u>	<u>\$ 666,730</u>	<u>\$ 659,890</u>	<u>\$ -</u>	<u>-</u>

Building and related permits are expected to finish FY 2004 approximately \$71,000 above budget. Building permit budgeted revenue had been significantly lowered in FY2004 from FY2003.

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.

920 FINES AND PENALTIES

This category accounts for approximately 0.01% of the Town's General Fund revenues in FY 2005.

	FY 2003		FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved	
51401 Court Fines	\$ 70	\$ 150	\$ 150	\$ 150	\$ -	-
51402 Parking Fines	14,061	10,000	10,000	10,000	-	-
	<u>\$ 14,131</u>	<u>\$ 10,150</u>	<u>\$ 10,150</u>	<u>\$ 10,150</u>	<u>\$ -</u>	<u>-</u>

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

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 1.38% of the Town's General Fund revenues in FY 2005.

	FY 2003		FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved	
51501 Interest: Unrestricted	588,225	520,000	440,000	520,000	0	0
51504 Cell Tower Leases	112,718	112,000	112,000	124,275	0	0
51505 Rental of Town Property	496,872	478,330	487,740	486,430	0	0
	<u>1,197,815</u>	<u>1,110,330</u>	<u>1,039,740</u>	<u>1,130,705</u>	<u>-</u>	<u>-</u>

Unrestricted interest is the revenue resulting from the investment of cash receipts not immediately used to meet expenditures. For FY 2004 it is projected that the final figure will come in at \$520,000. Interest rates on town investments continue their historically low averages, but are expected to start increasing by the middle of the fiscal year.

\$124,275 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:

	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Approved
Milo Peck Child Development Center	110,330	110,330	110,330	
Landfill	345,800	345,800	345,800	
Caring Connection	0	7,590	0	
Omnipoint Communications - Tower	22,200	21,970	22,200	
	<u>478,330</u>	<u>485,690</u>	<u>478,330</u>	

For FY2005, the budget includes rental income from the Milo Peck Enterprise Fund and rentals from the Omnipoint Communications Tower long-term lease signed in 1997. The Caring Connection did not move out of the LP Wilson facility until the fall of 2003 (rather than the end of June), and consequently paid \$7,590 of rent in FY04. Since the move, the Caring Connection pays \$60,410 into a Special Revenue account to cover operational expenses of the 330 S. Windsor Avenue facility.

930 STATE SCHOOL AID

	FY 2003		FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved	
51701 Special Ed. - Excess Costs	490,454	590,000	541,100	506,000	0	0
51703 Transportation	337,794	317,000	312,959	312,960	0	0
51705 Adult Education	48,379	46,320	59,921	57,800	0	0
51709 Blind and Handicapped	27,054	45,000	40,000	30,000	0	0
51710 Education Cost Sharing	8,081,218	8,319,300	8,416,123	8,416,100	0	0
	<u>8,984,899</u>	<u>9,317,620</u>	<u>9,370,103</u>	<u>9,322,860</u>	<u>-</u>	<u>-</u>

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

The FY 2005 estimates for this group of accounts are anticipated to come in at approximately \$53,000 over budget. The changes among the line items are per updated information provided by the State Board of Education. This section accounts for approximately 11.33% of all revenues.

For FY 2005 the Special Education - Excess Costs grant proposed amount of \$490,000 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 2005 budget for State School Aid is projected in total to result in a \$4,350 increase over the previous fiscal year budget.

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 1.94% of the Town's General Fund revenues in FY 2005.

	FY 2003		FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved	
51900 Machinery Exemption	\$ 1,260,998	\$ 1,113,450	\$ 1,121,893	\$ 1,113,450	\$ -	-
51902 Tax Exemption for the Elderly	0	9,650	9,650	9,650	0	0
51903 HEART (Elderly)	199,044	195,700	195,871	195,700	0	0
51904 Property Tax-Boats	15,623	15,620	15,623	15,620	0	0
51905 State-owned Property/Casino	304,642	269,960	277,231	261,220	0	0
51906 Totally Disabled Exemption	837	0	0	0	0	0
51907 Veterans Tax Exemption	92,869	-	-	-	-	-
	<u>\$ 1,874,014</u>	<u>\$ 1,604,380</u>	<u>\$ 1,620,268</u>	<u>\$ 1,595,640</u>	<u>\$ -</u>	<u>-</u>

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. Reimbursements for disabled and veterans' exemptions were discontinued in FY04. The difference between the budgeted and estimated FY 2004 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 manufacturer's equipment is expected to be reimbursed at 60%.

940 OTHER STATE GRANTS

This category accounts for approximately 0.84% of the Town's General Fund revenues in FY 2005.

	FY 2003		FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved	
52100 Bond Interest Subsidy	275,167	219,040	219,040	205,754	0	0
52101 School Building Grant	454,036	448,260	454,035	454,035	0	0
52104 Public Library Grant	2,385	3,250	3,250	3,230	0	0
52107 Other State Grants	38,342	33,950	33,950	31,000	0	0
	<u>769,929</u>	<u>704,500</u>	<u>710,275</u>	<u>694,019</u>	<u>-</u>	<u>-</u>

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 project bonds.

School Bonds	FY 2003		FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved	
1987 Poquonock, Clover St, JFK Expansion	23,090	19,290	19,290	14,712		
1988 Poquonock, Clover St, JFK Expansion	49,990	41,770	41,770	33,433		
1991 Wolcott, JFK School Roofs	8,080	6,750	6,750	10,711		
1992 Ellsworth School Roof	4,510	4,040	4,040	3,802		
1993 Sage Park School Expansion	65,640	60,660	60,660	58,173		
1994 Sage Park School Expansion	63,160	58,280	58,280	58,036		
1995 Windsor High School Roof	30,170	28,250	28,250	26,887		
Total	<u>244,640</u>	<u>219,040</u>	<u>219,040</u>	<u>205,754</u>	<u>-</u>	<u>-</u>

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

School Project	Year Bonded	FY 2003		FY 2004		FY 2005	
		Actual	Budget	Estimated	Proposed	Approved	
Kennedy School	1987, 1988, 1991	81,660	81,620	81,620	81,620		
Poquonock School	1987, 1988	49,650	49,650	49,650	49,650		
Clover Street	1987, 1988	44,200	44,200	44,200	44,200		
Wolcott School	1991	16,220	15,920	15,920	15,920		
Ellsworth School	1992	8,400	8,400	8,400	8,400		
Sage Park Mid.	1993, 1994	206,670	206,670	206,670	206,670		
High School Roof	1995	41,800	41,800	41,800	41,800		
Other		0	0	5,434	5,434		
Total		<u>448,600</u>	<u>448,260</u>	<u>453,694</u>	<u>453,694</u>	<u>-</u>	<u>-</u>

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.

945 FEDERAL GRANTS

This category accounts for approximately 0.02% of the Town's General Fund revenues in FY 2005.

	FY 2003		FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved	
52201 Elderly Transportation	6,600	10,000	9,290	10,000	0	0
52202 Civil Preparedness	0	3,500	2,055	3,500	0	0
	<u>6,600</u>	<u>13,500</u>	<u>11,345</u>	<u>13,500</u>	<u>-</u>	<u>-</u>

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

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.71% of the Town's General Fund revenues in FY 2005.

		FY 2003	FY 2004		FY 2005	
		Actual	Budget	Estimated	Proposed	Approved
52301	Windsor Housing Authority	7,856	19,000	19,000	19,570	0
52302	In-Lieu of Tax Payments	226,947	175,550	175,550	175,550	0
52303	Telephone Property Tax	362,922	354,250	299,818	299,820	0
		597,725	548,800	494,368	494,940	-

In-Lieu of Tax Payment revenue in FY 2005 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 \$54,000 for FY 2004. The grant is based on the telephone company's assessed personal property value located in each municipality. Values decreased faster than the state's original estimate.

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 1.3% of the Town's General Fund revenues in FY 2005.

		FY 2003	FY 2004		FY 2005	
		Actual	Budget	Estimated	Proposed	Approved
52500	Recording Legal Documents	286,415	155,000	333,521	275,000	0
52501	Vital Statistics	160	400	300	420	0
52502	Conveyance Fees	255,516	250,000	380,106	257,500	0
52503	Special Police Services/Alarm Fees	24,323	4,200	8,000	4,330	0
52505	Sale of Accident Reports and Photos	2,243	2,000	2,210	2,060	0
52506	Animal Pound Fees	1,470	2,800	1,934	2,810	0
52507	TP & Z Commission Fees	29,840	25,000	44,507	25,030	0
52508	Zoning Board of Appeals Fees	1,550	950	2,072	980	0
52509	Inland Wetlands Fees	19,501	8,000	8,681	8,240	0
52512	Hydrant Assessments	0	100	100	110	0
52513	Sub-Division Signs	569	500	400	510	0
52516	Miscellaneous School Receipts	0	220	180	230	0
52517	Special Education Tuition from Other Towns	120,548	200,000	410,000	300,000	0
52518	Library Fines & Fees	31,720	35,000	37,958	35,040	0
52519	Recreation Fees	66,855	45,000	45,000	50,200	0
52520	Northwest Park	2,285	3,500	3,500	3,500	0
52521	Dial-a-Ride Fees	4,918	5,500	7,251	5,500	0
52522	Health Service Fees	361	0	300	100	0
52523	Sale of Sand & Gravel	480	500	320	500	0
52525	Administrative Overhead	90,210	90,210	90,210	90,210	0
52530	Sale of Publications & Materials	16,367	16,300	19,082	16,800	0
52531	Miscellaneous Service Charges	4,990	1,000	8,500	1,030	0
		960,321	846,180	1,404,130	1,080,100	-

The Charges for Current Services category is expected to be approximately \$558,000 over budget for FY2004. This is mostly attributable to the fees for recording legal documents and conveyance. For FY2004 & FY2005 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.

960 OTHER REVENUES

This category accounts for approximately 0.05% of the Town's General Fund revenues in FY 2005.

		FY 2003	FY 2004		FY 2005	
		Actual	Budget	Estimated	Proposed	Approved
52701	Sale of Capital Assets	2,910	500	500	520	0
52703	Other Refunds	0	500	70,000	520	0
52704	Miscellaneous Other Revenues	293,582	40,000	77,000	41,200	0
52750	Transfer from Other Funds	0	0	0	0	0
		296,492	41,000	147,500	42,240	-

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. Real estate sales that the Town is currently exploring would go into this category.

All Others includes \$30,000 in FY2004 and 2005 from the Caring Connection Fund repayments of part of the capital contributed by the General Fund in 2003. Miscellaneous revenues in FY2002 include an energy efficiency rebate from the high school renovation. In FY2003 the town received an insurance reimbursement.

965 Miscellaneous Revenues

This category accounts for approximately 0.52 % of the Town's General Fund revenues in FY 2005.

	FY 2003		FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved	
52752 Opening Cash	405,060	401,200	401,200	401,200	401,200	0
	405,060	401,200	401,200	401,200	401,200	-

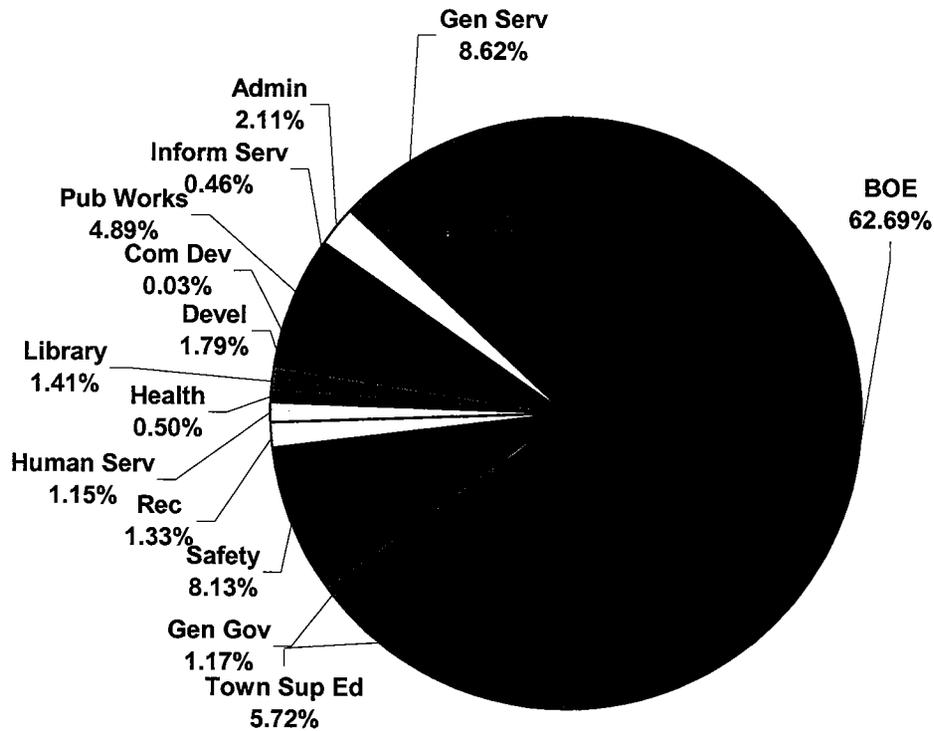
This section reflects the amount of fund balance at year-end that is appropriated for use in the following fiscal year. This use reduces the amount of revenue that is appropriated as property taxes.

Fiscal Year Ended June 30	End of Year, Unreserved, Undesignated Fund Balance	Percent of Following Year General Fund Expenditures
2004 (est.)	\$7,283,024	8.87%
2003	\$6,492,100	8.40%
2002	\$6,495,964	8.70%
2001	\$5,692,564	8.20%
2000	\$5,877,802	9.10%
1999	\$5,727,742	9.40%
1998	\$4,628,283	8.00%

**ANNUAL BUDGET
GENERAL FUND
EXPENDITURES BY DEPARTMENT**

	FY 2003	FY 2004		FY 2005	
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>PROPOSED</u>	<u>APPROVED</u>
General Government	870,329	838,220	864,090	957,462	-
Safety Services	5,978,848	6,318,140	6,317,980	6,678,082	-
Recreation & Leisure Services	1,346,014	1,453,440	1,450,440	1,094,320	-
Human Services			-	942,320	
Health	778,323	830,730	809,270	408,400	-
Library Services	1,126,195	1,111,320	1,111,320	1,157,350	-
Development Services	1,356,808	1,290,190	1,278,244	1,471,460	-
Community Development	25,000	25,000	25,000	25,000	-
Public Works	3,498,824	4,059,720	4,043,699	4,014,282	-
Information Services	365,648	388,700	329,760	373,748	-
Administrative Services	1,616,775	1,472,680	1,471,321	1,735,813	-
General Services	5,504,055	5,788,840	5,574,877	7,082,725	-
Board of Education	45,955,769	48,904,600	48,904,600	51,492,200	-
Town Support for Education	4,088,001	4,842,390	4,738,444	4,698,880	-
Total Expenditures:	72,510,589	77,323,970	76,919,044	82,132,041	-

General Fund Expenditure by Service Unit



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 2005.

	<u>FY 2003</u>	<u>FY 2004</u>		<u>FY 2005</u>	
	<u>Actual</u>	<u>Budget</u>	<u>Estimated</u>	<u>Proposed</u>	<u>Approved</u>
Operating	\$45,955,769	\$48,904,600	\$48,904,600	\$51,492,200	\$

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Town Support for Education	4,812,958	4,842,390	4,738,444	4,698,880	

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 2005:

- 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 decreases by \$143,510 or 2.9% as a result of improved pension performance, and stabilized insurance charges.

TOWN SUPPORT FOR EDUCATION

	FY 2003		FY 2004		FY 2005	
	ACTUAL	BUDGET	BUDGET	ESTIMATED	PROPOSED	ADOPTED
Aid to Private Education:						
St. Gabriel School	28,500	28,500		28,500	29,000	
Trinity Christian	4,081	7,000		7,000	7,500	
Loomis Chaffee School	22,500	22,500		22,500	23,000	
Sub Total - Aid to Private Schools	55,081	58,000		58,000	59,500	
Debt Service:						
Principal	118,000	1,930,560		1,930,560	2,009,720	
Interest	1,457,170	1,362,760		1,362,760	1,262,678	
Sub Total - Debt Service	2,640,170	3,293,320		3,293,320	3,272,398	
General Government:						
Audit Fee (25%)	13,000	11,500		11,500	11,960	
Town Attorney Retainer (25%)	15,320	15,320		15,320	16,390	
Town Treasurer (50%)	1,550	1,600		1,600	1,780	
Treasurer's Assistant (50%)	4,680	3,550		3,550	3,970	
Sub Total - General Government	34,550	31,970		31,970	34,100	
Risk Management:						
Automobile Liability (3%)	5,820	7,500		6,251	8,400	
Umbrella Liability (39%)	13,100	39,000		32,503	62,400	
Comp. General Liability (41%)	66,010	82,000		68,340	101,988	
Property Protection (73%)	152,800	178,000		148,349	125,560	
School Board Errors & Omissions (100%)	8,820	15,000		12,501	25,000	
Football and Sports Accidents (100%)	13,450	15,000		12,501	15,000	
Workers Compensation (50%)	255,000	255,000		212,522	255,000	
Excess Workers Comp. Premium (50%)	20,610	32,500		27,086	22,500	
Sub Total - Risk Management	535,610	624,000		520,054	615,848	

TOWN SUPPORT FOR EDUCATION (continued)

	FY 2003 <u>ACTUAL</u>	FY 2004 <u>BUDGET</u>	FY 2004 <u>ESTIMATED</u>	FY 2005 <u>PROPOSED</u>	FY 2005 <u>ADOPTED</u>
Retirement Services:					
School Retirement	309,600	322,000	322,000	135,660	
Sub Total - Retirement Services	309,600	322,000	322,000	135,660	-
Youth Protection Services					
Partnership - Police [\$4,200 supplies]	225,900	225,900	225,900	238,571	
Partnership - Family Services	42,800	42,800	42,800	42,800	
Partnership - Social Services (80% position) + \$2,000 supplies				52,780	
School Officer/DARE	75,290	75,290	75,290	78,113	
Sub Total - Youth Protection Services	343,990	343,990	343,990	412,264	-
Public Works:					
Maintenance Support	120,130	120,130	120,130	120,130	
Supplemental Services	26,560	26,670	26,670	26,670	
Snow Removal	22,310	22,310	22,310	22,310	
Sub Total - Public Works	169,000	169,110	169,110	169,110	-
Capital Projects - Schools	-	-	-	-	-
TOTAL	4,088,001	4,842,390	4,738,444	4,698,860	-

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	5,430,685	5,757,050	5,691,158	5,981,580	-
Supplies	72,281	47,340	60,097	59,470	-
Services	365,289	338,080	341,751	439,630	-
Maintenance & Repair	252,019	184,410	246,243	214,730	-
Grants & Contributions	11,687	6,500	10,468	11,700	-
Capital Outlay	434,199	126,670	125,670	155,000	-
Energy & Utility	234,807	209,280	219,340	212,320	-
Total	6,800,966	6,669,330	6,694,727	7,074,430	-

* 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		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Safety Services	5,978,848	6,318,140	6,317,985	6,678,082	-
Town Support for Education	343,990	301,190	301,190	316,680	-
Subtotal: Safety Gen. Fund Budget	6,322,838	6,619,330	6,619,175	6,994,762	-
DOJ Universal Hiring (COPS) Grant	150,878	-	-	-	-
Community Policing/Partnership	33,789	-	-	-	-
CAD/RMS	12,464	-	25,552	-	-
Block Grant/Youth Services	33,998	-	-	-	-
Use of Police Private Duty Acct.	164,028	50,000	50,000	50,000	-
Drug Enforcement & Seizure Grants	82,971	-	-	29,668	-
Subtotal: Other Funds	478,128	50,000	75,552	79,668	-
Total	6,800,966	6,669,330	6,694,727	7,074,430	-

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	67.00	67.00	65.00	67.00	-
Regular Part Time Employees	2.30	1.80	1.80	1.80	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	69.30	68.80	66.80	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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	5,580,313	5,557,640	5,496,748	5,779,910	
Supplies	55,150	33,490	41,097	41,320	
Services	118,346	84,050	82,951	172,680	
Maintenance & Repair	151,335	102,980	168,343	130,730	
Grants & Contributions	11,687	6,500	10,468	11,700	
Capital Outlay	383,157	53,000	52,000	35,000	
Energy & Utility	146,380	132,920	144,530	140,750	
Total	6,446,368	5,970,580	5,996,137	6,312,090	-

* 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		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Police	5,636,757	5,619,390	5,619,395	5,915,742	
Town Support for Education	343,990	301,190	301,190	316,680	
Subtotal: Police Gen. Fund Budget	5,980,747	5,920,580	5,920,585	6,232,422	-
DOJ Universal Hiring (COPS) Grant	14,026	-	-	-	-
Community Policing Grant	2,147	-	-	-	-
CAD/RMS	120,065	-	25,552	-	-
Block Grant/Youth Service	10,751	-	-	-	-
Use of Police Private Duty Acct.	270,825	50,000	50,000	50,000	-
Drug Enforcement & Seizure Grants	47,807	-	-	29,668	-
Subtotal: Other Funds	465,621	50,000	75,552	79,668	-
Total	6,446,368	5,970,580	5,996,137	6,312,090	-

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees		66.00	64.00	66.00	-
Regular Part Time Employees		1.80	1.80	1.80	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	67.80	65.80	67.80	-

Budget Commentary

For FY '04, the Police Department's Budget is expected to come in over budget by approximately \$25,000. This increase is due to spending on the CAD/RMS project, and \$25,552 is being brought in under Funding Sources from the CAD/RMS Grant to cover the increased expense. Personnel Services is somewhat under budget due to vacancies, while supplies is over due to increases in Patrol supplies, such as flares and batteries for AED's. Maintenance and Repair is over due to the previously mentioned CAD/RMS service expense, while Grants and Contributions is up due to an increase in dog licenses. The Energy and Utility increase is due to heating oil, natural gas, and electricity costs.

The proposed budget for FY '05 requests a 5.2% increase. The major portion of this is \$199,000 for Personal Services which is a 3.58% increase. This is due to contractual salary increases, the majority of which are 3.75%. The Supplies increase simply restores the Budget number to our current level of use, while the Maintenance and Repair increase reflect the cost of new maintenance contracts for the radio and CAD/RMS systems. The Capital Outlay line reflects a request for five police cruisers, which again simply restores the spending level to our current use. Energy and Utility increases are due to natural gas, heating oil, electricity, and telephone costs.

FY 2005 Goals

- 1) The Police Department will implement the Paperless Reporting system funded as a part and primary purpose of the COPS MORE technologies grant. All officers will be trained in the use of the paperless reporting system purchased as a module of the combined Computer Aided Dispatch/ Records Management System (CAD/RMS.) The Department currently has wireless mobile connectivity from the police cruisers to the CRCOG switch, which allows our officers to access State COLLECT, DMV and Corrections databases. By further partnering with CRCOG and the State, we will implement the submission of police incident reports from the cruiser to our RMS.
- 2) The Partnership Program's goals for 2004 will include the development of a structured Mediation Program at the High School, which will include a peer mediation component. Another goal is the development of a Conflict Management program with a focus on helping students manage anger in a positive manner. The Partnership also plans to develop additional prevention programs for the high school to include focus groups for high school students that have had previous problems with aggressive behaviors. Our overall goal is to prevent violent incidents from occurring among our youth throughout town.
- 3) The Crime Suppression Unit (CSU) has a goal to have more of a noticeable impact on neighborhoods by focusing on removing junk cars and enforcing other nuisance violations. The Unit will also coordinate an effort to serve more outstanding arrest warrants.
- 4) Detective Division staff will serve as instructors to provide training to members of the Patrol Division in Crime Scene Processing and Criminal Investigations. The goal is to enhance the quality of investigations, thus improving an already above-average clearance rate. Detectives will also provide Crime Prevention training to small business owners with a goal of decreasing property losses to those businesses. The Detective Division also plans on running an awareness campaign on bicycle theft in conjunction with the schools and the Partnership with an eye towards decreasing bicycle theft.
- 5) In addition to the training mentioned above, and other State mandated training, all sworn members of the Police Department will be trained in the use of the ASP impact baton, the 'Taser' less lethal weapon, and in newly adopted arrest and control (defensive tactics) procedures. The purpose of this training is to decrease the likelihood of injury to arrestees and officers alike.
- 6) The Patrol Division will be targeting further crime reduction in Windsor by strengthening our relationships with citizens. Increasing interaction with community members will help them to feel more comfortable about calling the police and providing information to officers. This will be done through increased block watch meetings and interaction at community events.
- 7) The Patrol Division will be increasing our utilization of regional traffic squads to enhance motor vehicle enforcement to reduce accidents in Windsor. Increased use of Metro Traffic Services and North Central Municipal Regional Traffic will allow the Windsor Police Department to have an increased presence in multiple areas. Recent efforts have been beneficial in targeting drunk drivers and seatbelt violations. Increased use of these teams will better position us to also address aggressive drivers and speeding violations. We will be using our relationship with Metro Traffic to take advantage of regional DOT equipment grants. These monies will enable us to purchase speed enforcement devices as well as a possible second radar trailer.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	419,775	418,397	437,640	
Supplies	18,210	19,490	19,600	
Services	37,105	35,360	36,500	
Maintenance & Repair	16,380	31,439	32,390	
Grants & Contributions	-	-	4,200	
Capital Outlay	-	-	25,000	
Energy & Utility	84,170	91,456	84,420	
Total	575,640	596,142	639,750	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	575,640	570,590	635,550	
Town Support for Education	-	-	4,200	-
Subtotal: Police Gen. Fund Budget	575,640	570,590	639,750	-
DOJ Universal Hiring (COPS) Grant	-			
Community Policing/Partnership				
CAD/RMS Grant funds	-	25,552	-	
Block Grant/Youth Service				
Use of Police Private Duty Acct.	-			
Drug Enforcement & Seizure Grants	-	-	-	-
Subtotal: Other Funds	-	25,552	-	-
Total	575,640	596,142	639,750	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	5.00	
Regular Part Time Employees	1.00	1.00	1.00	
Temporary/Seasonal Employees	-	-	-	-
Total	6.50	6.00	6.00	-

Budget Commentary

In FY 2004, Maintenance and Repair is projected to come in over budget due to beginning maintenance contracts on the new CAD/RMS system. This increased expense also appears in FY 2005. Energy and Utility is increased in both years due to increases in natural gas, heating oil, and electricity. In FY 2005 the Energy and Utility proposed amount has also been reduced by \$6,700 due to telephone expense savings projected in the cost reduction study. The \$25,000 expense in Capital Outlay represents the cost of a new telephone switch to increase answering capacity in the Communications Dispatch Center.

Products & Services

Executive Management \$171,560

- 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 \$468,190

- Maintain the Windsor Police Department website, responding to expressed community needs and concerns
- Coordinate the training of departmental staff in NIBRS reporting
- Achieve state NIBRS certification
- Train Patrol personnel in the use of the Records Management System
- Continue the hardware and software transition to paperless remote field reporting
- Train patrol personnel in paperless remote reporting
- Prepare and initiate the migration from current wireless connectivity to the replacement technology
- 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
- Support the integration of Livescan fingerprinting equipment with the Records Management System booking components
- 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,356,036	1,332,434	1,426,460	
Supplies	4,250	4,250	4,230	
Services	2,200	4,000	3,500	
Maintenance & Repair	1,130	2,040	2,100	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	-	-	-	
Total	1,363,616	1,342,724	1,436,290	-

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

Funding Sources

Funding Source	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,137,716	1,116,824	1,201,920	
Town Support for Education	225,900	225,900	234,370	
Subtotal: Police Gen. Fund Budget	1,363,616	1,342,724	1,436,290	-
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	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	1,363,616	1,342,724	1,436,290	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	15.00	15.00	15.00	
Regular Part Time Employees	-	-	-	
Temporary/Seasonal Employees	-	-	-	
Total	15.00	15.00	15.00	-

Budget Commentary

Personal services is down in FY '04, which is a net effect of an increase in investigations overtime and a saving of part year salary in a Captain's vacancy. In FY '05 Personal Services is up due to contractual salary increases and a more realistic projection of investigative overtime costs. Services is up in both years due to increased purchasing of narcotics ('buy money'), for drug arrests. Maintenance and Repair is up in both years due to increased cost of cleaning the Windsor Firehouse.

***Criminal Investigation/
Preparing Evidence***

\$832,569

- 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 and follow-up on all violent crimes that are not solved by the Patrol Division including rape, robbery and serious assaults. Investigate major property crimes, which include arson, burglary and larcenies with high dollar amounts. Review all cases for investigative purposes and solvability factors. Ensure that every case that can be solved is solved.
- Work closely on information gathering and investigations with numerous outside agencies. Including the Federal Bureau of Investigations (FBI), The Bureau of Alcohol, Tobacco, and Firearms (ATF), Connecticut State Police (CSP), and Homeland Security (HLS). Additionally, we work closely with Hartford Police Department, Bloomfield, Police Department (BPD), and other local police departments on intelligence gathering, information sharing and identifying and arresting those criminals that operate within the outside of the surrounding communities.
- 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

\$325,479

- The Crime Suppression Unit (CSU) recently completed its first full year in operation. As the name suggests the CSU's primary mission is to suppress all crime within the town of Windsor. CSU continues to focus on nuisance crimes, problem areas, and the ever-changing drug trade. Additionally CSU has undertaken the lead role in the Departments on going efforts to eliminate junk and abandoned motor vehicles.
- 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 **\$195,705**

- The Partnership provides prevention programs and intervention efforts at each of the public schools in town. Additionally, the Partnership provides similar programs to various private and parochial schools as requested. Officers assist with day-to-day security and emergency situations as they arise. The Partnership provides mediation training for students and conducts mediations in those situations deemed too volatile for student mediators.
- 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.
- The Partnership gathers and disseminates intelligence, which assists in the overall department goal of preventing and/or solving all crime.

Police Athletic League

\$82,537

- 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

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	3,713,834	3,677,488	3,850,030	
Supplies	8,930	14,557	14,680	
Services	41,355	40,086	128,940	
Maintenance & Repair	84,940	132,864	95,240	
Grants & Contributions	-	-	-	
Capital Outlay	53,000	52,000	10,000	
Energy & Utility	45,690	49,430	53,040	
Total	3,947,749	3,966,425	4,151,930	-

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

Funding Sources

Funding Source	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	3,822,459	3,841,135	3,994,152	
Town Support for Education	75,290	75,290	78,110	
Subtotal: Police Gen. Fund Budget	3,897,749	3,916,425	4,072,262	-
DOJ Universal Hiring (COPS) Grant				
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	-	-	29,668	
Subtotal: Other Funds	50,000	50,000	79,668	-
Total	3,947,749	3,966,425	4,151,930	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	45.00	43.00	45.00	
Regular Part Time Employees	0.80	0.80	0.80	
Temporary/Seasonal Employees	-	-	-	
Total	45.80	43.80	45.80	-

Budget Commentary

In FY '04, Personal Services is down as a net result of patrol officer vacancies and increased overtime spending. Maintenance and Repair is up due to repairs to old radio system, and high mileage on police cruisers. The increase in Energy and Utility is due to increased use of pagers and cell phones. In FY 2005, the increase in Personal Services is due to contractual increases, an updated projection of overtime, and insurance costs. Services is up due to the inclusion of \$90,000 for leasing of police cruisers. Maintenance and repair is up due to a new maintenance agreement for the new radio system. Capital outlay reflects the decision to not purchase police cruisers and the purchase of two used vans for the Police Explorers and P.A.L.

Products & Services

Communications

\$956,527

- 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 direct and coordinate Police, Fire and EMS as needed
- Assist sworn personnel 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.
- Provide emergency medical dispatch support for all medical calls, including giving detailed situation appropriate medical instructions to the caller until the first uniformed first responder arrives on scene

EMS and Public Assists

\$671,402

- 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.
- Officers are continuing their training in medical practices, included first responder tactics and Automated External Defibrillators (AED's)

Traffic Control

\$1,227,326

- 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
- Continue to decrease the number of Drunk Driving related crashes in Windsor by utilizing Federally mandated Department of Transportation grants throughout the year, including Drunk Driving and motor vehicle grants
- Attempt to increase awareness of speed limits and driver speeds by the application of a grant for a second speed trailer
- Increase manpower, visibility and our ability to respond to specific motor vehicle complaints by combining our efforts with the two regional motor vehicle teams (Metro Traffic Services and North Central Municipal)

Protect Persons and Property

\$1,296,675

- 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.
- Continue to work in conjunction with other town organizations (ie Chamber of Commerce, Neighborhood Watches) to educate individuals on how to best prevent crime
- Train officers in elderly driving techniques. Provide this educational service through senior services to help decrease number of motor vehicle accidents involving the elderly
- Continue proactive efforts to prevent bank robberies in out town through diligent patrol techniques and the use of specific directed patrols

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	67,995	68,429	65,780	
Supplies	2,100	2,800	2,810	
Services	3,390	3,505	3,740	
Maintenance & Repair	530	2,000	1,000	
Grants & Contributions	6,500	10,468	7,500	
Capital Outlay	-	-	-	
Energy & Utility	3,060	3,644	3,290	
Total	83,575	90,846	84,120	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	83,575	90,846	84,120	
Town Support for Education	-	-	-	-
Subtotal: Police Gen. Fund Budget	83,575	90,846	84,120	-
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	83,575	90,846	84,120	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	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

Increases in Grants and Contributions in FY '04 reflect an increase in dog licensing fees being transmitted to the State of Connecticut from the Town Clerk's Office. The decrease in Personal Services in FY '05 is due to decreased pension cost.

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 \$43,280

- Redeem or place 80% of the animals impounded
- Begin process of searching for a suitable site to relocate dog pound

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	194,362	199,410	194,410	201,670	
Supplies	16,930	13,500	18,600	18,150	
Services	127,194	128,680	133,500	135,700	
Maintenance & Repair	100,684	81,430	77,900	84,000	
Grants & Contributions		-	-	-	
Capital Outlay	50,398	72,500	72,500	105,000	
Energy & Utility	78,365	75,660	74,110	71,570	
Total	567,933	571,180	571,020	616,090	-

* 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		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund	567,933	571,180	571,020	616,090	
Grants	-	-	-	-	-
Donations	-	-	-	-	-
User Fees	-	-	-	-	-
Total	567,933	571,180	571,020	616,090	-

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	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 overall Fire Department proposed FY 2004 budget is projected to come in within budget. During this past fiscal year the reduction in the operating budget prevented the enhancement of programs but did allow for the fire department operations to occur within acceptable parameters. The FY 2005 budget includes one-time purchases of \$20,000 to air condition one fire apparatus and \$10,000 to install a hood ventilation system in Wilson Fire Station.

Products & Services

Operations & Administration \$301,670

- 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 \$125,270

- 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 \$59,850

- 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 \$32,000

- 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 \$97,300

- 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 2005

1. Continue recruitment program targeted to meet day-time coverage
2. Continue the development of the Fire Department Youth Explorers Post
3. Continue the officer development and training program
4. Focus on updating preplan information for commercial and large residential complexes.

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	119,749	125,000	125,000	131,250	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	15,000	-
Energy & Utility	4,261	-	-	-	-
Total	124,010	125,000	125,000	146,250	-

* 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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund	124,010	125,000	125,000	146,250	-
Grants	-	-	-	-	-
Donations	-	-	-	-	-
User Fees	-	-	-	-	-
Total	124,010	125,000	125,000	146,250	-

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The FY 05 budget reflects a 5% increase in expenditures and a one-time purchase of \$15,000 for equipment. \$15,000 of the \$146,250 is the town's contractual payment to North Central Emergency Medical Dispatch.

Products & Services

- *Emergency Medical Care* \$146,250
- 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

Develop, maintain and implement an up-to-date emergency operations plan for the entire town, and support the activities of the town's emergency responders as they respond to natural and man-made emergencies.

Expenditures

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	200	350	400	-	-
Services	-	350	300	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	646	1,170	1,170	-	-
Energy & Utility	356	700	700	-	-
Total	1,202	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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,202	2,570	2,570	-	-
Grants	-	-	-	-	-
Donations	-	-	-	-	-
User Fees	-	-	-	-	-
Total	1,202	2,570	2,570	-	-

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

BUDGET COMMENTARY

This section is moved to the Health Department effective July 1, 2004.

Performance Measures	FY 2003 Actual	FY 2004 Budget	FY 2004 Estimate	FY 2005 Target
Percentage of stolen property returned	44%	45%	32%	40%
Number of Part I crimes	545	545	638	580
Number of adult arrests for Criminal Arrests	2,200	2,300	2,249	2,400
Clearance rate for Part I crimes	29%	30%	20%	25%
Number of motor vehicle accidents with injuries	190	200	197	180
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%

RECREATION AND LEISURE SERVICES

Recreation and Leisure Services is responsible for developing programs and services which enhance the quality of life in the community. This includes providing a variety of enjoyable leisure, cultural and educational pursuits in facilities that are well maintained, safe, and accessible.

Expenditures

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services		-	-	883,800	
Supplies		-	-	94,460	
Services		-	-	477,260	
Maintenance & Repair		-	-	35,260	
Grants & Contributions		-	-	13,800	
Capital Outlay		-	-	-	
Energy & Utility		-	-	68,520	-
Total	-	-	-	1,573,100	-

* 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		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Family Services		-	-	1,094,320	
Town Support for Education				42,800	
<i>Subtotal: Family Svcs. Gen. Fund Budget</i>	-	-	-	1,137,120	
Grants		-	-	-	
Private Contributions		-	-	39,450	
User Fees		-	-	396,530	
Reimbursements				-	-
<i>Subtotal: Other Funds</i>	-	-	-	435,980	-
Total	-	-	-	1,573,100	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees		-	-	7.00	
Regular Part Time Employees		-	-	19.80	
Temporary/Seasonal Employees		-	-	7.85	
Total FTEs	-	-	-	34.65	

Budget Commentary

The budget proposed for FY 2005 reflects a reorganization of services. This budget outlines operations associated to the Management of Recreation, Northwest Park, Police Athletic League and facilities.

RECREATION

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

Expenditures

Expenditures by Category *	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	588,560	
Supplies	-	-	54,560	
Services	-	-	149,850	
Maintenance & Repair	-	-	2,100	
Grants & Contributions	-	-	10,000	
Capital Outlay	-	-	-	
Energy & Utility	-	-	5,340	
Total	-	-	810,410	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Family Services			496,170	
Town Support for Education			42,800	
<i>Subtotal: Family Services General Fund Budget</i>	-	-	538,970	-
Grants				
Private Contributions			3,000	
User Fees			268,440	
Reimbursements	-	-	-	-
Council Appropriation for Boardwalk	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	271,440	-
Total	-	-	810,410	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees			4.00	
Regular Part Time Employees			16.80	
Temporary/Seasonal Employees			5.10	
Total FTEs	-	-	25.90	-

Budget Commentary

Decrease in budget reflects the removal of 1.75 FTE's will associated salaries, FICA and benefits (\$149,215). Increases to the budget include \$10,000 for scholarships to be used for summer programs and \$15,120 for increase to lifeguard pay.

Products & Services

Aquatics \$166,090

- 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
- Provide adult swim lessons
- Provide certified staff for the safety and users.

Leisure Education Opportunities \$142,810

- 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
- 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 250 teens
- Continue to host local Youth Hershey Track and Field Program.

Community Centers \$137,760

- 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.

Summer Activities \$189,150

- Provide summer programs for youth that include pottery, archery, ropes course, swim lessons and sports camps
- Provide all-day playground programs spanning ages 5-13, which includes an inclusive all-day program for youngsters ages 5 – 17
- Coordinate and administer the teen Doug Malone Counselor in Training program
- Provide a theater experience for more than 120 youth in the Cirillo Theater Program
- Collaborate with the Windsor Board of Education on the summer playground program
- Provide family trips and outings.

Community Events \$93,970

- Provide town green events to include, *Summer Concert Series, Clown Day, Yankee Doodle 4th of July, Flashlight Easter Egg Hunt* 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
- Coordinate activities for *July is Recreation Month*
- Collaborate with the Windsor Garden Club on the town-wide *Blooming Contest*.

Partnership for Protecting Our Children \$80,630

- Organize community outreach programs to prevent youth fear, intimidation, and violence
- Provide approximately 2.4 FTEs for Police Athletic League programs and facility supervision
- Develop and implement Police Athletic League Programs.

FY 2005 Goals

- 1) Increase recreational opportunities at 330 Windsor Avenue
- 2) Increase on-line program registrations by 10%
- 3) Increase marketing efforts to enhance public awareness, appreciation and usage of our parks, facilities, and programs
- 4) To develop and implement more interactive and adventure based family programming offered in Windsor's parks, rivers and trails.

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; and 330 Windsor Ave.

Expenditures

Expenditures by Category *	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	8,010	-
Services	-	-	314,590	-
Maintenance & Repair	-	-	10,260	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	48,740	-
Total	-	-	381,600	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Family Services	-	-	357,300	-
Town Support for Education	-	-	-	-
Subtotal: Family Svcs. Gen. Fund Budget	-	-	357,300	-
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	-	-	24,300	-
Reimbursements (Head Start)	-	-	-	-
Council Appropriation for Boardwalk	-	-	-	-
Subtotal: Other Funds	-	-	24,300	-
Total	-	-	381,600	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

\$80,630 in utilities, maintenance and repairs for the Milo Peck Discovery Center expenses has been removed as well as the Head Start reimbursement. Increases to the budget reflect \$24,300 in costs associated to utilities for 330 Windsor Ave. and \$12,200 in contractual fees in opening and closing of the outdoor pools.

Products & Services

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

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

330 Windsor Ave. Community Center \$24,300

- Provide for utilities at 330 Windsor Ave.

Outdoor Pools \$54,910

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

FY 2005 Goals

- 1) Provide safe, clean, enjoyable facilities
- 2) Expand the town website showcasing parks and open space.

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

Expenditures

Expenditures by Category *	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	178,190	
Supplies	-	-	27,790	
Services	-	-	5,500	
Maintenance & Repair	-	-	300	
Grants & Contributions	-	-	3,800	
Capital Outlay	-	-	-	
Energy & Utility	-	-	1,600	-
Total	-	-	217,180	-

* 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 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Family Services	-	-	82,090	
Town Support for Education	-	-	-	-
<i>Subtotal: Family Services General Fund Budget</i>	-	-	<i>82,090</i>	-
Grants	-	-		
Private Contributions			31,300	
User Fees			103,790	
Reimbursement	-	-		
Council Appropriation for Boardwalk	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	<i>135,090</i>	-
Total	-	-	217,180	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees			1.50	
Regular Part Time Employees			2.50	
Temporary/Seasonal Employees			2.25	
Total FTEs			6.25	

Budget Commentary

Increases to the FY05 budget are fixed costs associated to personal services.

Products & Services

Indoor Activities \$59,885

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 \$31,220

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 \$113,825

- 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 \$12,250

- Provide clerical and professional support for community-oriented, recreational events including the Annual Country Fair, Pancake Breakfast, Northwest Park at Night, 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 2005 Goals

- 1) Complete the interactive treehouse in the interpretive area of the Nature Center.
- 2) Provide environmental education programs to increase the learning opportunities for all ages both locally and regionally.
- 3) Expand the website to include all resource material in the Nature Center's library.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	117,050	
Supplies	-	-	4,100	
Services	-	-	7,320	
Maintenance & Repair	-	-	22,600	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	-	-	12,840	-
Total	-	-	163,910	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Family Services	-	-	158,760	
Town Support for Education	-	-	-	-
<i>Subtotal: Family Services General Fund Budget</i>	-	-	<i>158,760</i>	-
Grants	-	-	-	
Private Contributions	-	-	5,150	
User Fees	-	-	-	
Reimbursements	-	-	-	
Council Appropriation for Boardwalk	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	<i>5,150</i>	-
Total	-	-	163,910	-

Personnel Requirements

Full Time Equivalent (FTE)	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees			1.50	
Regular Part Time Employees			0.50	
Temporary/Seasonal Employees			0.50	
Total FTEs			2.50	

Budget Commentary

\$5,000 is added for the construction of a perimeter fence to the animal pasture.

Products & Services

Outdoor Maintenance \$93,200

- 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 \$70,710

- 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 2005 Goals

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

Performance Measures				FY 2005 Target
Number of Recreation activities offered				690
No. of elem. school-aged children registrations for after school & vacation programs				2,100
No. of programs offered in environmental education and nature camps at NWP				640
No. of participants at NWP community events				4,900

Human Services

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

Expenditures

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	935,775	-
Supplies	-	-	-	53,110	-
Services	-	-	-	108,335	-
Maintenance & Repair	-	-	-	90,430	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	18,000	-
Energy & Utility	-	-	-	13,860	-
Total	-	-	-	1,219,510	-

* 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		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services				942,320	-
Town Support for Education				52,780	-
<i>Subtotal: Human Serv. Gen. Fund Budget</i>				<i>995,100</i>	<i>-</i>
Grants				90,340	-
Reimbursement		-	-	17,130	-
User Fees				116,940	-
Private Contributions				-	-
<i>Subtotal: Other Funds</i>		<i>-</i>	<i>-</i>	<i>224,410</i>	
Total	-	-	-	1,219,510	

Personnel Requirements

Full Time Equivalents (FTE)	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-			9.50	-
Regular Part Time Employees	-			8.90	-
Temporary/Seasonal Employees	-			0.50	-
Total FTEs	-			18.90	-

Budget Commentary

The budget proposed for FY 2005 reflects a reorganization of services. This proposal includes the transfer of Social Services, the Healthy People Initiative, and a social worker from the former Health and Social Services Department; and the transfer of Senior Services, the Youth Services Bureau, and Parent Center programs from the former Family and Leisure Services Department.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	231,790	-
Supplies	-	-	28,130	-
Services	-	-	45,210	-
Maintenance & Repair	-	-	9,200	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	15,000	-
Energy & Utility	-	-	10,810	-
Total	-	-	340,140	-

* 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 2004		FY 2005 *	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	-	-	258,310	-
Town Support for Education	-	-	-	-
<i>Subtotal: Family Services General Fund</i>	-	-	<i>258,310</i>	-
Grants	-	-	-	-
Reimbursement	-	-	-	-
User Fees	-	-	81,830	-
Private Contributions	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	<i>81,830</i>	-
Total	-	-	340,140	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees			2.25	-
Regular Part Time Employees			3.23	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs			5.48	-

Budget Commentary

The budget proposed for FY 2005 reflects the transfer of the Senior Services division from the former Family & Leisure Services Department. For FY 05, capital outlay reflects a one-time purchase of a bus through Greater Hartford Transit District.

Products & Services

Senior Center

\$148,670

- Provide a variety of 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.

Transportation Services

\$152,500

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

\$38,970

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 2005 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) Work on a senior assessment team to assess the need, availability, and delivery of senior programs.
- 4) Continue outreach and public information efforts to increase the community's awareness of the availability of senior programs and services.
- 5) Increase the recruitment efforts for volunteers to provide transportation to seniors for medical appointments, and for office assistants.

Youth Services Bureau

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

Expenditures

Expenditures by Category *	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services			95,230	-
Supplies			8,660	-
Services			15,400	-
Maintenance & Repair			-	-
Grants & Contributions			-	-
Capital Outlay			-	-
Energy & Utility			1,050	-
Total			120,340	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	-	-	65,770	-
Town Support for Education	-	-	-	-
<i>Subtotal: Social Services General Fund</i>	-	-	<i>65,770</i>	-
Grants			19,460	-
Reimbursement				
User Fees	-	-	35,110	-
Private Contributions	-	-	-	-
<i>Subtotal: Other Funds</i>			<i>54,570</i>	-
Total	-	-	120,340	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees			1.25	-
Regular Part Time Employees			1.00	-
Temporary/Seasonal Employees	-	-	0.50	-
Total	-	-	2.75	-

Budget Commentary

The budget proposed for FY 2005 reflects the transfer of the Youth Services Bureau from the former Family and Leisure Services Department. For FY 05, there is an additional .3 FTE for clerical support. This proposed budget reflects contracting for additional counseling services.

Products and Services

Positive Youth Development \$28,190

- Provide after-school educational activity programs including art, computer literacy, games, adventure challenges, and landscape design
- Provide full day activity programs for school vacation days
- Run a monthly dance, "Club Café" for middle school students.

Family Events \$7,510

- Facilitate youth leaders in creating and managing the family events, "Night of 1001 Pumpkins" and "A Winter Festival," as well as collaborating with First Town Downtown in offering "Family Arts and Eats," and Healthy People, in offering the "Kids Safety Fair."

Teen Adventures \$33,180

- Provide both a full summer Day Camp program and 4 overnight camp sessions with educational mini-camps in the areas of arts, computers, and adventure challenge.

Prevention Programs \$13,580

- Collaborate with Windsor Public Schools in disseminating substance use prevention information and organizing Red Ribbon Week Activities
- Collaborate with the Pathways Program at Windsor High School in providing diversity education workshops and expanding the Sister Schools project.

Youth Leadership and Community Involvement \$20,580

- HOPE (Helping Other People Everywhere) Community Leadership Club – engages youth in community event planning, and individual projects
- Youth Action Club – youth volunteer service to the YSB to assist in planning programs, manage data, and train to work as assistant counselors (LIT's) in the YSB summer camp
- Youth Council – Youth Advisory Board made up of youth in grades 8 through 12 who meet once a month to discuss current events/issues, and report to the Youth Commission.

Juvenile Justice \$6,500

- The YSB counselor is a member of the Juvenile Review Board in Windsor
- Coordinates the provision of community service intervention for juvenile offenders.

Counseling \$10,800

- Provision of counseling services to Windsor youth and their families.

FY 2005 Goals

1. Expand the after-school Positive Youth Development program to provide educational and social skill activities on all five days of the school week
2. Collaborate with First Town Downtown in developing a gateway park at the railroad bridge on Palisado Avenue by designing a garden and creating a walkway
3. Develop a family counseling program to address issues of social conduct disorders and maladjustment to stress
4. Work on an adolescent assessment team to assess the need, availability, and delivery of specific youth programs.

Healthy People Program

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	192,595	-
Supplies	-	-	9,320	-
Services	-	-	34,725	-
Maintenance & Repair	-	-	80,930	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	-	-	317,570	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	-	-	252,560	-
Town Support for Education	-	-	-	-
<i>Subtotal: Social Services General Fund</i>	-	-	<i>252,560</i>	-
Grants	-	-	47,880	-
Reimbursement	-	-	17,130	-
User Fees	-	-	-	-
Private Contributions	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	<i>65,010</i>	-
Total	-	-	317,570	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	0.75	-
Regular Part Time Employees	-	-	3.37	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	4.12	-

Budget Commentary

The budget proposed for FY 2005 reflects the transfer of the Healthy People Initiative from the former Health and Social Services Department, and the Parent Center programs from the former Family & Leisure Services Department. 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. This proposed budget adds one additional part-time home visitor for the second half of the fiscal year, to be filled if the waiting list demands the need for that. Additional funding is being proposed for training and education on mental health issues/services for both professionals, and the general public.

Products & Services

Start Smart/Home Visit Program \$160,090

- Conduct home visits to 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 healthy
- Assemble a list of regional resources to which parents can turn for information or assistance in raising children.

Healthy People Strategy \$1,550

- 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 outreach to all businesses in the community so that business can participate on the Healthy People Strategy Team.

Parent Center

\$75,000

- 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 seven regular evening and two Saturday programs each month to accommodate working parents
- Offer two babysitting courses each year
- Provide a joint school/community playgroup for six weeks in the spring with Sage Park Middle School.

Milo Peck Child Development Ctr. \$80,930

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

FY 2005 Goals

1. Continue outreach for participation in the Start Smart/Home Visit program
2. Continue Phase II of the Graustein Memorial Fund grant, the purpose of which is to identify needs, access resources, and develop a plan for future action in the area of early child care and education
3. Assess the type, extent, and delivery of community services that promote the quality of life for residents of all ages
4. Foster a comprehensive system to address issues of early childhood development
5. Continue to ensure that recommended repairs are made to the Milo Peck Discovery Center.

Social Services

Social 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	416,160	-
Supplies	-	-	7,000	-
Services	-	-	13,000	-
Maintenance & Repair	-	-	300	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	3,000	-
Energy & Utility	-	-	2,000	-
Total	-	-	441,460	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	-	-	365,680	-
Town Support for Education	-	-	52,780	-
<i>Subtotal: Social Services General Fund</i>	-	-	<i>418,460</i>	-
Grants	-	-	23,000	-
Reimbursement	-	-	-	-
User Fees	-	-	-	-
Private Contributions	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	<i>23,000</i>	-
Total	-	-	441,460	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	5.25	-
Regular Part Time Employees	-	-	1.30	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	6.55	-

Budget Commentary

The budget proposed for FY 2005 reflects the transfer of the Social Services division and a social worker from the former Health and Social Services Department. For FY 05, grant funding is anticipated to remain at FY 04 estimated level. This proposed budget includes funding to the VNA for \$7,000, which was Council Action during budget deliberations for FY 04. For FY 05, there is an additional .3 FTE for clerical support.

Products & Services

Casework Services \$218,580

- Provide casework services to 920 seniors, adults with disabilities and families who reside in Windsor
- Contract with the Visiting Nurses Association for 225 hours of clinic services at Windsor's two senior housing sites and at the senior center
- Provide information and referral on local, state, and federal social services programs to over 10,000 callers annually.

Support Services \$92,840

- 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 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 *Helping to Hear Better* support group.

Basic Human Needs Programs \$130,040

- Manage the Windsor Food Bank and provide food to over 160 households 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, Windsor Fuel Bank, and other State and Federal programs
- Facilitate the Windsor CARES 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 social services
- Work with the Windsor Community Service Council, sponsor of the Windsor Fuel Bank and Holiday programs.

FY 2005 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 whether they are the frail elderly, those with physical disabilities, mental retardation, mental illness, substance abusers and the homeless
3. Work on a task team to study the delivery of mental health services to town residents.

Performance Measures	FY 2003 Actual	FY 2004 Target	FY 2004 Estimate	FY 2005 Target
No. of families/children participating in the Home Visit program annually	91/128	80/145	111/145	130/165
Households using the Windsor Food Bank annually (unduplicated)	1,600	1,800	2,058	2,387
Participants in the six support groups (SHARE, Low Vision, Diabetic, Grandparents Raising Grandchildren, Helping to Hear Better and Caregivers)	219	312	230	240
Case management services provided to clients per year	918	920	920	920
Telephone inquiries and requests for services from social service staff	5,760	5,900	8,046	10,000
No. of Senior Center users	1,025	1,050	1,550	1,700
No. of meals delivered to homebound senior and disabled persons, and served through the Elderly Nutrition Program	13,000	13,500	13,700	13,850
No. of youth participants in after school and vacation programs	No record	No record	375	450
No. of participants at YSB community events	No record	No record	1,000	1,300

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	732,057	814,560	783,580	407,410	-
Supplies	47,660	11,480	34,970	8,720	-
Services	44,799	37,230	37,230	32,830	-
Maintenance & Repair	373	500	660	250	-
Grants & Contributions	5,000	-	-	-	-
Capital Outlay	2,157	3,000	3,000	1,000	-
Energy & Utility	3,643	3,800	3,890	2,740	-
Total	835,688	870,570	863,330	452,950	-

* 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		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund	778,323	830,730	814,270	408,400	-
Grants	57,365	39,840	49,060	44,550	-
Private Contributions	-	-	-	-	-
User Fees	-	-	-	-	-
Total	835,688	870,570	863,330	452,950	-

Personnel Requirements

Full Time Equivalent	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	9.00	9.00	4.63	-
Regular Part Time Employees	2.33	3.50	3.00	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	11.33	12.50	12.00	4.63	-

Budget Commentary

The budget presented for FY 2005 reflects a reorganization of services. Social Services and Healthy People have been moved to the newly formed Human Services Department, and Civil Preparedness renamed Emergency Management, has been moved from Safety Services to Health. The proposed budget included Health Department and Emergency Management products and services. There has been a reduction of .37 FTEs in Health to reflect the Social Worker/Partnership position moving to Human Services and .63 FTE for a Clerk position coming to Health. State Health Grant funding is budgeted for a 25% reduction.

HEALTH DEPARTMENT

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services		412,050	410,570	407,410	-
Supplies		4,130	18,350	8,720	-
Services		23,030	58,610	32,830	-
Maintenance & Repair		200	560	250	-
Grants & Contributions		-	-	-	-
Capital Outlay		1,170	3,170	1,000	-
Energy & Utility		2,500	2,770	2,740	-
Total	-	443,080	494,030	452,950	-

* 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		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund		426,440	410,970	408,400	-
Grants		16,640	83,060	44,550	-
Private Contributions	-	-	-	-	-
User Fees	-	-	-	-	-
Total	-	443,080	494,030	452,950	-

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	5.00	5.00	4.63	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	5.00	5.00	4.63	-

Budget Commentary

This page reflects a direct comparison of FY 2004 Health to FY 2005 Health and Civil Preparedness expenditures. The budget presented for FY 2005 reflects a reorganization of services. Social Services and Healthy People have been moved to the newly formed Human Services Department and Civil Preparedness has been renamed Emergency Management and has been moved from Safety Services to Health. For FY 2005, Personnel is reduced .37 FTE with the Social Worker/Partnership position moving to Human Services and 63% of an Administrative Clerk position coming to Health. State Health Grant funding is budgeted for a 25% reduction from FY 04 funding levels. Bioterrorism grant funding received by the State are also shown in grants.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	302,350	300,710	-	-
Supplies	5,000	13,200	-	-
Services	13,000	14,250	-	-
Maintenance & Repair	300	100	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	3,000	3,000	-	-
Energy & Utility	2,000	1,820	-	-
Total	325,650	333,080	-	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	302,650	310,080	-	-
Grants	23,000	23,000	-	-
Private Contributions	-	-	-	-
User Fees	-	-	-	-
Total	325,650	333,080	-	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	-	-
Regular Part Time Employees	1.00	1.00	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.00	5.00	-	-

Budget Commentary

In FY 2005, Social Services has been moved to the newly formed Department of Human Services.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	100,160	82,300	-	-
Supplies	2,700	11,320	-	-
Services	1,550	2,170	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	104,410	95,790	-	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	104,210	95,790	-	-
Grants	200	-	-	-
Private Contributions	-	-	-	-
User Fees	-	-	-	-
Total	104,410	95,790	-	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	2.50	2.00	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	2.50	2.00	-	-

Budget Commentary

FY2004 will come in under budget due to vacant positions. For FY 2005, Healthy People has been relocated to the newly formed Human Services Department.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	161,250	159,210	190,520	
Supplies	970	3,950	1,080	
Services	21,440	19,940	18,820	
Maintenance & Repair	200	560	250	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	1,200	1,170	1,140	
Total	185,060	184,830	211,810	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	180,690	174,780	205,920	
Grants	4,370	10,050	5,890	
Private Contributions	-	-	-	
User Fees	-	-	-	
Total	185,060	184,830	211,810	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.01	2.01	2.38	
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	2.01	2.01	2.38	-

Budget Commentary

The FY 2004 budget will come in under budget. FY 2005 budget shows an increase in expenditures due to an increase in allocation for benefits and a reallocation of personnel time devoted to this program. Services reflects contracting for mosquito control – larviciding and adulticiding of town owned property and for the treatment at SummerWind prior to each concert.

INSPECTION AND REGULATION

Products & Services

- Food Safety** \$38,720
- Conduct approximately 300 routine inspections of 120 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** \$6,370
- 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** \$15,760
- Conduct plan reviews, issue permits, and inspect and approve approximately 20 new and repaired septic systems
 - Monitor the continuing glycol cleanup project at Bradley International Airport
 - Investigate complaints of improper sewage discharge.

- Public Health Nuisances** \$42,480
- 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** \$9,920
- 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** \$65,620
- 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** \$23,900
- Organize, monitor, and assess the contractual spraying and larvicide program
 - Treat approximately 4,500 town catch basins with larvicide three times each season
 - Conduct the West Nile Virus (WNV) surveillance program.

- Environmental Assessment** \$4,840
- Review proposed site developments and construction projects for environmental compliance
 - Assist realtors, consultants and other customers with environmental site assessment.

- Landfill Support** \$4,200
- Provide long-term planning, regulatory and environmental review support for the landfill as steps are taken to close this facility.

FY 2005 Goals

As a member of the town's Bio-terror Assessment Response Team, continue planning for and training department staff in the investigation of and local response to Weapons of Mass Destruction and Bio-terrorism incidents.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	197,220	189,390	150,850	
Supplies	2,670	5,770	550	
Services	1,060	870	900	
Maintenance & Repair	-	-	-	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	600	900	900	
Total	201,550	196,930	153,200	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	195,720	187,220	145,770	
Grants	5,830	9,710	7,430	
Private Contributions	-	-	-	
User Fees	-	-	-	
Total	201,550	196,930	153,200	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.35	2.35	1.53	
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	2.35	2.35	1.53	-

Budget Commentary

FY 2004 expenditures will come in under budget. The decrease in FY 2005 expenditures is due to a shift in personnel – the Caseworker/Partnership position, 95% of which had been allocated to this program, has been moved to the newly formed Human Services Department. Sixty-three percent of a new Clerk position is funded in Health, 20% of whose time is allocated to this program.

Products & Services

Community Assessment \$54,320

- Gather and monitor local health data in order to evaluate and plan for community health needs
- Improve direct communications with healthcare providers in the community utilizing the Local Health Alert Network.

Epidemiological Investigations \$55,560

- Review and follow-up as necessary all cases of the 65 state mandated reportable diseases (e.g. AIDS, Chickenpox, Hepatitis, Lead Poisoning in children and adults, Lyme disease, Measles, Rabies, SARS, Sexually transmitted diseases, Tuberculosis, Foodborne diseases, etc.) and the 12 diseases which are possible indicators of bioterrorism (e.g. Anthrax, Botulism, Plague, Ricin Poisoning, Smallpox, etc.)
- Monitor outbreaks of infectious diseases reported by local nursing homes and schools
- 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 \$43,320

- 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, Professional Rescuer and AED use
- Focus on increasing public access to Automated External Defibrillators (AED's) in the community through the Heart Start program
- Promote cardiovascular health through education and participation in American Heart Association community awareness initiatives
- Present 6 programs on health and wellness including, but not limited to, Lyme Disease, West Nile infection, cardiovascular fitness, rabies prevention, unintentional injuries and violence, 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 2005 Goals

1. Complete the development of a Local Health Alert Network (LHAN) designed to provide rapid emergency communication to local health care providers and facilities during natural and man-made emergency events.
2. Continue to plan for potential acts of bioterrorism by developing a Public Health Emergency Response Plan, fulfilling the Bioterrorism/Emergency Preparedness contract requirements, and revising the regional Smallpox Mass Vaccination Clinic plan.
3. Participate in local and regional exercises and drills designed to test various emergency plans.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	53,580	51,970	60,040	
Supplies	140	730	120	
Services	180	-	210	
Maintenance & Repair	-	-	-	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	-	-	-	
Total	53,900	52,700	60,370	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	47,460	46,400	54,140	
Grants	6,440	6,300	6,230	
Private Contributions	-	-	-	
User Fees	-	-	-	
Total	53,900	52,700	60,370	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.64	0.64	0.72	
Regular Part Time Employees	-	-	-	
Temporary/Seasonal Employees	-	-	-	
	0.64	0.64	0.72	-

Budget Commentary

FY 2004 expenditures will come in under budget. FY 2005 proposed expenditures will be less than the FY 2004 budget due to the shift in the Caseworker/Partnership position to Human Services, 4% of whose time had been allocated to this program area.

Products & Services

Health Screenings

\$10,360

- Conduct a Senior Health Fair in cooperation with Human Services, which is designed to bring medical screening and a variety of health information to approximately 1,000 Windsor Seniors and caregivers.

Immunization Clinics

\$33,080

- Administer approximately 1,450 doses of flu vaccine to senior citizens, town emergency responders and town staff. Distribute 450 doses of vaccine to the Board of Education
- Administer pneumonia vaccine to approximately 25 senior citizens
- Co-sponsor the annual Windsor/Bloomfield Rabies Clinic that administers approximately 100

Rabies vaccinations to dogs and cats belonging to Windsor and Bloomfield residents.

Health Services

\$16,930

- Provide public health information to residents seeking access to health services by responding to their questions and referring them to health care providers and other health services
- Confer with state and local health care professionals and health agencies on issues related to the provisions of health services, the interpretation of public health code requirements, and community public health issues.

EMERGENCY MANAGEMENT

Develop, maintain and implement an up-to-date emergency operations plan for the entire town, support the activities of the town's emergency responders as they respond to natural and man-made emergencies, and be the lead department for local bioterrorism planning.

Expenditures

Expenditures by Category *	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	10,000	6,000	-
Supplies	350	7,900	6,970	-
Services	350	37,800	12,900	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	1,170	3,170	1,000	-
Energy & Utility	700	700	700	-
Total	2,570	59,570	27,570	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	2,570	2,570	2,570	-
Grants	-	57,000	25,000	-
Donations	-	-	-	-
User Fees	-	-	-	-
Total	2,570	59,570	27,570	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

In FY 2004, the town received an \$82,000 grant from the State Department of Public Health for Bioterrorism planning. This grant has been placed in Civil Preparedness which has been designated the lead program for Bioterrorism planning. The grant dates overlap the FY 2004 and FY 2005 budget years and thus 8 grant deliverables are due this fiscal year and 7 deliverables are due in FY 2005. For FY 2005, Civil Preparedness has been renamed Emergency Management and relocated from Safety Services to Health.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response

\$2,570

- Annually review and revise, as necessary, the town's Emergency Operations Plan (All Hazards Plan) and review this plan with all town departments
- Operate and staff the Emergency Operations Center
- Open and staff emergency shelters used to house residents displaced by emergency events
- Assist police, fire and other emergency responders with communications, on-scene control, transportation, and other activities as needed
- Coordinate damage assessment and file state and federal records related to reimbursement for declared emergencies
- Recruit and train volunteers to staff shelters, run the Emergency Operations Center, and perform other emergency response activities

- Develop a list of facilities and resources that can be used during emergency response activities.

Local Homeland Security

\$25,000

- Coordinate local activities to meet federal and state bioterrorism planning requirements
- Participate in developing a regional bioterrorism response plan
- Provide information and sponsor training related to Weapons of Mass Destruction and Bio-Terrorism
- Act as the recipient for local bioterrorism funding made available by the federal and state governments

FY 2005 GOALS

1. Complete the revisions to the town's Emergency Response Plan.
2. Facilitate the completion of the 2003-2004 Bioterrorism planning grant deliverables.
3. Participate in exercising the Public Health Preparedness Emergency Response Plan and the Smallpox Mass Vaccination Plan.
4. Assist the Health Department in the development of a local Health Alert Network.
5. Recruit and train Emergency Management volunteers to respond during emergency events.

FY 2004 Highlights

During fiscal year 2003-2004, the Health & Social Services Department continued its emphasis on Bioterrorism planning. In August, the Smallpox Mass Vaccination Clinic Plan for Region #31 (Windsor and South Windsor) was submitted to the State Department of Public Health for review. Comments on that plan were received in March and revisions to that plan, based on those comments and on a functional exercise of the plan, are due by October 2004. Also in August, the Health Department received feedback on a Local Public Health Preparedness and Response Capacity Assessment Report completed in February of 2003. The findings revealed in this report will be used to prepare Windsor's Public Health Preparedness & Response Plan due in the spring of 2004. In November, the Department spearheaded a federally mandated town-wide assessment to assess threats, vulnerabilities, capabilities, and needs related to Windsor's preparedness for weapons of mass destruction terrorism incidents at the local level. Finally in January, the Department, on behalf of the town, applied for and was awarded a grant for Bioterrorism/Emergency Preparedness Planning. This grant which runs through August 30, 2004, is the second grant received by the town for local and regional bioterrorism (BT) planning and addresses planning, training, regional and local exercises, and communications.

While planning for Bioterrorist events occupied a great deal of time, the Department continued to carry out its mandated activities. In general, staff continued to conduct its Inspection and Regulation programs -- food safety, drinking water protection, waste water disposal, public health nuisances, mosquito control, to name a few; its Disease Control and Prevention programs -- epidemiological investigation and community programs, etc.; and its Clinic Services programs -- flu, pneumonia, and rabies immunization clinics, and TB testing for first responders.

Specifically, in the fall, the annual influenza and pneumococcal vaccination clinics were conducted for seniors and those with certain chronic conditions. This clinic was part of the Senior Health Fair co-sponsored by Health and Senior Services. A total of 1,350 vaccinations were administered to seniors with another 400 being administered to those with chronic conditions and school and town employees. Over 25 health vendors took part in the Health Fair with over 1,000 persons attending. CPR and First Aid classes were conducted for residents and town employees throughout the year. Property maintenance continued to occupy a great deal of time with tall grass and general property conditions being the main focus of the activity. The Department responded to a number of emergency situations -- fires, chemical spills, and, as part of the Bioterrorism Response Team, suspected bioterrorism incidents. The Department continued to work with school and town personnel to place Automated External Defibrillators (AEDs) in school and town buildings. An AED was placed in the Town Hall and the High School and staff in both buildings were trained in its use. The wet spring and summer months necessitated an active Mosquito Control program. The Department continued to work with a mosquito control contractor to make sure that town parks and town-owned property were larvicided and adulticided throughout the season. Departmental personnel treated over 4,500 town catch basins for mosquito larvae three times over the summer and SummerWind was treated prior to each of the summer concerts. The Department also distributed mosquito dunks to residents free of charge so that mosquito-breeding areas on private property could be treated for mosquito larvae.

This spring, the Department will spearhead a community-wide local Public Health Performance Standards Assessment. This assessment is part of the national program developed by the Centers for Disease Control and Prevention (CDCP) designed to improve the practice of public health, the performance of the local public health systems, and the infrastructure supporting public health actions.

Social Services in partnership with the Windsor Community Service Council provided food to Windsor residents in need through the Windsor Food Bank. The use of the Food Bank has increased steadily since 2002.

The Social Services staff offered support to six groups that were requested by Windsor residents. The groups are as follows: The Low Vision Group; the Diabetic Support Group; SHARE (for disabled adults); The Caregivers Group; Grandparents Raising Grandchildren; and the Helping to Hear Better Group.

Windsor CARE Service Club volunteers, under the direction of a Social Service Staff person, contributed their time, effort and financial support to many programs: The Caring Connection; the Network Against Domestic Abuse; the Lupus Foundation; and Immaculate Conception Shelter to name a few.

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	862,026	854,280	852,870	899,090	
Supplies	147,810	141,200	143,180	144,140	
Services	85,170	68,650	68,480	71,770	
Maintenance & Repair	19,193	18,770	26,050	19,160	
Grants & Contributions	-	-	-	-	
Capital Outlay	16,263	9,600	8,360	8,000	
Energy & Utility	65,372	71,870	71,810	68,100	
Total	1,195,835	1,164,370	1,170,750	1,210,260	-

* 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		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,126,195	1,111,320	1,111,320	1,157,350	
Grants	15,040	2,750	2,700	2,700	
Donations	33,770	30,540	37,370	30,350	
User Fees	20,830	19,760	19,360	19,860	
Total	1,195,835	1,164,370	1,170,750	1,210,260	-

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.75	9.25	9.25	8.75	
Regular Part Time Employees	9.30	9.30	9.30	10.30	
Temporary/Seasonal Employees	-	-	-	-	
Total	19.05	18.55	18.55	19.05	-

Budget Commentary

For FY04 the Library expenditures will be within budget. Maintenance and Repair is over budget due to Windsor Library Association donations used to paint and carpet the Branch. Full time Personal Services in FY 2005 is down .5; the Information Specialist position, formerly shared with Information Technology will move to IT. The funds used to pay for this position in the library budget have been reallocated to increase part time staff. Construction of the Main Library's renovation/expansion will begin in early 2005. The library will maintain as many services as possible throughout the construction period.

ADULT AND TEEN SERVICES

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

Expenditures

Expenditures by Category *	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	551,830	550,720	581,310	
Supplies	80,500	81,970	83,080	
Services	3,600	3,600	4,170	
Maintenance & Repair	-	-	-	
Grants & Contributions	-	-	-	
Capital Outlay	5,200	3,000	3,000	
Energy & Utility	-	-	-	
Total	641,130	639,290	671,560	-

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

Funding Sources

Donations include fundraising and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the organization's decision-making process. We anticipate that donations will be used for book discussions, books 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 video, audio, cds and dvds and purchasing paper/cartridges for public printers.

Funding Source	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	620,590	619,480	651,710	
Grants	-	-	-	
Donations	15,540	14,810	14,850	
User Fees	5,000	5,000	5,000	
Total	641,130	639,290	671,560	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.50	6.50	6.00	
Regular Part Time Employees	4.00	4.00	5.00	
Temporary/Seasonal Employees	-	-	-	-
Total	10.50	10.50	11.00	-

Budget Commentary

This division will come in on budget in FY 2004. Capital Outlay in FY04 and FY05 reflects private funding for computers. Increases in FY05 include mostly salary increases. Full time Personal Services in FY 2005 is down .5; the Information Specialist position, formerly shared with Information Technology will move to IT. The funds used to pay for this position in the library budget have been reallocated to increase part time staff.

Products & Services

Books, Magazines and More \$340,920

- Select, acquire and catalog 3,800 novels, fact-filled works, audiobooks, video recordings and compact discs
- Lend and ensure prompt return and reshelving of library materials. Offer renewal of borrowed materials by e-mail, phone, 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 \$290,530

- 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 15 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 \$40,110

- 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 2005 Goals

1. Initiate major weeding of adult collection to minimize storage needs and costs during construction.
2. Coordinate the storage of parts of the collection during construction period.
3. Review library services for adults in light of the construction schedule; maintain current services as much as possible during this time.

MAIN BUILDING SERVICES

Provide the community with an attractive, enjoyable and safe facility for 67 hours each week.

Expenditures

Expenditures by Category *	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	17,590	17,540	18,090	
Supplies	9,480	10,480	9,550	
Services	49,570	49,070	51,380	
Maintenance & Repair	13,300	12,800	13,600	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	57,030	57,030	54,270	
Total	146,970	146,920	146,890	-

* 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 service fees and replacing copy paper and toner. Grants were used to supplement the part time budget.

Funding Source	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	138,860	138,860	138,830	
Grants	2,750	2,700	2,700	
Donations				
User Fees	5,360	5,360	5,360	
Total	146,970	146,920	146,890	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees				
Regular Part Time Employees	0.75	0.75	0.75	
Temporary/Seasonal Employees	-	-	-	-
Total	0.75	0.75	0.75	-

Budget Commentary

For FY04 this division will come in on budget. In FY05 increases reflect inflation. Maintenance and repair will be affected by construction in the second half of the year, however at this point it is too early to predict what this effect will be.

Products & Services

Building Maintenance \$146,890

- 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 2005 Goals

Work with Public Building Commission and architects to successfully initiate library renovation/expansion during the first quarter of 2005 while maintaining as many current services as possible.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	175,620	176,720	185,080	
Supplies	28,420	27,930	28,420	
Services	4,900	5,230	5,430	
Maintenance & Repair	-	-	-	
Grants & Contributions	-	-	-	
Capital Outlay	2,000	2,500	2,500	
Energy & Utility	-	-	-	
Total	210,940	212,380	221,430	-

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

Funding Sources

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

Funding Source	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	198,940	200,050	208,930	
Grants				
Donations	8,000	8,330	8,500	
User Fees	4,000	4,000	4,000	
Total	210,940	212,380	221,430	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	
Regular Part Time Employees	1.85	1.85	1.85	
Temporary/Seasonal Employees	-	-	-	
Total	3.85	3.85	3.85	-

Budget Commentary

In FY 04 this division will come in on budget. Capital Outlay and the bulk of funding in Services for FY04 and FY05 reflects private funding. Funds in Capital Outlay are used for computers; funds in Services are used for children's programs. Increases in FY05 include adjustments for price and salary increases.

Products & Services

Books, Magazines and More \$138,390

- Select, purchase, catalog and process 2,000 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 welcoming, safe and well-supervised room.

Information, Research and Referral \$41,530

- 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 7,500 patrons using Kidspace Internet, catalog and homework computers.

Cultural and Recreational Events/Programs \$41,510

- Conduct 26 Book Club sessions to strengthen literacy in school aged children
- Present summer reading program, school vacation and special events for 1,440 children
- Provide preschoolers with programs featuring interactive play, stories, songs, and crafts to encourage emergent literacy
- Conduct community outreach programs, for nursery schools, scout troops and high school classes which include library tours, storytelling and library careers/services.

FY 2005 Goals

1. Prepare for library construction by investigating and securing alternate facilities for children's programming.
2. Initiate major weeding of children's collection to minimize storage needs and costs during construction.

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 44 1/2 hours per week throughout the year.

Expenditures

Expenditures by Category *	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	109,240	107,890	114,610	
Supplies	22,800	22,800	23,090	
Services	10,580	10,580	10,790	
Maintenance & Repair	5,470	13,250	5,560	
Grants & Contributions	-	-	-	
Capital Outlay	2,400	2,860	2,500	
Energy & Utility	14,840	14,780	13,830	
Total	165,330	172,160	170,380	-

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

Funding Sources

Donations include fundraising and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the organization's decision-making process. Donations will be used for special events, computers and building repair. "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 video, audio and cds, replenishing snack inventory and paper/cartidges for public computer printers.

Funding Source	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	152,930	152,930	157,880	
Grants				
Donations	7,000	14,230	7,000	
User Fees	5,400	5,000	5,500	
Total	165,330	172,160	170,380	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.75	0.75	0.75	
Regular Part Time Employees	2.70	2.70	2.70	
Temporary/Seasonal Employees	-	-	-	-
Total	3.45	3.45	3.45	-

Budget Commentary

For FY04, General Fund expenditures at the Branch will come in on budget. FY04 Donations include funds from the Windsor Library Association used to carpet and paint the Branch. For FY 05, budget includes adjustments for inflation and salary increases. Branch programs will remain the same. Branch staff will assist Main Library during construction period, possibly by storing materials or hosting programs/meetings which cannot be accomodated elsewhere due to construction.

Products & Services

Books and More \$70,950

- Lend and ensure prompt return and reshelving of library materials. Offer renewal of borrowed materials by e-mail, in person and by phone. Assist customers in reserving needed materials using their home or library computers
- Acquire and catalog approximately 1,200 bestsellers, paperbacks, high-interest factual titles and audio-visual materials.

Information, Research and Referral \$33,010

- Assist 12,000 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 \$32,380

- 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 \$34,040

- 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 2005 Goals

Maintain all current Wilson Branch services while working with Main Library staff to store collections and coordinate programs during the construction of Main Library.

FY 2004 Highlights

In November 2003, citizens approved a bond issue for \$6.05 million to renovate and expand the Main Library. The proposed plan would expand the building from 23,000 square feet to approximately 34,400 square feet. Proposed renovations include installation of a sprinkler system, elevator cylinder replacement, code compliance work and upgrades to major building systems. Proposed expansion would double the number of seats and computers, add additional quiet study rooms and provide more space for library materials. Construction will begin during the first quarter of 2005.

A wireless network connection has been implemented, tested and is currently running. This will give the library the flexibility to access the internet from anywhere in the building without having to run new and expensive data ports. This will save the library both space and money. A wireless network also gives patrons with wireless laptops access to the internet within the library building. This will cut down on the number of patrons waiting for an available computer during busy hours.

The library's website, www.windsorlibrary.com, was enhanced with a PowerPoint tutorial on the use of the on-line catalog "iBistro". The new tutorial teaches patrons, step-by-step, how to find materials owned by the library, how to place items on hold, and how to read their own library account information. Approximately 80 patrons attended 30 free computer classes that taught introductory skills on Internet use, word processing and use of the library catalog.

Over 60 parents and children celebrated Connecticut Loves to Read Day in Kidspace with stories, mysteries and treasure hunts. Our celebrity reader, newscaster Brian Shactman, from Channel 30, was a big hit with all ages.

The contest was on with our popular Girls vs. Boys Book Club for grades 4-6. The kids discussed the series by Phyllis Naylor and conducted their own version of the battle of the sexes.

Other library programs during the year included our regularly scheduled senior and adult book discussions, home and gardening programs, a Young Adult poetry slam and a Young Adult open-mike talent night, attended by over 100 people.

Special library programs this year featured local authors; Sandra L. Katz, a University of Hartford professor who wrote *Dearest of Geniuses*, a biography of Theodate Pope Riddle, Mark McCann, author of *Jacob's Dream*, and Phil Steele, who co-authored with his father Bob Steele, *The Word For The Day*.

The Main Library, in cooperation with the Connecticut office of the Board of Education and Services for the Blind and Windsor's Senior Services office, distributed brochures and conducted tours of special library services for patrons with low-vision. A large-type computer, video magnifier, large print books, and audiobooks are all available for public use.

The Wilson Branch Library has been successfully restored after the damage it incurred when a resident accidentally drove her car through the rear of the building on July 11th. Through the combined effort of staff from police, fire, building, risk management, facilities management, public works, recreation and cooperation with the Windsor Library Association the project progressed with minimal disruption of service to library patrons. In addition to major structural repairs, several windows, a handicap accessible door, a portion of the ceiling and carpet were replaced. Exterior repairs included a new wall with brick façade, lighting, railing and curbing.

The Wilson Branch Library Tutoring Program gained 12 new adult volunteers this year. The program now includes 64 participants that meet one hour each week for homework help throughout the school year. In addition to contributing volunteers, Windsor businesses donated supplies valued at over \$600. Two new pre-school programs were added to the weekly schedule: "Wiggles and Giggles" (for infants and toddlers) and "L'il Bookworms" (for ages 3-5). These programs address not only the literacy needs of young children but also provide an opportunity for social exchange for the growing number of grandparents caring for their grandchildren.

Performance Measures	FY 2003 Actual	FY 2004 Target	FY 2004 Estimate	FY 2005 Target
Library visits	398,983	282,000	540,000	**540,000
Use of library web page – no. of visits	48,448	47,500	44,500	**44,500
Items borrowed/on-line full text items retrieved	301,292	310,000	300,000	**300,000
Information services	65,180	62,000	65,300	**65,300
No. of people attending library sponsored programs	9,635	7,000	9,500	**9,500
No. of times meeting rooms used	732	675	*720	**720

*Wilson Branch meeting room inaccessible due to accident.

**Main Library construction will begin early 2005; we will attempt to provide same level of service.

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,187,907	1,224,580	1,215,914	1,340,070	
Supplies	13,391	9,790	11,590	13,810	
Services	149,256	61,910	56,450	114,010	
Maintenance & Repair	1,849	2,850	3,350	3,850	
Grants & Contributions	33,527	-	-	-	
Capital Outlay	-	-	-	14,000	
Energy & Utility	14,278	11,160	11,260	9,360	
Total	1,400,208	1,310,290	1,298,564	1,495,100	-

* 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		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,381,808	1,291,890	1,280,164	1,471,460	
Grants		-	-	5,240	
Donations		-	-	-	
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	
Total	1,400,208	1,310,290	1,298,564	1,495,100	-

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	15.50	15.00	15.00	16.05	
Regular Part Time Employees	0.85	0.75	0.75	0.25	
Temporary/Seasonal Employees		0.15	0.15	0.42	
Total	16.35	15.90	15.90	16.72	-

Budget Commentary

FY 04 expenditures will be within budgeted amounts. FY 05 expenditures increase 14%, of which \$63,000 are one time capital or design services costs. Staffing is proposed to change by adding a economic development specialist, seasonal interns, and a shared clerical position. The environmental planner is proposed to become full-time and 0.3 ftes from Design Services are reallocated in the Stormwater Fund.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	425,320	416,330	446,680	
Supplies	2,750	3,500	3,710	
Services	15,860	15,610	23,890	
Maintenance & Repair	1,250	1,750	2,250	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	14,000	
Energy & Utility	5,500	5,600	4,780	
Total	450,680	442,790	495,310	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	450,680	442,790	495,310	
Grants	-	-	-	-
Donations	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Total	450,680	442,790	495,310	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	
Regular Part Time Employees	0.25	0.25	0.25	
Temporary/Seasonal Employees				
Total	6.25	6.25	6.25	-

Budget Commentary

The budget for FY 2004 will be slightly under budget due to personal services costs. The increases for FY 2005 include preparation for State mandated Code changes and personal services. The proposed budget also includes \$14,000 for the purchase of handheld devices for field inspection and \$5,000 for additional fire prevention activities utilizing the Deputy Fire Marshals.

Products & Services

Preventing Fire, Structural & Storm Losses \$396,250

- 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 2000 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 5 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 \$99,060

- 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 2005 Goals

1. By utilization of best practices of education, inspection, and enforcement achieve another year of zero loss of life to fire. This will include an upgrade of the existing GEOTMS program to improve in-field inspection efficiency.
2. Establish a Fire Prevention page on the Town's web site.
3. By utilization of certified Deputy Fire Marshals, develop and implement a coordinated inspection / pre plan strategy in coordination with the volunteer Fire Department.
4. Continue to prepare for State mandated changes to the current building, mechanical, fire, and life safety codes. This preparation includes training for the inspection / enforcement staff and public information and educational programs.
5. Achieve CZEO designation for Z.E.O. This professional certification will increase the effectiveness of Zoning Enforcement actions.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	121,670	122,800	183,540	
Supplies	1,250	1,500	1,330	
Services	14,430	14,880	14,500	
Maintenance & Repair	-	-	-	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	700	700	550	
Total	138,050	139,880	199,920	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	138,050	139,880	199,920	
Grants	-	-	-	-
Donations	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Total	138,050	139,880	199,920	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.75	
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.75	-

Budget Commentary

FY 2004 is estimated to be over budget by approximately \$1,800 due to unanticipated postage and printing costs. The FY 2005 proposed budget includes funding of an additional staff position to increase capacity for small business assistance and other department activities. The proposed funding reflects a projected October 1 start date for the new position.

Products & Services

Business Recruitment and Development \$29,860

- Contact at least 25 businesses to promote locating to Windsor
- Assist potential new businesses to find an appropriate site, secure financing, achieve town board and commission approvals and open their facility as expeditiously as feasible
- Work with the Bradley Development League (BDL), the Connecticut Economic Resource Center (CERC) and the MetroHartford Alliance to 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 \$60,020

- 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 \$20,000

- 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 \$90,040

- 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 2005 Goals

1. Select a developer for the town's Redevelopment Parcel on Windsor Avenue.
2. Facilitate the redevelopment of the Rappaport Building.
3. Initiate a small business assistance program.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	278,020	276,020	291,200	
Supplies	3,390	2,590	4,740	
Services	19,360	18,360	20,020	
Maintenance & Repair	-	-	-	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	860	860	670	
Total	301,630	297,830	316,630	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	301,630	297,830	311,390	
Grants	-	-	5,240	-
Donations	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Total	301,630	297,830	316,630	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.50	
Regular Part Time Employees	0.50	0.50	-	
Temporary/Seasonal Employees	-	-	-	-
Total	3.50	3.50	3.50	-

Budget Commentary

The FY 05 budget reflects an increase of 4.72% over the FY 04 budget amount. This increase is mainly the result of increases in pension, insurance and salary costs. Membership fee increases and restoration of training funds to provide staff with more resources and research services to better keep up with current technologies are also included. In addition, a part time employee is proposed to as full time with the additional .5 FTE and costs being in reflected Stormwater Management.

Products & Services

Plan Review & Design Development \$168,070

- 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, parking lots, 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 development to be in reasonable harmony with the environment.
- Update the standards of Zoning, Subdivision and Wetland Regulations on a regular basis

Geographic Information System \$56,080

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

Support Boards & Commissions \$87,240

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

Wetlands Inventory Grant \$5,240

- Identify and map the Wetlands in Windsor in conjunction with the Farmington River Watershed Conservation Project
- Conduct a bio-inventory of the Wetlands and Wetland buffer areas
- Prepare an informational brochure and presentation to be made available to the public

FY 2005 Goals

1. Make all Zoning, Subdivision, and Inland Wetlands Regulations, Minutes, Agendas and Applications available to the public on the Town's web site
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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	399,570	400,764	418,650	
Supplies	2,400	4,000	4,030	
Services	12,260	7,600	55,600	
Maintenance & Repair	1,600	1,600	1,600	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	4,100	4,100	3,360	
Total	419,930	418,064	483,240	-

* 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 2004 are budgeted at \$18,400.

Funding Source	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund	401,530	399,664	464,840	
Grants	-	-	-	
Donations	-	-	-	
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	
Total	419,930	418,064	483,240	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	4.80	
Regular Part Time Employees				
Temporary/Seasonal Employees	0.15	0.15	0.42	
Total	5.15	5.15	5.22	-

Budget Commentary

Expenditures in the current year are estimated to be within 99% of the budgeted amount. The proposed budget for FY 05 represents a 15.2% increase. Included in FY 05 is \$45,000 for engineering services and \$2,000 design software. FY 05 FTE's reflect the transfer of 0.3 FTEs to the Stormwater Fund, additional seasonal help and sharing of clerical position.

Products & Services

Road Improvements \$105,000

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

Professional and Technical Advice \$135,600

- 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 \$59,000

- 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 \$160,000

- 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 \$5,240

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

FY 2005 Goals

1. Award 75% of the approved design contracts during the first 6 months of the budget year.
2. Submit the Stormwater Management Plan to the Department of Environmental Protection by July 9, 2004.
3. Complete In-house design of Lang Road reconstruction.

FY 2004 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 community. The coordinated efforts of the Development Group have 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.

Major construction projects started during this year included renovations of existing office buildings and new construction for warehouse and production space as well as continued residential construction at Griswold Village and Ballymeade; These communities will feature homes protected by residential sprinklers. As recognition of the efforts to provide residential sprinkler protection the Fire Marshal's Office, as part of October 2003 Fire Prevention Month, awarded Partner For Fire and Life Safety awards to the Town Planning and Zoning Commission members and 3 local developers.

As a result of the combined efforts of Council, the volunteer Fire Department, the alarm industry, and the Fire Marshal's office an updated alarm ordinance was implemented.

In response to a continuing fire problem the Fire Marshal's Office and WGTV combined efforts to produce and air an educational video on how to prevent and respond properly to kitchen fires. The video airs regularly on WGTV.

Design Services provided design and construction contract administration and inspection services for projects valued at more than \$703,000. Projects included:

- Reconstruct Corey Street
- Repairs to Scarborough Road Bridge
- Install Sports Lighting O'Brien Field
- Entranceway Improvements, Poquonock School

Design Services administered design contracts for Improvements to Sage Park Fields and Realignment of the Day Hill/Addison Roads Intersection and initiated the design of the Roadway Improvements at the Post Office. Support to Public Works included the design and survey for Improvements to drainage at Batchelder Road and design of cul-de-sac improvements at Seymour Street and Hilltop Road. The Stormwater Management Plan required by the Department of Environmental Protection has been started utilizing an in-house committee. Additionally, Design Services has undertaken the inspection of drainage structures, bridges and culverts in Windsor.

Notable Windsor Economic Development highlights for the year include:

- SpaceFitters, Inc, a technology and logistics firm moved into 80,000 SF of new space on Pigeon Hill Rd.
- Iron Mountain constructed a 62,000 SF addition to its document storage facility on Kennedy Rd.
- ADVO, Inc. began construction of a 165,000 SF office, production and distribution facility at 235 Great Pond Drive.
- The former Terry Steam Building at 99 Lamberton Road, vacant for more than ten years, was renovated and almost fully leased. Tenants include Accumentrics (105,000 SF) a fuel cell manufacturer, Travelers Insurance (30,000 SF), Hudson RPM distribution (20,000 SF) and an environmental consulting firm.
- In Windsor Center, a new coffeehouse and two antique stores were opened. Windsor True Value reconfigured its building to accommodate a revised hardware store layout and two new storefronts for a Subway restaurant and an ice cream shop. A kayak and canoe rental operation began offering recreational trips on the Farmington and Connecticut Rivers. First Town Downtown completed a market strategy report to guide revitalization efforts over the next five years.
- In the Wilson neighborhood, the Windsor Shopping Center became fully leased with the addition of a Rainbow junior fashion store in the former CVS location. Also, the Town of Windsor completed land acquisition for a redevelopment project intended to create a small live- work residential area on Windsor Avenue south of I-291.

Performance Measures	FY 2003 Actual	FY 2004 Target	FY 2004 Estimate	FY 2005 Target
No. of Participants in community/neighborhood project meetings	15	100	0	100
Total value of construction projects awarded	\$284,200	\$1,050,000	\$754,600	\$1,670,000
Value of change orders as a % of original contract	11.3%	7%	6.8%	7%
% of construction contracts reviewed within 3 weeks of receipt	75%	85%	70%	85%
Visits to existing businesses by Econ. Development staff	25	50	17	50
Prospective business contacts made	15	20	16	25
Square feet of property redeveloped/reused	20,000	40,000	0	40,000
No. of inquiries generated through Econ. Development website	24	100	34	75
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	1,400
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) 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 Down payment /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 Down payment/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 2003 Actual	FY 2004 Budget	FY 2004 Estimated	FY 2005 Budget
Funding Sources:				
Small Cities Funds	566,177	715,860	640,000	420,000
Loan Repayment Fund	213,012	175,000	155,109	200,000
General Fund	25,000	25,000	25,000	25,000
Total Operating Revenue	<u>\$ 804,189</u>	<u>\$ 915,860</u>	<u>\$ 820,109</u>	<u>\$ 645,000</u>

	FY 2003 Actual	FY 2004 Budget	FY 2004 Estimated	FY 2005 Budget
Operating Expenses:				
Personnel Services	115,241	127,360	125,224	132,250
Supplies	942	2,000	1,400	2,000
Services	13,761	16,000	2,000	7,000
Grants & Contributions	0	0	0	0
Furniture & Equipment	2,505	2,500	500	1,000
Telephone	1,040	2,000	985	2,000
Contractual Services	670,700	766,000	690,000	500,750
Total Operating Expenses	<u>\$ 804,189</u>	<u>\$ 915,860</u>	<u>\$ 820,109</u>	<u>\$ 645,000</u>

Personnel Requirements

	FY 2003 Actual	FY 2004 Budget	FY 2004 Estimated	FY 2005 Budget
Full Time Equivalents				
Regular Full Time Employees	2.00	2.00	2.00	2.00
Part Time and Temporary FTE's	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total	2.00	2.00	2.00	2.00

Budget Commentary

The difference between FY2004 budget and FY2004 estimated expenditures is the result of two factors; 1) the demand for Downpayment/Closing Cost Assistance loans was less than projected and 2) the expenditure rate of Housing Rehabilitation funds is projected to fall short of the budget figure.

PRODUCTS & SERVICES

General Administration

\$144,250

- 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, the Human Relations Commission, "Get on Board, Windsor" and Conversations on Race
- 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 and the Volunteer Support Program
- Participate in the reuse of the Town's Redevelopment parcel
- Coordinate a variety of neighborhood Enhancement activities (i.e. the Farmer's Market)

Housing Rehabilitation

\$250,750

- 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

\$100,000

- 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 and limited technical assistance to small businesses owners.

Downpayment Program

\$30,000

- Strengthen neighborhoods by encouraging homeownership by providing low-interest loans to first-time homebuyers
- Institute a post-purchase counseling program to help first-time buyers transition into homeownership.

Community Facilities

\$120,000

- Work with the Windsor Housing Authority to provide emergency power at the community buildings located at Shad Run and Millbrook Village.

2004 Highlights

Rehabilitated 18 homes through the Town's Housing Rehabilitation Program.

Assisted three 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.

Completed construction of the Caring Connection.

Secured \$445,000 for the reconstruction of Corey Street and commenced construction.

Coordinated the Farmer's Market in the Wilson neighborhood for the second year.

Administered the Volunteer Support Program benefiting three (3) local organizations.

Administered the Neighborhood Assistance Act (NAA) Tax Credit Program which assisted three (3) Windsor based organizations leveraging \$125,250 in donations from private businesses.

Completed a market feasibility study of the Town's historic resources.

Participated in the planning process for "Conversations on Race" and provided staff support for "Get On Board, Windsor".

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS as of 6/30/2003	
Type of Loan	Principal Balances
Amortized Payment Loans <i>Housing Rehab. Down Payment</i>	\$656,970
Deferred Payment Loans <i>Housing Rehab.</i>	965,340
Forgiveness <i>Housing Rehab. Façade Improvement</i>	142,690
Amortized Economic Development	<u>314,600</u>
Sub-total	<u>\$2,079,600</u>
Allowance for uncollectible loans	<u>(200,000)</u>
Loans Receivable, net	\$1,879,600

Performance Measure	FY 2003 Actual	FY 2004 Proposed	FY 2004 Estimate	FY 2005 Proposed
Number of housing rehabilitation projects	19	20	19	20
Number of rehab projects completed within six months	75%	80%	68%	80%
Number of neighborhood meetings	3	4	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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,179,862	2,405,260	2,412,471	2,368,077	-
Supplies	316,202	269,665	282,103	241,425	-
Services	387,647	341,420	525,106	556,691	-
Maintenance & Repair	268,929	403,900	384,220	425,280	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	159,557	245,000	253,000	252,125	-
Energy & Utility	656,238	701,150	686,275	668,920	-
Total	3,968,436	4,366,395	4,543,175	4,512,518	-

* 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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	3,498,824	4,059,720	4,043,699	4,014,282	-
Charges to Other Departments	50,000	50,000	50,000	26,000	-
Town Support for Education	169,000	169,110	169,110	169,110	-
<i>Subtotal: Public Works Gen. Fund Budget</i>	<i>3,717,824</i>	<i>4,278,830</i>	<i>4,262,809</i>	<i>4,209,392</i>	<i>-</i>
State Grants - LoCIP	108,205	-	192,801	215,561	-
State Grants - Town Aid	142,407	87,565	87,565	87,565	-
Charges to Other Funds	-	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>250,612</i>	<i>87,565</i>	<i>280,366</i>	<i>303,126</i>	<i>-</i>
Total	3,968,435	4,366,395	4,543,175	4,512,518	-

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	31.90	34.00	32.75	31.77	-
Regular Part Time Employees	1.75	1.30	1.40	1.60	-
Temporary/Seasonal Employees	2.10	1.75	1.45	3.75	-
Total	35.75	37.05	35.60	37.12	-

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	642,505	614,736	721,861	-
Supplies	49,500	49,508	49,075	-
Services	24,850	23,550	37,465	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	13,100	15,300	13,425	-
Total	729,955	703,094	821,826	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Parks & Grounds	588,595	561,734	680,466	-
Charges to Other Departments	-	-	-	-
Town Support for Education	141,360	141,360	141,360	-
<i>Subtotal: Parks & Grnds. Gen. Fund Budget</i>	<i>729,955</i>	<i>703,094</i>	<i>821,826</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	729,955	703,094	821,826	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	10.00	9.50	10.00	-
Regular Part Time Employees	0.45	0.35	0.45	-
Temporary/Seasonal Employees	1.00	1.00	3.30	-
Total	11.45	10.85	13.75	-

Budget Commentary

Staffing levels in FY 2005 are budgeted with the assumption that all positions are filled. In addition, the FY 2005 budget assumes that 4 seasonal staff are hired to assist with trimming, field maintenance and litter control. Also, funding is included for a turf management program for Sage Park. In FY 2004, two Maintainer II positions were vacant for part of the fiscal year.

Products & Services

Maintain Turf and Shrub Areas \$266,530

- 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 \$33,820

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

Improve Turf Areas \$43,301

- 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 \$13,830

- 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 \$98,060

- 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 \$23,600

- 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 \$19,200

- 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 \$15,110

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

Prepare Ice Skating Surfaces \$11,500

- 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 \$78,450

- 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 \$28,955

- 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 2005 Goals

- 1) Renovate the landscaping planted in the medians on Bloomfield Avenue near the Public Safety Complex.
- 2) Complete 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	248,340	231,525	278,923	-
Supplies	16,500	15,400	16,830	-
Services	126,770	155,050	129,935	-
Maintenance & Repair	116,000	86,000	118,900	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	8,000	1,000	-
Energy & Utility	208,500	204,300	174,360	-
Total	716,110	700,275	719,948	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Town Buildings	666,110	650,275	693,948	-
Charges to Other Departments	50,000	50,000	26,000	-
Town Support for Education	-	-	-	-
<i>Subtotal: Town Buildings Gen. Fund Budget</i>	<i>716,110</i>	<i>700,275</i>	<i>719,948</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	716,110	700,275	719,948	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.25	3.27	-
Regular Part Time Employees	0.45	0.75	0.75	-
Temporary/Seasonal Employees	0.75	0.45	0.45	-
Total	4.20	3.45	4.47	-

Budget Commentary

The reduction in expenses in Personal Services in FY 2004 was the result of having a Maintainer III position vacant for 9 months. The FY 2005 budget assumes that this position will be filled for the entire fiscal year. The increase in the FTE in FY 2005 is related to the sharing of a clerical/administrative position between Town Buildings, Health and Design Services. The reduction in charge backs are due to the expected reduction in telecom charges.

Products and Services

Town Hall \$251,137

- 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 \$110,770

- 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 \$79,791

- 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 2005 Goals

- 1) Complete the environmental improvements at the Public Works Complex
- 2) Coordinate the L. P. Wilson roof replacement project
- 3) Coordinate the Welch Pool Renovation project, and repairs to Veterans Pool
- 4) Oversee the Library Renovation and Expansion 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	521,070	527,590	588,852	-
Supplies	23,100	25,030	23,125	-
Services	107,370	250,001	325,611	-
Maintenance & Repair	117,000	100,000	119,925	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	768,540	902,621	1,057,513	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Pavement	768,540	709,820	841,952	-
Charges to Other Departments	-	-	-	-
Town Support for Education	-	-	-	-
Subtotal: Pavement Gen. Fund Budget	768,540	709,820	841,952	-
State Grants - LoCIP	-	192,801	215,561	-
State Grants - Town Aid	-	-	-	-
Charges to Other Funds	-	-	-	-
Subtotal: Other Funds	-	192,801	215,561	-
Total	768,540	902,621	1,057,513	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.00	7.00	7.50	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	7.00	7.00	7.50	-

Budget Commentary

When the budget for FY 2004 was being developed, the status of the State Local Capital Improvement Program (LoCIP) grant was uncertain. Therefore, this grant does not show in the Budget column for FY 2004. Since that time, this grant was made available to the Town, and shows under Services above. The increase in Personal Services for FY 2005 results from the half-year funding of a Crew Leader position, and higher budgeted amounts for salaries, pension and insurance.

Products & Services

Seal Pavement Cracks \$98,600

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

Localized Pavement Repairs \$155,000

- 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 \$86,700

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

Repave Streets \$310,800

- Restore street surface with hot-mix asphalt overlay on:
 - Village Lane
 - Peddler Drive
 - Hill Top Road
 - Morris Drive
 - Sylvia Lane
 - Alcott Drive
 - Overlook Drive
 - Adam Hill
 - Hobson Avenue
 - Brown Avenue
 - Summit Drive
 - Scarborough Road
 - Valley View Drive
 - Midian Avenue

Repair Curbs \$174,610

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

Repair Lawns \$79,150

- Repair lawns damaged during snow removal.

Repair Dirt Roads \$58,153

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

FY 2005 Goals

- 1) Complete curb repair program by the Summer of 2005.
- 2) Implement and complete State Local Capital Improvement Program (LoCIP) grant work.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	186,350	186,750	-	-
Supplies	27,000	32,000	-	-
Services	1,600	1,275	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	214,950	220,025	-	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Stormwater Drainage	214,950	220,025	-	-
Charges to Other Departments	-	-	-	-
Town Support for Education	-	-	-	-
<i>Subtotal: Storm. Drainage Gen. Fund Budget</i>	<i>214,950</i>	<i>220,025</i>	<i>-</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	214,950	220,025	-	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	-	-

Budget Commentary

For FY 2005 the Stormwater Drainage function was transferred to the Stormwater Management Fund.

**STORMWATER DRAINAGE MOVED TO
SECTION S (ENTERPRISE FUNDS) FOR FY05**

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	487,415	498,290	446,636	-
Supplies	20,000	20,100	18,370	-
Services	40,530	36,505	41,540	-
Maintenance & Repair	10,800	13,000	11,080	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	416,050	416,050	416,050	-
Total	974,795	983,945	933,676	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Traffic Safety	974,795	983,945	933,676	-
Charges to Other Departments	-	-	-	-
Town Support for Education	-	-	-	-
<i>Subtotal: Traffic Safety Gen. Fund Budget</i>	<i>974,795</i>	<i>983,945</i>	<i>933,676</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	974,795	983,945	933,676	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.00	8.00	8.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	8.00	8.00	8.00	-

Budget Commentary

The reduction in Personal Services for FY 2005 is related to the transfer of expenses for the street sweeping program to the Stormwater Management Fund.

Products & Services

Town-Wide Safety Markings \$68,070

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

- July 4th events
- Family Day
- Halloween Events in Town Center
- Winter Carnival
- Memorial Day events.

Traffic & Safety Signing \$96,296

- 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.

Guide Rails \$15,080

- Maintain and repair 4 miles of guide rails.

Streetlights \$441,000

- Fund utility costs for 3,699 streetlights
- Respond to 275 inquiries
- Maintain 776 town-owned streetlights
- Repair knocked down lights
- Inspect/accept new streetlights in subdivisions
- Monitor and inspect contractor repairs.

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.

Traffic Signals \$82,400

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

Voter Setup \$19,000

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

Community Events \$76,300

- 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
 - Fife & Drum Muster
 - West Indian festival
 - Fishing Derby
 - Library Book Fair
 - Lion's Art & Crafts Fair
 - St. Gabriel's and Wilson carnivals
 - Columbus Day Weekend Soccer tournament
 - Block parties

24-Hour Emergency Response \$28,700

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

Traffic Engineering \$29,370

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

FY 2005 Goals

- 1) Implement the Town Council's plan for management of streetlights, outdoor and park lighting.
- 2) Sweep winter sand and debris from all streets and town parking lots by June 15, 2005.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	205,705	204,705	218,735	-
Supplies	20,000	20,000	19,810	-
Services	20,000	36,000	22,140	-
Maintenance & Repair	160,100	185,220	175,375	-
Grants & Contributions	-	-	-	-
Capital Outlay	245,000	245,000	251,125	-
Energy & Utility	63,500	50,625	65,085	-
Total	714,305	741,550	752,270	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Equipment Repair	714,305	741,550	752,270	-
Charges to Other Departments	-	-	-	-
Town Support for Education	-	-	-	-
Subtotal: Equip. Repair Gen. Fund Budget	714,305	741,550	752,270	-
State Grants - LoCIP	-	-	-	-
State Grants - Town Aid	-	-	-	-
Charges to Other Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	714,305	741,550	752,270	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	-
Regular Part Time Employees	0.40	0.30	0.40	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.40	3.30	3.40	-

Budget Commentary

The increase in Personal Services in FY 2005 results from higher budgeted amounts for salaries, pension, and insurance. Higher estimated costs for FY 2004 for Services and Maintenance & Repair are the result of higher than anticipated costs for repair of Department vehicles and equipment.

Products & Services

Fleet Maintenance \$389,970

- 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 \$117,300

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

FY 2005 Goals

- 1) Reduce equipment downtime & the costs for repairing equipment through preventive maintenance.
- 2) Implement an automated fleet management system for DPW.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	113,875	148,875	113,070	-
Supplies	113,565	120,065	114,215	-
Services	20,300	22,725	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	247,740	291,665	227,285	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Storm Control	132,425	176,350	111,970	-
Charges to Other Departments	-	-	-	-
Town Support for Education	27,750	27,750	27,750	-
<i>Subtotal: Storm Control Gen. Fund Budget</i>	<i>160,175</i>	<i>204,100</i>	<i>139,720</i>	<i>-</i>
State Grants - Town Aid	87,565	87,565	87,565	-
Charges to Other Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>87,565</i>	<i>87,565</i>	<i>87,565</i>	<i>-</i>
Total	247,740	291,665	227,285	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

Higher estimated costs for Personal Services in FY 2004 resulted from overtime costs which were higher than budgeted. Supply costs for FY 2004 were higher than the budgeted amount for snow and ice control. For FY 2005, the reduction in Services relates to the transfer of expenses for contracted catch basin cleaning to the Stormwater Management Fund.

Products & Services

Clear, Safe Pavement Surfaces \$216,605

- Respond immediately 24 hours a day to hazardous road conditions reported by the Windsor Police Department
- Plow and sand 136 miles of roads, 189 cul-de-sacs, and 39 acres of public parking lots
- Maintain snow plowing and ice control vehicles and attachments, including: 25 snowplows, 19 material spreaders, 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.

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 2005 Goals

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

FY 2004 Highlights

Major renovation work was completed at the new Community Center at 330 Windsor Avenue. The completion of the renovation allowed the Caring Connection – the adult day care program to move from the L. P. Wilson Center to this new facility, and to expand its program to more clients. The new facility has received many complements.

The athletic fields at Sage Park are the most heavily used in the Town of Windsor. These fields include O'Brien Field which is used by Windsor High School for football and lacrosse games, track and field meets, as well as by the Windsor Giants for football games. A project to renovate the athletic fields at Sage Park and O'Brien Field began during the winter of 2003-04. At O'Brien Field, this included moving of certain drainage structures and replacing the drainage lines under the field to allow for its potential used for soccer. The moving of the drainage was necessary because soccer fields are wider than football fields, and the structures were in the way of playing soccer at the field. Additional work at O'Brien Field and the remainder of Sage Park is scheduled during the summer of 2004.

To help complete the remaining work at Windsor High School, the southeast parking lot was repaved, trees were planted around the property, and the electrical lines for site lighting were replaced.

Following an accident at the Wilson Branch Library, major renovations were needed to reopen the library. This included replacing a large section of a wall, replacing several windows, replacing site lighting, replacing a door and replacing much of the carpeting.

Streets which were resurfaced or received thin overlays included: sections of Day Hill Road, Prospect Hill Road from West Street to Bent Road, River Street sections, Batchelder Road, Island Road, sections of Pigeon Hill Road, and Pond Road. In addition, crack sealing was performed on Day Hill Road, Lamberton Road, Corporate Drive, and sections of Sage Park Road.

To increase the number of catch basins being cleaned each year, the Department employed a contractor to assist in this function. As a result, 35% of the catch basins in Town received cleaning this fiscal year, which represents a major increase in this service. Public Works staff were able to spend more time on repairing existing drainage structures in Town and improving drainage on several streets. This included Willowcrest Drive, Gaylord Street, Bissell Ferry Road, White Rock Drive, River Street, Day Hill Road, and Phelps Street.

Baseball and softball fields at Fitch Park and Kennedy School were improved for the little leagues that use these facilities.

Public Works installed new concrete planters through Town Center which were used during the warmer months for flower displays. Staff also began replacing some of the older benches with new decorative benches.

The median on Poquonock Avenue (Route 75) near Route 20 and the town line was improved by Public Works. This important entryway into the town had been damaged as a result of adjacent construction. The median has been beautified as a result of this effort.

In order to improve safety for pedestrians at the L. P. Wilson Center, the existing cobblestone walkway was removed by Public Works and Engineering and replaced with a concrete sidewalk. The cobblestone walkway was adjacent to the Senior Center at the facility, and was a concern for those seniors walking on this surface.

To assist Family & Leisure Services, Public Works demolished the old playscape at Northwest Park. The Department also excavated the site to prepare for the installation of the new playscape. The new playscape is significantly safer and has become a popular attraction at the Park.

Performance Measures	FY 2003 Actual	FY 2004 Target	FY 2004 Estimate	FY 2005 Target
Number of pothole complaints resolved	135	125	100	125
Number of street miles receiving preventive maintenance	2	5	5	5
Percent of town street miles re-paved	2.63%	2.59%	1.5%	1.75%
Number of trees trimmed	50	50	95	100
Percent of weeks that athletic fields and Town Green are mowed in accordance with frequency standard	80%	80%	80%	80%
Number of complaints regarding litter	75	50	40	40
Percent of catch-basins cleaned per year	4%	5%	35%	30%

INFORMATION SERVICES

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

Expenditures

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	224,016	271,890	270,930	281,270	
Supplies	50,708	72,220	75,280	69,628	
Services	162,942	107,720	104,030	85,120	
Maintenance & Repair	624	6,120	850	7,100	
Grants & Contributions	20,000	-	-	-	
Capital Outlay	802	-	-	-	
Energy & Utility	2,948	2,850	2,850	2,230	
Total	462,041	460,800	453,940	445,348	-

* 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		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	365,648	388,700	379,360	373,748	
Other General Fund Accounts	68,318	49,600	49,600	49,600	
<i>Subtotal: Info. Services Gen. Fund</i>	<i>433,966</i>	<i>438,300</i>	<i>428,960</i>	<i>423,348</i>	<i>-</i>
Grants	16,585	12,000	12,000	12,000	
Private Contributions	-	-	-	-	
User Fees	11,490	10,500	12,980	10,000	
<i>Subtotal: Other Funds</i>	<i>28,075</i>	<i>22,500</i>	<i>24,980</i>	<i>22,000</i>	<i>-</i>
Total	462,041	460,800	453,940	445,348	-

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00	
Regular Part Time Employees	1.20	1.20	1.20	1.20	
Temporary/Seasonal Employees	0.20	0.20	0.20	-	
Total	4.40	4.40	4.40	4.20	-

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	184,600	183,880	194,880	
Supplies	15,150	18,480	22,378	
Services	44,370	48,580	31,770	
Maintenance & Repair	6,120	850	7,100	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	2,500	2,500	1,960	
Total	252,740	254,290	258,088	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	230,240	229,310	236,088	
Other General Fund Accounts	-	-	-	-
<i>Subtotal: Info. Services General Fund</i>	<i>230,240</i>	<i>229,310</i>	<i>236,088</i>	<i>-</i>
Grants	12,000	12,000	12,000	
Private Contributions				
User Fees	10,500	12,980	10,000	
<i>Subtotal: Other Funds</i>	<i>22,500</i>	<i>24,980</i>	<i>22,000</i>	<i>-</i>
Total	252,740	254,290	258,088	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	
Regular Part Time Employees	1.20	1.20	1.20	
Temporary/Seasonal Employees	-	-	-	-
Total	3.20	3.20	3.20	-

Budget Commentary

In January 2004, new technology in the Clerk's office revolutionized the way their work is performed. Through document imaging staff has cut the time it takes to produce a land record book from two weeks to two hours. As a result, the new process has saved more than \$10,000 in paper, postage and printing costs. Increase in supplies represents cost of in-house printing which is offset by the savings in services.

Products & Services

Public Records \$149,338

- 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 \$32,940

- 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 \$42,900

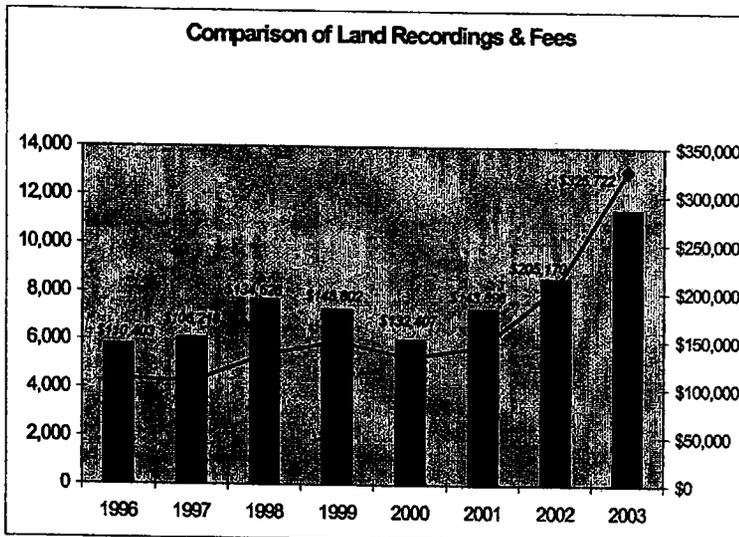
- Administer absentee ballots
- Manage paper ballot elections
- Provide poll workers with necessary materials they need to conduct elections or referenda
- Record campaign finance filings for each active political party
- File election documents as required by the Secretary of the State.

Notary/Trade names/Veterans Records \$14,970

- 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 \$17,940

- 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 1996 through 2003.

FY 2005 Goals

Continue process improvement by hiring a consultant to evaluate the Record Retention Program using a Historic Preservation grant totaling \$12,000 and make improvements in accordance with their recommendations.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	87,290	87,050	86,390	-
Supplies	57,070	56,800	47,250	-
Services	63,350	55,450	53,350	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	350	350	270	-
Total	208,060	199,650	187,260	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	158,460	150,050	137,660	-
Other General Fund Accounts	49,600	49,600	49,600	-
Subtotal: Info. Services General Fund	208,060	199,650	187,260	-
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	208,060	199,650	187,260	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	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	1.20	1.20	1.00	-

Budget Commentary

The FY04 budget reflects savings achieved in the printing of town publications. The proposed FY05 budget includes those savings as well as projected cost savings identified by the cost reduction study.

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 resolutions, proclamations and certificates of appreciation.

Support to Other Departments \$52,540

- 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 \$92,160

- 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
- 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 2005 Goals

1. Launch a Hotel Welcome program about Windsor that will be televised in the region
2. Coordinate Citizen Academy for residents
3. Begin distribution of welcome packets to newcomers.

FY 2004 Highlights

In September this past year, the City-County Communications and Marketing Association (3CMA) recognized Windsor's "Walk of Light" 9-11 Community Remembrance Ceremony with a Savvy award as the best special event produced in 2002 by a community with a population of between nine and thirty-six thousand. 3CMA has more than 825 city and county government members and received 700 entries for the 2003 awards competition.

Partnerships with Windsor community groups resulted in increased programming on Windsor Government Television, WG-TV Channel 21. *Know Your Town* produced by the Windsor League of Women Voters and *Windsor Moments* produced by Windsor Conversations on Race both featured important and timely information to Windsor residents on topics such as the budget, safety services, mental health, educational and recreational opportunities and Windsor land use. Emergency information such as meeting cancellations, early closings and road detours were announced to residents during regular programming with the "WG-TV crawl," bringing up-to-the-minute information to residents on local television for the first time in history.

Election Activity:

The annual Budget Referendum was held on May 13, 2003 and the percentage of Windsor residents voting on the budget was 13.18%. The number of registered voters 17,221 - actual votes cast 2,268. The budget question passed by 890 votes - 1579 voting "Yes" and 689 "No".

The Municipal Election, in which the 2003/2005 Town Council, Board of Education and Constables were elected, was held on November 4. A Referendum appropriating \$6,050,000 to renovate and expand the Windsor Library also passed by a vote of 3,000 for and 1,323 against.

Land Activity & Revenues:

The Town Clerk's office took in 11,436 land recordings during the calendar year 2003. This set a record for recordings in Windsor. Below is a list to show you activity and revenue of past years. From January 2003 to March 15, 2003 Conveyance Tax was collected on the sale of property at the rate of \$1.10 per thousand; this increased beginning March 15, 2003 to \$2.50 per thousand. The State Statute has a sunset clause and, unless the State Legislature extends this fee, it will go back to .0011 on June 30, 2004.

<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
2003	11,436	\$325,722	\$375,715	\$701,437

In October 2003 we upgraded our computer system to a Windows based environment. Due to this upgrade, we began scanning documents, burning them to a CD and printing our own land record books. We estimate our annual savings at \$10,000.

The Historic Document Grant of \$12,000 for 2003/2004 was used to continue restoration of the town's oldest maps. We started with 277 boards to be restored and have approximately 110 boards to be restored to complete this project.

Performance Measures	FY 2003 Actual	FY 2004 Budget	FY 2004 Estimate	FY 2005 Target
Rating on Positive Perception Index (%)	91	91	92	93%
Land record processing accuracy rate (prior to audit)	96%	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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,240,280	1,361,590	1,347,525	1,504,795	
Supplies	81,799	50,255	52,072	58,585	
Services	349,015	157,735	171,254	179,533	
Maintenance & Repair	21,459	25,930	23,800	39,150	
Grants & Contributions	-	-	-	-	
Capital Outlay	13,783	12,000	12,000	97,000	
Energy & Utility	11,835	12,090	11,240	9,670	
Total	1,718,172	1,619,600	1,617,891	1,888,733	-

* 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		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services TSE and Other G.F. Accounts	1,616,775	1,473,030	1,471,321	1,735,813	-
<i>Subtotal: Adm. Svcs. Gen. Fund Budget</i>	<i>1,616,775</i>	<i>1,473,030</i>	<i>1,471,321</i>	<i>1,735,813</i>	<i>-</i>
Insurance Internal Svc. Fund	82,917	128,090	128,090	134,440	
Enterprise Funds	18,480	18,480	18,480	18,480	
Other Funds	-	-	-	-	
<i>Subtotal: Other Funds</i>	<i>101,397</i>	<i>146,570</i>	<i>146,570</i>	<i>152,920</i>	<i>-</i>
Total	1,718,172	1,619,600	1,617,891	1,888,733	-

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	17.70	17.25	17.15	18.50	
Regular Part Time Employees	0.62	-	-	0.58	
Temporary/Seasonal Employees	0.30	0.42	0.42	0.42	
Total	18.62	17.67	17.57	19.50	-

Budget Commentary

For FY05 there are some reinstatements of FTEs that were cut in the FY04 budget. Information Technology recovers the 0.5 FTE that it lost, bringing it back up to 3.0 FTEs. For Human Resources, the program recovers the 0.25 FTE of a staff member that was used to help Development Services. For Accounting, there is a partial recovery with 0.5 FTE for a budget analyst position (to be shared with the Town Manager's office). Tax Collection receives 0.35 for regular part time help.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	446,910	443,975	481,450	
Supplies	17,000	17,000	21,470	
Services	17,690	17,690	23,040	
Maintenance & Repair	20,000	20,000	31,500	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	3,800	3,800	2,980	
Total	505,400	502,465	560,440	-

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

Funding Sources

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

Funding Source	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	490,400	487,465	545,440	
Other General Fund Accounts	-	-	-	-
Subtotal: Adm. Svcs. Gen. Fund Budget	490,400	487,465	545,440	-
Insurance Internal Svc. Fund	15,000	15,000	15,000	
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	15,000	15,000	15,000	-
Total	505,400	502,465	560,440	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.90	6.50	
Regular Part Time Employees				
Temporary/Seasonal Employees	0.12	0.12	0.12	
Total	6.12	6.02	6.62	-

Budget Commentary

During FY04 there was a position vacancy for approximately two months. The department prepared its first financial statements under the new GASB 34 regulations. The requested increases are in Materials and Supplies to cover the actual cost of paycheck supplies, increases in Maintenance to cover increased licensing fees, and to allow training for continuing professional education requirements, and a budget analyst to be split with the Town Manager's office.

Products & Services

Accounting & Analysis \$227,550

- 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 \$84,680

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

Payroll & Benefits \$95,900

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

Cash Management \$22,210

- 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 \$130,100

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

FY 2005 Goals

1. Co-chair infrastructure management and valuation task team with Design Services to address need to value infrastructure in accordance with GASB 34 and need for highly organized and timely information on the infrastructure condition and history within the Town
2. Continue financial management outreach program with departments.

HUMAN RESOURCES

Assists departments and the Town Manager in the recruitment, selection, retention and training of town employees. Administers employee benefit plans including health, disability and life insurance. Implements employee involvement and quality service initiatives, and provides training for employee development. Promotes equitable and cooperative labor relations through collective bargaining and contract administration. Ensures compliance with State and Federal labor and employment laws.

Expenditures

Expenditures by Category *	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	224,320	221,228	246,395	
Supplies	1,950	2,112	1,910	
Services	43,750	43,430	54,008	
Maintenance & Repair	2,480	-	3,850	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	950	950	690	
Total	273,450	267,720	306,853	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	273,450	267,720	306,853	
Other General Fund Accounts	-	-	-	-
Subtotal: Adm. Svcs. Gen. Fund Budget	273,450	267,720	306,853	-
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	273,450	267,720	306,853	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.75	2.75	3.00	
Regular Part Time Employees	-	-	-	
Temporary/Seasonal Employees	-	-	-	-
Total	2.75	2.75	3.00	-

Budget Commentary

In FY 2004 Human Resources is expected to come in slightly under budget. For FY 2004 the budget was cut 19.5%, employee training was not funded and staffing was reduced by .25 FTEs. Also in FY 2004 Human Resources was given responsibility for employee benefits administration. In FY 2005 enhancing methods to communicate with employees about their benefits will be emphasized as will continually seeking methods to reduce costs while maintaining quality benefits. Human Resources will continue to provide in-house training and cost effective external training allowing employees to enhance their skills and continue to providing a high level of service. In FY 2005 funding was requested to restore the .25 FTE to restore staffing levels to pre-FY 2004 levels

Products & Services

Training and Employee Development \$46,060

- 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 \$76,766

- 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 \$15,353

- 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 \$76,765

- 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 \$12,897

- 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 \$24,355

- 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.

Employee Benefits Administration \$54,657

- Inform and educate employees about the benefits offered by the town;
- Coordinate enrollment meetings and process all changes;
- Research enhancements and cost saving measures and make recommendations as needed.

FY 2005 Goals

1. Coordinate workforce succession planning project.
2. Continue to present employee and supervisory training and track employee training hours as recommended in the HR department audit.
3. Enhance communications about employee benefits.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	207,230	199,802	249,310	
Supplies	5,000	5,000	4,850	
Services	44,875	51,750	48,600	
Maintenance & Repair	3,000	3,000	3,000	
Grants & Contributions	-	-	-	
Capital Outlay	12,000	12,000	97,000	
Energy & Utility	3,600	3,600	3,230	
Total	275,705	275,152	405,990	-

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

Funding Sources

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

Funding Source	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	257,225	256,672	387,510	
Other General Fund Accounts	-	-	-	-
Subtotal: Adm. Svcs. Gen. Fund Budget	257,225	256,672	387,510	-
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	18,480	18,480	18,480	
Other Funds	-	-	-	-
Subtotal: Other Funds	18,480	18,480	18,480	-
Total	275,705	275,152	405,990	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.50	2.50	3.00	
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	2.50	2.50	3.00	-

Budget Commentary

In FY 2004 Information Technology budget is expected to come in slightly under budget. The proposed FY 2005 reflects the reinstatement of a .50 FTE position that was eliminated from the FY 2004 budget. The FY 05 budget includes an \$85,000 one-time purchase to upgrade all desktop computers to Microsoft Office 2003.

Products & Services

Application Support & Training \$193,490

- Maintain and enhance town organizational and department specific software applications
- Support the MUNIS financial application system
- Provide and assist in generating reports required by State and Federal governments
- Develop and print specific reports as requested by internal customers
- Assist departments in developing custom database and other applications
- Work with the Police Department to integrate data sharing technology into the existing operating processes
- Collaborate with Public Works on a Customer Service Auditing System to improve service
- Work with Development Services to implement the next phase of the permitting\inspection system
- Provide GIS applications to the Assessing, Development Services and Police Departments.
- (Office Suite upgrade (If included in the FY 2005 budget \$85,000)

- Provide hardware and software implementation, updates and troubleshooting for town servers, end-user computers and printers.
- Provide support for the multiple public assess computer labs
- Provide connectivity and access to staff via modem or VPN
- Host and maintain the town's Internet\Intranet infrastructure and sites
- 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 \$212,500

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

FY 2005 Goals

1. Assist the Development Services department by implementing a new module for their permitting\inspection system that with allow inspectors to use a handheld device to perform on-site inspections.
2. Integrate user level support for the town Libraries and public computers into day to day operations.
3. Upgrade the town's network operating system.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	105,810	106,670	112,310	
Supplies	1,180	970	1,215	
Services	5,450	5,150	5,615	
Maintenance & Repair	-	-	-	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	650	300	300	
Total	113,090	113,090	119,440	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	-			
Town Support for Education	-			
<i>Subtotal: Adm. Svcs. Gen. Fund Budget</i>	-	-	-	-
Insurance Internal Svc. Fund	113,090	113,090	119,440	
Enterprise Funds	-			
Other Funds	-			
<i>Subtotal: Other Funds</i>	<i>113,090</i>	<i>113,090</i>	<i>119,440</i>	<i>-</i>
Total	113,090	113,090	119,440	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	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 2004 is expected to come in as budgeted. FY 2005 shows a 5.6% increase mostly due to increases in personal costs. An Administrative Services Accounting and Reporting staff member continues to spend about 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

\$36,350

- 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	240,920	235,530	255,660	
Supplies	4,200	4,290	4,300	
Services	30,360	30,770	26,060	
Maintenance & Repair	200	200	200	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	2,050	1,550	1,660	
Total	277,730	272,340	287,880	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	277,730	272,340	287,880	
Other General Fund Accounts	-	-	-	-
<i>Subtotal: Adm. Svcs. Gen. Fund Budget</i>	<i>277,730</i>	<i>272,340</i>	<i>287,880</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	277,730	272,340	287,880	-

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	-	-	0.23	
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.23	-

Budget Commentary

Products and Services

Property Valuation

\$231,680

- Develop and maintain valuations for 11,640 real estate, 27,014 motor vehicle and 1,191 personal property accounts
- Maintain and enhance the new town GIS/Assessment web site.

Exemptions & Benefits

\$56,200

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

FY2005 Goals

1. Coordinate and assist in the completion of the installation of the new Assessment Administrative system.
2. Continue discussions with Finance Committee of feasibility of conducting annual Revaluation.
3. Reduce number of non-photographed improved properties by 50%.

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	136,400	140,320	159,670	
Supplies	20,925	22,700	24,840	
Services	15,610	22,464	22,210	
Maintenance & Repair	250	600	600	
Grants & Contributions	-	-	-	
Capital Outlay	-	-	-	
Energy & Utility	1,040	1,040	810	
Total	174,225	187,124	208,130	-

* 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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	174,225	187,124	208,130	
Other General Fund Accounts	-	-	-	-
Subtotal: Adm. Svcs. Gen. Fund Budget	174,225	187,124	208,130	-
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	174,225	187,124	208,130	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	
Regular Part Time Employees	-	-	0.35	
Temporary/Seasonal Employees	0.30	0.30	0.30	-
Total	2.30	2.30	2.65	-

Budget Commentary

Additional staffing is necessary in order to provide top quality customer service for its taxpayers. The addition of a seasonal person during peak collection months would expedite the payment process and the response time for returning telephone calls to the taxpayers, banks, and attorneys requiring important tax information. This would also enable the town to benefit by improving cash management procedures and increase professionalism.

Products and Services

Current Tax Collection \$52,160

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

Delinquent Tax Collection \$125,650

- 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 \$30,320

- 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 2005 Goals

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

FY 2004 Highlights

IT implemented a new Landfill collection management and billing system. The department also assisted in new system implementations and process refining for the Town Clerk and Town Assessor departments.

Payroll processed over 21,000 paychecks, accounts payable processed over 10,000 vendor payments, and Tax Collection and accounts receivable processed over \$90,000,000 of receipts. Employee payroll options were enhanced as payroll now offers a ROTH IRA deduction option for employees, and employees can now tap funds from their flexible spending accounts by using a convenient debit card.

Finance prepared the first financial statements that comply with the sweeping changes mandated by GASB 34. Citizens as well as the financial community can now review the financial operation and position of the Town comprehensively across all operations, as well as by the more traditional method of individual fund performance. In addition, readers can quickly see both the total cost as well as the taxpayer supported cost for each of the main operating functions of the town. Residents also can now see what the net financial worth of the town is.

The Finance Office received an 18th 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 31,000 regular property tax bills, 5,000 interim motor vehicle bills, and 17,000 delinquent tax notices (total of monthly notices).

Presented in-house supervisory training sessions including Conflict Management, Discipline and Documentation and Recognizing Substance Abuse in the Workplace. Eleven "Lunch and Learn" seminars were offered that focused on employee wellness topics, work/life balance and retirement planning.

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

Nineteen employees were recognized at the Town's annual employee service award ceremony. The Town recognized 1 employee with ten years of service, 6 employees with fifteen years of service, 6 employees with twenty years of service, 2 employees with twenty-five years of service, 3 employees with thirty years of service and 1 employee with thirty-five years of service.

Performance Measures	FY 2003 Actual	FY 2004 Target	FY 2004 Estimate	FY 2005 Target
Customer service rating for Information Technology (% favorable)	97%	92%	NA	92%
Availability of network data access (% of time)	99%	99%	99%	99%
Number of grievances	1	2	0	2
Average score on Likert Survey	13.25	13.50	N/A	13.25
Supervisory Training Sessions Conducted	4	4	4	4

GENERAL GOVERNMENT

FY 2005 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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Expenditures					
Town Council	22,640	18,520	17,440	36,397	
Boards and Commissions	5,668	11,990	11,340	11,850	
Probate Court	9,151	8,000	8,000	8,000	
Elections	82,252	78,920	78,920	92,880	
Counsel and Legal Advice	131,839	136,530	161,330	139,770	
Town Manager's Office	382,182	358,210	361,010	384,535	
Town Treasurer's Office	9,861	6,230	6,230	5,740	
Independent Audit	32,955	36,780	36,780	38,440	
Intergovernmental Services	35,470	37,090	37,090	37,090	
Community Services	158,310	145,950	145,950	202,760	
Total Expenditures	870,329	838,220	864,090	957,462	

TOWN COUNCIL

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Personal Services			-	-	-
Supplies	3,235.60	3,580	3,300	21,477	-
Services	19,404.66	14,940	14,140	14,920	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	0	0	0	0	0
Total	22,640.26	18,520	17,440	36,397	-

* 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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	0.00	0.00	0.00	0.00	0.00
Regular Part Time Employees	0.00	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>	<u>0.00</u>
Total FTEs	0.00	0.10	0.00	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
- Appropriation of funds for town services and programs
- Appointment of a Town Manager, Town Attorney, Clerk of the Council, Town Treasurer and members of various boards and commissions.

Budget Commentary

Town Council expenditures for FY 2004 are projected slightly lower than budget. FY 2005 is budgeted over the FY 2004 level to incorporate the implementation of Electronic Government. Accordingly, the increase represents the costs of 9 laptops for the council members. This increases the speed of information distribution to keep up with the electronic age, and reduces or eliminates paper and simultaneously makes information readily available to council members.

BOARDS AND COMMISSIONS

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Personal Services		-	-		
Supplies	3,107	2,180	3,950	2,450	
Services	1,961	9,310	6,890	8,900	
Maintenance & Repair	-	-			
Grants & Contributions	-	-			
Capital Outlay	-	-			
Energy & Utility	<u>600</u>	<u>500</u>	<u>500</u>	<u>500</u>	
Total	5,668	11,990	11,340	11,850	

* 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 2003	FY 2004		FY 2005	
	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

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
- Hearing appeals and rendering decisions on orders issued by the town staff
- Conducting public hearings and granting approvals for proposed or existing activities
- Advising the Town Council, Town Manager and town staff on specific policy areas.

Budget Commentary

Expenditures in FY 2004 are expected to be slightly less than budgeted.

PROBATE COURT

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	6,812	5,570	5,570	6,250	-
Services	806	1,160	1,160	700	-
Maintenance & Repair	413	520	520	350	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	<u>1,120</u>	<u>750</u>	<u>750</u>	<u>700</u>	-
Total	9,151	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 2003	FY 2004		FY 2005	
	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 2004 are projected at the budgeted level.

ELECTIONS

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Personal Services	64,143	61,960	61,960	75,920	
Supplies	6,754	6,510	6,510	6,510	
Services	9,756	7,500	7,500	7,500	
Maintenance & Repair	-	900	900	900	
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	<u>1,600</u>	<u>2,050</u>	<u>2,050</u>	<u>2,050</u>	
Total	82,252	78,920	78,920	92,880	

* 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

For FY 05, a request was considered to increase the capital budget by \$15,000. This will be used to acquire electronic voting machines in each of the 7 polling stations, to be implemented by 2006 as stipulated by HAVA (Help America Vote Act). Congress is seriously considering deferring the requirement. The town does not have to budget the additional funds until FY 2006. There is currently \$34,967 in an 03 fund for equipment purchase.

COUNSEL AND LEGAL ADVICE

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Personal Services		-	-	-	-
Supplies	2,521	4,000	4,000	4,000	
Services	144,638	147,850	172,650	152,160	
Maintenance & Repair		-	-	-	-
Grants & Contributions		-	-	-	-
Capital Outlay		-	-	-	-
Energy & Utility		-	-	-	-
Total	147,159	151,850	176,650	156,160	

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

Funding Sources

Funding Source:	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Gen. Fund - Counsel & Legal Adv.	131,839	136,530	161,330	139,770	
Town Support for Education	<u>15,320</u>	<u>15,320</u>	<u>15,320</u>	<u>16,390</u>	
Subtotal: General Fund	147,159	151,850	176,650	156,160	
Other Funds	-	-	-	-	-
Total: Gen. Fund Budget	147,159	151,850	176,650	156,160	

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).
- Coordinating outside legal services for the Town

Budget Commentary

FY 2004 expenditures will exceed the budget by nearly \$25,000 due to significant legal costs associated with the Windsor-Bloomfield landfill. The budget request from the Town Attorney for FY 2005 represents a 3.54% increase over FY 2004. This includes a \$30 increase in membership fees and 7% increase in Retainer as follows:

Retainer	\$65,542
Litigation @ \$150/hour	48,000
Legal Intern @ \$50/hour	3,500
Conflict contingency	5,000
Books and periodicals	4,000
Membership fees	<u>110</u>
Total Program Cost	<u>\$126,152</u>

The FY 2005 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 as in FY04.

TOWN MANAGER

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Personal Services	349,155	339,210	342,760	360,930	
Supplies	6,268	4,500	4,300	8,550	
Services	12,672	12,220	11,800	13,095	
Maintenance & Repair					
Grants & Contributions	10,200	-			
Capital Outlay	-	-	-		
Energy & Utility	<u>3,888</u>	<u>2,280</u>	<u>2,150</u>	<u>1,960</u>	
Total	382,182	358,210	361,010	384,535	

* 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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Exempt – Town Manager	1.00	1.00	1.00	1.00	0.00
Regular Full Time Employees	3.00	2.50	2.50	2.50	0.00
Regular Part Time Employees	0.00	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>	<u>0.00</u>
Total FTEs	4.00	3.50	3.50	3.50	0.00

TOWN MANAGER

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 2004 expenditures are anticipated to be slightly higher than budgeted due to higher than expected personnel costs. FY 2005 reflects the restoration of the Administrative Aide position (.5 FTE) to assist with Customer Service and Research responsibilities and the purchase of two laptops.

TOWN TREASURER

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Personal Services	9,552	11,030	11,030	11,140	
Supplies		50	50	50	
Services		-	-	-	
Maintenance & Repair		-	-	-	
Grants & Contributions		-	-	-	
Capital Outlay		-	-	-	
Energy & Utility	308	300	300	300	
Total	9,860	11,380	11,380	11,490	

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

Funding Sources

Funding Source:	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Fund		6,230	6,230	5,740	
Town Support for Education		5,150	5,150	5,750	
Total: Gen. Fund Budget		11,380	11,380	11,490	

Personnel Requirements

Full Time Equivalents	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	0.00	0.00	0.00	0.00	0.00
Part Time and Temporary FTE's	0.28	0.25	0.25	0.25	0.25
Total	0.00	0.25	0.25	0.25	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 2004 expenditures are projected at the budgeted level. For FY 2005, a slight increase in personal services is included for the Treasurer and Assistant Town Treasurer. Budgeted hours for the Assistant Town Treasurer are budgeted at the same level as FY 2004 level.

INDEPENDENT AUDIT

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	52,930	57,580	57,580	59,700	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	52,930	57,580	57,580	59,700	-

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

Funding Sources

Funding Source	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Fund – Audit	32,955	36,780	36,780	38,440	-
Town Support for Education	<u>10,675</u>	<u>11,500</u>	<u>11,500</u>	<u>11,960</u>	-
<i>Subtotal: Gen. Fund Budget</i>	<i>43,630</i>	<i>48,280</i>	<i>48,280</i>	<i>50,400</i>	-
Charge to Landfill Enterprise Fund	5,300	5,300	5,300	5,300	-
Charge to Caring Connection Enterprise Fund	2,000	2,000	2,000	2,000	-
Charge to Day Care Enterprise Fund	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	-
<i>Subtotal: Other Funds</i>	<i>9,300</i>	<i>9,300</i>	<i>9,300</i>	<i>9,300</i>	-
Total	52,930	57,580	57,580	59,700	-

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 2004 expenditures are estimated at the budgeted level. For FY 2005, the proposed amount reflects a slight increase over the previous year as contracted for with the auditor. FY04 was the first year for the implementation of GASB 34 accounting requirements.

INTERGOVERNMENTAL SERVICES

Expenditures by Category *	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Personal Services					
Supplies	-		-	-	
Services	35,470	37,090	37,090	37,090	
Maintenance & Repair	-		-	-	
Grants & Contributions	-		-	-	
Capital Outlay	-		-	-	
Energy & Utility	-		-	-	
Total	35,470	37,090	37,090	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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	0.00	0.00	0.00	0.00	0.00
Regular Part Time Employees	0.00	0.00	0.00	0.00	0.00
Temporary/Seasonal Employees	<u>0.10</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total FTEs	0.10	0.00	0.00	0.00	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 and research 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

Services:	FY 2004	FY 2005
Capitol Region Council of Governments	15,730	16,424
Connecticut Conference of Municipalities	16,300	17,109
Connecticut Conference of Municipalities – Amicus Curiae	1,500	0
Greater Hartford Transit District	1,980	1,977
National League of Cities	1,500	1,500
National League of Cities Legal Defense Fund	80	80

COMMUNITY SERVICES

Expenditures by Category	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	2,782	2,700	2,700	4,200	-
Services	5,437	15,240	15,240	16,360	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	150,091	128,010	128,010	182,200	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	158,310	145,950	145,950	202,760	-

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 2004</u>	<u>Proposed FY 2005</u>		<u>Adopted FY 2004</u>	<u>Proposed FY 2005</u>
Riverfront Recapture	\$1,000	\$1,000	Cable Television	\$8,700	\$15,000
Support a regional effort to restore access to the Connecticut River.			Contribute to WIN-TV, Windsor's local cable station.		
Metro-Hartford Alliance (formerly the Capitol Region Growth Council)	\$4,200	\$4,500	Holiday Observance	\$2,700	\$4,200
Participate in a regional economic development effort.			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	\$1,560	North Central Counseling Services Inc.	\$15,000	\$17,500
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	\$6,500	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.		
Connecticut River Assembly			First School Society	\$1,200	\$1,200
Contribute dues to the preservation and clean-up of Windsor's major waterway.	\$500	0	Support maintenance efforts at the Palisado Cemetery.		
Volunteer Fire Companies	\$4,000	\$4,000	First Town Downtown	\$40,000	\$40,000
Provide a matching grant of \$1,000 to fire companies that conduct fundraisers.			Support community efforts to revitalize downtown businesses.		

	<u>Adopted FY 2004</u>	<u>Proposed FY 2005</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.		
Network Against Domestic Abuse	\$2,000	\$2,000
Support services provided to Windsor residents. <i>Grant was formerly given through Health and Social Services budget.</i>		
Windsor Recovery Club	\$2,000	\$2,000
Support services provided to Windsor residents. <i>Grant was formerly given through Health and Social Services budget.</i>		
Hartford Interval House	\$2,000	\$2,000
Support services provided to Windsor residents. <i>Grant was formerly given through Health and Social Services budget.</i>		
Housing Education Resource Center	\$4,500	\$4,500
Support the provision of housing counseling and assistance services to Windsor residents through the Direct Services Program. <i>Grant was formerly given through Health and Social Services budget.</i>		

Budget Commentary

Expenditures in FY 2004 are projected at the budgeted level. For FY 2005 however, contributions are budgeted at a higher level than FY 2004 reflected mainly in Celebrate Windsor, Archer Memorial and Huntington House in an effort to promote our Arts Policy.

	<u>Adopted FY 2004</u>	<u>Proposed FY 2005</u>
<u>ARTS POLICY</u>		
Celebrate Windsor	\$12,500	\$40,000
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	\$12,000
Support Windsor Freedom Trail activities given that Windsor has three official Freedom Trail sites on the Connecticut Freedom Trail.		
Huntington House	0	\$10,000
To defray operational expenses and promote the appreciation for Arts		
Shad Derby	\$5,000	\$5,000
Support the activities of the Shad Fest Bureau.		
Celebrate Wilson	\$1,000	\$1,000
Support an annual one-day event in August in Wilson.		

Performance Measures	FY 2003 Actual	FY 2004 Budget	FY 2004 Estimate	FY 2005 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	\$163,700	\$165,000
Sales value rank in region (of 29)	21	15	19	18
Bond rating				
-Moody's	Aa2	Aa2	Aa2	Aa2
-S&P	AA	AA	AA	AA

GENERAL SERVICES

FY 2005 General Fund Request

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

	FY 2003	FY 2004		FY 2005	
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Request</u>	<u>Adopted</u>
Expenditures					
Debt Service - Principal	1,387,000	1,279,440	1,279,440	1,635,280	
Debt Service - Interest	735,680	755,650	755,650	677,270	
Sewer Services	2,001,055	2,255,500	2,161,767	2,491,225	
Insurance	584,940	721,750	601,520	689,900	
Retirement Services	329,868	288,000	288,000	320,000	
Revaluation	40,000	60,000	60,000	35,000	
Recycling Services	333,650	376,000	376,000	337,810	
Capital Projects	56,947	-	-	362,360	
Tax Refunds--Prior Year		-	-	21,000	
Stormwater Management		-	-	460,380	
Unclassified	34,915	52,500	52,500	52,500	
Total Expenditures	5,504,055	5,788,840	5,574,877	7,082,725	

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Debt Service – Principal	2,400,000	3,210,000	3,210,000	3,645,000	
Debt Service – Interest	2,154,918	2,118,410	2,118,410	1,939,948	
Total Debt Service	4,554,918	5,328,410	5,328,410	5,584,948	

Funding Sources

Funding Source	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Fund – Debt Service	2,122,680	2,035,090	2,035,090	2,312,550	
Town Support for Education	2,432,238	3,293,320	3,293,320	3,272,398	
Total	4,554,918	5,328,410	5,328,410	5,584,948	

2004-2005 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, 2004, show the total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued is \$69,705,000. Issued only is \$53,652,447. School grant receivables are expected to offset this amount by \$6,977,447.

BUDGET COMMENTARY

For FY 2005, total debt service increases primarily as a result of \$3,385,000 of new bonds issued in March, 2004 for several school projects. These include library renovation planning, phase II of the Public Safety communications upgrades, and other smaller projects. The Town refunded its two bond series that were originally issued in calendar 2000; without the refunding, total debt service would have been approximately \$121,700 higher.

2004 - 2005 Payments

	Total Debt	Less Anticipated Grants	Net Debt	2004 - 2005 Payments		
				Principal	Interest	Total
SCHOOLS *	\$38,280,187	\$6,977,447	\$31,302,740	\$2,009,720	\$1,262,678	\$3,272,398
TOWN	15,372,260		15,372,260	1,635,280	677,270	2,312,550
TOTALS:	\$53,652,477	\$6,977,447	\$46,630,000	\$3,645,000	\$1,939,948	\$5,584,948

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

SEWER SERVICE

Expenditure Summary	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Sewer Services	2,001,055	2,255,500	2,161,767	2,491,225	

Funding Sources

Funding Source	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Fund	2,001,055	2,255,500	2,161,767	2,491,225	
Non-General Fund		-	-	-	
Total	2,001,055	2,255,500	2,161,767	2,491,225	

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 approximately 400,000. Sewer Service provides funds for the payment of the MDC charges for sewer services to the residents of Windsor. The MDC charge is based on the tax collections of Windsor in proportion to the tax collections of the other seven towns in the District.

Budget Commentary

For FY 04, actual charges are \$97,233 less than budgeted. FY 05 charges are estimated to be 10% or \$235,725 over the FY 04 budgeted amount.

INSURANCE

Expenditure Summary	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Insurance	584,940	1,575,750	1,351,574	1,455,750	

Funding Sources

Funding Source	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Fund – Insurance	584,940	721,750	601,520	689,900	
Town Support for Education	535,610	624,000	520,054	615,850	
<i>Total General Fund</i>	<i>1,120,550</i>	<i>1,345,750</i>	<i>1,121,574</i>	<i>1,425,750</i>	
Special Revenue Fund	0	30,000	30,000	30,000	
Insurance Internal Service Fund	150,000	200,000	200,000	100,000	
<i>Total Other Funds</i>	<i>150,000</i>	<i>230,000</i>	<i>230,000</i>	<i>130,000</i>	
Total	1,270,550	1,575,750	1,351,574	1,455,750	

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	8,400
Umbrella	62,400
Comprehensive General	101,990
Property Protection	125,560
School Board Errors & Omissions	25,000
Sports Accident	15,000
Workers Comp.	255,000
Excess Workers Comp.	22,500
Total	615,850

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, and actuarial costs.

<u>Town Retirees *</u>	<u>School Retirees and Employees**</u>
Health Insurance 290,000 <ul style="list-style-type: none"> • Provide Blue Cross/Blue Shield coverage to early and normal retirees. 	Retirement Contribution <ul style="list-style-type: none"> • Pension expenses for active non-certified school employees are allocated to Town Support for Education.
Actuarial Costs and Professional Advisory Fees 30,000 <ul style="list-style-type: none"> • Provide funding for actuarial reviews to comply with GASB (Governmental Accounting Standards Board) Statements dealing with retirement services. 	<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).
Total Town Retirees Cost <u>320,000</u>	Total School Retirees and Employees Cost <u>135,660</u>
<u>Town Active Employees</u>	
Retirement Contribution 1,649,760 <ul style="list-style-type: none"> • Pension expenses and social security costs for active town employees are allocated to their respective service units. 	
Retirement Allotments - Service Units	
Safety Services 848,845	
Recreation & Leisure Services 60,546	
Health 44,430	
Human Services 19,924	
Library Services 81,301	
Development Services 143,984	
Public Works 224,476	
Information Services 30,380	
Administrative Services 154,284	
Town Manager 41,590	
Total Town Active Employees Cost * <u>1,649,760</u>	

* 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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Retirement Services	2,060,010	2,046,310	2,046,310	2,105,420	

Funding Sources

Funding Source	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Fund – Retirement Services	316,000	288,000	288,000	320,000	
Other General Fund Service Units	1,434,410	1,436,310	1,436,310	1,649,760	
Town Support for Education	309,600	322,000	322,000	135,660	
Total	2,060,010	2,046,310	2,046,310	2,105,420	

TOTAL RETIREMENT CONTRIBUTION					
	FY 2003	FY 2004		FY 2005	
	<u>Actual</u>	<u>Budget</u>	<u>Estimated</u>	<u>Proposed</u>	<u>Approved</u>
<u>Town</u>					
Retirement Non-Police	421,000	469,520	469,520	615,320	
Police Retirement	406,150	375,200	375,200	405,210	
Social Security	607,260	591,590	591,590	629,230	
Retirees Health Insurance	311,000	283,000	283,000	290,000	
<i>Subtotal</i>	<u>1,745,410</u>	<u>1,719,310</u>	<u>1,719,310</u>	<u>1,939,760</u>	
<u>School</u>					
Retirement	309,600	322,000	322,000	135,660	
<i>Subtotal</i>	<u>309,600</u>	<u>322,000</u>	<u>322,000</u>	<u>135,660</u>	
Actuarial/Consultant Services	5,000	5,000	5,000	30,000	
Total	<u>2,060,010</u>	<u>2,046,310</u>	<u>2,046,310</u>	<u>2,105,420</u>	

REVALUATION

Expenditure Summary	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Revaluation	40,000	60,000	60,000	35,000	

Funding Sources

Funding Source	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Fund	40,000	60,000	60,000	35,000	
Non-General Fund	-	-	-	-	
Total	40,000	60,000	60,000	35,000	

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 2003 revaluation was budgeted at \$180,000.

having annual, small revaluations rather than one big revaluation every four years. In addition, annual revaluation produces only small annual adjustments to property owner's valuations. The more disruptive four year revaluation captures the large cumulative effect of four years of market price increases.

— The pricing above reflects the beginning of annual revaluation. The total cost of revaluation is lower by

RECYCLING

The Town of Windsor contracts for curbside pick-up and disposal of recyclable materials for 9,616 Windsor residences. The number of households served reached 9,657 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. In FY04 the contract was bid out, with a lower annual charge for curbside collection.

Expenditure Summary	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Recycling	333,650	376,000	376,000	337,810	

Funding Sources

Funding Source	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Fund	333,650	376,000	376,000	337,810	
Non-General Fund		-			
Total	333,650	376,000	376,000	337,810	

Curbside Collection Services \$285,510

- Contract for the curbside collection of recyclable materials from approximately 9,657 Windsor households.

Leaf Collection Services \$36,000

- Collect 1,000 tons of residential leaves in paper bags and cans during an eight – nine 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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Capital Projects – Town	43,520	0	1,855,000	7,422,810	
Capital Projects – Schools	13,427	0	1,530,000	737,750	
Total Capital Projects	56,947	0	3,385,000	8,160,560	

Funding Sources

Funding Source	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Services – Capital Projects	56,947	0	0	362,360	
Town Support for Education	0	0	0		
<i>Subtotal – General Fund</i>	<i>56,947</i>	<i>0</i>	<i>0</i>	<i>362,360</i>	
Other Funds	10,201,535	0	3,385,000	7,798,200	
<i>Subtotal – Non General Fund</i>	<i>10,201,535</i>	<i>0</i>	<i>3,385,000</i>	<i>7,798,200</i>	
Total	10,258,482	0	3,385,000	8,160,560	

Budget Commentary

There were no General Fund monies budgeted in this account for FY 2004. All funds came from a bond issue.

Capital Projects, continued

Anticipated FY 2005 Projects

<u>Project</u>	<u>Source of Funding</u>				
	<u>General Fund</u>	<u>New Bonding</u>	<u>State/Fed . Aid</u>	<u>Ent.</u>	<u>Other Sources</u>
Street Resurfacing			195,700		
Street Reclamation Program	177,160				
Lang Road Reconstruction and Sidewalk Installation		927,000			
Reconstruction of Elm Street		437,750			
Library Renovation and Addition		5,500,000			
Concept Study – Public Safety Complex	63,660				
Park Improvements – Playground Replacements	65,920				
Milo Peck Center Renovations/Upgrades - design	55,620				
BOE – Clover Street Code Compliance Upgrade - design		26,250			
BOE – JFK Asbestos Abatement		325,000			
BOE – Sage Park Gym Floor Asbestos Abatement					65,000
BOE – LP Wilson Gym Floor Asbestos Abatement					64,000
Landfill Transfer Station Design		257,500			
Totals	362,360	7,473,500	195,700		129,000

See Appendix A for complete six-year project schedule.

TAX REFUNDS PRIOR YEAR

Prior year tax refunds are issued by the Town if there is an adjustment to the taxable value of a property for a prior year assessment. These payments constitute an expense of the Town (refunds for the current year show as a reduction of revenue). This item can vary significantly from year to year. They are mandatory payments outside the managerial control of a department. This item was previously within the Tax Collector budget (as part of the Services expense line). To more accurately show the managerial control of expenses within the Tax Collector account, this item has been shifted to General Services.

Expenditures

Expenditure Summary	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Tax Refunds Prior Year	0	0	0	21,000	

Funding Sources

Funding Source	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Fund	0	0	0	21,000	
Total	0	0	0	21,000	

STORMWATER MANAGEMENT

The Stormwater Management Fund concentrates and focuses the Town's efforts to mitigate runoff pollution as regulated by the Department of Environmental Protection. The money below will be transferred to the Stormwater Management Fund.

Expenditure Summary	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Transfer to Stormwater Management	0	0	0	460,380	

Funding Sources

Funding Source	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Fund	0	0	0	460,380	
Total	0	0	0	460,380	

Pollution Prevention & Maintenance \$327,500

- Perform catch basin cleaning per Stormwater Management Plan
- Sweep streets to collect sand and litter in accordance with the Plan
- Keep records on all stormwater activities for annual reporting to DEP.

Construction Site Runoff \$21,300

- Inspect construction sites for compliance with good engineering practices for reducing offsite runoff
- Prepare and adopt ordinance regarding site runoff.

Public Education and Outreach \$8,000

- Increase public awareness of importance of improving stormwater quality and pollution prevention
- Partner with civic groups, schools etc. to disseminate literature and provide training by utilizing television, web sites, newspapers.

Post Construction Runoff \$12,780

- Develop program to promote best management practices for collecting or treating runoff
- Inspect sites to ensure continued compliance.

Public Participation and Involvement \$2,000

- Meet with Scouts, environmental groups to develop participation plan
- Participate in such programs as storm drain stenciling, river clean-ups, adopt-a-stream.

Illicit Discharges \$88,800

- Inventory and map all drainage outfalls
- Begin storm drainage system inventory and condition assessment
- Prepare and adopt ordinance regarding illicit discharges
- Prepare plan to collect water samples to detect illicit discharges.

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Unclassified	-	42,500	42,500	42,500	
Volunteer Support Program		10,000	10,000	10,000	
Total		52,500	52,500	52,500	

Funding Sources

Funding Source	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
General Fund		52,500	52,500	52,500	
Non-General Fund	-	-	-	-	
Total		52,500	52,500	52,500	

Budget Commentary

In December, \$10,000 was appropriated from Unclassified for the Huntington House.

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 intergovernmental service fund, working capital fund, or revolving fund) is used when one service unit within the Town finances the goods and/or services provided to another service unit on a cost reimbursement basis. An internal service fund allows the Town to determine the total cost of providing a service by isolating the accounting for this service into separate funds and by matching the total cost of providing this service with the user charge revenues generated by it. Each service or Capital Project served by an internal service fund includes in its budget an amount sufficient to cover the estimated cost of the goods/services to be serviced from the internal service fund. Internal service funds normally recover their complete cost of operations without producing any significant profit.

Insurance Internal Service Fund - 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 Discover 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 Discover 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 both Board of Education employees and Town operations. The Excess Insurer which provides coverage over the retention has Statutory limits (state limits), Insurance is with Mid West Employers.

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, insurance is with Travelers.

Catastrophe Coverage / Umbrella - Protects the insured against claims in excess of the limits of the primary General Liability, Automobile Liability, Police Professional, Public Officials Liability, and School Board Errors and Omissions policies. Current coverage limits are \$10,000,000 per occurrence and aggregate with a self-insured retention of \$1,000,000, insurance is with American Alternative.

Public Officials Liability - Coverage against claims arising out of any actual or alleged error, misstatement, act of omission, negligence, or breach of duty by a Town public official. Current coverage limits are \$1,000,000 per occurrence and aggregate with a \$10,000 deductible. Insurance is with Discover.

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. Insurance is with Discover.

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, current coverage is with Boston Mutual Insurance.

Volunteer Firefighter Accident - Provides accident and specified sickness coverage for Emergency Service Personnel. Current coverage limits vary per accident or sickness. Insurance is with VFIS.

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 \$2,500 deductible. Insurance is Hudson.

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 Illinois Union Ins.

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. Insurance is with Illinois Union.

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.

Landfill Premises Liability - A form of liability insurance to protect Town from claims at and on the landfill premises. Current policy has a \$1,000,000 limit. Insurance is with AIG.

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. For FY 05, Psychologists has been added to the Statutory section.

	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Approved
PUBLIC LIABILITY					
Comprehensive Gen. Liability/Auto	314,798	450,000	269,776	280,000	
Catastrophe Coverage (umbrella)	87,155	100,000	149,500	160,000	
Public Officials' Liability	25,730	30,500	28,819	38,000	
Football and Sports Accident	10,000	15,000	10,000	15,000	
<i>SubTotal - Public Liability</i>	<i>437,683</i>	<i>595,500</i>	<i>458,095</i>	<i>493,000</i>	-
EMPLOYEE PROTECTION					
Civil Defense Accident	750	750	500	750	
Volunteer Firemen Accident	8,500	11,000	13,000	11,000	
Police Professional Liability	18,322	30,000	24,835	30,000	
Pension Fiduciary Liability	8,094	8,000	10,462	12,000	
School Board Errors & Omissions	12,367	15,000	29,093	25,000	
Heart and Hypertension	55,000	85,000	85,000	125,000	
Special Medical Claims	1,740	1,500	1,500	1,500	
<i>SubTotal - Employee Protection</i>	<i>104,773</i>	<i>151,250</i>	<i>164,390</i>	<i>205,250</i>	-
PROPERTY PROTECTION					
Property including Flood/Earth	89,865	170,000	133,384	150,000	
Inland Marine including Watercraft	10,000	55,000	10,462	8,000	
Boiler	11,637	18,500	13,033	14,000	
<i>SubTotal - Property Protection</i>	<i>111,502</i>	<i>243,500</i>	<i>156,879</i>	<i>172,000</i>	-
SECURITY					
Employee Blanket Bond (Crime)	4,557	6,000	5,587	6,000	
<i>SubTotal - Security</i>	<i>4,557</i>	<i>6,000</i>	<i>5,587</i>	<i>6,000</i>	-
STATUTORY					
Constable's Bond	500	500	500	500	
Tax Collector's Bond	1,000	1,500	1,500	1,500	
Nurse Professional	2,100	2,500	2,300	2,500	
Psychologists			14,940	20,000	
<i>SubTotal - Statutory</i>	<i>3,600</i>	<i>4,500</i>	<i>19,240</i>	<i>24,500</i>	-
Total - Liability Insurance	662,115	1,000,750	804,191	900,750	-

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimate	Proposed	Approved
Workers Compensation	510,000	510,000	510,000	510,000	
Excess Workers Comp. Premium	56,944	65,000	65,000	45,000	
Total - Workers Compensation	566,944	575,000	575,000	555,000	-

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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Hospitalization/Dental/Surgical	1,250,000	1,415,000	1,415,000	1,686,680	
General Major Medical, Life & Health & Accident	290,000	328,500	328,500	391,572	
Health Maintenance Organization	505,000	572,000	572,000	681,824	
Subtotal: Health Insurance	2,045,000	2,315,500	2,315,500	2,760,076	-
Less Employee Copay	(143,150)	(185,000)	(185,000)	(220,520)	
Less Other Adjustments	(16,600)	(20,000)	(20,000)	(23,840)	
Less Landfill Allocated Costs	(44,000)	(51,000)	(51,000)	(60,792)	
Less Day Care Allocated Costs	(63,000)	(68,000)	(68,000)	(81,056)	
Less Internal Service Funds		-			
Less Adult Day Care	(35,000)	(40,000)	(40,000)	(47,680)	
Less Premium Reimbursement	(100,000)	(150,000)	(150,000)	(178,800)	
Less Use of Int. Svc. Fund Balance		(153,770)	(153,770)	(183,294)	
Subtotal	(401,750)	(667,770)	(667,770)	(795,982)	-
Total General Fund Expense	1,643,250	1,647,730	1,647,730	1,964,094	-

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.

LANDFILL ENTERPRISE FUND

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.

In February of 2004 the Town Council approved the final landform that it felt presented the best environmental and fiscal options to the residents of the Towns of Windsor and Bloomfield. This landform will allow for the post-closure uses that were identified by the Landfill Steering Committee and is being incorporated into the final closure plan currently being developed. It is anticipated that this final closure plan will be submitted for review by the Connecticut DEP during 2004. In February 2004 the Town Council also decided to set a defined-date beyond which the landfill will no longer accept wastes; the very last date the landfill can accept wastes is December 31, 2007.

As was anticipated, changes in the local marketplace in July of 2003 made our facility highly competitive within the local solid waste marketplace. The corresponding increase in tonnage provides further proof of this fact. At the time of this writing, the Windsor-Bloomfield Landfill has exceeded the annual tonnage budgeted for fiscal year 2004 and it is expected that this additional tonnage will result in revenues well above the amount budgeted for FY 2004.

Bulky wastes are currently being deposited in the area approved by the DEP in FY 1999. One challenge faced by the landfill staff was that of odors created from within the bulky waste cell due to the decomposition of gypsum (or "sheetrock") that is typically deposited as bulky waste. This resulted in additional expenditures for the design, construction, and operation of a landfill gas collection and flare system that covers the majority of the bulky waste cell. This system will be expanded in the latter-part of FY 2004 in an effort to increase the collection system efficiency and to address potential future odor issues in a proactive manner.

The tipping fee for residential MSW will begin the fiscal year at the current price of \$60.00 per ton and then be increased to \$64.00 per ton effective January 1, 2005. The landfill continues to take scrap metal and CFC-containing appliances from residents and businesses. The charge for CFC-containing appliances has not historically met the cost of handling the same appliances, and the recommended price sheet reflects revisions to address this issue. The price of scrap metal started lower in the early part of FY 2004, but has recently experienced a sharp positive upturn. This, in addition to the fee charged for the disposal of scrap metal has caused the desired decline in the disposal of scrap metal at the Windsor-Bloomfield Landfill.

There remains a number of policy issues remaining to be discussed and decided during FY 2005. These issues include the following:

- Direct haul to regional disposal facility versus construction of transfer station
- Level of town involvement in regulating solid waste collection
- Method of funding (user fee or general tax levy)

**TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Operating Revenue:					
Fees and Permits	\$2,802,125	\$ 2,934,377	\$ 4,712,923	\$ 6,486,378	
Sales	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Operating Revenue	2,802,125	2,934,377	4,712,923	6,486,378	-
Operating Expenses:					
Administrative Overhead	\$ 51,250	51,250	51,250	\$ 51,250	
Personal Services	510,976	590,585	579,927	703,864	
Maintenance & Repairs	174,607	88,000	91,000	118,000	
Energy & Utility	67,422	79,800	70,700	83,400	
Contractual Services	440,321	411,900	494,286	465,400	
Supplies	82,358	66,600	169,350	148,000	
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	5,911	157,000	63,000	92,500	
Other	750	1,800	1,800	1,800	
Total Operating Expenses	1,809,395	1,922,735	1,997,113	2,140,014	-
Operating Income (loss)	992,730	1,011,642	2,715,810	4,346,364	-
Non-Operating Income: Interest Earnings	129,675	127,821	138,792	180,843	
Use of balances not needed for current obligations	-	-	(555,000)	-	-
Total net income	1,122,405	1,139,463	2,299,602	4,527,207	-
Estimated End of Year Balances not needed for Current Obligations	\$8,923,011	\$10,062,474	\$11,222,613	\$15,749,819	
Personnel Requirements					
	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Full Time Equivalents					
Regular Full Time Employees	8.00	8.00	8.00	9.00	
Regular Part Time Employees	0.60	0.60	0.60	1.00	
Temporary/Seasonal Employees		-			
Total	8.60	8.60	8.60	10.00	-

**TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
OPERATING REVENUES BY SOURCE**

	FY 2003 Actual	FY 2004 Budget	FY 2004 Estimated	FY 2005 Proposed	FY 2005 Approved
<u>FEES AND PERMITS</u>					
Commercial & Industrial Permit Fees	16,498	10,500	10,500	10,500	
Bloomfield Commercial & Industrial Refuse	330,703	258,583	234,028	269,390	
Windsor Commercial & Industrial Refuse	644,163	691,615	814,743	795,150	
Residential Fees and Permits	169,035	67,550	65,795	67,550	
Windsor Residential Refuse	500,034	530,973	583,086	627,440	
Bloomfield Residential Refuse	7,465	9,639	15,573	14,880	
Bloomfield Town Government	587	1,071	431	372	
Windsor Town Government	2,433	2,142	997	1,116	
Demolition & Brush	386,299	1,185,554	1,921,649	1,848,400	
Commercial Special Waste	33,559	12,360	7,135	7,800	
Contaminated Soil	10,851	5,640	5,768	2,880	
Spot Market MSW	94,053	133,705	1,028,506	2,819,200	
Scrap Metal		8,025	6,819	4,500	
Tires	3,678	720	982	900	
Commercial Recyclables	3,232	-		-	-
Grass and Leaves		-	611	-	-
Recycling Administration	16,300	16,300	16,300	16,300	
<u>SALES</u>					
Sale of Recycled Materials			-	-	-
<u>MISCELLANEOUS</u>					
State Grants		-			
Miscellaneous Other Revenue		-			
TOTAL OPERATING REVENUES	2,218,890	2,934,377	4,712,923	6,486,378	-

LANDFILL OPERATIONS

Eliminate environmental and health hazards by processing solid waste according to Federal, State and local regulations.

Expenditures by Category	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	590,585	579,927	703,864	
Supplies	66,600	169,350	148,000	
Services	93,900	145,600	97,400	
Maintenance & Repair	88,000	91,000	118,000	
Grants & Contributions	1,800	1,800	1,800	
Capital Outlay	157,000	63,000	92,500	
Energy & Utility	79,800	70,700	83,400	
Administrative	354,150	354,150	354,150	
Total	1,431,835	1,493,527	1,599,114	

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Regular Full Time	8.0	8.0	9.0	
Part Time and Temporary FTE	<u>0.6</u>	<u>0.6</u>	<u>1.0</u>	
Total FTE	8.6	8.6	10.0	

Budget Commentary

The proposed increase in Personal Services relates to the increase in the FTE's from 8.6 to 10.0, as well as from additional costs for insurance. Additional funds for Supplies are for rental of equipment for the landfill gas collection system and odor control supplies. Additional funds for Maintenance & Repair would be for upgrades to the undercarriage on the bulldozer.

Products and Services

Solid Waste Management \$951,849

- 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 9,100 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.

Equipment Maintenance & Fueling \$188,415

- Inspect, repair and maintain heavy equipment

Recycling Service \$ 6,300

- Track and report quarterly and yearly to the DEP on status of residential and commercial recycling.

Technical Assistance \$6,000

- 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 \$4,000

- 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.

Property Maintenance \$88,400

- 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

Administrative \$354,150

- Tax Payments: Make in-lieu of tax payments of \$130,000 to the Town on landfill buildings and equipment.
- Rental Fees: Pay one half of the rental fee (50% of \$345,800 = \$172,900) to the Town for use of lands (other half to be charged to the Recycling account).
- Administrative – \$51,250 - Provide administrative services and guidance towards the operation of the enterprise.

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 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	0	0	0	0
Supplies	0	0	0	0
Services	18,000	18,000	18,000	0
Maintenance & Repair	0	0	0	0
Grants & Contributions	0	0	0	0
Capital Outlay	0	0	0	0
Energy & Utility	0	0	0	0
Administrative	172,900	172,900	172,900	0
Total	190,900	190,900	190,900	0

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Regular Full Time	0.0	0.0	0.0	0.0
Part Time and Temporary FTE	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total FTE	0.0	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.

Administrative

\$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 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	0	0	0	0
Supplies	0	0	0	0
Services	300,000	330,686	350,000	0
Maintenance & Repair	0	0	0	0
Grants & Contributions	0	0	0	0
Capital Outlay	0	0	0	0
Energy & Utility	0	0	0	0
Total	300,000	330,686	350,000	0

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Regular Full Time	0.0	0.0	0.0	0.0
Part Time and Temporary FTE	0.0	0.0	0.0	0.0
Total FTE	0.0	0.0	0.0	0.0

Budget Commentary

Funds from this program support design and engineering services for landfill water and air quality monitoring, closure and leachate management alternatives, and management of the landfill gas collection system.

Products & Services

Engineering

\$350,000

- 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:
 - testing leachate discharges
 - managing 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 landfill cells
- 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, as well as gas collection wells and equipment.

ESTIMATED YEAR-END BALANCE NOT NEEDED FOR CURRENT OBLIGATIONS

Operating income in FY 2005 is projected to add \$4,527,207 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 @\$4.5 million in operating income are realized, this will bring the total estimated end of year balance to \$15.75 million at the end of FY 2005

ADULT DAY CARE ENTERPRISE FUND

INTRODUCTION

Windsor's Adult Day Health Center, The Caring Connection, celebrated its sixteenth anniversary in November of 2003. 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 35 frail or disabled adults per day, while giving respite support and peace of mind to caregivers; for FY2005, the number of clients served will increase to 42 daily.

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. Footcare, hairdressing and manicure services are available, and, in addition, space is allocated to speech, physical, and occupational therapists to provide these services as ordered by their physicians. Engagement in an individualized plan of care provides services to maintain and enrich a dignified quality of life for both the client and the caregiver.

The FY 2005 Budget is based on daily services for 42 clients for per day for services provided at our new location 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 estimates for FY 2004 budget assume the site relocation expenditures, plus the increase in personnel and expense requirements to expand 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
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES & EXPENSES**

	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Operating Revenue:					
Charges for services - customers	\$ 423,786	\$ 626,000	\$ 418,000	\$ 614,800	
Other		20,000	17,000	20,000	
Total Operating Revenue	423,786	646,000	435,000	634,800	
Operating Expenses:					
Personal services	295,253	399,500	336,000	367,810	
Supplies	21,373	65,000	32,000	59,000	
Outside services	25,593	32,500	22,000	33,000	
Repairs and maintenance	4,791	16,000	18,000	28,000	
Grants and contributions	0	0	0	0	
Capital outlay expense	0	15,000	110,000	15,000	
Rent expense	22,500	68,000	60,410	68,000	
Administration	0	0	0	0	
Energy and utility	24,615	14,400	6,550	9,100	
Other	3,598	3,500	2,500	5,000	
Total Operating Expenses	397,723	613,900	587,460	584,910	
Operating income (loss)	26,063	32,100	-152,460	49,890	
Non-operating revenues (expenses):					
Interest	1,953	1,500	1,500	1,000	
Return of Contributed Capital	0	-30,000	-30,000	-30,000	
Change in Net Assets	28,016	3,600	-180,960	20,890	
Net Assets, beginning of year	354,668	382,684	382,684	201,724	
Net Assets, end of year	\$ 382,684	\$ 386,284	\$ 201,724	\$ 222,614	

Personnel Requirements

	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Full Time Equivalent (FTE)					
Regular Full Time Employees	4.00	5.00	4.00	4.00	
Regular Part Time Employees	3.00	6.75	5.50	7.00	
Temporary/Seasonal Employees	0.00	0.00	0.00	0.00	
Total FTEs	7.00	11.75	9.50	11.00	

Budget Commentary

FY04 estimated expenditures listed in capital outlay reflect expansion and relocation costs. Estimated FTEs for FY04 are less than budgeted due to a delay in relocating and a more gradual expansion than anticipated. FY05 FTEs reflect increased capacity at our new location.

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 Expenditures by Category	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	49,000	49,000	51,340	-
Supplies	8,900	5,000	9,200	-
Services	10,500	9,100	10,500	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	110,000	-	-
Administration	-	-	-	-
Rent Expense	17,000	15,100	17,000	-
Energy & Utility	500	250	350	-
Other	700	500	1,500	-
Total	86,600	188,950	89,890	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.50	0.50	0.50	-
Regular Part Time Employees	0.50	1.00	0.50	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.50	1.00	-

Budget Commentary

In FY04 the Capital Outlay line reflects the \$110,000 estimated expenditures for the expansion of the Caring Connection and subsequent move to 330 Windsor Avenue. These one-time costs are listed solely in the Administration Program.

Products & Services

Administration \$89,890

- 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 to receive federal and state funding
- Prepare and write grants, contracts and monthly reports for the Home Care for Elders Program, Veteran's Administration, North Central Area of Aging IIIB, Alzheimer's 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 Expenditures by Category	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	115,100	105,190	115,890	-
Supplies	29,500	10,700	23,000	-
Services	6,600	3,700	8,900	-
Maintenance & Repair	600	700	550	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	-	-	-	-
Rent Expense	17,000	15,100	17,000	-
Energy & Utility	500	300	300	-
Other	700	500	750	-
Total	170,000	136,190	166,390	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	3.00	2.00	3.00	-
Temporary/Seasonal Employee	-	-	-	-
Total	4.00	3.00	4.00	-

Budget Commentary

FY 04 expenditures are estimated to come in under budget. For FY 05, FTEs are projected at the FY 04 budget level and include the addition of one part time nurse and a part time nursing assistant.

Products & Services

Skilled/Non-Skilled Nursing \$96,000

- 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 \$34,000

- 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 \$36,390

- 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 Expenditures by Category	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	62,600	62,620	65,540	-
Supplies	4,600	3,600	4,400	-
Services	5,300	2,800	4,500	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	-	-	-	-
Rent Expense	17,000	15,110	17,000	-
Energy & Utility	500	300	500	-
Other	700	500	1,500	-
Total	90,700	84,930	93,440	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	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

FY 04 estimated expenditures reflect a reduction in rent expense due to a delay in relocating to 330 Windsor Avenue. For FY 05, rent is included at the FY 04 budget level.

Products & Services

Intake, Assessment and Case Management \$50,200

- 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 \$43,240

- 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 Expenditures by Category	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	102,000	61,230	63,620	-
Supplies	15,800	10,500	15,900	-
Services	5,900	3,250	5,000	-
Maintenance & Repair	300	300	550	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	-	-	-	-
Rent Expense	17,000	15,100	17,000	-
Energy & Utility	600	300	300	-
Other	700	500	750	-
Total	142,300	91,180	103,120	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	1.00	1.00	-
Regular Part Time Employees	0.50	0.50	0.50	-
Temporary/Seasonal Employees	-	-	-	-
Total	2.50	1.50	1.50	-

Budget Commentary

Estimated expenditures for FY 04 are less than budgeted mostly due to a reduction in staffing and supplies. Staffing will remain at this level during FY 05.

Products & Services

Therapeutic Programming \$59,000

- 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 \$17,000

- Assist with all levels of personal care as needed.

Record Keeping/ Documentation/Education \$27,120

- 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 Expenditures by Category	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	70,800	57,960	71,420	-
Supplies	6,200	2,200	6,500	-
Services	4,200	3,150	4,100	-
Maintenance & Repair	15,100	17,000	26,900	-
Grants & Contributions	-	-	-	-
Capital Outlay	15,000	-	15,000	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Energy & Utility	12,300	5,400	7,650	-
Other	700	500	500	-
Total	124,300	86,210	132,070	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.50	0.50	0.50	-
Regular Part Time Employees	2.75	2.50	3.00	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.25	3.00	3.50	-

Budget Commentary

For FY 04, capital outlay expenditures for the down payment and payments for the new bus are included in Administration in order to group expansion and relocation costs in the same section. The FY 05 budget includes lease payments on the bus.

Products & Services

Daily Transportation \$132,070

- 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 2004 Highlights

The Caring Connection Adult Day Center relocated to its new 9,000 square foot facility at 330 Windsor Avenue on September 8, 2003.

Both clients and caregivers continued to receive benefit from outside funding from various agencies in FY04, including;

- The Home Care for Elders Program (Connecticut Department of Social Services)
- The North Central Area Agency on Aging IIIB Grant, Alzheimer's Aide Grant and the Caregivers and Alzheimer's Support programs (funded by the federal government through the Older American's Act).
- The Hartford Foundation for Public Giving are the Brainard Trust & Archer Trusts.
- Granger Trust, Larabee, Reynolds Foundaton through private funding.
- Ensworth Charitable Foundation, the George A. and Grace L. Long Foundation, Carse, Hall Hoffman, Nelson, Stackpole Trust, funded through Fleet Bank
- Community donations through fundraisers, private and memorial donations.

The health center continues in its growth period to be financially sound and has maintained its financial obligation to the Town of Windsor.

The Fiscal Year 2004 highlights include:

- Only two weeks after relocating, the Caring Connection received a perfect score of 400 on its Peer Review Three-year Certification in September, 2003.
- Procurement of the USDA Child & Adult Care Food Program Grant sponsored by the Connecticut State Department of Education.
- The Caring Connection hosted seven Graduate and Undergraduate Art Therapy Interns from Springfield College.
- The Windsor/Windsor Locks Rotary Club generously donated \$5,500 towards the purchase of living room furniture and framing for photography donated by Leonard Hellerman. The Bloomfield Rotarians donated \$500 towards the purchase of a new TV with a DVD player.
- Intergenerational programming continues with Loomis Chaffee School and Windsor High School with the addition of three new programs with the Special Education Department.
- After learning that one of our Art Interns, Leigh Moreau, perished in the Rhode Island nightclub fire, clients and staff raised \$550 through a raffle and bake sale to donate to the memorial fund set up at Springfield College.
- The Caring Connection received "Excellent Ratings" in its annual survey.
- The Caring Connection held a successful Open House in October, 2003 with over 200 guests.

The Caring Connection Adult Day Health Center continues to maintain its excellent reputation as a municipally operated health center in the State of Connecticut. The center is a member of the Connecticut Association of Adult Day Centers, American Association of Homes and Services for the Aging and the National Council on the Aging in Washington, D.C., 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, Windsor Montessori School and Camp Discovery 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 170 children from 139 families in the following programs: Infant/Toddler, Montessori Toddler, Preschool, 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. Within 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. All preschool children take advantage of a Spanish language program as well as a movement and music education program. The professional staff serve as positive role models and provide 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 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Operating Revenue:					
Charges for services - customers	1,052,038	1,066,770	1,080,320	1,107,330	
Other	2,649	1,700	1,700	1,500	
Total Operating Revenue	1,054,687	1,068,470	1,082,020	1,108,830	
Operating Expenses:					
Personal services	747,855	761,340	754,310	795,510	
Depreciation	724	0	0		
Repairs and maintenance	16,376	16,730	16,730	17,230	
Fuel and utilities	17,792	21,600	18,920	17,850	
Outside services	62,572	66,250	66,150	68,240	
Administration	38,960	38,960	38,960	38,960	
Supplies	33,192	28,720	27,120	28,850	
Bad debts	1,672				
Rent expense	110,330	110,330	110,330	110,330	
Other	0	0	0	0	
Total Operating Expenses	1,029,472	1,043,930	1,032,520	1,076,970	
Operating income (loss)	25,215	24,540	49,500	31,860	
Non-operating revenues (expenses):					
Interest	1,125	500	500	500	
Change in Net Assets	26,340	25,040	50,000	32,360	
Net Assets, beginning of year	224,838				
Net Assets, end of year	251,178		301,178	333,538	

Personnel Requirements

	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	11.50	11.50	11.50	11.50	
Regular Part Time Employees	6.30	6.70	6.70	6.70	
Temporary/Seasonal Employees	1.30	1.30	1.30	1.30	
Total FTEs	19.10	19.50	19.50	19.50	

Budget Commentary

Expenditures for FY 2004 are estimated to come in slightly lower due to lower than expected pay increases. In the utilities line the reduction is due to the connection of the Milo Peck phone system to Town Hall. Expenditures for FY 2005 are higher due to the increased cost of health insurance.

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

Expenditures by Category	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	191,560	190,090	198,880	-
Supplies	2,900	2,710	2,890	-
Services	3,100	3,080	3,150	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	197,560	195,880	204,920	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.40	2.40	2.40	-
Regular Part Time Employees	3.24	3.24	3.24	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.64	5.64	5.64	-

Budget Commentary

Personal Services for FY 2005 is projected to be higher due to the increased cost of health insurance.

Products & Services

Infant/Toddler **\$168,030**

- Conduct a year round full time program for 12 children age three months to three years.

Montessori Toddler **\$36,890**

- Provide a half-day school year Montessori enrichment program for eight children age 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

Expenditures by Category	FY 2003		FY 2004	
	Budget	Estimated	Proposed	Adopted
Personal Services	413,150	411,100	437,530	-
Supplies	16,410	15,730	16,730	-
Services	27,880	27,860	29,110	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	457,440	454,690	483,370	-

Personnel Requirements

Full Time Equivalent	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.85	6.85	6.85	-
Regular Part Time Employee	2.66	2.66	2.66	-
Temporary/Seasonal Employ	-	-	-	-
Total	9.51	9.51	9.51	-

Budget Commentary

Personal Services for FY 2005 is projected to come in higher due to the increased cost of health insurance.

Products & Services

Preschool **\$78,310**
• Operate a developmentally appropriate early care program for three and four year old children during the school year.

Montessori **\$353,840**
• Provide a Montessori educational experience for children ages three through five on a full or half day schedule from September to June.

Preschool Camp **\$29,010**
• Conduct a nine week Discovery preschool summer camp for children age three through five.

Montessori Camp **\$22,210**
• 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

Expenditures by Category	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	156,630	153,120	159,100	-
Supplies	9,410	8,680	9,230	-
Services	35,270	35,210	35,980	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	201,310	197,010	204,310	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.25	2.25	2.25	-
Regular Part Time Employees	0.80	0.80	0.80	-
Temporary/Seasonal Employees	1.30	1.30	1.30	-
Total	4.35	4.35	4.35	-

Budget Commentary

Personal Services for FY 2005 is projected to be higher due to the increased cost of health insurance.

Products & Services

Before and After **\$140,560**

School Elementary

- Provide 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 **\$63,750**

- 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 activities, science and nature experiences, ceramics, and non-competitive games.

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

Expenditures by Category	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	16,730	16,730	17,230	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	38,960	38,960	38,960	-
Rent Expense	110,330	110,330	110,330	-
Energy & Utility	21,600	18,920	17,850	-
Other	-	-	-	-
Total	187,620	184,940	184,370	-

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employee	-	-	-	-
Total	-	-	-	-

Budget Commentary

FY 2005 is projected to be slightly lower due to the Milo Peck facility tying into the Town Hall phone system through a T-1 line.

Products & Services

Management **\$149,290**
• Pay rental and administrative fees to the Town of Windsor.

Support Services **\$35,080**
• Provide custodial services and utilities for Discovery Center programs.

FY 2004 Highlights

The Windsor Discovery Center and Montessori School maintain dual accreditation status from the National Academy of Early Childhood Programs and the American Montessori Society.

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 450 pounds of food for Foodshare in Windsor. Food was also collected for the Windsor Food Bank, over 370 spring flowering bulbs were planted on school grounds by the children and over 70 children were fingerprinted by Identi-kid. Teachers offered a parent education series on the Montessori philosophy and curriculum to families of children attending the program and any new families interested in enrolling in the program.

Staff of Windsor Discovery Center and Windsor Montessori School taught classes and presented workshops and seminars at Asnuntuck Community College, Capitol Community College and Three Rivers Community College. Staff also presented at the New England Conference for the Education of Young Children, Hartford Association for the Education of Young Children Spring and Fall Conferences and the Windsor Parent Center.

The back playground/playscape at the Milo W. Peck Child Development Center was re-designed to allow children a larger area more conducive to additional outdoor play activities.

Staff of Windsor Discovery Center and Windsor Montessori totaled over 585 hours of continuing education by attending workshops, seminars, professional training and college credit classes in the field of education.

STORMWATER MANAGEMENT FUND

Introduction

The State of Connecticut Department of Environmental Protection has promulgated regulations related to stormwater management and water quality per the Clean Water Act and subsequent federal legislation. The environmental regulations are designed to improve water quality through the control and management of storm water runoff. In order to comply with the EPA and CT DEP regulations, changes in our stormwater management procedures along with additional resources are needed starting in FY 2005.

The development of a Stormwater Management Plan is required and needs to include the following elements: public education; public participation; illicit discharge detection and elimination; construction site runoff control; post construction runoff control; and pollution prevention and maintenance of public infrastructure.

Urban stormwater management deals with two primary components - quantity and quality. Quantity directly relates to the amount of pervious (natural) versus impervious surface area. As land is developed with pavement and buildings, the amount of stormwater runoff is increased as the ability for direct infiltration is reduced. Communities have constructed or required private landowners to construct drainage systems which include catch basins, detention/retention basins, drainage outfalls, and culverts to help manage storm runoff and minimize flooding.

In terms of quality storm water runoff is a significant contributor to the pollution of wetlands, water bodies and watercourses. Storm water runoff contains non-point source (NPS) pollutants which come from many diffuse sources. Non-point source pollutants are created as storm runoff moves over and through the ground and surfaces picking up and carrying both natural and man made pollutants, eventually depositing them into lakes, rivers, wetlands, and aquifers. Pollutant loads within storm runoff is affected by a range of sources including erosion, fertilizers, pesticides, pet waste, automobile fluids, and litter.

The current levels of service related to stormwater management need to be enhanced to meet the plan elements outlined above. Increased efforts are proposed in the areas of field inspections, system inventory, assessment and mapping, development of best management practices for public and private developments, increased catch basin cleaning and system maintenance, water quality testing, along with public education.

The source of funding for storm water related activities is a separate, yet related policy issue to consider. Similar to the funding of curbside solid waste services, equity is a key policy element in determining a funding approach for stormwater management. Traditionally, the funding source for stormwater management activities has been through property taxes. Nationally the trend has been to move from funding such services through property taxes to a storm water utility charge, which is a user fee paid by property owners in proportion to an estimate of the amount of runoff from their properties. The U.S. Environmental Protection Agency (EPA) also recommends this funding method. There are usually two or three fee categories, depending on

amount of runoff from their properties. The U.S. Environmental Protection Agency (EPA) also recommends this funding method. There are usually two or three fee categories, depending on the type of land use and amount of impervious surface. Single family residential are generally charged a fee based on the average lot size or dwelling size town wide, while multi-family and non residential fees are based on the amount of impervious surface.

The Stormwater Management Fund will reflect our current and anticipated level of service to meet stormwater management requirements. At this point, the recommended funding source remains the General Fund, although the discussion and consideration of creating a stormwater fee to fund such mandated activities is recommended during the course of FY 2005. It is recommended the Town seek a mutually beneficial collaboration with the Metropolitan District Commission or seek enabling legislation from the State to create a stormwater utility.

Financial Impact

Presently the town dedicates approximately \$340,000 towards storm water efforts mainly for system maintenance through the DPW operating budget. Based on our preliminary management plan, it is estimated that approximately \$125,000 in new resources will be needed in FY 2005 to fund system inventory and mapping, public education efforts, water testing, and increased field inspections. Funds currently in the DPW budget will be reallocated to the Stormwater Fund along with approximately \$20,000 from Design Services.

At a minimum, this level of funding will likely be an ongoing cost to meet the EPA and state mandates. It is also noted that increased capital and maintenance costs are anticipated in future years due to the system aging and the identification of substandard system components through the inventory, assessment and mapping process and future monitoring of water quality.

**TOWN OF WINDSOR
STORMWATER MANAGEMENT ENTERPRISE FUND
STATEMENT OF REVENUES & EXPENSES**

	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Approved
Operating Revenue:					
Charges for services	0	0	0	0	
Other	0	0	0	0	
Total Operating Revenue	0	0	0	0	0
Operating Expenses:					
Personal services	0	0	0	376,410	0
Supplies	0	0	0	31,670	0
Services	0	0	0	52,300	0
Maintenance & Repair	0	0	0	0	0
Capital Outlay	0	0	0	11,500	0
Energy & Utility	0	0	0	0	0
Total Operating Expenses	0	0	0	471,880	0
Operating income (loss)	-	0	0	(471,880)	0
Non-operating revenues (expenses):					
Transfer in from General Fund				471,880	
Interest	0	0	0	2,358	
Net income (loss)	-	0	0	2,358	0
Est. End of Year Net Assets	0	0	0	2,358	0

Personnel Requirements

	FY 2003	FY 2004		FY 2005	
	Actual	Budget	Estimated	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	0	0	0	3.8	0
Regular Part Time Employees	0	0	0	0	0
Temporary/Seasonal Employees	0	0	0	0	0
Total FTEs	0	0	0	3.8	0

Budget Commentary

This is the first year for the Stormwater Management Fund. It is composed of services formerly provided by Public Works, and Design Services.

STORMWATER OPERATIONS

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 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	291,030	-
Supplies	-	-	27,670	-
Services	-	-	20,300	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	-	-	339,000	-

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

Personnel Requirements

Full Time Equivalents	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	3.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	3.00	-

Budget Commentary

This Program was in the Department of Public Works in FY04.

Products & Services

Repair or Replace Catch Basins \$70,000
Adjust Manholes

- Repair or replace damaged catch basins and manholes in response to complaints and in conjunction with pavement overlay and road reclamation programs.

Clean Detention Ponds \$17,260

- Remove accumulated silt and vegetation in detention ponds on town maintained property at Center Street and Pond Road.

Maintain Deckers Brook \$18,050

- Clean debris, remove siltation and vegetation.

New Drainage Systems \$33,120

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

Complaint Resolution \$17,500

- Investigate and resolve complaints related to basement flooding, pipe blockage and erosion.

Maintain 92 Miles of Drainage Pipe \$60,770

- Replace pipes where they are broken or joints are separated
- Flush and purge blocked pipes to remove silt, debris and roots to enable water to flow freely.

Maintain Inlet, Outlet & Watercourses \$22,000

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

Clean Streets \$80,000

- 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.

Catch Basin Sand Removal and Inspection \$20,300

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

ENGINEERING REGULATION

Provide engineering and regulatory services for the operation of stormwater management.

Expenditures

Expenditures by Category	FY 2004		FY 2005	
	Budget	Estimated	Proposed	Adopted
Personal Services	-	-	85,380	-
Supplies	-	-	4,000	-
Services	-	-	32,000	-
Maintenance & Repair	-	-	-	-
Capital Outlay	-	-	11,500	-
Energy & Utility	-	-	-	-
Total	-	-	132,880	-

Personnel Requirements

Full Time Equivalent	FY 2004		FY 2005	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	0.80	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employee	-	-	-	-
Total	-	-	0.80	-

Budget Commentary

This is a new program for FY05. FTEs consist of .3 supplied by the staff of Design Services, and .5 supplied by the Planning Department.

Products & Services

Public Education and Outreach \$8,000

- Increase public awareness of importance of improving stormwater quality and pollution prevention
- Partner with civic groups, schools etc. to disseminate literature and provide training by utilizing television, web sites, newspapers

Public Participation and Involvement \$2,000

- Meet with Scouts, environmental groups to develop participation plan
- Participate in such programs as storm drain stenciling, river clean-ups, adopt-a-stream

Illicit Discharges \$88,800

- Inventory and map all drainage outfalls
- Begin storm drainage system inventory and condition assessment

- Prepare and adopt ordinance regarding illicit discharges
- Prepare plan to collect water samples to detect illicit discharges

Construction Site Runoff \$21,300

- Inspect construction sites for compliance with good engineering practices for reducing offsite runoff
- Prepare and adopt ordinance regarding site runoff

Post Construction Runoff \$12,780

- Develop program to promote best management practices for collecting or treating runoff
- Inspect sites to ensure continued compliance

APPENDICES

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**TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2005-2010**

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 Q of this document.

Project Name	Estimated Project Cost	General Fund					Enterprise Funds	Other Sources
		New Bonding Authorization	State & Federal Aid					
FY 2005								
Street Resurfacing Program	195,700				195,700			
Street Reclamation Program	177,160	177,160						
Lang Rd. Reconstruction and Sidewalk Installation	927,000		927,000					
Reconstruction of Elm Street	437,750		437,750					
Library Renovation and Addition	5,500,000		5,500,000					
Concept Study - Public Safety Complex	63,654	63,654						
Park Improvements - Playground Replacements	65,920	65,920						
Milo Peck Center Renovations/Upgrades - design	55,620	55,620						
BOE - Clover Street Code Compliance Upgrade - design	26,250		26,250					
BOE - JFK Asbestos Abatement	325,000		325,000					
BOE - Sage Park Gym Floor Asbestos Abatement	65,000						65,000	
BOE - LP Wilson Gym Floor Asbestos Abatement	64,000						64,000	
Landfill Transfer Station Design	257,500		257,500					
Subtotal FY 2005	8,160,554	362,354	7,473,500	195,700	195,700		129,000	

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2006						
Street Resurfacing Program	201,400			201,400		
Street Reclamation Program	132,500	132,500				
Sidewalk Replacement	53,000	53,000				
Park Improvements - Playground Replacements	67,840	67,840				
Fire Dept - Engine 1 Replacement	330,720		330,720			
Milo Peck Center Renovations - Phase 1	445,200		445,200			
Wilson Rte. 159 Corridor Improvements	1,305,920		1,305,920			
Rt 218 and Columbia Road Intersection Improvements	252,280			252,280		
Windsor Town Green Improvements - Phase II	278,780		278,780			
Reconstruction of Pleasant Street - design	56,180	56,180				
Resurface Day Hill Road - design	209,880		209,880			
Hayden Station Fire House - design	274,540		274,540			
Public Works Facility Improvements - Roof Design	42,400	42,400				
Landfill Closure Design*	1,775,500				1,775,500	
BOE - Roger Wolcott School Abate Asbestos Floor Tiling	183,000		183,000			
BOE - Oliver Ellsworth Code Compliance - design	39,000		39,000			
BOE - Oliver Ellsworth Office Remodel - design	39,000		39,000			
BOE - Clover Street School Code Compliance	167,000		167,000			
BOE - Poquonock School Roof - design	17,000		17,000			
BOE - L.P. Wilson - Abate Asbestos Floor Tiling	211,000		211,000			
Subtotal FY 2006	6,082,140	351,920	3,501,040	453,680	1,775,500	-

* The landfill closure projects are expected to be financed through the existing landfill enterprise fund.

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2007						
Street Resurfacing Program	207,100			207,100		
Street Reclamation Program	228,900	228,900				
Sidewalk Replacement Program	153,690	153,690				
Park Improvements - Basketball / Tennis Court Renovations	138,103					138,103
Fire Dept - Replace Rescue Truck (Rescue 2)	348,800		348,800			
Public Works Facility Improvements - Roof	446,900		446,900			
Reconstruction of Pleasant Street	604,950		604,950			
Reconstruction of Prospect Hill Rd. - design	245,250		245,250			
Resurfacing of Day Hill Road	1,090,000		654,000	436,000		
Hayden Station Firehouse	2,823,236		2,823,236			
Milo Peck Center Renovations - Phase II	418,560		418,560			
Expansion / Renovation of Public Safety Complex - design	403,049		403,049			
Landfill Methane Gas Collection - Design*	112,270				112,270	
Landfill - Transfer Station Construction*	3,618,800				3,618,800	
BOE - Poquonock School Roof	185,000		185,000			
BOE - Oliver Ellsworth School Code Compliance Upgrade	307,000		307,000			
BOE - Oliver Ellsworth School Remodel Main Office Area	271,000		271,000			
BOE - JFK School Air Condition Center Area of Bldg - design	29,000					29,000
BOE - Poquonock School Air Condition Media Ctr - design	14,000					14,000
BOE - Clover Street School Air Condition Media Ctr - design	12,000					12,000
Subtotal FY 2007	11,657,608	382,590	6,707,745	643,100	3,731,070	193,103

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2008						
Street Resurfacing Program	214,700			214,700		
Street Reclamation Program	152,550	152,550				
Sidewalk Replacement Program	159,330	159,330				
Resurfacing of Day Hill Road	1,243,000		1,243,000			
Expansion of Public Safety Complex	4,910,550		4,910,550			
Park Improvements - Washington Park Rehabilitation - design	16,950	16,950				
Fire Dept - Engine / Tanker	350,300		350,300			
Landfill Methane Collection System*	1,536,800				1,536,800	
Landfill Closure - Construction*	9,887,500				9,887,500	
BOE - JFK School Air Condition Center of Bldg	347,000		347,000			
BOE - Poquonock School Air Condition Media Center	217,000		217,000			
BOE - Clover Street School Air Condition Media Center	178,000		178,000			
BOE - Sage Park Soundproof & Air Condition Media Ctr - design	30,000	30,000				
BOE - Sage Park - Classroom TV/VCR System- design	9,000	9,000				
Subtotal FY 2008	19,252,680	367,830	7,245,850	214,700	11,424,300	-

* Landfill Projects are funded by Landfill Enterprise Fund

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2009						
Street Resurfacing Program	220,400			220,400		
Street Reclamation Program	255,200	255,200				
Sidewalk Replacement	174,000	174,000				
Reconstruction of Prospect Hill Rd.	2,694,413		2,694,413			
Fire Dept - Replacement of Rescue 7 - Medium Rescue	377,000		377,000			
Park Improvements - Washington Park Renovations	365,400		365,400			
Park Improvements - Ellsworth School Athletic Fields	214,600		214,600			
Stormwater Management Improvements - Planning & Design*	116,000				116,000	
BOE - Sage Park Classroom TV/VCR System	113,000		113,000			
BOE - Sage Park Soundproof and Air Condition Cafeteria	418,000		418,000			
BOE - Sage Park Air Condition 2nd Floor - Design	191,000		191,000			
Subtotal FY 2009	5,139,013	429,200	4,373,413	220,400	116,000	-

* Stormwater projects are expected to be funded by Stormwater Enterprise Fund

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2010						
Street Resurfacing Program	226,100			226,100		
Street Reclamation Program	261,800	261,800				
Sidewalk Replacment	178,500	178,500				
Stormwater Management Improvements*	595,000				595,000	
Ramp Modification at I-91/Route 75 **	24,990,000			24,990,000		
Baker Hollow Road Reconstruction - Design	226,100		226,100			
Fire Dept - Heavy Duty Rescue	380,800		380,000			
BOE - Sage Park Air Condition Installation	2,975,000		2,975,000			
Subtotal FY 2010	29,833,300	440,300	3,581,100	25,216,100	595,000	-
* Stormwater projects expected to be funded by Stormwater Enterprise Fund						
** I-91 Ramp Modifications expected to be funded by CT DOT						
Total CIP Program	80,125,295	2,334,194	32,882,648	26,943,680	17,641,870	322,103

Unscheduled Projects

	<u>Estimated Cost</u>	<u>Estimated Cost</u>
Development Services		
Street Reconstruction – Batchelder Road	489,250.00	
Street Reconstruction - Basswood Rd.	721,000.00	
Street Reconstruction - Pigeon Hill Rd.	2,231,000.00	
Street Reconstruction – River St. (Kennedy to O. River)	1,256,600.00	
Street Reconstruction - River St. (Poq. to O. River)	3,399,000.00	
Street Reconstruction – Stone Road	2,160,000.00	
Street Reconstruction – Rainbow Neighborhood	1,133,000.00	
Street Reconstruction -- Baker Hollow Road	2,770,700.00	
Street Reconstruction – Pond Rd./Indian Hill Rd.	1,138,150.00	
Street Reconstruction – Maple Ave. and Spring St.	556,200.00	
Mill Brook Watershed Drainage Study	113,300.00	
Total	\$15,968,200.00	
Fire Department		
Fire Dept. -- Engine		\$285,000.00
Planning		
Poquonock Ave. and River St. Enhancements	314,000.00	
Palisado Ave. Corridor Improvements	465,000.00	
Day Hill Road Trail System	532,000.00	
Windsor Center Underground Utilities	1,900,000.00	
Pedestrian Railroad Bridge	1,537,000.00	
Total	4,748,000.00	
Police Department		
Dog Pound Relocation	\$155,000.00	
Total	\$155,000.00	
Public Works		
Tree Planting Program		185,000.00
Day Hill Road/Blue Hills Ave. Extension Round-a-bout		2,200,000.00
Public Parking Lot Pavement Repair		150,000.00
Windsor Center Improvements		475,000.00
Public Works Equipment		510,000.00
Security Improvements in Town Buildings		300,000.00
Reduction of Standing Water in Ponds & Brooks		245,000.00
Street Light Replacement – Day Hill Rd.		800,000.00
Treatment of Contaminated Soil		864,000.00
Decker's Brook Repairs		475,000.00
Archer Rd. Safety Improvements		520,000.00
Parks Garage Roof Replacement		194,000.00
Total		\$6,918,000.00
Recreation		
Northwest Park Parking Lot		165,000.00
Construction of River St. Fields		349,000.00
Athletic Equipment, Parks		231,000.00
Improvements to Fitch Field		247,000.00
Windsor High School Field Imp		160,000.00
L.P. Wilson Field Renovations		402,000.00
Clover Field Park		412,000.00
Aqua Fountains		124,000.00
Maple Sugar Museum		2,261,900.00
Total		\$4,351,900.00
Total Unscheduled		\$32,426,100.00

GENERAL FUND POSITIONS

	FY 2004 <u>Adopted</u>	FY 2005 <u>Proposed</u>	FY 2005 <u>Adopted</u>
ADMINISTRATIVE SERVICES			
Full-time	17.25	18.50	
Part-time FTE	0.42	1.00	
DEVELOPMENT SERVICES			
Full-time	15.00	16.05	
Part-time FTE	0.90	0.67	
FAMILY SERVICES			
Full-time	9.50	-	
Part-time FTE	18.82	-	
HUMAN SERVICES			
Full-time	-	9.50	
Part-time FTE	-	7.40	
RECREATION SERVICES			
Full-time	-	7.00	
Part-time FTE	-	17.65	
HEALTH AND SOCIAL SERVICES			
Full-time	9.00		
Part-time FTE	3.50	-	
HEALTH SERVICES			
Full-time	-	4.63	
Part-time FTE	-	-	
INFORMATION SERVICES			
Full-time	3.00	3.00	
Part-time FTE	1.40	1.20	
LIBRARY SERVICES			
Full-time	9.25	8.75	
Part-time FTE	9.30	8.30	
PUBLIC WORKS			
Full-time	34.00	31.77	
Part-time FTE	3.05	5.35	
SAFETY SERVICES			
Full-time	67.00	67.00	
Part-time FTE	1.80	1.80	
GENERAL GOVERNMENT			
Full-time	3.50	3.50	
Part-time FTE	0.25	-	
COMMUNITY DEVELOPMENT			
Full-time	0.25	0.25	
TOTAL GENERAL FUND			
Full-time	167.75	169.95	
Part-time FTE	39.44	43.37	-
Total	207.19	213.32	-

NON-GENERAL FUND POSITIONS

SPECIAL REVENUE FUNDS			
Full-time	2.00	2.00	
Part-time FTE	12.38	14.00	
ENTERPRISE FUNDS			
Full-time	24.50	25.30	
Part-time FTE	15.35	16.00	
COMMUNITY DEVELOPMENT			
Full-time	1.75	1.75	
Part-time FTE	-	-	
TOTAL NON-GENERAL FUND			
Full-time	28.25	29.05	
Part-time FTE	27.73	30.00	-
Total	55.98	59.05	-

APPENDIX C

**TOWN OF WINDSOR
CILU #66 PAY PLAN
FY 2004-2005***

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1	27,472	30,218
GRADE 2 Clerk Typist I Laborer Mechanic's Assistant	28,844	31,729
GRADE 3	30,286	33,314
GRADE 4	31,801	34,981
GRADE 5	33,392	36,728
GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator/Receptionist	35,058	38,566
GRADE 7 Account Clerk I Clerk Typist II Engineering Aide Tax Clerk	36,811	40,495
GRADE 8 Account Clerk II Public Property Maintainer II Senior Citizen Bus Driver	38,653	42,518
GRADE 9 Administrative Clerk Assistant Town Clerk Community Development Assistant Weigh Station Clerk	40,588	44,638
GRADE 10 Landfill Operator Public Property Maintainer III Secretary	42,613	46,871
GRADE 11 Mechanic Electrician	44,740	49,216
GRADE 12 Crew Leader Senior Engineering Aide	46,982	51,674
GRADE 13 Public Works Inspector Town Forester	49,332	54,261

*This pay plan reflects contractual agreements including the 3.25% base increase and 1% recovery from the prior year wage concession.

APPENDIX C

**TOWN OF WINDSOR, CONNECTICUT
 CILU #45 PAY PLAN
 FY 2004 - 2005***

PAY GRADE	STEPS			
	1	2	3	4
CIVILIAN DISPATCHER	40,009	42,189	44,368	46,547

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 500 Hours
Part-time Civilian Dispatcher	14.15/Hour	17.68/Hour	19.44/Hour	21.22/Hour

*This pay plan reflects current contractual agreements including the 3.75% base increase and 1% wage recovery from the prior year wage concession.

APPENDIX C

TOWN OF WINDSOR, CONNECTICUT
 POLICE PAY PLAN
 FY 2004 – 2005*

PAY GRADE	STEPS						
	A	B	C	D	E	F	G
Pay Grade P1 Police Officer	46,130	48,707	51,387	54,217	57,197	60,339	
Pay Grade P2 Detective Special Services Officer			53,957	56,928	60,057	63,358	66,579
Pay Grade P3 Evidence Technician Sergeant			58,853	62,095	65,505	69,113	73,018
Pay Grade P4 Shift Commander			65,505	69,113	72,914	76,923	
Pay Grade DW1 Dog Warden			43,130	45,032	46,974	49,085	

*This pay plan reflects the current contractual agreement which provides a 3.75% increase.

APPENDIX C

FY 2004-2005 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 Buildings & Facilities Manager 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 Social Worker Youth Services Counselor	

APPENDIX C

FY 2004-2005 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 2	41,000	91,000
Managers/Coordinators		
Assessor	Police Division Commander	
Assistant Finance Director/Accountant	Public Works Operations Manager	
Assistant to Town Manager	Recreation Manager	
Building Official	Risk 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	
Partnership Program Coordinator		
GRADE 3	57,000	106,000
Directors		
Assistant Town Manager	Economic Development Director	
Coordinator of Information Technology	Director of Finance	
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 2004-2005**

<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 2004-2005

PAY GRADE	MINIMUM	MAXIMUM
<u>GRADE I</u>	\$ 7.10	\$ 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.

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 \$58,485,369. 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 \$67,975,707 amounting to just 16.6% of the total debt limitation.

APPENDIX E

Town of Windsor Debt Schedule FY 2003-04

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2003	ADDITIONS	RETIREMENTS	BALANCE 6/30/2004
SCHOOLS								
Elementary School Expansion	7.0 - 7.5	1987	10/1/07	\$1,905,000	525,000		105,000	420,000
Elementary School Expansion	6.67.0	1988	4/1/08	\$4,050,000	1,125,000		225,000	900,000
School Roofs	6.4/6.5/6.6	1991	7/15/11	\$835,000	414,000		46,000	368,000
High School Roof Improvements	4.0 - 5.75	1995	7/15/15	\$2,250,000	250,000		125,000	125,000
Clover Street School Roof	4.4 - 5.75	1998	2/15/18	\$265,000	230,000		10,000	220,000
Windsor High School Mod.	5.0 - 6.5	2000	1/15/20	\$3,000,000	2,630,000		130,000	2,500,000
Sage Park M.S. Roof	5.0 - 6.5	2000	1/15/20	\$528,000	465,000		30,000	435,000
WHS Modernization Part 2	4.45 - 5.35	2000	4/1/20	\$2,000,000	1,800,000		100,000	1,700,000
Windsor High School Project Part 3	4.0-5.0	2001	1/15/20	\$4,000,000	3,800,000		200,000	3,600,000
WHS Modernization Part 4	4.0-5.0	2001	7/15/20	\$5,800,000	5,800,000		260,000	5,540,000
Refinanced 1992 Issue	4.0-5.0	2001	7/15/11	\$408,430	408,430		33,620	374,810
Refinanced 1993 Issue	4.0-5.0	2001	7/15/12	\$3,283,000	3,283,000		240,000	3,043,000
Refinanced 1994 Issue	4.0-5.0	2001	7/15/13	\$2,844,000	2,844,000		185,000	2,659,000
Refinanced 1995 Issue	4.0-5.0	2001	7/15/15	\$1,421,750	1,421,750		90,940	1,330,810
Windsor High School	3.0-5.0	2002	3/1/22	\$4,000,000	3,850,000		150,000	3,700,000
Poquonock Windows & WHS Roof	3.0-4.75	2003	3/1/23	\$550,000	550,000		25,000	525,000
Schools Projects FY 2004	2.5-4.25	2004	3/1/24	\$1,180,000		1,180,000		1,180,000
TOWN								
Public Safety Expansion	5.2/5.4/5.5	1987	2/15/07	\$2,500,000	540,000		135,000	405,000
Day Hill Rd., Prospect Hill Rd., Windsor Walks	7.0 - 7.5	1987	10/1/04	\$420,000	45,000		25,000	20,000
Town Hall Renovations	6.4/6.5/6.6	1991	7/15/11	\$4,165,000	2,066,000		234,000	1,832,000
Wilson Firehouse and Equipment	4.0 - 5.75	1995	7/15/15	\$2,950,000	300,000		150,000	150,000
Poquonock Firehouse	4.4 - 5.75	1998	2/15/18	\$1,300,000	1,110,000		65,000	1,045,000
Mack St. Land Acquisition	5.0 - 6.5	2000	1/15/20	\$95,000	83,600		4,100	79,500
Mack St. Improvements	5.0 - 6.5	2000	1/15/20	\$1,200,000	1,061,400		50,900	1,010,500
Kennedy Road Improvements	5.0 - 6.5	2000	1/15/20	\$742,000	650,000		35,000	615,000
Econ. Dvpt. Prog. - Day Hill/Lamberton	4.45 - 5.35	2000	4/1/11	\$612,000	510,000		55,000	455,000
Econ. Dvpt. Prog. - Day Hill/Blue Hills	4.45 - 5.35	2000	4/1/11	\$1,368,000	1,140,000		120,000	1,020,000
Goslee Pool & Town Hall Roof Repairs	4.0-5.0	2001	1/15/20	\$1,300,000	1,230,000		70,000	1,160,000
Econ Dvpt Prog - Day Hill/Northfield Drive	4.0-5.0	2001	1/15/20	\$250,000	220,000		30,000	190,000
Refinanced 1992 Issue	4.0-5.0	2001	7/15/11	\$2,021,570	2,021,570		166,380	1,855,190
Refinanced 1995 Issue	4.0-5.0	2001	7/15/15	\$1,861,250	1,861,250		119,060	1,742,190
Sage Park M.S. Rec Facility	3.0-5.0	2002	3/1/12	\$245,000	225,000		25,000	200,000
Hayden Station Rd. Reconstruction	3.0-5.0	2002	3/1/12	\$335,000	307,500		27,500	280,000
Laurel Ave. Reconstruction	3.0-5.0	2002	3/1/12	\$375,000	347,500		27,500	320,000
Gen Purp-DPW Fac, Goslee II, Fire Res, LP Wilson roof, Safety Radio	3.0-4.25	2003	3/1/23	\$1,810,000	1,810,000		85,000	1,725,000
General Purpose bonds of 2004	2.5-4.125	2004	3/1/24	\$2,205,000		2,205,000		2,205,000
TOTAL				73,875,000	44,925,000	3,385,000	3,380,000	44,930,000

BOND ANTICIPATION NOTES:

BANS received 3/13/04 and due 3/13/05

Principal BANS received

Accrued Interest

Cash Received on 3/13/03

BANS Due 3/13/05:

Principal Payment

Interest Payment

Cash Due on 3/13/05

1,705,000.00

0.00

1,705,000.00

1,705,000.00

16,770.22

1,721,770.22

APPENDIX E- Town of Windsor Debt Schedule FY 2003-04

Interest Repayment

		FISCAL	FISCAL	FISCAL
		2003	2004	2005
SCHOOL PROJECTS				
1987	Elementary School Expansion	43,260	35,438	27,563
1988	Elementary School Expansion	93,825	78,300	62,775
1991	School Roofs	28,566	25,622	22,678
1992	Elementary Schools	2,520	-	-
1995	High School Roof Improvements	16,875	11,500	5,938
1998	Clover Street School Roof	11,153	10,581	10,010
2000	Windsor High School Mod.	150,694	144,131	62,885
2000	Sage Park M.S. Roof	26,574	25,524	23,686
2000	WHS Modernization Part 2	94,025	89,025	84,025
2001	Windsor High School Project Part 3	182,346	172,346	162,346
2001	WHS Modernization Part 4	266,975	261,775	251,375
2001	Refinanced 1992 Issue	17,253	16,581	15,253
2001	Refinanced 1993 Issue	138,709	133,909	124,309
2001	Refinanced 1994 Issue	120,962	117,262	109,862
2001	Refinanced 1995 Issue	62,404	60,585	56,947
2002	Windsor High School	166,581	159,081	154,581
2003	Poquonock Windows & WHS Roof	-	20,161	18,974
2004	Schools Projects FY 2004			42,267
2004	BANS		21,100	27,204
TOTAL ANNUAL INTEREST PAID SCHOOL		1,422,722	1,382,922	1,262,678
TOWN PROJECTS				
1987	Public Safety Expansion	37,400	29,700	22,275
1987	Day Hill Rd., Prospect Hill Rd., Windsor Walks	4,300	2,438	750
1992	Public Improvements	11,480	-	-
1995	Wilson Firehouse and Equipment	20,250	13,800	7,125
1998	Poquonock Firehouse	54,712	51,909	49,105
2000	Mack St. Land Acquisition	4,785	4,586	4,202
2000	Mack St. Improvements	60,521	58,096	31,694
2000	Kennedy Road Improvements	37,220	35,645	23,501
2000	Econ. Dvpt. Prog. - Day Hill/Lamberton	26,629	23,879	16,129
2000	Econ. Dvpt. Prog. - Day Hill/Blue Hills	59,346	53,346	37,346
2001	Goslee Pool & Town Hall Roof Repairs	59,215	55,715	52,215
2001	Econ Dvpt Prog - Day Hill/Northfield Drive	11,033	9,533	8,033
2001	Refinanced 1992 Issue	85,397	82,069	75,497
2001	Refinanced 1995 Issue	81,694	79,313	74,550
2002	Sage Park M.S. Rec Facility	9,094	8,094	7,344
2002	Hayden Station Rd. Reconstruction	12,481	11,106	10,281
2002	Laurel Ave. Reconstruction	13,950	12,575	11,750
2003	Gen Purp-DPW Fac, Goslee II, Fire Res, LP Wilson roof, S	-	64,103	60,065
2004	General Purpose 2004 bonds			72,505
TOTAL ANNUAL INTEREST PAID TOWN		589,507	595,906	564,367
GRAND TOTAL ANNUAL INT REPAY.		2,012,229	1,978,828	1,827,045

APPENDIX E Town of Windsor Debt Schedule FY 2003-04

Principal Repayment

		FISCAL	FISCAL	FISCAL
		2003	2004	2005
SCHOOL PROJECTS				
1987	Elementary School Expansion	105,000	105,000	105,000
1988	Elementary School Expansion	225,000	225,000	225,000
1991	School Roofs	46,000	46,000	46,000
1992	Elementary Schools	45,000	-	-
1995	High School Roof Improvements	125,000	125,000	125,000
1998	Clover Street School Roof	10,000	10,000	10,000
2000	Windsor High School Mod.	125,000	130,000	130,000
2000	Sage Park M.S. Roof	20,000	30,000	30,000
2000	WHS Modernization Part 2	100,000	100,000	100,000
2001	Windsor High School Project Part 3	200,000	200,000	200,000
2001	WHS Modernization Part 4	-	260,000	260,000
2001	Refinanced 1992 Issue	-	33,620	32,780
2001	Refinanced 1993 Issue	-	240,000	240,000
2001	Refinanced 1994 Issue	-	185,000	185,000
2001	Refinanced 1995 Issue	-	90,940	90,940
2002	Windsor High School	150,000	150,000	150,000
2003	Poquonock Windows & WHS Roof	-	25,000	25,000
2004	Schools Projects FY 2004		-	55,000
2004	BANS		1,690,000	1,705,000
TOTAL ANNUAL PRINCIPAL PAID SCHOOL		1,151,000	3,645,560	3,714,720

TOWN

1987	Public Safety Expansion	140,000	135,000	135,000
1987	Day Hill Rd., Prospect Hill Rd., Windsor Walks	25,000	25,000	20,000
1992	Public Improvements	205,000	-	-
1995	Wilson Firehouse and Equipment	150,000	150,000	150,000
1998	Poquonock Firehouse	65,000	65,000	65,000
2000	Mack St. Land Acquisition	3,800	4,100	4,100
2000	Mack St. Improvements	46,200	50,900	50,900
2000	Kennedy Road Improvements	30,000	35,000	35,000
2000	Econ. Dvpt. Prog. - Day Hill/Lamberton	55,000	55,000	55,000
2000	Econ. Dvpt. Prog. - Day Hill/Blue Hills	120,000	120,000	120,000
2001	Goslee Pool & Town Hall Roof Repairs	70,000	70,000	70,000
2001	Econ Dvpt Prog - Day Hill/Northfield Drive	30,000	30,000	30,000
2001	Refinanced 1992 Issue	-	166,380	162,220
2001	Refinanced 1995 Issue	-	119,060	119,060
2002	Sage Park M.S. Rec Facility	20,000	25,000	25,000
2002	Hayden Station Rd. Reconstruction	27,500	27,500	35,000
2002	Laurel Ave. Reconstruction	27,500	27,500	40,000
2003	Gen Purp-DPW Fac, Goslee II, Fire Res, LP Wilson roof, S	-	85,000	90,000
2004	General Purpose 2004 bonds			200,000
TOTAL ANNUAL PRINCIPAL PAID TOWN		1,015,000	1,190,440	1,406,280
GRAND TOTAL ANNUAL DEBT REPAYMENT		2,166,000	4,836,000	5,121,000

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>
Adult Day Care					
Daily Care	08-3-32-343	Resolution	\$65/day	5/06/2002	\$67 per day
Half Daily Care	08-3-32-343	Resolution	\$37/half day	5/06/2002	\$39 per half day
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	\$75 per sq.ft.	5/05/2003	
Re-inspection fee on contractor projects	General Fund	Resolution	\$25 per inspection	5/05/2003	
Working without permits	General Fund	Resolution	A fee equal to double permit fee	5/05/2003	
Coin-Operated Self-Serve Laundry License	General Fund	Resolution	\$50/year	5/05/2003	
Coin-Operated Self-Serve Laundry License Renewal	General Fund	Resolution	\$30/year	5/05/2003	
ZBA Residential Appeal & Application Fee	General Fund	ZBA	\$80	5/05/2003	
ZBA Commercial/Ind. Appeal & Application Fee	General Fund	ZBA	\$125	5/05/2003	
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	\$1,030 per month	5/03/2003	\$1,065 per month
Preschool full time	05-3-3-31-340	Resolution	\$750 per month	5/03/2003	\$795 per month
Preschool 2 full days/month	05-3-3-31-340	Resolution	\$385 per month	5/03/2003	Discontinued
Preschool 3 full days/month	05-3-3-31-340	Resolution	\$570 per month	5/03/2003	Discontinued
Elementary Before & After School	05-3-3-31-340	Resolution	\$425 per month	5/03/2003	\$430 per month
Elementary After School	05-3-3-31-340	Resolution	\$310 per month	5/03/2003	\$320 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 Before School	05-3-3-31-340	Resolution	\$270 per month	5/03/2003	\$275 per month
Elementary After 1 Day/month	05-3-3-31-340	Resolution	\$67 per month	5/03/2003	\$70 per month
Elementary After 2 day/month	05-3-3-31-340	Resolution	\$130 per month	5/03/2003	\$135 per month
Elementary After 3 day/month	05-3-3-31-340	Resolution	\$175 per month	5/03/2003	\$180 per month
Elementary After 4 day/month	05-3-3-31-340	Resolution	\$255 per month	5/03/2003	\$260 per month
Summer Camp 8:30-4:30	05-3-3-31-340	Resolution	\$155 per week	5/03/2003	\$160 per week
Summer Camp 6:45-5:30	05-3-3-31-340	Resolution	\$175 per week	5/03/2003	\$180 per week
Montessori Camp 8:30-12	05-3-3-31-340	Resolution	\$98 per week	5/03/2003	\$102 per week
Montessori Camp 6:45-5:30	05-3-3-31-340	Resolution	\$210 per week	5/03/2003	\$216 per week
Montessori Toddler	05-3-3-31-340	Resolution	\$435 per month	5/03/2003	\$450 per month
Montessori ½ day	05-3-3-31-340	Resolution	\$410 per month	5/03/2003	\$425 per month
Montessori extended day	05-3-3-31-340	Resolution	\$770 per month	5/03/2003	\$795 per month
Montessori full day	05-3-3-31-340	Resolution	\$865 per month	5/03/2003	\$895 per month
After Hours 5:30 - 7 pm	05-3-3-31-340	Resolution	\$8/day	7/01/1995	\$8/day
Registration Fees	05-3-3-31-340	Resolution	\$15/year	7/01/1995	\$15/year
Sibling Discount (applies to lowest tuition)	05-3-3-31-340	Resolution	10%	6/07/1982	10%
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	\$100 fee & \$1,000 bond	6/29/1981	
Health					
Workplace Training:					
Adult 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>
Child CPR	Special Revenue	Resolution	\$25	9/03/2002	
Infant CPR	Special Revenue	Resolution	\$25	9/03/2002	
Bicycle Helmets	Special Revenue	Resolution	\$7.00	5/05/2003	\$10 - same price for any helmet
Multi-sport Helmets	Special Revenue	Resolution	\$10.00	5/05/2003	
Knee and elbow pads (set)	Special Revenue	Resolution	\$7.00	5/05/2003	
Flu Shots	Special Revenue	Resolution	\$15.00	9/01/2003	
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	

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>
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	
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	\$100 for first hour, \$50 / hr thereafter
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	\$100 - all one price
2,000-4,999 gal/day	General Fund	Resolution	\$100	5/07/1990	\$200 - no difference between larger systems and those of Special Concern
5,000 gpd or greater	General Fund	Resolution	\$200	5/07/1990	\$300 - no difference between larger systems and those of Special Concern
Areas of Special Concern					Eliminate - see above
Under 2,000 gal/day	General Fund	Resolution	\$100	4/25/2001	Eliminate - see above
2,000-4,999 gal/day	General Fund	Resolution	\$200	4/25/2001	Eliminate - see above
5,000+ gal/day	General Fund	Resolution	\$300	5/07/1990	Eliminate - see above
New Septic System Plan Review	General Fund				\$100 - new fee to recover costs of reviewing engineered plans

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>
19-13-B100a Building Addition / Use Change Review	General Fund				\$50 - new fee to recover mandated review cost
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	\$75
Residential Inspections	General Fund	Resolution	\$50/hour	5/07/1990	\$100 for first hour, \$50 / hr thereafter
Restaurant Plan Review	General Fund	Resolution	\$50/hour	5/07/1990	\$100 for first hour, \$50 / hr thereafter
Radon Kit	General Fund	Resolution	\$10	4/26/2000	
<i>Inland Wetlands</i>					
Summary Ruling:					
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	

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>
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 gvw	6/08/1992	
Commercial and industrial refuse	04-4-48-480	Resolution	\$50-\$80/ton	12/06/1999	
Residential permits	04-4-48-480	Resolution	\$75/year or \$3/trip or 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	\$1 to \$3/tire; \$120/ton from commercial hauler	10/07/1996	
Contaminated soil	04-4-48-480	Resolution	\$47/ton		\$20 - \$70 per ton
Special waste	04-4-48-480	Resolution	\$51.50/ton plus lab costs		\$65 - \$80 per ton
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	\$20 per small appliance \$30 per large appliance
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	
Difficult to manage MSW	04-4-48-480				\$65 - \$90 per ton
Penalty for disposal of unacceptible waste items	04-4-48-480				\$20 per item

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>
Penalty for disposal of recyclables	04-4-48-480				\$50 per load - flat fee
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	6/08/1992	
Overdue Book Buddies	General Fund	Resolution	\$1/day	12/15/1997	
Overdue Art Prints	General Fund	Resolution	\$1/day	6/08/1992	
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	
Lost Library Card	General Fund	Resolution	\$5	6/21/1999	
Art Sales Commission	Special Revenue	Resolution	10% of sale	1/01/1996	
AV Equipment	Special Revenue	Resolution	\$20/day	5/05/2003	
VCR/TV (in-house)	Special Revenue	Resolution	\$25/day	5/05/2003	
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	\$35	5/05/2003	
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	

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
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		
Copy Machine	Special Revenue	Resolution	.20/page	6/08/1992	
Computer Class*	Special Revenue	Resolution	\$20 per registration	4/26/2000	
Word Processor*	Special Revenue	Resolution	\$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	
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	1% improvement costs	3/25/1997	
PUD - Plan of Development Application	General Fund	TP&Z	\$100 base fee plus \$150 per lot or D.U.	10/14/2003	
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 base fee plus	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	
PUD - Site Plan with Residential Lots or Dwelling Units	General Fund	TP&Z	\$100 base fee plus \$100 per lot or D.U.	10/14/2003	
Special Use Site Plan with Residential Lots or Dwelling Units	General Fund	TP&Z	\$100 base fee plus \$100 per lot or D.U.	10/14/2003	
Special Use - 1st Use	General Fund	TP&Z	\$100 base fee plus \$50 per lot or D.U.	10/14/2003	
Special Use - Subsequent Applications with Additional Lots	General Fund	TP&Z	\$100 base fee plus \$50 per lot or D.U.	10/14/2003	
Zone Map Revision	General Fund	TP&Z	125 Base fee plus \$100 per acre	10/14/2003	

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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	\$100	12/01/1990	
Build on Unpaved Street	General Fund	TP&Z	\$100	12/01/1990	
Design Development - Concept plan	General Fund	TP&Z	\$100 Base fee plus \$60 per Lot or D.U.	10/14/2003	
Design Development - Detailed plan	General Fund	TP&Z	\$100 Base fee plus \$100 per Lot or D.U.	10/14/2003	
Amendment to Plan of Development	General Fund	TP&Z	\$100	12/01/1990	
Videotape Copying	General Fund	Resolution	\$25	10/07/1997	
Pre-made GIS map	General Fund	Resolution	\$10	10/07/1997	
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	
NOTE: A \$20.00 Conservation Fund fee must be added to the cost of all applications.					
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	5/05/2003	
False alarm penalty-4th and 5th	General Fund	Resolution	\$50 each	5/05/2003	

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
False alarm penalty-6th and 7th	General Fund	Resolution	\$75 each	5/05/2003	
False alarm penalty-8th and 9th	General Fund	Resolution	\$100 each	5/05/2003	
False alarm penalty-10th +	General Fund	Resolution	\$150 each	5/05/2003	
Fire, False alarm - 1st and 2nd	General Fund	Resolution	no penalty	5/05/2003	
Fire, False alarm - 3rd	General Fund	Resolution	\$100 each	5/05/2003	
Fire, False alarm - 4th	General Fund	Resolution	\$200 each	5/05/2003	
Fire, False alarm - 5th	General Fund	Resolution	\$400 each	5/05/2003	
Fire, False alarm - 6th and each additional false alarm	General Fund	Resolution	\$500 each	5/05/2003	
Class I raffle permit	General Fund	Resolution	\$50	7/01/1980	
Class II raffle permit	General Fund	Resolution	\$20	7/01/1980	
Class III raffle permit	General Fund	Resolution	\$20/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	\$15.00 per day	5/05/2003	
Pickup of unwanted dog	General Fund	Resolution	\$50.00	5/05/2003	
Quarantined dog	General Fund	Resolution	\$5.00/day	10/01/1986	
Fingerprinting	General Fund	Resolution	\$10.00	5/05/2003	
Records check	General Fund	Resolution	\$3.00	8/5/85	
Handicapped parking violation	General Fund	Ordinance	\$70.00	5/05/2003	
after 7 days	General Fund	Ordinance	\$140.00	5/05/2003	
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	\$25.00	5/05/2003	

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after 7 days	General Fund	Ordinance	\$50.00	5/05/2003	
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	\$60.00/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	
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	

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
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	
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	

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
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	One year fee per street light at CL&P rate	1949	
Recreation					
<i>Sports and Camps</i>					
Tennis classes (4 sessions)	Special Revenue	Resolution	\$35	5/05/2003	\$35 - \$50 varying number of sessions
Tennis Camp	Special Revenue	Resolution	\$87-\$110	5/05/2003	
Pee Wee Tennis	Special Revenue	Resolution	\$45	5/05/2003	
Special Needs Camp	Special Revenue	Resolution	\$90 per week	5/05/2003	
AM Playground	Special Revenue	Resolution	\$45 per week	5/05/2003	
PM Playground	Special Revenue	Resolution	\$45 per week	5/05/2003	
Full Day Playground	Special Revenue	Resolution	\$90 per week	5/05/2003	\$95 / week - increase in expenditures
Teen Adventures	Special Revenue	Resolution	\$85 - \$200 per week	5/05/2003	\$90 - \$300 - increase in trip options
Counselor in Training Program	Special Revenue	Resolution	\$80 per 4 wks session	5/05/2003	
Baseball Clinic	Special Revenue	Resolution	\$85 - \$112	5/05/2003	
Soccer Clinic	Special Revenue	Resolution	\$85 - \$112	5/05/2003	
Basketball Clinic	Special Revenue	Resolution	\$85 - \$150	5/05/2003	
Lacrosse Clinic	Special Revenue	Resolution	\$85 - \$150	5/05/2003	
Ski Club	Special Revenue	Resolution	\$150 - \$310	5/05/2003	\$200 - \$310 - increase in expenditures
Skyhawks/ Mini Hawks	Special Revenue	Resolution	\$85 - \$150	5/05/2003	
Field Hockey Clinic	Special Revenue	Resolution	\$85 - \$150	5/05/2003	
T - Ball	Special Revenue	Resolution	\$45	5/05/2003	
Youth Band	Special Revenue	Resolution	\$82 plus bus fee	5/06/2002	\$90 plus bus fee - increase in exp.

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
Golf	Special Revenue	Resolution	\$80 - \$125	5/05/2003	
Dek Hockey	Special Revenue	Resolution	\$37	5/06/2002	
Hotshots	Special Revenue	Resolution	\$30 - \$35	5/05/2003	\$30 - \$45 / varying number of sessions
Gymnastics	Special Revenue	Resolution	\$110 per three weeks	5/05/2003	
Student Open Basketball	General Fund	Resolution	\$10.00 season pass	5/05/2003	Free to residents with valid school ID or Recreation pass
Adult open volleyball	General Fund	Resolution	\$20 season pass	5/05/2003	\$25 season pass - increase in exp.
Adult open basketball	General Fund	Resolution	\$20 season pass	5/05/2003	\$25 season pass - increase in exp.
Archery	Special Revenue	Resolution	\$50 - \$75 per session	5/05/2003	
Summer Youth Theater	Special Revenue	Resolution	\$85 - \$110	5/05/2003	
Summer Youth Theater - Non-resident	Special Revenue				\$125 - new fee
Soccer field permits -not sponsored	General Fund	Resolution	\$15.00 per field	5/05/2003	
Softball field permits-not sponsored	General Fund	Resolution	\$20.00 per field	5/05/2003	
Softball field permits-co-sponsored	General Fund	Resolution	\$15.00 per field	5/05/2003	
<i>Rentals:</i>					
Cafeteria	General Fund	Resolution	\$55.00 per hour	5/05/2003	\$57 / hour - increase in exp.
Auditorium	General Fund	Resolution	\$55.00 per hour	5/05/2003	\$57 / hour - increase in exp.
Gymnasium (half)	General Fund	Resolution	\$35.00 per hour	5/05/2003	
Gymnasium (full)	General Fund	Resolution	\$55.00 per hour	5/05/2003	\$57 / hour - increase in exp.
Classrooms	General Fund	Resolution	\$25.00 per hour	5/05/2003	
Northern Connecticut Ballet	General Fund	Resolution	\$125.00 per month	5/05/2003	\$130 / month - increase in exp.
Windsor Jesters	General Fund	Resolution	\$125.00 per month	5/05/2003	\$130 / month - increase in exp.
Winter Youth Theater	General Fund	Resolution	\$125.00 per month	5/05/2003	\$130 / month - increase in exp.

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
Windsor School of Self Defense	General Fund	Resolution	\$35 per hour 1/2 gym	5/05/2003	
Spirit of Truth Christian Center	General Fund	Resolution	\$440.00 per month	5/05/2003	\$460 / month - increased space used
Church of God	General Fund	Resolution	\$252.00 per month	4/25/2001	Removed from guide - no longer renting
Greater Hartford Dance Academy	General Fund	Resolution	\$35 per hour 1/2 gym	5/05/2003	
Community Room (330 Windsor Ave.)	General Fund				\$25 / hour rental rate - new space
Rental of storage space at LPW	General Fund				\$1.50 - \$2.00 per sq. ft.
Indoor Playscape Party - Resident	Special Revenue				\$95 - \$200 per party
Indoor Playscape Party - Non-Resident	Special Revenue				\$150 - \$300 per party
Aquatics - Summer					
Swim Pass - Resident - Child (16 and under)	General Fund	Resolution	\$25.00	5/05/2003	
Swim Pass - Resident - Senior Citizen	General Fund	Resolution	\$24.00	5/05/2003	\$25 - to keep in line with youth pass
Swim Pass - Resident - Adult (17 and over)	General Fund	Resolution	\$35.00	5/05/2003	
Swim Pass - Resident - Family	General Fund	Resolution	\$60.00	5/05/2003	
Swim Pass - Non resident - Child (16 and under)	General Fund	Resolution	\$50.00	5/05/2003	
Swim Pass - Non resident - Senior Citizen	General Fund	Resolution	\$50.00	5/05/2003	
Swim Pass - Non resident - Adult (17 and over)	General Fund	Resolution	\$70.00	5/05/2003	
Swim Pass - Non resident - Family	General Fund	Resolution	\$120.00	5/05/2003	
Swim Lessons - Child	General Fund	Resolution	\$29	5/06/2002	Mon - Thurs (make up lessons Fri.)
Swim Lessons - Two Children	General Fund	Resolution	\$44	5/05/2003	Discount not offered
Swim Lessons - Adult	General Fund	Resolution	\$35	5/05/2003	\$50
Swim Lessons - Family Maximum	General Fund	Resolution	\$60	5/05/2003	Eliminated
Diving Lessons - Child	General Fund	Resolution	\$45 - \$60	5/05/2003	

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
Diving Lessons - Adult	General Fund	Resolution	\$60 - \$75	5/05/2003	
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	\$70 per session plus books	5/05/2003	
Life Guard Training	General Fund	Resolution	\$70 per session plus books	5/05/2003	
Safety Training for swim coaches	General Fund	Resolution	\$70 per session plus books	5/05/2003	
Aquatics - Winter:					
Child	General Fund	Resolution	\$15 - \$30	5/05/2003	
Senior Citizen	General Fund	Resolution	\$15 - \$30	5/05/2003	
Adult	General Fund	Resolution	\$29 - \$58	5/05/2003	
Family	General Fund	Resolution	\$55 - \$110	5/05/2003	
Child-non resident	General Fund	Resolution	\$30 - \$60	5/05/2003	
Senior Citizen-non resident	General Fund	Resolution	\$30 - \$60	5/05/2003	
Adult-non resident	General Fund	Resolution	\$60 - \$116	5/05/2003	
Family - non resident	General Fund	Resolution	\$110 - \$220	5/05/2003	
Note: Children ages 2 and under can swim at open swim at no charge					
General Recreation:					
Water Aerobics	Special Revenue	Resolution	\$30 - \$50	5/05/2003	\$35 - \$60 - increase in exp.
Passage (Fifth Grade)	Special Revenue	Resolution	\$45 per session	5/05/2003	
Student Ceramics	Special Revenue	Resolution	\$35 - \$110	5/05/2003	

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
Romp and Learn	Special Revenue	Resolution	\$50 per week or \$160 per month	5/05/2003	
Parent / Child Movement	Special Revenue	Resolution	\$35 - \$45 per session	5/05/2003	
Pre School Dance	Special Revenue	Resolution	\$35 - \$45 per session	5/05/2003	
Mommy n' Me	Special Revenue	Resolution	\$35 per session	5/05/2003	
Kindergarten Dance	Special Revenue	Resolution	\$70 - \$90 per session	5/05/2003	
Dance Movement Workshop	Special Revenue	Resolution	\$45 - \$50 per session	5/05/2003	
Swing and Swim	Special Revenue	Resolution	\$45 - \$50 per session	5/05/2003	
Foreign Languages	Special Revenue	Resolution	\$27 - \$62	5/06/2002	
Tumbling	Special Revenue	Resolution	\$50 - \$75 per session (winter)	5/5/03	
Arts and Crafts	Special Revenue	Resolution	\$22 - \$45 per session	5/05/2003	
Adult Dance	Special Revenue	Resolution	\$38 - \$68	5/06/2002	
AM Aerobics	Special Revenue	Resolution	\$50 - \$100 per session	5/05/2003	
Working Women's Aerobics	Special Revenue	Resolution	\$50 - \$100 per session	5/05/2003	
PM Aerobics	Special Revenue	Resolution	\$50 - \$100 per session	5/05/2003	
PM low impact aerobics	Special Revenue	Resolution	\$50 - \$100 per session	5/05/2003	
Tai Chi Chuan	Special Revenue	Resolution	\$60 - \$100 per session	5/05/2003	
Yoga	Special Revenue	Resolution	\$35 - \$60 per session	5/05/2003	
SAT Preparatory	Special Revenue	Resolution	\$40		
Drawing Class	Special Revenue	Resolution	\$37 - \$62	5/06/2002	
Ceramics	Special Revenue	Resolution	\$45 - \$125 per session	5/03/2003	
Painting Class	Special Revenue	Resolution	\$37 - \$62	5/06/2002	
Phat Fridays	Special Revenue	Resolution	\$10 / event	5/03/2003	
Zone Days	Special Revenue	Resolution	\$20 per day	5/03/2003	
Middle School Club Café	Special Revenue	Resolution	\$6 - \$7 / dance	5/03/2003	

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Schools Out Special	Special Revenue	Resolution	\$15 /day	5/03/2003	
Extended Playground Hours	Special Revenue				\$15 - \$20 per week - new
Model Making and Crafts	Special Revenue				\$35 - \$75 - new
Computer Training	Special Revenue				\$65 - \$95 - new
Super Saturdays	Special Revenue				\$25 - new
Special Needs - Adults Program	Special Revenue				\$25 per quarter - new
Special Needs - Youth Program	Special Revenue				\$55 per session - new
Intensive Special Needs Program - Summer	Special Revenue				\$95 per week
Culinary Arts Program	Special Revenue				\$50 - \$90
Outdoor Adventure	Special Revenue				\$75 - \$150
Classic Movie Sundays	Special Revenue				\$2 - \$7
Adult Toning and Boxing Program	Special Revenue				\$65 - \$150
Adult Basketball League	Special Revenue				\$300 - \$600
Adult Volleyball League	Special Revenue				\$300 - \$600
CPR / First Aid	Special Revenue				\$65 - \$95
Nutrition and Wellness Programs	Special Revenue				\$45 - \$65
Family Trips (In-State / Out-of-State)	Special Revenue				\$100 - \$1,500
Indoor Playscape Pass - Resident	Special Revenue				\$30/family from September - May
Indoor Playscape Pass - Non-Resident	Special Revenue				\$60/family from September - May
Indoor Playscape Drop-in fee - Resident	Special Revenue				\$1 per person per visit
Indoor Playscape Drop-in - Non-Resident	Special Revenue				\$2 per person per visit
Membership Pass Replacement Fee	Special Revenue				\$5 per replacement
Senior Services:					
Adults in Motion	Special Revenue				\$12 - \$25
Adults in Motion - Drop-in	Special Revenue				\$2.50 - \$5.00
Aerobics/Young at Heart	Special Revenue				\$15 - \$21
Young at Heart - Drop-in	Special Revenue				\$2.50 - \$5.00
Card Making	Special Revenue				\$2.00 - \$4.00
Ceramics	Special Revenue				\$7 per class
Computer Classes	Special Revenue				\$15 - \$30
Computer Classes - Non-resident	Special Revenue				\$23 - \$38

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>		
Special Events - One Day	Special Revenue				\$2 - \$10		
Light Fantasia / Forest Park	Special Revenue				\$3 - \$6		
Parties	Special Revenue				\$5 - \$30		
Stretching	Special Revenue				\$30 - \$40		
Stretching - Drop-in	Special Revenue				\$3.00 - \$6.00		
Tai Chi Arthritis	Special Revenue				\$32 - \$40		
Tai Chi Beginner	Special Revenue				\$32 - \$40		
Trips Day	Special Revenue				\$12 - \$18		
Water Aerobics	Special Revenue				\$52.50 - \$98.00		
Water Aerobics - Non-resident	Special Revenue				\$73 - \$108		
Yoga	Special Revenue				\$21 - \$60		
Yoga - Drop-in	Special Revenue				\$4.00 - \$8.00		
Fitness Center Membership - 3 months	Special Revenue				\$20		
Fitness Center Membership - 6 months	Special Revenue				\$35		
Fitness Center Membership - 1 year	Special Revenue				\$60		
Youth Service Bureau:							
Counseling Fee Schedule:							
Gross Annual Income	Number of Family Members						
	1	2	3	4	5	6	7
Up to 17,000	5	4	3	2	2	2	2
17001 - 21000	10	8	6	4	2	2	2
21001 - 25000	15	12	9	6	4	2	2
25001 - 30000	20	16	12	8	6	4	2
30001 - 35000	25	20	15	10	8	6	4
35001 - 40000	30	25	20	15	10	8	5
40001 - 45000	35	30	25	20	15	10	8
45001 - 50000	40	35	30	25	20	15	10
50001 - 60000	40	40	35	30	25	20	15
60001 - 70000	40	40	40	35	30	25	20
70001 - 80000	40	40	40	40	35	30	25
80001 - 90000	40	40	40	40	40	35	30
90001 and up	40	40	40	40	40	40	40

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
Summer Adventures	Special Revenue				\$85 - \$200 per week
Adventure Challenge Games	Special Revenue				\$35 - \$50 per session
HOPE Community Leadership	Special Revenue				\$10 per session
Teen Adventure Club	Special Revenue				\$10 - \$20 per session
Leader in Training Program	Special Revenue				\$50 per two-week session
Community Gardening	Special Revenue				\$10 per session
Adventure Arts Program	Special Revenue				\$22 - \$45
Adventure Schools Out Special	Special Revenue				\$15 per day
Parent Center Programs:					
Interactive music session	Special Revenue	Resolution	\$2.00 per class	5/03/2003	Discontinued
Moving to Music	Special Revenue	Resolution	\$2.00 per class	5/03/2003	
More Moving to Music	Special Revenue	Resolution	\$2.00 per class	5/03/2003	
Creative Movement	Special Revenue	Resolution	\$2.00 per class	5/03/2003	
Make a craft	Special Revenue	Resolution	\$2.00 per class	5/03/2003	Discontinued
Beginner Spanish	Special Revenue	Resolution	\$2.00 per class	5/03/2003	
Latin Beat for Little Feet	Special Revenue	Resolution	\$2.00 per class	5/03/2003	
Babysitting Course - resident	Special Revenue	Resolution	\$10.00 per child	5/03/2003	
Babysitting Course - non-resident	Special Revenue	Resolution	\$14.00 per child	5/03/2003	
Arts and Crafts and Cooking	Special Revenue	Resolution	\$2.00 per class	5/03/2003	Discontinued
Cooking with kids	Special Revenue	Resolution	\$2.00 per class	5/03/2003	Discontinued
What can we learn from play?	Special Revenue	Resolution	\$2.00 per class	5/03/2003	Discontinued
Computertots	Special Revenue	Resolution	Fee set by Computertots	5/03/2003	Discontinued
Mother Goose and you	Special Revenue	Resolution	\$2.00 per class	5/03/2003	Discontinued
Messy Midgets	Special Revenue	Resolution	\$2.00 per class	5/03/2003	Discontinued
Home Day Care Craft and Play	Special Revenue	Resolution	\$2.00 per child	5/03/2003	Discontinued
Trips	Special Revenue	Resolution	\$2.00 - \$5.00	5/03/2003	
Music & Imagination	Special Revenue				\$2.00 per class

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
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 Camp - half day	Special Revenue	Resolution	\$70/week	5/06/2002	\$80 per week
Nature Camp - whole day	Special Revenue	Resolution	\$130/week	5/06/2002	\$140 per week
Town Clerk					
Animal Licenses:					
Spayed Female or Neutered Male Dog	General Fund	CGS 22-338	\$8.00	5/05/2003	
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:	General Fund				
Hunting	General Fund	CGS 26-28	\$14.00	5/05/2003	
Junior Hunting	General Fund	CGS 26-28	\$3.00	1/01/1992	
Fishing	General Fund	CGS 26-28	\$20.00	5/05/2003	
Hunting & Fishing	General Fund	CGS 26-28	\$28.00	5/05/2003	
Trapping	General Fund	CGS 26-28	\$25.00	5/05/2003	
Junior Trapping	General Fund	CGS 26-28	\$3.00	1/01/1992	

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
Hunting & Fishing Licenses - Non Resident:	General Fund				
Hunting	General Fund	CGS 26-28	\$67.00	5/05/2003	
Junior Hunting	General Fund	CGS 26-28	\$3.00	1/01/1992	
Fishing	General Fund	CGS 26-28	\$40.00	5/05/2003	
Hunting & Fishing	General Fund	CGS 26-28	\$88.00	5/05/2003	
Three Day Fishing	General Fund	CGS 26-28	\$16.00	5/05/2003	
Pheasant Tags	General Fund	CGS 26-28	\$14.00	5/05/2003	
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	
Documents With no Known Last Address of Grantee	G/F	CGS 7-34a	\$5.00	7/01/1982	
Notary Public - Certificate of Appointment	G/F	CGS 3-94	\$10.00	7/01/1982	
Notarize Document	G/F	Resolution	\$2.00 per document	5/06/2002	
Local Conveyance Tax	G/F	CGS 12-494	0.0025 times sale price	5/05/2003	

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
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	TP&Z	\$25.00	7/01/1991	
S.A.R.A. Town Emergency Plan	General Fund	Resolution	\$12.00	5/01/1989	
Street Map	General Fund	Resolution	\$2.00 MDC map; or free street map	5/05/2003	
Subdivision Regulations	General Fund	Resolution	\$7.00	5/05/2003	
Town Charter	General Fund	Resolution	\$10.00	6/21/1999	
Town Code of Ordinances - Hard Cover	General Fund	Resolution	\$175.00	6/21/1999	
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	

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
Electronic Voter List Tape (Subject to Approval of Registrars of Voters)	General Fund	Resolution	\$200.00	6/22/1983	
Wetlands Map	General Fund	Resolution	\$8.00	5/05/2003	
Wetlands Regulations	General Fund	Resolution	\$10.00	5/05/2003	
Zoning Regulations	General Fund	Resolution	\$20.00	5/05/2003	
Zoning Map - Large	General Fund	Resolution	\$20.00	5/05/2003	
Zoning Map - Small	General Fund	Resolution	\$10.00	5/05/2003	
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	\$50/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.					
Vital Statistics					
Birth Certificate - Certified	General Fund	CGS 7-74	\$5.00	7/01/1989	

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<u>Fines and Fees</u>	<u>Fund</u>	<u>Authority</u>	<u>Fee</u>	<u>Last Action</u>	<u>Proposed New Fee</u>
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

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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.

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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,

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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:

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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;

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- 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.