



FINANCIAL PLAN AND PROGRAM OF SERVICES

PROPOSED FOR THE
FISCAL YEAR 2008-2009

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**PROPOSED
FISCAL YEAR 2009
FINANCIAL PLAN
AND
PROGRAM OF SERVICES**

FOR THE FISCAL YEAR

Beginning July 1, 2008 and ending June 30, 2009

**TOWN OF WINDSOR
CONNECTICUT**



TOWN COUNCIL

Donald S. Trinks - Mayor
Alan J. Simon – Deputy Mayor
Ronald C. Eleveld
Robert B. Gegetskas, II
William H. Herzfeld
Donald A. Jepsen, Jr.
Mathew A. Marci
Randy P. McKenney
Robert L. Rispoli

TOWN MANAGER

Peter Souza

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A READER'S GUIDE TO THE BUDGET

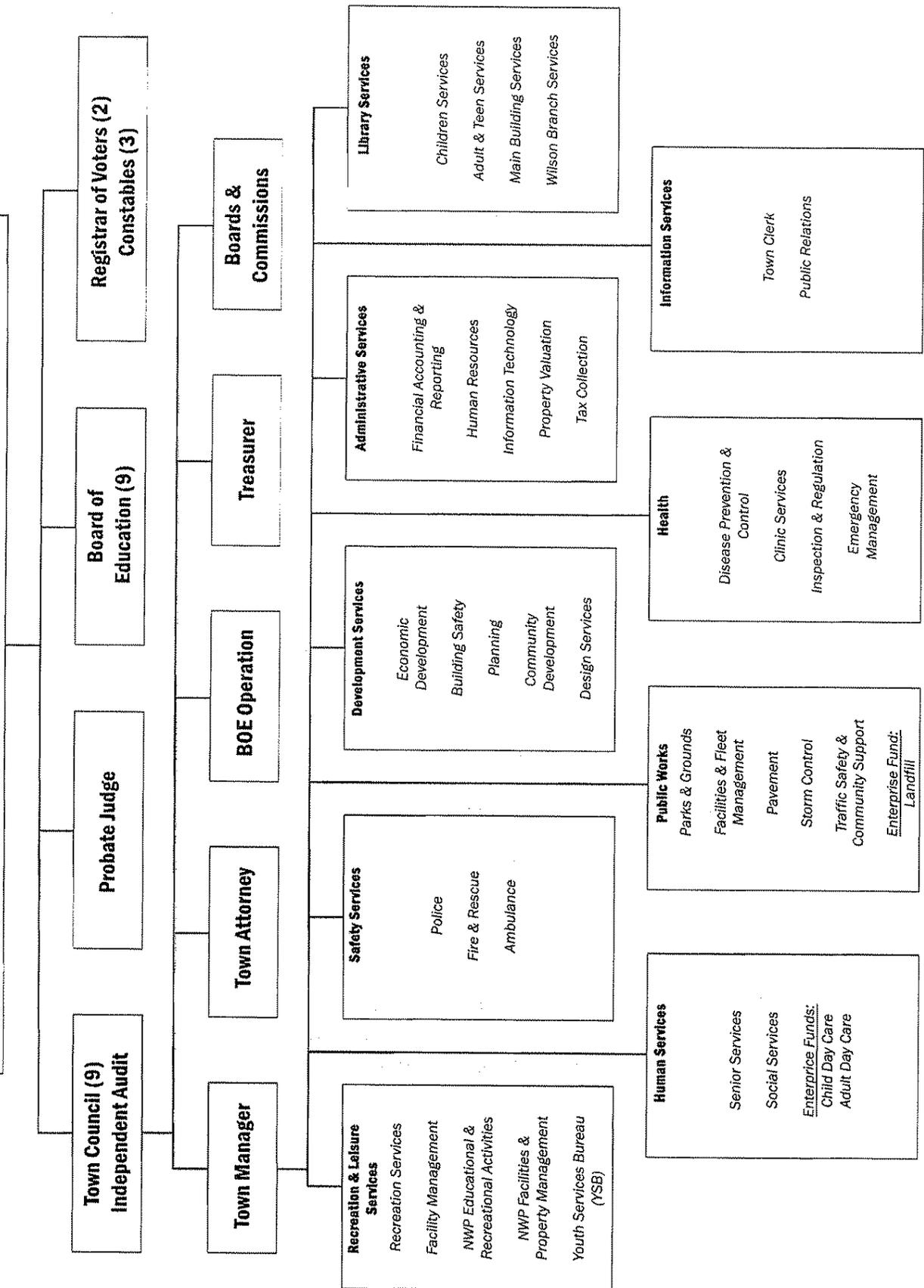
This budget is designed to serve as both a financial tool and a public communications forum. Consequently, we have worked to produce a document that is clear and complete with information that our readers want to know.

The budget may be broken down into the following components:

- 1) **Introduction.** The introductory section of the budget describes the overall philosophy upon which the budget was developed. The 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 2009 including the new capital projects budget as described on pages Q-8 and Q-9.
- 3) **Support Sections.** Sections D through R are the supporting sections of the budget document. These sections explain in detail how total and General Fund expenditures were derived and what products and services will be offered to our residents. These sections also list the individual department goals and highlights.
- 4) **Non-General Fund Services.** Section S contains the budgets for the three town enterprise funds – Windsor Child Development Center, the Caring Connection Adult Day Health Center and the Windsor-Bloomfield Sanitary Landfill. Each of these funds is dependent upon revenues generated from the users of these facilities and is not funded by tax dollars. The budget for the Windsor's Office of Community Development is listed in Section L. The Community Development Office receives minimal support by town tax dollars - the Office operates almost exclusively through grant funds and loan repayments.
- 5) **Appendices.** Section T contains various informative items for the reader. For example, a summary of the Town's Capital Improvement Program is provided in Appendix A and a Price Guide listing rates for various Town services is provided in Appendix G. Also, Appendix I consists of a Glossary of Budget Terms that the reader may find helpful when using this document.

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

Voters of Windsor





March 28, 2008

Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to submit the FY 2008-2009 Financial Plan and Program of Services. The budget supports the thousands of daily tasks that compose the services and programs the Town of Windsor delivers to residents. This complement of services is one of the primary reasons Windsor residents rate the quality of life in the community so high. The continued delivery of these services requires many commitments: the vision of the town's leadership, the dedication of capable employees, the support of residents and sufficient financial resources. Without any one of these elements, the future quality of life in Windsor would be jeopardized.

Windsor has been very fortunate over the past few years to be the host of significant economic development projects. These projects have generated infrastructure investment and lessened residents' collective burden of property taxes. Many of the benefits of these projects will extend for several years into the future. However, the town has an immediate opportunity to use one-time revenues from these projects in Fiscal Year 2009 to make a multi-year investment in the quality of life in Windsor. This proposed budget describes a plan for making that meaningful investment and continuing the quality services Windsor residents depend upon.

In our 375th year, I am very pleased that the town is in such a position to capitalize on its past and prepare for its future by:

- Investing \$400,000 in the preservation of uniquely Windsor history. These funds will be used to rehabilitate and preserve historic buildings on the Palisado Green in part through the establishment of a challenge grant for the Windsor Historic Society. The funds will also be used to preserve tobacco barns at Northwest Park and to conduct an assessment of the community's historic monuments
- Setting up a multi-year technology infrastructure replacement fund of \$425,000, which will be used to replace critical assets that the town relies upon to deliver services
- Committing \$740,000 toward our community facilities, such as designing improvements to the senior center at the L.P. Wilson Community Center that will meet the current and future needs of this growing population, making improvements to 330 Windsor Avenue, adding the next segment of the riverfront trail system, and renovating Washington Park

- Creating a vehicle replacement fund of \$425,000 to ensure that the oldest, most costly and least reliable vehicles are removed from our fleet and that employees continue to have these resources to perform daily tasks.

Setting aside these one-time revenues for needs in the coming years will help the town meet other funding demands in more fiscally constrained times.

Overall Assessment of the Proposed Budget

When the town's operating budget is combined with the Board of Education's proposed 5.58% increase, the FY 2009 operating budget proposes an increase of 6.47%. The overall town and BOE expenditure increase equals \$7,601,325 or 8.42% when debt service payments, Metropolitan District Commission (MDC) assessments, capital projects, and the community investment initiatives are included. The proposed budget increases the mill rate 0.8 from 29.30 to 30.10, resulting in an increase in property taxes of 2.73%.

The proposed FY 2009 General Fund Budget consists of the following major categories:

| | FY 2008 Budget | FY 2009 Proposed Budget | \$ Change | % Change |
|-------------------------------------|---------------------------|--|----------------------|---------------------|
| Board of Education | 56,874,840 | 60,046,260 | 3,171,420 | 5.58% |
| Town Operating Budget | 24,394,775 | 26,482,220 | 2,087,445 | 8.56% |
| Sewer Service (MDC) | 2,956,330 | 2,956,330 | 0 | 0.00% |
| Debt Service | 5,989,670 | 6,052,130 | 62,460 | 1.04% |
| Capital Projects | 40,000 | 330,000 | 290,000 | 725% |
| Community Investment Initiatives | 0 | 1,990,000 | 1,990,000 | 100% |
| Total | \$90,255,615 | \$97,856,940 | \$7,601,325 | 8.42% |

Town Operating Budget

The town operating portion of the budget, which is 27.06% of the overall budget, is proposed to increase by \$2,087,445. The majority of this is due to increases in fixed costs, contractual obligations and the maintenance of ongoing operations. Increases in utilities and health insurance make up 27.5% of the increase. \$545,495 of the town's proposed operating budget is related to the restoration or enhancement of services. The proposed budget also includes resources for asset management activities such as vehicle and public safety equipment replacements.

FY 2009 Revenues

Like every municipality in Connecticut, Windsor is heavily reliant upon property tax revenue. In FY 2009, 78.6% of the total revenues will come from property tax. Fortunately, and unlike many other towns in the state, Windsor's Grand List growth was very robust during the past year and a greater share of the property tax burden falls to commercial and industrial taxpayers. Grand List growth produced \$5.5 million in new revenue for FY 2009, which is \$2.6 million greater than last year. Of the Grand List growth total, roughly \$4.1 million is attributable to the four major economic development projects.

In addition to property taxes, the town has projected more state aid for schools due to the Governor's proposed increase in Educational Cost Sharing (\$1.3 million over FY 2008 budget). These positive revenue trends are offset by significant negative trends in other revenue streams. Interest and investment revenue is forecasted to decrease by \$400,000 due to falling rates. Building and development permit revenue is projected to decrease from the FY 2008 budgeted amount by \$110,000 in FY 2009, as building activity slows. The transfer from the Landfill Enterprise Fund is being decreased by \$162,000 as we reduce our reliance on this short-term revenue source. Conveyance fee revenue is reduced \$285,000 due to the scheduled sun-setting of a portion of this fee and the slowdown in the real estate market. Overall, non-tax revenue is projected to increase less than 1%, whereas this category of revenue has increased between 5.3% and 8.1% in the past three years.

Financial Stewardship in the FY 2009 Proposed Budget

Use of Cash Reserves

The FY 2009 proposed budget reduces the reliance on "opening cash" and other cash reserves (such as the Police Private Duty and Internal Insurance Funds) to pay for ongoing operations by \$364,190. This provides the Town Council flexibility in redirecting reserves to meet other policy objectives such as asset management, open space preservation or cash funding capital projects. Additionally, the reliance on cash reserves jeopardizes ongoing operations when the reserves are depleted.

Debt Service

FY 2009 proposed debt service is increasing from \$5.99 million in FY 2008 to \$6.05 million. These debt payments for capital projects constitute 6.2% of the General Fund budget. The proposed budget includes financing several projects with cash to minimize future debt service obligations. In FY 2009, \$150,000 in debt service fund balance will be applied toward that year's payment, reducing FY 2009's debt service expenditure.

Use of Special Revenue Funds

The town will use nearly \$2,000,000 in special revenue funds in the FY 2009 budget to fund programs and services and lessen the burden on the General Fund. Special revenue funds are funds that are not tax related, such as grants, user fees, donations, reimbursements and private contributions. Special revenue funds allow the town to provide a wider range and higher quality of services than its tax revenue would

otherwise allow. In many cases, the special revenues collected are spent to deliver those same services. For example, special revenues support 32% of the Recreation and Leisure Services Department's budget. Recreation will collect fees for its programs and then use that revenue to meet current and future demands for programs.

Service Delivery Restorations and Enhancements

In response to service demands, the proposed budget includes the community investment initiative and funding for the following areas:

Neighborhood Safety and Overall Quality of Life

- Emergency dispatching resources
- Volunteer Fire Department recruitment and retention resources, clerical assistance and emergency equipment
- Part-time staffing at the Food Bank
- Property maintenance enforcement hours
- Part-time staffing at the main library's reference desk

Traffic Safety and Enforcement

- Two police officer positions, for traffic safety and enforcement
- Funding for traffic calming

Maintenance of Public Spaces and Infrastructure

- Stormwater management funding
- Two Public Works' maintainer positions and seasonal maintenance worker hours

Youth and Senior Services

- Additional staffing hours for the Youth Service Bureau (YSB) and less reliance on special revenue sources for YSB programming
- Transportation coordination between the Caring Connection, Dial-a-Ride and the Senior Center

Environmental Education and Sustainability

- Tree replacement funding
- Contribution to the open space fund
- Increase hours for the Northwest Park environmental educator position
- Increase public information efforts to promote recycling

FY 2008 Update

The adopted FY 2008 budget is \$90,255,615. Projected revenues are expected to exceed the budgeted amount by \$1.6 million. This revenue surplus is attributed largely to receiving \$860,000 in Education Cost Sharing, \$339,000 in Special Education Excess Costs, \$320,000 in building permits, and \$62,000 more than anticipated in telecommunications property tax revenue. Expenditures are projected to be \$90,122,930, or slightly lower than the budgeted amount. This projection assumes the Board of Education's budget of \$56.9 million is expended in full.

Concluding Remarks

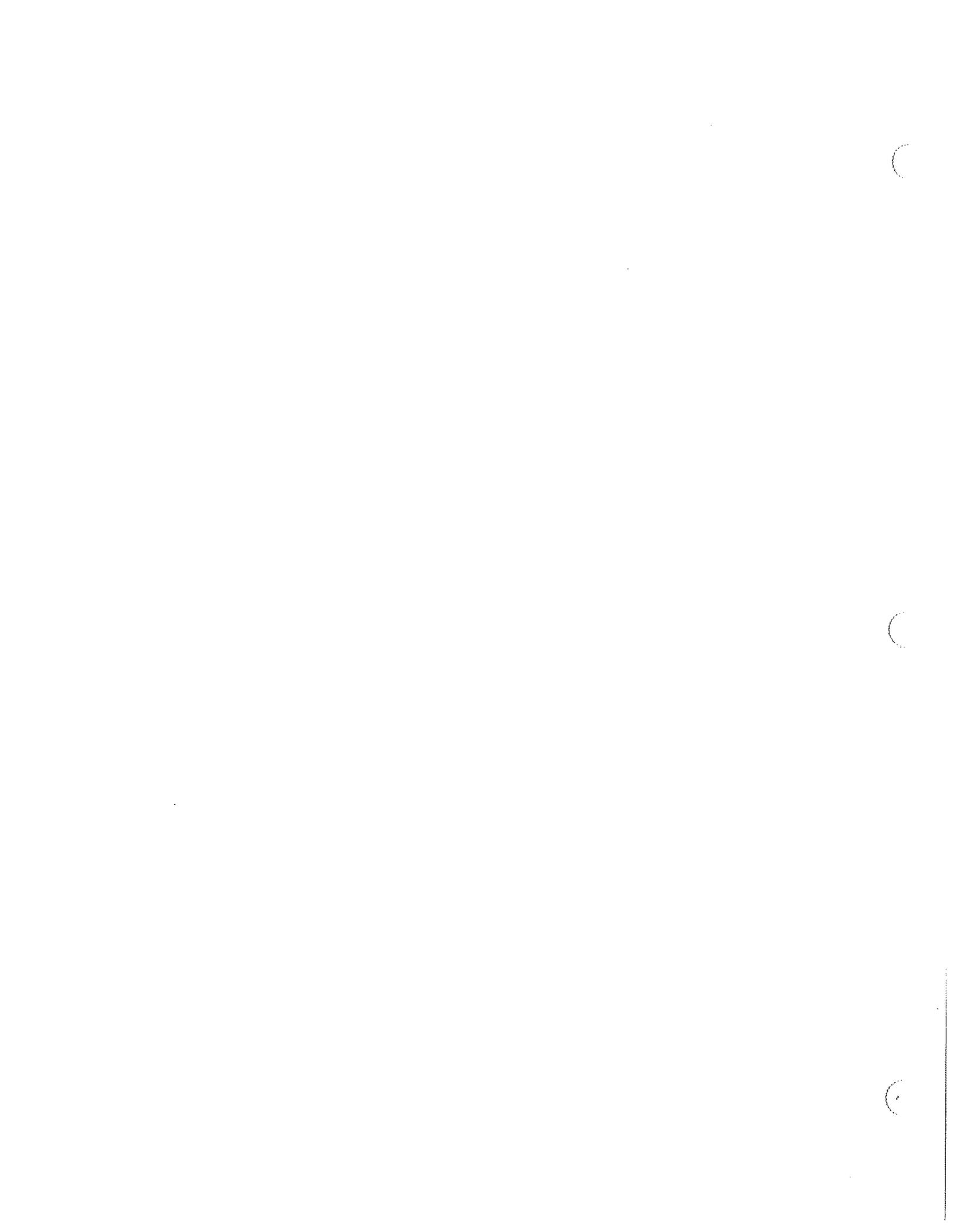
The past year's Grand List growth has placed us in a fortunate position. It has given us the flexibility to not only maintain existing services, but to also take steps to invest in Windsor's future quality of life. This proposed financial plan utilizes a spike in Grand List growth revenue to prepare the tax base for revaluation, reduces reliance on cash reserves for ongoing operations, funds critical asset management needs and addresses current and emerging service demands.

I would like to thank the Board of Education's administration, the town's Leadership Team, the town's Budget Review Team and the Finance Department for their work in preparing this proposed budget for fiscal year 2008-2009.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Peter P. Souza". The signature is stylized with a large, sweeping flourish at the end.

Peter Souza
Town Manager



ORGANIZATION VISION, MISSION AND CORE VALUES

The Windsor Vision

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

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

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

Our core values support our organizational vision. We have identified the values by way of a series of exercises that 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 Q – General Services.

Council Retreat and Public Hearings

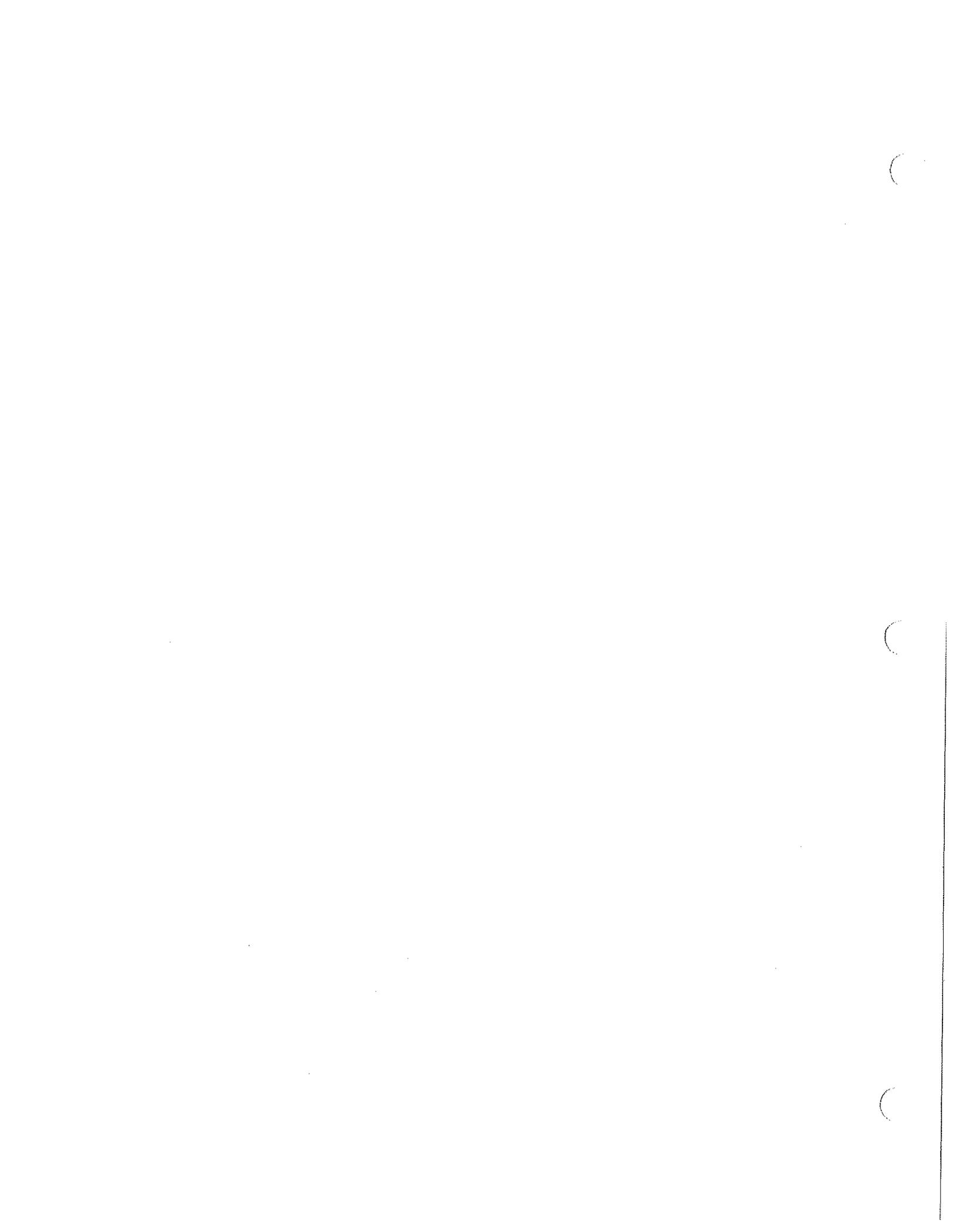
At the beginning of the budget process, the Town Council conducts a retreat to focus on the Town Manager's goals and direction for the ensuing year. After the Town Council retreat, public hearings are held to solicit input from the community as to its priorities for the upcoming fiscal year and to hear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

Town Manager's Proposed Budget

The Town Manager is required by the Windsor Town Charter to present to the Council a proposed operating budget and a Capital Improvements 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 Town 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 2008-2009
BUDGET CALENDAR BY DEPARTMENT**

| Date | Day | Step |
|-------------------------------|------------------|--|
| Feb. 4, 2008 7:15 PM | Monday | Public Hearing by Town Council to hear budget requests from citizens. |
| Week of March 17-20 | <i>Tentative</i> | Finance Committee Meeting |
| March 28, 2008 | Friday | Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget) |
| April 2, 2008 | Wednesday | Informational meeting on Proposed Budget |
| April 7, 2008 7:15 PM | Monday | Regular Town Council meeting; Public Hearing re: public opinion regarding budget as proposed by Town Manager |
| April 9, 2008 6:30- 9 PM | Wednesday | Board of Education, Revenues, Public Works, Landfill |
| April 14, 2008 6:30 - 9 PM | Monday | Safety Services, Recreation & Leisure Services, Library, Human Services, Child Care, and Adult Day Care |
| April 16, 2008 6:30 - 9 PM | Wednesday | Board of Education, Information Services, Administrative Services, Development Services and Community Development |
| April 21, 2008 6:30 - 9 PM | Monday | Health Services, General Government, Town Support for Education, General Services, Insurance Internal Service Fund |
| April 23, 2008 6:30 - 9 PM | Wednesday | Price Guide, Capital Spending, Review of previous Town Council questions & preliminary deliberations |
| April 28, 2008 6:30 - 9 PM | Monday | Town Council final deliberations and vote |
| May 13, 2008 | Tuesday | Recommended date for Adjourned Town Meeting (referendum) |
| May 19, 2008 | Monday | Regular Town Council Meeting; Council sets tax rate |
| June 20, 2008 | Friday | Tax bill mailing completed |
| June 30, 2008 | Monday | End of current fiscal year |
| July 1, 2008 | Tuesday | FY 2009 budget becomes effective |



GENERAL FUND BALANCE SUMMARY

(budgetary basis)

| | <u>FY 2008 Estimate</u> | <u>FY 2009 Proposed</u> |
|---|-------------------------|-------------------------|
| Revenues | | |
| General Property Tax | \$ 71,021,340 | \$ 78,506,028 |
| Licenses and Permits | 1,120,725 | 720,460 |
| Fines and Penalties | 32,900 | 22,000 |
| Revenues from Use of Assets | 2,195,429 | 1,681,512 |
| State School Aid | 12,650,138 | 12,603,527 |
| State Grants in Lieu of Taxes | 1,814,182 | 1,908,146 |
| Other State Grants | 643,510 | 446,799 |
| Federal Grants | 11,401 | 10,450 |
| Revenues from Other Agencies | 719,230 | 632,348 |
| Charges for Current Services | 1,005,906 | 784,670 |
| Other Revenues | 44,500 | 41,000 |
| Opening Cash | 600,000 | 500,000 |
| | <u>91,859,261</u> | <u>97,856,940</u> |
| Total Revenues | | |
| | <u>91,859,261</u> | <u>97,856,940</u> |
| Expenditures and Encumbrances | | |
| General Government | \$ 870,565 | \$ 896,820 |
| Safety Services | 7,692,675 | 8,436,160 |
| Recreation & Leisure Services | 1,165,250 | 1,331,610 |
| Human Services | 850,150 | 926,540 |
| Health Services | 420,560 | 470,160 |
| Library Services | 1,407,500 | 1,513,030 |
| Development Services | 1,579,085 | 1,727,585 |
| Community Development | 25,000 | 25,000 |
| Public Works | 5,038,220 | 5,404,675 |
| Information Services | 402,150 | 419,000 |
| Administrative Services | 1,812,900 | 1,930,920 |
| General Services | 7,353,860 | 10,367,460 |
| Board of Education | 56,874,840 | 60,046,260 |
| Town Support for Education | 4,630,175 | 4,361,720 |
| | <u>90,122,930</u> | <u>97,856,940</u> |
| Total Expenditures and Encumbrances | | |
| | <u>90,122,930</u> | <u>97,856,940</u> |
| Surplus (deficit) | 1,736,331 | - |
| Beginning Fund Balance, July 1, 2007 | <u>12,922,409</u> | <u>12,516,747</u> |
| <u>Use of Fund Balance:</u> | | |
| Opening Cash | (600,000) | (500,000) |
| White Rock Culvert Project (8/6/07) | (125,000) | - |
| Pleasant Street Reconstruction Project (8/6/07) | (487,700) | - |
| CL&P Claim (8/6/07) | (29,293) | - |
| Open Space Special Revenue Project (10/1/07) | (400,000) | - |
| Cash Financing CIP | | (345,000) |
| Possible Paydown on \$1,950,000 EDIP Notes | (500,000) | (500,000) |
| | <u>(2,344,993)</u> | <u>(1,345,000)</u> |
| Estimate Ending Fund Balance, June 30 | <u>\$ 12,516,747</u> | <u>\$ 11,171,747</u> |

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

PROPRIETARY AND INTERNAL SERVICE FUNDS

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

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

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

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

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

FIDUCIARY FUNDS

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

Trust Funds

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

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

Agency Funds

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 educational programs that serve 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.

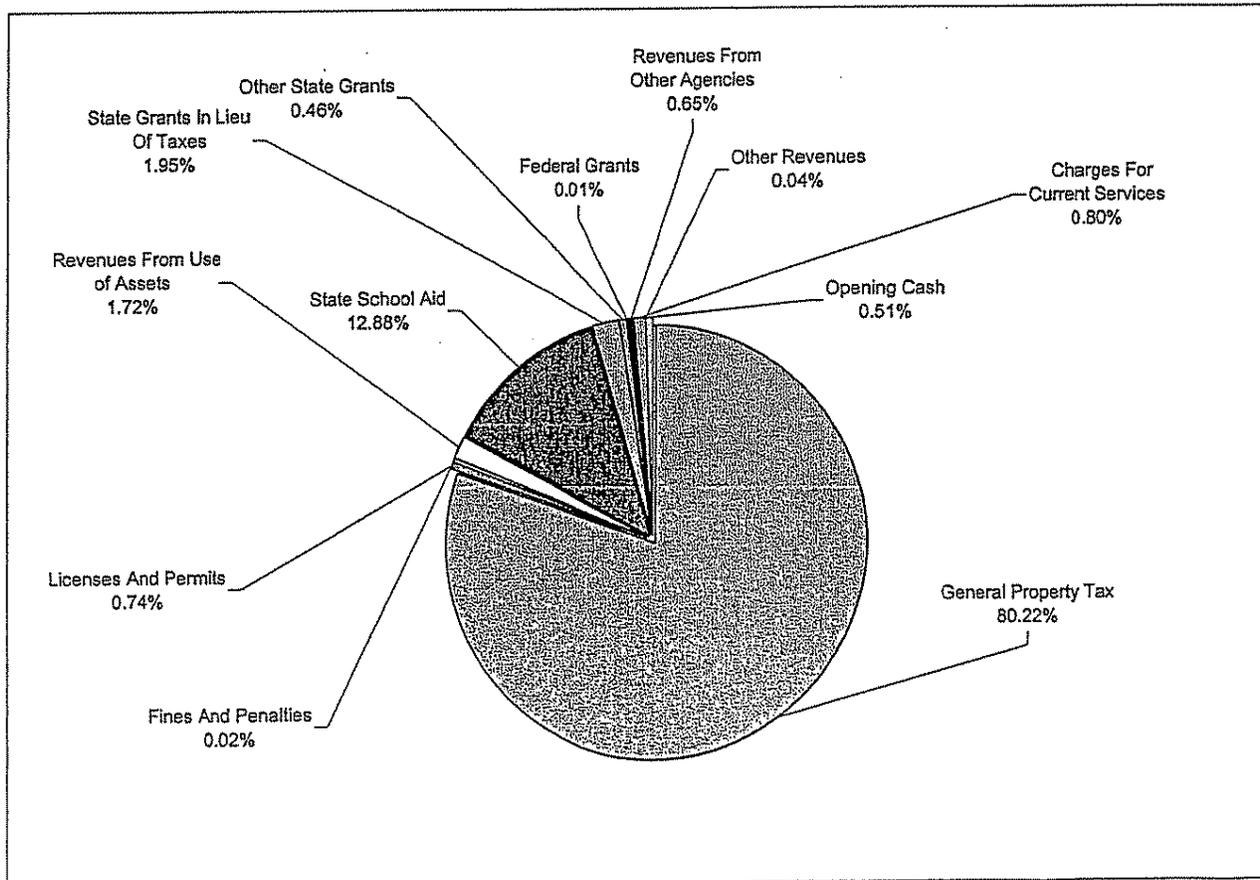
The town's accounting records for the Child Development, Landfill and Adult Day Care Enterprise Funds are maintained on a full accrual basis. Revenues are recognized when earned and expenses are recognized when incurred.

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 | 2007 | FY 2008 | | FY 2009 |
|--------------|-------------------------------|---------------------|---------------------|---------------------|---------------------|
| | | Actual | Budget | Estimated | Proposed |
| 910 | General Property Tax | \$68,258,615 | \$70,920,742 | \$71,021,340 | \$78,506,028 |
| 915 | Licenses And Permits | 2,528,635 | 800,220 | 1,120,725 | 720,460 |
| 920 | Fines And Penalties | 29,106 | 13,150 | 32,900 | 22,000 |
| 925 | Revenues From Use of Assets | 2,886,817 | 2,233,389 | 2,195,429 | 1,681,512 |
| 930 | State School Aid | 10,203,791 | 11,451,534 | 12,650,138 | 12,603,527 |
| 935 | State Grants In Lieu Of Taxes | 1,970,794 | 1,791,282 | 1,814,182 | 1,908,146 |
| 940 | Other State Grants | 666,075 | 643,921 | 643,510 | 446,799 |
| 945 | Federal Grants | 5,829 | 9,700 | 11,401 | 10,450 |
| 950 | Revenues From Other Agencies | 759,170 | 657,021 | 719,230 | 632,348 |
| 955 | Charges For Current Services | 1,442,650 | 1,093,656 | 1,005,906 | 784,670 |
| 960 | Other Revenues | 405,194 | 41,000 | 44,500 | 41,000 |
| 965 | Opening Cash | 700,000 | 600,000 | 600,000 | 500,000 |
| TOTAL | | \$89,856,675 | \$90,255,615 | \$91,859,261 | \$97,856,940 |



ANNUAL BUDGET GENERAL FUND REVENUES BY TYPE

| CAT./ACCT NO. | | FY 2007 | FY 2008 | | FY 2009 |
|---------------|--------------------------------------|-------------------|-------------------|-------------------|-------------------|
| | | Actual | Budget | Estimated | Proposed |
| 910 | <u>GENERAL PROPERTY TAX</u> | | | | |
| 51002 | Current Levy | 66,504,048 | 69,437,242 | 69,437,240 | 76,958,228 |
| 51004 | Interim Motor Vehicle Tax | 646,397 | 630,000 | 630,000 | 630,000 |
| 51006 | Prior Year Levies | 610,146 | 500,000 | 560,000 | 540,000 |
| 51008 | Interest | 493,321 | 350,000 | 390,000 | 374,000 |
| 51009 | Liens & Penalties | 4,702 | 3,500 | 4,100 | 3,800 |
| | | <u>68,258,615</u> | <u>70,920,742</u> | <u>71,021,340</u> | <u>78,506,028</u> |
| 915 | <u>LICENSES AND PERMITS</u> | | | | |
| 51200 | Vendor's Licenses | 705 | 200 | 200 | 200 |
| 51202 | Animal Licenses | 26,218 | 18,020 | 18,020 | 18,020 |
| 51203 | Marriage/Civil Union Licenses | 1,463 | 1,420 | 1,420 | 1,420 |
| 51204 | Hunting & Fishing Licenses | 651 | 1,500 | 1,500 | 1,500 |
| 51205 | Street Cut Permits | | | | |
| 51206 | Building Permits | 10,180 | 5,010 | 5,010 | 5,010 |
| 51212 | Lodging House Licenses | 2,464,305 | 750,000 | 1,070,000 | 670,000 |
| 51213 | Well Permits | 400 | 400 | 400 | 400 |
| 51214 | Food Permits | 75 | 110 | 250 | 110 |
| 51216 | Septic System Permits | 20,398 | 19,500 | 19,500 | 19,500 |
| 51217 | Fire Marshal Permits | 2,150 | 3,000 | 3,000 | 3,000 |
| 51219 | Fire Marshal Permits | - | 50 | 50 | 50 |
| 51219 | Pistol Permits | 2,090 | 1,010 | 1,350 | 1,250 |
| 51221 | Newsrack Permit/Location Fee | - | - | 25 | - |
| | | <u>2,528,635</u> | <u>800,220</u> | <u>1,120,725</u> | <u>720,460</u> |
| 920 | <u>FINES AND PENALTIES</u> | | | | |
| 51401 | Court Fines | 7,820 | 150 | 13,900 | 7,000 |
| 51402 | Parking Fines | 21,186 | 13,000 | 19,000 | 15,000 |
| 51403 | Other Fines | 100 | - | - | - |
| | | <u>29,106</u> | <u>13,150</u> | <u>32,900</u> | <u>22,000</u> |
| 925 | <u>REVENUES FROM USE OF ASSETS</u> | | | | |
| 51501 | Interest: Unrestricted | 2,378,159 | 1,800,000 | 1,800,000 | 1,425,000 |
| 51504 | Cell Tower Leases | 152,528 | 145,304 | 107,344 | 112,712 |
| 51505 | Rental of Town Property | 356,130 | 288,085 | 288,085 | 143,800 |
| | | <u>2,886,817</u> | <u>2,233,389</u> | <u>2,195,429</u> | <u>1,681,512</u> |
| 930 | <u>STATE SCHOOL AID</u> | | | | |
| 51701 | Special Ed. - Excess Costs | 526,274 | 701,258 | 1,040,089 | 520,000 |
| 51703 | Transportation | 350,135 | 459,241 | 459,241 | 449,294 |
| 51705 | Adult Education | 49,444 | 59,623 | 59,623 | 56,570 |
| 51709 | Blind and Handicapped | 52,086 | 30,000 | 30,000 | 30,000 |
| 51710 | Education Cost Sharing | | | | |
| | | <u>9,225,852</u> | <u>10,201,412</u> | <u>11,061,185</u> | <u>11,547,663</u> |
| | | <u>10,203,791</u> | <u>11,451,534</u> | <u>12,650,138</u> | <u>12,603,527</u> |
| 935 | <u>STATE GRANTS IN LIEU OF TAXES</u> | | | | |
| 51900 | Machinery Exemption | 1,244,254 | 1,282,768 | 1,282,768 | 1,381,040 |
| 51902 | Tax Exemption for the Elderly | 2,384 | 3,850 | 3,850 | 3,850 |
| 51903 | HEART (Elderly) | 185,845 | 189,940 | 190,792 | 189,940 |
| 51904 | Property Tax Boats | 15,623 | 15,620 | 15,623 | 15,620 |
| 51905 | State owned Property/Casino | 293,311 | 274,104 | 293,442 | 292,696 |
| 51906 | Totally Disabled Exemption | 2,025 | - | 2,113 | - |
| 51907 | Veterans Tax Exemption | 24,951 | 25,000 | 25,594 | 25,000 |
| 51908 | Property Tax Relief | 202,402 | - | - | - |
| | | <u>1,970,794</u> | <u>1,791,282</u> | <u>1,814,182</u> | <u>1,908,146</u> |
| 940 | <u>OTHER STATE GRANTS</u> | | | | |
| 52100 | Bond Interest Subsidy | 111,366 | 86,412 | 86,412 | 63,466 |
| 52101 | School Building Grant | 510,876 | 513,509 | 513,509 | 339,733 |
| 52104 | Public Library Grant | 2,239 | 3,000 | 2,589 | 2,600 |
| 52107 | Other State Grants | 41,595 | 41,000 | 41,000 | 41,000 |
| | | <u>666,075</u> | <u>643,921</u> | <u>643,510</u> | <u>446,799</u> |

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

| CAT./ACCT NO. | | FY 2007 | | FY 2008 | | FY 2009 | |
|--------------------|--|--------------------------|--------------------------|--------------------------|--------------------------|---------|-----------------|
| | | Actual | Budget | Estimated | Proposed | Adopted | |
| 945 | <u>FEDERAL GRANTS</u> | | | | | | |
| 52201 | Elderly Transportation | 4,668 | 6,200 | 7,151 | 6,200 | | |
| 52202 | Civil Preparedness | 1,161 | 3,500 | 4,250 | 4,250 | | |
| | | <u>5,829</u> | <u>9,700</u> | <u>11,401</u> | <u>10,450</u> | | <u>-</u> |
| 950 | <u>REVENUES FROM OTHER AGENCIES</u> | | | | | | |
| 52301 | Windsor Housing Authority | 11,453 | 11,453 | 11,453 | 11,453 | | |
| 52302 | In Lieu of Tax Payments | 190,308 | 175,550 | 175,550 | 159,300 | | |
| 52303 | Telephone Property Tax | 557,410 | 470,018 | 532,227 | 440,685 | | |
| 52304 | Community Renewal Team | - | - | - | 20,910 | | |
| | | <u>759,170</u> | <u>657,021</u> | <u>719,230</u> | <u>632,348</u> | | <u>-</u> |
| 955 | <u>CHARGES FOR CURRENT SERVICES</u> | | | | | | |
| 52500 | Recording Legal Documents | 234,758 | 235,000 | 235,000 | 235,000 | | |
| 52501 | Vital Statistics | 62 | - | - | - | | |
| 52502 | Conveyance Fees | 676,261 | 445,000 | 363,100 | 160,000 | | |
| 52504 | Special Police Services/Alarm Fees | 1,700 | 4,500 | 4,500 | 4,500 | | |
| 52505 | Sale of Accident Reports and Photos | 2,256 | 2,060 | 2,060 | 2,060 | | |
| 52506 | Animal Pound Fees | 2,599 | 2,810 | 2,810 | 2,810 | | |
| 52507 | Town Planning & Zoning Comm. Fees | 50,732 | 53,000 | 38,000 | 25,000 | | |
| 52508 | Zoning Board of Appeals Fees | 1,771 | 500 | 500 | 500 | | |
| 52509 | Inland Wetlands Fees | 19,567 | 10,000 | 12,000 | 10,000 | | |
| 52517 | Special Education Tuition from Other Towns | 239,612 | 130,000 | 130,000 | 130,000 | | |
| 52518 | Library Fines & Fees | 30,719 | 25,000 | 27,000 | 30,000 | | |
| 52519 | Recreation Fees | 38,825 | 40,000 | 40,000 | 39,000 | | |
| 52520 | Northwest Park | 2,460 | 5,000 | 5,000 | 5,000 | | |
| 52521 | Dial-a-Ride Fees | 10,504 | 7,000 | 7,000 | 7,000 | | |
| 52522 | Health Service Fees | 100 | 250 | 250 | 250 | | |
| 52523 | Sale of Sand & Gravel | - | 500 | 500 | 500 | | |
| 52525 | Administrative Overhead | 101,210 | 111,236 | 111,236 | 111,250 | | |
| 52530 | Sale of Publications & Materials | 18,120 | 16,800 | 18,200 | 16,800 | | |
| 52531 | Miscellaneous Service Charges | 10,396 | 5,000 | 8,750 | 5,000 | | |
| 52534 | Assessment Abatement Policy | 1,000 | - | - | - | | |
| | | <u>1,442,650</u> | <u>1,093,656</u> | <u>1,005,906</u> | <u>784,670</u> | | <u>-</u> |
| 960 | <u>OTHER REVENUES</u> | | | | | | |
| 52701 | Sale of Capital Assets | 300 | 500 | 500 | 500 | | |
| 52703 | Other Refunds | - | 500 | 500 | 500 | | |
| 52704 | Miscellaneous Other Revenues | 404,894 | 40,000 | 43,500 | 40,000 | | |
| | | <u>405,194</u> | <u>41,000</u> | <u>44,500</u> | <u>41,000</u> | | <u>-</u> |
| 965 | <u>MISCELLANEOUS REVENUES</u> | | | | | | |
| 52752 | Opening Cash | 700,000 | 600,000 | 600,000 | 500,000 | | |
| GRAND TOTAL | | <u><u>89,856,675</u></u> | <u><u>90,255,615</u></u> | <u><u>91,859,261</u></u> | <u><u>97,856,940</u></u> | | <u><u>-</u></u> |

REVENUE EXPLANATION

910 General Property Tax

This category accounts for approximately 80.22% of the town's General Fund revenues in FY 09.

| | | FY 2007 | | FY 2008 | | FY 2009 | |
|-------|---------------------------|-------------------|-------------------|-------------------|-------------------|---------|---|
| | | Actual | Budget | Estimated | Proposed | Adopted | |
| 51002 | Current Levy | 66,504,048 | 69,437,242 | 69,437,240 | 76,958,228 | - | - |
| 51004 | Interim Motor Vehicle Tax | 646,397 | 630,000 | 630,000 | 630,000 | - | - |
| 51006 | Prior Year Levies | 610,146 | 500,000 | 560,000 | 540,000 | - | - |
| 51008 | Interest | 493,321 | 350,000 | 390,000 | 374,000 | - | - |
| 51009 | Liens & Penalties | 4,702 | 3,500 | 4,100 | 3,800 | - | - |
| | | <u>68,258,615</u> | <u>70,920,742</u> | <u>71,021,340</u> | <u>78,506,028</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, lien and penalty fees are payments received on delinquent accounts.

The Town of Windsor's General Fund expenditure program for FY 09 totals \$97,856,940. Of this amount, \$76,958,228 will come from the current property tax levy and \$20,898,712 from other revenues. The estimated Net Taxable Grand List for FY 09 is \$2,590,683,323. The last revaluation occurred as of October '03 with implementation in FY 05. The proposed collection rate is 98.75%. Accordingly, the required tax levy will be 30.10 mills; or \$30.10 for each \$1,000 of assessed value. The mill rate is calculated as follows:

| MILL RATE CALCULATION | | |
|---|---------------|---------|
| | Proposed | Adopted |
| Total Expenditure | 97,856,940 | |
| Less: Other Revenues | (20,398,712) | |
| Less: Opening Cash | (500,000) | |
| Current Property Tax Collection | 76,958,228 | |
| Divided by Estimated Rate of Collection | 98.75% | |
| Adjusted Tax Levy | 77,932,383 | |
| Less: Pro Rata Assessor's Additions | (125,000) | |
| Plus: Senior Tax Relief | 65,000 | |
| Plus: Exemptions for Volunteer Firefighters | 113,000 | |
| Gross Tax Levy | 77,985,383 | |
| Divided by Estimated Taxable Grand List | 2,590,683,323 | |
| Mill Rate | 30.10 | |

915 LICENSES AND PERMITS

This category accounts for approximately 0.74% of the town's General Fund revenues in FY 09.

| | | FY 2007 | | FY 2008 | | FY 2009 | |
|-------|------------------|------------------|----------------|------------------|----------------|---------|---|
| | | Actual | Budget | Estimated | Proposed | Adopted | |
| 51206 | Building Permits | 2,464,305 | 750,000 | 1,070,000 | 670,000 | - | - |
| | All Others | 64,330 | 50,220 | 50,725 | 50,460 | - | - |
| | | <u>2,528,635</u> | <u>800,220</u> | <u>1,120,725</u> | <u>720,460</u> | | |

Building and related permits are expected to finish FY 08 approximately \$320,000 over budget due to more than expected construction. Building permit revenue for FY 09 is budgeted for a \$80,000 decrease from FY 08 due to the expectation of a slowing commercial and residential construction.

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

920 FINES AND PENALTIES

This category accounts for approximately 0.02% of the Town's General Fund revenues in FY 09.

| | | FY 2007 | | FY 2008 | | FY 2009 | |
|-------|---------------|---------------|---------------|---------------|---------------|---------|---|
| | | Actual | Budget | Estimated | Proposed | Adopted | |
| 51401 | Court Fines | 7,820 | 150 | 13,900 | 7,000 | - | - |
| 51402 | Parking Fines | 21,186 | 13,000 | 19,000 | 15,000 | - | - |
| 51403 | Other Fines | 100 | - | - | - | - | - |
| | | <u>29,106</u> | <u>13,150</u> | <u>32,900</u> | <u>22,000</u> | | |

Court fines are those amounts received by courts and distributed by the state to the town including the new surcharge for motor vehicle violations. 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 \$7,820 to a low of \$0. Parking fines have increased the past several years. The town does not receive revenues for most traffic violations.

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 1.72% of the Town's General Fund revenues in FY 09.

| | | FY 2007 | | FY 2008 | | FY 2009 | |
|-------|-------------------------|------------------|------------------|------------------|------------------|---------|---|
| | | Actual | Budget | Estimated | Proposed | Adopted | |
| 51501 | Interest: Unrestricted | 2,378,159 | 1,800,000 | 1,800,000 | 1,425,000 | - | - |
| 51504 | Cell Tower Leases | 152,528 | 145,304 | 107,344 | 112,712 | - | - |
| 51505 | Rental of Town Property | 356,130 | 288,085 | 288,085 | 143,800 | - | - |
| | | <u>2,886,817</u> | <u>2,233,389</u> | <u>2,195,429</u> | <u>1,681,512</u> | | |

Unrestricted interest is the revenue resulting from the investment of cash receipts not immediately used to meet expenditures. For FY 08, it is projected that the final figure will be on budget. We have decreased the FY 09 projections to account for the recent marked decrease in interest earnings.

\$112,712 in revenues is projected for FY 09 for three cell tower ground leases and a percent of co-location leases. The revenues from the cell tower at L. P. Wilson is being directed to the LPW Building Fund as historically done.

The components of rental income are as follows:

| | FY 2008 | | FY 2009 | |
|------------------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Milo Peck Child Development Center | 111,985 | 111,985 | 111,985 | - |
| Landfill | 145,800 | 145,800 | - | - |
| Crowncastle International - Tower | 30,300 | 30,300 | 31,815 | - |
| | <u>288,085</u> | <u>288,085</u> | <u>143,800</u> | |

The FY 09 budget includes rental income from the Milo Peck Child Development Center and the Crowncastle International Tower. The Landfill rental income has been eliminated in FY 09 in preparation for landfill closure.

930 STATE SCHOOL AID

This category accounts for approximately 12.88% of the Town's General Fund revenues in FY 09.

| | | FY 2007 | | FY 2008 | | FY 2009 | |
|-------|----------------------------|-------------------|-------------------|-------------------|-------------------|---------|---|
| | | Actual | Budget | Estimated | Proposed | Adopted | |
| 51701 | Special Ed. - Excess Costs | 526,274 | 701,258 | 1,040,089 | 520,000 | - | - |
| 51703 | Transportation | 350,135 | 459,241 | 459,241 | 449,294 | - | - |
| 51705 | Adult Education | 49,444 | 59,623 | 59,623 | 58,570 | - | - |
| 51709 | Blind and Handicapped | 52,086 | 30,000 | 30,000 | 30,000 | - | - |
| 51710 | Education Cost Sharing | 9,225,852 | 10,201,412 | 11,081,185 | 11,547,663 | - | - |
| | | <u>10,203,791</u> | <u>11,451,534</u> | <u>12,650,138</u> | <u>12,603,527</u> | | |

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

The FY 08 estimates for this group of accounts are anticipated to come in over budget by \$1,198,600 due to Education Cost Sharing and Special Education coming in higher than budgeted. For FY 09 the Special Education - Excess Costs grant proposed amount of \$520,000 and Blind and Handicapped proposed amount of \$30,000 is the estimate of reimburseable costs as per the Board of Education. The remaining state school grants are obtained from the Governor's proposed budget. The FY 09 budget category for State School Aid is projected in total to result in a \$1,152,000 increase over the previous year's budget.

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 1.95% of the Town's General Fund revenues in FY 09.

| | | FY 2007 | FY 2008 | | FY 2009 | |
|-------|-------------------------------|-----------|-----------|-----------|-----------|---------|
| | | Actual | Budget | Estimated | Proposed | Adopted |
| 51900 | Machinery Exemption | 1,244,254 | 1,282,768 | 1,282,768 | 1,381,040 | - |
| 51902 | Tax Exemption for the Elderly | 2,384 | 3,850 | 3,850 | 3,850 | - |
| 51903 | HEART (Elderly) | 185,845 | 189,940 | 190,792 | 189,940 | - |
| 51904 | Property Tax Boats | 15,623 | 15,620 | 15,623 | 15,620 | - |
| 51905 | State owned Property/Casino | 293,311 | 274,104 | 293,442 | 292,696 | - |
| 51906 | Totally Disabled Exemption | 2,025 | - | 2,113 | - | - |
| 51907 | Veterans Tax Exemption | 24,951 | 25,000 | 25,594 | 25,000 | - |
| 51908 | Property Tax Relief | 202,402 | - | - | - | - |
| | | 1,970,794 | 1,791,282 | 1,814,182 | 1,908,146 | - |

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. The manufacturer's equipment is expected to be reimbursed at 80%.

940 OTHER STATE GRANTS

This category accounts for approximately 0.46% of the Town's General Fund revenues in FY 09.

| | | FY 2007 | FY 2008 | | FY 2009 | |
|-------|-----------------------|---------|---------|-----------|----------|---------|
| | | Actual | Budget | Estimated | Proposed | Adopted |
| 52100 | Bond Interest Subsidy | 111,366 | 86,412 | 86,412 | 63,466 | - |
| 52101 | School Building Grant | 510,876 | 513,509 | 513,509 | 339,733 | - |
| 52104 | Public Library Grant | 2,239 | 3,000 | 2,589 | 2,600 | - |
| 52107 | Other State Grants | 41,595 | 41,000 | 41,000 | 41,000 | - |
| | | 666,075 | 643,921 | 643,510 | 446,799 | - |

The Bond Interest Subsidy is a grant received from the state to reduce the cost of borrowing for school construction projects and for projects financed prior to FY 96. This revenue decreases in proportion to the decrease in interest payments on school project bonds.

The Other State grants 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 0.01% of the Town's General Fund revenues in FY 09.

| | | FY 2007 | FY 2008 | | FY 2009 | |
|-------|------------------------|---------|---------|-----------|----------|---------|
| | | Actual | Budget | Estimated | Proposed | Adopted |
| 52201 | Elderly Transportation | 4,668 | 6,200 | 7,151 | 6,200 | - |
| 52202 | Civil Preparedness | 1,161 | 3,500 | 4,250 | 4,250 | - |
| | | 5,829 | 9,700 | 11,401 | 10,450 | - |

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

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.65% of the Town's General Fund revenues in FY 09.

| | | FY 2007 | FY 2008 | | FY 2009 | |
|-------|---------------------------|---------|---------|-----------|----------|---------|
| | | Actual | Budget | Estimated | Proposed | Adopted |
| 52301 | Windsor Housing Authority | 11,453 | 11,453 | 11,453 | 11,453 | - |
| 52302 | In Lieu of Tax Payments | 190,308 | 175,550 | 175,550 | 159,300 | - |
| 52303 | Telephone Property Tax | 557,410 | 470,018 | 532,227 | 440,685 | - |
| 52304 | Community Renewal Team | - | - | - | 20,910 | - |
| | | 759,170 | 657,021 | 719,230 | 632,348 | - |

In Lieu of Tax Payments revenue in FY 09 includes a \$113,750 payment made by the Landfill Enterprise fund to the town for buildings and equipment owned and operated by the fund. This is \$16,250 less than FY 08. In addition, In-Lieu of Taxes includes \$45,550 to be paid by the City of Hartford under the Keney Park Golf Course agreement.

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 0.80% of the town's General Fund revenues in FY 09.

| | FY 2007 Actual | FY 2008 | | FY 2009 | |
|--|-------------------|-----------|-----------|----------|---------|
| | | Budget | Estimated | Proposed | Adopted |
| 52500 Recording Legal Documents | 234,758 | 235,000 | 235,000 | 235,000 | - |
| 52501 Vital Statistics | 62 | - | - | - | - |
| 52502 Conveyance Fees | 676,261 | 445,000 | 363,100 | 160,000 | - |
| 52504 Special Police Services/Alarm Fees | 1,700 | 4,500 | 4,500 | 4,500 | - |
| 52505 Sale of Accident Reports and Photos | 2,256 | 2,060 | 2,060 | 2,060 | - |
| 52506 Animal Pound Fees | 2,599 | 2,810 | 2,810 | 2,810 | - |
| 52507 Town Planning & Zoning Comm. Fees | 50,732 | 53,000 | 38,000 | 25,000 | - |
| 52508 Zoning Board of Appeals Fees | 1,771 | 500 | 500 | 500 | - |
| 52509 Inland Wetlands Fees | 19,567 | 10,000 | 12,000 | 10,000 | - |
| 52517 Special Education Tuition from Other Towns | 239,612 | 130,000 | 130,000 | 130,000 | - |
| 52518 Library Fines & Fees | 30,719 | 25,000 | 27,000 | 30,000 | - |
| 52519 Recreation Fees | 38,825 | 40,000 | 40,000 | 39,000 | - |
| 52520 Northwest Park | 2,460 | 5,000 | 5,000 | 5,000 | - |
| 52521 Dial-a-Ride Fees | 10,504 | 7,000 | 7,000 | 7,000 | - |
| 52522 Health Service Fees | 100 | 250 | 250 | 250 | - |
| 52523 Sale of Sand & Gravel | - | 500 | 500 | 500 | - |
| 52525 Administrative Overhead | 101,210 | 111,236 | 111,236 | 111,250 | - |
| 52530 Sale of Publications & Materials | 18,120 | 16,800 | 16,200 | 16,800 | - |
| 52531 Miscellaneous Service Charges | 10,396 | 5,000 | 8,750 | 5,000 | - |
| 52534 Assessment Abatement Policy | 1,000 | - | - | - | - |
| | 1,442,650 | 1,093,656 | 1,005,906 | 784,670 | - |

Charges for the overall Current Services category is expected to be approximately \$87,750 under budget for FY 08. This is attributable to the fees for conveyance of property. The conveyance fee sunset provision was extended through FY 08. The sunset provision was taken into consideration for the FY 09 budgeted revenues. For FY 09, Administrative Overhead is composed of \$44,000 from the Milo Peck Child Development Enterprise Fund, \$16,000 from the Caring Connection Enterprise Fund and \$51,250 from 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 0.04% of the town's General Fund revenues in FY 09.

| | FY 2007 Actual | FY 2008 | | FY 2009 | |
|------------------------------------|-------------------|---------|-----------|----------|---------|
| | | Budget | Estimated | Proposed | Adopted |
| 52701 Sale of Capital Assets | 300 | 500 | 500 | 500 | - |
| 52703 Other Refunds | - | 500 | 500 | 500 | - |
| 52704 Miscellaneous Other Revenues | 404,894 | 40,000 | 43,500 | 40,000 | - |
| 52750 Transfer from Other Funds | - | - | - | - | - |
| | 405,194 | 41,000 | 44,500 | 41,000 | - |

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

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.51% of the Town's General Fund revenues in FY 09.

| | FY 2007 Actual | FY 2008 | | FY 2009 | |
|--------------------|-------------------|---------|-----------|----------|---------|
| | | Budget | Estimated | Proposed | Adopted |
| 52752 Opening Cash | 700,000 | 600,000 | 600,000 | 500,000 | - |
| | 700,000 | 600,000 | 600,000 | 500,000 | - |

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

| Fiscal Year Ended June 30 | Budgetary Fund Balance | Adopted or Proposed General Fund Expenditures | Fund Balance as a Percent of Expenditures |
|---------------------------|------------------------|---|---|
| 2009 Proposed | \$11,171,747 | \$97,856,940 | 11.42% |
| 2008 Estimated | \$12,516,747 | \$90,255,615 | 13.87% |
| 2007 | \$12,922,409 | \$86,064,550 | 15.01% |
| 2006 | \$10,296,779 | \$82,825,103 | 12.43% |
| 2005 | \$9,021,467 | \$80,641,193 | 11.19% |
| 2004 | \$7,436,707 | \$77,323,970 | 9.62% |
| 2003 | \$7,139,098 | \$74,154,560 | 9.63% |
| 2002 | \$7,511,600 | \$69,380,090 | 10.83% |

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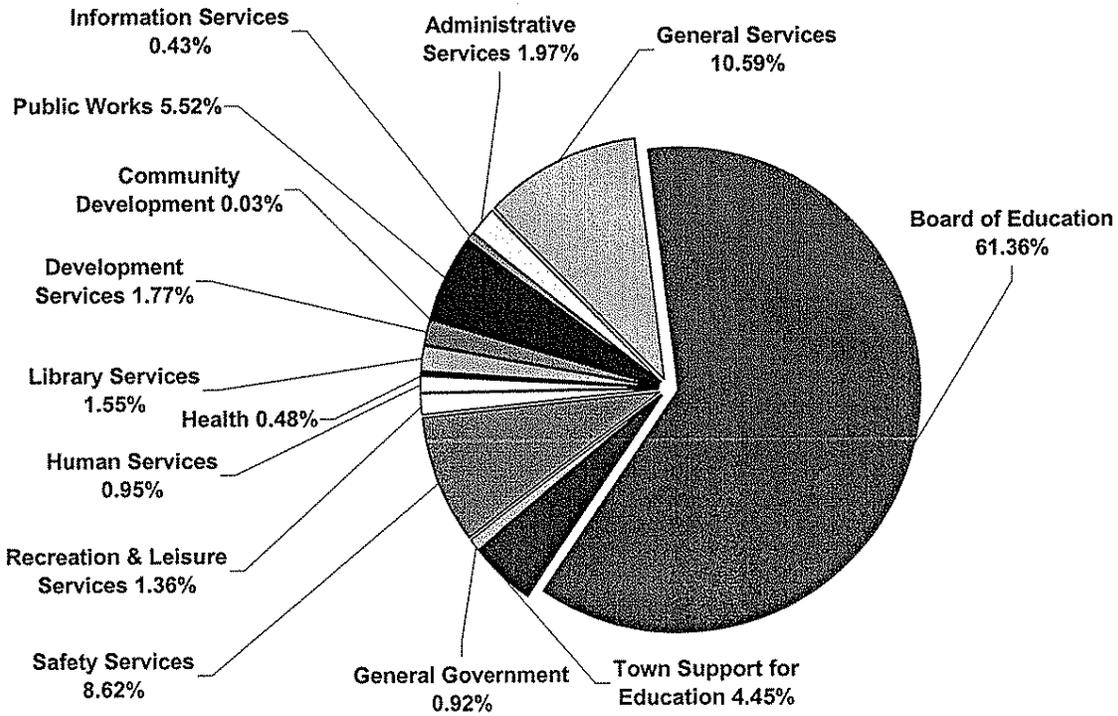
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**ANNUAL BUDGET
GENERAL FUND
EXPENDITURES BY DEPARTMENT**

| | FY 2007 | FY 2008 | | FY 2009 | |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| | <u>ACTUAL</u> | <u>BUDGET</u> | <u>ESTIMATED</u> | <u>PROPOSED</u> | <u>ADOPTED</u> |
| General Government | 823,231 | 873,655 | 870,565 | 896,820 | |
| Safety Services | 7,285,512 | 7,734,650 | 7,692,675 | 8,436,160 | |
| Recreation & Leisure Services | 1,093,507 | 1,168,825 | 1,165,250 | 1,331,610 | |
| Human Services | 799,041 | 862,300 | 850,150 | 926,540 | |
| Health | 373,248 | 433,960 | 420,560 | 470,160 | |
| Library Services | 1,305,887 | 1,407,500 | 1,407,500 | 1,513,030 | |
| Development Services | 1,509,840 | 1,618,875 | 1,579,085 | 1,727,585 | |
| Community Development | 25,000 | 25,000 | 25,000 | 25,000 | |
| Public Works | 4,418,454 | 5,018,205 | 5,038,220 | 5,404,675 | |
| Information Services | 384,267 | 402,445 | 402,150 | 419,000 | |
| Administrative Services | 1,703,065 | 1,850,890 | 1,812,900 | 1,930,920 | |
| General Services | 6,629,188 | 7,346,860 | 7,353,860 | 10,367,460 | |
| Board of Education | 54,388,597 | 56,874,840 | 56,874,840 | 60,046,260 | |
| Town Support for Education | 4,750,721 | 4,637,610 | 4,630,175 | 4,361,720 | |
| Total Expenditures: | 85,489,558 | 90,255,615 | 90,122,930 | 97,856,940 | |

General Fund Expenditure by Service Unit



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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 2009.

| | FY 2007 Actual | FY 2008 Budget Estimated | | FY 2009 Proposed Approved | |
|------------------|-------------------|----------------------------------|------------|-----------------------------------|--|
| Operating | 54,388,597 | 56,874,840 | 56,874,840 | 60,046,260 | |

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TOWN SUPPORT FOR EDUCATION

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

| Expenditure Summary | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|-----------|-----------|-----------|-----------|---------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Town Support for Education | 4,750,721 | 4,637,610 | 4,630,175 | 4,361,720 | |

Funding Sources

Town Support for Education expenditures are funded solely by the General Fund.

The following products and services to education are budgeted for FY 09:

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

TOWN SUPPORT FOR EDUCATION

| | FY 2009 | | |
|--|------------------|------------------|------------------|
| | <u>ACTUAL</u> | <u>BUDGET</u> | <u>ADOPTED</u> |
| Aid to Private Education: | | | |
| St. Gabriel School | 21,144 | 25,000 | 25,000 |
| Trinity Christian | 7,500 | 10,000 | 15,000 |
| Loomis Chaffee School | 27,469 | 27,000 | 27,500 |
| Sub Total - Aid to Private Schools | <u>56,113</u> | <u>62,000</u> | <u>67,500</u> |
| Debt Service: | | | |
| Principal | 2,165,680 | 2,239,810 | 2,024,810 |
| Interest | 1,192,770 | 905,040 | 816,750 |
| Sub Total - Debt Service | <u>3,358,450</u> | <u>3,144,850</u> | <u>2,841,560</u> |
| General Government: | | | |
| Audit Fee (25%) | 13,450 | 13,000 | 22,700 |
| Town Attorney (25%) | 17,470 | 17,990 | 18,530 |
| Town Treasurer (50%) | 1,700 | 2,160 | 2,230 |
| Treasurer's Assistant (50%) | 1,359 | 4,120 | 4,240 |
| Sub Total - General Government | <u>33,979</u> | <u>37,270</u> | <u>47,700</u> |
| Risk Management: | | | |
| Automobile Liability (3%) | 8,400 | 8,400 | 8,400 |
| Umbrella Liability (39%) | 66,300 | 62,400 | 62,400 |
| Comp. General Liability (41%) | 114,800 | 114,800 | 114,800 |
| Property Protection (73%) | 109,500 | 108,000 | 108,000 |
| School Board Errors & Omissions (100%) | 30,000 | 25,000 | 25,000 |
| Football and Sports Accidents (100%) | 15,000 | 14,000 | 14,000 |
| Psychologists (100%) | 20,000 | 15,000 | 15,000 |
| Workers Compensation (50%) | 255,000 | 255,000 | 255,000 |
| Excess Workers Comp. Premium (50%) | 26,000 | 25,000 | 25,000 |
| Sub Total - Risk Management | <u>645,000</u> | <u>627,600</u> | <u>627,600</u> |

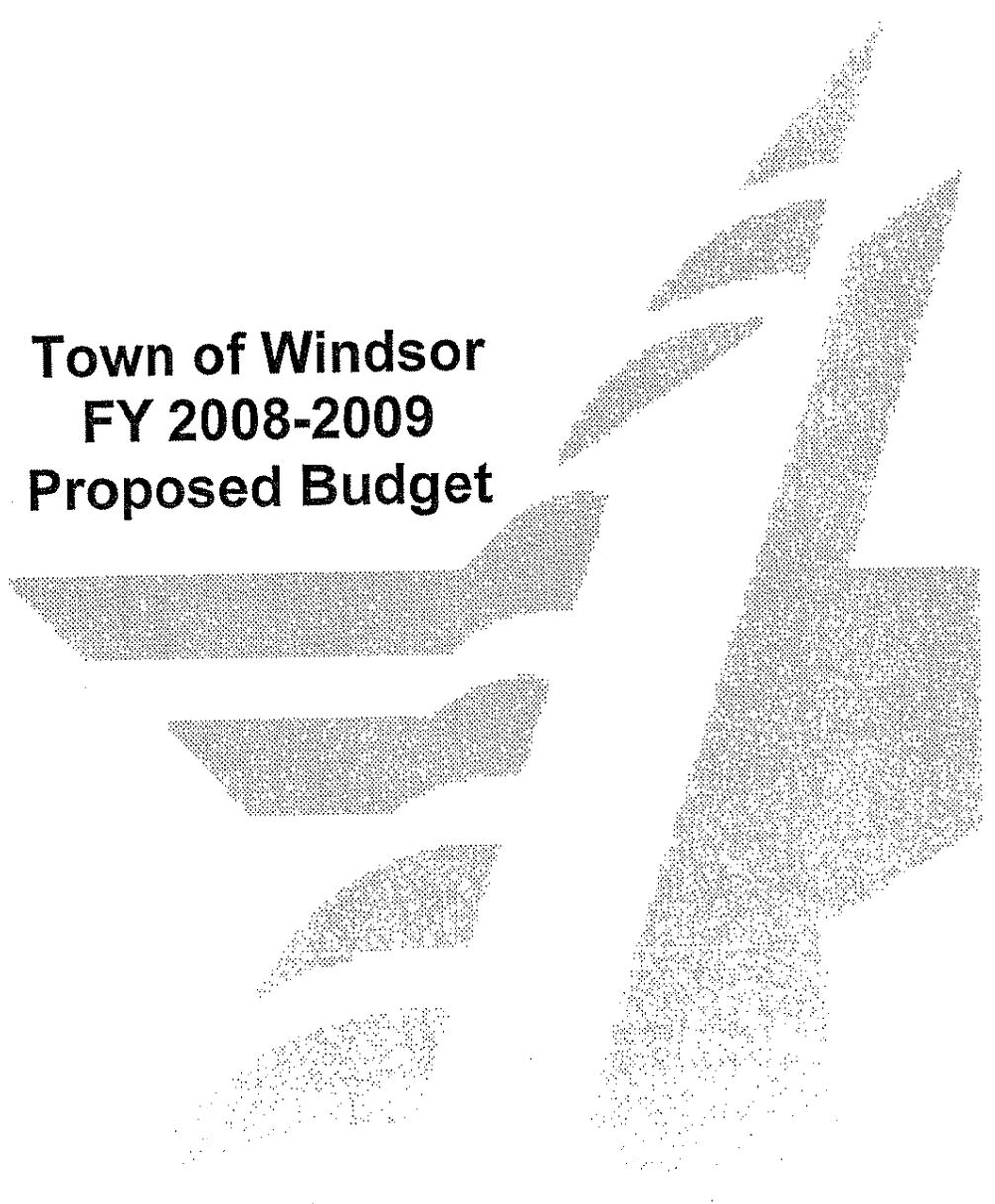
TOWN SUPPORT FOR EDUCATION (continued)

| | FY 2007 | | FY 2008 | | FY 2009 | |
|---|-------------------------|-------------------------|-------------------------|-------------------------|----------------|--|
| | <u>ACTUAL</u> | <u>BUDGET</u> | <u>ESTIMATED</u> | <u>PROPOSED</u> | <u>ADOPTED</u> | |
| Retirement Services: | | | | | | |
| School Retirement | 359,645 | 431,730 | 431,730 | 427,850 | | |
| Sub Total - Retirement Services | <u>359,645</u> | <u>431,730</u> | <u>431,730</u> | <u>427,850</u> | | |
| Youth Protection Services: | | | | | | |
| Police | 146,350 | 152,450 | 152,450 | 162,710 | | |
| Recreation & Leisure Services | 45,000 | 53,230 | 49,250 | 57,000 | | |
| Social Services | 3,007 | - | - | - | | |
| Sub Total - Youth Protection Services | <u>194,357</u> | <u>205,680</u> | <u>201,700</u> | <u>219,710</u> | | |
| Public Works: | | | | | | |
| Maintenance, Snow Removal & Supplemental Services | 103,177 | 128,480 | 125,025 | 129,800 | | |
| Sub Total - Public Works | <u>103,177</u> | <u>128,480</u> | <u>125,025</u> | <u>129,800</u> | | |
| Capital Projects - Schools | - | - | - | - | | |
| TOTAL | <u><u>4,750,721</u></u> | <u><u>4,637,610</u></u> | <u><u>4,630,175</u></u> | <u><u>4,361,720</u></u> | | |



Safety Services

**Town of Windsor
FY 2008-2009
Proposed Budget**



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 2007 | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 6,876,724 | 7,180,333 | 7,161,518 | 7,526,270 | - |
| Supplies | 69,609 | 56,850 | 57,570 | 60,420 | - |
| Services | 271,932 | 280,058 | 283,015 | 317,965 | - |
| Maintenance & Repair | 324,331 | 283,442 | 291,321 | 318,994 | - |
| Grants & Contributions | 40,216 | 7,500 | 13,383 | 13,383 | - |
| Capital Outlay | 223,793 | 184,500 | 222,778 | 296,382 | - |
| Energy & Utility | 392,011 | 419,312 | 427,718 | 466,948 | - |
| Total | 8,198,616 | 8,411,995 | 8,457,303 | 9,000,362 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|---|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Safety Services | 7,285,512 | 7,734,650 | 7,692,675 | 8,436,160 | - |
| Town Support for Education | 146,350 | 152,450 | 152,450 | 162,710 | - |
| Subtotal: Safety General Fund Budget | 7,431,862 | 7,887,100 | 7,845,125 | 8,598,870 | - |
| Federal COPS Grant | - | 16,500 | 16,500 | - | - |
| Asset Forfeitures | - | 11,170 | 39,053 | 56,830 | - |
| State & Federal Grants | 93,110 | 76,830 | 76,830 | 97,022 | - |
| Donations | 630 | - | - | 26,000 | - |
| User Fees | 1,093 | 1,500 | 1,500 | 1,500 | - |
| Use of Police Private Duty Acct. | 671,921 | 418,895 | 478,295 | 220,140 | - |
| Subtotal: Special Revenue Funds | 766,754 | 524,895 | 612,178 | 401,492 | - |
| Total | 8,198,616 | 8,411,995 | 8,457,303 | 9,000,362 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 63.00 | 64.00 | 63.50 | 66.00 | - |
| Regular Part Time Employees | 1.30 | 1.30 | 0.80 | 1.90 | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | 64.30 | 65.30 | 64.30 | 67.90 | - |

Budget Commentary

The FY 08 General Fund budget for Safety Services is estimated to come in under budget by 0.5% due to a reduction of 1 FTE because of vacancies in one full-time and two part-time positions. The overall FY 09 budget reflects a proposed increase of 7.0% and an 9.1% increase in the General Fund, primarily due to cost increases in Personal Services and Capital Outlay.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 6,002,012 | 6,589,988 | 6,511,773 | 7,045,250 | - |
| Supplies | 69,581 | 56,850 | 57,570 | 60,420 | - |
| Services | 266,261 | 280,058 | 283,015 | 317,965 | - |
| Maintenance & Repair | 323,238 | 281,942 | 289,821 | 317,494 | - |
| Grants & Contributions | 40,216 | 7,500 | 13,383 | 13,383 | - |
| Capital Outlay | 192,193 | 99,000 | 109,395 | 214,700 | - |
| Energy & Utility | 392,011 | 419,312 | 427,718 | 466,948 | - |
| Total | 7,285,512 | 7,734,650 | 7,692,675 | 8,436,160 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 146,350 | 152,450 | 152,450 | 162,710 | - |
| Supplies | - | - | - | - | - |
| Services | - | - | - | - | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 146,350 | 152,450 | 152,450 | 162,710 | - |

Special Revenue & Other Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 728,361 | 437,895 | 497,295 | 318,310 | - |
| Supplies | 28 | - | - | - | - |
| Services | 5,671 | - | - | - | - |
| Maintenance & Repair | 1,093 | 1,500 | 1,500 | 1,500 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 31,600 | 85,500 | 113,383 | 81,682 | - |
| Energy & Utility | - | - | - | - | - |
| Total | 766,753 | 524,895 | 612,178 | 401,492 | - |

Total Expenditures (agrees to page F-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 6,876,724 | 7,180,333 | 7,161,518 | 7,526,270 | - |
| Supplies | 69,609 | 56,850 | 57,570 | 60,420 | - |
| Services | 271,932 | 280,058 | 283,015 | 317,965 | - |
| Maintenance & Repair | 324,331 | 283,442 | 291,321 | 318,994 | - |
| Grants & Contributions | 40,216 | 7,500 | 13,383 | 13,383 | - |
| Capital Outlay | 223,793 | 184,500 | 222,778 | 296,382 | - |
| Energy & Utility | 392,011 | 419,312 | 427,718 | 466,948 | - |
| Total | 8,198,616 | 8,411,995 | 8,457,303 | 9,000,362 | - |

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 2007 | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 6,597,538 | 6,974,413 | 6,955,738 | 7,306,625 | - |
| Supplies | 41,321 | 37,525 | 34,970 | 37,310 | - |
| Services | 111,588 | 67,633 | 78,490 | 75,220 | - |
| Maintenance & Repair | 195,571 | 177,942 | 179,321 | 196,529 | - |
| Grants & Contributions | - | 7,500 | 13,383 | 13,383 | - |
| Capital Outlay | 149,850 | 111,500 | 149,778 | 148,382 | - |
| Energy & Utility | 241,090 | 256,401 | 266,542 | 288,998 | - |
| Total | 7,336,958 | 7,632,914 | 7,678,222 | 8,066,447 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|---|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Police | 6,423,855 | 6,955,569 | 6,913,594 | 7,528,245 | - |
| Town Support for Education | 146,350 | 152,450 | 152,450 | 162,710 | - |
| Subtotal: Police General Fund Budget | 6,570,205 | 7,108,019 | 7,066,044 | 7,690,955 | - |
| Federal COPS Grant | - | 16,500 | 16,500 | - | - |
| Asset Forfeitures | - | 11,170 | 39,053 | 56,830 | - |
| State & Federal Grants | 93,740 | 76,830 | 76,830 | 97,022 | - |
| User Fees | 1,093 | 1,500 | 1,500 | 1,500 | - |
| Use of Police Private Duty Acct. | 671,921 | 418,895 | 478,295 | 220,140 | - |
| Subtotal: Special Revenue Funds | 766,754 | 524,895 | 612,178 | 375,492 | - |
| Total | 7,336,959 | 7,632,914 | 7,678,222 | 8,066,447 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 62.00 | 63.00 | 62.50 | 65.00 | - |
| Regular Part Time Employees | 1.30 | 1.30 | 0.80 | 1.70 | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | 63.30 | 64.30 | 63.30 | 66.70 | - |

Commentary

Budget commentary on following page.

POLICE DEPARTMENT

Budget Commentary

The overall FY 08 estimate is slightly over budget by \$45,300 or 0.6%. The General Fund will have a savings of \$42,000, while Special Revenue funds will be \$87,000 higher than anticipated. Personal Services was \$18,700 less as a net result of reductions due to vacancies and increases in contracted traffic control, which is funded under revenues through the Police Private Duty Fund. Services exceeded the budget by \$11,000 or 16.1% due to increases in training costs and veterinary services. Grants and Contributions exceeded the budget due to a significant increase in the number of dog licenses being issued. Capital Outlay exceeded the budget by \$38,300 due to replacing computers, Support Services vehicles and equipment. Energy & Utility exceeded the budget by \$10,100 because of escalating gasoline prices. Staffing was 1 FTE less due to vacancies in one full-time and two part-time positions.

The proposed FY 09 budget increases by 5.7% or \$433,500. The General Fund increases \$572,600 (8.2%) and Special Revenue Funds decrease \$149,000 (28.5%) in FY 09. Services is higher due to printing and training cost increases. Maintenance and Repair will increase primarily due to the cost of repairing higher mileage police cars. Grants & Contributions continues the positive higher rate of dog licensing, while Capital Outlay goes up by \$36,900 due to needed police vehicle replacements. Energy and Utility is expected to increase by \$32,600 (12.7%) due to escalating costs of gasoline. Staffing is proposed to increase by two positions in order to focus more department energies on traffic control. The primary drivers for the General Fund increase are the Personal Services, Capital Outlay and Energy & Utility proposed increases. The decrease in projected Special Revenue funds is due to an expected reduction for Police Private Duty traffic control services used during construction and other projects.

POLICE - ADMINISTRATION AND RECORDS

The Police Administration and Records division provides leadership and guidance for the Police Department, stores and retrieves data, ensures the availability of resources and provides reports, permits and licenses to the public and works with the community to provide information as required for problem identification and resolution.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 481,900 | 479,707 | 501,650 | - |
| Supplies | 19,570 | 19,570 | 20,010 | - |
| Services | 21,341 | 22,070 | 22,700 | - |
| Maintenance & Repair | 51,642 | 51,642 | 63,815 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 16,500 | 26,372 | 10,362 | - |
| Energy & Utility | 136,321 | 127,561 | 137,990 | - |
| Total | 727,274 | 726,922 | 756,527 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|---|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Police | 710,774 | 710,422 | 746,165 | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Police General Fund Budget</i> | <i>710,774</i> | <i>710,422</i> | <i>746,165</i> | <i>-</i> |
| State and Federal Grants | - | - | 10,362 | - |
| Federal COPS Grant | 16,500 | 16,500 | - | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>16,500</i> | <i>16,500</i> | <i>10,362</i> | <i>-</i> |
| Total | 727,274 | 726,922 | 756,527 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 5.00 | 5.00 | 5.00 | - |
| Regular Part Time Employees | 1.00 | 0.50 | 1.00 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 6.00 | 5.50 | 6.00 | - |

Budget Commentary

The FY 08 estimate is expected to come in approximately \$400 under budget. The replacement of aging computers, and broken equipment, as well as the need to buy software licenses caused an increase in Capital Outlay. Vacancies in part-time positions and savings on telephone costs created reductions in Personal Services and Energy & Utility respectively. The proposed FY 09 budget increases by 4.0%. This is primarily driven by salary and benefit increases in Personal Services at 4.1% and a much-needed carpet repair in Maintenance and Repair.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management \$ 204,280

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

Information Services \$552,247

Data Storage, Retrieval & Dissemination

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

POLICE - SUPPORT SERVICES

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,280,070 | 1,330,307 | 1,427,185 | - |
| Supplies | 3,500 | 3,500 | 3,600 | - |
| Services | 2,250 | 2,250 | 2,320 | - |
| Maintenance & Repair | 2,800 | 2,460 | 2,880 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 27,883 | 45,320 | - |
| Energy & Utility | 950 | - | - | - |
| Total | 1,289,570 | 1,366,400 | 1,481,305 | - |

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

Funding Sources

| Funding Source | FY 2008 | | FY 2009 | |
|---|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Police | 1,125,950 | 1,174,897 | 1,261,765 | - |
| Town Support for Education | 152,450 | 152,450 | 162,710 | - |
| Subtotal: Police General Fund Budget | 1,278,400 | 1,327,347 | 1,424,475 | - |
| Asset Forfeitures | 11,170 | 39,053 | 56,830 | - |
| State & Federal Grants | - | - | - | - |
| Subtotal: Special Revenue Funds | 11,170 | 39,053 | 56,830 | - |
| Total | 1,289,570 | 1,366,400 | 1,481,305 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 11.00 | 12.00 | 12.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 11.00 | 12.00 | 12.00 | - |

Budget Commentary

The FY 08 estimate total will come in approximately \$77,000 over budget. This is due to Personal Services going over by approximately \$50,000 due to shifting one person into the Crime Suppression Unit (CSU) from Uniformed Patrol in order to address increased narcotics crimes as well as the purchase of two used vehicles for narcotics enforcement in Capital Outlay. The \$950 telephone expense budgeted in Energy & Utility was moved to Uniformed Patrol for increased economy. The Proposed FY 09 budget is up \$191,700 or 14.9%. The 11.5% increase in Personal Services is due to re-allocating the officer in the CSU, projected contractual salary increases and increases in pension and insurance. The increase in Capital Outlay provides funding for undercover narcotics vehicles. The Asset Forfeiture Special Revenue Fund in both years funds investigations of narcotics-related crime including personnel costs and vehicles.

SUPPORT SERVICES

Products & Services

*Criminal Investigation /
Preparing Evidence* \$1,244,298

- Continue the focus on youth-related crimes, particularly gang and "gang-like" criminal behavior
- Maintain clearance rates higher than the National average for all Part 1 crimes
- Assist in the continued development of the investigative and crime scene processing skills of all sworn police officers
- Offer crime prevention training/tips to residents & business with a focus on crimes against the elderly and identity theft
- Investigate all violent crimes that are not solved by the patrol division
- Serve as the primary liaison for intelligence sharing and gathering with municipal agencies, the Federal Bureau of Investigation (FBI), the Bureau of Alcohol, Tobacco, and Firearms (ATF), Connecticut State Police (CSP), Homeland Security (HLS) and other law enforcement agencies as needed.

Training \$29,638

- Increase the overall quality and quantity of training
- Conduct more realistic firearms training by utilizing simunitions technology
- Provide more comprehensive defensive tactics training and incorporate the use of all non-lethal weapons including the baton and Taser
- Utilize the evaluation process to identify individual officer's strengths and weaknesses. Provide training opportunities to address the needs identified in evaluation and develop a more well-rounded officer.

Police Athletic League (P.A.L) \$44,424

- Participate on the P.A.L Executive Board
- Assist at P.A.L. center functions
- Increase officer involvement with P.A.L. kids
- Increase P.A.L. membership and community involvement.

School Resource Officers \$162,945
Assist with mediations and law-related instruction (impaired driving, drug abuse, etc.) as needed

- Investigate all criminal violations on school grounds
- Provide security and protection for students and staff members at the middle and high schools
- Assist school administration with planned Emergency Action drills for dealing with potential outside threats (hazardous material incident, bomb, terrorists and active shooter(s))
- Continue to provide presentations to the Pathways to Technology school focused on crime prevention and behavior modification.

POLICE - UNIFORMED PATROL

The Uniformed Patrol division provides a wide range of services, including response to emergency telecommunication, 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 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 5,127,146 | 5,061,804 | 5,288,536 | - |
| Supplies | 11,955 | 9,600 | 11,200 | - |
| Services | 40,842 | 48,952 | 47,000 | - |
| Maintenance & Repair | 122,000 | 123,640 | 128,334 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 95,000 | 95,300 | 92,700 | - |
| Energy & Utility | 112,860 | 134,510 | 146,230 | - |
| Total | 5,509,803 | 5,473,806 | 5,714,000 | - |

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

Funding Sources

| Funding Source | FY 2008 | | FY 2009 | |
|---|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Police | 5,014,078 | 4,918,681 | 5,407,200 | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Police General Fund Budget | 5,014,078 | 4,918,681 | 5,407,200 | - |
| State and Federal Grants | 76,830 | 76,830 | 86,660 | - |
| Use of Police Private Duty Acct. | 418,895 | 478,295 | 220,140 | - |
| Subtotal: Special Revenue Funds | 495,725 | 555,125 | 306,800 | - |
| Total | 5,509,803 | 5,473,806 | 5,714,000 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 46.00 | 44.50 | 47.00 | - |
| Regular Part Time Employees | 0.30 | 0.30 | 0.70 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 46.30 | 44.80 | 47.70 | - |

Budget Commentary

The FY 08 Estimate is expected to come in approximately \$36,000 or 0.7% under budget. The Personal Services Estimate is down \$65,000 or 1.2%. Expenditures increased for contracted traffic control services by approximately \$59,000, (this is coupled with the same dollar amount increase in Revenues in the Police Private Duty Account). Expenditures in Personal Services were also decreased by about \$120,000 due to decreased part-time staff usage, a partial year officer vacancy, and the shifting of one officer to CSU in Support Services. Services is up \$8,000 or 20% due to increased training costs. This is a net effect of decreased radio maintenance costs of \$14,000 and increased police car repairs of \$15,000. Energy & Utility is expected to go over by 19.2% due primarily to increased gasoline cost, as well as moving telephone expense here from Support Services. While the Special Revenue funds income will increase by about \$59,000 due to contracted Police Private Duty, the need for General Fund revenues is reduced by about \$95,000 or 1.9%. The FY 09 Proposed budget increases by \$189,000 or 3.4%. The \$161,400 increase in Personal Services is a net effect of the \$130,000 decrease in Police Private Duty expenses coupled with \$291,400 of increases in benefits and salary. This includes the proposal of two additional positions to staff a new traffic enforcement initiative. The shift of one officer to Support Services continues next year as well. Services is up \$6,000 due to increased training costs, while Maintenance & Repair increases due to more expensive repairs to cruisers with higher mileage. Capital Outlay decreases by 2.4% and includes 4 patrol replacement vehicles. Under Funding Sources, the General Fund amount increases by \$393,120 (7.8%), State and Federal Grant funds for State-funded DUI and seatbelt enforcement increases by \$10,000 and overall use of Special Revenue Funds decreases by \$188,920 due to Police Private Duty reductions.

UNIFORMED PATROL

Products & Services

Communications \$1,199,940
Serve as the first contact for citizens seeking a safety service response

- Coordinate more than 49,000 calls for service per year
- Obtain and assess information to direct Police, Fire, EMS and other responses as appropriate
- Utilize all available private, public and criminal justice information networks to search for and to disseminate information necessary to respond to emergency or criminal incidents
- Provide emergency medical dispatch support to any caller with a medical emergency.

EMS and Public Assistance \$799,960

- As first responders, respond to over 1,500 EMS and fire dispatches. Provide medical and life saving assistance and protection against further injury and property damage
- Continue training and developing emergency medical practices skills. Train more officers in Emergency Medical Dispatching (EMD).

Traffic Control \$1,657,060

- Increase the number of Department of Transportation traffic enforcement grants in order to continue the decrease in the number of drunk driving related crashes as well as the number of crashes involving injuries
- Continue participation in regional traffic initiatives such as Metro Traffic Service, combining efforts to increase staffing, visibility and ability to respond to specific motor vehicle complaints
- Increase the use of the part-time Traffic Squad to target specific traffic concerns and reduce accidents with minimal impact to other services.

Police Private Duty \$342,840

- Provide traffic control at and around construction sites.
- Provide police services at special events such as carnivals and sporting events.

Protect Persons and Property \$1,714,200

- Patrol residential neighborhoods and business districts to protect persons and property
- Respond to any and all calls for service, investigate criminal complaints, identify the perpetrator(s) and arrest them
- Utilize assertive patrol techniques to identify suspicious persons, vehicles and circumstances in order to prevent crimes and develop potential suspects
- Use crime analysis as a means of detecting crime trends and predicting when and where the next crime in a series of crimes is likely to occur. Use the information to prevent crimes or make arrests
- Develop the full potential of the Live Scan fingerprint machine that directly links the department's fingerprinting to the national Automated Fingerprint Identification System (AFIS)
- Continue to work in conjunction with other town organizations (i.e. Chamber of Commerce, existing neighborhood watches) to educate individuals on crime prevention
- Maintain the Town of Windsor's low robbery rate with high visibility patrols and walking beats
- Enforce loitering and other nuisance crimes to combat youth-related crimes and gang activity
- Persist in developing a community relations initiative with a focus on providing crime prevention information to our growing senior citizen communities and population. These officers will also work with our youth providing increased presence in our parks and working with the Crime Suppression Unit to enhance the overall quality of life in town.

POLICE - ANIMAL CONTROL

The Animal Control division provides leadership in the area of animal control, enforces laws and ordinances governing animals, works with the community to resolve animal control problems, 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 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 85,297 | 83,920 | 89,254 | - |
| Supplies | 2,500 | 2,300 | 2,500 | - |
| Services | 3,200 | 5,218 | 3,200 | - |
| Maintenance & Repair | 1,500 | 1,579 | 1,500 | - |
| Grants & Contributions | 7,500 | 13,383 | 13,383 | - |
| Capital Outlay | - | 223 | - | - |
| Energy & Utility | 6,270 | 4,471 | 4,778 | - |
| Total | 106,267 | 111,094 | 114,615 | - |

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

Funding Sources

Animal Control Expenditures are funded solely by the General Fund.

| Funding Source | FY 2008 | | FY 2009 | |
|---|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Police | 104,767 | 109,594 | 113,115 | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Police General Fund Budget | 104,767 | 109,594 | 113,115 | - |
| DOJ Universal Hiring (COPS) Grant | - | - | - | - |
| Use of Police Private Duty Acct. | - | - | - | - |
| User Fees | 1,500 | 1,500 | 1,500 | - |
| Subtotal: Special Revenue Funds | 1,500 | 1,500 | 1,500 | - |
| Total | 106,267 | 111,094 | 114,615 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | 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

The FY 08 Estimate is \$4,800 or 4.5% over budget. Grants and Contributions exceeded the budget due to a significant increase in the number of dog licenses being issued. Services will be over budget due to the increased veterinary fees for our K-9 Jag, who has now been retired from service. The FY 09 Proposal is increased by 7.9% due to an additional \$5,800 budgeted for the Dog Fund in Grants and Contributions, and a 4.6% increase in Personal Services as a result of increases to salary and benefits costs. The \$1,500 in User Fees for both years represents funds from the Animal Shelter (Dog Pound) rental fund being used for building repairs.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances \$56,162
Provide for prevention and aggressive enforcement efforts that will keep the total number of animal complaints to fewer than 1,000

- Continue to educate patrol officers on proper protocols regarding animal issues
- Continue to provide training to elementary school students on dog bite prevention and the humane treatment of animals as well as other relevant topics
- Expand development of our relationship with court officials to insure quick resolution to serious nuisance and aggressive dog incidents as well as quality of life issues.

Operate Dog Pound/Animal Placement \$58,453

- Redeem or place 95% of the animals impounded
- Develop specifics of microchip program for dogs redeemed or adopted from the dog pound
- Continue status as "no kill" shelter as defined by the Humane Society with regard to adoptable dogs.

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 2007 | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 198,632 | 205,920 | 205,780 | 219,645 | - |
| Supplies | 25,654 | 19,325 | 22,600 | 23,110 | - |
| Services | 141,210 | 157,300 | 153,400 | 191,620 | - |
| Maintenance & Repair | 127,722 | 105,500 | 112,000 | 122,465 | - |
| Grants & Contributions | | - | - | - | - |
| Capital Outlay | 73,943 | 73,000 | 73,000 | 148,000 | - |
| Energy & Utility | 130,896 | 149,911 | 144,176 | 160,950 | - |
| Total | 698,057 | 710,956 | 710,956 | 865,790 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 698,057 | 710,956 | 710,956 | 839,790 | - |
| Grants | - | - | - | - | - |
| Donations | - | - | - | 26,000 | - |
| User Fees | - | - | - | - | - |
| <i>Subtotal: Special Revenue Funds</i> | - | - | - | <i>26,000</i> | - |
| Total | 698,057 | 710,956 | 710,956 | 865,790 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|-------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Regular Part Time Employees | - | - | - | 0.20 | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | 1.00 | 1.00 | 1.00 | 1.20 | - |

Budget Commentary

The Fire Department FY 08 budget is expected to come in as budgeted. Personal expenses, building maintenance and small equipment repairs are tracking as expected. Vehicle maintenance is unpredictable but at this point we do not foresee any extraordinary expenses. The FY 09 General Fund budget increases by 18% to support major focus on retention, recruitment and equipment replacement. Funds are included to develop a proposed retirement pension plan for volunteers as well as replace outdated vehicle extrication equipment. Part-time clerical hours are added (.2 FTE) to assist in meeting state and federal incident reporting requirements. The overall FY 09 proposed budget increases by 21.8% due to the inclusion of special revenue funds to purchase a command vehicle in Capital Outlay.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration \$356,842

- Respond to over 1,300 emergency incidents
- Contract for water supply with MDC for maintenance & service of 1,030 hydrants
- Manage, direct and monitor all fire department activities
- Prepare, administer and monitor fire budget including maintenance contracts and new equipment purchases.

Fire Facilities & Building Maintenance \$172,144

- 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 \$120,046

- Provide routine service and preventative maintenance service for 26 fire vehicles
- Provide inspection and testing of all fire apparatus
- Provide specialized maintenance programs for fire apparatus.

Recruitment, Training and Retention \$82,270

- Provide continued cross training at entry-level status
- Provide for advanced and specialized training for fire personnel
- Send personnel to regional fire seminars
- Send personnel to CT Fire Academy and National Fire Academy
- Provide firefighter physicals, tests and immunizations
- Maintain high morale and esprit de corps.

Fire Prevention, Equipment and Supplies \$134,488

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

AMBULANCE SERVICES

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

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|---------|---------------|---------------|---------------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | - | 55,125 | 51,125 | 51,125 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | 13,000 | 17,000 | 17,000 | - |
| Total | - | 68,125 | 68,125 | 68,125 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|--|---------|---------------|---------------|---------------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | - | 68,125 | 68,125 | 68,125 | - |
| Town Support for Education | - | - | - | - | - |
| <i>Subtotal: General Fund</i> | - | - | - | - | - |
| Grants | - | - | - | - | - |
| Donations | - | - | - | - | - |
| User Fees | - | - | - | - | - |
| <i>Subtotal: Special Revenue Funds</i> | - | - | - | - | - |
| Total | - | 68,125 | 68,125 | 68,125 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|---------|---------|----------|----------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - | - |
| Regular Part Time Employees | - | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | - | - | - | - | - |

Budget Commentary

The FY 08 budget is estimated to come in on budget. The proposed budget for FY 09 is the same as it was for FY08. The FY 09 budget includes \$10,000 for the Department of Public Works to spend on building maintenance and repair. The Town's contractual payment to North Central Emergency Medical Dispatch is estimated to be \$16,951 and is included in the proposed budget above.

AMBULANCE SERVICES

Products & Services

Emergency Medical Care \$68,125

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

SAFETY SERVICES

| Performance Measures | FY 2007 Actual | FY 2008 Target | FY 2008 Estimate | FY 2009 Target |
|---|----------------|----------------|------------------|----------------|
| Percentage of stolen property returned | 46% | 40% | 32% | 40% |
| Number of Part I crimes | 597 | 625 | 633 | 625 |
| Clearance rate for Part I crimes | 64% | 40% | 38.5% | 40% |
| Number of adult criminal arrests | 1,889 | 1,900 | 2,134 | 1,900 |
| Number of motor vehicle accidents with injuries | 118 | 150 | 124 | 150 |
| Percentage of volunteer Fire Department members meeting 24-hour training requirement | 51% | 45% | 71% | 75% |
| Percentage of volunteer Fire Department members meeting 25% fire response requirement | 60% | 57% | 58% | 60% |
| Fire Department responses | 1,225 | 1,100 | 1,300 | 1,300 |
| Vehicle maintenance as percentage of Fire & Rescue budget | 10.36% | 8.69% | 9.14% | 8.85% |

FY 2009 Goals

1. Develop a traffic squad to target high traffic areas and reduce motor vehicle accidents
2. Train additional officers in Crisis Intervention Team (CIT) tactics to enhance the abilities of our officers and expand the department's ability to provide quality service to an ever-growing special needs population
3. Maintain the current trend of steady growth in the Police Athletic League (PAL) and work with the Recreation Department to develop more programs and to increase officer involvement
4. Work with retail businesses to reduce larcenies and to increase arrests through education, investigation, increased patrol and aggressive enforcement
5. Continue recruitment and retention program through developing a pension program and an annual award ceremony
6. Continue the development of the Fire Department's Youth Explorers Post
7. Continue the design of the Hayden Station Fire House renovation project. Preliminary design to be completed by the end of the first half of the year.

FY 2008 Highlights

Often the contact citizens have with the Windsor Police Department begins with the Communications Division. This year the Division handled more than 49,000 calls for service, including 3,470 Emergency Medical Service (EMS) and 9500 E-911 calls. The quality of the EMS calls continues to be enhanced by adherence to Emergency Medical Dispatch (EMD) protocols. Each Dispatcher is trained in EMD techniques that allows them to provide potentially life saving instructions to citizens requiring the immediate services of first responders.

A 9% increase in calls for service resulted in a corresponding increase in the workload for the Records Division. In addition to being responsible for maintaining and updating all police records, the division creates and disseminates reports to citizens, the courts, attorneys and other law enforcement agencies as required by law.

The Animal Control Officer responded to over 1,000 animal related complaints. The ACO provided classroom instruction to elementary age children on dog bite prevention and on the humane treatment of all animals. The Animal Control Officer also implanted Global Tracking Systems on dogs to assist owners in the event that their pets become lost or stolen.

The Patrol Division continued to make the streets of Windsor safe through aggressive motor vehicle enforcement. With the assistance of the Metro Traffic Unit, the Division more than doubled the number of driving under the influence (DUI) arrests, from eighty-six (86) in 2006 to one hundred eighty-seven (187) in 2007. Further collaboration with the Metro Traffic Unit resulted in Windsor leading the state in motor vehicle enforcement (including DUI arrests) during the Thanksgiving Holiday statewide traffic enforcement period. Through regular patrol, and without conducting any DUI roadblocks, the division finished second in the state during the Christmas/New Years enforcement period.

The Support Service Division led by the efforts of the Detective Division, maintained clearance rates in each Part 1 crime category (Murder, Rape, Robbery, Burglary, Larceny, Motor Vehicle Theft, Aggravated Assault and Arson) higher than the national average. Included in the clearance rate was our only homicide which initially was thought to be a missing persons case. This case was solved despite the fact that physical evidence was extremely limited and that there were initially no prime suspects.

The Crime Suppression Unit helped the department make over two hundred warrant arrests, including PRAWN (Court issued paperless) warrants.

The School Resource Officer (SRO) program saw a decrease in the number of juvenile arrests (123 in 2006, 101 in 2007) and an increase in the number of mediations.

Collectively the entire department was responsible for increasing the total number of adult criminal arrests from 1,904 to 2,134. This number is particularly impressive when you consider that Part 1 crime in 2007 was only 634. The 2007 Part 1 crime number is lower than the previous five-year average for Part 1 crimes, which was 654. In fact, the crime rate in each Part 1 crime category was lower than the five year average, with the exception of Murder.

In FY 08, the Fire Department took delivery of a 2007 Seagrave 1,500 gallons-per-minute (GPM) pumper to replace a 22 year-old pumper. This new truck is stationed at the Public Safety Complex and will respond to all structural fire alarms in town. All new tools, hoses and nozzles were also purchased for the truck.

In FY 08 volunteer firefighters responded to 1,464 calls and logged over 6,261 hours of training. Training sessions were held at Travelers Claim University, Walgreens and ING.

Appendix B

SPECIAL REVENUE FUNDS

Police Department

| Project # | Project Name | FY 2008 | | | | FY 2009 | | |
|-----------------------|------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 6002 | Crisis Intervention Program | - | 1,900 | - | 1,900 | - | 1,900 | |
| 6004 | Bullet Proof Vest Program | 6,650 | - | - | 6,650 | 3,500 | 10,150 | |
| 6012 | State Reimbursements | 210 | 96,506 | 76,830 | 19,885 | 86,660 | 19,885 | |
| 6020 | Police COLLECT Funds | 21,700 | - | 11,338 | 10,362 | 10,362 | - | |
| 6022 | Police Court Orders | - | 4,238 | - | 4,238 | - | 4,238 | |
| 6026 | Car Seat Program | 1,037 | 45 | - | 1,082 | 50 | 1,132 | |
| 6300 | Narcotic Seizure | 12,733 | - | 12,733 | - | - | - | |
| 6301 | DEA Seizures | 14,811 | 339 | 15,150 | - | - | - | |
| 6302 | Federal Sharing thru 9/30/08 | 20,970 | - | - | 20,970 | 11,510 | 20,970 | |
| 6305 | Asset Forfeiture - State | 58,035 | - | 11,170 | 46,865 | - | 35,355 | |
| 6306 | *NIBRS Police | 5,162 | - | 5,162 | - | - | - | |
| 6310 | Narcotic Seizure - Federal | 70,732 | - | - | 70,732 | 45,320 | 25,412 | |
| 6700 | Animal Shelter | 64,973 | 1,500 | 1,500 | 63,473 | 1,500 | 72,273 | |
| 6701 | Powalka Memorial Fund | 1,542 | 467 | - | 2,009 | - | 2,009 | |
| 6702 | K-9 Donations | 1,792 | 1,399 | - | 3,191 | - | 3,191 | |
| 6703 | Donations | 1,000 | 100 | - | 1,100 | - | 1,100 | |
| 6704 | Pet ID Program | 308 | 164 | - | 472 | - | 472 | |
| 6800 | Police Private Duty | (12,601) | 494,195 | 478,295 | 3,299 | 267,516 | 50,675 | |
| Total 03 Funds | | 269,065 | 599,363 | 612,178 | 266,229 | 368,026 | 248,763 | |

*National Incident Based Reporting System

#6012 - State Reimbursements - Funds are received from the state for the purpose of providing safe roads and highways. These funds are used for overtime and the purchase of safety-related equipment.
 #6020 - Police COLLECT Funds - For over 10 years, the Police Department has contributed to a savings fund administered by the State Department of Public Safety CT On-Line Law Enforcement Communications Teleprocessing (COLLECT) Unit. Funds placed in this account are used to finance the equipment costs associated with the state's upgrade of the COLLECT Unit.

Appendix B

SPECIAL REVENUE FUNDS

Police Department (cont.)

- #6026 - Car Seat Program** - Funds are received from contributions given by individuals and businesses. Funds are used to replace materials and supplies related to safety in car seating within vehicles.
- #6300 - Narcotic Seizure** - Funds are received from the state and/or federal government after arrests have been made. Any assets on a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with the enforcement of narcotic activity information/seizures throughout town.
- #6301 - DEA Seizures** - Funds are received from the state and/or federal government after arrests have been made. Any assets on a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with the enforcement of seizures throughout town.
- #6305 - Asset Forfeiture** - Funds are received from the state and/or federal government after arrests have been made. Any assets on a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with asset forfeiture.
- #6306 - *NIBRS Police** - Funds from this grant are received from the state to help facilitate and encourage the purchase and use of the National Incident Based Reporting System (NIBRS) compliant software. Funds were used to purchase a Records Management Software system for the Police Department.
- #6310 - Narcotic Seizure - Federal** - Funds are received from the state and/or federal government after arrests have been made. Any assets on a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with the enforcement of narcotic activity information/seizures.
- #6700 - Animal Shelter** - Funds are received from the fees paid by the Town of Bloomfield for the space it leases at the Town of Windsor's animal shelter. These funds are used for the repair, maintenance and capital items associated with the animal shelter.
- #6701 - Powalka Memorial Fund** - This account was established by donations from individuals received in memory of Laura Powalka. Funds are used to care for neglected animals (veterinarian bills, etc.)
- #6702 - K-9 Donations** - Funds for this account were received from a private donation. Funds will be used to purchase a bullet-proof vest for one police dog.
- #6800 - Police Private Duty** - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, for private construction contractors, public utilities and the Windsor School District.

Appendix B

SPECIAL REVENUE FUNDS

Fire Department

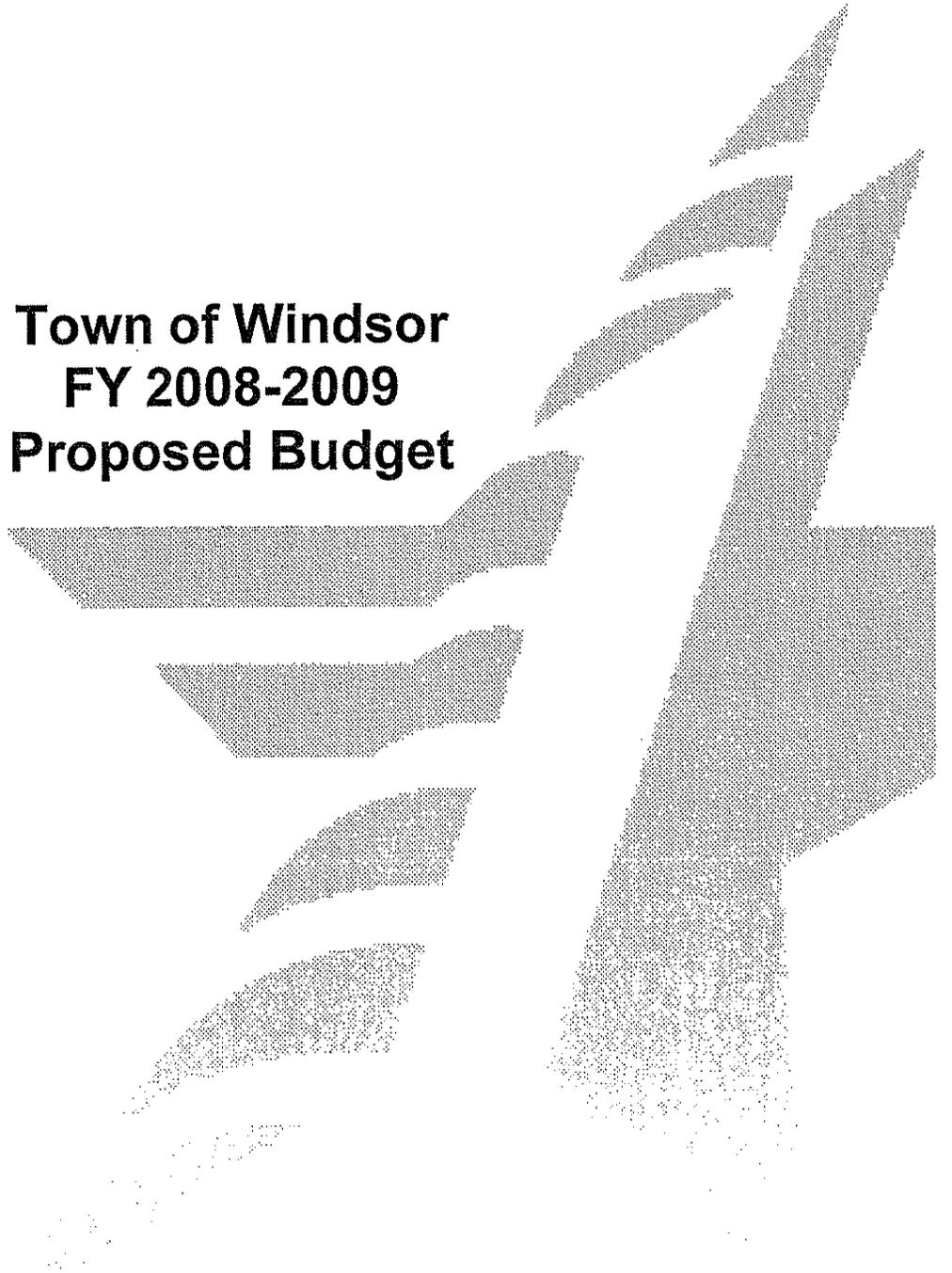
| Project # | Project Name | FY 2008 | | | FY 2009 | | | |
|-----------------------|-------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 3101 | FD Command Vehicle Fund | 1,000 | 5,000 | - | 6,000 | 20,000 | 26,000 | - |
| Total 03 Funds | | 1,000 | 5,000 | - | 6,000 | 20,000 | 26,000 | - |

#3101 - FD Command Vehicle Fund -

This account is designated for the purchase of duty vehicle(s) for the chief officers. The present funding of this account is from donations that are made from private citizens and businesses to the fire department. FY 09 Revenue reflects proposed reallocation of capital outlay funds allocated to the fire department in previous years.

Recreation & Leisure Services

**Town of Windsor
FY 2008-2009
Proposed Budget**



RECREATION AND LEISURE SERVICES

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

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 826,358 | 951,875 | 925,840 | 1,112,210 | - |
| Supplies | 131,147 | 159,830 | 162,110 | 160,580 | - |
| Services | 590,284 | 587,550 | 581,770 | 615,315 | - |
| Maintenance & Repair | 36,266 | 35,010 | 35,180 | 36,810 | - |
| Grants & Contributions | 10,000 | 10,000 | 10,000 | 14,000 | - |
| Capital Outlay | 686 | - | - | - | - |
| Energy & Utility | 105,032 | 91,515 | 93,745 | 99,995 | - |
| Total | 1,699,773 | 1,835,780 | 1,808,645 | 2,038,910 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|--|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Recreation & Leisure Services | 1,093,507 | 1,168,825 | 1,165,250 | 1,331,610 | - |
| Town Support for Education | 45,000 | 53,230 | 49,250 | 57,000 | - |
| <i>Subtotal: Rec. Svcs General Fund Budget</i> | <i>1,138,507</i> | <i>1,222,055</i> | <i>1,214,500</i> | <i>1,388,610</i> | <i>-</i> |
| Grants | 22,100 | 8,635 | 6,160 | 24,240 | - |
| Private Contributions | 10,140 | 33,135 | 33,135 | 33,360 | - |
| User Fees | 529,026 | 571,955 | 554,850 | 592,700 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>561,266</i> | <i>613,725</i> | <i>594,145</i> | <i>650,300</i> | <i>-</i> |
| Total | 1,699,773 | 1,835,780 | 1,808,645 | 2,038,910 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 6.00 | 6.00 | 5.92 | 8.00 | - |
| Regular Part Time Employees | 20.85 | 20.54 | 20.60 | 21.26 | - |
| Temporary/Seasonal Employees | 8.00 | 8.51 | 8.50 | 8.33 | - |
| Total FTEs | 34.85 | 35.05 | 35.02 | 37.59 | - |

Budget Commentary

The overall FY 08 estimate is expected to be \$27,100, or 1.5%, less than budget. The FY 08 General Fund expenses are projected to be \$7,600 under budget mostly due to staff vacancies. The FY 09 General Fund budget reflects shifting the Youth Services Bureau program from the Human Services Department, as well as increases in Personal Services, Energy and Utilities and costs associated to the operations of the outdoor pools and the L.P. Wilson Community Center.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 602,883 | 673,915 | 664,085 | 785,275 | - |
| Supplies | 39,046 | 33,385 | 35,555 | 36,835 | - |
| Services | 352,717 | 358,720 | 360,080 | 394,445 | - |
| Maintenance & Repair | 34,283 | 35,010 | 35,180 | 36,010 | - |
| Grants & Contributions | 10,000 | 10,000 | 10,000 | 14,000 | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 54,578 | 57,795 | 60,350 | 65,045 | - |
| Total | 1,093,507 | 1,168,825 | 1,165,250 | 1,331,610 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 45,000 | 53,230 | 49,250 | 57,000 | - |
| Supplies | - | - | - | - | - |
| Services | - | - | - | - | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 45,000 | 53,230 | 49,250 | 57,000 | - |

Special Revenue & Other Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 178,475 | 224,730 | 212,505 | 269,935 | - |
| Supplies | 92,101 | 126,445 | 126,555 | 123,745 | - |
| Services | 237,567 | 228,830 | 221,690 | 220,870 | - |
| Maintenance & Repair | 1,983 | - | - | 800 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 686 | - | - | - | - |
| Energy & Utility | 50,454 | 33,720 | 33,395 | 34,950 | - |
| Total | 561,266 | 613,725 | 594,145 | 650,300 | - |

Total Expenditures (agrees to page G-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 826,358 | 951,875 | 925,840 | 1,112,210 | - |
| Supplies | 131,147 | 159,830 | 162,110 | 160,580 | - |
| Services | 590,284 | 587,550 | 581,770 | 615,315 | - |
| Maintenance & Repair | 36,266 | 35,010 | 35,180 | 36,810 | - |
| Grants & Contributions | 10,000 | 10,000 | 10,000 | 14,000 | - |
| Capital Outlay | 686 | - | - | - | - |
| Energy & Utility | 105,032 | 91,515 | 93,745 | 99,995 | - |
| Total | 1,699,773 | 1,835,780 | 1,808,645 | 2,038,910 | - |

RECREATION

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 663,600 | 644,145 | 671,970 | - |
| Supplies | 116,010 | 113,160 | 109,960 | - |
| Services | 231,820 | 226,035 | 213,285 | - |
| Maintenance & Repair | - | 1,000 | 1,000 | - |
| Grants & Contributions | 10,000 | 10,000 | 14,000 | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 9,900 | 10,425 | 10,300 | - |
| Total | 1,031,330 | 1,004,765 | 1,020,515 | - |

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

Funding Sources

Other sources of revenue including user fees, grants or contributions are used to offset staffing, programming and facility management costs.

| Funding Source | FY 2008 | | FY 2009 | |
|--|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Recreation Services | 536,715 | 532,610 | 553,715 | - |
| Town Support for Education | 53,230 | 49,250 | 57,000 | - |
| <i>Subtotal: Rec. Services General Fund Budget</i> | <i>589,945</i> | <i>581,860</i> | <i>610,715</i> | <i>-</i> |
| Grants | - | - | - | - |
| Private Contributions | - | - | - | - |
| User Fees | 441,385 | 422,905 | 409,800 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>441,385</i> | <i>422,905</i> | <i>409,800</i> | <i>-</i> |
| Total | 1,031,330 | 1,004,765 | 1,020,515 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 4.00 | 3.92 | 4.00 | - |
| Regular Part Time Employees | 17.36 | 17.50 | 18.00 | - |
| Temporary/Seasonal Employees | 6.49 | 6.50 | 5.70 | - |
| Total FTEs | 27.85 | 27.92 | 27.70 | - |

Budget Commentary

The FY 08 overall budget reflects a savings of approximately \$26,600, or 2.6%, primarily due to staff vacancies. The FY 08 estimate also contains an unanticipated vehicle repair expense of \$1,000. The overall FY 09 budget reflects a decrease of 1.0% while the FY 09 General Fund budget is showing an increase of 3.2% due primarily to Personal Services expenditures.

RECREATION

Products & Services

Aquatics \$139,615

- Provide swim lessons and open swim for more than 1,500 individuals
- Offer summer fitness swim, open swim and water fitness for over 1,180 residents
- Provide adult swim lessons
- Provide certified staff for the safety of users
- Offer 8 family events at the outdoor pools.

Leisure Opportunities \$229,615

- Offer four 6-week series of evening pre-school programs in dance, and arts and crafts
- Present 15 pre-school morning classes in music, dance, crafts, hot shot basketball and acting classes
- Provide theater experience for more than 300 youth
- Provide instructional sport opportunities for Windsor residents
- Coordinate adult programs such as tai chi, dance, adult fitness, golf, tennis, volleyball, basketball and yoga
- Provide day and overnight trips for Windsor residents
- Provide after school programming for elementary students with transportation
- Provide school vacation week programs for elementary and middle school children
- Run ROPES challenge course, "PASSAGE" and related prevention and team building programs
- Provide adventure based programming for adults and teens
- Continue lifetime sports series including skiing, tennis and golf lessons for over 250 teens
- Continue to host local Youth Hershey Track and Field Program
- Provide monthly Teen Extravaganza program for approximately 175 middle school students.

Community Centers \$191,760

- Provide safe and enjoyable facilities
- Schedule facilities for use by more than 4,450 residents and sports groups
- Deliver activities that are appropriate for the designated facility
- Provide birthdays parties for young children at 330 Windsor Ave.

Summer Activities \$226,555

- Provide summer programs for youth that include pottery, archery, ropes course, swim lessons and sports camps
- Provide all-day playground programs spanning from 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 youth in the Cirillo Theater Program
- Provide day trips and various activities for middle school-aged students during summer vacation
- Provide family trips and outings.

Community Events \$110,330

- Provide town events to include, *Flashlight Easter Egg Hunt, Dinner with Santa*, and various pool outings
- Offer family events such as *Shad Derby and Youth Fishing Derby*
- Coordinate activities for *July is Recreation Month*.

Partnership for Protecting Our Children \$122,640

- Provide staffing for Police Athletic League programs and facility supervision
- Provide staffing and programming for outreach juvenile diversion after-school program
- Provide Intensive Youth Leader Development Training.

FACILITIES MANAGEMENT

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - |
| Supplies | 8,000 | 9,000 | 10,000 | - |
| Services | 329,120 | 329,120 | 360,300 | - |
| Maintenance & Repair | 10,260 | 10,260 | 10,260 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 55,165 | 54,370 | 57,345 | - |
| Total | 402,545 | 402,750 | 437,905 | - |

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

Funding Sources

The town and the Board of Education each contribute to the operation of the L.P. Wilson Community Center.

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Recreation Services | 372,575 | 372,780 | 407,555 | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Rec. Services General Fund Budget | 372,575 | 372,780 | 407,555 | - |
| Grants | - | - | - | - |
| Private Contributions | - | - | - | - |
| User Fees | 29,970 | 29,970 | 30,350 | - |
| Subtotal: Special Revenue Funds | 29,970 | 29,970 | 30,350 | - |
| Total | 402,545 | 402,750 | 437,905 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2008 | | FY 2009 | |
|------------------------------|----------|----------|----------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total FTEs | - | - | - | - |

Budget Commentary

The overall FY 08 budget reflects an increase of 0.1%. This is largely due to increases in outdoor pool chemical expenses. The FY 09 General Fund budget reflects an increase of 9.4% due to continuing increases in maintaining outdoor pool facilities as well as increases for the operations of the L.P. Wilson Community Center. In FY 09, \$345,300 of the Services budget pertains to the operations at L.P. Wilson and reflects an increase of \$28,400 due to higher utilities and repair costs. User Fees generated from various recreation programs are used to offset Energy & Utilities cost for the Community Center at 330 Windsor Avenue.

FACILITIES MANAGEMENT

Products & Services

L.P. Wilson Community Center \$345,300

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

330 Windsor Ave. Community Center \$30,350

- Provide for utilities at 330 Windsor Ave.

Outdoor Pools \$62,255

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

YOUTH SERVICES BUREAU

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|---------|----------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | 103,430 | - |
| Supplies | - | - | 4,820 | - |
| Services | - | - | 11,720 | - |
| Maintenance & Repair | - | - | 800 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | - | - | 1,300 | - |
| Total | - | - | 122,070 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|---------|----------|----------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | - | - | 70,610 | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Youth Services General Fund</i> | - | - | 70,610 | - |
| Grants | - | - | 24,240 | - |
| User Fees | - | - | 27,220 | - |
| <i>Subtotal: Special Revenue Funds</i> | - | - | 51,460 | - |
| Reimbursement | - | - | - | - |
| Total | - | - | 122,070 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|---------|----------|-------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | 1.00 | - |
| Regular Part Time Employees | - | - | 0.50 | - |
| Temporary/Seasonal Employees | - | - | 0.73 | - |
| Total | - | - | 2.23 | - |

Budget Commentary

Please see the Human Services section for FY 08 information. The overall FY 09 budget reflects an increase over the FY 08 comparable budget (based on the Youth Service Bureau FY 08 budget excluding the Human Services Director allocation). The FY 09 General Fund budget also reflects an increase and is mostly due to the reallocation of .38 FTE's for Temporary/Seasonal employees from Recreation Services and the reallocation of .20 FTE's for the Youth Service Bureau Coordinator from Special Revenue Funds to the General Fund.

YOUTH SERVICES BUREAU

Products and Services

Positive Youth Development \$31,140

- Provide after-school educational activity programs including art, computer literacy, games and adventure challenges
- Provide full day activity programs for February and April vacation weeks and school holidays
- Provide transportation for after-school program from Sage Park Middle School.

Family Events \$7,260

- Design and manage the family events, "Night of 1001 Pumpkins" and "A Winter Festival," as well as assisting at events run by other town departments and civic organizations.
- Assist in coordination of "Alex's Lemonade Stand" events to benefit pediatric cancer research.

Youth Adventures \$52,870

- Provide both a full summer Day Camp program and three overnight camp sessions with educational mini-camps in the areas of arts, computers, tennis and adventure challenge
- Provide a week-long overnight program in leadership development at the culmination of the school year.

Prevention Programs \$4,340

- Dissemination of substance use prevention information and organizing Red Ribbon Week Activities.

Youth Leadership & Community Involvement \$17,490

- Community Leadership Club – engages youth in community event planning and individual projects
- Leaders-in-Training – Leadership training for high school youth who assist in the after-school program and as camp counselors in the YSB summer program
- Service Learning – youth clean parks, pick-up trash around public sites, maintain gardens, rake leaves for disabled citizens and assist in some projects of Social Services department
- Youth Summit – Inter-community collaborative in which youth leaders share accomplishments and leadership projects
- Youth Council – Youth advisory group makes recommendation to Youth Commission.

Juvenile Justice \$8,970

- Member of the Juvenile Review Board
- Coordinates the provision of community service intervention and family assessments for juvenile offenders
- Support for Crossroads juvenile diversion program.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 161,275 | 157,755 | 204,090 | - |
| Supplies | 33,320 | 32,075 | 32,050 | - |
| Services | 22,335 | 21,340 | 22,145 | - |
| Maintenance & Repair | 1,050 | 500 | 1,050 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 2,950 | 3,600 | 3,600 | - |
| Total | 220,930 | 215,270 | 262,935 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Recreation Services | 85,220 | 83,660 | 111,440 | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Rec. Services General Fund Budget | 85,220 | 83,660 | 111,440 | - |
| Grants | 8,635 | 2,500 | - | - |
| Private Contributions | 26,475 | 27,135 | 26,165 | - |
| User Fees | 100,600 | 101,975 | 125,330 | - |
| Subtotal: Special Revenue Funds | 135,710 | 131,610 | 151,495 | - |
| Total | 220,930 | 215,270 | 262,935 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time Employees | 0.50 | 0.50 | 1.50 | - |
| Regular Part Time Employees | 2.71 | 2.60 | 2.26 | - |
| Temporary/Seasonal Employees | 2.02 | 2.00 | 1.90 | - |
| Total FTEs | 5.23 | 5.10 | 5.66 | - |

Budget Commentary

The FY 08 budget is expected to come in under by 2.6%. The FY 09 General Fund budget reflects an increase of \$26,200. This is primarily due to costs associated with Personal Services and fuel expenses for vehicles and equipment. The increase in FTE's reflects making a part-time Environmental Educator position full-time and is partially offset by reducing part-time and seasonal employees.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Indoor Activities \$46,530

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

- Maintenance of the barn on a daily basis for sheep, goats, Scottish Highland cow, burrows, chickens, rabbits, cats and ducks in our animal barn for the 20-70 visitors received on daily basis.

Tobacco Cultural Museum

- Maintenance of the barn for approximately 850 visitors 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 \$19,115

Hiking/Cross Country Trails

- Provide picnic tables, signage as well as develop maps for the 12 miles of farm roads and trails used by over 8,000 hikers, cross-country skiers and snow-shoe hikers, bicyclists and joggers 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 25-30 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 / Recreational Programs \$197,290

- Develop and present over 80 public programs annually in environmental education and nature camps
- Develop, schedule and present over 600 school programs, including Fleece to Fiber (processing raw fleece into finished cloth), maple sugaring, winter ecology via cross-country skis and a variety of other programs led by park staff
- Present programs at corporate events, civic meetings and nature-oriented programs
- Provide family nature walks, adult nature workshops and evening campfire programs
- Provide clerical and professional support for community-oriented, recreational events including the Annual Country Fair, Pancake Breakfast, Northwest Park at Night, Earth Day Celebration, Creatures of the Night and A Day at the Park
- Oversee a volunteer program in which more than 20 volunteers maintain bluebird boxes, gardens, trails and provide animal care.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 127,000 | 123,940 | 132,720 | - |
| Supplies | 2,500 | 7,875 | 3,750 | - |
| Services | 4,275 | 5,275 | 7,865 | - |
| Maintenance & Repair | 23,700 | 23,420 | 23,700 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 23,500 | 25,350 | 27,450 | - |
| Total | 180,975 | 185,860 | 195,485 | - |

* Please see Appendix E 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 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Family Services | 174,315 | 176,200 | 188,290 | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Rec. Services General Fund Budget | 174,315 | 176,200 | 188,290 | - |
| Grants | - | 3,660 | - | - |
| Private Contributions | 6,660 | 6,000 | 7,195 | - |
| User Fees | - | - | - | - |
| Subtotal: Special Revenue Funds | 6,660 | 9,660 | 7,195 | - |
| Total | 180,975 | 185,860 | 195,485 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.50 | 1.50 | 1.50 | - |
| Regular Part Time Employees | 0.47 | 0.50 | 0.50 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total FTEs | 1.97 | 2.00 | 2.00 | - |

Budget Commentary

The FY 08 estimate reflects an increase of 2.7% and is largely due to Supplies used in the development of the new "All Persons Trail." The FY 09 General Fund budget reflects an increase of \$14,000. This increase is due to Personal Services, Contract Services and Utilities.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance \$103,705

- Manage all park land for the safety, educational use and enjoyment of the public
- Maintain over 12 miles of trails and farm roads
- Maintain six grasslands as part of an overall park management plan by mowing and prescribed burning
- Prepare 25-30 community garden plots
- Maintain the security and safety of all trails, structures and areas
- Coordinate the Youth Conservation Corps (YCC) to complete overall trail maintenance
- Maintain picnic pavilion, warming shed and 20 individual picnic tables for approximately 6,775 visitors a year
- Oversee mandatory and volunteer community service programs.

Building Operation/Maintenance \$91,780

- 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.

RECREATION AND LEISURE SERVICES

FY 2008 Highlights

The Recreation and Leisure Services division offered an array of activities for families and individuals of all ages. Program offerings included aquatics, youth enrichment, family trips, youth sports, fitness, outdoor adventure, environmental, theater and special events.

Crossroads, the juvenile diversion program, was continued for a third year. The continued collaboration of Recreation, Board of Education, and the Police Department has allowed 40 at-risk-youth to receive the benefits of specialized after-school tutoring, community service projects, positive youth development seminars and recreation activities.

Recreation Services continued to coordinate the 5th grade PASSAGE program. The PASSAGE program is a social learning program that makes use of adventure education games and initiatives to teach problem-solving and decision-making skills. 130 Windsor 5th graders participated in this program. A new Windsor Challenge Course was developed at Northwest Park. 26 groups utilized the Challenge Course for team building and self-esteem activities. As in FY2007, two local colleges participated in Challenge Course programs and provided interns for summer programs.

The monthly Middle School Extravaganza has been extremely successful. The program met one Friday a month over a seven month period. More than 1200 middle school-aged youth engaged in sports, dance, positive youth development and fun in a safe environment. The goal of the program is to promote healthy lifestyles and friendships.

Special events were well attended as more than 2,000 Windsor residents participated in 12 events around town. Special events included Dinner with Santa, Flashlight Egg Hunt, Fishing Derby, Tie-Dye Shirt Evening on the Green and various pool outings.

New programs were developed and the most successful were Iron Chef, Cardio Latina and youth wrestling.

Northwest Park began development of a 1/8 mile sensory saunter all persons trail and completed a new butterfly garden. The Northwest Park summer camp program was full to capacity for the first time in many years. The ecotourism program was developed by Northwest Park staff and visited environmental attractions around the State. The Senior Center and Northwest Park staff also continued to collaborate on the "Seniors in the Park" program. This program engaged Windsor seniors in trail walking, bird watching, organic gardening, animal care, maple sugaring and hometown history.

RECREATION AND LEISURE SERVICES

| Performance Measures | FY 2007 Actual | FY 2008 Target | FY 2008 Estimate | FY 2009 Target |
|--|---------------------------|---------------------------|-----------------------------|---------------------------|
| Number of Recreation activities offered | 680 | 750 | 720 | 730 |
| Number of elementary school-aged children registrations for after school & vacation programs | 4,000 | 4,500 | 4,100 | 4,500 |
| Number of programs offered in environmental education and nature camps at Northwest Park | 660 | 670 | 670 | 700 |
| Number of participants at Northwest Park community events | 4,000 | 5,600 | 5,200 | 5,600 |
| No. of youth participants in after school and vacation programs | 578 | 600 | 600 | 550 |
| No. of participants at YSB community events | 800 | 1,200 | 1,000 | 1,000 |

FY 2009 Goals

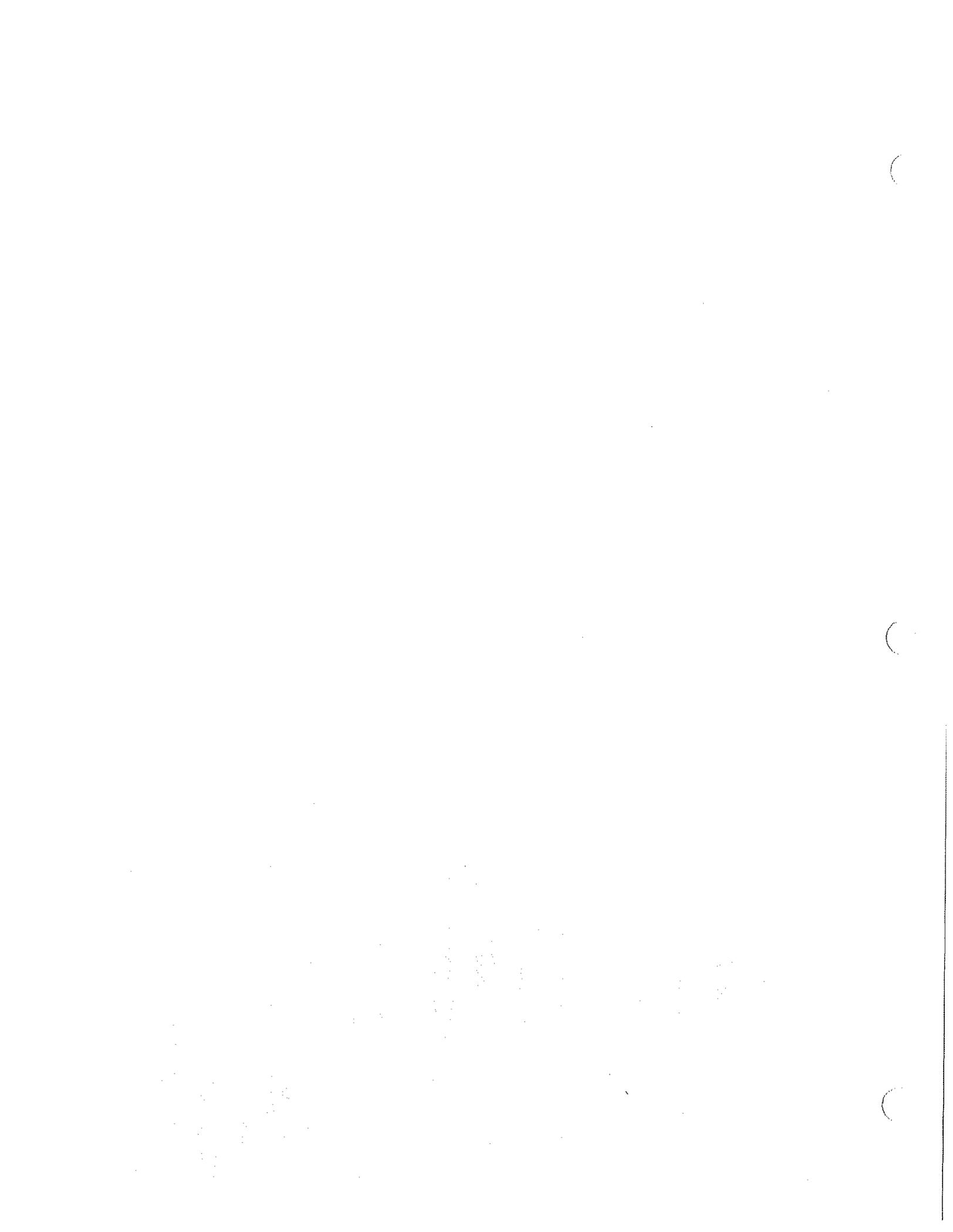
1. Develop and present a restoration plan for the Northwest Park pond
2. Develop a 2,500 square foot organic gardening demonstration area at Northwest Park
3. Complete the 1/8 mile all person "Sensory Saunter Trail" at Northwest Park
4. Continue enhancing relationships with youth sport groups by holding at least two "summits" with leadership of the various organizations
5. Implement effective marketing and promotion, to achieve appropriate enrollment levels in 85% of programs offered
6. Recruit volunteers to assist in coordinating community service opportunities for youth referred through the Juvenile Review Board and for youth who are court ordered to perform community service

Appendix B

SPECIAL REVENUE FUNDS

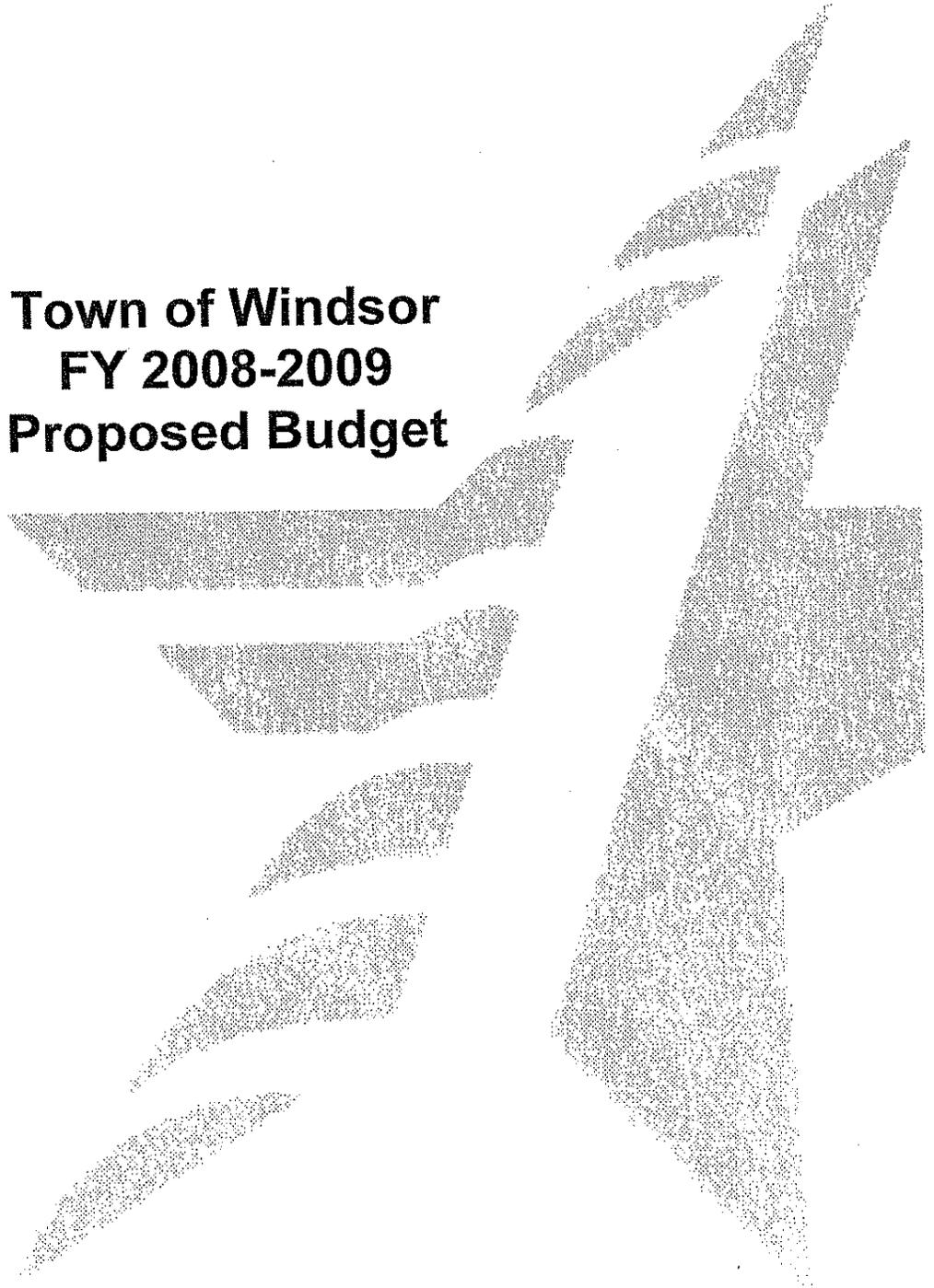
Recreation & Leisure Services (cont.)

- #2002 - Cirillo Youth Theatre** - The Cirillo Youth Theatre is entering its 40th season in serving Windsor's youth with youth theatre opportunities within the town. Revenues are obtained through rental fees for the use of space at L.P. Wilson are used for choreographers, costumes, stage sets, tickets, etc.
- #2003 - Skate Park** - This account was established with funds raised by the Youth Commission in 2000 and is used primarily for the maintenance of the park and to purchase new equipment. At present, there are no plans to purchase equipment as additional funds are needed to do so.
- #2007 - Teen-A-Rama** - Fees are collected from all youth and teen programs offered by the town and placed into this fund. Expenditures include staffing, basketballs, exercise & fitness equipment, contracted services for "speakers" and magicians, etc.
- #2016 - Passage Program** - Revenues for this program are from fees from the ski club, ropes program and summer programs. Some expenditures associated with this fund include staffing, equipment, materials and supplies and instructors.
- #2018 - Live-n-Learn Program** - Revenues are from adult program fees. Expenses include staffing, fitness equipment, bus rentals for trips to museums, baseball games, etc.
- #2022 - Northwest Park Youth Conservation Corps (YCC)** - The YCC program account provides funding to hire 3 - 4 high school seniors for nature trail and miscellaneous park upkeep during the summer months. This project is funded through donations by the Friends of Northwest Park and other organizations and businesses in Windsor.
- #2204 - Northwest Park Nature Camp** - This project supports the operation of "Nature Camp" during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.
- #2207 - Friends of Northwest Park** - Funding for this project account is provided by the Friends of Northwest Park to support projects, internship staffing, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.
- #2208 - Northwest Park Shop** - Revenues within this project are generated through the sale of gift shop items. This project supports the purchase of gift shop stock, exhibit development and upkeep, and is managed by Northwest Park staff and volunteers.
- #2210 - Northwest Park Environmental Education** - This project generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and public workshops and classes. The funds from this account are used for part-time wages (clerical and environmental educators), contractual services, supplies and equipment.
- #2211 - Tobacco Museum** - This project is managed by the Tobacco Association to support, in part, the operation of the Tobacco Museum and the Tobacco Archive building. Funding is provided to offset the tour guide's wages and the museum brochures. Northwest Park is responsible for facility upkeep and energy and utility costs.
- #2214 - NRCS Agreement** - In August 1998, the town was awarded a cost-share grant in the amount of \$13,330. There will be a zero balance at the end of FY 08.
- #4022 - River Walkways** - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking trails in Windsor. In 2006, the town applied for a grant with the State of Connecticut DEP for work to be completed on the Palisado Riverwalk. However, the State has held these funds due to contractual delays.
- Youth Service Bureau:**
- #2010 - Positive Youth Development** - Revenues received from the Youth Services Bureau programs are placed into this account. Funds are used to pay for a portion of salary and benefits for the Youth Services Coordinator and pays for part-time support staff and for program supplies.
- #2033/NEW - Youth Services Bureau for FY 2008 and FY 2009** - Funds are used to offset specific program costs for the YSB such as positive youth development, prevention programs, youth leadership and community involvement, etc.
- #2034 - Youth Services Bureau Enhancement** - Funds are used to offset specific program costs for the YSB.
- #2032/NEW - Capital Area Substance Abuse Council FY 2008 and FY 2009** - Funds are used for substance abuse prevention programs and for positive youth development programs.



Human Services

**Town of Windsor
FY 2008-2009
Proposed Budget**



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 2007 | FY 2008 | | FY 2009 | |
|----------------------------|----------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 749,069 | 846,180 | 818,244 | 766,177 | - |
| Supplies | 43,133 | 30,920 | 31,122 | 28,743 | - |
| Services | 49,128 | 72,140 | 56,946 | 37,485 | - |
| Maintenance & Repair | 58,190 | 108,000 | 110,356 | 110,605 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | 2,650 | 9,596 | 71,565 | - |
| Energy & Utility | 57,216 | 31,050 | 31,016 | 32,645 | - |
| Total | 956,736 | 1,090,940 | 1,057,280 | 1,047,220 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|---|----------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Human Services | 799,041 | 862,300 | 850,150 | 926,540 | - |
| Town Support for Education | 3,008 | - | - | - | - |
| Subtotal: Human Serv. Gen. Fund Budget | 802,049 | 862,300 | 850,150 | 926,540 | - |
| Grants | 56,250 | 115,060 | 105,600 | 69,680 | - |
| User Fees | 98,437 | 94,560 | 80,620 | 51,000 | - |
| Subtotal: Special Revenue Funds | 154,687 | 209,620 | 186,220 | 120,680 | - |
| Reimbursement | - | 19,020 | 20,910 | - | - |
| Total | 956,736 | 1,090,940 | 1,057,280 | 1,047,220 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 8.00 | 8.00 | 6.67 | 7.00 | - |
| Regular Part Time Employees | 6.00 | 6.04 | 6.19 | 6.86 | - |
| Temporary/Seasonal Employees | 0.35 | 0.35 | 0.35 | - | - |
| Total FTEs | 14.35 | 14.39 | 13.21 | 13.86 | - |

Budget Commentary

The FY 08 overall budget amount is projected to come in 3.1% under budget primarily due to staff vacancies. The General Fund portion is projected to come in 1.4% under budget. There was a decrease in FTEs for FY 08 because of full-time staff vacancies. As of FY 09, the Youth Services Bureau has been moved to the Recreation & Leisure Department. The proposed decrease to the overall budget for FY 09 is 4.0%, while the proposed increase to the General Fund is 7.4%. Key drivers for the increase to the General Fund include the purchase of a 14 passenger vehicle for Dial-a-Ride, a \$15,000 allocation for transportation software and a part-time position for the Social Services division. Beginning in FY 09, the Head Start reimbursement will be reclassified as general revenue. FY 08 grant funding was reduced by a change in accounting procedures during the year for the Graustein grant. The grantee will administer the Graustein grant for FY 09 and beyond, therefore these funds will no longer pass through the town.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 676,911 | 739,900 | 715,230 | 706,070 | - |
| Supplies | 11,437 | 8,800 | 8,800 | 11,100 | - |
| Services | 12,591 | 9,870 | 15,450 | 11,950 | - |
| Maintenance & Repair | 49,526 | 80,180 | 80,580 | 102,490 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | 2,400 | 9,260 | 71,200 | - |
| Energy & Utility | 48,576 | 21,150 | 20,830 | 23,730 | - |
| Total | 799,041 | 862,300 | 850,150 | 926,540 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|--------------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 3,008 | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | - | - | - | - | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 3,008 | - | - | - | - |

Special Revenue & Other Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 69,150 | 106,280 | 103,014 | 60,107 | - |
| Supplies | 31,696 | 22,120 | 22,322 | 17,643 | - |
| Services | 36,537 | 62,270 | 41,496 | 25,535 | - |
| Maintenance & Repair | 8,664 | 27,820 | 29,776 | 8,115 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | 250 | 336 | 365 | - |
| Energy & Utility | 8,640 | 9,900 | 10,186 | 8,915 | - |
| Total | 154,687 | 228,640 | 207,130 | 120,680 | - |

Total Expenditures (agrees to page H-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|------------------|------------------|------------------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 749,069 | 846,180 | 818,244 | 766,177 | - |
| Supplies | 43,133 | 30,920 | 31,122 | 28,743 | - |
| Services | 49,128 | 72,140 | 56,946 | 37,485 | - |
| Maintenance & Repair | 58,190 | 108,000 | 110,356 | 110,605 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | 2,650 | 9,596 | 71,565 | - |
| Energy & Utility | 57,216 | 31,050 | 31,016 | 32,645 | - |
| Total | 956,736 | 1,090,940 | 1,057,280 | 1,047,220 | - |

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 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 299,210 | 277,912 | 323,162 | - |
| Supplies | 18,320 | 18,486 | 21,028 | - |
| Services | 26,820 | 24,250 | 25,200 | - |
| Maintenance & Repair | 24,100 | 24,500 | 25,500 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 2,400 | 9,260 | 71,200 | - |
| Energy & Utility | 27,820 | 27,500 | 30,400 | - |
| Total | 398,670 | 381,908 | 496,490 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Human Services | 299,650 | 289,875 | 399,060 | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Family Services General Fund Budget</i> | <i>299,650</i> | <i>289,875</i> | <i>399,060</i> | <i>-</i> |
| Grants | 43,260 | 46,033 | 46,430 | - |
| User Fees | 55,760 | 46,000 | 51,000 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>99,020</i> | <i>92,033</i> | <i>97,430</i> | <i>-</i> |
| Reimbursement | - | - | - | - |
| Total | 398,670 | 381,908 | 496,490 | - |

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.25 | 1.37 | 2.40 | - |
| Regular Part Time Employees | 4.12 | 4.48 | 4.62 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total FTEs | 6.37 | 5.85 | 7.02 | - |

Budget Commentary

The FY 08 overall budget is projected to come in 4.2% below budget, primarily due to staff vacancies and a decrease in expenditures under Services. The General Fund portion of the FY 08 budget is projected to come in 3.3% below budget. In FY 08, there is an increase in Capital Outlay to renovate some spaces in the Senior Center. The proposed increase to the total budget for FY 09 is 24.5% and the General Fund portion is 33.2%. Key drivers for this increase include the purchase of a new 14-passenger vehicle and transportation software and increases in Personal Services that are due in part to the reallocation of a portion of the department director from the Youth Services Bureau to the remaining two areas of the Human Services Department.

SENIOR SERVICES

Products & Services

Senior Center

\$175,690

- Provide a variety of physical activities ranging from aerobics classes to relaxation exercises, a walking group, several dance groups and a state of the art fitness center
- Provide a computer lab with access to the internet and ongoing instruction
- Offer educational and informational programs on a wide variety of topics including consumer awareness, personal finance, health and wellness, healthcare, life and family, home, real estate and insurance
- Provide special events throughout the year to celebrate holidays, special occasions and encourage social interaction
- Provide a variety of health clinics for hearing, foot care, blood pressure screening and skin cancer screening
- Offer an annual Health Fair along with the Health Department to provide information and flu and pneumonia shots
- Offer a broad range of day trips
- Work closely with the caseworkers to provide comprehensive services
- Provide a hot lunch meal Monday through Friday
- Provide the "Seniors in the Park" program
- Offer a wide range of recreation and leisure activities, including card groups, movies, bingo and chess.

Transportation Services

\$279,890

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 transportation for approximately 250 out-of-town medical appointments three times weekly
- Provide evening and weekend transportation for specific programs, including out-of-town shopping and outings on the weekends
- Provide shopping trips to approximately 1,800 seniors.

Volunteer Programs

\$40,910

Over 200 Windsor residents volunteer their time and efforts to enhance the lifestyles of seniors and adults with disabilities through the following programs:

- Deliver meals to homebound seniors and disabled adults unable to prepare their meals
- Transport seniors and disabled persons to more than 750 out-of-town medical appointments
- Assist and support staff in the daily operations and special events at the Senior Center.

YOUTH SERVICES BUREAU

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 114,200 | 111,480 | - | - |
| Supplies | 2,000 | 4,950 | - | - |
| Services | 11,150 | 13,040 | - | - |
| Maintenance & Repair | 800 | 780 | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 1,100 | 1,300 | - | - |
| Total | 129,250 | 131,550 | - | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 70,010 | 68,810 | - | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Youth Services General Fund</i> | <i>70,010</i> | <i>68,810</i> | <i>-</i> | <i>-</i> |
| Grants | 24,240 | 30,490 | - | - |
| User Fees | 35,000 | 32,250 | - | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>59,240</i> | <i>62,740</i> | <i>-</i> | <i>-</i> |
| Reimbursement | - | - | - | - |
| Total | 129,250 | 131,550 | - | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|----------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.25 | 1.20 | - | - |
| Regular Part Time Employees | 0.25 | 0.25 | - | - |
| Temporary/Seasonal Employees | 0.35 | 0.35 | - | - |
| Total | 1.85 | 1.80 | - | - |

Budget Commentary

The FY 08 total budgeted amount is projected to come in 1.8% over budget. The General Fund portion is projected to come in 1.7% below budget. For FY 08, an additional \$6,250 was secured through a YSB Enhancement grant, which was used to enhance leadership programming. As of FY 09, the Youth Services Bureau has been moved to the Recreation & Leisure Services Department. Please see Section G "Recreation and Leisure Services."

YOUTH SERVICES BUREAU

Products and Services

The Youth Services Bureau has been moved to the Recreation & Leisure Department for FY 09.

Please see Section G "Recreation and Leisure Services."

SOCIAL SERVICES

Social Services provides case management, information and referral services to Windsor residents. These services include assessment, the development of action plans in partnership with clients and families, eligibility screening for programs and the empowerment of clients to obtain needed services. This division also promotes the social, emotional, intellectual and physical well-being of Windsor residents through school, town and community programs.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 432,770 | 428,852 | 443,015 | - |
| Supplies | 10,600 | 7,686 | 7,715 | - |
| Services | 34,170 | 19,656 | 12,285 | - |
| Maintenance & Repair | 83,100 | 85,076 | 85,105 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 250 | 336 | 365 | - |
| Energy & Utility | 2,130 | 2,216 | 2,245 | - |
| Total | 563,020 | 543,822 | 550,730 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|---|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 492,640 | 491,465 | 527,480 | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Social Services General Fund</i> | <i>492,640</i> | <i>491,465</i> | <i>527,480</i> | <i>-</i> |
| Grants | 47,560 | 29,077 | 23,250 | - |
| User Fees | 3,800 | 2,370 | - | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>51,360</i> | <i>31,447</i> | <i>23,250</i> | <i>-</i> |
| Reimbursement | 19,020 | 20,910 | - | - |
| Total | 563,020 | 543,822 | 550,730 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 4.50 | 4.10 | 4.60 | - |
| Regular Part Time Employees | 1.67 | 1.46 | 2.24 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 6.17 | 5.56 | 6.84 | - |

Budget Commentary

The FY 08 total budgeted amount is projected to come in 3.4% under budget. The General Fund portion of the budget is projected to come in slightly under budget. The proposed total budget for FY 09 is 2.2% under the FY 08 budget and the General Fund is projected to increase by 7.1%. The decrease in the overall budget is primarily due to decreases in user fees and grant funding. There has been a change in accounting procedures for the Graustein grant and the grantee will administer this grant for FY09 and beyond. There are no user fees projected for FY 09 for the Parent Center because the town is no longer receiving grant funding for that program. Key drivers for the increase to the General Fund include: adding a part-time staff person to administer the Food Bank and increased costs in Personal Services which are due in part to a reallocation of the Director to the two areas of the Human Services Department. Beginning in FY 09, the Head Start reimbursement will be reclassified as general revenue.

SOCIAL SERVICES

Products & Services

Casework Services \$224,680

- Provide casework services and advocacy to seniors, adults with disabilities and families who reside in Windsor
- Provide information and referral on local, state and federal social services programs to over 10,000 callers annually.

Support Services \$91,470

- Organize and facilitate the weekly *SHARE Support Group* for adults who have disabilities and 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*
- Host the annual Caregiver's Luncheon
- Plan and host the *Helping to Hear Better* support group
- Collaborate with the Early Childhood Counsel and Family Resource Centers to provide programming and public education
- Provide information to families of young children and conduct developmental assessments on health, nutrition, parenting concerns, developmental milestones and home and car safety
- Plan and facilitate support groups for new parents.

Basic Human Needs Programs \$147,560

- Manage the Windsor Food Bank and provide food to over 220 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 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 who sponsors the Windsor Food and Fuel Banks, and holiday programs
- Supervise Food Bank volunteers and recruit and train additional volunteers
- Host educational programs on topics relevant to adults, seniors, families and low-income residents with a focus on nutrition and mental health issues
- Coordinate the Medicare D Individual Counseling Program
- Coordinate and implement the Holiday Toy Drive
- Participate in civil preparedness.

Milo Peck Child Development \$87,020

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

HUMAN SERVICES

FY 2008 Highlights

The Youth Services Bureau's Super Summer Adventures continued to be a popular venue for both middle school and high school age youth. Eight weeks of day programs were provided which included activity modules in art, computer literacy, adventure challenge initiatives, canoeing, tennis and photography. The Community Leadership project successfully managed "Night of 1001 Pumpkins," to commemorate Red Ribbon week and the annual family event "A Winter Festival."

The Youth Services Bureau (YSB) was awarded a "Youth Services Enrichment Grant" which has supported the new Career Exploration, Money Management and Gardening and Science modules added to the after school programs.

Approximately 120 families participated in the annual Windsor Holiday Toy Drive, with over 280 children being served. Over 40 businesses adopted families during the holiday season.

The Windsor Community Service Council (WCSC) continues to be very generous in supporting the efforts of the Social Service division. The WCSC provided 70 gift cards for local supermarkets to clients during the holiday season. The Social Service Division continues to collaborate with outside agencies, including Loomis Chaffee who assisted in delivering holiday gifts to 24 low-income clients, and the Kiwanis Club, who assisted in purchasing and distributing over 100 backpacks and supplies to school age children in need.

The Food Bank used an average of 22 volunteers per month to serve a total of 350 registered households with an average of 220 monthly visits. These households were comprised of senior citizens, persons with disabilities, adults, and families with children. For the Thanksgiving holiday, Social Services distributed 201 turkeys to Windsor families.

Windsor CARES (Citizens Assisting Residents Everywhere by Sharing) is a group of adults committed to volunteerism. This group participated in several activities, including the knitting and donation of homemade items for the holiday toy drive, adoption of a family for the toy drive, providing sandwiches for the homeless, collecting food for the Food Bank, as well as many other community service projects.

The annual Senior Picnic was a success with over 100 attendees. The event was held in Northwest Park with food, games and entertainment. The Senior Health Fair was also very successful this year.

The free video lending library continues to be a success at the Senior Center. Over 500 videos were donated to this program in response to the request from senior residents. The fitness center membership continues to expand, partially as a result of the increased hours, which includes early morning, evening, and Saturday mornings.

The Dial-a-Ride program provided 13,000 rides for 6,500 elderly and disabled Windsor residents. Over thirty volunteers provided 750 out-of-town medical rides. Our evening and weekend trips continue to be a huge success. For FY 08, from July 1, 2007 to February 29, 2008, we transported 580 people on 58 trips. Sixty volunteers delivered over 8,000 meals to homebound seniors and the disabled in our Meals-on-Wheels program. The Senior Center is fortunate to have great volunteers who assist in many of the Senior Center's day-to-day administrative operations.

HUMAN SERVICES

| Performance Measures | FY 2007 Actual | FY 2008 Target | FY 2008 Estimate | FY 2009 Target |
|---|-------------------|-------------------|---------------------|-------------------|
| No. of families/children receiving home visits annually | 13/19 | 12/20 | 16/21 | 7/12 |
| Number of times the Food Bank was utilized annually (duplicated number) | 2,160 | 2,000 | 2,640 | 3,000 |
| Participants in the six support groups (SHARE, Low Vision, Diabetic, Helping to Hear Better, and Caregivers) | 120 | 170 | 150 | 170 |
| Telephone and walk-in contacts related to case management | 1,287 | 915 | 1,650 | 1,650 |
| Telephone inquiries and requests for services from social service staff | 6,769 | 9,000 | 10,000 | 10,500 |
| No. of Senior Center users | 1,700 | 1,800 | 1,800 | 1,900 |
| No. of meals delivered to homebound senior and disabled persons, and served through the Elderly Nutrition Program | 10,500 | 11,500 | 11,000 | 11,000 |
| No. of youth participants in after school and vacation programs* | 578 | 600 | 600 | - |
| No. of participants at YSB community events* | 800 | 1,200 | 1000 | - |

*FY 09 is in the Recreation & Leisure Department

FY 2009 Goals

1. Implement changes to transportation services to ensure enhanced service delivery, including evening and weekend programs
2. Enhance marketing and visibility of all Human Service programs and services
3. Increase educational opportunities and support groups focusing on childhood, low-income, and senior citizen nutrition and mental health concerns
4. Participate in planning activities for future improvements to the Senior Center.

Appendix B

SPECIAL REVENUE FUNDS

Human Services

| Project # | Project Name | FY 2008 | | | | FY 2009 | | |
|-----------|-------------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 2001 | Parent Resource Center Fundraising | 2,928 | - | 2,370 | 558 | - | - | 558 |
| 2010 | Positive Youth Development | -2,750 | 35,000 | 32,250 | - | - | - | - |
| 2033 | Youth Services Bureau (YSB) FY08 | - | 20,000 | 20,000 | - | - | - | - |
| NEW | Youth Services Bureau (YSB) FY09 | - | - | - | - | - | - | - |
| 2034 | YSB Enhancement | - | 6,250 | 6,250 | - | - | - | - |
| 2032 | CASAC FY08 | - | 4,240 | 4,240 | - | - | - | - |
| NEW | CASAC FY09 | - | - | - | - | - | - | - |
| 2213 | Graustein Grant | - | 6,000 | 6,000 | - | - | - | - |
| 2300 | Windsor Senior Center | - | 49,500 | 46,000 | 9 | - | - | - |
| 2303 | Senior Transportation Services | -3,491 | - | 4,950 | 4,954 | 53,000 | 51,000 | 2,009 |
| 2304 | Fitness Equip & Seniors at the Park | 9,904 | - | 3,724 | 7 | - | 4,950 | 4 |
| 2304 | Fitness Equip & Seniors at the Park | 3,731 | - | 3,724 | 7 | 4,120 | 4,120 | 7 |
| 2305 | Dial-a-ride Matching Grant | 9,340 | 28,020 | 37,360 | - | 37,360 | 37,360 | - |
| 3816 | Human Services Assistance Fund | 68,945 | - | - | 68,945 | - | - | 68,945 |
| 3817 | Healthy People Program | 7,777 | - | - | 7,777 | - | - | 7,777 |
| 3822 | Mental Health Committee | 400 | - | - | 400 | - | - | 400 |
| 3829 | SSBG #28 10/1/06 - 9/30/07 | 5,893 | - | 5,893 | - | - | - | - |
| 3835 | SSBG #29 10/1/07-9/30/08 | - | 17,183 | 17,183 | - | - | - | - |
| NEW | SSBG 10/1/08-9/30/09 | - | - | - | - | 5,815 | 5,815 | - |
| | | | | | | 17,435 | 17,435 | |
| | | 102,677 | 166,193 | 186,220 | 82,651 | 117,730 | 120,680 | 79,701 |

#2001 - Parent Resource Center Fundraising - This account is used to offset Parent Center program costs. This pays for two stipends for two individuals who provide programs for child activities, family oriented trips for parents and youth and other activities.

#2010 - Positive Youth Development - This program has been moved to the Recreation & Leisure Department as of FY 09.

#2033/NEW - Youth Services Bureau (YSB) Grant for FY 2008 and FY 2009 - These programs have been moved to the Recreation & Leisure Department as of FY 09.

#2034 - Youth Services Bureau (YSB) Enhancement Grant - This program has been moved to the Recreation & Leisure Department as of FY 09.

#2032/NEW - Capital Area Substance Abuse Council FY 2008 and FY 2009 - These programs have been moved to the Recreation & Leisure Department as of FY 09.

#2213 - Graustein Grant - Healthy People - Funds from this account is allocated toward early childhood programs in town which the Early Childhood Council oversees.

SPECIAL REVENUE FUNDS

Appendix B

Human Services (cont.)

- #2300 - Windsor Senior Center - Revenues from programs at the Senior Center are placed into this account and are used to pay for a part-time aerobics instructor, contractual staff, and program supplies for the Senior Center.
- #2303 - Senior Transportation Services - Grant money was received via North Central Area Agency on Aging and is used for evening and weekend Dial-A-Ride transportation costs.
- #2304 - Fitness Equipment and Seniors at the Park - The Hartford Foundation for Public Giving awarded the town a grant which is used to purchase fitness equipment. Funds are being used for the "Seniors in the Park" program which is located at Northwest Park.
- #2305 - Dial-A-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles.
- #3816 - Human Services Assistance Fund - Funds from this account are approved for use by the Human Services Committee for individuals that are incapacitated due to illness, disability or crisis situations.
- #3817 - Healthy People Program - Funds are from donations that were received from Anthem Blue Cross and Windsor Education Association. These funds are for future purchases of books, promotional materials and supplies.
- #3822 - Healthy People - Mental Health Committee - This committee was started in 2004 with the purpose of helping to educate and inform citizens of mental health issues. Funds in this account are used for representatives who are hired to speak at engagements to inform the community of mental health issues.
- #3829 - Social Services Block Grant for FY 07 - Funds are used to pay for operational expenses (office supplies, etc.) in the Social Services division.
- #3835 - Social Services Block Grant for FY 08 - Funds are used to pay for operational expenses (office supplies, etc.) in the Social Services division.
- NEW - Social Services Block Grant for FY 09 - Funds are used to pay for operational expenses (office supplies, etc.) in the Social Services division.

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Health Services

**Town of Windsor
FY 2008-2009
Proposed Budget**

HEALTH SERVICES

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

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 363,833 | 413,480 | 406,120 | 449,540 | - |
| Supplies | 45,894 | 36,414 | 34,989 | 33,306 | - |
| Services | 72,255 | 96,017 | 129,614 | 109,694 | - |
| Maintenance & Repair | 1,501 | 2,810 | 3,676 | 3,400 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 424 | 500 | 5,890 | - | - |
| Energy & Utility | 2,653 | 5,080 | 4,580 | 4,640 | - |
| Total | 486,560 | 554,301 | 584,869 | 600,580 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 373,248 | 433,960 | 420,560 | 470,160 | - |
| Grants | 77,429 | 118,141 | 141,301 | 107,290 | - |
| Private Contributions | - | - | - | - | - |
| User Fees | 35,883 | 2,200 | 23,008 | 23,130 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>113,312</i> | <i>120,341</i> | <i>164,309</i> | <i>130,420</i> | <i>-</i> |
| Total | 486,560 | 554,301 | 584,869 | 600,580 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|-------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.75 | 4.00 | 4.00 | 4.00 | - |
| Regular Part Time Employees | 0.05 | 0.77 | 0.57 | 1.39 | - |
| Temporary/Seasonal Employees | 0.12 | - | - | - | - |
| Total | 3.92 | 4.77 | 4.57 | 5.39 | - |

Budget Commentary

The total FY 08 budget is estimated to come in over budget by approximately \$30,600 which is explained completely by the grant activity in Emergency Management as reflected in the estimated amount in these grants. The General Fund portion of the FY 08 budget is estimated to come in 3.1% under budget. The Services line reflects use of contractual services for the VNA, mosquito control and emergency management grant activity. In FY 09, the overall proposed budget shows an increase of 8.3% while the General Fund portion of the budget proposes an increase of 8.3%. The increase is mainly attributable to salary and benefit cost increases, the increase in the Property Maintenance position from 15 to 20 hours per week and the addition of a summer Intern position for property maintenance duties for 21.2 weeks.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 343,833 | 393,480 | 385,370 | 429,540 | |
| Supplies | 3,968 | 4,580 | 4,340 | 5,060 | |
| Services | 21,293 | 29,680 | 23,110 | 28,770 | |
| Maintenance & Repair | 1,501 | 2,000 | 2,670 | 2,750 | |
| Grants & Contributions | - | - | - | - | |
| Capital Outlay | - | 500 | 1,040 | - | |
| Energy & Utility | 2,653 | 3,720 | 4,030 | 4,040 | |
| Total | 373,248 | 433,960 | 420,560 | 470,160 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | - | - | - | - | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | - | - | - | - | - |

Special Revenue & Other Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 20,000 | 20,000 | 20,750 | 20,000 | |
| Supplies | 41,926 | 31,834 | 30,649 | 28,246 | |
| Services | 50,962 | 66,337 | 106,504 | 80,924 | |
| Maintenance & Repair | - | 810 | 1,006 | 650 | |
| Grants & Contributions | - | - | - | - | |
| Capital Outlay | 424 | - | 4,850 | - | |
| Energy & Utility | - | 1,360 | 550 | 600 | |
| Total | 113,312 | 120,341 | 164,309 | 130,420 | - |

Total Expenditures (agrees to page I-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 363,833 | 413,480 | 406,120 | 449,540 | |
| Supplies | 45,894 | 36,414 | 34,989 | 33,306 | |
| Services | 72,255 | 96,017 | 129,614 | 109,694 | |
| Maintenance & Repair | 1,501 | 2,810 | 3,676 | 3,400 | |
| Grants & Contributions | - | - | - | - | |
| Capital Outlay | 424 | 500 | 5,890 | - | |
| Energy & Utility | 2,653 | 5,080 | 4,580 | 4,640 | |
| Total | 486,560 | 554,301 | 584,869 | 600,580 | - |

INSPECTION AND REGULATION

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 202,440 | 196,280 | 239,070 | - |
| Supplies | 2,070 | 2,700 | 2,580 | - |
| Services | 25,410 | 21,090 | 26,820 | - |
| Maintenance & Repair | 1,850 | 2,600 | 2,250 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 1,650 | - | - |
| Energy & Utility | 1,970 | 2,300 | 2,320 | - |
| Total | 233,740 | 226,620 | 273,040 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 230,740 | 221,220 | 271,040 | - |
| Grants | 3,000 | 5,400 | 2,000 | - |
| Private Contributions | - | - | - | - |
| User Fees | - | - | - | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>3,000</i> | <i>5,400</i> | <i>2,000</i> | <i>-</i> |
| Total | 233,740 | 226,620 | 273,040 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.05 | 2.05 | 2.10 | - |
| Regular Part Time Employees | 0.61 | 0.43 | 1.20 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 2.66 | 2.48 | 3.30 | - |

Budget Commentary

For FY 08, the total I&R will come in under budget by 3.0% and the General Fund portion by 4.1% due to a vacancy in the Property Maintenance Intern position and less activity needed in mosquito control due to a dry summer. A supplement to the per capita grant was received in the amount of \$7,100, a portion of which is allocated to I&R and is used for one replacement computer shown in Capital Outlay. For FY 09, overall I&R proposed increase is 16.8% or \$39,300 and General Fund is proposed to increase \$40,300. The Personal Services line reflects a redistribution of personnel to this program (49 to 53%), an increase in hours for the Property Maintenance position from 15 to 20 hours, the addition of a temporary full time summer intern to assist with Property Maintenance and salary and benefit cost increases. Services reflects increased base costs for maintaining a level mosquito program and Maintenance & Repairs reflects increasing maintenance for department's 1998 Ford Taurus. Per capita grant is expected to return to FY 08 budget levels.

INSPECTION AND REGULATION

Products & Services

Food Safety \$61,010

- Issue permits and inspect 139 permanent and approximately 80 temporary food service establishments
- Conduct follow up inspections as required to abate unsanitary conditions
- Investigate complaints of improper food sanitation and food-borne disease
- Coordinate epidemiologic investigations with the CTDPH, DCP, USFDA, and USDA as appropriate
- Host information seminars for food service operators.

Drinking Water Protection \$3,610

- Perform sanitary surveys and issue permits for private drinking water well construction or repair
- Review well water analyses required after well construction or upon sale of dwellings with private water supplies
- Respond to all water quality questions and complaints
- Coordinate extension of public water mains with MDC.

Waste Water Disposal \$15,730

- Investigate soil conditions, review plans and issue construction permits, inspect construction and issue discharge permits for new, repaired, or reconstructed private, on-site sewage disposal systems
- Investigate complaints of improper sewage discharge or overflow and coordinate with MDC as necessary
- Continue to monitor CT DOT compliance with glycol discharge from Bradley International Airport to Rainbow and Seymour Hollow Brooks.

Public Health Nuisances \$75,580

- Investigate and issue abatement orders as necessary for complaints of nuisances including, but not limited to, property maintenance, housing, refuse and litter, vermin, hazardous materials, air pollution, odors and noise.

Institutional Health and Safety \$6,680

- Inspect for compliance with state regulations and licensing requirements and investigate any complaints received of unsanitary conditions at public and private schools, 19 day care centers, two migrant labor camps, 18 public/semi-public swimming pools and spas, youth resident and day camps, group homes, parks and public playgrounds and a school infirmary.

Emergency & Hazardous Situations \$62,800

- Coordinate with Fire and CT DEP the investigation and mitigation of hazardous materials incidents
- Respond to potential bio-terror incidents as a member of the town's Bio-hazard Assessment Response Team
- Exercise oversight of cleanup of industrial wastes at ABB Combustion Engineering and Hamilton Sundstrand and coordinate with CT DEP, US EPA, US DOE and US NRC
- Assist the WVFD and the Fire Marshal at fire scenes when requested
- Provide administrative, planning and staffing support for Emergency Management operations, including, but not limited to, the town's Emergency Operations Center, shelter management, decontamination and other all-hazard response and mitigation activities.

Mosquito Control \$34,450

- Organize, monitor, direct and assess treatment of town-owned property by a licensed mosquito contractor to prevent mosquito breeding
- Treat approximately 4,600 town storm water drainage catch basins each season to prevent mosquito breeding
- Distribute mosquito "dunks" to Windsor residents free of charge so that residents can treat standing water on their property
- Provide consultative services in the identification of ticks that may be vectors of Lyme disease.

Environmental Assessment \$6,060

- As a member of the town's Planning Review Team, review proposed site developments for compliance with public health and environmental statutes and regulations
- Assist realtors, consultants, property owners and others with environmental and health related questions.

Landfill Support \$7,120

- Provide long-term planning, regulatory and environmental support for landfill operations, closure and post-closure monitoring requirements
- Plan for solid waste collection and disposal once the landfill is closed.

DISEASE PREVENTION AND CONTROL

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 155,600 | 155,100 | 160,510 | - |
| Supplies | 4,370 | 3,738 | 3,500 | - |
| Services | 1,510 | 1,030 | 1,350 | - |
| Maintenance & Repair | 150 | 70 | 50 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 1,250 | - | - |
| Energy & Utility | 1,000 | 1,000 | 680 | - |
| Total | 162,630 | 162,188 | 166,090 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 150,430 | 148,270 | 154,090 | - |
| Grants | 10,000 | 11,250 | 10,000 | - |
| Private Contributions | - | - | - | - |
| User Fees | 2,200 | 2,668 | 2,000 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>12,200</i> | <i>13,918</i> | <i>12,000</i> | <i>-</i> |
| Total | 162,630 | 162,188 | 166,090 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.40 | 1.40 | 1.40 | - |
| Regular Part Time Employees | 0.06 | 0.05 | 0.07 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 1.46 | 1.45 | 1.47 | - |

Budget Commentary

The FY 08 total will come in slightly under budget and the General Fund will be 1.4% under budget. The increase in grants reflects the portion of the additional per capita grant supplement allocated to this program. User Fees are revenues received from CPR and Bike Safety programs. The Capital Outlay is a replacement computer for the Director to be paid out of the supplemental grant funds. The FY 09 total budget shows an increase of 2.1% with the General Fund portion increasing 2.4%. Per capita grant funds are being budgeted at FY 08 levels.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment \$44,280

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

Epidemiological Investigations \$70,140

- Review and follow-up as necessary all cases of the 69 state mandated reportable diseases (e.g. AIDS, chickenpox, diphtheria, Hepatitis, Influenza deaths, lead poisoning in children and adults, Lyme disease, measles, meningococcal disease, rabies, SARS, sexually transmitted diseases, Tuberculosis, food-borne diseases, etc.) and the 12 diseases which are possible indicators of bioterrorist activity (e.g. anthrax, botulism, plague, Ricin poisoning, smallpox, Tularemia, 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 \$51,670

- Provide information and training related to Weapons of Mass Destruction and Bio-Terrorism, including Pandemic Flu, smallpox, anthrax, SARS and other potential BT agents
- Train medical volunteers to administer smallpox vaccinations
- Conduct Health & Safety classes to train people in first aid, CPR, Professional Rescuer and Automated External Defibrillators (AED) use
- Focus on increasing public access to Automated External Defibrillators (AEDs) in the community through the Heart Start program
- Promote cardiovascular health through education and participation in American Heart Association community awareness initiatives
- Present or sponsor four programs on health and wellness topics including, but not limited to, Lyme disease, West Nile infection, cardiovascular fitness, pandemic flu, rabies prevention, unintentional injuries and violence, nutrition, mental health and stress management
- Promote head injury prevention and safety through a bicycle and multi-sport helmet program which makes helmets available in the department for people of all ages from toddler to adult
- Maintain links and information concerning consumer safety and alerts on the Department Web Site
- Provide OSHA required Bloodborne Pathogen and Airborne Pathogen training and testing for town employees and assist in monitoring town compliance as required in these areas
- Support the town's mental health education initiative
- Partner with Safety Services and Social Services for the Holiday Toy Drive and Toy Give-Away Program.

CLINIC SERVICES

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|---------------|---------------|---------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 55,440 | 54,740 | 49,960 | - |
| Supplies | 20,640 | 20,380 | 21,150 | - |
| Services | 8,300 | 9,588 | 7,150 | - |
| Maintenance & Repair | - | - | 50 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 1,950 | - | - |
| Energy & Utility | - | - | - | - |
| Total | 84,380 | 86,658 | 78,310 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|---------------|---------------|---------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 49,990 | 48,270 | 42,180 | - |
| Grants | 34,390 | 18,048 | 15,000 | - |
| Private Contributions | - | - | - | - |
| User Fees | - | 20,340 | 21,130 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>34,390</i> | <i>38,388</i> | <i>36,130</i> | <i>-</i> |
| Total | 84,380 | 86,658 | 78,310 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 0.55 | 0.55 | 0.50 | - |
| Regular Part Time Employees | 0.10 | 0.09 | 0.12 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| | 0.65 | 0.64 | 0.62 | - |

Budget Commentary

The total FY 08 Clinic budget will come in slightly over budget while the General Fund portion will come in slightly under budget. The difference is due to both closing out two previous per capita grants and to the supplemental per capita funds received this year and applied to this program area, which was used for the purchase of a vaccine refrigerator as shown in Capital Outlay. The total FY 09 budget shows a decrease of 7.2% with the General Fund portion decreasing 15.6% due to the reallocation of personnel within the department.

CLINIC SERVICES

Products & Services

Health Screenings

\$9,520

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

Immunization Clinics

\$53,830

- Administer approximately 1,400 doses of flu vaccine to senior citizens, town emergency responders and town staff
- Monitor flu vaccine supplies and assist in the distribution of these limited supplies to local and regional medical providers
- Administer pneumonia vaccine to approximately 25 senior citizens
- Co-sponsor the annual Windsor/Bloomfield Rabies Clinic that administers approximately 50 rabies vaccinations to dogs and cats belonging to Windsor and Bloomfield residents.

Health Services

\$14,960

- 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
- Fund VNA health services for senior citizens at the two senior housing complexes and at the Windsor Senior Center
- Confer with state and local health care professionals and health agencies on issues related to the provisions of health services, the interpretation of public health code requirements and community public health issues.

EMERGENCY MANAGEMENT

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|---------------|----------------|---------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - |
| Supplies | 9,334 | 8,171 | 6,076 | - |
| Services | 60,797 | 97,906 | 74,374 | - |
| Maintenance & Repair | 810 | 1,006 | 1,050 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 500 | 1,040 | - | - |
| Energy & Utility | 2,110 | 1,280 | 1,640 | - |
| Total | 73,551 | 109,403 | 83,140 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|---------------|----------------|---------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 2,800 | 2,800 | 2,850 | - |
| Grants | 70,751 | 106,603 | 80,290 | - |
| Donations | - | - | - | - |
| User Fees | - | - | - | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>70,751</i> | <i>106,603</i> | <i>80,290</i> | <i>-</i> |
| Total | 73,551 | 109,403 | 83,140 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|----------|----------|----------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | - | - | - | - |

Budget Commentary

The FY 08 estimated budget will come in over budget by approximately \$35,900 due entirely to closing out a number of the Bioterrorism and Pan Flu grants, all of which are on a grant year cycle that does not coincide with our fiscal year. The overexpenditure is funded completely by these grants and has no effect on the General Fund budget. The General Fund portion will come in on budget. For FY 09, the total budget will increase an estimated \$9,600 which is matched by the increase in BT/Pan Flu grant funds. The General Fund portion shows an increase of \$50.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response \$2,850

- Update the town's Emergency Operations Plan (All Hazards Plan) annually and review this plan with all town departments
- Conduct at least one exercise of the town's Emergency Operations Plan annually and submit after action reviews to the State Department of Emergency Management and Homeland Security (DEMHS)
- Operate and staff the Town's Emergency Operations Center during national, state, regional or town-wide emergencies
- Open and assist in staffing emergency shelters used to house residents displaced during emergency events
- Act as the primary contact point with the State Department of Emergency Management and Homeland Security (DEMHS)
- Participate in the State DEMHS high-band radio network
- Work with other town staff to ensure that the town's Emergency Operations Plan is NIMS compliant
- Assist police, fire and other emergency responders with communications, on-scene control, transportation and other activities as needed
- Coordinate damage assessment and file state and federal records related to reimbursement for declared emergencies
- Develop a list of facilities and resources that can be used during emergency response activities
- Recruit and train volunteers to staff shelters, staff the Emergency Operations Center and perform other emergency response activities.

Local Homeland Security \$80,290

- Coordinate the Local Public Health Preparedness Planning & Coordination (LHPPC) efforts (bioterrorism planning) for Mass Dispensing Area #31 (Windsor and South Windsor)
- Participate in the development and exercising of regional bioterrorism response plans
- Provide information and sponsor training related to Weapons of Mass Destruction and bioterrorism response
- Act as the recipient for local bioterrorism funding made available by the federal and state governments
- Coordinate local activities to meet LHPPC grant deliverables
- Develop and/or revise plans that address smallpox and pandemic influenza vaccination and response efforts
- Conduct and participate in drills and exercises designed to test local, regional and state public health preparedness plans
- Maintain and update the Local Health Alert Network (LHAN) and test system as required
- Coordinate and schedule distance learning opportunities for public health, emergency management and police.

HEALTH SERVICES

FY 2008 Highlights

Public Health on a national, state, regional and local level has changed dramatically since the tragic events of September 11, 2001. Health departments throughout this country have taken on the challenge of becoming actively involved in the bioterrorism and emergency planning efforts at each level of government and the Windsor Health Department is no different.

Throughout FY 08, the Windsor Health Department has led the emergency planning efforts in our community and has been the lead health department of Mass Dispensing Area #31 encompassing the towns of Windsor and South Windsor. We have revised the town's Emergency Operations Plan, developed and revised a Smallpox Vaccination Plan, a Community Pandemic Influenza Response Plan and a Public Health Emergency Response Plan and has led and participated in numerous efforts to drill and exercise each of these plans. In the past year, the department has also participated in drills and exercises conducted at the federal, state, regional and municipal levels in an attempt to learn and apply what is learned to our planning efforts. This concerted effort will continue in FY 09 with the major effort directed to involving all segments of the town government and the community as we continue to evaluate our response efforts by drilling our various plans.

During this year, the town's Emergency Management Organization (EMO) took advantage of regional funding by upgrading the communications infrastructure in our Emergency Operations Center (EOC). A satellite phone, a new antenna and a radio dedicated to communicating with the State Department of Emergency Management and Homeland Security (DEMHS) were installed and the EMO has and is participating in regular tests designed to test these various communications. The Health Department is continuing the process of developing a Local Health Alert Network (LHAN), the purpose of which is to communicate quickly in emergency situations with medical personnel, pharmacies, schools, nursing homes, businesses and other key segments of our community.

While emergency planning has become a major focus, the department continues to carry out the traditional public health programs and services that it is responsible for pursuant to the state public health code and which our residents and visitors expect to be conducted. The over 130 permanent food service operations being conducted in town – restaurants, grocery stores, catering operations, schools, day care facilities, nursing homes businesses, etc. – must all be licensed and inspected at specified intervals per state code and by inspectors certified by the state. In addition to these permanent food operations, the department permits and inspects over 80 temporary events including those operating at Shad Derby, the Chili Fest, Northwest Park country fair, church fairs, etc. In addition to conducting licensing and conducting inspections, the department investigates complaints and reports alleged food-related illness and in FY 08, five such reports were registered and investigated, none of which were substantiated.

In the environmental program area, drinking water protection, waste water disposal, mosquito control, institutional health and safety, emergency and hazard response and environmental assessment were routinely conducted. While the mosquito activity was below normal, the department continued to monitor and contract for the larviciding and adulticiding of town owned property as needed from April through September. Departmental personnel treated the town's over 4,500 catch basins twice during the summer in order to eliminate that as a source of mosquito breeding and distributed free mosquito "dunks" to over 80 residents. The department is a member of the town's Emergency Response Team whose responsibility is to respond, assess, and take appropriate actions regarding reports of "white powder incidents". Since its formation in October of 2001, this team (composed of members from the Fire Marshall's Office, the Police Department and the Health Department) have responded to over 57 white powder calls, two of which occurred in 2007. Finally, in the environmental area, the Department investigates all property maintenance complaints. In FY 2007 and FY 2008, while the number of property maintenance complaints has decreased slightly, the time required to investigate and rectify these complaints has increased due to the number of homes that are vacant, abandoned or foreclosed. Alternative ways of enforcing the Property Maintenance Ordinance is being studied in the hope that the time to rectify these complaints can be reduced.

For the first time in a couple of years, flu vaccine was readily available and arrived in plenty of time for the department to conduct its annual Flu Clinic and Health Fair. However, participation in the clinic was down significantly (about 30%) as it was at flu clinics throughout the state. The propensity of vaccine, the multitude of

clinics at local pharmacies and grocery stores plus the light flu season thus far likely contributed to this poor turnout. Department personnel are participating on state task forces looking into these various factors in an attempt to ascertain whether those needing vaccine are getting it.

A new problem that the department is dealing with is product recalls. In the first six months of FY 08, the department had received notice of over 90 recalls, most of those involving toys and other items containing unacceptable levels of lead. Each of these is posted on the department's web site and investigated based on distribution and time constraints. All food recalls are tracked with schools, day care facilities and nursing homes contacted or visited in person.

During the year, department personnel monitored and worked with nursing homes as they dealt with various outbreaks involving their resident populations. The department is also on call 24 hours a day and responded to over 12 after hour calls from the police and fire departments. The department also assisted neighboring communities with coverage and with disease outbreak investigation and testing.

Workforce development and training are an important aspect of the department's activities. In addition to the mandated training required by the state in food service inspection, lead investigation and subsurface sewage installation, the Department sponsors teleconferences and web casts conducted by a variety of national organizations, federal agencies and universities across the country. The Health Department makes these conferences available to other town departments and to other health and first responder departments throughout the region. In 2007 over 20 teleconferences were broadcast covering a variety of emergency management subjects, food service, risk reduction, nutrition, obesity, evaluation and public health standards.

Department personnel are participants, board members and officers of a number of state and regional health planning groups and committees along with professional organizations. These groups and organizations are involved in establishing policy, promoting legislation, investigating grant opportunities, setting grant deliverables and initiating programs at the state and regional levels. Participating on these various health organizations is a definite advantage to health promotion and emergency preparedness operations in the Town of Windsor.

HEALTH SERVICES

FY 2009 Goals

1. Improve the health and sanitation levels of all permanent food service operations within Windsor by increasing the inspection frequency for all Class 3 and Class 4 operations
2. Continue to improve Windsor's emergency response level by revising Windsor's Emergency Operations Plan and all supplements and attachments to that plan and conducting at least one drill or exercise to test that plan involving all town departments
3. Participate in regional emergency planning by continuing to lead MDA 31's planning and organizational efforts and by becoming actively involved in DEMHS Region 3 emergency planning efforts
4. Improve the quality of life throughout Windsor by developing a coordinated approach to address property maintenance and nuisance violations within residential and commercial neighborhoods.

Appendix B

SPECIAL REVENUE FUNDS

Health Services (cont.)

#3832 - Bioterrorism Grant FY 07 - This is an annual grant received from the Center for Disease Control via the State Health Department. The grant cycle is from September to September. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. Grant period ended September 30, 2007.

#3834 - Bioterrorism Grant FY 08 - This is an annual grant received from the Center for Disease Control via the State Health Department. This new grant cycle is from September to August 9. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. Grant period will end August 9, 2008.

#3833 - State Health Grant FY 08 - This is an annual grant received from the State Department of Public Health for having a full time Health department to help defray expenses related to health services. The grant period will end on June 30, 2008.

NEW - Bioterrorism Grant FY 09 - This is an annual grant received from the Center for Disease Control via the State Health Department. The grant cycle is from August 10 to August 9. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. Grant period will end August 9, 2009.

NEW - Pandemic Influenza Grant - This grant is a supplement to the Bioterrorism Grant from the Center for Disease Control. The grant cycle is from August 10, 2008 to August 9, 2009. The purpose of the grant is to plan for community response to a outbreak of pandemic influenza. The grant period will end on August 9, 2009.

NEW - State Health Grant FY 09 - This is an annual grant received from the State Department of Public Health for having a full time Health department to help defray expenses related to providing health services. The grant period will end on June 30, 2009.

Library Services

**Town of Windsor
FY 2008-2009
Proposed Budget**

LIBRARY SERVICES

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

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 967,435 | 1,050,890 | 1,049,890 | 1,127,680 | - |
| Supplies | 165,550 | 160,660 | 170,280 | 180,450 | - |
| Services | 90,589 | 97,700 | 96,930 | 101,710 | - |
| Maintenance & Repair | 16,524 | 19,980 | 28,480 | 23,860 | - |
| Grants & Contributions | | 1,500 | 2,500 | 3,000 | - |
| Capital Outlay | 1,026 | 4,720 | 14,400 | 2,900 | - |
| Energy & Utility | 108,487 | 119,710 | 118,610 | 131,430 | - |
| Total | 1,349,611 | 1,455,160 | 1,481,090 | 1,571,030 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|--|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 1,305,887 | 1,407,500 | 1,407,500 | 1,513,030 | - |
| Grants | 449 | 1,500 | 2,500 | 3,000 | - |
| Donations | 28,638 | 28,360 | 51,110 | 35,500 | - |
| User Fees | 14,637 | 17,800 | 19,980 | 19,500 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>43,724</i> | <i>47,660</i> | <i>73,590</i> | <i>58,000</i> | <i>-</i> |
| Total | 1,349,611 | 1,455,160 | 1,481,090 | 1,571,030 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 9.75 | 9.75 | 9.75 | 9.75 | - |
| Regular Part Time Employees | 9.19 | 9.22 | 9.22 | 9.75 | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | 18.94 | 18.97 | 18.97 | 19.50 | - |

Budget Commentary

The overall FY 08 budget reflects a 1.8% increase in spending due to unanticipated donations to both libraries. Branch donations included funds for a new main desk, a laptop computer and interior/exterior painting (WLA funded); funds donated to the main library were used for exterior furniture and additional materials for loan. The General Fund portion is on budget. For FY 09 the overall budget reflects an 8.0% increase and the General Fund a 7.5% increase, due primarily to increases in utilities and contracts and the addition of 0.53 FTE's at the Main Library to help staff the adult reference area on the lower level.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 967,435 | 1,050,890 | 1,049,890 | 1,127,680 | - |
| Supplies | 135,796 | 135,120 | 134,410 | 142,910 | - |
| Services | 77,645 | 82,500 | 82,810 | 88,150 | - |
| Maintenance & Repair | 16,524 | 19,280 | 21,780 | 22,860 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 108,487 | 119,710 | 118,610 | 131,430 | - |
| Total | 1,305,887 | 1,407,500 | 1,407,500 | 1,513,030 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | - | - | - | - | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | - | - | - | - | - |

Special Revenue & Other Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | 29,305 | 25,540 | 35,870 | 37,540 | - |
| Services | 12,944 | 15,200 | 14,120 | 13,560 | - |
| Maintenance & Repair | - | 700 | 6,700 | 1,000 | - |
| Grants & Contributions | 449 | 1,500 | 2,500 | 3,000 | - |
| Capital Outlay | 1,026 | 4,720 | 14,400 | 2,900 | - |
| Energy & Utility | - | - | - | - | - |
| Total | 43,724 | 47,660 | 73,590 | 58,000 | - |

Total Expenditures (agrees to page J-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 967,435 | 1,050,890 | 1,049,890 | 1,127,680 | - |
| Supplies | 165,101 | 160,660 | 170,280 | 180,450 | - |
| Services | 90,589 | 97,700 | 96,930 | 101,710 | - |
| Maintenance & Repair | 16,524 | 19,980 | 28,480 | 23,860 | - |
| Grants & Contributions | 449 | 1,500 | 2,500 | 3,000 | - |
| Capital Outlay | 1,026 | 4,720 | 14,400 | 2,900 | - |
| Energy & Utility | 108,487 | 119,710 | 118,610 | 131,430 | - |
| Total | 1,349,611 | 1,455,160 | 1,481,090 | 1,571,030 | - |

ADULT AND TEEN LIBRARY SERVICES

The Adult and Teen Services division provides current popular items, timely research services and easy access to online resources that enhance the town's collection of library materials.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 707,340 | 706,190 | 767,310 | - |
| Supplies | 94,240 | 103,390 | 111,240 | - |
| Services | 7,230 | 7,550 | 7,100 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | 1,500 | - | - | - |
| Capital Outlay | 2,300 | - | - | - |
| Energy & Utility | - | - | - | - |
| Total | 812,610 | 817,130 | 885,650 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 789,870 | 788,820 | 855,250 | - |
| Grants | - | - | - | - |
| Donations | 1,500 | - | - | - |
| User Fees | 15,240 | 20,810 | 22,400 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>6,000</i> | <i>7,500</i> | <i>8,000</i> | <i>-</i> |
| Total | 22,740 | 28,310 | 30,400 | - |
| | 812,610 | 817,130 | 885,650 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 7.00 | 7.00 | 7.00 | - |
| Regular Part Time Employees | 4.17 | 4.17 | 4.70 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 11.17 | 11.17 | 11.70 | - |

Budget Commentary

FY 08 reflects a 0.6% increase in spending due to unanticipated donations. The General Fund portion is just under budget. For FY 09, the overall increase is 9.0% and the increase to the General Fund is 8.3% due to increases in Personal Services, including the addition of 0.53 FTE's who would supply additional evening and weekend staffing of the lower level, which is currently staffed by only one person.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More \$429,370

- Select, acquire and catalog 7,500 novels, fact-filled works, audiobooks, video recordings, compact discs and downloadable audiobooks
- Lend and ensure prompt return and reshelving of library materials. Offer renewal of borrowed materials by email, phone and in person. Allow customers to reserve needed materials using their home or library computers
- Extend a friendly reception to library users who visit the library annually. Provide helpful, accurate and consistent lending services to patrons and staff by managing the flow of over 238,000 loans per year.
- Assist patrons with managing their online library card accounts. Process 1,800 telephone renewals, manage 7,000 hold pickups, and route 29,000 materials to other libraries.
- Solicit input and concerns from patrons and seek appropriate solutions.
- Provide support and referral to Kidspace and Adult Reference
- Provide online access to a Connecticut State supported service, iCONN.org, which funds access to databases containing over 6,000 full text periodicals. Subscribe to 178 magazines and daily newspapers, of which approximately 25% are donated
- Provide access to computers and printers for word processing, electronic typewriter and fax at a modest charge.

Information, Research and Referral \$371,600

- Maintain collection of 450 research materials for direct use by customers
- Perform in-depth research and referral services for 42,000 reference requests by phone, fax, email and in person.

- Assist patrons with the 25 public computers in the adult area that give users access to the library's catalog, a collection of commercial databases to which the library subscribes and to the Internet
- Troubleshoot, maintain and upgrade 46 public computers at the main library, as well as all staff computers
- Provide Wi-Fi Internet access throughout the public library building
- Maintain a library Internet homepage that offers users frequently updated information about the Main Library and its programs and the Wilson Branch Library programs.

Cultural & Recreational Programs \$84,680

- Plan, conduct and host cultural, educational and recreational programs such as book discussions, author visits and other informational programs
- Sponsor and lead a teen advisory group to provide teens with materials, programs and information and to encourage teen involvement in the library community
- Continue the federal and state tax form distribution program, which provides over 40,000 tax forms and publications to Windsor citizens
- Raise community awareness of library services via press releases, newsletters and brochures
- Provide meeting space for library and community programs, quiet study use and small group meetings. The 5 main library meeting rooms are booked approximately 2,000 times over the course of the year, accommodating 14,000+ users.

MAIN BUILDING SERVICES

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 10,550 | 9,130 | 10,880 | - |
| Supplies | 12,000 | 11,200 | 12,440 | - |
| Services | 70,950 | 70,250 | 74,400 | - |
| Maintenance & Repair | 15,500 | 18,000 | 18,900 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 2,500 | 1,000 | - |
| Energy & Utility | 100,150 | 99,050 | 109,920 | - |
| Total | 209,150 | 210,130 | 227,540 | - |

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

Funding Sources

User fees include revenue from copy machines. Funds will be spent on copier service fees and replacing copy paper and toner.

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 205,650 | 204,630 | 223,540 | - |
| Grants | - | - | - | - |
| Donations | - | 2,500 | 1,000 | - |
| User Fees | 3,500 | 3,000 | 3,000 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>3,500</i> | <i>5,500</i> | <i>4,000</i> | <i>-</i> |
| Total | 209,150 | 210,130 | 227,540 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - |
| Regular Part Time Employees | 0.60 | 0.60 | 0.60 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 0.60 | 0.60 | 0.60 | - |

Budget Commentary

For FY 08 the overall budget is slightly over, while the General Fund is slightly under budget. Donations were used to buy furniture. For FY 09 the overall increase is 8.8% and the increase to the General Fund is \$17,900. This is due mainly to increases in Utilities, Contracts and Maintenance costs.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance \$227,540

- Provide lighting, heat, air conditioning, telephones and water for the Main Library
- Clean and maintain library's expanded 32,620 square foot facility seven days per week

- Provide the library's computer system which comprises the online catalog, user database and database of library materials
- Provide photocopiers and public fax machine.

CHILDREN'S SERVICES

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 205,530 | 207,240 | 217,480 | - |
| Supplies | 29,520 | 29,800 | 30,970 | - |
| Services | 8,200 | 7,680 | 7,800 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | 2,500 | 3,000 | - |
| Capital Outlay | 1,420 | - | - | - |
| Energy & Utility | - | - | - | - |
| Total | 244,670 | 247,220 | 259,250 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 233,950 | 236,020 | 247,550 | - |
| Grants | - | 2,500 | 3,000 | - |
| Donations | 7,120 | 5,200 | 5,200 | - |
| User Fees | 3,600 | 3,500 | 3,500 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>10,720</i> | <i>11,200</i> | <i>11,700</i> | <i>-</i> |
| Total | 244,670 | 247,220 | 259,250 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.00 | 2.00 | 2.00 | - |
| Regular Part Time Employees | 1.75 | 1.75 | 1.75 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.75 | 3.75 | 3.75 | - |

Budget Commentary

For FY 08 the overall budget is 1.0% over due to part time personnel costs. These expenses will be offset by savings in other departments. For FY 09 the overall budget increase is 6.0% and the General Fund increase is 5.8%. This is due to increased costs in Personal Services.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More \$127,910

- Select, purchase, catalog and process 3,000 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.

Information, Research and Referral \$80,170

- Satisfy the demand for informational requests by answering inquiries on parenting, reading readiness, reader's advisory and homework/home schooling in a timely and accurate manner
- Assist the 12,000 patrons in Kidspace with computers that give them access to the library's catalog, word processing, Internet and educational games.

Cultural and Recreational Events/Programs \$51,170

- Conduct 15 Book Club sessions to strengthen literacy in school age children
- Present summer reading program, school vacation and special events for 3,000 children
- Provide programs for children birth to six that feature interactive play, stories, songs, crafts and games to encourage early literacy and school readiness
- Participate in the statewide Nutmeg Book Awards by promoting the nominees with book talks, programs and voting
- Conduct community outreach programs for Head Start, nursery schools, scout troops, etc., that include storytelling and related activities.

WILSON BRANCH SERVICES

The Wilson Branch library functions as a community information and activities center offering several unique volunteer programs such as a tutoring program and shut-in service that enriches the lives of all Windsor residents. The Branch is open 44.5 hours per week throughout the year.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 127,470 | 127,330 | 132,010 | - |
| Supplies | 24,900 | 25,890 | 25,800 | - |
| Services | 11,320 | 11,450 | 12,410 | - |
| Maintenance & Repair | 4,480 | 10,480 | 4,960 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 1,000 | 11,900 | 1,900 | - |
| Energy & Utility | 19,560 | 19,560 | 21,510 | - |
| Total | 188,730 | 206,610 | 198,590 | - |

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

Funding Sources

Donations include fundraising and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the organization's decision making process. Donations will be used for special events and building repairs. "User Fees" include revenue from snack and book sales, select library fees and replacement fees for lost books. Funds will be spent on replacing lost books, purchasing video and audio, replenishing snack inventory and purchasing paper/cartridges for public printers.

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 178,030 | 178,030 | 186,690 | - |
| Grants | - | - | - | - |
| Donations | 6,000 | 22,600 | 6,900 | - |
| User Fees | 4,700 | 5,980 | 5,000 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>10,700</i> | <i>28,580</i> | <i>11,900</i> | <i>-</i> |
| Total | 188,730 | 206,610 | 198,590 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | 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 FY 08, this department will come in on budget for the General Fund. Several unanticipated private donations were received and were used to purchase a new main desk and a computer for the tutoring program. For FY 09, the overall budget increase is 5.2% and the General Fund increase is 4.9% due primarily to Personal Services costs and utilities. A portion of Services and some Maintenance & Repair are privately funded, as is all of Capital Outlay.

WILSON BRANCH SERVICES

Products & Services

Books and More \$77,620

- Lend and ensure prompt return and reshelving of 50,000 library materials. Offer renewal of borrowed materials by email, in person and by phone. Assist customers in reserving needed materials using their home or library computers
- Acquire and catalog approximately 3,000 bestsellers, paperbacks, high-interest factual titles and audiovisual materials.

Information, Research and Referral \$40,180

- Assist 12,000 library patrons by providing information and community referrals
- Provide and maintain six public computers for 10,000 people to access resources such as the Internet, word processing and Public Access Catalog.

Cultural and Recreational \$40,180

Events/Programs

- Provide cultural enrichment programs for adults and children
- Operate a tutoring program to reach 65 children three afternoons each week during the school year
- Coordinate and select library materials for a volunteer shut-in service that provides visits and deliveries to Windsor homebound citizens.

Building Security and Maintenance \$40,610

- Provide lighting, heat, air conditioning, telephone and water for the Wilson Branch Library
- Clean branch facility and grounds daily
- Provide a safe, welcoming environment for patrons.

LIBRARY SERVICES

FY 2008 Highlights

The Main Library collaborated with the Windsor Historical Society during their 6 month-long exhibit, *Over There~Windsor and World War I*. Three classic motion pictures depicting WWI were shown in July. In November, the library hosted a Connecticut Humanities Council program, Poetry of the First World War.

Following the success of the World War I movie series, a "First Thursday: Classic Movie Night" was begun in September. Based on suggestions from the audience, a Cary Grant festival was offered in the fall of 2007 and classic movies have been scheduled for each first Thursday through the spring of 2008.

Our teen librarian has organized and offered a great array of programs for Windsor teens during the past year. A teen advisory group meets monthly. The Nutmeg Book Award program has been expanded to the middle school population. Over 300 teens have attended a variety of programs that include book talks, video gaming, crafts and an "Iron Chef" competition.

The library's Internet presence at www.windsorlibrary.com has continued to improve and expand. As part of our outreach to Windsor teens, there is now a specific TeenZone that highlights library programs and services for teens. Direct online access to staff and library services has been expanded. We have incorporated a new service: BookLetters, that offers our patrons library newsletters, a reader's guide feature, book reviews and information about library events via regularly sent e-mail updates.

The library continued to expand 24/7 library service to the community by promoting use of online accounts to renew and monitor card activity, processing phone renewals, sending reminder notices before items are overdue and providing online and email services for placing holds.

The library continued support of C-Card and C-Car which provides Windsor patrons with access to all public libraries in Connecticut. Windsor citizens enjoyed the convenience of directly borrowing over 53,000 materials from other libraries in the state.

Library staff worked with Board of Education librarians and teachers to register over 200 elementary school students for library cards.

Kidspace partnered with the Early Childhood Council to present two early literacy programs and "Every Child Ready to Read at the Library" which is for parents and teachers with children ages 2-3 and 4-5 years old.

Kidspace developed and conducted two new book clubs for 2nd and 3rd grade readers specifically to attract new readers in an effort to reinforce literacy skills and help develop a love of reading. The kids had fun discussing the books with each other, playing games and doing crafts. Several students from the first club decided to join the second.

"Get a Clue" the Main Library's summer reading program, kept kids thinking and reading this summer with programs designed to provide clues to solve puzzles. Hamza Tanveer was the lucky winner of our grand prize-- a computer donated by PC Development and the Windsor Library Association.

Several enhancements were made to the Wilson Branch Library facility and programs. The building's exterior was repaired and painted with funding provided by the Windsor Library Association. Interior ceiling tiles and ductwork were cleaned. The main desk, installed when the branch was built in 1965, was replaced with a new one, purchased through a generous memorial donation. A laptop computer and cart was donated to the tutoring program by the Kiwanis Club of Windsor.

Participation in the Wilson Branch Library tutoring program grew by one-third with the addition of 7th and 8th grade students. Over 130 people participated weekly in this after-school program that pairs adult volunteers with Windsor students who come to the branch for homework help and mentoring.

LIBRARY SERVICES

| Performance Measures | FY 2007 Actual | FY 2008 Target | FY 2008 Estimate | FY 2009 Target |
|--|----------------|----------------|------------------|----------------|
| Library visits | *282,305 | 279,000 | *279,000 | 280,000 |
| Use of library web page – no. of visits | 97,071 | 72,000 | **103,000 | **108,000 |
| Items borrowed/online full text items retrieved | 285,173 | 285,000 | 287,000 | 288,500 |
| Information services | 58,885 | 65,000 | 56,000 | 56,000 |
| Computer Users | 56,089 | 57,000 | 57,200 | 58,000 |
| No. of people attending library sponsored programs | 11,015 | 9,600 | 11,600 | 12,000 |
| No. of times meeting rooms used | 1,673 | 1,200 | 2,300 | 2,800 |

* Estimated count.

**Number of visits to webpage is no longer available and is being replaced with external visits to the web page.

FY 2009 Goals

1. Utilize Community Development Block Grant funds at the Wilson Branch Library to attach a handicapped accessible vestibule to the doorway adjacent to the parking lot. This area would house a book drop and increase energy efficiency by creating an airlock between the interior and exterior building spaces. Another efficiency will come from converting the meeting room from electric heat to natural gas/solar energy thereby maximizing the amount of library space available to the public
2. The library's adult, teen, Kidspace, Wilson Branch and computer staff will work together to institute a schedule for continuous improvement of the library web page. Webpage will be expanded to include specific, up-to-date educational internet-based resources geared to the town's student population
3. Continue to provide a variety of adult programs that will include scholar-led book discussions, local author visits and a classic film series. To fund these activities library staff will apply for grants and Windsor Library Association donations will pay for or offset the costs of these programs. Work with Senior Services to investigate the possibility of collaborating to provide these services
4. Expand on last year's outreach and programming efforts for local teens. Increase by 25% participation in the Teen Summer Reading Program. Increase membership in the Teen Advisory Group by 50%. Continue to work one-on-one with 20-25 teens that use the library each weekday afternoon during the school year
5. Work with the Board of Education and middle school staff to register middle school students for public library cards at school.

Appendix B

SPECIAL REVENUE FUNDS

Library Services

| Project # | Project Name | FY 2008 | | | FY 2009 | | |
|-----------|---|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures |
| 2501 | Library Copy Machine Fund | 8,394 | 3,500 | 3,000 | 8,894 | 3,000 | 8,894 |
| 2502 | Windsor Library Assoc. Grant | 5,173 | 1,793 | 6,700 | 266 | 1,000 | 866 |
| 2503 | Main Library Non-Print Materials | 10,605 | 16,000 | 17,000 | 9,605 | 18,000 | 7,605 |
| 2504 | Wilson Library Non-Print - Wilson Connecticut | 10,547 | 6,900 | 16,980 | 467 | 6,000 | 467 |
| 2505 | Cary Nearing Book Project | 3,485 | 2,400 | 2,500 | 3,385 | 3,000 | 2,885 |
| 2507 | Library Association Donation*** | 38,857 | - | 4,750 | 34,107 | 5,000 | 29,107 |
| N/A | | - | 22,660 | 22,660 | - | 22,000 | - |
| | | 77,061 | 53,263 | 73,590 | 66,724 | 68,000 | 49,824 |

***Not included in Town System

#2501 - Library Copy Machine Fund - Revenues are derived from public copiers at the Main Library and the Wilson branch. Funds are used for rental/purchase, maintenance/repairs and supplies for machines used by the public (computer, copiers, faxes, etc.) and for the office copier at the Main Library.

#2502 - Windsor Library Association Grant - The Windsor Library Association (WLA) owns the Wilson branch building and makes an annual payment to the town to help pay for the Wilson Branch maintenance and repairs.

#2503 - Main Library Non-Print Materials - Revenues are from fees, donations made to the library, reimbursements for lost library materials and snack sales. Funds are used to buy non-print materials (dvds, cds, etc.), to replace lost materials and for miscellaneous purchases.

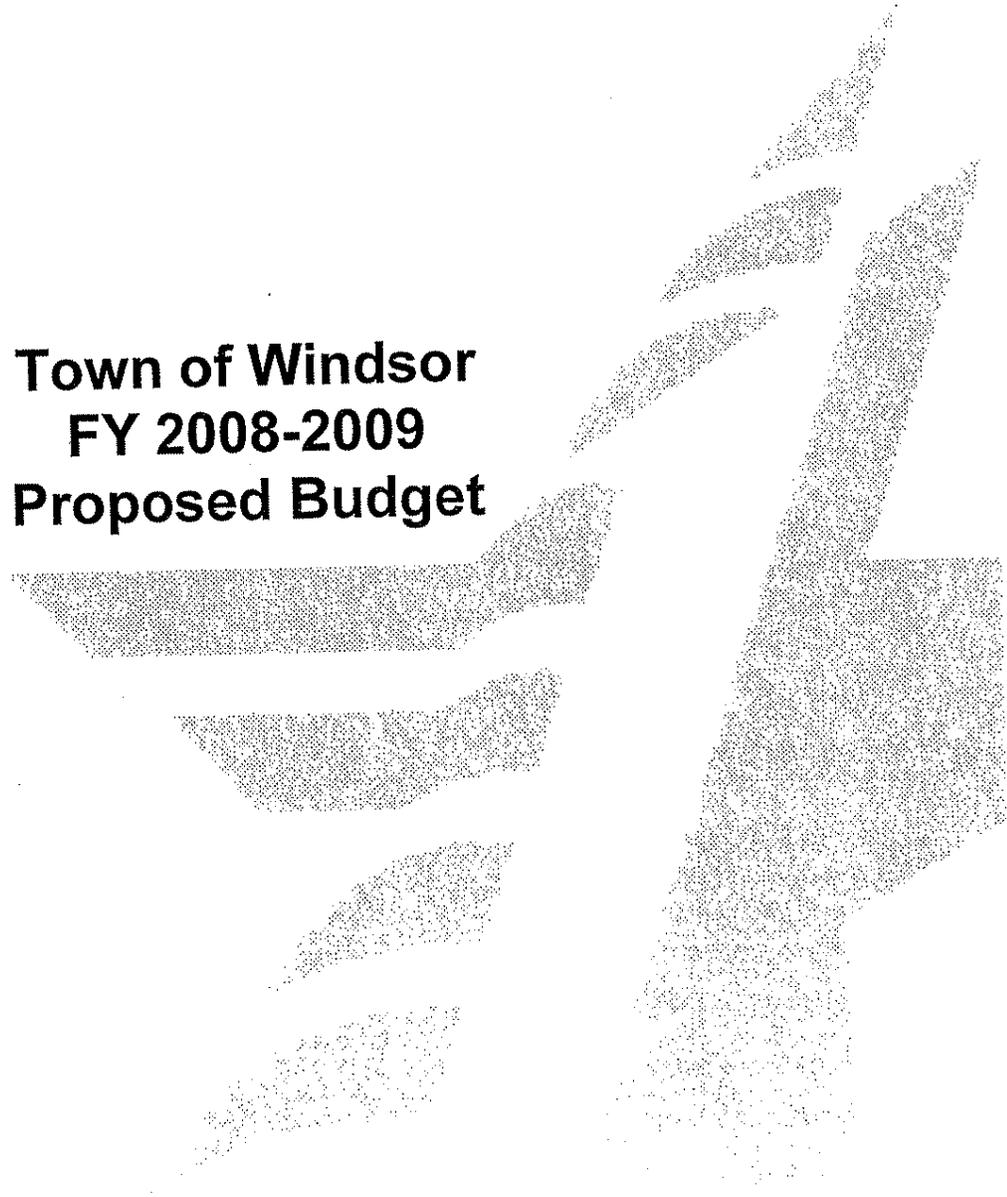
#2504 - Wilson Library Non-Print Materials - Revenues are from fees, donations made to the library, reimbursements for lost library materials and snack sales. Funds are used to buy non-print materials (dvds, cds, etc.), to replace lost materials and for miscellaneous purchases.

#2505 - Connecticut - By State statute, revenues are from the State to help reimburse the library for non-resident use. Funds can be used for library materials, supplies, staff and equipment.

#2507 - Cary Nearing Book Project - Revenues are from a one-time donation made by Cary Nearing to be used expressly for the purchase of large print books. The library will spend a portion of these funds on an annual basis until it is depleted.

Development Services

**Town of Windsor
FY 2008-2009
Proposed Budget**



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 2007 | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,410,121 | 1,507,280 | 1,424,670 | 1,550,560 | - |
| Supplies | 9,137 | 11,150 | 11,650 | 14,810 | - |
| Services | 79,655 | 121,220 | 144,610 | 134,320 | - |
| Maintenance & Repair | 3,491 | 5,650 | 5,780 | 4,850 | - |
| Grants & Contributions | 1,800 | - | - | - | - |
| Capital Outlay | 5,157 | - | 5,480 | 25,000 | - |
| Energy & Utility | 18,879 | 22,200 | 21,150 | 21,730 | - |
| Total | 1,528,240 | 1,667,500 | 1,613,340 | 1,751,270 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|-------------------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 1,509,840 | 1,618,875 | 1,579,085 | 1,727,585 | - |
| Special Revenue Funds | - | 225 | 855 | 5,285 | - |
| Charges to CDBG Fund | - | 30,000 | 15,000 | - | - |
| Charges to Landfill Enterprise Fund | 18,400 | 18,400 | 18,400 | 18,400 | - |
| <i>Subtotal: Other Funds</i> | <i>18,400</i> | <i>48,625</i> | <i>34,255</i> | <i>23,685</i> | <i>-</i> |
| Total | 1,528,240 | 1,667,500 | 1,613,340 | 1,751,270 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 16.00 | 16.00 | 15.23 | 16.00 | - |
| Regular Part Time Employees | 0.25 | 0.25 | 0.25 | 0.25 | - |
| Temporary/Seasonal Employees | 0.90 | 0.90 | 0.75 | 0.90 | - |
| Total | 17.15 | 17.15 | 16.23 | 17.15 | - |

Budget Commentary

Development Services FY 08 budget is expected to come in under budget by approximately 3.2%. This is due primarily to vacancies in Design Services and Planning. The FY 08 Capital Outlay estimate reflects the purchase of a cash register, one new computer and three replacement computers. The FY 09 overall proposed budget increase of 5.0% is due to an increase in Personal Services, environmental & energy programs, purchase of a replacement vehicle and redevelopment planning services.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,391,721 | 1,488,655 | 1,405,835 | 1,531,875 | - |
| Supplies | 9,137 | 11,150 | 11,650 | 11,310 | - |
| Services | 79,655 | 91,220 | 129,190 | 132,820 | - |
| Maintenance & Repair | 3,491 | 5,650 | 5,780 | 4,850 | - |
| Grants & Contributions | 1,800 | - | - | - | - |
| Capital Outlay | 5,157 | - | 5,480 | 25,000 | - |
| Energy & Utility | 18,879 | 22,200 | 21,150 | 21,730 | - |
| Total | 1,509,840 | 1,618,875 | 1,579,085 | 1,727,585 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | - | - | - | - | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | - | - | - | - | - |

Special Revenue & Other Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 18,400 | 18,625 | 18,835 | 18,685 | - |
| Supplies | - | - | - | 3,500 | - |
| Services | - | 30,000 | 15,420 | 1,500 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 18,400 | 48,625 | 34,255 | 23,685 | - |

Total Expenditures (agrees to page K-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,410,121 | 1,507,280 | 1,424,670 | 1,550,560 | - |
| Supplies | 9,137 | 11,150 | 11,650 | 14,810 | - |
| Services | 79,655 | 121,220 | 144,610 | 134,320 | - |
| Maintenance & Repair | 3,491 | 5,650 | 5,780 | 4,850 | - |
| Grants & Contributions | 1,800 | - | - | - | - |
| Capital Outlay | 5,157 | - | 5,480 | 25,000 | - |
| Energy & Utility | 18,879 | 22,200 | 21,150 | 21,730 | - |
| Total | 1,528,240 | 1,667,500 | 1,613,340 | 1,751,270 | - |

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 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 526,300 | 520,960 | 549,870 | - |
| Supplies | 4,250 | 4,900 | 4,250 | - |
| Services | 23,500 | 24,855 | 23,500 | - |
| Maintenance & Repair | 4,250 | 4,250 | 3,250 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 1,850 | 25,000 | - |
| Energy & Utility | 10,750 | 10,000 | 10,000 | - |
| Total | 569,050 | 566,815 | 615,870 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|-------------------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 569,050 | 566,815 | 615,870 | - |
| Special Revenue Funds | - | - | - | - |
| Charges to CDBG Fund | - | - | - | - |
| Charges to Landfill Enterprise Fund | - | - | - | - |
| <i>Subtotal: Other Funds</i> | - | - | - | - |
| Total | 569,050 | 566,815 | 615,870 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | 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

Building Safety's FY 08 budget is expected to come in slightly under budget. This is mostly due to a less than estimated cost of Personal Services. The FY 08 Capital Outlay estimate reflects the purchase of a cash register and a computer for public use. The FY 09 overall proposed budget increase is 8.2% due to increased Personal Services and Capital Outlay to purchase a replacement vehicle.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm Losses \$525,920

- Conduct more than 5,600 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 greater than 2,000 permit applications
- Provide reference, research and consultation services on code issues to design professionals, their clients and building owners and occupants
- Present in partnership with private and other government agencies (state & local) 60 public education programs to the community related to fire safety and code compliance
- Present public education programs related to Building Code Safety for residential usage
- 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 \$89,950

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

ECONOMIC DEVELOPMENT

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 143,795 | 142,585 | 149,270 | - |
| Supplies | 900 | 650 | 660 | - |
| Services | 55,990 | 40,635 | 65,290 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 1,100 | 1,100 | 1,100 | - |
| Total | 201,785 | 184,970 | 216,320 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|-------------------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 171,785 | 169,970 | 216,320 | - |
| Special Revenue Funds | - | - | - | - |
| Charges to CDBG Fund | 30,000 | 15,000 | - | - |
| Charges to Landfill Enterprise Fund | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>30,000</i> | <i>15,000</i> | <i>-</i> | <i>-</i> |
| Total | 201,785 | 184,970 | 216,320 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | 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

The overall FY 09 budget reflects a 7.2% and is mostly due to Personal Services and Contractual Services for redevelopment planning. The FY 09 General Fund increases by 25.9%. This reflects in large part the use of General Fund versus the Community Development Block Grant funds for small business outreach and technical assistance.

ECONOMIC DEVELOPMENT

Products & Services

Business Recruitment and Development \$49,450

- 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 \$66,035

- 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 and the Windsor Chamber of Commerce to continually improve the business climate in Windsor.

Market the Town \$12,370

- 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 \$88,465

- Work with the Windsor Redevelopment Agency to create a redevelopment area plan for the commuter rail station area in Windsor Center.
- Advise and assist the Town Council, Town Manager and Economic Development Commission in evaluating requests for economic development incentives
- Facilitate the re-use of the town's priority redevelopment properties.

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 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 332,490 | 318,690 | 348,660 | - |
| Supplies | 2,400 | 2,500 | 6,300 | - |
| Services | 25,900 | 23,920 | 27,500 | - |
| Maintenance & Repair | - | 130 | 200 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 2,550 | 2,550 | 2,630 | - |
| Total | 363,340 | 347,790 | 385,290 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|-------------------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 363,115 | 346,935 | 380,005 | - |
| Special Revenue Funds | 225 | 855 | 5,285 | - |
| Charges to CDBG Fund | - | - | - | - |
| Charges to Landfill Enterprise Fund | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>225</i> | <i>855</i> | <i>5,285</i> | <i>-</i> |
| Total | 363,340 | 347,790 | 385,290 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 4.00 | 3.83 | 4.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 4.00 | 3.83 | 4.00 | - |

Budget Commentary

In FY 09, the overall budget represents the cost of delivering the same level of services as FY 08. Increased costs result from annual growth in Personal Services and rising energy costs. The FY 09 budget reflects an overall increase of 6.0% and a General Fund increase of 4.7%.

PLANNING

Products & Services

Plan Review & Design Development \$249,490

- Monitor federal, state and local plans and programs to maximize their benefit and minimize their liabilities to the community
- Prioritize future open space acquisitions
- Design town projects (e.g. parks, landscaping, parking lots, beautification and recreational facilities)
- Conduct environmental education and other programs
- Review applications 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
- Complete comprehensive update of Zoning Regulations
- Complete update of Chapter 10 of the 2004 Plan of Conservation and Development

Geographic Information System \$40,000

- Continue updating the property map and prepare this map for use with future applications
- Create maps/databases and perform analysis to support town programs

Support Boards & Commissions \$95,800

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

DESIGN SERVICES

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 504,695 | 442,435 | 502,760 | - |
| Supplies | 3,600 | 3,600 | 3,600 | - |
| Services | 15,830 | 55,200 | 18,030 | - |
| Maintenance & Repair | 1,400 | 1,400 | 1,400 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 3,630 | - | - |
| Energy & Utility | 7,800 | 7,500 | 8,000 | - |
| Total | 533,325 | 513,765 | 533,790 | - |

* Please see Appendix E 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 with charges to the Landfill Enterprise Fund in FY 08 budgeted at \$18,400.

| Funding Source | FY 2008 | | FY 2009 | |
|-------------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 514,925 | 495,365 | 515,390 | - |
| Special Revenue Funds | - | - | - | - |
| Charges to CDBG Fund | - | - | - | - |
| Charges to Landfill Entr Fund | 18,400 | 18,400 | 18,400 | - |
| <i>Subtotal: Other Funds</i> | <i>18,400</i> | <i>18,400</i> | <i>18,400</i> | <i>-</i> |
| Total | 533,325 | 513,765 | 533,790 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 5.00 | 4.40 | 5.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | 0.90 | 0.75 | 0.90 | - |
| Total | 5.90 | 5.15 | 5.90 | - |

Budget Commentary

The FY 08 budget is expected to come in under budget by approximately 3.7%. This is predominantly due to two position vacancies. Both vacancies have been filled as of March 2008. The FY 08 Capital Outlay estimate reflects the purchase of three replacement computers. The FY 09 overall proposed budget increase is less than 1.0% due to lower personal services costs for new hires. Personal Services account for 94% of Design Services proposed budget for FY 09.

DESIGN SERVICES

Products & Services

Road Improvements \$198,400

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

Professional and Technical Advice \$102,000

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

Information Services \$69,550

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

Stormwater Management \$47,910

- Implement applicable portions of the Plan; monitor staff reporting requirements
- Continue to inventory and assess the drainage system and identify and resolve local drainage issues.

Capital Improvements \$86,550

- Obtain and develop funding opportunities in support of the Capital Improvements Plan
- 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 \$10,980

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

DEVELOPMENT SERVICES

FY 2008 Highlights

During FY 08 the inspectors in Building Safety oversaw the development of approximately \$270 million dollars of new construction. This amount is approximately four times the average year. Oversight includes plan reviews, on site inspections and onsite testing of building systems including mechanical, electrical, life safety and fire protection. Many projects started in FY 08 will not be completed until FY 10.

Building Safety has improved the town's Insurance Services Office (ISO) Building Code Effectiveness Grading Classification rating. The last BCEGS classification review was conducted in 2001. At that time the survey resulted in a Class 7 for residential buildings and a Class 7 for commercial building. A review and analysis of the building codes and the efforts put forth to properly enforce those codes this past November by ISO has resulted in a rating of Class 4 for residential and Class 4 for commercial buildings. This was achieved in part through the efficiencies of the GEO TMS electronic tracking systems including inspector use of PDA's in the field; electronic checklists, reporting, and scheduling; and the adoption of new state building codes.

Design Services administered design contracts for the reconstruction of Pleasant Street (Phase 3), the installation of a pedestrian signal on Kennedy Road, and continued the in-house design of Town Green Improvements, Lang Road reconstruction and the pavement rehabilitation project for Day Hill Road.

Design Services provided design and construction contract administration and inspection services for projects valued at more than \$1.95M. Projects included Town Green Improvements, Pleasant Street reconstruction (Phase 3), sidewalk repairs, and repairs to the causeway on Batchelder Road. Additionally, they provided project management and monitoring services for 2 large Economic Development projects valued at more than \$3.36M, including the intersection improvements at 2 intersections on Day Hill Road, and the infrastructure improvements on International Drive. The inventory and condition assessment of pavements, sidewalks, and drainage systems continued. The inventory for GASB-34 requirements was completed, including the inventory of roadways, sidewalks, bridges, bus shelters, culverts and drainage systems. The division also participated in the Route 305 Corridor Study.

The town continued its successful partnership with the Chamber of Commerce and local businesses to begin to address the immediate and long-term transportation needs of the corporate area. This group is actively supporting the Capitol Region Council of Governments Northwest Corridor Transit Study of Windsor's employment areas.

The Planning and Zoning Commission approved plans for over 700,000 square feet of new commercial and industrial space in calendar year 2007. The new projects include:

- The Hartford's 450,000 SF office building at 1 Griffin Road North in Griffin Center,
- W.B. Meyer's 237,500 SF warehouse facility at 175 Great Pond Drive off of Day Hill Road, and
- TLD/ACE's 18,500 SF addition to their manufacturing facility at 800 Bloomfield Avenue, and
- Dr. Sachdev's 9,400 SF Veterinary Hospital at 955 Kennedy Road.

Millbrook Greens, LLC received concept approval for 232 luxury condominiums and an enhanced 9-hole golf club at the former Traditions 18-hole golf course at 147 Pigeon Hill Road.

For 2008, the town is looking forward to the completion of several projects approved during 2007. We anticipate completion of the following key projects:

- Walgreen's 950,000 SF regional distribution center in Griffin Land's New England Tradeport located off Route 20 just south of Bradley International Airport,
- 132-room Hyatt Summerfield Suites hotel on Corporate Drive,
- Windsor Federal Savings and additional retail development on Poquonock Avenue at I-91, Exit 38, and
- Bank of America and additional retail stores on Kennedy Road at I-91, Exit 39,

DEVELOPMENT SERVICES

| Performance Measures | FY 2007 Actual | FY 2008 Target | FY 2008 Estimate | FY 2009 Target |
|--|----------------|----------------|------------------|----------------|
| No. of participants in community/neighborhood project meetings | 5 | 55 | 20 | 35 |
| Total value of construction projects awarded | \$2,932,000 | \$3,730,000 | \$5,474,000 | \$3,110,000 |
| Value of change orders as a % of original contract | 5.7% | 7% | 5% | 7% |
| Visits to existing businesses by Economic Development staff | 17 | 40 | 30 | 40 |
| Prospective business contacts made | 12 | 25 | 15 | 25 |
| No. of inquiries generated through Economic Development website | 26 | 40 | 24 | 30 |
| Avg. no. of days from submittal of fire protection plans to initial Fire Marshal Office (FMO) response | 10 | 10 | 10 | 10 |
| Avg. no. of building inspections by FMO | 1040 | 1600 | 1500 | 1500 |
| -New construction | 540 | 800 | 850 | 800 |
| -Existing | 500 | 800 | 650 | 700 |
| No. of participants in Fire Dept. and FMO public education programs | | | | |
| -Adult | 500 | 600 | 500 | 500 |
| -Youth | 2700 | 3,300 | 2500 | 2500 |
| -Industry | 200 | 300 | 200 | 200 |
| No. of false fire alarms | 124 | 150 | 150 | 100 |
| No. of structure fires | 11 | 10 | 12 | 10 |
| Lives lost to fire | 0 | 0 | 0 | 0 |
| Avg. no. of days from submittal of plans to initial Building Official comments | | | | |
| -Residential | 5 | 5 | 5 | 5 |
| -Non-residential | 10 | 10 | 10 | 10 |
| Total construction value of permits issued | \$270,000,000 | \$57,700,000 | \$82,310,000 | \$51,550,000 |
| No. of zoning inspection/cases | 146 | 200 | 100 | 150 |

DEVELOPMENT SERVICES

FY 09 GOALS

1. Continue the partnership with the Volunteer Fire Department by implementing strategies, including training and pre-fire plans, to upgrade the town's ISO fire protection rating by 1 class level
2. Increase public awareness of Building Safety information via public forums, electronic and print media
3. Enhance records management and enable staff and citizens to access information in an electronic, retrievable format
4. Review property files and reduce bulk by eliminating information that has exceeded state mandated retention
5. Establish an effective small business outreach and assistance program to address Town Council goals
6. Facilitate the redevelopment of one of the town's priority redevelopment properties
7. Adopt update of Chapter 10 of the 2004 Plan of Conservation and Development concerning the Day Hill Corporate Area
8. Complete comprehensive update of the Zoning Regulations incorporating recommendations of recently revised POCD chapters on agricultural preservation, open space preservation, and the Day Hill Corporate Area
9. Complete Phase 3 of the design and improvements to the Windsor Town Green
10. Complete the design and reconstruction of Lang Road
11. Complete the design for the reclamation of Day Hill Road
12. Complete the design of the Day Hill Road Capacity Improvements Project
13. Continue open space planning effort in cooperation with the Conservation Commission to address Town Council goal
14. Continue to promote the town's multi-modal transportation initiative including planning for the possible transit-oriented development (TOD) along Mechanic Street in support of Springfield-New Haven commuter rail service.

Appendix B

SPECIAL REVENUE FUNDS

Planning

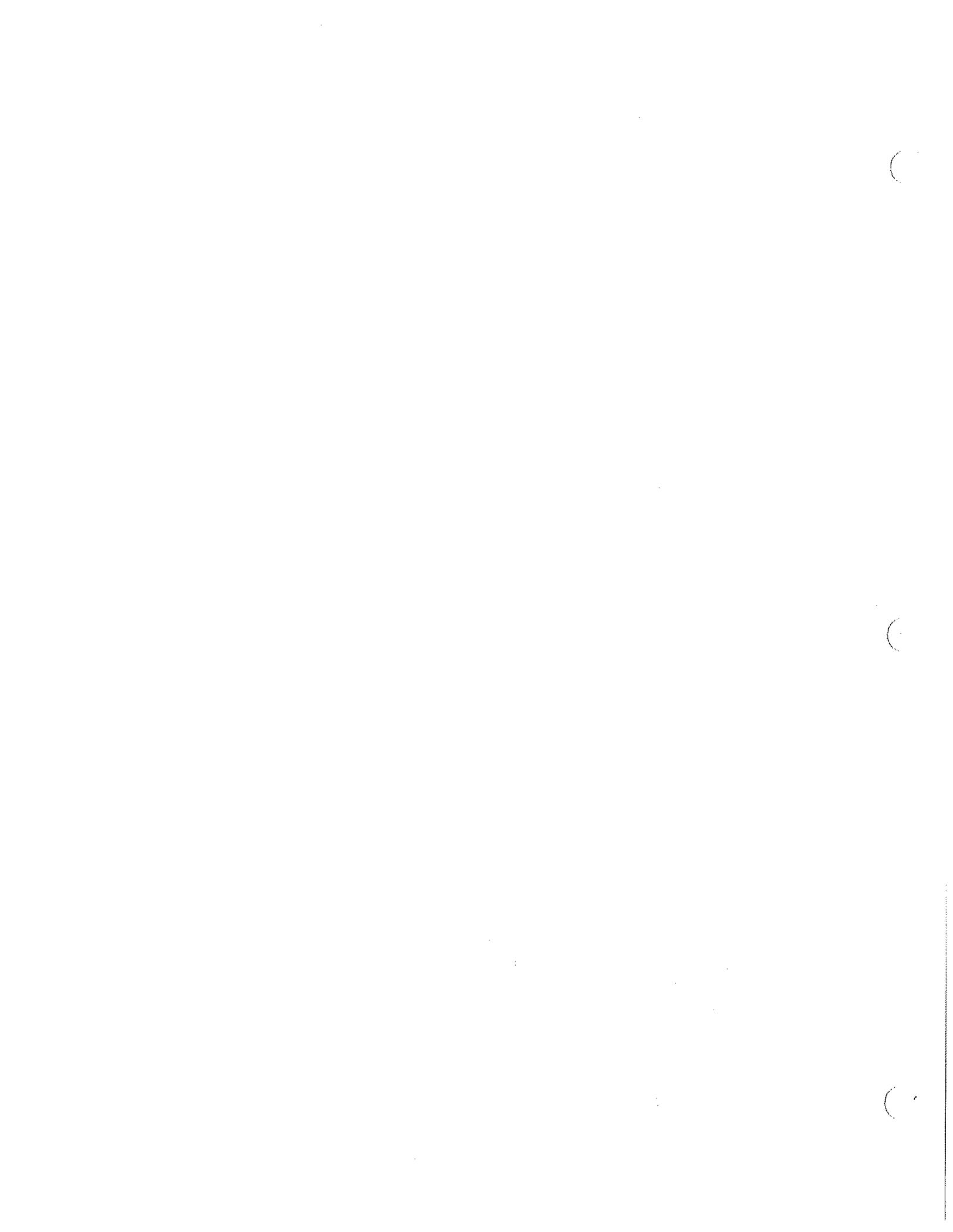
| Project # | Project Name | FY 2008 | | | FY 2009 | | | |
|-----------|---------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|---------------------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Projected Expenditures | Projected Balance (6/30/09) |
| 1704 | Wetlands Inventory Grant | 1,491 | - | 570 | 921 | - | 500 | 421 |
| 1705 | Wetlands Account | 7,166 | - | - | 7,166 | - | 2,500 | 4,666 |
| 1706 | Energy Task Force Fund | - | - | - | - | 5,000 | 2,000 | 3,000 |
| 1720 | Walden Woods Inspection Account | 37,881 | - | 285 | 37,596 | - | 285 | 37,311 |
| | | 46,537 | - | 855 | 45,682 | 5,000 | 5,285 | 45,397 |

#1704 - Wetlands Inventory grant - This grant was used to conduct an inventory of inland wetlands. The inventory work has been completed and the terms of the grant allow remaining funds to be expended by the town for related purposes.

#1705 - Wetlands Account - This account was created from an escrow account held for an IWWC habitat evaluation report that was completed but never charged against the General Fund. This account can be used to enhance inland wetlands programs and activities.

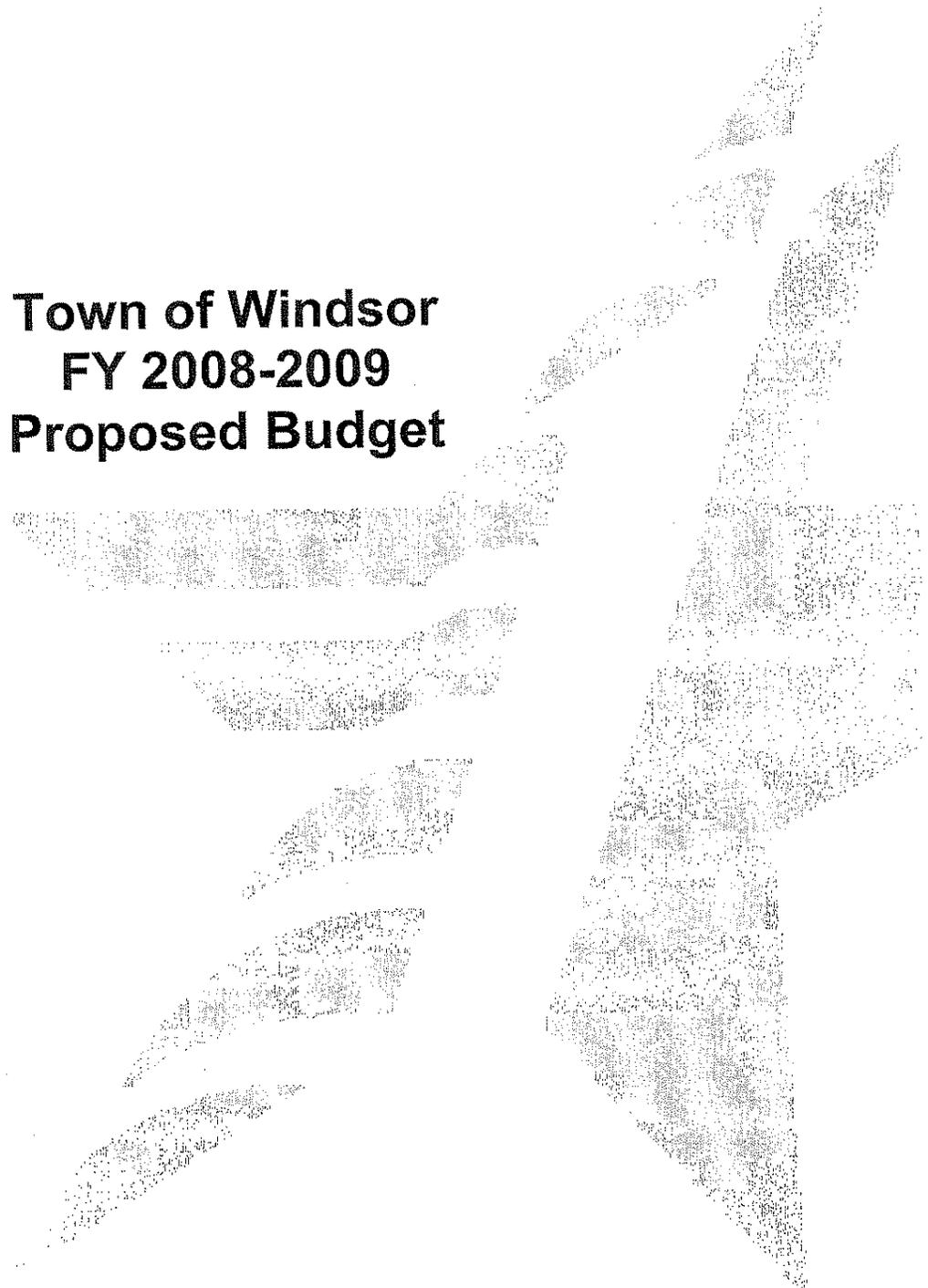
#1706 - Energy Task Force Fund - This fund comes from a grant from the Connecticut Clean Energy Fund to be used for promoting local energy conservation and use of renewable energy sources.

#1720 - Walden Woods Inspection Account - This account was created from a bond from CT Windsor Developers to cover the cost of inspections during their construction. It has been used by the Engineering and Planning departments to offset the cost of inspections of erosion, sedimentation, and stormwater management controls for compliance with their IWWC and TPZC permits. At the completion of construction, the funds may also be used to perform any unfinished activities required by their permits. Any unused funds will be returned to CT Windsor Developers at the completion of construction in accordance with their permits.



Community Development

**Town of Windsor
FY 2008-2009
Proposed Budget**



COMMUNITY DEVELOPMENT

The Office of Community Development (OCD) solicits and administers grant funds for a variety of activities including, but not limited to, housing rehabilitation, downpayment assistance, a small business loan program and infrastructure improvements. In addition, the OCD is involved with neighborhood issues and assistance with the facilitation of the redevelopment of targeted properties.

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 150,492 | 153,190 | 155,210 | 163,810 | - |
| Supplies | 2,217 | 1,900 | 1,700 | 1,800 | - |
| Services | 438,714 | 649,336 | 603,513 | 708,336 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 259 | 500 | - | 500 | - |
| Energy & Utility | 316 | 1,000 | 500 | 500 | - |
| Total | 591,998 | 805,926 | 760,923 | 874,946 | - |

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

Funding Sources

The Office of Community Development's operating budget is largely dependent on securing grants. In addition, they have revolving funds which generate program income for the activity from which such income was derived. The town's General Fund contributes \$25,000 annually to cover a portion of administrative expenses.

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 25,000 | 25,000 | 25,000 | 25,000 | - |
| Small Cities Funds | 418,860 | 550,700 | 509,623 | 660,000 | - |
| Loan Repayment Fund | 148,138 | 229,190 | 225,000 | 188,910 | - |
| Special Revenue Funds | - | 1,036 | 1,300 | 1,036 | - |
| <i>Subtotal: Other Funds</i> | <i>566,998</i> | <i>780,926</i> | <i>735,923</i> | <i>849,946</i> | <i>-</i> |
| Total | 591,998 | 805,926 | 760,923 | 874,946 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|-------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Regular Part Time Employees | - | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | 2.00 | 2.00 | 2.00 | 2.00 | - |

Budget Commentary

The projected FY 08 contractual services figure falls short of the budgeted figure due to the fact that the Façade Improvement Program has not been implemented due to programmatic issues while expenditures for the Pleasant Street Project will be greater than anticipated. This proposed budget is based on three funding sources: \$25,000 from the General Fund, CDBG Small Cities funds for a grant application that has been submitted as well as an anticipated application, and revolving loan funds derived from previously administered grants.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 25,000 | 25,000 | 25,000 | 25,000 | - |
| Supplies | - | - | - | - | - |
| Services | - | - | - | - | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 25,000 | 25,000 | 25,000 | 25,000 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | - | - | - | - | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | - | - | - | - | - |

Special Revenue & Other Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 125,492 | 128,190 | 130,210 | 138,810 | - |
| Supplies | 2,217 | 1,900 | 1,700 | 1,800 | - |
| Services | 438,714 | 649,336 | 603,513 | 708,336 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 259 | 500 | - | 500 | - |
| Energy & Utility | 316 | 1,000 | 500 | 500 | - |
| Total | 566,998 | 780,926 | 735,923 | 849,946 | - |

Total Expenditures (agrees to page L-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 150,492 | 153,190 | 155,210 | 163,810 | - |
| Supplies | 2,217 | 1,900 | 1,700 | 1,800 | - |
| Services | 438,714 | 649,336 | 603,513 | 708,336 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 259 | 500 | - | 500 | - |
| Energy & Utility | 316 | 1,000 | 500 | 500 | - |
| Total | 591,998 | 805,926 | 760,923 | 874,946 | - |

COMMUNITY DEVELOPMENT

Products & Services

General Administration

\$169,946

- Solicit and administer federal and state funds, including but not limited to, Community Development Block Grant (CDBG) - Small Cities and Small Town Economic Assistance Program (STEAP) funds
- Provide staff support to the Wilson/Deerfield Advisory Committee, the Economic Development Commission, One Book - One Windsor, the Human Relations Commission, the Fair Rent Commission and the Conversations on Race initiative
- Plan and implement educational forums for local residents focusing on property improvements and financial literacy
- Address quality of life issues in neighborhoods
- Administer the Neighborhood Assistance Act (NAA) Tax Credit Program
- Promote fair housing awareness by holding educational forums
- Assist with the town's effort to facilitate reinvestment in targeted sites
- Promote tourism as part of the Chamber of Commerce's Tourism Committee.

Housing Rehabilitation & Downpayment Assistance

\$230,000

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

Strengthen neighborhoods by increasing the rate of homeownership by providing first time low/moderate income homebuyers with low interest loans for downpayment/closing cost assistance.

Community Facilities

\$475,000

Wilson Neighborhood

- Secure and administer Community Development Block Grant - Small Cities funds to 1) replace the existing roof at the Caring Connection (330 Windsor Ave.) and 2) undertake a variety of improvements at the Wilson Branch Library. The proposed improvements to the library include HVAC improvements, fire suppression, window replacements and an entrance vestibule.

COMMUNITY DEVELOPMENT

FY 2008 Highlights

- Rehabilitated 19 residential units through the town's Housing Rehabilitation Program. The scope of work included cost-effective energy conservation measures, the correction of code violations, the removal (or encapsulation of) hazardous material including lead based paint, asbestos, and underground fuel storage tanks, and modifications for handicapped accessibility.
- Provided technical assistance to prospective first-time homebuyers
- Administered the Neighborhood Assistance Act (NAA) Tax Credit Program that assisted local non-profit organizations to leverage donations from the corporate community
- Participated in efforts to promote tourism through the Chamber of Commerce's Tourism Committee
- Coordinated the "Conversations on Race" initiative that involved three separate groups comprised of a total of 34 people
- Promoted fair housing through educational forums
- Planned and implemented One Book – One Windsor, a series of book discussions culminating with a discussion/reception with the author in which 58 individuals participated
- Administered Community Development Block Grant funds for the reconstruction of Pleasant Street
- Provided 58 referrals to individuals relating to housing and/or financial matters.
- Administer a revolving loan fund with a loan portfolio of \$1,900,000.

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS as of 6/30/2007

| Type of Loan | Principal Balances |
|---|--------------------|
| Amortized Payment Loans <i>Housing Rehab. & Downpayment Assistance</i> | \$215,426 |
| Deferred Payment Loans <i>Housing Rehab.</i> | 1,285,786 |
| Forgiveness <i>Housing Rehab. & Façade Improvement</i> | 86,269 |
| Amortized Economic Development | 320,731 |
| Sub-total | <u>\$1,908,212</u> |
| Allowance for uncollectible loans | <u>(500,000)</u> |
| Loans Receivable, net | \$1,408,212 |

| Performance Measures | FY 2007 Actual | FY 2008 Adopted | FY 2008 Estimate | FY 2009 Proposed |
|--|----------------|-----------------|------------------|------------------|
| Number of housing rehabilitation projects | 20 | 20 | 19 | 24 |
| Percentage of rehab projects completed within six months | 80% | 75% | 80% | 80% |

Appendix B

SPECIAL REVENUE FUNDS

Community Development

| Project # | Project Name | FY 2008 | | | FY 2009 | | | |
|-----------------------|-------------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 1973 | Rt. 159 & Windsor Ave. Redev. Proj. | 2,336 | 0 | 1,300 | 1,036 | 0 | 1,036 | 0 |
| Total 03 Funds | | 2,336 | 0 | 1,300 | 1,036 | 0 | 1,036 | 0 |

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

Public Works

**Town of Windsor
FY 2008-2009
Proposed Budget**

PUBLIC WORKS

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

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 2,602,980 | 2,946,580 | 2,936,235 | 3,251,125 | - |
| Supplies | 332,697 | 339,665 | 354,330 | 322,660 | - |
| Services | 1,110,830 | 761,650 | 789,900 | 779,220 | - |
| Maintenance & Repair | 367,008 | 460,840 | 435,250 | 473,055 | - |
| Grants & Contributions | | - | - | - | - |
| Capital Outlay | 94,269 | 259,030 | 259,000 | 259,000 | - |
| Energy & Utility | 996,069 | 1,059,540 | 1,066,270 | 1,119,580 | - |
| Total | 5,503,853 | 5,827,305 | 5,840,985 | 6,204,640 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|--|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Public Works | 4,418,454 | 5,018,205 | 5,038,220 | 5,404,675 | - |
| Charges to Other Departments | 60,872 | 60,560 | 60,560 | 60,560 | - |
| Town Support for Education | 103,177 | 128,480 | 125,025 | 129,800 | - |
| <i>Subtotal: Public Works Gen. Fund Budget</i> | <i>4,582,503</i> | <i>5,207,245</i> | <i>5,223,805</i> | <i>5,595,035</i> | <i>-</i> |
| State Grants - Town Aid | 273,600 | 222,000 | 224,120 | 244,500 | - |
| User Fees | 193,448 | 180,840 | 176,030 | 173,430 | - |
| Reimbursements | - | 31,145 | 30,955 | 5,600 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>467,048</i> | <i>433,985</i> | <i>431,105</i> | <i>423,530</i> | <i>-</i> |
| State Grants - LoCIP | 454,302 | 186,075 | 186,075 | 186,075 | - |
| Total | 5,503,853 | 5,827,305 | 5,840,985 | 6,204,640 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 31.80 | 33.00 | 32.59 | 35.00 | - |
| Regular Part Time Employees | 1.80 | 1.85 | 2.37 | 2.75 | - |
| Temporary/Seasonal Employees | 1.85 | 2.45 | 1.90 | 3.30 | - |
| Total | 35.45 | 37.30 | 36.86 | 41.05 | - |

Budget Commentary

The General Fund budget for FY 08 is expected to be over budget by approximately \$20,000 due primarily to the Snow & Ice budget, but offset by reduced expenditures in Parks & Grounds, Facilities Management and Traffic Safety and community support. The overall FY 09 increase in the Department of Public Works budget is 6.5% due primarily to the addition of two Maintainer positions, seasonal positions and salary and benefit increases. These increases are partially offset by the reduction in funding resulting from the completion of the Riverwalk parking project. The FY 09 proposed increase to the General Fund is 7.7% due to the increases in the Personal Services discussed above and increases in the cost of Energy & Utilities.

PUBLIC WORKS EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 2,528,075 | 2,838,185 | 2,836,210 | 3,149,215 | - |
| Supplies | 230,999 | 184,550 | 210,420 | 193,540 | - |
| Services | 373,436 | 379,500 | 412,390 | 392,545 | - |
| Maintenance & Repair | 354,874 | 452,905 | 423,520 | 460,455 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 94,269 | 259,030 | 259,000 | 259,000 | - |
| Energy & Utility | 836,801 | 904,035 | 896,680 | 949,920 | - |
| Total | 4,418,454 | 5,018,205 | 5,038,220 | 5,404,675 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 71,652 | 90,395 | 90,385 | 91,970 | - |
| Supplies | 28,575 | 38,085 | 30,000 | 34,030 | - |
| Services | 2,951 | - | 4,640 | 3,800 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 60,872 | 60,560 | 60,560 | 60,560 | - |
| Total | 164,050 | 189,040 | 185,585 | 190,360 | - |

Special Revenue & Other Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 3,253 | 18,000 | 9,640 | 9,940 | - |
| Supplies | 73,123 | 117,030 | 113,910 | 95,090 | - |
| Services | 734,444 | 382,150 | 372,870 | 382,875 | - |
| Maintenance & Repair | 12,134 | 7,935 | 11,730 | 12,600 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 98,396 | 94,945 | 109,030 | 109,100 | - |
| Total | 921,350 | 620,060 | 617,180 | 609,605 | - |

Total Expenditures (agrees to page M-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 2,602,980 | 2,946,580 | 2,936,235 | 3,251,125 | - |
| Supplies | 332,697 | 339,665 | 354,330 | 322,660 | - |
| Services | 1,110,830 | 761,650 | 789,900 | 779,220 | - |
| Maintenance & Repair | 367,008 | 460,840 | 435,250 | 473,055 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 94,269 | 259,030 | 259,000 | 259,000 | - |
| Energy & Utility | 996,069 | 1,059,540 | 1,066,270 | 1,119,580 | - |
| Total | 5,503,853 | 5,827,305 | 5,840,985 | 6,204,640 | - |

PARKS AND GROUNDS

The Parks and Grounds division performs repairs, renovations and maintenance of turf areas, athletic and recreational fields, medians, roadside rights-of-ways, playgrounds and other landscaped areas. It also maintains trees along the streets and in the parks.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 752,150 | 736,064 | 872,840 | - |
| Supplies | 72,435 | 68,000 | 71,930 | - |
| Services | 61,075 | 62,825 | 36,620 | - |
| Maintenance & Repair | - | - | 5,000 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 20,955 | 18,960 | 20,860 | - |
| Total | 906,615 | 885,849 | 1,007,250 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Parks & Grounds | 746,990 | 729,870 | 871,850 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | 128,480 | 125,025 | 129,800 | - |
| <i>Subtotal: Parks & Grnds. Gen. Fund Budget</i> | <i>875,470</i> | <i>854,894</i> | <i>1,001,650</i> | <i>-</i> |
| State Grants - Town Aid | - | 0 | - | - |
| User Fees | - | - | - | - |
| Reimbursements | 31,145 | 30,955 | 5,600 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>31,145</i> | <i>30,955</i> | <i>5,600</i> | <i>-</i> |
| LoCIP | - | - | - | - |
| Total | 906,615 | 885,849 | 1,007,250 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 9.00 | 9.00 | 10.00 | - |
| Regular Part Time Employees | 0.45 | 0.45 | 0.45 | - |
| Temporary/Seasonal Employees | 2.05 | 1.90 | 3.30 | - |
| Total | 11.50 | 11.35 | 13.75 | - |

Budget Commentary

The General Fund for FY 08 is expected to be under budget by approximately \$20,000. The overall FY 09 increase in the Parks and Grounds budget is 11.1% due to the addition of a Maintainer II position and additional funding for seasonal positions, partially offset by a decrease in Services. The decrease in Services is generally the result of the completion of the River Walk parking project off of Palisado Avenue. The \$5,000 increase in Maintenance & Repair results from the beginning of a tree planting program in the town. The FY 09 proposed increase to the General Fund is 16.7% due to the addition of the positions mentioned above. The increase in the FTEs is also related to these positions.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas \$269,960

- Mow approximately 92 acres of turf area at town facilities, parks and playgrounds
- Provide for trimming of grass in the parks and other public spaces
- Cut back roadside grass and trim brush to provide clear lines of sight at intersections and along approximately 47 miles of road
- Pick up leaves from town parks, medians and around town buildings.

Irrigate Turf Areas \$71,830

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

Improve Turf Areas \$59,620

- 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 \$19,470

- 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 \$81,810

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

Maintain Safe Playground Equipment \$61,600

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

Maintain Medians \$25,090

- Maintain perennial and/or flowering shrub beds at medians along Windsor Avenue, Broad Street, Bloomfield Avenue, Poquonock Avenue, Prospect Hill Road, Rainbow Road, Day Hill Road, International Drive and town-maintained cul-de-sacs. This includes maintaining the shrubs and trees, as well as mowing the grass on approximately 3,500 feet of the new section of International Drive.

Repair & Move Bleachers, Picnic Tables, and Benches \$20,130

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

Prepare Ice Skating Surfaces \$21,560

- Prepare and 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 \$158,410

- Inspect trees and remove dead branches
- Remove trees that are dead, diseased or severely damaged
- Spray/inject for pest control as needed
- Grind stumps on town property
- Plant trees to replace those removed.

Public Property Litter \$49,500

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

Maintain Public Trail Areas \$38,470

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

Town Support for Education \$129,800

- Maintain turf, shrubs and trees at school facilities
- Prepare playing fields, tennis and outside basketball courts for practices and games
- Repair picnic tables, bleachers and benches
- Assist in the installation and removal of playground equipment
- Maintain the irrigation system at the high school and middle school.

FACILITIES MANAGEMENT

Facilities Management provides for the management, repair, maintenance and improvement of town facilities.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 336,875 | 318,994 | 338,280 | - |
| Supplies | 24,280 | 25,180 | 24,890 | - |
| Services | 193,350 | 209,360 | 187,955 | - |
| Maintenance & Repair | 130,840 | 105,250 | 135,505 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 1,030 | 1,000 | 1,000 | - |
| Energy & Utility | 382,675 | 393,330 | 412,600 | - |
| Total | 1,069,050 | 1,053,114 | 1,100,230 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Town Buildings | 827,650 | 816,524 | 866,240 | - |
| Charges to Other Departments | 60,560 | 60,560 | 60,560 | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Facilities Mgmt. Gen. Fund Budget</i> | <i>888,210</i> | <i>877,084</i> | <i>926,800</i> | <i>-</i> |
| State Grants - Town Aid | - | - | - | - |
| User Fees | 180,840 | 176,030 | 173,430 | - |
| Reimbursements | - | - | - | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>180,840</i> | <i>176,030</i> | <i>173,430</i> | <i>-</i> |
| LoCIP | - | - | - | - |
| Total | 1,069,050 | 1,053,114 | 1,100,230 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 3.00 | 3.00 | - |
| Regular Part Time Employees | 1.00 | 1.30 | 1.30 | - |
| Temporary/Seasonal Employees | 0.40 | - | - | - |
| Total | 4.40 | 4.30 | 4.30 | - |

Budget Commentary

The General Fund budget for FY 08 is expected to be under budget by approximately \$11,000 due primarily to savings in Maintenance & Repair, offset by increases in Services. The overall FY 09 increase to the Facilities Management budget is 2.9%. The FY 09 proposed increase to the General Fund is 4.3% due to salary and benefit costs as well as increases in costs of Energy & Utilities.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center \$329,495

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

Public Works Complex & Parks Facility \$140,730

- Ensure code compliance, necessary repairs and maintenance of the facilities
- Fund utilities, supply charges, cell phones and postage.

330 – 332 Windsor Ave. Community Ctr. \$138,000

- Ensure code compliance, necessary repairs and maintenance of the facility
- Perform preventative and emergency maintenance, including graffiti removal, exterior lighting and coordinate custodial services.

Sanitary Waste Removal \$84,475

- Pick up trash at special events
- Pay dumping fees for trash disposal and recycling
- Pay for trash barrel pickup at all town facilities and schools.

Public Safety Complex, Northwest Park, Main and Wilson Branch Library, Milo Peck Child Development Center, Hayden Station, Poquonock, Wilson, Rainbow, and Windsor Fire Houses \$154,500

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

Community Services & Repair of other Town Facilities \$139,000

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

Administration of Building Improvements \$114,030

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

PAVEMENT MANAGEMENT

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 706,880 | 706,641 | 767,220 | - |
| Supplies | 53,920 | 28,730 | 29,560 | - |
| Services | 349,000 | 343,185 | 371,925 | - |
| Maintenance & Repair | 85,000 | 85,000 | 87,550 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | - | - | - | - |
| Total | 1,194,800 | 1,163,556 | 1,256,255 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Pavement | 896,725 | 894,781 | 960,180 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Pavement Mgmt. Gen. Fund Budget</i> | <i>896,725</i> | <i>894,781</i> | <i>960,180</i> | <i>-</i> |
| State Grants - Town Aid | 112,000 | 82,700 | 110,000 | - |
| User Fees | - | - | - | - |
| Reimbursements | - | - | - | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>112,000</i> | <i>82,700</i> | <i>110,000</i> | <i>-</i> |
| State Grants - LoCIP | 186,075 | 186,075 | 186,075 | - |
| Total | 1,194,800 | 1,163,556 | 1,256,255 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 8.00 | 7.80 | 8.00 | - |
| Regular Part Time Employees | - | 0.22 | 0.60 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 8.00 | 8.02 | 8.60 | - |

Budget Commentary

The General Fund budget for this program is expected to be under budget by approximately \$1,900. The overall FY 09 increase in the Pavement Management budget is 5.1% due to salary and benefit increases, as well as the reallocation of funds for a part-time Administrative Aide position. Greater Town Aid Road funds are allocated in Services and there is a corresponding decrease in supplies to provide for preventive maintenance activities for the town streets. The FY 09 proposed increase to the General Fund is 7.1% due to the same revisions in Personal Services.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks \$87,500

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

Localized Pavement Repairs \$124,120

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

Pavement Preventative Maintenance \$48,500

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

Repair Sidewalks \$78,000

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

Reclaim or Mill Street Pavement \$440,445

- Perform milling of the street surface, or pavement reclamation of the street surface and the base, followed by resurfacing with hot-mix asphalt overlay on:
 - Grande Avenue
 - Matianuck Avenue
 - Capen Street.

Repair Curbing \$183,650

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

Repair Lawns \$94,800

- Repair lawns damaged during snow removal.

Repair Dirt Roads \$25,800

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

Repave Streets \$173,440

- Restore street surface with hot-mix asphalt overlay on:
 - Rood Avenue
 - Hope Circle
 - Huckleberry Road
 - Lincoln Way
 - Sunnyfield Drive.

STORMWATER DRAINAGE

The Stormwater Drainage division maintains drainage channels, stormwater outlets and detention ponds. It also repairs existing drainage structures, such as catch basins and adds new drainage structures as needed throughout the town.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 222,575 | 217,898 | 302,455 | - |
| Supplies | 30,610 | 35,420 | 43,610 | - |
| Services | 24,000 | 23,710 | 35,500 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | - | - | - | - |
| Total | 277,185 | 277,028 | 381,565 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|---|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Stormwater Drainage | 277,185 | 273,608 | 357,065 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Storm. Drainage Gen. Fund Budget | 277,185 | 273,608 | 357,065 | - |
| State Grants - Town Aid | - | 3,420 | 24,500 | - |
| User Fees | - | - | - | - |
| Reimbursements | - | - | - | - |
| Subtotal: Special Revenue Funds | - | 3,420 | 24,500 | - |
| LoCIP | - | - | - | - |
| Total | 277,185 | 277,028 | 381,565 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 3.00 | 4.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.00 | 3.00 | 4.00 | - |

Budget Commentary

The General Fund for FY 08 is expected to under budget by approximately \$3,600. The overall FY 09 increase in the Stormwater Management budget is 37.7% due to the transfer of a vacant Maintainer III position from the Department of Human Services to this program and an increased use of the Town Aid Roads grant. The FY 09 proposed increase to the General Fund budget is 28.8% due to the addition of this position. The increase in the number of FTEs is also related to the position transfer.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins 112,165
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 \$25,015

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

Maintain Concrete Channel of Deckers Brook \$16,030

- Clean debris, remove siltation and vegetation.

New Drainage Systems \$61,105

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

Complaint Resolution \$29,065

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

Maintain Stormwater Drainage Pipe \$44,220

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

Maintain Inlet, Outlet & Watercourses \$31,660

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

Catch Basin Sand and Litter Removal & Inspection \$62,305

- Inspect and remove sand, litter and other debris from 4,000 catch basins.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

The Traffic Safety and Community Services division provides for traffic safety, traffic signs, signals and pavement markings, streetlights and traffic signals, support for community events and support for elections.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 533,195 | 527,387 | 555,335 | - |
| Supplies | 20,500 | 30,000 | 21,120 | - |
| Services | 105,820 | 115,820 | 115,820 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 553,200 | 540,000 | 566,420 | - |
| Total | 1,212,715 | 1,213,207 | 1,258,695 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Traffic Safety | 1,182,715 | 1,173,207 | 1,218,695 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Traffic Safety Gen. Fund Budget | 1,182,715 | 1,173,207 | 1,218,695 | - |
| State Grants - Town Aid | 30,000 | 40,000 | 40,000 | - |
| User Fees | - | - | - | - |
| Reimbursements | - | - | - | - |
| Subtotal: Special Revenue Funds | 30,000 | 40,000 | 40,000 | - |
| LoCIP | - | - | - | - |
| Total | 1,212,715 | 1,213,207 | 1,258,695 | - |

Personnel Requirements

| Full Time Equivalent | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 7.00 | 7.00 | 7.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 7.00 | 7.00 | 7.00 | - |

Budget Commentary

The General Fund expenditures for this program for FY 08 are expected to be under budget by approximately \$9,500 due to reduced expenditures for streetlights & traffic signals from what was budgeted. The overall FY 09 increase in the Traffic Safety & Community Support program is 3.8% due primarily to an increased use of the Town Aid Roads grant in this program. The FY 09 proposed increase to the General Fund is 3.0% due to salary and benefit increases and anticipated rate increases in Energy & Utilities.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings \$91,200

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

Traffic & Safety Signing \$94,600

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

Streetlights \$616,025

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

Traffic Signals \$98,900

- Fund utility costs for 57 traffic signals
- Maintain traffic signals and school signs
- Conduct annual safety tests; monitor repairs.

Community Events \$94,090

- Set up and take down equipment for events which include:
 - Shad Derby
 - Northwest Park Country Fair
 - Chili Fest
 - Fife & Drum Muster
 - Fishing Derby
 - July 4th events
 - Family Day
 - Halloween events in town center
 - Memorial Day events
 - Library Book Fair
 - Lion's Art & Crafts Fair
 - St. Gabriel's and Wilson carnivals
 - Columbus Day weekend soccer tournament
 - Block parties
 - 375th Anniversary.

Guide Rails \$13,500

- Maintain and repair four miles of guide rails.

State-Mandated Evictions and Auctions \$24,670

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

Voter Setup \$32,000

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

24-Hour Emergency Response \$38,500

- Respond on police request to remove debris caused by motor vehicle accidents
- Remove dead animals from roads
- Respond to requests for chemical spill containment.

Traffic Engineering \$56,810

- Perform traffic engineering investigations
- Confer with State of Connecticut Department of Transportation traffic liaison
- Review traffic impacts from proposed commercial and residential developments.

Clean Streets \$98,400

- Sweep and remove sand and litter from 136 miles of roads and from town and Board of Education parking areas
- Sweep streets in support of street resurfacing, as well as community events.

EQUIPMENT REPAIR

The Equipment Repair division provides for the repair, maintenance and replacement of DPW vehicles and heavy equipment and supports the town's fuel dispensing system.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 250,700 | 239,045 | 262,455 | - |
| Supplies | 37,000 | 39,000 | 40,000 | - |
| Services | 28,405 | 35,000 | 31,400 | - |
| Maintenance & Repair | 245,000 | 245,000 | 245,000 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 258,000 | 258,000 | 258,000 | - |
| Energy & Utility | 102,710 | 113,980 | 119,700 | - |
| Total | 921,815 | 930,025 | 956,555 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|---|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Equipment Repair | 921,815 | 930,025 | 956,555 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | - | - | - | - |
| Subtotal: Equip. Repair Gen. Fund Budget | 921,815 | 930,025 | 956,555 | - |
| State Grants - Town Aid | - | - | - | - |
| User Fees | - | - | - | - |
| Reimbursements | - | - | - | - |
| Subtotal: Special Revenue Funds | - | - | - | - |
| LoCIP | - | - | - | - |
| Total | 921,815 | 930,025 | 956,555 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 2.79 | 3.00 | - |
| Regular Part Time Employees | 0.40 | 0.40 | 0.40 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.40 | 3.19 | 3.40 | - |

Budget Commentary

The General Fund expenditures for FY 08 is expected to be over budget by approximately \$8,000 due to a partial year vacancy savings offset by increases to Supplies, Services and Energy & Utilities. The increased expenditures for energy was the result of higher fuel prices for town vehicles. The FY 09 proposed increase to the General Fund is 3.8% due primarily to salary and benefit increases and greater funding for fuel costs.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance \$502,955

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

Fuel Management \$195,600

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

Vehicle & Equipment Procurement \$258,000

- Procure vehicles and equipment for Public Works.

STORM CONTROL

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 144,205 | 190,205 | 152,540 | - |
| Supplies | 100,920 | 128,000 | 91,550 | - |
| Services | - | - | - | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | - | - | - | - |
| Total | 245,125 | 318,205 | 244,090 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|---|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Storm Control | 165,125 | 220,205 | 174,090 | - |
| Charges to Other Departments | - | - | - | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Storm Control Gen. Fund Budget</i> | <i>165,125</i> | <i>220,205</i> | <i>174,090</i> | <i>-</i> |
| State Grants - Town Aid | 80,000 | 98,000 | 70,000 | - |
| User Fees | - | - | - | - |
| Reimbursements | - | - | - | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>80,000</i> | <i>98,000</i> | <i>70,000</i> | <i>-</i> |
| LoCIP | - | - | - | - |
| Total | 245,125 | 318,205 | 244,090 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|----------|----------|----------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | - | - | - | - |

Budget Commentary

The General Fund for FY 08 is expected to be over budget by \$55,000 due to the number and timing of the storms in the winter of 2007-08. These greater expenditures were in both Personal Services (primarily overtime) and for Materials & Supplies. The overall funding for the Snow & Ice program is anticipated to be about the same in FY 09. The FY 09 proposed increase to the General Fund is 5.4% due to overtime and benefit increases.

STORM CONTROL

Products & Services

- Clear, Safe Pavement Surfaces* \$219,790
- 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, three payloaders and two sidewalk plows/sanders
 - Mix and maintain a stockpile of sand/salt material for traction control
 - Maintain sand/salt barrels throughout the Town of Windsor.

- Complaint Response* \$24,300
- 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.

PUBLIC WORKS

FY 2008 Highlights

The department removed several dead and dying English Oak trees along Pierson Lane. In order to help beautify the area, Public Works replanted the area with Zelkova trees. The Zelkovas were an excellent choice for this location as they are attractive, will survive along the street better than many other tree varieties and they will grow in a way that will avoid having the tree limbs hit bypassing trucks. These trees were planted by a combination of the department's drainage crew and the town forester. Consideration was given to having this work performed by a vendor because of a concern with excavating the trees, which were adjacent to underground utilities. However, by using personnel experienced with such excavations, Public Works was able to carry out the work safely. In addition, the task was carried out with one-half the cost it would have been if a vendor had completed the work.

The town's street sweeping program was completed three weeks ahead of schedule. The main factors involved with this earlier finish was the lower amount of sand put on the streets during the winter, the fewer number of inclement days during the program and the efficient maintenance of the sweepers during the program – which resulted in few breakdowns and lost days of sweeping.

An effort was made by the department to renovate various planted beds on cul-de-sacs, islands and medians in town. This beautification effort was the first at some of these locations in several years.

The complete renovation of two ball fields at the L.P. Wilson Community Center as well as the "varsity" baseball field at Windsor High School was completed. This included the removal of the old infield material, the re-grading of the sites, the rebuilding of the pitchers' mounds and the sodding of the infield and the area in the outfield adjacent to the infield dirt. This work was performed to make the fields more safe and usable for the interscholastic and recreation users.

The department's drainage crew also replaced a large section of the stormwater drainage system on Tunxis Street. The existing drainage system on the street was in poor condition and the poorly operating drainage led to damage to the pavement. Work included replacing most of the drainage structures (catchbasins, storm sewer lines, manhole structures, etc.). Typically, when a street has a drainage system requiring replacement and the pavement condition is poor (like Tunxis Street), the street is placed on the street reconstruction list to be funded through the town's Capital Improvements Plan (CIP). Instead of waiting several years for this street to be reconstructed, Public Works completed the drainage work and coordinated its work with the street paving contractor to allow for improved drainage on the street and a quality pavement surface. By completing the work in this way, the town completed the work significantly earlier (compared to reconstruction) and at a savings of several hundred thousand dollars.

Additional major drainage repairs included: the stormwater outfall on River Street adjacent to the Strawberry Hill neighborhood, the drainage system off of Carriage Way in the Hayden Station neighborhood and the drainage structure replacements in the Oakland Hills neighborhood in anticipation of the pavement reclamation work.

Streets that were resurfaced (paved) included: East Street, a section of Meadow Street, a section of Columbia Road, Patriot Road, Vinlen Drive, Giddings Avenue, Milo Peck Lane, Hansom Hill Road, Surrey Lane, Parkwood Lane, Glenwood Drive and Tunxis Street. Legion Drive and Holmes Drive had pavement reclamation work done followed by resurfacing.

The department has been making a special effort to remove "snipe or bandit" signs from the rights-of-way in town. These temporary signs promoting "Affordable Health Care" or "We Buy Houses" or "Earn Money Fast" have been appearing throughout town. During the past year, the town removed 511 of these signs that are un-permitted and adversely affect the beauty of Windsor.

In concert with the State Department of Transportation, incandescent traffic signals are being replaced with LED signals that are less costly to maintain and use less electricity. As a result of using less electricity, the town has saved \$5,000 in energy costs in the last year, even with adding additional traffic signal locations.

PUBLIC WORKS

| Performance Measures | FY 2007 Actual | FY 2008 Target | FY 2008 Estimate | FY 2009 Target |
|--|----------------|----------------|------------------|----------------|
| Number of pothole complaints resolved | 102 | 80 | 80 | 80 |
| Number of street miles receiving preventive maintenance | 0 | 5 | 3 | 5 |
| Percent of town street miles re-paved | 3.1% | 3% | 3% | 3.0% |
| Number of trees trimmed | 220 | 180 | 180 | 180 |
| 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 | 15 | 10 | 10 | 10 |
| Percent of catch-basins cleaned per year | 50% | 10% | 10% | 25% |

FY 2009 Goals

1. Develop a multi-year program for replacement of building and facility assets when they reach their scheduled service life
2. Continue to refine the customer service process for Public Works
3. Implement "environment friendly" best practice opportunities for town facilities and the town fleet
4. Continue to implement the Stormwater Management Plan
5. Increase promotion and education of solid waste recycling
6. Evaluate options for curbside collection of solid waste and continue planning activities for closure and reuse of Landfill.

Appendix B

SPECIAL REVENUE FUNDS

Public Works

| Project # | Project Name | Beginning Balance (7/1/07) | FY 2008 | | | FY 2009 | | |
|-----------|--------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 1980 | Stony Hill School | 7,776 | 1,000 | 1,000 | 7,776 | 1,000 | 1,000 | 7,776 |
| 2014 | 330 Windsor Avenue Maintenance | 19,228 | 115,990 | 118,765 | 16,453 | 117,030 | 117,030 | 18,443 |
| 4003 | Archer Road Maintenance | 62,735 | - | - | 62,735 | - | - | 62,735 |
| 4004 | FEMA President Day Snow | - | - | - | - | - | - | - |
| 4006 | Town Aid Roads FY 2002 | 3,421 | - | 3,421 | - | - | - | - |
| 4009 | Town Aid Road Improvements | 115,632 | 205,717 | 220,700 | 100,649 | 244,500 | 244,500 | 61,149 |
| 4010 | East Granby Road Maintenance | 40,000 | - | - | 40,000 | - | - | 40,000 |
| 4018 | Veterans Cemetery | 23,313 | 3,600 | 4,500 | 22,413 | 5,600 | 5,600 | 20,413 |
| 4023 | Palisado Riverwalk Project | 26,455 | - | 26,455 | - | - | - | - |
| 4100 | Rental Revenue (Properties) | 11,643 | 14,500 | 14,625 | 11,518 | 15,300 | 15,300 | 11,218 |
| 4101 | Train Station/Freight House | 234,497 | 24,000 | 41,640 | 216,857 | 40,100 | 40,100 | 201,257 |
| 4800 | Landfill Reuse Planning | 5,701 | - | - | 5,701 | - | - | 5,701 |
| | | 550,400 | 364,807 | 431,106 | 484,102 | 368,120 | 423,530 | 428,692 |

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

#2014 - 330 Windsor Avenue Maintenance - This revolving fund is used for repair and maintenance. Revenues are received from the Caring Connection, Recreation, and the Chinese Restaurant on site. Expenses include repair, maintenance and utilities.

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

#4004 - FEMA President Day Snow - This account was used to receive the federal grant funds for the reimbursement of expenses associated with federal-declared snow emergencies. There is presently a zero balance in this account.

#4006 - Town Aid Roads FY 2002 - This reimbursement grant is used toward eligible road improvement expenditures. The remaining balance will be transferred to account #4009, Town Aid Roads.

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

#4010 - East Granby Road Maintenance - Funding for this account was received from a developer along East Granby Road to pay for future improvements to the street. This account will be treated similar to the Archer Road Maintenance account, whereby funds will be used for paving or other improvements to the street in the future.

Appendix B

SPECIAL REVENUE FUNDS

Public Works (cont.)

- #4018 - **Veteran's Cemetery** - The Department of Public Works places headstones (provided by the government) at gravesites and maintains the cemetery grounds. The town receives funding from the Department of Veterans Affairs (VA) to place the headstones in their designated area. Expenses associated with the maintenance of the cemetery are paid from this account.
- #4023 - **Palisado Riverwalk Project** - Funds from this account will be used for the improvements associated with the parking area and other access measures for the Riverwalk adjacent to Palisado Avenue.
- #4100 - **Rental Revenue properties** - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Sill House (Palisado Green), the Chaffee House (Palisado Green), the Luddy House (Town Green) and Carriage House (Town Green). The Sill House is presently used by the Recovery Club and the Chaffee House is used by the Historical Society. The Luddy House is used by the Chamber of Commerce and the Luddy Carriage House is rented by a hair salon. Larger expenditures expected in the near future include roof work at the Chaffee House.
- #4101 - **Train Station/Freight House** - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. The tenant at the Train Station is presently an architect/engineering firm. The Freight House is presently being used as an arts center. Larger expenditures expected in the near future include roof work and replacement of railings at the Train Station.
- #4800 - **Landfill Reuse Planning** - A study was performed a few years ago to plan the future use of the Landfill site following its capping and closing. A citizen's group worked with a consultant to develop the plan, which primarily incorporated various active and passive recreational uses. The balance shown represents the amount unspent during this planning effort.

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Information Services

**Town of Windsor
FY 2008-2009
Proposed Budget**

INFORMATION SERVICES

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

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 288,461 | 318,245 | 320,125 | 335,530 | - |
| Supplies | 132,284 | 83,550 | 87,905 | 82,250 | - |
| Services | 108,716 | 109,550 | 106,095 | 115,770 | - |
| Maintenance & Repair | 10,036 | 9,900 | 10,030 | 7,600 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 30,002 | - | 3,500 | - | - |
| Energy & Utility | 2,417 | 2,550 | 2,510 | 2,550 | - |
| Total | 571,916 | 523,795 | 530,165 | 543,700 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|---|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Info. Services | 384,267 | 402,445 | 402,150 | 419,000 | - |
| Other General Fund Accounts | 63,603 | 60,000 | 60,365 | 60,000 | - |
| <i>Subtotal: Info. Services Gen. Fund</i> | <i>447,870</i> | <i>462,445</i> | <i>462,515</i> | <i>479,000</i> | <i>-</i> |
| Grants | 50,000 | 12,000 | 12,000 | 12,000 | - |
| Private Contributions | - | 350 | 350 | - | - |
| User Fees | 54,046 | 29,000 | 37,300 | 34,700 | - |
| <i>Subtotal: Special Revenue Funds</i> | <i>104,046</i> | <i>41,350</i> | <i>49,650</i> | <i>46,700</i> | <i>-</i> |
| Other Funds | 20,000 | 20,000 | 18,000 | 18,000 | - |
| Total | 571,916 | 523,795 | 530,165 | 543,700 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|-------------|----------|
| | 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 | - | - | - | - | - |
| Total | 4.20 | 4.20 | 4.20 | 4.20 | - |

Budget Commentary

In FY 08 overall expenses and revenues are estimated to come in slightly above budget due to higher utilization of user fees. This has no effect on the General Fund. The FY 08 general fund expenses for Information Services are projected to come in slightly below budget. The overall FY 09 proposed increase is 3.8% and the general fund increase is 4.1%. The primary driver of this increase is personnel costs.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 288,325 | 316,245 | 315,325 | 331,230 | |
| Supplies | 25,479 | 28,320 | 31,782 | 27,250 | |
| Services | 62,031 | 51,450 | 45,013 | 54,370 | |
| Maintenance & Repair | 6,015 | 3,880 | 4,020 | 3,600 | |
| Grants & Contributions | | - | - | | |
| Capital Outlay | | - | 3,500 | | |
| Energy & Utility | 2,417 | 2,550 | 2,510 | 2,550 | |
| Total | 384,267 | 402,445 | 402,150 | 419,000 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | 63,603 | 50,000 | 50,705 | 50,000 | - |
| Services | - | 10,000 | 9,660 | 10,000 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 63,603 | 60,000 | 60,365 | 60,000 | - |

Special Revenue & Other Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 136 | 2,000 | 4,800 | 4,300 | |
| Supplies | 43,202 | 5,230 | 5,418 | 5,000 | |
| Services | 46,685 | 48,100 | 51,422 | 51,400 | |
| Maintenance & Repair | 4,021 | 6,020 | 6,010 | 4,000 | |
| Grants & Contributions | | - | | | |
| Capital Outlay | 30,002 | - | | | |
| Energy & Utility | - | - | - | - | - |
| Total | 124,046 | 61,350 | 67,650 | 64,700 | - |

Total Expenditures (agrees to page N-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 288,461 | 318,245 | 320,125 | 335,530 | |
| Supplies | 132,284 | 83,550 | 87,905 | 82,250 | |
| Services | 108,716 | 109,550 | 106,095 | 115,770 | |
| Maintenance & Repair | 10,036 | 9,900 | 10,030 | 7,600 | |
| Grants & Contributions | - | - | - | - | |
| Capital Outlay | 30,002 | - | 3,500 | - | |
| Energy & Utility | 2,417 | 2,550 | 2,510 | 2,550 | |
| Total | 571,916 | 523,795 | 530,165 | 543,700 | - |

TOWN CLERK

The Town Clerk's Office is heavily regulated by State Statute. The Town Clerk's Office certifies elections, records land records and maps, files and issues vital statistics, issues dog licenses and fish and game licenses. Each of these responsibilities is mandated by State Statute. The Clerk's Office also provides customer service to the citizens of Windsor by answering the main telephone line, providing information and notary services.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 219,270 | 222,010 | 232,730 | - |
| Supplies | 17,360 | 17,860 | 17,180 | - |
| Services | 46,400 | 49,780 | 50,420 | - |
| Maintenance & Repair | 9,000 | 9,130 | 6,800 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 2,200 | 2,160 | 2,200 | - |
| Total | 294,230 | 300,940 | 309,330 | - |

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

Funding Sources

In addition to the General Fund budget, other funding is from copier user fees and grants for document preservation. These items have no effect on the General Fund budget or the property tax rate.

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Info. Services | 253,230 | 251,640 | 262,630 | - |
| Other General Fund Accounts | - | - | - | - |
| Subtotal: Info. Services General Fund | 253,230 | 251,640 | 262,630 | - |
| Grants | 12,000 | 12,000 | 12,000 | - |
| Private Contributions | - | - | - | - |
| User Fees | 29,000 | 37,300 | 34,700 | - |
| Subtotal: Special Revenue Funds | 41,000 | 49,300 | 46,700 | - |
| Other Funds | - | - | - | - |
| Total | 294,230 | 300,940 | 309,330 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | 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 FY 08, overall expenses and revenues are estimated to come in above budget, which is the result of higher utilization of user fees and has no effect on the General Fund. FY 08 General Fund expenditures are estimated to come in under budget. The overall FY 09 increase to the Town Clerk budget is 5.1%. The FY 09 proposed increase to the General Fund is 3.7%, primarily due to an increase in salary and benefit costs.

TOWN CLERK

Products & Services

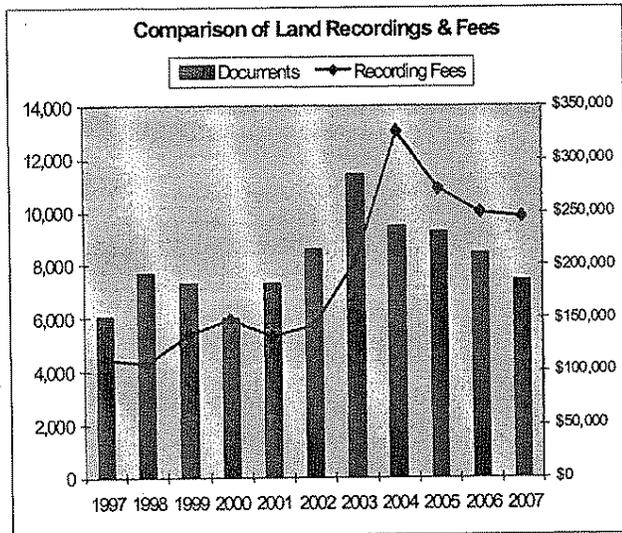
Public Records \$132,443

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

Licensing & Vital Statistics \$47,806

- Issue marriage licenses, civil union 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
- 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.

Comparison of Land Recordings & Recording Fees From 1996 through 2007 (Calendar year basis)



Elections Support \$41,286

- Administer absentee ballots
- Manage paper ballot elections
- Record campaign finance filings for each active political party
- File election documents as required by the Secretary of the State
- Support Special Town Meetings according to State Statutes & Town Charter.

Notary/Trade Names/Veterans Records \$12,050

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

Information Assistance \$75,745

- Perform the duties of reception desk for town hall
- Keep the Town Charter and the Code of Ordinances codified, current, accurate and available to the public both in print and on the Internet
- Provide Freedom of Information assistance to staff and the public
- Act as the town information contact for telephone callers needing assistance.

PUBLIC RELATIONS

The Public Relations division provides information and maintains communications between the town and the citizens of Windsor. Marketing efforts are coordinated to promote Windsor's potential for family and business success.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 98,975 | 98,115 | 102,800 | - |
| Supplies | 66,190 | 70,045 | 65,070 | - |
| Services | 63,150 | 56,315 | 65,350 | - |
| Maintenance & Repair | 900 | 900 | 800 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | 3,500 | - | - |
| Energy & Utility | 350 | 350 | 350 | - |
| Total | 229,565 | 229,225 | 234,370 | - |

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

Funding Sources

In addition to general fund resources allocated in the Public Relations budget, charges to other department's accounts are made for printing/copying expenses and office supply purchases.

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Info. Services | 149,215 | 150,510 | 156,370 | - |
| Other General Fund Accounts | 60,000 | 60,365 | 60,000 | - |
| Subtotal: Info. Services General Fund | 209,215 | 210,875 | 216,370 | - |
| Grants | - | - | - | - |
| Private Contributions | 350 | 350 | - | - |
| User Fees | - | - | - | - |
| Subtotal: Special Revenue Funds | 350 | 350 | - | - |
| Other Funds | 20,000 | 18,000 | 18,000 | - |
| Total | 229,565 | 229,225 | 234,370 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | 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

In FY 08 the overall Public Relations budget reflects a slight decrease as a result of savings in training expenses and a decrease of revenue for printing. The proposed FY 09 budget shows an overall increase of 2.1%. A 4.8% increase to the General Fund is the result of increased contractual services for the citizen survey and health benefit costs.

PUBLIC RELATIONS

Products & Services

Support to Town Manager \$78,310

- 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 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 \$34,690

- 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 \$121,370

- Assist in maintaining Windsor's website including *Windsor E-Mail Direct, E-Gov Direct and E-Calendar*
- Write and publish three seasonal brochures, Citizen's Guide to the Windsor Town Budget, Newcomer's A to Z Guide to Windsor town services and other public relations materials promoting town services
- Provide information packets to perspective and new Windsor residents and businesses
- Coordinate marketing efforts with Windsor Public School system
- Develop budget communications methods and materials to educate residents on budget process
- Plan Memorial Day, Veteran's Day and 375th Anniversary observances
- Conduct Citizens Academy to educate citizens on town services
- Assist community groups in special event planning
- Interpret and clarify the town's graphic standards for various departments. Examine language, attitude and presentation to make sure they are consistent with organizational standards
- Promote tourism by coordinating marketing efforts with Windsor Chamber of Commerce
- Produce informational television programs highlighting town services on Windsor Government Television, Channel 21 highlighting town services
- Provide technical assistance to other departments in public relations and marketing.

INFORMATION SERVICES

FY 2008 Highlights

With the conclusion of the 4th Citizen's Academy, a total of 60 residents have completed the 8-week program to gain insight into the daily operations of town government operations. Of these 60 participants in the academy, 20% have been appointed to Boards and Commissions or actively participate in other volunteer opportunities in the community.

In addition to the *Citizens Guide to the Budget* being published as a part of the *There's a lot to do in Windsor*, a five-year financial forecast public meeting and 2 budget workshops were offered to increase public awareness of the town's budget process.

Plans for Windsor's 375th Anniversary, including extensive fundraising and planning for a variety of activities to honor Windsor's birthday, are underway. An elegant spring reception hosted by The Loomis Chaffee School was attended by 130 guests, including representatives of Windsor's 20 "daughter towns." Planning for other major community events will continue until the September 2008.

Election Activity:

Voters went to the polls twice in 2007.

1. The Budget Referendum was held on May 8, 2007. The percent of Windsor residents voting on the budget was 11.52%. The number of registered voters was 17,902; actual votes cast 2,063. The budget question passed by 1,079 votes: 1,571 voted "Yes" and 492 voted "No."
2. On November 6, 2007, 5,386 registered voters out of 17,798 participated in the Municipal Election. The Democrats won the Town Council, Board of Education and the constable offices as the majority party.

Land Activity & Revenues:

The Town Clerk's Office took in 7,421 land recordings during the calendar year 2007. This volume generated revenue to the town's General Fund three times greater than the cost to effectively run the Town Clerk's Office. Below is a list showing the activity and revenue of the past years. The temporary Conveyance Tax legislation will sunset as of June 30, 2008. Unless extended again, the conveyance tax collected by the municipality will go back from \$2.50 to \$1.10 per thousand.

| <u>Fiscal Year</u> | <u>No. of Docs. Filed</u> | <u>Land Revenue</u> | <u>Conveyance Tax Revenue</u> | <u>Total</u> |
|--------------------|---------------------------|---------------------|-------------------------------|--------------|
| 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 | \$268,748 |
| 2002 | 8,595 | \$205,170 | \$144,790 | \$349,960 |
| 2003 | 11,436 | \$325,722 | \$375,715 | \$701,437 |
| 2004 | 9,750 | \$271,941 | \$450,089 | \$722,030 |
| 2005 | 8,631 | \$249,996 | \$486,360 | \$736,356 |
| 2006 | 8,437 | \$245,766 | \$524,440 | \$770,206 |
| 2007 | 7,421 | \$202,947 | \$396,176 | \$599,123 |

The 2007/2008 Historic Document Grant continues to be used to develop the Records Management program. It has allowed the inputting of 90,374 pages from 10,495 documents for the initial four departments that were inventoried with the 2006/2007 Competitive Grant: Town Manager's Office, Town Clerk's Office, Building Safety and Planning. It also permitted the inventorying of all of the records under the Finance Director: Payroll, Assessor, Tax Collector, Risk Management and Financial Accounting & Reporting. The Town Clerk's Office also processed 781 vital records, 2,488 dog tags, 11 kennel licenses and 804 fish and game licenses.

INFORMATION SERVICES

FY 2009 Goals

1. Begin imaging and linking from 1640 – 1969 land documents and related indexes
2. Apply for the Targeted Historic Preservation grant to continue the inventorying departments' records. The next potential departments to be inventoried would be the Engineering, Public Works, Facility Maintenance and Community and Economic Development
3. Continue planning the 375th anniversary of the town
4. Participate in implementing customer service initiatives that address Town Council Goals.

Appendix B

SPECIAL REVENUE FUNDS

Information Services

| Project # | Project Name | FY 2008 | | | FY 2009 | | | |
|-----------|---------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 1304 | Town Clerk Copier | 36,798 | 38,400 | 29,177 | 46,021 | 31,000 | 31,200 | 45,821 |
| 1306 | Historic Preservation | 4,037 | 8,200 | 8,123 | 4,114 | 8,000 | 3,500 | 8,614 |
| 1308 | Preservation Microfilming Grant | - | 12,000 | 12,000 | - | 12,000 | 12,000 | - |
| 3100 | Citizen's Academy | 350 | - | 350 | - | - | - | - |
| | | 41,185 | 58,600 | 49,650 | 50,135 | 51,000 | 46,700 | 54,435 |

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

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

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program. There are two possible grants that could be received in any one fiscal year - \$12,000 for the Targeted grant or up to \$50,000 for the Competitive grant.

#3100 - Citizen's Academy - This represents a donation that was received from a past participant to support future citizen academy classes.

Administrative Services

**Town of Windsor
FY 2008-2009
Proposed Budget**

ADMINISTRATIVE SERVICES

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

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,571,749 | 1,689,565 | 1,643,685 | 1,754,725 | - |
| Supplies | 67,361 | 62,350 | 60,030 | 63,610 | - |
| Services | 165,145 | 208,070 | 215,730 | 225,955 | - |
| Maintenance & Repair | 45,868 | 39,380 | 39,880 | 41,020 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 16,652 | 12,000 | 12,000 | 12,000 | - |
| Energy & Utility | 11,757 | 12,390 | 12,300 | 12,300 | - |
| Total | 1,878,532 | 2,023,755 | 1,983,625 | 2,109,610 | - |

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

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|--|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 1,703,065 | 1,850,890 | 1,812,900 | 1,930,920 | - |
| TSE and Other G.F. Accounts | - | - | - | - | - |
| <i>Subtotal: Adm. Svcs. Gen. Fund Budget</i> | <i>1,703,065</i> | <i>1,850,890</i> | <i>1,812,900</i> | <i>1,930,920</i> | <i>-</i> |
| Insurance Internal Service Fund | 153,504 | 152,485 | 150,345 | 157,310 | - |
| Enterprise Funds | 17,880 | 17,880 | 17,880 | 17,880 | - |
| Other Funds | 4,083 | 2,500 | 2,500 | 3,500 | - |
| <i>Subtotal: Other Funds</i> | <i>175,467</i> | <i>172,865</i> | <i>170,725</i> | <i>178,690</i> | <i>-</i> |
| Total | 1,878,532 | 2,023,755 | 1,983,625 | 2,109,610 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 18.30 | 18.50 | 18.25 | 18.50 | - |
| Regular Part Time Employees | 0.24 | 0.24 | 0.24 | 0.24 | - |
| Temporary/Seasonal Employees | 0.55 | 0.55 | 0.55 | 0.55 | - |
| Total | 19.09 | 19.29 | 19.04 | 19.29 | - |

Budget Commentary

The FY 08 General Fund for Administrative Services is expected to come in under budget by approximately \$45,500 or 2.5%. This is due primarily to salary savings in the various programs and as a result of a partial year vacancy in the Financial Accounting & Reporting program. The overall FY 09 increase to the Administrative Services budget is 4.2% or \$85,855. The increase is due mainly to proposed increases in salary and benefits and contractual services.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,422,073 | 1,546,480 | 1,503,440 | 1,607,565 | |
| Supplies | 66,135 | 59,100 | 56,780 | 59,310 | |
| Services | 141,687 | 182,490 | 189,500 | 199,725 | |
| Maintenance & Repair | 45,868 | 39,380 | 39,880 | 41,020 | |
| Grants & Contributions | - | - | - | - | |
| Capital Outlay | 16,652 | 12,000 | 12,000 | 12,000 | |
| Energy & Utility | 10,650 | 11,440 | 11,300 | 11,300 | |
| Total | 1,703,065 | 1,850,890 | 1,812,900 | 1,930,920 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | - | - | - | - | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | - | - | - | - | - |

Special Revenue & Other Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 149,676 | 143,085 | 140,245 | 147,160 | |
| Supplies | 1,226 | 3,250 | 3,250 | 4,300 | |
| Services | 23,458 | 25,580 | 26,230 | 26,230 | |
| Maintenance & Repair | - | - | - | - | |
| Grants & Contributions | - | - | - | - | |
| Capital Outlay | - | - | - | - | |
| Energy & Utility | 1,107 | 950 | 1,000 | 1,000 | |
| Total | 175,467 | 172,865 | 170,725 | 178,690 | - |

Total Expenditures (agrees to page O-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 1,571,749 | 1,689,565 | 1,643,685 | 1,754,725 | - |
| Supplies | 67,361 | 62,350 | 60,030 | 63,610 | - |
| Services | 165,145 | 208,070 | 215,730 | 225,955 | - |
| Maintenance & Repair | 45,868 | 39,380 | 39,880 | 41,020 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | 16,652 | 12,000 | 12,000 | 12,000 | - |
| Energy & Utility | 11,757 | 12,390 | 12,300 | 12,300 | - |
| Total | 1,878,532 | 2,023,755 | 1,983,625 | 2,109,610 | - |

FINANCIAL ACCOUNTING AND REPORTING

The Financial Accounting and Reporting division ensures the proper accounting of the town's financial records and provide fiscal and related services to employees, vendors and other departments. This division also apprises the Town Manager, staff, Town Council and public of overall fiscal status and performance of the town.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 564,310 | 531,710 | 585,610 | - |
| Supplies | 18,320 | 16,000 | 16,000 | - |
| Services | 17,100 | 24,175 | 16,700 | - |
| Maintenance & Repair | 33,500 | 34,000 | 34,000 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 3,500 | 3,500 | 3,500 | - |
| Total | 636,730 | 609,385 | 655,810 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 621,730 | 594,385 | 640,810 | - |
| Other General Fund Accounts | - | - | - | - |
| <i>Subtotal: Adm. Svcs. Gen. Fund Budget</i> | <i>621,730</i> | <i>594,385</i> | <i>640,810</i> | <i>-</i> |
| Insurance Internal Svc. Fund | 15,000 | 15,000 | 15,000 | - |
| Enterprise Funds | - | - | - | - |
| Other Funds | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>15,000</i> | <i>15,000</i> | <i>15,000</i> | <i>-</i> |
| Total | 636,730 | 609,385 | 655,810 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 6.50 | 6.25 | 6.50 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | 0.25 | 0.25 | 0.25 | - |
| Total | 6.75 | 6.50 | 6.75 | - |

Budget Commentary

The General Fund for FY 08 is expected to be under budget by approximately \$27,350 due primarily to savings in Personal Services for a partial year vacancy. The overall FY 09 increase to the Financial Accounting and Reporting budget is 3.0%. The FY 09 proposed increase to the General Fund is 3.1% due to salary and benefit cost increases offset by minor decreases in supplies and services.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis \$276,060

- Ensure the proper accounting of the town's financial records
- Provide financial information to internal and external customers
- Prepare more than 10,000 vendor payments and produce related expenditure reports
- Manage cash receipts totaling more than \$95 million and produce accounts receivable reports for town services
- Promote cost containment by providing cost accounting services to each service unit.

Audit \$101,750

- Assist the independent auditor during fieldwork and in preparation of the annual financial statements
- Prepare the records and statements required for GASB 34.

Payroll & Benefits \$111,330

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

Cash Management \$22,460

- 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 \$144,210

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

HUMAN RESOURCES

Human Resources assists departments and the Town Manager in the recruitment, selection, retention and training of town employees. It also administers employee benefit plans including health, disability, life insurance and implements employee involvement and quality service initiatives along with providing training for employee development. Equitable and cooperative labor relations are promoted by the department through collective bargaining and contract administration while ensuring compliance with State and Federal labor and employment laws.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 287,645 | 282,295 | 298,105 | - |
| Supplies | 2,230 | 2,230 | 2,360 | - |
| Services | 52,570 | 52,315 | 53,855 | - |
| Maintenance & Repair | 2,180 | 2,180 | 3,320 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 1,200 | 1,260 | 1,260 | - |
| Total | 345,825 | 340,280 | 358,900 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 345,825 | 340,280 | 358,900 | - |
| Other General Fund Accounts | - | - | - | - |
| Subtotal: Adm. Svcs. Gen. Fund Budget | 345,825 | 340,280 | 358,900 | - |
| Insurance Internal Svc. Fund | - | - | - | - |
| Enterprise Funds | - | - | - | - |
| Other Funds | - | - | - | - |
| Subtotal: Other Funds | - | - | - | - |
| Total | 345,825 | 340,280 | 358,900 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 3.00 | 3.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.00 | 3.00 | 3.00 | - |

Budget Commentary

In FY 08, Human Resources is expected to come in slightly under budget. The overall FY 09 increase to the Human Resources budget is 3.8% or approximately \$13,075. This increase is due mainly to proposed increases in salary and benefits costs in Personal Services and increased contractual maintenance costs for MUNIS and our human resources information system (HRIS).

HUMAN RESOURCES

Products & Services

Recruitment and Selection \$113,850

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

Employee Relations \$55,710

- Administer three labor contracts for the Town of Windsor: WPDEA (Police), UPSEU Local 424, Unit 10 (public safety dispatchers) and Teamsters Local 671 (public works and clerical)
- Provide advice and direction to administrative staff on personnel policies and regulations
- Provide assistance with employee counseling, discipline issues and grievance processing
- Update administrative and personnel policies in accordance with legal developments, governmental mandates and best practices.

Employee Benefits Administration \$59,880

- Research enhancements and cost saving measures and make recommendations as needed
Monitor benefit trends and analyze impact of benefit modifications
- Educate employees about the benefits offered by the town and any benefit changes
- Coordinate enrollment meetings and process all changes.

Training and Employee Development \$43,190

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

Unemployment Compensation \$30,470

- 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 \$30,510

- 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.

Compliance with Regulations \$25,290

- 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, HIPAA, CT Civil Union law and all State and Federal labor laws.

INFORMATION TECHNOLOGY

Information Technology provides departments with networking services, application support and helpdesk services.

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 273,575 | 271,055 | 285,690 | - |
| Supplies | 4,100 | 4,100 | 4,100 | - |
| Services | 51,680 | 51,680 | 67,700 | - |
| Maintenance & Repair | 3,000 | 3,000 | 3,000 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 12,000 | 12,000 | 12,000 | - |
| Energy & Utility | 3,500 | 3,300 | 3,300 | - |
| Total | 347,855 | 345,135 | 375,790 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 329,975 | 327,255 | 357,910 | - |
| Other General Fund Accounts | - | - | - | - |
| <i>Subtotal: Adm. Svcs. Gen. Fund Budget</i> | <i>329,975</i> | <i>327,255</i> | <i>357,910</i> | <i>-</i> |
| Insurance Internal Svc. Fund | | | | |
| Enterprise Funds | 17,880 | 17,880 | 17,880 | - |
| Other Funds | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>17,880</i> | <i>17,880</i> | <i>17,880</i> | <i>-</i> |
| Total | 347,855 | 345,135 | 375,790 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 3.00 | 3.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.00 | 3.00 | 3.00 | - |

Budget Commentary

In FY 08, Information Technology is expected to come in slightly under budget by approximately 0.8%. The overall FY 09 increase is 8.0% while the proposed increase to the General Fund is 8.5%. The increase is mainly attributable to salary and benefit increases in the Personal Services line and \$15,000 in FY09 for phone system consulting services.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support \$125,000

- Provide departments with short and long-term consultation in evaluating, maintaining and updating department specific applications
- Support information systems, applications and security
- Assist departments in developing custom databases and applications
- Administer technology purchasing
- Support the Police Department's state, internal, and mobile applications
- Provide GIS applications to Assessing, Development Services and Police Departments.

Support Services \$82,000

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

Enterprise Networking and Systems \$168,790

- Provide 24 hour, 7 day a week access to town applications
- Manage Local Area Networks used by town staff at offices in ten locations
- Provide 24 hour, 7 day a week access to the Wide Area Network (WAN)
- Support wireless hardware and software used by the Public Safety Department for mobile applications including dispatch, field reporting and querying state maintained information
- System security including virus protection, patch management and filtering.
- Data backup and recovery services for all information systems
- Database administration
- Internet infrastructure maintenance, management and security
- Provide connectivity and access to staff via modem or Virtual Private Network
- Resolve both local and wide area network problems within four hours, 95% of the time

| Information Technology Account Charges | |
|---|---------------|
| Child Day Care Enterprise Fund | 2,250 |
| Adult Day Care Enterprise Fund | 2,290 |
| Landfill Enterprise Fund | 13,340 |
| Total Charges to Other Funds | 17,880 |

RISK MANAGEMENT

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Proposed | Estimate | Proposed | Adopted |
| Personal Services | 128,085 | 125,245 | 132,160 | - |
| Supplies | 950 | 950 | 1,000 | - |
| Services | 7,500 | 8,150 | 8,150 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 950 | 1,000 | 1,000 | - |
| Total | 137,485 | 135,345 | 142,310 | - |

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

Funding Sources

Risk Management is paid for entirely from the Insurance Internal Service Fund. These items have no effect on the General Fund budget or the property tax rate.

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | - | - | - | - |
| Town Support for Education | - | - | - | - |
| <i>Subtotal: Adm. Svcs. Gen. Fund Budget</i> | - | - | - | - |
| Insurance Internal Service Fund | 137,485 | 135,345 | 142,310 | - |
| Enterprise Funds | - | - | - | - |
| Other Funds | - | - | - | - |
| <i>Subtotal: Other Funds</i> | <i>137,485</i> | <i>135,345</i> | <i>142,310</i> | <i>-</i> |
| Total | 137,485 | 135,345 | 142,310 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | 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

The FY 08 budget is expected to come in 1.6% under budget. The overall FY 09 increase to the Risk Management budget is 3.5% due primarily to salary & benefits, contractual services and printing costs.

RISK MANAGEMENT

Products and Services

Insurance \$69,240

- 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 \$5,000

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

Employee Safety \$36,500

- Provide safety training programs in conjunction with the Town of Windsor Safety Team with regard to regulatory compliance and safe operating procedures
- Manage self-insured workers' compensation program to ensure proper and efficient handling of claims.

Loss Control \$31,570

- 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 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 264,370 | 262,770 | 274,630 | - |
| Supplies | 7,750 | 7,750 | 10,150 | - |
| Services | 40,420 | 40,420 | 40,550 | - |
| Maintenance & Repair | 300 | 300 | 300 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 1,890 | 1,890 | 1,890 | - |
| Total | 314,730 | 313,130 | 327,520 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 312,230 | 310,630 | 324,020 | - |
| Other General Fund Accounts | - | - | - | - |
| Subtotal: Adm. Svcs. Gen. Fund Budget | 312,230 | 310,630 | 324,020 | - |
| Other Funds | 2,500 | 2,500 | 3,500 | - |
| Subtotal: Other Funds | 2,500 | 2,500 | 3,500 | - |
| Total | 314,730 | 313,130 | 327,520 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 3.00 | 3.00 | 3.00 | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.00 | 3.00 | 3.00 | - |

Budget Commentary

The FY 08 budget is expected to come in slightly under budget. The FY 09 overall budget is 4.1% percent over FY 08 or an increase of \$12,790. This is due primarily to salary and benefit increases and a small increase in the cost of supplies. The Assessor's Coin-Op copier is a special revenue fund included in the above expenditures.

PROPERTY VALUATION

Products and Services

- Property Valuation* \$262,180
- Develop and maintain valuations for 12,079 real estate, 27,589 motor vehicle and 1,250 personal property accounts
 - Maintain and enhance the town GIS/Assessment web site
 - Administer and conduct property revaluation process in FY 09 for FY 10 implementation.

- Exemptions & Benefits* \$65,340
- Administer various exemptions to over 2,800 veteran, elderly, blind and disabled taxpayers with total benefits exceeding \$300,000.

TAX COLLECTION

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

Expenditures

| Expenditures by Category * | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 171,580 | 170,610 | 178,530 | - |
| Supplies | 29,000 | 29,000 | 30,000 | - |
| Services | 38,800 | 38,990 | 39,000 | - |
| Maintenance & Repair | 400 | 400 | 400 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | 1,350 | 1,350 | 1,350 | - |
| Total | 241,130 | 240,350 | 249,280 | - |

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

Funding Sources

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

| Funding Source | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - Admin. Services | 241,130 | 240,350 | 249,280 | - |
| Other General Fund Accounts | - | - | - | - |
| <i>Subtotal: Adm. Svcs. Gen. Fund Budget</i> | <i>241,130</i> | <i>240,350</i> | <i>249,280</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 | 241,130 | 240,350 | 249,280 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.00 | 2.00 | 2.00 | - |
| Regular Part Time Employees | 0.24 | 0.24 | 0.24 | - |
| Temporary/Seasonal Employees | 0.30 | 0.30 | 0.30 | - |
| Total | 2.54 | 2.54 | 2.54 | - |

Budget Commentary

The General Fund for FY 08 is expected to be slightly under budget by approximately 0.3% due to savings in Personal Services for part time help. The FY 09 proposed increase of 3.9% is due primarily to salary and benefit cost increases and to an anticipated increase in postage rates.

TAX COLLECTION

Products and Services

Current Tax Collection \$56,028

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

Delinquent Tax Collection \$129,289

- Use a variety of methods and procedures such as updating new addresses, mailing delinquent tax notices, issuing alias tax warrants through State Marshals and Constables, recording liens against real estate with the Town Clerk's Office, and conducting foreclosures in an attempt to collect the balance of the total tax levy.

Parking Tickets \$5,234

- Collect parking tickets fees for the Police Department.

Tax Billing Preparation \$58,729

- Prepare for annual tax billing by creating consolidated tax statements by coding appropriate bills to be sent directly to leasing companies and to banks holding tax escrow accounts
- Mail more than 41,000 tax bills.

ADMINISTRATIVE SERVICES

FY 2008 Highlights

The Tax Office has acquired the Department of Motor Vehicle's direct access computer program. This program allows us to research updated addresses for mail returned as undeliverable by the Post Office. Forwarding mail to more current addresses will assist the tax office in reducing the number of delinquent motor vehicle accounts.

We have partnered with Official Payments Corporation to provide a way for taxpayers to make property tax payments via internet or telephone using American Express, Discover, MasterCard, or Visa credit or debit cards. This is a service for which taxpayers have requested on a regular basis.

Finance implemented Infrastructure Fixed Assets for Comprehensive Annual Financial Report.

The department also implemented the inclusion of special revenue funds into the budget document.

Risk Management developed and implemented a town-wide Fleet Safety Program.

Risk Management implemented a Safety & Health Program for all town employees.

Human Resources implemented health and prescription drug insurance plan design changes for administrative employees. These changes were made to help mitigate the increasing costs of providing health and prescription benefits. Changes were also made in FY 07. We continued to hold informational meetings with employees to discuss employee benefits, the town's efforts to control costs and the financial results of the self-funded dental and prescription plans.

Human Resources coordinated and participated in negotiations with the town's three labor unions for successor contracts.

Human Resources provided three supervisory training sessions. The topics included: conducting performance evaluations and setting effective goals, Family and Medical Leave and Disability policies, and documentation and effective employee counseling. Human Resources also participated in planning the Service Excellence training in which over 220 employees participated.

Eleven full-time, three promotional and twenty-six part time recruitment processes were coordinated by Human Resources. The department has also coordinated seasonal and temporary recruitments, resulting in approximately 100 employees being hired.

Twenty-one employees were recognized at the town's annual employee service awards ceremony. Sixteen of the twenty-one employees had been employed by the town for over twenty years.

Information Technology converted the majority of departmental web pages and web sites to a redesigned format. The remaining pages are scheduled to be published during the summer of 2008. The department implemented a process that allows individual departments to update web pages and content.

It also planned and implemented the hardware, software and access leveled needed for the organization-wide records management system.

ADMINISTRATIVE SERVICES

FY 2009 Goals

1. Monitor employee benefit trends to ensure Windsor remains competitive and continue employee cost containment efforts and keep employees informed of such efforts through meetings, newsletter and electronic communications
2. Successfully implement newly negotiated contracts for all three unions
3. Monitor human resource trends and legislative changes ensuring Windsor is in compliance and use best practices when possible in the areas of recruitment, employee retention, compensation and benefits, and legal compliance
4. Partner with other departments to reduce auto liability claims throughout the organization
5. Work with the Employee Safety Committee to develop a self-inspection program for all town facilities
6. Continue to make improvements to the five-year budget forecast and budget monitoring process
7. Complete the state mandated revaluation of all real property
8. Implementation of GASB (Government Accounting Standards Board) pronouncements including GASB 43 & 45 regarding OPEB (Other Post Employment Benefits)
9. Implement new program for tracking and depreciating fixed assets including roads, bridges, culverts, buildings, vehicles, and equipment
10. Continue to provide efficient, friendly and courteous service to our customers, while at the same time, maintaining Windsor's 98+% collection rate
11. Implement the FY 09 initiatives of the Technology Infrastructure Replacement Plan which includes the replacement of sixty computers, a helpdesk support ticket system and adding an uninterrupted power supply.
12. Define the scope, plan and budget for the next generation phone system. Manage the purchasing and implementation of the phone system.

Appendix B

SPECIAL REVENUE FUNDS

Assessor's Office

| Project # | Project Name | FY 2008 | | | FY 2009 | | |
|-----------|----------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|--------------------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Projected Balance (6/30/09) |
| 1650 | Assessor's Coin-Op Copiers | 2,291 | 2,500 | 2,500 | 2,291 | 2,500 | 1,291 |
| | | <u>2,291</u> | <u>2,500</u> | <u>2,500</u> | <u>2,291</u> | <u>3,500</u> | <u>1,291</u> |
| | | | | | | <u>3,500</u> | <u>1,291</u> |

#1650 - Assessor's Coin-Op Copiers - Revenues are from fees obtained from use of the copying machine (GIS maps, etc.) This fund is used toward the purchase of supplies and for the costs associated with the copier maintenance agreements.

General Government

**Town of Windsor
FY 2008-2009
Proposed Budget**

GENERAL GOVERNMENT

FY 2009 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 2007 | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimated | Proposed | Adopted |
| Expenditures | | | | | |
| Town Council | 12,150 | 18,950 | 18,150 | 18,950 | - |
| Boards and Commissions | 5,121 | 11,350 | 7,740 | 14,220 | - |
| Probate Court | 6,858 | 8,460 | 8,360 | 8,640 | - |
| Elections | 94,142 | 80,350 | 75,330 | 93,790 | - |
| Counsel and Legal Advice | 180,053 | 174,590 | 174,680 | 181,710 | - |
| Town Manager's Office | 351,897 | 377,205 | 376,270 | 392,740 | - |
| Town Treasurer's Office | 7,000 | 6,610 | 6,610 | 6,830 | - |
| Independent Audit | 19,150 | 27,600 | 35,075 | 19,000 | - |
| Intergovernmental Services | 37,105 | 38,180 | 37,990 | 39,860 | - |
| Community Services | 109,755 | 130,360 | 130,360 | 121,080 | - |
| Total Expenditures | 823,231 | 873,655 | 870,565 | 896,820 | - |

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures (agrees to page P-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 413,217 | 431,845 | 428,785 | 459,780 | |
| Supplies | 18,055 | 27,080 | 25,942 | 31,092 | |
| Services | 274,340 | 274,950 | 276,408 | 275,488 | |
| Maintenance & Repair | 428 | 600 | 570 | 600 | |
| Grants & Contributions | 108,848 | 130,360 | 130,360 | 121,080 | |
| Capital Outlay | - | - | - | - | |
| Energy & Utility | 8,343 | 8,820 | 8,500 | 8,780 | |
| Total | 823,231 | 873,655 | 870,565 | 896,820 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 3,059 | 6,280 | 6,280 | 6,470 | |
| Supplies | | - | | | |
| Services | 30,920 | 30,990 | 30,990 | 41,230 | |
| Maintenance & Repair | - | - | | | |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 33,979 | 37,270 | 37,270 | 47,700 | - |

Special Revenue & Other Fund Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|---------------|---------------|---------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | 2,492 | 1,680 | 3,824 | - | |
| Services | 11,400 | 14,800 | 11,400 | 9,400 | |
| Maintenance & Repair | - | - | | | |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 13,892 | 16,480 | 15,224 | 9,400 | - |

Total Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 416,276 | 438,125 | 435,065 | 466,250 | - |
| Supplies | 20,547 | 28,760 | 29,766 | 31,092 | - |
| Services | 316,660 | 320,740 | 318,798 | 326,118 | - |
| Maintenance & Repair | 428 | 600 | 570 | 600 | - |
| Grants & Contributions | 108,848 | 130,360 | 130,360 | 121,080 | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 8,343 | 8,820 | 8,500 | 8,780 | - |
| Total | 871,102 | 927,405 | 923,059 | 953,920 | - |

TOWN COUNCIL

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | 417 | 4,560 | 4,560 | 4,260 | - |
| Services | 10,533 | 13,190 | 12,390 | 13,490 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 1,200 | 1,200 | 1,200 | 1,200 | - |
| Total | 12,150 | 18,950 | 18,150 | 18,950 | - |

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

Funding Sources

Town Council expenditures are funded solely by the General Fund.

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|----------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - | - |
| Regular Part Time Employees | - | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | - | - | - | - | - |

The Town Council is the town's legislative and policy making body composed of nine volunteers elected at large for terms of two years. The Mayor is selected by the other members of the Council. Responsibilities include:

- Establishment and review of policies and measures that promote the health, safety and welfare of all Windsor residents
- Appropriation of funds for town services and programs
- Appointment of a Town Manager, Town Attorney, Clerk of the Council, Town Treasurer and members of various boards/commissions.

Budget Commentary

The FY 08 estimated expenses will be slightly under budget due to a savings in Services. The proposed FY 09 budget is unchanged from FY 08. Some post-election expenses have been reduced and a few other items, such as postage, have been increased.

BOARDS AND COMMISSIONS

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|--------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | 2,879 | 4,080 | 5,186 | 4,002 | - |
| Services | 4,134 | 11,750 | 5,779 | 9,618 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 600 | 600 | 600 | 600 | - |
| Total | 7,613 | 16,430 | 11,565 | 14,220 | - |

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

Funding Sources

Board and Commission expenditures are funded by the general fund and various grant funds.

| Funding Source: | FY 2007 | FY 2008 | | FY 2009 | |
|--|--------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Gen. Fund - Boards and Commissions | 5,121 | 11,350 | 7,740 | 14,220 | - |
| Special Revenue Funds | - | - | - | - | - |
| Other Fund - Community Development Grant | 2,492 | 5,080 | 3,825 | - | - |
| Total | 7,613 | 16,430 | 11,565 | 14,220 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|----------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - | - |
| Regular Part Time Employees | - | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | - | - | - | - | - |

There are currently 24 boards, commissions and committees serving the Town of Windsor. Responsibilities include:

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

Budget Commentary

The overall FY 08 estimated expenses will be under budget by less than 1% due to lower travel and meetings expenses and lower contractual services expenditures. The General Fund portion of the FY 08 budget is also estimated to be under budget. For FY 09, an overall budget decrease of 13.5% and a General Fund increase of 25.3% are proposed. The General Fund increase is due to shifting \$3,000 in Community Development activities expenses previously funded by Small Cities Block Grant funds.

PROBATE COURT

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | 5,287 | 7,010 | 7,010 | 7,180 | - |
| Services | 311 | 110 | 250 | 250 | - |
| Maintenance & Repair | 288 | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 972 | 1,340 | 1,100 | 1,210 | - |
| Total | 6,858 | 8,460 | 8,360 | 8,640 | - |

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

Funding Sources

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

Personnel Requirements

| Full Time Equivalents (FTE) | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|----------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - | - |
| Regular Part Time Employees | - | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total FTEs | - | - | - | - | - |

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

The FY 09 overall expenditures are expected to be slightly higher by 2.1% due to increased postage costs.

ELECTIONS

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 71,171 | 65,570 | 62,630 | 77,970 | - |
| Supplies | 5,905 | 4,880 | 4,880 | 7,270 | - |
| Services | 14,613 | 7,250 | 5,200 | 5,900 | - |
| Maintenance & Repair | 140 | 600 | 570 | 600 | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 2,313 | 2,050 | 2,050 | 2,050 | - |
| Total | 94,142 | 80,350 | 75,330 | 93,790 | - |

* See Appendix E 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 18,245 registered voters. Funds are included for supplies, payroll for election workers and the costs of the annual enumeration.

Budget Commentary

FY 08 is estimated to be lower than budgeted by 6.2%. FY 09 reflects a 16.7% increase over the FY 08 budget based on market adjustments for two registrar positions (please refer to chart below). In addition, ballots will no longer be reimbursed by the State of CT beginning after the 2008 Presidential election. The cost of ballots are approximately \$2,000 per election/referendum.

Comparison of Registrars Annual Salary By Town

| Town | # of Registered Voters | Registrars | Assistants | # of Hours of Operation | Registrar Annual Salary |
|---------------|------------------------|------------|------------|-------------------------|-------------------------|
| Windsor* | 18,245 | 2 | 2 | 20 hrs/wk | \$12,875 |
| Enfield | 25,000 | 2 | 2, 1 clerk | 5.8 hrs/wk | \$17,500 |
| Bloomfield | 13,700 | 2 | 2 | 20 hrs/wk | \$20,000 |
| Simsbury | 15,600 | 2 | 2 | 20 hrs/wk | \$22,500 |
| Newington | 20,000 | 2 | 2 | 15 hrs/wk | \$24,000 |
| South Windsor | 15,000 | 2 | 2 | 22 hrs/wk | \$27,000 |

*FY 09 Proposed Registrar Annual Salary \$20,000 for each registrar

COUNSEL AND LEGAL ADVICE

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | 2,311 | 4,000 | 4,000 | 4,120 | - |
| Services | 195,212 | 188,580 | 188,670 | 196,120 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 197,523 | 192,580 | 192,670 | 200,240 | - |

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

Funding Sources

| Funding Source: | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Gen. Fund - Counsel & Legal Adv. | 180,053 | 174,590 | 174,680 | 181,710 | - |
| Town Support for Education | 17,470 | 17,990 | 17,990 | 18,530 | - |
| Subtotal: General Fund | 197,523 | 192,580 | 192,670 | 200,240 | - |
| Other Funds | - | - | - | - | - |
| Total: Gen. Fund Budget | 197,523 | 192,580 | 192,670 | 200,240 | - |

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

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

Budget Commentary

The breakdown of the Town Attorney's budget is as follows:

| | <u>FY 08</u> | <u>FY 09</u> |
|--------------------------|------------------|------------------|
| Retainer | \$71,967 | \$74,126 |
| Litigation @ \$150/hour | 48,000 | \$48,000 |
| Legal Intern @ \$50/hour | 3,500 | \$3,500 |
| Conflict contingency | 5,000 | \$5,500 |
| Books and periodicals | 4,000 | 4,000 |
| Membership fees | 110 | 110 |
| Total Cost | \$132,577 | \$135,236 |

FY 09 reflects an increase of \$8,000 or 4.0% over the FY 08 budget. This includes a 3% increase in retainer fees and \$65,000 for contingency for unanticipated legal issues resulting in a \$5,000 increase over FY 08.

TOWN MANAGER

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 335,347 | 359,995 | 359,875 | 375,340 | - |
| Supplies | 2,242 | 4,200 | 4,100 | 4,230 | - |
| Services | 11,349 | 9,680 | 9,045 | 9,780 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 2,959 | 3,330 | 3,250 | 3,390 | - |
| Total | 351,897 | 377,205 | 376,270 | 392,740 | - |

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

Funding Sources

Town Manager expenditures are funded solely by the General Fund.

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|-------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Exempt - Town Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Regular Full Time Employees | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Regular Part Time Employees | 0.40 | 0.40 | 0.40 | 0.40 | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total FTEs | 3.40 | 3.40 | 3.40 | 3.40 | - |

The Town Manager is the Chief Executive Officer of the town and is responsible to the Town Council for the administration of all designated departments, agencies and offices. Responsibilities include:

Town Council

- Propose the adoption of policies to improve the health, safety and welfare of the town; uphold those policies adopted by Council
- Keep Council informed of the financial condition and future needs of the town
- Communicate the policies and financial plans of the town by submission of the annual budget
- Provide processes for the efficient and effective purchase of supplies using budgeted funds.

Town Staff

- Serve the needs of the community by hiring qualified and competent individuals
- Create an environment that encourages town employees to focus on the customer, deliver superior services, strive for continuous improvement and recommend increasingly efficient use of resources.

Community

- Guide the balanced growth of Windsor by promoting economic development effort
- Represent Windsor among other towns, states and regional organizations to exchange effective ideas and to promote policies 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

The FY 08 estimated expenses will be slightly under budget by 1%. The proposed FY 09 budget is 4.1% higher than the previous year due to personnel-related adjustments for salaries, benefits and professional memberships.

TREASURER

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 9,758 | 12,560 | 12,560 | 12,940 | - |
| Supplies | - | 30 | 30 | 30 | - |
| Services | - | - | - | - | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 300 | 300 | 300 | 330 | - |
| Total | 10,058 | 12,890 | 12,890 | 13,300 | - |

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

Funding Sources

Treasurer expenditures are funded by the General Fund and Town Support for Education.

| Funding Source: | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund | 7,000 | 6,610 | 6,610 | 6,830 | - |
| Town Support for Education | 3,058 | 6,280 | 6,280 | 6,470 | - |
| Total: Gen. Fund Budget | 10,058 | 12,890 | 12,890 | 13,300 | - |

Personnel Requirements

| Full Time Equivalents | FY 2007 | FY 2008 | | FY 2009 | |
|-------------------------------|-------------|-------------|-------------|-------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - | - |
| Part Time and Temporary FTE's | 0.25 | 0.25 | 0.25 | 0.25 | - |
| Total | 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

The FY 09 budget reflects a slight increase over the FY 08 level, which is due to a 3.0% increase for Personal Services.

INDEPENDENT AUDIT

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | 44,000 | 52,000 | 59,475 | 51,100 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 44,000 | 52,000 | 59,475 | 51,100 | - |

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

Funding Sources

Audit expenditures are funded by the General Fund, Town Support for Education, and charges to the Enterprise Funds.

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|-----------------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| General Fund – Audit | 19,150 | 27,600 | 35,075 | 19,000 | - |
| Town Support for Education | 13,450 | 13,000 | 13,000 | 22,700 | - |
| Subtotal: Gen. Fund Budget | 32,600 | 40,600 | 48,075 | 41,700 | - |
| Charges to: | | | | | |
| Landfill Enterprise Fund | 6,000 | 6,000 | 6,000 | 4,000 | - |
| Caring Connection Enterprise Fund | 2,700 | 2,700 | 2,700 | 2,700 | - |
| Day Care Enterprise Fund | 2,700 | 2,700 | 2,700 | 2,700 | - |
| Subtotal: Other Funds | 11,400 | 11,400 | 11,400 | 9,400 | - |
| Total | 44,000 | 52,000 | 59,475 | 51,100 | - |

An annual audit is conducted by an independent public accounting firm appointed by the Town Council. The auditor ensures the lawful expenditure of local revenues, as well as state and federal grants. The auditor also reports on management or record keeping practices that need improvement. The auditing entity does this by:

- Auditing general purpose financial statements and all governmental, proprietary, fiduciary funds and account groups of the town and Board of Education
- Assisting town staff in 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 08 is over budget by \$7,500 due to additional work required for fixed assets. The FY 09 overall proposed budget reflects a decrease of 1.7% and the General Fund decreases by 31.2% as compared to FY 08 based on adjustments for time spent on General Government audit versus time spent on the Board of Education audit.

INTERGOVERNMENTAL SERVICES

Expenditures

| Expenditures by Category * | FY 2007 | FY 2008 | | FY 2009 | |
|----------------------------|---------------|---------------|---------------|---------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | 37,105 | 38,180 | 37,990 | 39,860 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 37,105 | 38,180 | 37,990 | 39,860 | - |

* See Appendix E 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 2007 | FY 2008 | | FY 2009 | |
|------------------------------|----------|----------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - | - |
| Regular Part Time Employees | - | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total FTEs | - | - | - | - | - |

Intergovernmental Services are funds that assist the town in developing and maintaining effective, cooperative relationships with federal, state, regional and other town governments and in obtaining maximum intergovernmental support and research for town programs. The forums and mechanisms for these cooperative relationships include:

- Contributions to the Capitol Region Council of Governments
- Ongoing review of federal and state proposed legislation, regulations, rate setting activities and regional affairs, taking appropriate steps to serve the town's interests
- Contributions to the Greater Hartford Transit District
- Contributions to the Connecticut Conference of Municipalities for membership.

Budget Commentary

| Services: | FY 2008 | FY 2009 |
|--|---------|---------|
| Capitol Region Council of Governments | 17,571 | 18,036 |
| Connecticut Conference of Municipalities | 18,632 | 19,000 |
| Greater Hartford Transit District | 1,977 | 2,824 |

COMMUNITY SERVICES

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | 107 | - | - | - | - |
| Services | 800 | - | - | - | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | 108,848 | 130,360 | 130,360 | 121,080 | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 109,755 | 130,360 | 130,360 | 121,080 | - |

Funding Sources

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

| Funding Source | FY 2007 | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------------|----------|
| | Actual | Adopted | Estimated | Proposed | Adopted |
| General Fund - Community Contributions | 109,755 | 130,360 | 130,360 | 121,080 | - |
| Special Revenue Funds | - | - | - | - | - |
| Total | 109,755 | 130,360 | 130,360 | 121,080 | - |

| | <u>Adopted</u> <u>FY 2008</u> | <u>Proposed</u> <u>FY 2009</u> | | <u>Adopted</u> <u>FY 2008</u> | <u>Proposed</u> <u>FY 2009</u> |
|---|----------------------------------|-----------------------------------|---|----------------------------------|-----------------------------------|
| Archer Memorial A.M.E. Zion Church Supports Windsor Freedom Trail activities given that Windsor has four official Freedom Trail sites on the Connecticut Freedom Trail. <i>Requested \$4,110</i> | \$3,500 | \$4,110 | First School Society Supports maintenance efforts at the Palisado Cemetery. <i>Requested \$900</i> | \$900 | \$900 |
| Celebrate Wilson Supports an annual one-day event in August in Wilson. <i>Requested \$1,000</i> | \$850 | \$1,000 | First Town Downtown Supports community efforts to revitalize downtown businesses. <i>Requested \$40,000</i> | \$30,000 | \$35,000 |
| Cable Television - WIN-TV Contributes to WIN-TV, Windsor's local cable station. <i>Requested \$5,000</i> | \$4,300 | \$5,000 | 1000 Friends of Connecticut Provides support for initiative of smart growth and tax form. <i>Requested \$1,000</i> | \$1,000 | \$1,000 |
| Farmington River Watershed Supports the restoration and conservation of the natural resources of this watershed. <i>Requested \$1,500</i> | \$1,170 | \$1,500 | Hartford Interval House Provides services to Windsor residents who are victims of domestic violence. <i>Requested \$2,000</i> | \$1,500 | \$2,000 |
| Fire Explorers Provides personal development and teamwork programs to Windsor youth. <i>Requested \$10,000</i> | \$8,500 | \$10,000 | Housing Education Resource Supports the provision of housing counseling and assistance services to Windsor residents through the Direct Services Program. <i>Requested \$2,000</i> | \$1,870 | \$2,000 |

| | <u>Adopted</u> <u>FY 2008</u> | <u>Proposed</u> <u>FY 2009</u> | | <u>Adopted</u> <u>FY 2008</u> | <u>Proposed</u> <u>FY 2009</u> |
|--|----------------------------------|-----------------------------------|---|----------------------------------|-----------------------------------|
| Holiday Observance Supports the commemoration of Veterans and Memorial Day. <i>Requested \$4,820</i> | \$4,820 | \$4,820 | Volunteer Appreciation Provides support for a number of functions to recognize the town's many volunteers. <i>Requested \$9,000</i> | \$8,000 | \$9,000 |
| Network Against Domestic Abuse Provides free support services to Windsor residents who are victims of domestic abuse. <i>Requested \$1,500</i> | \$1,500 | \$1,500 | Celebrate Windsor Non-profit organization established to manage the outdoor amphitheater and promote a range of cultural arts programs. <i>Requested \$0</i> | \$13,000 | \$0 |
| North Central Counseling Services & Supports mental health services for Windsor residents. <i>Requested \$15,000</i> | \$13,000 | \$13,000 | Connecticut River Assembly Provides administrative support services to Connecticut River Assembly. <i>Requested \$500</i> | \$0 | \$0 |
| Police Explorers Contributes to the Police Explorers which provides personal development and teamwork programs to Windsor youth. <i>Requested \$10,000</i> | \$8,500 | \$10,000 | Windsor Recovery Club Social support services provided to Windsor residents. <i>Requested \$2,000</i> | \$0 | \$0 |
| Riverfront Recapture Supports a regional effort to restore access to the Connecticut River. <i>Requested \$750</i> | \$750 | \$750 | New Directions of North Central CT Provides substance abuse prevention and treatment services. <i>Requested \$8,000</i> | \$0 | \$0 |
| Shad Derby Supports the activities of the Shad Fest Bureau. <i>Requested \$4,500</i> | \$4,300 | \$4,500 | North Central Regional Mental Health Helps determine and monitors local mental health services. <i>Requested \$1,980</i> | \$0 | \$0 |
| Tourism Grant to Chamber of Commerce Promotes tourism and increases small business opportunities. <i>Requested \$15,000</i> | \$12,900 | \$15,000 | Windsor 375th Anniversary Supports Windsor's 375th Anniversary celebration. <i>Requested \$0</i> | \$10,000 | \$0 |

Budget Commentary

The FY 09 overall budget reflects a decrease of 7.1% over FY 08.

Appendix B

SPECIAL REVENUE FUNDS

Boards and Commissions

| Project # | Project Name | FY 2008 | | | FY 2009 | | |
|-----------|------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures |
| New | Bridge Builder's Award | - | - | - | - | - | - |
| 5250 | One Book One Windsor | 1,080 | - | 1,080 | - | - | - |
| | | 1,080 | | 1,080 | | | |

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

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

Community Contributions

| Project # | Project Name | FY 2008 | | | FY 2009 | | |
|-----------|-------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures |
| 0375 | 375th Anniversary | - | 10,000 | 10,000 | - | 5,000 | - |
| | | | 10,000 | 10,000 | | 5,000 | |

#0375 - 375th Anniversary - Revenues are from the sale of commemorative items for the 375th anniversary celebration and has no impact on the General Fund.

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General Services

**Town of Windsor
FY 2008-2009
Proposed Budget**

GENERAL SERVICES

FY 2009 General Fund Request

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

| | FY 2007 | FY 2008 | | FY 2009 | |
|---------------------------------------|------------------|------------------|------------------|-------------------|----------------|
| | <u>Actual</u> | <u>Budget</u> | <u>Estimate</u> | <u>Proposed</u> | <u>Adopted</u> |
| Expenditures | | | | | |
| Debt Service - Principal | 1,420,320 | 1,897,190 | 1,897,190 | 2,339,130 | - |
| Debt Service - Interest | 848,180 | 947,630 | 947,630 | 871,440 | - |
| Sewer Services | 2,815,531 | 2,956,330 | 2,956,330 | 2,956,330 | - |
| Worker's Comp. & Liability Insurance | 608,800 | 626,100 | 626,100 | 656,100 | - |
| Retiree Health Benefit and Retirement | | | | | |
| Actuarial Costs | 461,986 | 465,810 | 465,810 | 723,160 | - |
| Revaluation | - | 15,000 | 22,000 | 35,000 | - |
| Recycling Services | 396,021 | 378,800 | 378,800 | 396,300 | - |
| Capital Projects | - | 40,000 | 40,000 | 2,320,000 | - |
| Tax Refunds--Prior Year | 78,350 | 20,000 | 20,000 | 20,000 | - |
| Open Space | - | - | - | 50,000 | - |
| Total Expenditures | 6,629,188 | 7,346,860 | 7,353,860 | 10,367,460 | - |

GENERAL SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures (agrees to page Q-1):

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|-------------------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 400,000 | 442,110 | 442,110 | 692,460 | - |
| Supplies | - | - | - | - | - |
| Services | 6,229,188 | 6,864,750 | 6,871,750 | 7,305,000 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | 50,000 | - |
| Capital Outlay | - | 40,000 | 40,000 | 2,320,000 | - |
| Energy & Utility | - | - | - | - | - |
| Total | 6,629,188 | 7,346,860 | 7,353,860 | 10,367,460 | - |

Town Support for Education and Charges to Other Department Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|------------------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Services | 4,003,450 | 3,772,450 | 3,772,450 | 3,469,160 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 4,003,450 | 3,772,450 | 3,772,450 | 3,469,160 | - |

Special Revenue, Other Fund Expenditures and Retiree Copays:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | 307,200 | 163,400 | - |
| Supplies | - | - | - | - | - |
| Services | 418,898 | 337,000 | 335,090 | 315,000 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | - | - |
| Capital Outlay* | - | - | - | - | - |
| Energy & Utility | - | - | - | - | - |
| Total | 418,898 | 337,000 | 642,290 | 478,400 | - |

Total Expenditures:

| Expenditures by Category | FY 2007 | FY 2008 | | FY 2009 | |
|--------------------------|-------------------|-------------------|-------------------|-------------------|---------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Personal Services | 400,000 | 442,110 | 749,310 | 855,860 | - |
| Supplies | - | - | - | - | - |
| Services | 10,651,536 | 10,974,200 | 10,979,290 | 11,089,160 | - |
| Maintenance & Repair | - | - | - | - | - |
| Grants & Contributions | - | - | - | 50,000 | - |
| Capital Outlay | - | 40,000 | 40,000 | 2,320,000 | - |
| Energy & Utility | - | - | - | - | - |
| Total* | 11,051,536 | 11,456,310 | 11,768,600 | 14,315,020 | - |

*Capital Improvement Projects from funds other than the General Fund are not reflected on this page. For FY 09 there is \$9,562,400 in anticipated Capital Improvement Projects which will be funded from other funds.

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.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|---------------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Debt Service – Principal | 4,287,000 | 4,287,000 | 4,363,940 | - |
| Debt Service – Interest | 1,852,670 | 1,852,670 | 1,838,190 | - |
| Total Debt Service | 6,139,670 | 6,139,670 | 6,202,130 | - |

Funding Sources

| Funding Source | FY 2008 | | FY 2009 | |
|----------------------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund – General Services | 2,844,820 | 2,844,820 | 3,210,570 | - |
| Carryover from Debt Service Fund | 150,000 | 150,000 | 150,000 | - |
| Use of Fund Balance | - | - | - | - |
| Town Support for Education | 3,144,850 | 3,144,850 | 2,841,560 | - |
| Total | 6,139,670 | 6,139,670 | 6,202,130 | - |

2007-2008 DEBT SUMMARY

Depicted in Appendix F are detailed debt schedules and summaries of principal and interest payments on all bonded projects as of June 30, 2008. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be \$40,000,000. Grant receivables are expected to offset this amount by \$1,506,625.

| | Total Debt | Less Anticipated Grants | Net Debt | 2008 - 2009 Payments | | |
|--------------|-------------------|-------------------------|-------------------|----------------------|------------------|------------------|
| | | | | Principal | Interest | Total |
| SCHOOLS * | 20,943,730 | 1,506,625 | 19,437,105 | 2,024,810 | 816,750 | 2,841,560 |
| TOWN | 19,056,270 | - | 19,056,270 | 2,339,130 | 1,021,440 | 3,360,570 |
| TOTAL | 40,000,000 | 1,506,625 | 38,493,375 | 4,363,940 | 1,838,190 | 6,202,130 |

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

SEWER SERVICE

Expenditures

| Expenditure by Category | FY 2008 | | FY 2009 | |
|-------------------------|-----------|-----------|-----------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Sewer Services | 2,956,330 | 2,956,330 | 2,956,330 | - |

Funding Sources

| Funding Source | FY 2008 | | FY 2009 | |
|------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 2,956,330 | 2,956,330 | 2,956,330 | - |
| Non-General Fund | - | - | - | - |
| Total | 2,956,330 | 2,956,330 | 2,956,330 | - |

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

FY 09 charges are estimated to be equal to the FY 08 budgeted amount.

WORKER'S COMPENSATION & LIABILITY INSURANCE

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|-------------------------------------|-----------|-----------|-----------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Worker's Comp & Liability Insurance | 1,433,700 | 1,433,700 | 1,433,700 | - |

Funding Sources

| Funding Source | FY 2008 | | FY 2009 | |
|---------------------------------|------------------|------------------|------------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Services | 626,100 | 626,100 | 656,100 | - |
| Town Support for Education | 627,600 | 627,600 | 627,600 | - |
| Total General Fund | 1,253,700 | 1,253,700 | 1,283,700 | - |
| Special Revenue Fund | - | - | - | - |
| Insurance Internal Service Fund | 180,000 | 180,000 | 150,000 | - |
| Total Other Funds | 180,000 | 180,000 | 150,000 | - |
| Total | 1,433,700 | 1,433,700 | 1,433,700 | - |

The Town of Windsor is exposed to various risks of loss related to torts, thefts, damage or destruction of its property, on-the-job injury to its employees and natural disasters, all of which are covered by some form of insurance. Due to prohibitive cost, the town has chosen to manage a certain amount of its risks internally and has set aside assets to settle those claims. To meet these obligations, the town has established an Insurance Internal Service Fund, out of which premiums, administrative costs and claims are paid. The Internal Service Fund receives revenue during the year from the General Fund and the town's three enterprise funds, as well as refunds and adjustments based on prior years' claims.

Annual payments from the General Fund to the Insurance Internal Service Fund are made to cover the town's exposure to loss from liability, employee injury, property damage, theft and misappropriation of assets (See Section R).

The portion of Insurance, which is budgeted in Town Support for Education, is itemized as follows:

| Liability | Amount |
|---------------------------------|----------------|
| Auto | 8,400 |
| Umbrella | 62,400 |
| Comprehensive General | 114,800 |
| Property Protection | 108,000 |
| School Board Errors & Omissions | 25,000 |
| Sports Accident | 14,000 |
| Psychologists | 15,000 |
| Workers Comp. | 255,000 |
| Excess Workers Comp. | 25,000 |
| Total | 627,600 |

RETIREE HEALTH BENEFITS AND RETIREMENT PLAN ACTUARIAL COSTS

The Town of Windsor provides health, dental and prescription insurance coverage to retirees. Actuarial and plan advisor costs are also included in this section of the budget. The amount of funding required by the General Fund to contribute to these costs is included in this section of the budget document.

Total Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|---------------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Retiree Health Benefits | 425,810 | 733,010 | 834,560 | - |
| Retirement Plan Actuarial Costs | 40,000 | 40,000 | 52,000 | - |
| Total | 465,810 | 773,010 | 886,560 | - |

Funding Sources

| Funding Source | FY 2008 | | FY 2009 | |
|---------------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund - General Services | 465,810 | 465,810 | 723,160 | - |
| Retiree Copays | - | 147,090 | 163,400 | - |
| Insurance Internal Service Fund | - | 160,110 | - | - |
| Total | 465,810 | 773,010 | 886,560 | - |

Funded By General Fund - General Services

Retiree Health Benefits

\$671,160

- Provides health, dental and prescription benefits to retirees of the Town of Windsor pension plan.

Retirement Plan Actuarial Costs

\$47,000

- Provides funding for actuarial reviews to comply with GASB (Governmental Accounting Standards Board) statements dealing with retirement services and plan management financial analysis.

OPEB (Other Post Employment Benefits)

\$5,000

- Planning and implementation to comply with GASB (Government Accounting Standards Board) Statement No. 45.

Budget Commentary

As we move towards implementation of the Government Accounting Standards Board's Statement 45 (GASB 45) with regard to Other Post Employment Benefits (OPEB) we are making some changes to the presentation of retiree health insurance benefits to state the information more clearly. Previously, the gross retiree health insurance costs and co-pays were shown in R-6 on the Employee/Retiree Benefits Insurance Fund page. The use of fund balance from the overall Internal Insurance Fund was used to offset the gross retiree health insurance benefits. Only the net amount to be funded by the general fund was reflected in FY 08. Beginning in FY 09 we are presenting the gross costs and the offsetting retiree co-payments in the General Services section.

REVALUATION

Expenditures

| Expenditure by Category | FY 2008 | | FY 2009 | |
|-------------------------|---------|----------|----------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Revaluation | 22,000 | 27,090 | 50,000 | - |

Funding Sources

| Funding Source | FY 2008 | | FY 2009 | |
|----------------------|---------|----------|----------|---------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 15,000 | 22,000 | 35,000 | - |
| Special Revenue Fund | 7,000 | 5,090 | 15,000 | - |
| Total | 22,000 | 27,090 | 50,000 | - |

Revaluation is the mass appraisal of all property within the town to determine the fair market value for municipal tax purposes. The last revaluation that was completed and implemented was effective in FY 05. For FY 09, a revaluation process was completed, however, the Town Council chose not to implement it. FY 09 General Fund will fund \$35,000 and \$15,000 will be allocated from the Revaluation Special Revenue Fund. The next required revaluation to be implemented will be effective for FY 10 and will cost approximately \$50,000 to complete.

RECYCLING

The Town of Windsor contracts for curbside pick-up and disposal of recyclable materials for Windsor residences. In addition to promoting resource conservation it helps the town meet state mandated recycling goals. Leaf collection is also funded in this account.

Expenditures

| Expenditure by Category | FY 2008 | | FY 2009 | |
|-------------------------|---------|----------|----------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Recycling | 378,800 | 378,800 | 396,300 | - |

Funding Sources

| Funding Source | FY 2008 | | FY 2009 | |
|------------------|---------|----------|----------|---------|
| | Budget | Estimate | Proposed | Adopted |
| General Fund | 378,800 | 378,800 | 396,300 | - |
| Non-General Fund | - | - | - | - |
| Total | 378,800 | 378,800 | 396,300 | - |

Curbside Collection Services \$328,800

- Contract for the curbside collection of recyclable materials from approximately 9,650 Windsor households plus cost of recycling bins.

Leaf Collection Services \$46,200

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

Contract Administration & Public Education \$21,300

- Contract with the Landfill Enterprise Fund for the oversight and administration of contracts related to curbside recycling collection and disposal as well as bagged leaf collection
- Track and report quarterly and annually to the CT DEP regarding the status of residential and commercial recycling programs in Windsor.

Budget Commentary

The overall FY 08 General Fund budget is estimated to come in on budget. The overall FY 09 budget shows an increase of \$17,500 or 4.6% over FY 08. The increase is attributable to the recycling contract increase, leaf collection service increase and new public education efforts.

CAPITAL PROJECTS

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

Expenditures

| Expenditure by Category | FY 2008 | | | FY 2009 | |
|-------------------------------|---------------------------|------------------|------------------|-------------------|----------|
| | Originally Adopted Budget | Adjusted Budget | Estimate | Proposed | Adopted |
| Capital Projects – Town | 5,834,904 | 4,796,933 | 4,796,933 | 10,812,400 | - |
| Capital Projects – Schools | 465,170 | 332,301 | 332,301 | 1,070,000 | - |
| Total Capital Projects | 6,300,074 | 5,129,234 | 5,129,234 | 11,882,400 | - |

Funding Sources

| Funding Source | FY 2008 | | | FY 2009 | |
|-------------------------------------|---------------------------|------------------|------------------|-------------------|----------|
| | Originally Adopted Budget | Adjusted Budget | Estimate | Proposed | Adopted |
| General Services – Capital Projects | 40,000 | 40,000 | 40,000 | 2,320,000 | - |
| Town Support for Education | - | - | - | - | - |
| <i>Subtotal – General Fund</i> | <i>40,000</i> | <i>40,000</i> | <i>40,000</i> | <i>2,320,000</i> | <i>-</i> |
| Other Funds | 6,260,074 | 5,089,234 | 5,089,234 | 9,562,400 | - |
| Total | 6,300,074 | 5,129,234 | 5,129,234 | 11,882,400 | - |

Budget Commentary

The town and school projects contained in the proposed FY 09 Capital Improvement Plan are summarized in the total above. Details can be found on the next page (Q-9). On page Q-9, "Other Funds" include state and federal grants, appropriations from the General Fund balance, appropriations from the Capital Outlay Fund balance and appropriations from other town funds and private sources. Pay-as-you-go capital projects that are funded by the General Fund include \$280,000 for the street reclamation program and \$50,000 for the sidewalk replacement program. Additionally, the pay-as-you-go projects include cash-funding several asset management and community facility investments such as: the IT infrastructure replacement program, the vehicle and equipment replacement program, historic preservation, park improvements, Senior Center design and improvements, and roof replacement at 330 Windsor Avenue.

CAPITAL PROJECTS (continued)

Anticipated FY 2009 Capital Improvement Projects

| Project Name | General Fund | New Bonding Authorization | State & Federal Aid | Enterprise Funds | Other Sources | Total |
|--|------------------|---------------------------|---------------------|------------------|------------------------|-------------------|
| FY 2009 | | | | | | |
| IT Infrastructure Replacement Program | 425,000 | - | - | - | - | 425,000 |
| Vehicle & Equipment Replacement Program | 425,000 | - | - | - | - | 425,000 |
| Historic Preservation | 400,000 | - | - | - | - | 400,000 |
| Park Improvements - Bike Path/Trail, East Barber to Hartford City Line | 100,000 | - | 190,000 | - | - | 190,000 |
| Street Resurfacing Program | 280,000 | - | - | - | - | 280,000 |
| Street Reclamation Program | 50,000 | - | - | - | - | 50,000 |
| Sidewalk Program | - | 255,000 | - | - | - | 255,000 |
| Stormwater Management Improvements | - | - | - | - | 225,000 ³ | 225,000 |
| Day Hill Road Capacity - Design | - | 450,000 | - | - | - | 450,000 |
| Day Hill Road Capacity (Phase I) | - | 180,000 | - | - | - | 180,000 |
| Park Improvements - Washington Park Renovations | 185,000 | - | - | - | 175,000 ¹ | 360,000 |
| Park Improvements - Northwest Park Facility Enhancements/Repairs | - | 585,000 | - | - | - | 585,000 |
| Fire Department Rescue Truck (Rescue 2) | - | - | - | - | 195,400 ^{1,2} | 195,400 |
| Dog Pound Relocation | - | - | - | - | - | - |
| Hayden Station Fire House - Construction | - | 3,100,000 | - | - | - | 3,100,000 |
| Resurfacing/Reconstruction of Day Hill Road (Phase II) | - | 1,300,000 | - | - | - | 1,300,000 |
| Reconstruction of Prospect Hill - Design | - | - | - | - | 296,800 ¹ | 296,800 |
| Reconstruction of Stone Road - Design | - | 265,000 | - | - | - | 265,000 |
| Town Facility Improvements - Roofs (330 Windsor Ave.) | 255,000 | - | 250,200 | - | - | 505,200 |
| Senior Center Improvements (Design, Minor & Near-term Improvements) | 200,000 | - | - | - | - | 200,000 |
| Traffic Calming Projects | - | - | - | - | 200,000 ¹ | 200,000 |
| Day Hill Road Pedestrian Circulation (Phase I) | - | 250,000 | - | - | - | 250,000 |
| Telephone System Replacement | - | 575,000 | - | - | - | 575,000 |
| BOE - John F. Kennedy School - Replace Roof (Design) | - | - | - | - | 120,000 ³ | 120,000 |
| BOE - Poquonock School - HVAC Conversion & Upgrade (Phase II) | - | 950,000 | - | - | - | 950,000 |
| TOTAL | 2,320,000 | 7,910,000 | 440,200 | - | 1,212,200 | 11,882,400 |

Notes:

- 1: Capital Outlay Fund Balance
 - 1, 2: Capital Outlay Fund Balance and \$50,000 from Special Revenue account
 - 3: General Fund Balance
- See Appendix A for the complete six-year project schedule.

TAX REFUNDS - PRIOR YEAR

Prior year tax refunds are issued by the town if there is an adjustment to the taxable value of a property for a prior year assessment. These payments constitute an expense to the town (refunds for the current year show as a reduction of revenue). This item can vary significantly from year to year. They are mandatory payments outside the managerial control of a department.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|---------|-----------|----------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Tax Refunds Prior Year | 20,000 | 20,000 | 20,000 | - |

Funding Sources

| Funding Source | FY 2008 | | FY 2009 | |
|----------------|---------|-----------|----------|---------|
| | Budget | Estimated | Proposed | Adopted |
| General Fund | 20,000 | 20,000 | 20,000 | - |
| Total | 20,000 | 20,000 | 20,000 | - |

OPEN SPACE

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|---------|-----------|----------|----------|
| | Budget | Estimated | Proposed | Approved |
| Open Space | - | - | 50,000 | - |

Funding Sources

| Funding Source | FY 2008 | | FY 2009 | |
|------------------|---------|-----------|----------|----------|
| | Budget | Estimated | Proposed | Approved |
| General Fund | - | - | 50,000 | - |
| Non-General Fund | - | - | - | - |
| Total | - | - | 50,000 | - |

Budget Commentary

The Open Space Fund was created in January 2003 for the purpose of receiving payments in lieu of open space as well as donations and appropriations for the acquisition and preservation of open space. The current Fund Balance for Open Space is \$491,700.

Appendix B

SPECIAL REVENUE FUNDS

General Services

| Project # | Project Name | FY 2008 | | | FY 2009 | | | |
|-----------|------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 1630 | Revaluation | 74,873 | 15,000 | 27,090 | 62,783 | 35,000 | 50,000 | 47,783 |
| 1703 | Open Space Fund* | 79,426 | 420,275 | - | 499,701 | 50,000 | 25,000 | 524,701 |
| | | 154,299 | 435,275 | 27,090 | 562,484 | 85,000 | 75,000 | 572,484 |

#1630 - Revaluation - This fund provides the revenue source to conduct annual revaluations.

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. It can also be used to improve open spaces and conduct other open space related activities.

*Only \$25,000 of the \$50,000 contributed from General Services will be expended in FY 09.

Not Allocated to Specific Service Unit

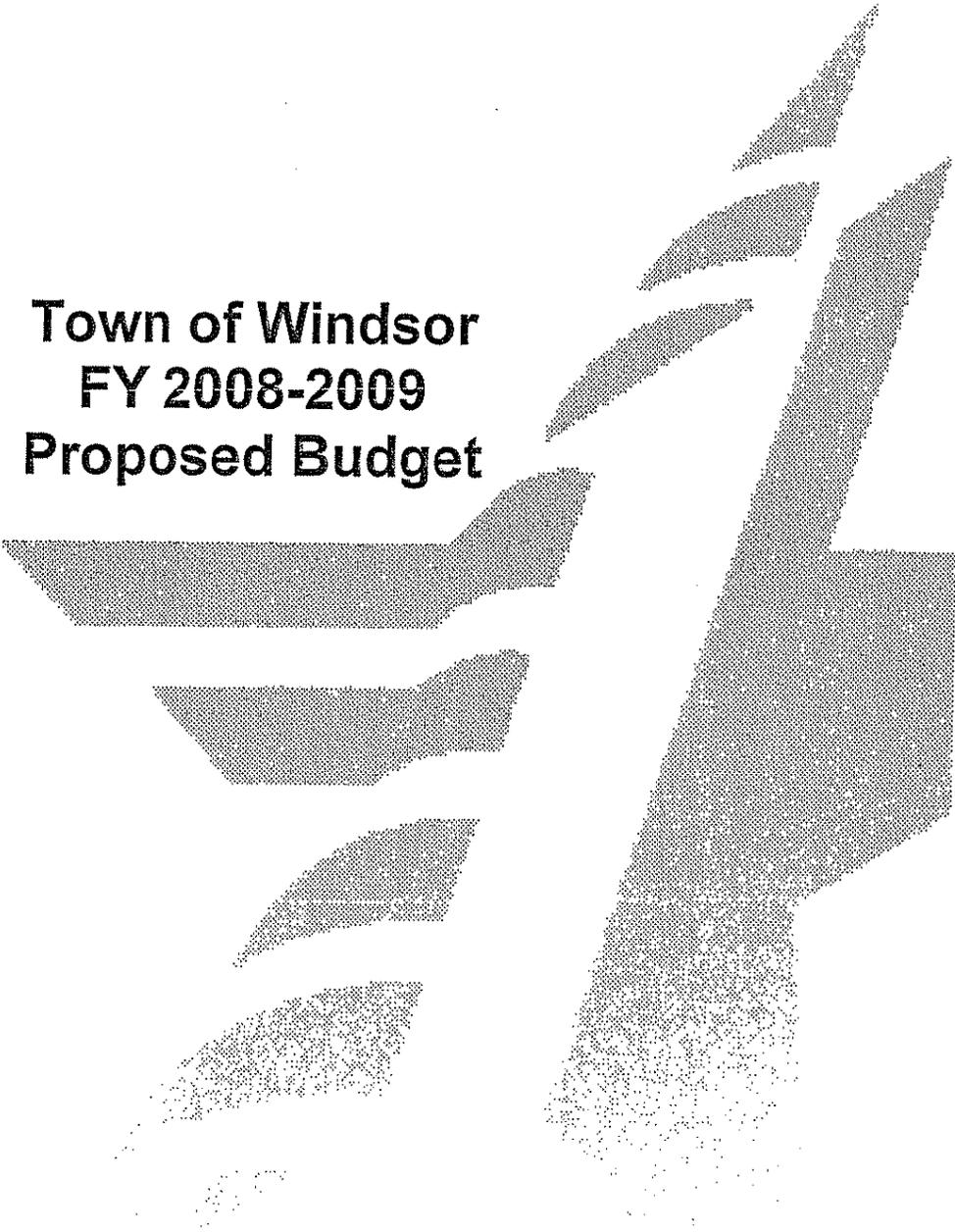
| Project # | Project Name | FY 2008 | | | FY 2009 | | | |
|-----------|----------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 2100 | LP Wilson Fund | 46,924 | 521,635 | 566,790 | 1,769 | 524,132 | 522,000 | 3,901 |
| 5200 | Use of Schools | 204,138 | 59,901 | 74,042 | 189,997 | 46,000 | 50,000 | 185,997 |
| | | 251,062 | 581,536 | 640,832 | 191,766 | 570,132 | 572,000 | 189,898 |

#2100 - L.P. Wilson Fund - This is the town's portion of expenses for facility maintenance/utilities at L.P. Wilson and for the use of the space. Balance is used for planned ongoing maintenance projects. Revenue from cell tower lease, located at LP Wilson, is reflected in revenue estimates.

#5200 - Use of Schools - The Board of Education charges groups for the use of school facilities. However, due to State regulations, the town is required to receive this money and it is placed into this account. In the past, the Board of Education has used these funds for custodial overtime at their facilities. These funds can also be used for facility repairs and maintenance (i.e., refinishing of gym floors).

Insurance Internal Service Fund

**Town of Windsor
FY 2008-2009
Proposed Budget**



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 - 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 CIRMA. 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. The policy is with Traveler's Insurance.

General Liability - A broad form of liability insurance to protect the insured against claims for bodily injury and property damage arising from the insured premises, operations, products, completed operations, or contractual liability. Current policy has a limit of \$1,000,000 per occurrence and a \$3,000,000 aggregate per location. Our current policy is with CIRMA.

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 \$500,000 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 \$10,000, insurance is with CIRMA.

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 CIRMA.

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 CIRMA.

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. Current policy is with St. Paul/Travelers.

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. Policy is with St. Paul/Travelers.

School Board Errors & Omissions - Coverage against claims arising out of any actual or alleged breach of duty, neglect, error, misstatement, misleading statement, or omission committed solely in the performance of duties by an employee of the Board of Education. Current coverage limits are \$1,000,000 per occurrence and aggregate with a \$10,000 deductible. Insurance is with CIRMA.

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 \$10,000,000 coverage for damages caused by flood and earthquake with \$100,000 deductible. There is terrorism coverage. Current policy is with CIRMA.

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 CIRMA.

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 the town from claims at and on the landfill premises. Current policy has a \$1,000,000 limit. Insurance is with AIG.

LIABILITY INSURANCE INSURANCE INTERNAL SERVICE FUND

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

| | FY 2007 | FY 2008 | | FY 2009 | |
|---------------------------------------|----------------|----------------|----------------|----------------|----------|
| | Actual | Budget | Estimate | Proposed | Approved |
| PUBLIC LIABILITY | | | | | |
| Comprehensive Gen. Liability/Auto | 280,000 | 280,000 | 280,000 | 280,000 | |
| Catastrophe Coverage (umbrella) | 170,000 | 160,000 | 160,000 | 160,000 | |
| Public Officials' Liability | 30,000 | 30,000 | 30,000 | 30,000 | |
| Football and Sports Accident | 15,000 | 14,000 | 14,000 | 14,000 | |
| <i>SubTotal - Public Liability</i> | <i>495,000</i> | <i>484,000</i> | <i>484,000</i> | <i>484,000</i> | |
| EMPLOYEE PROTECTION | | | | | |
| Civil Defense Accident | 1,000 | 1,000 | 1,000 | 1,000 | |
| Volunteer Firemen Accident | 12,000 | 12,000 | 12,000 | 12,000 | |
| Police Professional Liability | 35,000 | 35,000 | 35,000 | 35,000 | |
| Pension Fiduciary Liability | 12,000 | 12,000 | 12,000 | 12,000 | |
| School Board Errors & Omissions | 30,000 | 25,000 | 25,000 | 25,000 | |
| Heart and Hypertension | 100,000 | 125,000 | 125,000 | 125,000 | |
| Special Medical Claims | 1,250 | 1,000 | 1,000 | 1,000 | |
| <i>SubTotal - Employee Protection</i> | <i>191,250</i> | <i>211,000</i> | <i>211,000</i> | <i>211,000</i> | |
| PROPERTY PROTECTION | | | | | |
| Property including Flood/Earth | 128,000 | 128,000 | 128,000 | 128,000 | |
| Inland Marine including Watercraft | 8,000 | 8,000 | 8,000 | 8,000 | |
| Boiler | 14,000 | 12,000 | 12,000 | 12,000 | |
| <i>SubTotal - Property Protection</i> | <i>150,000</i> | <i>148,000</i> | <i>148,000</i> | <i>148,000</i> | |
| SECURITY | | | | | |
| Employee Blanket Bond (Crime) | 6,000 | 6,000 | 6,000 | 6,000 | |
| <i>SubTotal - Security</i> | <i>6,000</i> | <i>6,000</i> | <i>6,000</i> | <i>6,000</i> | |
| STATUTORY | | | | | |
| Constable's Bond | 750 | 1,000 | 1,000 | 1,000 | |
| Tax Collector's Bond | 1,100 | 1,000 | 1,000 | 1,000 | |
| Nurse Professional | 7,700 | 7,700 | 7,700 | 7,700 | |
| Psychologists | 20,000 | 15,000 | 15,000 | 15,000 | |
| <i>SubTotal - Statutory</i> | <i>29,550</i> | <i>24,700</i> | <i>24,700</i> | <i>24,700</i> | |
| Total - Liability Insurance | 871,800 | 873,700 | 873,700 | 873,700 | - |

WORKERS COMPENSATION INSURANCE INTERNAL SERVICE FUND

This program is utilized for paying first dollar claims for injuries sustained by the Town of Windsor and Board of Education employees who qualify to receive benefits as injured employees under State law.

| | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|---------|---------|----------|----------|----------|
| | Actual | Budget | Estimate | Proposed | Approved |
| Workers Compensation | 510,000 | 510,000 | 510,000 | 510,000 | - |
| Excess Workers Comp. Premium | 50,000 | 50,000 | 50,000 | 50,000 | - |
| Total - Workers Compensation | 560,000 | 560,000 | 560,000 | 560,000 | - |

BUDGET COMMENTARY

Each year the town allocates funds to be used to pay claims below the \$500,000 retention limit. The town's excess insurance provides protection for single claims or any one event involving several employees in which the cost exceeds \$500,000. The funds are also used for third party claims, administrative services, excess insurance policy premium, and costs associated with centralized safety and training.

EMPLOYEE/RETIREE BENEFITS INSURANCE INTERNAL SERVICE FUND

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

| BENEFITS | FY 2007 | FY 2008 | | FY 2009 | |
|--|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Approved |
| Cost: | | | | | |
| Health | 2,675,744 | 3,034,960 | 2,913,180 | 3,073,010 | - |
| Dental | | | | 220,000 | - |
| Prescriptions | 528,646 | 534,630 | 539,830 | 621,010 | - |
| Life | 43,049 | 40,650 | 39,000 | 43,000 | - |
| Disability | 98,441 | 108,900 | 93,130 | 101,000 | - |
| Subtotal: Benefit Cost | 3,345,880 | 3,719,140 | 3,585,140 | 4,058,020 | - |
| Less Reimbursements: | | | | | |
| Employee/Retiree Copay Health/Dental | (464,266) | (428,030) | (415,000) | (456,430) | - |
| Employee/Retiree Copay Prescriptions | - | (65,780) | (63,570) | (73,290) | - |
| Other Adjustments (COBRA, etc.) | - | (20,000) | (20,000) | (7,500) | - |
| Landfill Allocated Costs | (107,100) | (118,640) | (118,640) | (121,200) | - |
| Child Day Care Allocated Costs | (103,400) | (125,000) | (129,010) | (143,850) | - |
| Adult Day Care Allocated Costs | (53,200) | (59,320) | (59,320) | (60,600) | - |
| Community Development Allocated Costs | (26,600) | (29,660) | (28,630) | (30,300) | - |
| Premium Reserve Reimbursement | - | - | - | - | - |
| Use of Internal Service Fund Balance | (37,379) | (158,700) | (40,935) | - | - |
| Subtotal Reimbursements | (791,945) | (1,005,130) | (875,105) | (893,170) | - |
| Total General Fund Contribution | 2,553,935 | 2,714,010 | 2,710,035 | 3,164,850 | - |

Budget Commentary

The FY 08 overall benefit cost for employees and retirees is expected to come in 3.6% or \$134,000 under budget. The general fund contribution for employee and retiree benefits for FY09 is expected to increase by 16.6% or \$450,840 over the budgeted FY 08 contribution. Historically, the internal insurance fund balance has been used to help fund these benefits. In an effort to reduce reliance on fund balance to fund these ongoing operational expenses, the internal insurance fund is not being used in FY 09 and this accounts for part of the 16.6% budget increase.

The FY08 health and dental costs are estimated to come in 4% under budget because the health insurance premium renewal increase was lower than expected and the decision to self fund the dental insurance plan beginning in FY 08.

The FY 09 increase for employee and retiree health and dental insurance is 13.0% over the FY 08 estimate, however, this increase is offset by employee and retiree copays.

Life insurance is expected to come in slightly under budget for FY 08 and is increasing slightly for FY 09 due to an anticipated rate increase.

Disability insurance is expected to be under budget for FY 08 because the rates were not increased as much as anticipated. For FY 09, disability insurance is increasing by 8.4% as compared with the FY 08 estimate. The rates are remaining flat for FY 09; however, the rates are applied to total payroll which is increasing each year.

prescription drug plan is expected to be less than 1% over budget for FY 08 and to increase by 15.0% for FY 09.

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Landfill Enterprise Fund

**Town of Windsor
FY 2008-2009
Proposed Budget**

LANDFILL ENTERPRISE FUND

HIGHLIGHTS

For more than thirty years the Windsor-Bloomfield Sanitary Landfill has served the solid waste disposal needs of the towns of Windsor and Bloomfield. In February of 2004, a final landform was approved that presented the best environmental and fiscal options to the residents of the towns of Windsor and Bloomfield. This landform allows for the post-closure uses that were identified by the Landfill Steering Committee in 2001 and has been incorporated into the final closure plan that has been submitted to the State Department of Environmental Protection (DEP) for their approval.

As was the case over the last few years, the local solid waste marketplace continues to be a dynamic place in which to do business. The staff's ability to attract additional municipal solid waste (MSW) from within our marketplace remains restricted by an agreement, executed by all of the area's significant waste haulers, to deliver all of their MSW to the Connecticut Resources Recovery Authority (CRRRA) facility in Hartford. Through a separate waste delivery agreement with Windsor, CRRRA has been delivering municipal solid waste (MSW) to the landfill. The continuation of this agreement would provide for the landfill to fully utilize all of its MSW airspace and close in an environmentally sound and fiscally responsible manner.

Municipal waste tipping fees in our marketplace have remained stable in the past few years. However, tip fees at the CRRRA facility in Hartford are anticipated to increase for FY 09. The timing and amount of such an increase will be monitored for its effect on the Landfill.

Bulky wastes continue to be deposited in the area approved by the DEP in FY 99. The landfill gas extraction system was last expanded in the fall of 2004 and is planned to be expanded.

FINANCIAL SUMMARY

It is anticipated that the Total Revenues for the Landfill Enterprise Fund will be less than the amount budgeted for FY 08. As shown on page S-3, Total Revenues are estimated to be \$262,510 less than budgeted. This is primarily the result of a conservative estimate of the amount of MSW anticipated from CRRRA during the remainder of FY 08, and reduced amounts of bulky waste (construction and demolition debris) being disposed in FY 08 than budgeted. Total Expenses for FY 08 are estimated to be \$81,707 less than budgeted. Considering revenues and expenditures together, it is estimated that the Annual Operating Income will be \$180,803 less than budgeted for FY 08.

For FY 09, it is estimated that Total Revenues for the Enterprise Fund will total \$5,893,715. This figure is similar to the Estimate for FY 08, except that interest income is reduced for FY 09 as a result of the dropping interest rates. Tipping fees for Windsor and Bloomfield municipal solid waste (MSW) will be increased to \$68 per ton from \$66 per ton effective January 1, 2009. Also, the annual residential permit fee for Windsor and Bloomfield residents disposing of waste at the Landfill will be increased by the same rate as the tipping fee, from \$75 to \$77 a year.

Operating Expenses for FY 09 are estimated to be \$2,034,656. There are two main factors in the development of this figure. The first factor is the "Rent Expense" paid by the Landfill Enterprise Fund to the General Fund is eliminated. It has been phased out over the past few years. Also, the "Payment in lieu of taxes" amount paid to the General Fund has been reduced. The third factor is the increasing costs for fueling of the equipment used at the Landfill.

ESTIMATED YEAR-END BALANCE NEEDED FOR FUTURE OBLIGATIONS

The Annual Operating Income in FY 09 is projected to add \$3,706,559 toward the estimated end of year balance needed for future obligations (the retained earnings of the Landfill Enterprise Fund), which may be used to meet costs of landfill closure, post-closure monitoring, leachate management, the methane gas collection system and other obligations. Assuming these projections in net income are realized, this will bring the total estimated balance to approximately \$28,703,498 at the end of FY 09.

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

| | FY 2007 | FY 2008 | | FY 2009 | |
|---|------------------|------------------|------------------|------------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Operating Revenue: | | | | | |
| Charges for Services | 5,693,631 | 5,389,212 | 5,107,548 | 5,120,894 | - |
| Permits & Other Revenues | 168,072 | 179,200 | 180,766 | 179,144 | - |
| Total Operating Revenue | 5,861,704 | 5,568,412 | 5,288,314 | 5,300,038 | - |
| Non-Operating Revenue: | | | | | |
| Interest Income | 718,094 | 943,392 | 960,980 | 593,677 | - |
| Total Non-Operating Revenue | 718,094 | 943,392 | 960,980 | 593,677 | - |
| Total Revenue | 6,579,798 | 6,511,804 | 6,249,294 | 5,893,715 | - |
| Operating Expenses: | | | | | |
| Personal Services | 721,643 | 774,609 | 771,475 | 792,184 | - |
| Supplies | 131,197 | 206,000 | 177,392 | 188,800 | - |
| Services | 424,949 | 500,000 | 458,856 | 486,100 | - |
| Maintenance & Repairs | 191,091 | 197,000 | 190,531 | 191,000 | - |
| Capital Outlay | 6,575 | 30,000 | 22,870 | 10,000 | - |
| Energy & Utility | 139,468 | 149,375 | 152,828 | 172,447 | - |
| Administrative Overhead | 51,250 | 51,250 | 51,250 | 51,250 | - |
| Payment in lieu of taxes | 130,000 | 130,000 | 130,000 | 113,750 | - |
| Rent expense | 245,800 | 145,800 | 145,800 | - | - |
| Insurance & Permit Fees | 28,125 | 27,800 | 29,125 | 29,125 | - |
| Total Operating Expenses | 2,070,098 | 2,211,834 | 2,130,127 | 2,034,656 | - |
| Non-Operating Expenses: | | | | | |
| Depreciation | 112,157 | 76,724 | 76,724 | 52,500 | - |
| Other Expenses | 457,071 | - | - | - | - |
| Post-Closure related expense | - | 100,000 | 100,000 | 100,000 | - |
| Total Non-Operating Expenses | 569,228 | 176,724 | 176,724 | 152,500 | - |
| Total Expenses | 2,639,326 | 2,388,558 | 2,306,851 | 2,187,156 | - |
| Annual Operating Income/(loss) | 3,940,472 | 4,123,246 | 3,942,443 | 3,706,559 | - |
| Estimated End of Year Balances Needed for Future Obligations | | | | | |
| | 21,054,496 | 25,087,508 | 24,996,939 | 28,703,498 | - |
| Personnel Requirements | | | | | |
| | FY 2007 | FY 2008 | | FY 2009 | |
| | Actual | Budget | Estimate | Proposed | Adopted |
| Full Time Equivalent | | | | | |
| Regular Full Time Employees | 8.00 | 8.00 | 7.90 | 8.00 | - |
| Regular Part Time Employees | 0.60 | 0.60 | 0.60 | 0.60 | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | 8.60 | 8.60 | 8.50 | 8.60 | - |

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

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

| | FY 2007 Actual | FY 2008 Budget | FY 2008 Estimate | FY 2009 Proposed | FY 2009 Adopted | Percent of Total Revenues |
|---|-------------------|-------------------|---------------------|---------------------|--------------------|------------------------------|
| <u>Municipal Solid Waste (MSW)</u> | | | | | | |
| Windsor Residential MSW | 590,408 | 570,900 | 588,473 | 597,372 | | 10.25% |
| Bloomfield Residential MSW | 1,565 | 1,650 | 2,589 | 2,546 | | 0.03% |
| Windsor Commercial MSW | 396,586 | 475,596 | 461,852 | 457,141 | | 8.54% |
| Bloomfield Commercial MSW | 161,235 | 198,396 | 194,953 | 192,960 | | 3.56% |
| Spot Market MSW | 2,949,014 | 2,503,170 | 2,374,968 | 2,371,125 | | 44.95% |
| Contaminated Soil & Spec Wastes | 153,924 | 47,000 | 75,513 | 47,000 | | 0.84% |
| <u>MSW subtotal</u> | 4,252,733 | 3,796,712 | 3,698,348 | 3,668,144 | | 68.18% |
| <u>Bulky Waste (C&D Only)</u> | | | | | | |
| Demolition | 1,440,898 | 1,592,500 | 1,409,200 | 1,452,750 | | 28.60% |
| <u>Other Revenues</u> | | | | | | |
| Brush Revenues (Non-Disposed) | 25,823 | 29,900 | 28,525 | 27,811 | | 0.54% |
| Permit Fees & Other Administrative | 71,035 | 92,300 | 90,495 | 94,033 | | 1.66% |
| Recyclables & Non-Disposed Items | 15,074 | 12,000 | 6,276 | 11,800 | | 0.22% |
| Other | 56,140 | 45,000 | 55,470 | 45,500 | | 0.81% |
| TOTAL OPERATING REVENUES | 5,861,704 | 5,568,412 | 5,288,314 | 5,300,038 | | 100.00% |

LANDFILL OPERATIONS

Landfill operations is responsible for the elimination of environmental and health hazards by processing solid waste according to federal, state and local regulations.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|------------------|------------------|------------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 774,609 | 771,475 | 792,184 | |
| Supplies | 206,000 | 177,392 | 188,800 | |
| Services | 147,100 | 159,855 | 158,100 | |
| Maintenance & Repair | 197,000 | 190,531 | 191,000 | |
| Grants & Contributions | 1,800 | 3,125 | 3,125 | |
| Capital Outlay | 30,000 | 22,870 | 10,000 | |
| Energy & Utility | 149,375 | 152,828 | 172,447 | |
| Insurance & Other | 26,000 | 26,000 | 26,000 | |
| Administrative | 254,150 | 254,150 | 165,000 | |
| Total | 1,786,034 | 1,758,226 | 1,706,656 | |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|-----------------------------|-------------|-------------|-------------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time | 8.00 | 7.90 | 8.00 | |
| Part Time and Temporary FTE | 0.60 | 0.60 | 0.60 | |
| Total FTE | 8.60 | 8.50 | 8.60 | |

Budget Commentary

The expenses of the Landfill Operations program of the Landfill Enterprise Fund for FY 08 is expected to be under budget by \$27,808 due primarily to savings in contractual services and supplies. The overall FY 09 budget in Landfill Operations is anticipated to be reduced by 4.4% due primarily to the elimination of the rent payment to the General Fund and the reduction of the payment in lieu of taxes payment to the General Fund.

LANDFILL OPERATIONS

Products and Services

Solid Waste Management \$1,081,222

- 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 650 residential permit renewal applications through direct mailing
- Process, compact, and cover approximately 7,000 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 Purchase, Maint. & Fueling \$342,308

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

Recycling Service \$8,053

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

Technical Assistance \$8,053

- Respond to 1,500 requests from residents and businesses regarding:
 - recycling
 - household hazardous waste
 - composting
 - grass cycling
 - problem resolution
- Organize household hazardous waste collection days.

Public Education \$4,026

- 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.

Property Maintenance \$98,744

- 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 preventative maintenance for all structures and facilities.

Administrative \$164,250

- Tax Payments: Make in-lieu of tax payments of \$113,750 to the General Fund on landfill buildings and equipment
- Administrative: \$51,250 - Provide administrative services and guidance towards the operation of the enterprise.

LANDFILL RECYCLING & COMPOSTING

The Landfill Enterprise Fund oversees the management 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 approximately 600 tons of wood and brush per year and generates compost and wood chip products.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|---------------|----------------|---------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Personal Services | | | | |
| Supplies | | | | |
| Services | 18,000 | 28,000 | 28,000 | |
| Maintenance & Repair | | | | |
| Grants & Contributions | | | | |
| Capital Outlay | | | | |
| Energy & Utility | | | | |
| Administrative | 72,900 | 72,900 | 0 | |
| Total | 90,900 | 100,900 | 28,000 | |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|-----------------------------|----------|-----------|----------|----------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time | - | - | - | - |
| Part Time and Temporary FTE | - | - | - | - |
| Total FTE | - | - | - | - |

Budget Commentary

Landfill Recycling & Composting pays for on-site recycling and composting operations. This program no longer pays a rent payment to the General Fund.

Products & Services

Recycling & Composting Operation \$28,000

- Process and compost leaves, wood chips and brush
- Collect and market approximately 1500 tons of recyclable materials - metal, tires and batteries

- Operate small business recyclables receiving area.

LANDFILL ENGINEERING

Landfill Engineering provides engineering, testing and monitoring of support services to the Windsor-Bloomfield Landfill.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Personal Services | | | | |
| Supplies | | | | |
| Services | 334,900 | 271,001 | 300,000 | |
| Maintenance & Repair | | | | |
| Grants & Contributions | | | | |
| Capital Outlay | | | | |
| Energy & Utility | | | | |
| Total | 334,900 | 271,001 | 300,000 | |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|-----------------------------|---------|-----------|----------|---------|
| | Budget | Estimated | Proposed | Adopted |
| Regular Full Time | | | | |
| Part Time and Temporary FTE | | | | |
| Total FTE | | | | |

Budget Commentary

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

Products & Services

Engineering \$300,000

- Provide engineering and survey support services on a contractual basis
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations
- 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 federal environmental 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.

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Adult Day Care Enterprise Fund

**Town of Windsor
FY 2008-2009
Proposed Budget**

ADULT DAY CARE ENTERPRISE FUND

INTRODUCTION

Windsor's Adult Day Health Center, The Caring Connection, celebrated its 20th Anniversary in November of 2007. The service was established in 1987 as a community option to long-term care and continues its commitment to that mission today. A team of professionally trained staff provides care to approximately 35-42 frail or disabled adults per day, while giving respite, support and peace of mind to caregivers.

The Caring Connection is a "Medical Model" adult day health center that provides skilled nursing, nutrition, family counseling, personal care, socialization, transportation, therapeutic recreation and specialized therapies. Footcare, hairdressing and manicure services are available. In addition, space is allocated to speech, physical and occupational therapists to provide these services as ordered by physicians. Engagement in an individualized plan of care provides services to maintain and enrich a dignified quality of life for both the client and the caregiver.

The FY 09 budget is based on an average daily census of 37 clients at our 330 Windsor Avenue location. The service enrolls an overall census of 60 clients in the Monday through Friday program. Funding is provided by user fees generated at the daily rate by clients participating in the Home Care for Elders Program, Respite Care Program, Alzheimer's Funding, North Central Area Agency on Aging, State of Connecticut Department of Social Services and private pay individuals. Enrollment in the program continues to keep pace with the demand for community based services to serve the residents of our aging community.

The Caring Connection continues to offer the option of home and community care versus institutionalization. The program benefits frail, disabled and geriatric adults. This allows individuals and caregivers the choice of remaining at home with caregivers or living independently in their residences. The program is a cost-effective option for all taxpayers in Windsor, those referred by the State of Connecticut and in-home service agencies. The Caring Connection continues to be an integral part of the federal, state and municipal government programs by meeting the needs of its senior residents.

**TOWN OF WINDSOR
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

| | FY 2007 | FY 2008 | | FY 2009 | |
|--|-------------------|-------------------|-------------------|-------------------|-------------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Operating Revenue: | | | | | |
| Charges For Services | 572,743 | 598,000 | 600,000 | 624,000 | - |
| Permits & Other Revenues | 27,528 | 28,000 | 31,000 | 29,000 | - |
| Total Operating Revenue | 600,271 | 626,000 | 631,000 | 653,000 | - |
| Non-Operating Revenue: | | | | | |
| Donations | - | - | - | - | - |
| Interest Income | 27,628 | 20,000 | 27,000 | 22,800 | - |
| Total Non-Operating Revenue | 27,628 | 20,000 | 27,000 | 22,800 | - |
| Total Revenue | 627,899 | 646,000 | 658,000 | 675,800 | - |
| Operating Expenses: | | | | | |
| Personal Services | 359,106 | 386,090 | 378,070 | 402,100 | - |
| Supplies | 18,234 | 17,500 | 17,970 | 19,050 | - |
| Services | 46,348 | 45,700 | 47,650 | 49,300 | - |
| Maintenance & Repairs | 9,699 | 10,800 | 12,000 | 12,500 | - |
| Grants and Contributions | - | - | - | - | - |
| Capital Outlay | 12,426 | 15,000 | 19,170 | 36,500 | - |
| Energy & Utility | 13,763 | 15,400 | 18,500 | 20,200 | - |
| Administrative Overhead | 11,000 | 16,000 | 16,000 | 16,000 | - |
| Payment in Lieu of Taxes | - | - | - | - | - |
| Rent | 68,000 | 69,000 | 69,000 | 69,000 | - |
| Other | 1,660 | 5,000 | 5,200 | 5,400 | - |
| Total Operating Expenses | 540,236 | 580,490 | 583,560 | 630,050 | - |
| Non-Operating Expenses: | | | | | |
| Depreciation | 26,804 | 26,805 | 26,805 | 20,540 | - |
| Post-Closure Related Expense | - | - | - | - | - |
| Total Non-Operating Expenses | 26,804 | 26,805 | 26,805 | 20,540 | - |
| Total Expenses | 567,040 | 607,295 | 610,365 | 650,590 | - |
| Change In Net Assets | 60,859 | 38,705 | 47,635 | 25,210 | - |
| Net Assets (Retained Earnings), Beginning of Year | 389,240 | 450,099 | 450,099 | 497,734 | - |
| Net Assets (Retained Earnings), End of Year | \$ 450,099 | \$ 488,804 | \$ 497,734 | \$ 522,944 | \$ - |
| Note: | | | | | |
| Return of Contributed Capital | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | |

Personnel Requirements

| | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Full Time Equivalents | | | | | |
| Regular Full Time Employees | 4.00 | 4.00 | 4.00 | 4.25 | - |
| Regular Part Time Employees | 6.50 | 7.00 | 6.25 | 7.00 | - |
| Temporary/Seasonal Employees | - | - | - | - | - |
| Total | 10.50 | 11.00 | 10.25 | 11.25 | - |

ADMINISTRATION

Administration coordinates the overall operation of the enterprise fund, including financial management, education, community outreach, marketing, case management and supervision of all paid and volunteer personnel.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|---------------|---------------|---------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 57,015 | 56,270 | 58,900 | - |
| Supplies | 3,070 | 2,900 | 3,100 | - |
| Services | 6,150 | 6,250 | 6,400 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 2,700 | 2,670 | 2,800 | - |
| Administration | 4,000 | 4,000 | 4,000 | - |
| Rent Expense | 17,250 | 17,250 | 17,250 | - |
| Energy & Utility | 600 | 600 | 650 | - |
| Other | 1,300 | 1,500 | 1,500 | - |
| Total | 92,085 | 91,440 | 94,600 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 0.50 | 0.50 | 0.50 | |
| Regular Part Time Employees | 0.50 | 0.50 | 0.50 | |
| Temporary/Seasonal Employees | - | - | - | |
| Total | 1.00 | 1.00 | 1.00 | - |

Budget Commentary

The FY 09 budget includes 25% of the expense for improvements (painting) to the Caring Connection Center.

ADMINISTRATION

Products & Services

Administration \$94,600

- Develop budget and overall financial operation of the program, including accounts receivable, accounts payable, payroll, grant writing and administration, and fund raising and donations
- Update all policies and procedures, admissions, discharges and medical records to maintain CT Association of Adult Day Health Center's Peer Review certification 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 efforts and market the program to the community and the private sector
- Provide administrative support to all areas on the interdisciplinary team
- Provide counseling, information, support and referrals to clients and caregivers.

NURSING

The nursing division provides health services, including assessments, daily medical monitoring, administration of medications, care planning, coordination of medical and therapy appointments, personal services and emergency care.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 93,605 | 98,680 | 102,600 | - |
| Supplies | 3,120 | 3,670 | 4,100 | - |
| Services | 31,100 | 32,500 | 33,500 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 1,600 | 1,800 | 3,200 | - |
| Administration | 4,000 | 4,000 | 4,000 | - |
| Rent Expense | 17,250 | 17,250 | 17,250 | - |
| Energy & Utility | 600 | 600 | 600 | - |
| Other | 950 | 900 | 900 | - |
| Total | 152,225 | 159,400 | 166,150 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.00 | 1.00 | 1.00 | - |
| Regular Part Time Employees | 2.75 | 2.75 | 3.00 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.75 | 3.75 | 4.00 | - |

Budget Commentary

FY 08 included increasing professional nursing staff to two professionals per day (including: one part-time and one full-time.) The FY 09 budget includes an increase in the part-time nursing assistant position and 25% of the improvement (painting) to the Caring Connection Center.

NURSING

Products & Services

Skilled/Non-Skilled Nursing \$100,980

- 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
- Supply 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 on a 6-month basis.

Personal Care \$34,050

- 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 \$31,120

- 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

Social Work Services performs case management for each client consisting of admission assessment, psychological needs assessment, caregiver support and counseling, community outreach, advocacy, discharge planning and referrals.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 74,100 | 74,100 | 76,380 | - |
| Supplies | 2,870 | 2,900 | 2,950 | - |
| Services | 2,850 | 2,900 | 3,100 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | 1,400 | - |
| Administration | 4,000 | 4,000 | 4,000 | - |
| Rent Expense | 17,250 | 17,250 | 17,250 | - |
| Energy & Utility | 600 | 600 | 600 | - |
| Other | 900 | 900 | 1,000 | - |
| Total | 102,570 | 102,650 | 106,680 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | 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

The FY 09 budget includes 25% of the improvements (painting) to the Caring Connection Center.

SOCIAL WORK

Products & Services

Intake, Assessment and Case Management \$57,410

- 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 \$49,270

- 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

Therapeutic Recreation delivers a quality therapeutic recreation program with the objective of maintaining and bettering the capacity of lifelong skills, improving physical and emotional well-being, and encouraging and fostering community involvement and individual interests.

| Operating Expenses Expenditures by Category | FY 2008 | | FY 2009 | |
|--|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 82,630 | 81,080 | 82,590 | - |
| Supplies | 6,580 | 6,600 | 6,900 | - |
| Services | 3,150 | 3,500 | 3,700 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | 1,400 | - |
| Administration | 4,000 | 4,000 | 4,000 | - |
| Rent Expense | 17,250 | 17,250 | 17,250 | - |
| Energy & Utility | 600 | 600 | 600 | - |
| Other | 700 | 700 | 700 | - |
| Total | 114,910 | 113,730 | 117,140 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.00 | 1.00 | 1.00 | |
| Regular Part Time Employees | 0.50 | 0.25 | 0.50 | |
| Temporary/Seasonal Employees | - | | | |
| Total | 1.50 | 1.25 | 1.50 | - |

Budget Commentary

The part-time Therapeutic Recreation Director position was partially vacant during FY 08. FY 09 includes full year funding for the Therapeutic Recreation Director position.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming \$72,000

- 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 via attendance at cultural events (external), restaurants and shops outside the Caring Connection
- Provide special programming for clients with Alzheimer's Disease and related dementias
- Further enhance on-going Therapeutic and Music Therapy programs.

Activities of Daily Living \$22,350

- Assist with all levels of personal care as needed.

Record Keeping/ \$22,790

Documentation/Education

- Assess, evaluate and document client's therapeutic recreation needs as outlined by the CT Association 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 programs
- Serves as mentor to undergraduate interns from surrounding colleges and universities.

TRANSPORTATION

Transportation Services provides safe, accessible and assisted transportation for all handicapped and disabled adults.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 78,740 | 67,940 | 81,630 | - |
| Supplies | 1,860 | 1,900 | 2,000 | - |
| Services | 2,450 | 2,500 | 2,600 | - |
| Maintenance & Repair | 10,800 | 12,000 | 12,500 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | 10,700 | 14,700 | 27,700 | - |
| Administration | - | - | - | - |
| Rent Expense | - | - | - | - |
| Energy & Utility | 13,000 | 16,100 | 17,750 | - |
| Other | 1,150 | 1,200 | 1,300 | - |
| Total | 118,700 | 116,340 | 145,480 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 0.50 | 0.50 | 0.75 | - |
| Regular Part Time Employees | 3.25 | 2.75 | 3.00 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 3.75 | 3.25 | 3.75 | - |

Budget Commentary

The Transportation Coordinator position was vacant during the FY 08 budget. The proposed FY 09 budget includes 0.25 FTE of the shared transportation coordinator position, and an increase in drivers' hours to accommodate clients' schedules. Capital Outlay includes a 50% share of the transportation software; the other 50% is budgeted in Senior Services in the General Fund.

TRANSPORTATION

Products & Services

Daily Transportation \$145,480

- Maintain and secure a safe, accessible and assisted transport for 37-42 participants daily from Windsor and surrounding communities
- Escort and transport all clients to three or four out trips per month
- Attend on-going seminars and workshops on driver safety
- Coordinate 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
- Update, prepare and coordinate daily route cards for AM and PM runs
- Complete and report monthly, quarterly and annual statistics for the Greater Hartford Transit District.

FY 2008 Highlights

The Caring Connection Adult Day Health Center continues to provide services to the community at its spacious and functional facility at 330 Windsor Avenue.

Clients, caregivers and the Caring Connection continue to receive benefit from outside funding from various agencies in FY 08, including:

- The Home Care for Elders Program (Connecticut Community Care, Inc)
- The North Central Area Agency on Aging (IIIB/Client Subsidies, Alzheimer's Aide Grant, Alzheimers and Respite Care Funding)
- United States Department of Agriculture Adult Day Care Food Grant (State of Connecticut Department of Education)
- The Hartford Foundation for Public Giving (Archer and Brainard Trusts)
- Granger Trust and Reynolds Foundation
- Ensworth Charitable Foundation (Snoezelen Therapy) and George A. & Grace L. Long Foundation (medical supplies), funded through Bank of America.

The Caring Connection continues to honor its financial obligation of repayment for relocation funding to the Town of Windsor.

The Fiscal-Year 2008 highlights include:

- The Caring Connection Adult Day Celebrates "20 Years of Caring" Anniversary Party on November 15, 2007 with over 250 guests
- Twentieth Anniversary Quilt exhibited at the Big E in September, 2007, and wins a third place ribbon
- Caring Connection Staff and Clients make donations to the Habitat for Humanity, the Heifer Project, Windsor Food Bank, and sends 150 lbs. of supplies to soldiers in Iraq
- Educational programs presented by the Police Department, Risk Management, Northwest Park
- Caring Connection receives a \$5,000 grant from the Ensworth Foundation to begin a Snoezelen Therapy Program, a \$2,000 grant from Long Foundation to purchase 2 lift chairs and \$2,500 from the Reynolds Foundation to begin a Creative Arts Program
- Intergenerational Programming continues with students from Loomis Chaffee School, Windsor High School, and the Windsor home schooled children
- Employees from Hartford Financial Services Group join the Caring Connection in the "United Way Day of Caring"
- The Caring Connection receives "Excellent Ratings" in its annual survey.

The Caring Connection Adult Day Health Center continues to maintain its excellent reputation as a municipally operated community based health center in the State of Connecticut. The center is a member of the Connecticut Association of Adult Day Health Centers, the American Association of Homes and Services for the Aging and the National Council on Aging.

Child Development Enterprise Fund

**Town of Windsor
FY 2008-2009
Proposed Budget**

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 is now an accredited comprehensive child care and educational enrichment program for children between the ages of three months and twelve years. Windsor Discovery Center and Windsor Montessori School continue to maintain a national accreditation status awarded by both the National Academy of Early Childhood Programs and the American Montessori Society.

During the school year, the Center will serve a total of 140 children from 119 families in the following programs: Infant/Toddler, Montessori Toddler, Preschool, Montessori Kindergarten, Montessori Primary, and Before and After Elementary School and Sage Park. For the summer months, the Discovery Center and the Montessori School offer a variety of summer camp programs that have separate enrollments serving an average of 110 children per week.

The programs are designed to meet the developmental needs of young children. The individual programs provide experiences that enrich and enhance each child's development. With the daily schedule, each child has opportunities to create, explore the environment, learn problem-solving and personal interaction skills, and learn concepts through first-hand experiences. Children develop a positive self-concept through a balance of self and teacher directed activities. The professional staff serves as positive role models and provides care and education that is supportive, nurturing, warm and responsive to each child's individual needs. The staff respect parents as the primary and most important provider of care and nurturing and believe that parents and teachers are partners in their child's care and education.

**TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

| | FY 2007 | FY 2008 | | FY 2009 | |
|--|-------------------|-------------------|-------------------|-------------------|-------------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Operating Revenue: | | | | | |
| Charges For Services | 1,140,687 | 1,190,830 | 1,190,830 | 1,262,280 | - |
| Permits & Other Revenues | 3,012 | 1,000 | 310 | 750 | - |
| Total Operating Revenue | 1,143,699 | 1,191,830 | 1,191,140 | 1,263,030 | - |
| Non-Operating Revenue: | | | | | |
| Donations | 3,013 | - | 100 | - | - |
| Interest Income | 32,344 | 32,000 | 32,000 | 27,000 | - |
| Total Non-Operating Revenue | 35,357 | 32,000 | 32,100 | 27,000 | - |
| Total Revenue | 1,179,056 | 1,223,830 | 1,223,240 | 1,290,030 | - |
| Operating Expenses: | | | | | |
| Personal Services | 823,801 | 887,310 | 904,900 | 959,410 | - |
| Supplies | 23,677 | 19,000 | 16,900 | 17,600 | - |
| Services | 75,108 | 70,000 | 66,650 | 69,050 | - |
| Maintenance & Repairs | 16,855 | 18,290 | 18,290 | 18,290 | - |
| Grants and Contributions | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Energy & Utility | 22,857 | 26,470 | 26,860 | 29,345 | - |
| Administrative Overhead | 38,960 | 44,000 | 44,000 | 44,000 | - |
| Payment in Lieu of Taxes | - | - | - | - | - |
| Rent | 110,330 | 111,985 | 111,985 | 111,985 | - |
| Other (bad debt) | 1,040 | - | - | - | - |
| Total Operating Expenses | 1,112,628 | 1,177,055 | 1,189,585 | 1,249,680 | - |
| Non-Operating Expenses: | | | | | |
| Depreciation | - | - | - | - | - |
| Post-Closure Related Expense | - | - | - | - | - |
| Total Non-Operating Expenses | - | - | - | - | - |
| Total Expenses | 1,112,628 | 1,177,055 | 1,189,585 | 1,249,680 | - |
| Change In Net Assets | 66,428 | 46,775 | 33,655 | 40,350 | - |
| Net Assets (Retained Earnings), Beginning of Year | 375,408 | 441,836 | 441,836 | 475,491 | - |
| Net Assets (Retained Earnings), End of Year | \$ 441,836 | \$ 488,611 | \$ 475,491 | \$ 515,841 | \$ - |
| Note: | | | | | |
| Return of Contributed Capital | \$ - | \$ - | \$ - | \$ - | \$ - |

Personnel Requirements

| | FY 2007 | FY 2008 | | FY 2009 | |
|------------------------------|--------------|--------------|--------------|--------------|----------|
| | Actual | Budget | Estimate | Proposed | Adopted |
| Full Time Equivalents | | | | | |
| Regular Full Time Employees | 10.75 | 12.00 | 12.00 | 13.00 | - |
| Regular Part Time Employees | 7.70 | 5.70 | 5.70 | 5.85 | - |
| Temporary/Seasonal Employees | 1.30 | 1.30 | 1.44 | 0.15 | - |
| Total | 19.75 | 19.00 | 19.14 | 19.00 | - |

INFANT/TODDLER PROGRAMS

The Milo Peck Child Development Center offers two programs for children between the ages of three months and three years. Full day infant/toddler child care is offered year round and Montessori Toddler is an early enrichment program offered on a school year, half day schedule. These programs are accredited by National Academy of Early Childhood Programs (NAEYC) and American Montessori Society (AMS).

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 230,700 | 232,500 | 239,850 | - |
| Supplies | 1,300 | 900 | 1,000 | - |
| Services | 2,800 | 2,800 | 2,800 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | - | - | - | - |
| Other | - | - | - | - |
| Total | 234,800 | 236,200 | 243,650 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 2.45 | 2.45 | 2.45 | - |
| Regular Part Time Employees | 3.24 | 3.24 | 3.25 | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | 5.69 | 5.69 | 5.70 | - |

Budget Commentary

For FY 09, the overall increase to the Infant/Toddler programs is 3.8% primarily due to the increased cost of health insurance and an increase in Personal Services.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler \$199,790

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

Montessori Toddler \$43,860

- Provide a half-day school year Montessori enrichment program for eight children ages 18 months to three years.

PRESCHOOL/KINDERGARTEN PROGRAMS

The Milo Peck Child Development Center provides a nationally accredited preschool, an American Montessori accredited primary program 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 enrollment during the summer months.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|---------|----------|----------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 478,970 | 493,170 | 537,270 | - |
| Supplies | 13,250 | 13,000 | 14,100 | - |
| Services | 30,100 | 28,820 | 30,250 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | - | - | - | - |
| Other | - | - | - | - |
| Total | 522,320 | 534,990 | 581,620 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|---------|----------|----------|---------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 7.90 | 7.90 | 8.90 | - |
| Regular Part Time Employees | 1.66 | 1.66 | 1.05 | - |
| Temporary/Seasonal Employees | - | 0.14 | - | - |
| Total | 9.56 | 9.70 | 9.95 | - |

Budget Commentary

Personal Services for FY 08 are projected higher due to temporary staff needed to cover a maternity leave. The overall increase in Expenditures for FY 09 is 11.4% and is due to a reconfiguration of staff to this program and the increased cost for health insurance and staff salaries.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Preschool \$93,060

- Operate a developmentally appropriate early care program for three and four year old children during the school year.

Montessori \$419,570

- Provide a Montessori educational experience for children ages three through five on a full or half-day schedule from September to June.

Preschool Camp \$34,910

- Conduct a nine week Discovery preschool summer camp for children ages three through five.

Montessori Camp \$34,080

- Introduce the Montessori method through an eight week summer camp experience for preschool children.

ELEMENTARY PROGRAMS

The Milo Peck Child Development Center provides before and after school child care during the school year for families whose children attend any of the Windsor elementary schools and Sage Park Middle School. A full day summer camp is offered for eight weeks during the summer months for children ages six through twelve.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | 177,640 | 179,230 | 182,290 | - |
| Supplies | 4,450 | 3,000 | 2,500 | - |
| Services | 37,100 | 35,030 | 36,000 | - |
| Maintenance & Repair | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Energy & Utility | - | - | - | - |
| Other | - | - | - | - |
| Total | 219,190 | 217,260 | 220,790 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|-------------|-------------|-------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | 1.65 | 1.65 | 1.65 | - |
| Regular Part Time Employees | 0.80 | 0.80 | 1.55 | - |
| Temporary/Seasonal Employees | 1.30 | 1.30 | 0.15 | - |
| Total | 3.75 | 3.75 | 3.35 | - |

Budget Commentary

The FY 09 proposed budget for Elementary programs shows a slight increase of .7% due to the increased cost of health insurance and an increase in staff salaries.

ELEMENTARY PROGRAMS

Products & Services

Before and After \$161,180

School Elementary

- Provide a before and after school program for first through fifth grade students
- Transport children to and from all Windsor elementary schools and Sage Park Middle School through a contract with Rainbow Bus Lines
- Expand to full day sessions during inclement weather, in-service days, holidays and school vacations.

Elementary Camp \$59,610

- Provide a nine week full day summer camp experience for children ages six through twelve that includes educational and recreational field trips, daily swimming, arts and crafts activities, science and nature experiences, ceramics and non-competitive games.

FACILITIES MANAGEMENT

The Facilities Management division ensures that the complex which includes ten classrooms, a gymnasium, two playgrounds, a nature trail and a soccer field are taken care of and meet safety standards.

Expenditures

| Expenditures by Category | FY 2008 | | FY 2009 | |
|--------------------------|----------------|----------------|----------------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Personal Services | - | - | - | - |
| Supplies | - | - | - | - |
| Services | - | - | - | - |
| Maintenance & Repair | 18,290 | 18,290 | 18,290 | - |
| Grants & Contributions | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Administration | 44,000 | 44,000 | 44,000 | - |
| Rent Expense | 111,985 | 111,985 | 111,985 | - |
| Energy & Utility | 26,470 | 26,860 | 29,345 | - |
| Other | - | - | - | - |
| Total | 200,745 | 201,135 | 203,620 | - |

Personnel Requirements

| Full Time Equivalents | FY 2008 | | FY 2009 | |
|------------------------------|----------|----------|----------|----------|
| | Budget | Estimate | Proposed | Adopted |
| Regular Full Time Employees | - | - | - | - |
| Regular Part Time Employees | - | - | - | - |
| Temporary/Seasonal Employees | - | - | - | - |
| Total | - | - | - | - |

Budget Commentary

For FY 09, the Facilities Management proposed budget shows a slight increase of 1.4%. This is due to projected higher Energy and Utility costs based on past history.

FACILITIES MANAGEMENT

Products & Services

Management

\$155,985

- Pay rental and administrative fees to the Town of Windsor.

Support Services

\$47,635

- Provide custodial services and utilities for Discovery Center programs.

FY 2008 Highlights

The Windsor Discovery Center and Montessori School received re-accreditation from the National Academy of Early Childhood Programs (NAEYC) in September 2007. The Center will remain accredited through September 2012.

The Windsor Montessori School remains accredited by the American Montessori Society (AMS) through June 30, 2008.

The Milo W. Peck Child Development Center continued to offer a variety of programs and services for families attending the center and the community at-large. For example, families at the Center collected food throughout the year for the Windsor Food Bank and families participated in a Human Services Holiday Toy Drive for Windsor families. More than 50 children were fingerprinted by Identikid. Teachers offered parent education on the Montessori philosophy and curriculum to families of children attending the program and any new families interested in enrolling in the program.

Anne Wakelin was invited by the State Department of Education to serve on a review team to crosswalk the NAEYC Standards and Accreditation Criteria to the following systems: NEASC – Independent Schools; NEASC – Public Schools; American Montessori; and Head Start. Once complete, the results will be presented to the State Department of Education for further review.

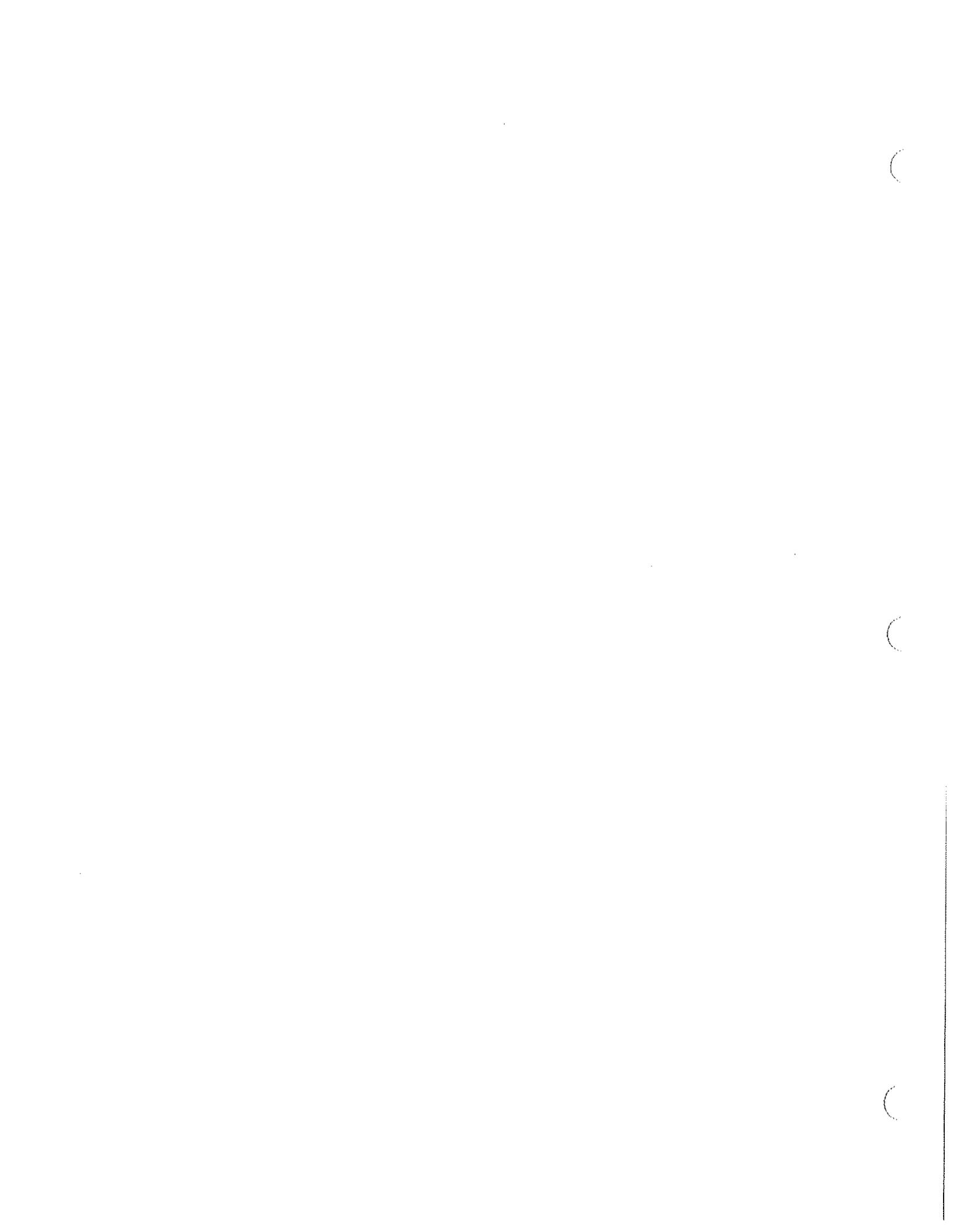
Children attending the Windsor Discovery Center summer program sold home made baked goods and animal toys to earn money that was donated to Windsor Animal Control.

Children, parents and staff of the Windsor Discovery Center and Montessori School collected miscellaneous items to be donated to Windsor Rehabilitation. These items were brought in person by the kindergarten children to the residents of the facility.

The staff of Windsor Discovery Center Preschool Program mentored a student from Goodwin College who did student teaching from January through May.

APPENDICES

| SECTION | TITLE | PAGE |
|------------|---|------|
| APPENDIX A | Capital Improvement Program 2009-2014 | A-1 |
| APPENDIX B | Special Revenue Funds | B-1 |
| APPENDIX C | Summary of Personal Services | C-1 |
| APPENDIX D | Employee Pay Plans | D-1 |
| APPENDIX E | Code of Accounts | E-1 |
| APPENDIX F | Debt Management | F-1 |
| APPENDIX G | Price Guide | G-1 |
| APPENDIX H | Charter Provisions Concerning Annual Budget | H-1 |
| APPENDIX I | Glossary | I-1 |



APPENDIX "A"
Capital Improvement Program
2009-2014

Town of Windsor
FY 2008 – 2009
Proposed Budget

**TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2009-2014**

Relationship Between Operating and Capital Projects Budgets

The Town of Windsor prepares a Capital Improvement Program separate from its operating budget. The operating budget provides for general municipal service delivery, including personnel services costs, supplies, other contractual services and certain capital equipment. Revenues for the operating budget are derived primarily from ad valorem taxes, user fees and intergovernmental sources.

The Capital Improvement Program is a financial plan for the expenditure of monies that add to, support, or improve the physical infrastructure, capital assets or productive capacity of the town. Capital projects typically have the following characteristics: expenditures that take place over two or more years, which require continuing appropriations beyond a single fiscal year; funding with debt due to significant costs that will be shared by current and future beneficiaries; systematic acquisition over an extended period of time in order to implement major operating systems or public programs; and scheduled replacement or maintenance of specific elements of physical assets. Revenues for capital projects can be derived from bond sales, current tax revenues, state and federal grants or private sources.

A proposed Capital Improvement Program (CIP) is typically submitted to the Town Council, Town Planning and Zoning Commission and other review boards in the winter. Projects that require General Fund financing and appear in the first year of the proposed CIP are incorporated into the proposed operating budget, which is submitted the following spring.

The following pages represent the schedule of projects in the proposed CIP. The General Fund financing corresponds to the Capital Projects budget in section Q of this document.

Proposed CIP

| Project Name | Estimated Project Cost | General Fund | New Bonding Authorization | State & Federal Aid | Enterprise Funds | Other Sources |
|--|------------------------|----------------|---------------------------|---------------------|------------------|------------------|
| FY 2009 | | | | | | |
| Street Resurfacing Program | 190,000 | - | - | 190,000 | - | - |
| Street Reclamation Program | 280,000 | 280,000 | - | - | - | - |
| Sidewalk Program | 50,000 | 50,000 | - | - | - | - |
| Stormwater Management Improvements | 255,000 | - | 255,000 | - | - | - |
| Day Hill Road Capacity - Design | 225,000 | - | - | - | - | 225,000 |
| Day Hill Road Capacity (Phase I) | 450,000 | - | 450,000 | - | - | - |
| Day Hill Road Capacity (Phase II) | 180,000 | - | 180,000 | - | - | - |
| Park Improvements - Washington Park Renovations | 365,000 | 185,000 | - | - | - | 175,000 |
| Park Improvements - Northwest Park Facility Enhancements/Repairs | 175,000 | - | - | - | - | - |
| Fire Department Rescue Truck (Rescue 2) | 585,000 | - | 585,000 | - | - | - |
| Dog Pound Relocation | 195,400 | - | - | - | - | 195,400 |
| Hayden Station Fire House - Construction | 3,100,000 | - | 3,100,000 | - | - | - |
| Resurfacing/Reconstruction of Day Hill Road (Phase II) | 1,300,000 | - | 1,300,000 | - | - | - |
| Reconstruction of Prospect Hill - Design | 296,800 | - | - | - | - | 296,800 |
| Reconstruction of Stone Road - Design | 265,000 | - | 265,000 | - | - | - |
| Town Facility Improvements - Roofs (330 Windsor Ave.) | 505,200 | 255,000 | - | 250,200 | - | - |
| Senior Center Improvements (Design) | 200,000 | 200,000 | - | - | - | - |
| Traffic Calming Projects | 200,000 | - | - | - | - | 200,000 |
| Day Hill Road Pedestrian Circulation (Phase I) | 250,000 | - | 250,000 | - | - | - |
| Telephone System Replacement | 575,000 | - | 575,000 | - | - | - |
| BOE - John F. Kennedy School - Replace Roof (Design) | 120,000 | - | - | - | - | 120,000 |
| BOE - Poquonock School - HVAC Conversion & Upgrade (Phase II) | 950,000 | - | 950,000 | - | - | - |
| Subtotal FY 2009 | 10,532,400 | 970,000 | 7,910,000 | 440,200 | - | 1,212,200 |

Proposed CIP

| Project Name | Estimated Project Cost | General Fund | New Bonding Authorization | State & Federal Aid | Enterprise Funds | Other Sources |
|--|------------------------|----------------|---------------------------|---------------------|-------------------|----------------|
| FY 2010 | | | | | | |
| Street Resurfacing Program | 190,000 | - | - | 190,000 | - | - |
| Street Reclamation Program | 296,800 | 296,800 | - | - | - | - |
| Sidewalk Program | 50,000 | 50,000 | - | - | - | - |
| Stormwater Management Improvements | 350,000 | - | 350,000 | - | - | - |
| Fire Dept. - Replacement of Rescue 7 | 477,000 | - | 477,000 | - | - | - |
| Park Improvements - Basketball/Tennis Courts (Phase I) | 50,000 | 50,000 | - | - | - | - |
| Park Improvements - L.P. Wilson Field Renovations | 458,980 | - | 458,980 | - | - | - |
| Reconstruction of Prospect Hill Road | 5,702,800 | - | 3,641,800 | 2,061,000 | - | - |
| Reconstruction of Maple and Spring Street | 690,060 | - | 690,060 | - | - | - |
| Public Safety Complex Expansion - Conceptual Design | 100,000 | - | - | - | - | 100,000 |
| Resurfacing/Reconstruction of Day Hill Road (Phase III) | 1,579,400 | - | 1,579,400 | - | - | - |
| Day Hill Road Capacity (Phase II) | 1,000,000 | - | 1,000,000 | - | - | - |
| Streetlight Replacement Program | 100,000 | - | - | - | - | 100,000 |
| Day Hill Road Pedestrian Circulation (Phase II) | 250,000 | - | 250,000 | - | - | - |
| Wilson Rt 159 Median Improvements - Design | 170,000 | - | - | - | - | 170,000 |
| Wilson Library Branch Improvements | 518,874 | - | - | 466,874 | - | 52,000 |
| Landfill Methane Collection System | 1,900,000 | - | - | - | 1,900,000 | - |
| Landfill Closure - Construction | 12,480,000 | - | - | - | 12,480,000 | - |
| Landfill Leachate Collection | 2,000,000 | - | - | - | 2,000,000 | - |
| BOE - Clover School - Code Compliance Upgrade | 124,000 | - | 124,000 | - | - | - |
| BOE - Poquonock School - HVAC Conversion & Upgrade (Phase III) | 316,410 | - | 316,410 | - | - | - |
| BOE - Sage Park Middle School - Air Condition 2nd Floor (Design I) | 60,000 | - | - | - | - | 60,000 |
| BOE - John F. Kennedy School - Replace Roof | 1,203,397 | - | 1,203,397 | - | - | - |
| Subtotal FY 2010 | 30,067,721 | 396,800 | 10,091,047 | 2,717,874 | 16,380,000 | 482,000 |

Proposed CIP

| Project Name | Estimated Project Cost | General Fund | New Bonding Authorization | State & Federal Aid | Enterprise Funds | Other Sources |
|---|------------------------|----------------|---------------------------|---------------------|------------------|----------------|
| FY 2011 | | | | | | |
| Street Resurfacing Program | 190,000 | - | - | 190,000 | - | - |
| Street Reclamation Program | 314,608 | 314,608 | - | - | - | - |
| Sidewalk Program | 50,000 | 50,000 | - | - | - | - |
| Stormwater Management Improvements | 350,000 | - | 350,000 | - | - | - |
| Expansion of Public Safety Complex - Design | 674,160 | - | 674,160 | - | - | - |
| Reconstruction of Stone Road | 2,904,506 | - | 2,904,506 | - | - | - |
| Wilson Rt 159 Median Improvements | 2,393,268 | - | 478,654 | 1,914,614 | - | - |
| Streetlight Replacement Program | 125,000 | - | - | - | - | 125,000 |
| Day Hill Road Pedestrian Circulation (Phase III) | 250,000 | - | 250,000 | - | - | - |
| Park Improvements - Ellsworth School Athletic Field | 224,720 | - | 224,720 | - | - | - |
| Park Improvements - Basketball/Tennis Courts (Phase II) | 75,000 | - | - | - | - | 75,000 |
| Future Use of Landfill - Preliminary Planning | 129,214 | 129,214 | - | - | - | - |
| BOE - Clover School - Convert Steam Heating (Design) | 130,000 | - | 130,000 | - | - | - |
| BOE - Sage Park Middle School - Air Condition 2nd Floor (Design II) | 300,000 | - | 300,000 | - | - | - |
| BOE - Oliver Ellsworth School - Remodel Main Office Area (Design) | 35,290 | - | 35,290 | - | - | - |
| Subtotal FY 2011 | 8,145,766 | 493,822 | 5,347,330 | 2,104,614 | - | 200,000 |

Proposed CIP

| Project Name | Estimated Project Cost | General Fund | New Bonding Authorization | State & Federal Aid | Enterprise Funds | Other Sources |
|---|------------------------|----------------|---------------------------|---------------------|------------------|----------------|
| Street Resurfacing Program | 190,000 | - | - | 190,000 | - | - |
| Street Reclamation Program | 333,484 | 333,484 | - | - | - | - |
| Sidewalk Program | 50,000 | 50,000 | - | - | - | - |
| Stormwater Management Improvements | 325,000 | - | 325,000 | - | - | - |
| Ramp Modification at I-91/Route 75 | 39,303,528 | - | - | 39,303,528 | - | - |
| Streetlight Replacement Program | 125,000 | - | - | - | - | 125,000 |
| Day Hill Road Pedestrian Circulation (Phase IV) | 250,000 | - | 250,000 | - | - | - |
| Town Facility Improvements - Roofs | 250,000 | - | 250,000 | - | - | - |
| Fire Dept. Engine Tanker for Rainbow | 619,328 | - | 619,328 | - | - | - |
| Park Improvements - Bike Path, East Barber to City Line | 1,068,198 | - | 213,640 | 854,559 | - | - |
| Park Improvements - New Field Construction at Landfill (Phase I) | 500,000 | - | 500,000 | - | - | - |
| Park Improvements - Basketball/Tennis Courts (Phase III) | 75,000 | - | - | - | - | 75,000 |
| Park Improvements - 330 Windsor Avenue Improvements | 252,734 | - | 252,734 | - | - | - |
| Expansion of Public Safety Complex (Phase I) | 6,863,230 | - | 6,863,230 | - | - | - |
| BOE - Oliver Ellsworth School - Remodel Main Office Area | 336,667 | - | 336,667 | - | - | - |
| BOE - Clover School - Convert Steam Heating | 1,294,396 | - | 1,294,396 | - | - | - |
| BOE - Oliver Ellsworth School - Abate Asbestos in Gym Floor | 116,434 | - | - | - | - | 116,434 |
| BOE - L.P. Wilson Center - Abate Asbestos Floor Tiles | 257,641 | - | 257,641 | - | - | - |
| BOE - Sage Park Middle School - Air Condition 2nd Floor (Phase I) | 1,919,859 | - | 1,919,859 | - | - | - |
| BOE - Sage Park School - Upgrade technology infrastructure | 133,394 | - | - | - | - | 133,394 |
| BOE - Sage Park Middle School - Soundproof/Air Condition Caf  | 661,443 | - | 661,443 | - | - | - |
| Subtotal FY 2012 | 54,925,336 | 383,484 | 13,743,937 | 40,348,087 | - | 449,828 |

Proposed CIP

| Project Name | Estimated Project Cost | General Fund | New Bonding Authorization | State & Federal Aid | Enterprise Funds | Other Sources |
|--|------------------------|----------------|---------------------------|---------------------|------------------|----------------|
| Street Resurfacing Program | 190,000 | - | - | 190,000 | - | - |
| Street Reclamation Program | 353,494 | 353,494 | - | - | - | - |
| Sidewalk Program | 50,000 | 50,000 | - | - | - | - |
| Stormwater Management Improvements | 500,000 | - | 500,000 | - | - | - |
| Fire Dept - Support Vehicles | 160,587 | - | - | - | - | 160,587 |
| Streetlight Replacement Program | 100,000 | - | - | - | - | 100,000 |
| Day Hill Road Pedestrian Circulation (Phase V) | 250,000 | - | 250,000 | - | - | - |
| Pavement Resurfacing at Town and BOE facilities | 100,000 | - | - | - | - | 100,000 |
| Expansion of Public Safety Complex (Phase II) | 7,275,023 | - | 7,275,023 | - | - | - |
| Relocation of Parks Garage | 2,600,000 | - | 2,600,000 | - | - | - |
| Town Facility Improvements - Roofs | 300,000 | - | 300,000 | - | - | - |
| Park Improvements - New Field Construction at Landfill (Phase II) | 500,000 | - | 500,000 | - | - | - |
| BOE - Sage Park Middle School - Air Condition 2nd Floor (Phase II) | 2,035,051 | - | 2,035,051 | - | - | - |
| BOE - Oliver Ellsworth School - Code Compliance Upgrade | 254,717 | - | 254,717 | - | - | - |
| Subtotal FY 2013 | 14,668,872 | 403,494 | 13,714,792 | 190,000 | - | 360,587 |

Proposed CIP

| Project Name | Estimated Project Cost | General Fund | New Bonding Authorization | State & Federal Aid | Enterprise Funds | Other Sources |
|--|------------------------|------------------|---------------------------|---------------------|-------------------|------------------|
| FY 2014 | | | | | | |
| Street Resurfacing Program | 190,000 | - | - | 190,000 | - | - |
| Street Reclamation Program | 374,703 | 374,703 | - | - | - | - |
| Sidewalk Program | 50,000 | 50,000 | - | - | - | - |
| Stormwater Management Improvements | 350,000 | - | 350,000 | - | - | - |
| Fire Dept - Replacement of Engine 10 | 599,525 | - | 599,525 | - | - | - |
| Deckers Brook Repair | 753,421 | - | 753,421 | - | - | - |
| Streetlight Replacement Program | 125,000 | - | - | - | - | 125,000 |
| Town Facility Improvements - Town Hall Windows, Front Entry | 408,159 | - | 408,159 | - | - | - |
| Pigeon Hill Road Reconstruction - Design | 294,410 | - | 294,410 | - | - | - |
| Pavement Resurfacing at Town and BOE facilities | 100,000 | - | - | - | - | 100,000 |
| BOE - WHS - Install Addit'l bleachers for O'Brien Stadium | 220,580 | - | - | - | - | 220,580 |
| BOE - Clover School - Air Condition Media Center | 315,619 | - | 315,619 | - | - | - |
| BOE - John F. Kennedy School - AC Media Ctr & Adjoining Area | 580,739 | - | 580,739 | - | - | - |
| BOE - School Roof Evaluations | 100,000 | - | 100,000 | - | - | - |
| BOE - Mechanical Systems Energy Efficiencies | 1,000,000 | - | 1,000,000 | - | - | - |
| BOE - School Window Replacement | 100,000 | - | 100,000 | - | - | - |
| Subtotal FY 2014 | 5,562,156 | 424,703 | 4,501,873 | 190,000 | - | 445,580 |
| Total CIP Program | 123,902,251 | 3,072,303 | 55,308,978 | 45,990,775 | 16,380,000 | 3,150,195 |

List of Unschedule.jects FY09-14 CIP

| <u>Estimated Cost</u> | <u>Estimated Cost</u> |
|---|--|
| Road Reconstruction/Transportation System Projects | Pavement Management |
| Street Reconstruction - Basswood Rd. | Northwest Park Parking Lot |
| Street Reconstruction - Pigeon Hill Rd. | 180,000 |
| Street Reconstruction - River St. (Poq. to O. River) | 180,000 |
| Street Reconstruction - River St. (Kennedy to O. River) | |
| Street Reconstruction - Rainbow Neighborhood | Public Safety |
| Street Reconstruction -- Baker Hollow Road | Fire Dept. -- Engine #8 replacement |
| Street Reconstruction - Pond Rd/Indian Rd. | Traffic Signals Preemption |
| Street Reconstruction - Harvey & Hillcrest Roads | Fire Dept. -- Heavy Duty Rescue |
| Intersection Improvements | 492,800 |
| Palisado Ave. Corridor Improvements | 580,000 |
| Day Hill Road/Blue Hills Ave. Extension Round-a-Bout | 540,000 |
| Archer Rd. Safety Improvements | 1,612,800 |
| Pigeon Hill and Lamberton Rd Sidewalk Construction | |
| Pedestrian Railroad Bridge | Park Improvements |
| Street Reconstruction - Batchelder Rd. (to Broad St.) | Riverfront Bike Path - Windsor Center to E. Barber |
| Subtotal | Improvements to Fitch Field |
| 24,906,563 | Windsor High School Field Improvements |
| | Clover Field Park |
| | Aqua Fountains |
| | Reconstruct Boat Launch - Pleasant Street |
| | 1,666,298 |
| | 293,000 |
| | 189,000 |
| | 447,000 |
| | 156,000 |
| | 335,900 |
| | 3,087,198 |
| | |
| Community Facilities and Assets | Stormwater Management Improvements |
| Senior Center Renovation and Expansion | Mill Brook Watershed Drainage Study |
| Security Improvements in Town Buildings | Silver Birch Pond Restoration |
| Street Light Energy & Maintenance Cost Reduction | River Street Culvert Cleaning & Improvements |
| Tree Planting Program | |
| Town Facility Improvements (HVAC, Electrical, Energy) | 1,040,750 |
| Treatment of Contaminated Soil at Parks Garage | |
| Replacement of Public Works complex | Board of Education |
| Subtotal | Early Childhood Center |
| 15,593,000 | 16,636,000 |
| | 16,636,000 |
| | |
| | Total Unscheduled Projects |
| | 63,056,311 |

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APPENDIX "B"
Special Revenue Funds

Town of Windsor
FY 2008 – 2009
Proposed Budget

Appendix B

SPECIAL REVENUE FUNDS

Police Department

| Project # | Project Name | FY 2008 | | | FY 2009 | | | |
|-----------------------|------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 6002 | Crisis Intervention Program | - | 1,900 | - | 1,900 | - | - | 1,900 |
| 6004 | Bullet Proof Vest Program | 6,650 | - | - | 6,650 | 3,500 | - | 10,150 |
| 6012 | State Reimbursements | 210 | 96,506 | 76,830 | 19,885 | 86,660 | 86,660 | 19,885 |
| 6020 | Police COLLECT Funds | 21,700 | - | 11,338 | 10,362 | - | 10,362 | - |
| 6022 | Police Court Orders | - | 4,238 | - | 4,238 | - | - | 4,238 |
| 6026 | Car Seat Program | 1,037 | 45 | - | 1,082 | 50 | - | 1,132 |
| 6300 | Narcotic Seizure | 12,733 | - | 12,733 | - | - | - | - |
| 6301 | DEA Seizures | 14,811 | 339 | 15,150 | - | - | - | - |
| 6302 | Federal Sharing thru 9/30/08 | 20,970 | - | - | 20,970 | - | - | 20,970 |
| 6305 | Asset Forfeiture - State | 58,035 | - | 11,170 | 46,865 | - | 11,510 | 35,355 |
| 6306 | *NIBRS Police | 5,162 | - | 5,162 | - | - | - | - |
| 6310 | Narcotic Seizure - Federal | 70,732 | - | - | 70,732 | - | 45,320 | 25,412 |
| 6700 | Animal Shelter | 64,973 | - | 1,500 | 63,473 | 10,300 | 1,500 | 72,273 |
| 6701 | Powalka Memorial Fund | 1,542 | 467 | - | 2,009 | - | - | 2,009 |
| 6702 | K-9 Donations | 1,792 | 1,399 | - | 3,191 | - | - | 3,191 |
| 6703 | Donations | 1,000 | 100 | - | 1,100 | - | - | 1,100 |
| 6704 | Pet ID Program | 308 | 164 | - | 472 | - | - | 472 |
| 6800 | Police Private Duty | -12,601 | 494,195 | 478,295 | 3,299 | 267,516 | 220,140 | 50,675 |
| Total 03 Funds | | 269,055 | 599,353 | 612,178 | 256,229 | 368,026 | 375,492 | 248,763 |

*National Incident Based Reporting System

#6012 - State Reimbursements - Funds are received from the state for the purpose of providing safe roads and highways. These funds are used for overtime and the purchase of safety-related equipment.
 #6020 - Police COLLECT Funds - For over 10 years, the Police Department has contributed to a savings fund administered by the State Department of Public Safety CT On-Line Law Enforcement Communications Teleprocessing (COLLECT) Unit. Funds placed in this account are used to finance the equipment costs associated with the state's upgrade of the COLLECT Unit.

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

Appendix B

SPECIAL REVENUE FUNDS

Police Department (cont.)

#6300 - Narcotic Seizure - Funds are received from the state and/or federal government after arrests have been made. Any assets on a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with the enforcement of narcotic activity information/seizures throughout town.

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

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

#6306 - *NIBRS Police - Funds from this grant are received from the state to help facilitate and encourage the purchase and use of the National Incident Based Reporting System (NIBRS) compliant software. Funds were used to purchase a Records Management Software system for the Police Department.

#6310 - Narcotic Seizure - Federal - Funds are received from the state and/or federal government after arrests have been made. Any assets on a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with the enforcement of narcotic activity information/seizures.

#6700 - Animal Shelter - Funds are received from the fees paid by the Town of Bloomfield for the space it leases at the Town of Windsor's animal shelter. These funds are used for the repair, maintenance and capital items associated with the animal shelter.

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

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

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, for private construction contractors, public utilities and the Windsor School District.

Fire Department

| Project # | Project Name | Beginning Balance (7/1/07) | FY 2008 | | FY 2009 | | | |
|-----------------------|-------------------------|----------------------------|-------------------|------------------------|-------------------|-----------------------|-----------------------------|----------|
| | | | Projected Revenue | Estimated Expenditures | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) | |
| 3101 | FD Command Vehicle Fund | 1,000 | 5,000 | - | 6,000 | 20,000 | 26,000 | - |
| Total 03 Funds | | 1,000 | 5,000 | - | 6,000 | 20,000 | 26,000 | - |

#3101 - FD Command Vehicle Fund - This account is designated for the purchase of duty vehicle(s) for the chief officers. The present funding of this account is from donations that are made from private citizens and businesses to the fire department. FY 09 Revenue reflects proposed reallocation of capital outlay funds allocated to the fire department in previous years.

Appendix B

SPECIAL REVENUE FUNDS

Recreation & Leisure Services (cont.)

- #2016 - Passage Program** - Revenues for this program are from fees from the ski club, ropes program and summer programs. Some expenditures associated with this fund include staffing, equipment, materials and supplies and instructors.
- #2018 - Live-n-Learn Program** - Revenues are from adult program fees. Expenses include staffing, fitness equipment, bus rentals for trips to museums, baseball games, etc.
- #2202 - Northwest Park Youth Conservation Corps (YCC)** - The YCC program account provides funding to hire 3 - 4 high school seniors for nature trail and miscellaneous park upkeep during the summer months. This project is funded through donations by the Friends of Northwest Park and other organizations and businesses in Windsor.
- #2204 - Northwest Park Nature Camp** - This project supports the operation of "Nature Camp" during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.
- #2207 - Friends of Northwest Park** - Funding for this project account is provided by the Friends of Northwest Park to support projects, internship staffing, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.
- #2208 - Northwest Park Shop** - Revenues within this project are generated through the sale of gift shop items. This project supports the purchase of gift shop stock, exhibit development and upkeep, and is managed by Northwest Park staff and volunteers.
- #2210 - Northwest Park Environmental Education** - This project generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and public workshops and classes. The funds from this account are used for part-time wages (clerical and environmental educators), contractual services, supplies and equipment.
- #2211 - Tobacco Museum** - This project is managed by the Tobacco Association to support, in part, the operation of the Tobacco Museum and the Tobacco Archive building. Funding is provided to offset the tour guide's wages and the museum brochures. Northwest Park is responsible for facility upkeep and energy and utility costs.
- #2214 - NRCS Agreement** - In August 1998, the town was awarded a cost-share grant in the amount of \$13,330. There will be a zero balance at the end of FY 08.
- #4022 - River Walkways** - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking trails in Windsor. In 2006, the town applied for a grant with the State of Connecticut DEP for work to be completed on the Palisado Riverwalk. However, the State has held these funds due to contractual delays.

Youth Service Bureau:

- #2010 - Positive Youth Development** - Revenues received from the Youth Services Bureau programs are placed into this account. Funds are used to pay for a portion of salary and benefits for the Youth Services Coordinator and pays for part-time support staff and for program supplies.
- #2033/NEW - Youth Services Bureau for FY 2008 and FY 2009** - Funds are used to offset specific program costs for the YSB such as positive youth development, prevention programs, youth leadership and community involvement, etc.
- #2034 - Youth Services Bureau Enhancement** - Funds are used to offset specific program costs for the YSB.
- #2032/NEW - Capital Area Substance Abuse Council FY 2008 and FY 2009** - Funds are used for substance abuse prevention programs and for positive youth development programs.

**Appendix B
Human Services**

SPECIAL REVENUE FUNDS

| Project # | Project Name | Beginning Balance (7/1/07) | FY 2008 | | | FY 2009 | | | Projected Balance (6/30/09) |
|-----------|-------------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|-----------------------------|
| | | | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) | |
| 2001 | Parent Resource Center Fundraising | 2,928 | - | 2,370 | 558 | - | - | 558 | |
| 2010 | Positive Youth Development | -2,750 | 35,000 | 32,250 | - | - | - | - | |
| 2033 | Youth Services Bureau (YSB) FY08 | - | 20,000 | 20,000 | - | - | - | - | |
| NEW | Youth Services Bureau (YSB) FY09 | - | - | - | - | - | - | - | |
| 2034 | YSB Enhancement | - | 6,250 | 6,250 | - | - | - | - | |
| 2032 | CASAC FY08 | - | 4,240 | 4,240 | - | - | - | - | |
| NEW | CASAC FY09 | - | - | - | - | - | - | - | |
| 2213 | Graustein Grant | - | 6,000 | 6,000 | - | - | - | - | |
| 2300 | Windsor Senior Center | -3,491 | 49,500 | 46,000 | 9 | 53,000 | 51,000 | 2,009 | |
| 2303 | Senior Transportation Services | 9,904 | - | 4,950 | 4,954 | - | 4,950 | 4 | |
| 2304 | Fitness Equip & Seniors at the Park | 3,731 | - | 3,724 | 7 | 4,120 | 4,120 | 7 | |
| 2305 | Dial-a-ride Matching Grant | 9,340 | 28,020 | 37,360 | - | 37,360 | 37,360 | - | |
| 3816 | Human Services Assistance Fund | 68,945 | - | - | 68,945 | - | - | 68,945 | |
| 3817 | Healthy People Program | 7,777 | - | - | 7,777 | - | - | 7,777 | |
| 3822 | Mental Health Committee | 400 | - | - | 400 | - | - | 400 | |
| 3829 | SSBG #28 10/1/06 - 9/30/07 | 5,893 | - | 5,893 | - | - | - | - | |
| 3835 | SSBG #29 10/1/07-9/30/08 | - | 17,183 | 17,183 | - | - | 5,815 | - | |
| NEW | SSBG 10/1/08-9/30/09 | - | - | - | - | 17,435 | 17,435 | - | |
| | | 102,677 | 166,193 | 186,220 | 82,651 | 117,730 | 120,680 | 79,701 | |

#2001 - Parent Resource Center Fundraising - This account is used to offset Parent Center program costs. This pays for two stipends for two individuals who provide programs for child activities, family oriented trips for parents and youth and other activities.

#2010 - Positive Youth Development - This program has been moved to the Recreation & Leisure Department as of FY 09.

#2033/NEW - Youth Services Bureau (YSB) Grant for FY 2008 and FY 2009 - These programs have been moved to the Recreation & Leisure Department as of FY 09.

#2034 - Youth Services Bureau (YSB) Enhancement Grant - This program has been moved to the Recreation & Leisure Department as of FY 09.

#2032/NEW - Capital Area Substance Abuse Council FY 2008 and FY 2009 - These programs have been moved to the Recreation & Leisure Department as of FY 09.

#2213 - Graustein Grant - Healthy People - Funds from this account is allocated toward early childhood programs in town which the Early Childhood Council oversees.

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

#2303 - Senior Transportation Services - Grant money was received via North Central Area Agency on Aging and is used for evening and weekend Dial-A-Ride transportation costs.

#2304 - Fitness Equipment and Seniors at the Park - The Hartford Foundation for Public Giving awarded the town a grant which is used to purchase fitness equipment. Funds are being used for the "Seniors in the Park" program which is located at Northwest Park.

#2305 - Dial-A-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles.

Appendix B

SPECIAL REVENUE FUNDS

Human Services (cont.)

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

#3817 - **Healthy People Program** - Funds are from donations that were received from Anthem Blue Cross and Windsor Education Association. These funds are for future purchases of books, promotional materials and supplies.

#3822 - **Healthy People - Mental Health Committee** - This committee was started in 2004 with the purpose of helping to educate and inform citizens of mental health issues. Funds in this account are used for representatives who are hired to speak at engagements to inform the community of mental health issues.

#3829 - **Social Services Block Grant for FY 07** - Funds are used to pay for operational expenses (office supplies, etc.) in the Social Services division.

#3835 - **Social Services Block Grant for FY 08** - Funds are used to pay for operational expenses (office supplies, etc.) in the Social Services division.

NEW - Social Services Block Grant for FY 09 - Funds are used to pay for operational expenses (office supplies, etc.) in the Social Services division.

Appendix B

SPECIAL REVENUE FUNDS

Health Services

| Project # | Project Name | Beginning Balance (7/1/07) | FY 2008 | | | FY 2009 | | |
|-----------|---------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 3805 | CPR Classes | 1,725 | 1,100 | 1,000 | 1,825 | 1,000 | 1,825 | |
| 3808 | Clinic Services | 8,027 | 20,900 | 20,340 | 8,587 | 21,130 | 13,357 | |
| 3814 | Bike Safety Equipment | -1,078 | 1,500 | 100 | 322 | 1,000 | 122 | |
| 3825 | FY05-06 Bioterrorism (BT) Grant | 20,489 | - | 20,489 | - | - | - | |
| 3827 | State Health Grant FY06 | 222 | - | 222 | - | - | - | |
| 3830 | State Health Grant FY07 | 2,086 | - | 2,086 | - | - | - | |
| 3831 | Pandemic Influenza Grant FY07 | 6,444 | - | 6,444 | - | - | - | |
| 3832 | Bioterrorism Grant FY07 | 6,071 | - | 6,071 | - | - | - | |
| 3834 | Bioterrorism Grant FY08 | - | 80,290 | 73,600 | 6,690 | 6,690 | - | |
| 3833 | State Health Grant FY08 | - | 33,958 | 33,958 | - | - | - | |
| NEW | Bioterrorism Grant FY09 | - | - | - | - | - | - | |
| NEW | Pandemic Influenza Grant FY09 | - | - | - | - | 57,775 | 52,961 | |
| NEW | State Health Grant FY09 | - | - | - | - | 22,515 | 20,639 | |
| | | | | | | 27,000 | 27,000 | |
| | | 43,986 | 137,748 | 164,310 | 17,424 | 134,990 | 130,420 | |
| | | | | | | | 21,994 | |

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

#3808 - Clinic Services – This fund is for the Flu Clinics and TB testing for Police Department (per OSHA requirements) that are conducted by the Health department each year. This account is used to purchase influenza and pneumococcal vaccines and clinic supplies. Reimbursements are obtained from Medicare and various insurance companies for the shots that are administered each year. The

#3814 - Bike Safety Equipment – This fund is used for the purchase and sale of bike helmets.

#3825 - FY 05-06 Bioterrorism (BT) Grant - This is an annual grant received from the Center for Disease Control via the State Health Department. The grant cycle is from September to September. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies returned to the State. Grant funds must

#3827 - State Health Grant FY 06 - This is an annual grant received from the State Department of Public Health for having a full-time Health department to help defray expenses related to health services. Grant period ended June 30, 2006.

#3830 - State Health Grant FY 07 - This is an annual grant received from the State Department of Public Health for having a full-time Health department to help defray expenses related to health services. Grant period ended June 30, 2007.

#3831 - Pandemic Influenza Grant - This grant is a supplement to a Bioterrorism Grant from the Center for Disease Control. The grant cycle is from September to September and includes a set of deliverable items which direct MDA #31 in planning and preparing for a flu pandemic. Grant period ended September 30, 2007.

Appendix B

SPECIAL REVENUE FUNDS

Health Services (cont.)

#3832 - Bioterrorism Grant FY 07- This is an annual grant received from the Center for Disease Control via the State Health Department. The grant cycle is from September to September. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. Grant period ended September 30, 2007.

#3834 - Bioterrorism Grant FY 08 - This is an annual grant received from the Center for Disease Control via the State Health Department. This new grant cycle is from September to August 9. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. Grant period will end August 9, 2008.

#3833 - State Health Grant FY 08 - This is an annual grant received from the State Department of Public Health for having a full-time Health department to help defray expenses related to health services. The grant period will end on June 30, 2008.

NEW - Bioterrorism Grant FY 09 - This is an annual grant received from the Center for Disease Control via the State Health Department. The grant cycle is from August 10 to August 9. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year. Grant period will end August 9, 2009.

NEW - Pandemic Influenza Grant - This grant is a supplement to the Bioterrorism Grant from the Center for Disease Control. The grant cycle is from August 10, 2008 to August 9, 2009. The purpose of the grant is to plan for community response to a outbreak of pandemic influenza. The grant period will end on August 9, 2009.

NEW - State health Grant FY 09 - This is an annual grant received from the State Department of Public Health for having a full-time Health department to help defray expenses related to providing health services. The grant period will end on June 30, 2009.



(1)

(2)

(3)

Appendix B

SPECIAL REVENUE FUNDS

Library Services

| Project # | Project Name | FY 2008 | | | FY 2009 | | | |
|-----------|-----------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 2501 | Library Copy Machine Fund | 8,394 | 3,500 | 3,000 | 8,894 | 3,000 | 3,000 | 8,894 |
| 2502 | Windsor Library Assoc. Grant | 5,173 | 1,793 | 6,700 | 266 | 1,000 | 1,000 | 866 |
| 2503 | Main Library Non-Print Materials | 10,605 | 16,000 | 17,000 | 9,605 | 18,000 | 18,000 | 7,605 |
| 2504 | Wilson Library Non-Print - Wilson | 10,547 | 6,900 | 16,980 | 467 | 6,000 | 6,000 | 467 |
| 2505 | Connecticard | 3,485 | 2,400 | 2,500 | 3,385 | 3,000 | 3,000 | 2,885 |
| 2507 | Cary Nearing Book Project | 38,857 | - | 4,750 | 34,107 | - | 5,000 | 29,107 |
| N/A | Library Association Donation*** | - | 22,660 | 22,660 | - | 22,000 | 22,000 | - |
| | | 77,060 | 53,253 | 73,590 | 56,723 | 51,100 | 58,000 | 49,823 |

***Not included in Town System

#2501 - Library Copy Machine Fund - Revenues are derived from public copiers at the main library and the Wilson branch. Funds are used for rental/purchase, maintenance/repairs and supplies for machines used by the public (computer, copiers, faxes, etc.) and for the office copier at the main library.

#2502 - Windsor Library Association Grant - The Windsor Library Association (WLA) owns the Wilson branch building and makes an annual payment to the town to help pay for the Wilson Branch maintenance and repairs.

#2503 - Main Library Non-Print Materials - Revenues are from fees, donations made to the library, reimbursements for lost library materials and snack sales. Funds are used to buy non-print materials (dvds, cds, etc.), to replace lost materials and for miscellaneous purchases.

#2504 - Wilson Library Non-Print Materials - Revenues are from fees, donations made to the library, reimbursements for lost library materials and snack sales. Funds are used to buy non-print materials (dvds, cds, etc.), to replace lost materials and for miscellaneous purchases.

#2505 - Connecticut - By State statute, revenues are from the State to help reimburse the library for non-resident use. Funds can be used for library materials, supplies, staff and equipment.

#2507 - Cary Nearing Book Project - Revenues are from a one-time donation made by Cary Nearing to be used expressly for the purchase of large print books. The library will spend a portion of these funds on an annual basis until it is depleted.

SPECIAL REVENUE FUNDS

Appendix B

Planning

| Project # | Project Name | FY 2008 | | | FY 2009 | | |
|-----------|---------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures |
| 1704 | Wetlands Inventory Grant | 1,491 | - | 570 | 921 | - | 421 |
| 1705 | Wetlands Account | 7,166 | - | - | 7,166 | 2,500 | 4,666 |
| 1706 | Energy Task Force Fund | - | - | - | - | 5,000 | 3,000 |
| 1720 | Walden Woods Inspection Account | 37,881 | - | 285 | 37,596 | 285 | 37,311 |
| | | 46,537 | - | 855 | 45,682 | 5,000 | 45,397 |

#1704 - Wetlands Inventory grant - This grant was used to conduct an inventory of inland wetlands. The inventory work has been completed and the terms of the grant allow remaining funds to be expended by the town for related purposes.

#1705 - Wetlands Account - This account was created from an escrow account held for an IWWC habitat evaluation report that was completed but never charged against the General Fund. This account can be used to enhance inland wetlands programs and activities.

#1706 - Energy Task Force Fund - This fund is from a grant from the Connecticut Clean Energy Fund to be used for promoting local energy conservation and use of renewable energy sources.

#1720 - Walden Woods Inspection Account - This account was created from a bond from CT Windsor Developers to cover the cost of inspections during their construction. It has been used by the Engineering and Planning departments to offset the cost of inspections of erosion, sedimentation, and stormwater management controls for compliance with their IWWC and TPZC permits. At the completion of construction, the funds may also be used to perform any unfinished activities required by their permits. Any unused funds will be returned to CT Windsor Developers at the completion of construction in accordance with their permits.

Community Development

| Project # | Project Name | FY 2008 | | | FY 2009 | | |
|-----------|-------------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures |
| 1973 | Rt. 159 & Windsor Ave. Redev. Proj. | 2,336 | - | 1,300 | 1,036 | - | - |
| | | 2,336 | - | 1,300 | 1,036 | 1,036 | - |

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

Appendix B

SPECIAL REVENUE FUNDS

Public Works

| Project # | Project Name | FY 2008 | | | FY 2009 | | |
|-----------|--------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures |
| 1980 | Stony Hill School | 7,776 | 1,000 | 1,000 | 7,776 | 1,000 | 7,776 |
| 2014 | 330 Windsor Avenue Maintenance | 19,228 | 115,990 | 118,765 | 16,453 | 117,030 | 18,443 |
| 4003 | Archer Road Maintenance | 62,735 | - | - | 62,735 | - | 62,735 |
| 4004 | FEMA President Day Snow | - | - | - | - | - | - |
| 4006 | Town Aid Roads FY 2002 | 3,421 | - | 3,421 | - | - | - |
| 4009 | Town Aid Road Improvements | 115,632 | 205,717 | 220,700 | 100,649 | 244,500 | 61,149 |
| 4010 | East Granby Road Maintenance | 40,000 | - | - | 40,000 | - | 40,000 |
| 4018 | Veterans Cemetery | 23,313 | 3,600 | 4,500 | 22,413 | 5,600 | 20,413 |
| 4023 | Palisado Riverwalk Project | 26,455 | - | 26,455 | - | - | - |
| 4100 | Rental Revenue (Properties) | 11,643 | 14,500 | 14,625 | 11,518 | 15,300 | 11,218 |
| 4101 | Train Station/Freight House | 234,497 | 24,000 | 41,640 | 216,857 | 40,100 | 201,257 |
| 4800 | Landfill Reuse Planning | 5,701 | - | - | 5,701 | - | 5,701 |
| | | 550,400 | 364,807 | 431,106 | 484,102 | 423,530 | 428,692 |

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

#2014 - 330 Windsor Avenue Maintenance - This revolving fund is used for repair and maintenance. Revenues are received from the Caring Connection, Recreation, and the Chinese Restaurant on site. Expenses include repair, maintenance and utilities.

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

#4004 - FEMA President Day Snow - This account was used to receive the federal grant funds for the reimbursement of expenses associated with federal-declared snow emergencies. There is presently a zero balance in this account.

#4006 - Town Aid Roads FY 2002 - This reimbursement grant is used toward eligible road improvement expenditures. The remaining balance will be transferred to account #4009, Town Aid Roads.

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

#4010 - East Granby Road Maintenance - Funding for this account was received from a developer along East Granby Road to pay for future improvements to the street. This account will be treated similar to the Archer Road Maintenance account, whereby funds will be used for paving or other improvements to the street in the future.

SPECIAL REVENUE FUNDS

Appendix B

Public Works (cont.)

- #4018 - Veteran's Cemetery** - The Department of Public Works places headstones (provided by the government) at gravesites and maintains the cemetery grounds. The town receives funding from the Department of Veterans Affairs (VA) to place the headstones in their designated area. Expenses associated with the maintenance of the cemetery are paid from this account.
- #4023 - Palisado Riverwalk Project** - Funds from this account will be used for the improvements associated with the parking area and other access measures for the Riverwalk adjacent to Palisado Avenue.
- #4100 - Rental Revenue properties** - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Sill House (Palisado Green), the Chaffee House (Palisado Green), the Luddy House (Town Green) and Carriage House (Town Green). The Sill House is presently used by the Recovery Club and the Chaffee House is used by the Historical Society. The Luddy House is used by the Chamber of Commerce and the Luddy Carriage House is rented by a hair salon. Larger expenditures expected in the near future include roof work at the Chaffee House.
- #4101 - Train Station/Freight House** - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. The tenant at the Train Station is presently an architect/engineering firm. The Freight House is presently being used as an arts center. Larger expenditures expected in the near future include roof work and replacement of railings at the Train Station.
- #4800 - Landfill Reuse Planning** - A study was performed a few years ago to plan the future use of the Landfill site following its capping and closing. A citizen's group worked with a consultant to develop the plan, which primarily incorporated various active and passive recreational uses. The balance shown represents the amount unspent during this planning effort.

Appendix B

SPECIAL REVENUE FUNDS

Information Services

| Project # | Project Name | FY 2008 | | | FY 2009 | | | |
|-----------|---------------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 1304 | Town Clerk Copier | 36,798 | 38,400 | 29,177 | 46,021 | 31,000 | 31,200 | 45,821 |
| 1306 | Historic Preservation | 4,037 | 8,200 | 8,123 | 4,114 | 8,000 | 3,500 | 8,614 |
| 1308 | Preservation Microfilming Grant | - | 12,000 | 12,000 | - | 12,000 | 12,000 | - |
| 3100 | Citizen's Academy | 350 | - | 350 | - | - | - | - |
| | | 41,185 | 58,600 | 49,650 | 50,135 | 51,000 | 46,700 | 54,435 |

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

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

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program. There are two possible grants that could be received in any one fiscal year - \$12,000 for the Targeted grant or up to \$50,000 for the Competitive grant.

#3100 - Citizen's Academy - This represents a donation that was received from a past participant to support future citizen academy classes.

Assessor's Office

| Project # | Project Name | FY 2008 | | | FY 2009 | | | |
|-----------|----------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|-----------------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures | Projected Balance (6/30/09) |
| 1650 | Assessor's Coin-Op Copiers | 2,291 | 2,500 | 2,500 | 2,291 | 2,500 | 3,500 | 1,291 |
| | | 2,291 | 2,500 | 2,500 | 2,291 | 2,500 | 3,500 | 1,291 |

#1650 - Assessor's Coin-Op Copiers - Revenues are from fees obtained from use of the copying machine (GIS maps, etc.) This fund is used toward the purchase of supplies and for the costs associated with the copier maintenance agreements.

SPECIAL REVENUE FUNDS

Appendix B

Boards and Commissions

| Project # | Project Name | FY 2008 | | | FY 2009 | | |
|-----------|------------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures |
| New | Bridge Builder's Award | - | - | - | - | - | - |
| 5250 | One Book One Windsor | 1,080 | - | 1,080 | - | - | - |
| | | 1,080 | - | 1,080 | - | - | - |

NEW - Bridge Builder's Award - This fund was created to honor individuals, organizations or businesses that make outstanding contributions to enhance human relations within Windsor. The purpose of this #5250 - One Book One Windsor is to create a venue where people of different ethnicities and cultures come together and share ideas.

Community Contributions

| Project # | Project Name | FY 2008 | | | FY 2009 | | |
|-----------|-------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures |
| 0375 | 375th Anniversary | - | 10,000 | 10,000 | - | 5,000 | - |
| | | - | 10,000 | 10,000 | 5,000 | 5,000 | - |

#0375 - 375th Anniversary - Revenues are from the sale of commemorative items for the 375th anniversary celebration and has no impact on the General Fund.

Appendix B

SPECIAL REVENUE FUNDS

General Services

| Project # | Project Name | FY 2008 | | | FY 2009 | | |
|-----------|------------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures |
| 1630 | Revaluation | 74,873 | 15,000 | 27,090 | 62,783 | 35,000 | 62,783 |
| 1703 | Open Space Fund* | 79,426 | 420,275 | - | 499,701 | - | 499,701 |
| | | 154,299 | 435,275 | 27,090 | 562,484 | 35,000 | 562,484 |

#1630 - Revaluation - This fund provides the revenue source to conduct annual revaluations.

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. It can also be used to improve open spaces and conduct other open space related activities.
*Only \$25,000 of the \$50,000 contributed from General Services will be expended in FY 09.

Not Allocated to Specific Service Unit

| Project # | Project Name | FY 2008 | | | FY 2009 | | |
|-----------|----------------|----------------------------|-------------------|------------------------|-----------------------------|-------------------|-----------------------|
| | | Beginning Balance (7/1/07) | Projected Revenue | Estimated Expenditures | Projected Balance (6/30/08) | Projected Revenue | Budgeted Expenditures |
| 2100 | LP Wilson Fund | 46,924 | 521,635 | 566,790 | 1,769 | 522,000 | 3,901 |
| 5200 | Use of Schools | 204,138 | 59,901 | 74,042 | 189,997 | 50,000 | 185,997 |
| | | 251,062 | 581,536 | 640,832 | 191,766 | 572,000 | 189,898 |

#2100 - L.P. Wilson Fund - This is the town's portion of expenses for facility maintenance/utilities at L.P. Wilson and for the use of the space. Balance is used for planned ongoing maintenance projects.

#5200 - Use of Schools - The Board of Education charges groups for the use of school facilities. However, due to State regulations, the town is required to receive this money and it is placed into this account. In the past, the Board of Education has used these funds for custodial overtime at their facilities. These funds can also be used for facility repairs and maintenance (i.e., refinishing of gym floors).

APPENDIX "C"
Summary of Personal Services

Town of Windsor
FY 2008 – 2009
Proposed Budget

SUMMARY OF PERSONAL SERVICES

GENERAL FUND POSITIONS

| | FY 2008 Approved | FY 2009 Proposed |
|-------------------------------|---------------------|---------------------|
| ADMINISTRATIVE SERVICES | | |
| Full Time | 18.50 | 18.50 |
| Part-time FTE | 0.79 | 0.79 |
| DEVELOPMENT SERVICES | | |
| Full-time | 16.00 | 16.00 |
| Part-time FTE | 1.15 | 1.15 |
| RECREATION & LEISURE SERVICES | | |
| Full-time | 5.75 | 6.55 |
| Part-time FTE | 22.71 | 22.20 |
| HUMAN SERVICES | | |
| Full-time | 7.50 | 7.00 |
| Part-time FTE | 4.33 | 5.17 |
| HEALTH SERVICES | | |
| Full-time | 4.00 | 4.00 |
| Part-time FTE | 0.77 | 1.39 |
| INFORMATION SERVICES | | |
| Full-time | 3.00 | 3.00 |
| Part-time FTE | 1.20 | 1.20 |
| LIBRARY SERVICES | | |
| Full-time | 9.75 | 9.75 |
| Part-time FTE | 9.22 | 9.75 |
| PUBLIC WORKS | | |
| Full-time | 33.00 | 35.00 |
| Part-time FTE | 4.30 | 6.05 |
| SAFETY SERVICES | | |
| Full-time | 64.00 | 66.00 |
| Part-time FTE | 1.30 | 1.90 |
| GENERAL GOVERNMENT | | |
| Full-time | 3.00 | 3.00 |
| Part-time FTE | 0.65 | 0.65 |
| COMMUNITY DEVELOPMENT | | |
| Full-time | 0.25 | 0.25 |
| TOTAL GENERAL FUND | | |
| Full-time | 164.75 | 169.05 |
| Part-time FTE | 46.42 | 50.25 |
| Total | 211.17 | 219.30 |

NON-GENERAL FUND POSITIONS

| | | |
|------------------------|-------|-------|
| SPECIAL REVENUE FUNDS | | |
| Full-time | 0.75 | 1.45 |
| Part-time FTE | 8.40 | 9.08 |
| ENTERPRISE FUNDS | | |
| Full-time | 24.00 | 25.25 |
| Part-time FTE | 14.60 | 13.60 |
| COMMUNITY DEVELOPMENT | | |
| Full-time | 1.75 | 1.75 |
| Part-time FTE | | |
| TOTAL NON-GENERAL FUND | | |
| Full-time | 26.50 | 28.45 |
| Part-time FTE | 23.00 | 22.68 |
| Total | 49.50 | 51.13 |

APPENDIX "D"
Employee Pay Plans

Town of Windsor
FY 2008 – 2009
Proposed Budget

APPENDIX D

TOWN OF WINDSOR
 UPSEU LOCAL 424 UNIT 6 PAY PLAN
 FY 2007-2008*

| PAY GRADE | MINIMUM | MAXIMUM |
|---|---------|---------|
| GRADE 1 | 30,387 | 33,424 |
| GRADE 2 Clerk Typist I Laborer Mechanic's Assistant | 31,616 | 35,095 |
| GRADE 3 | 33,500 | 36,847 |
| GRADE 4 | 35,176 | 38,692 |
| GRADE 5 | 36,934 | 40,624 |
| GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator/Receptionist | 38,778 | 42,657 |
| GRADE 7 Account Clerk I Clerk Typist II Engineering Aide Tax Clerk | 40,716 | 44,790 |
| GRADE 8 Account Clerk II Public Property Maintainer II Senior Citizen Bus Driver | 42,753 | 47,029 |
| GRADE 9 Administrative Clerk Assistant Town Clerk Weighing Station Clerk | 44,894 | 49,374 |
| GRADE 10 Landfill Operator Public Property Maintainer III Secretary | 47,133 | 51,842 |
| GRADE 11 Mechanic Electrician | 49,485 | 54,436 |
| GRADE 12 Crew Leader Senior Engineering Aide | 51,965 | 57,155 |
| GRADE 13 Public Works Inspector Town Forester | 54,565 | 60,017 |

*This pay plan reflects the current contractual agreement which provides a 3.25% increase.

This pay plan expires on June 30, 2008 and is included for informational purposes. A salary schedule for FY 2009 will be determined when collective bargaining is concluded.

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
 UPSEU LOCAL 424, UNIT 10 PAY PLAN
 FY 2007 – 2008*

| PAY GRADE | STEPS | | | |
|---------------------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 |
| CIVILIAN DISPATCHER | 44,596 | 47,024 | 49,454 | 51,883 |

| | STARTING | STEP 1 "SOLO" | STEP 2 500 Hours | STEP 3 500 Hours |
|-------------------------------|------------|------------------|---------------------|---------------------|
| Part-time Civilian Dispatcher | 15.79/Hour | 19.73/Hour | 21.69/Hour | 23.66/Hour |

*This pay plan reflects the current contractual agreement which provides a 3.0% increase.

This pay plan expires on June 30, 2008 and is included for informational purposes. A salary schedule for FY 2009 will be determined when collective bargaining is concluded.

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
 POLICE PAY PLAN
 FY 2007- 2008*

| PAY GRADE | STEPS | | | | | | |
|---|--------|--------|--------|--------|--------|--------|--------|
| | A | B | C | D | E | F | G |
| Pay Grade P1 Police Officer | 52,141 | 55,054 | 58,083 | 61,282 | 64,651 | 68,202 | |
| Pay Grade P2 Detective Special Services Officer | | | 60,988 | 64,345 | 67,883 | 71,615 | 75,255 |
| Pay Grade P3 Evidence Technician Sergeant | | | 66,522 | 70,187 | 74,041 | 78,119 | 82,532 |
| Pay Grade P4 Shift Commander | | | 74,041 | 78,119 | 82,415 | 86,946 | |
| Pay Grade DW1 Dog Warden | | | 48,751 | 50,900 | 53,095 | 55,481 | |

*This pay plan reflects the current contractual agreement which provides a 4.16% increase.

This pay plan expires on June 30, 2008 and is included for informational purposes. A salary schedule for FY 2009 will be determined when collective bargaining is concluded.

APPENDIX D

FY 2008-2009 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

| PAY GRADE | MINIMUM | MAXIMUM |
|---|--|---------|
| GRADE 1 Associates | | |
| Group A | 33,495 | 65,980 |
| Administrative Aide Assistant Assessor Assistant Building Official Caseworker Code Enforcement Official Confidential Secretary Engineering Assistant Environmental Educator Environmental Planner | Fire Inspector Interpretive Naturalist Library Assistant Payroll and Benefits Assistant Public Health Nurse Recreation Program Specialist Sanitarian Senior Center Programmer | |
| Group B | 38,115 | 75,350 |
| Accountant Assistant Buildings & Facilities Manager Assistant Recreation Manager Assistant Town Planner Deputy Town Clerk Fire Department Administrator Human Resources Generalist Information Technology Specialist Lead Social Worker Lending and Technical Services Manager | Librarian Library Branch Manager Management Analyst MIS Supervisor Parent Resource Coordinator Project Engineer Senior Center Coordinator Social Worker Youth Services Counselor | |

APPENDIX D

FY 2008-2009 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

| PAY GRADE | MINIMUM | MAXIMUM |
|---------------------------------------|---|---------|
| GRADE 2 | 47,355 | 98,430 |
| Managers/Coordinators | | |
| Assessor | Partnership Program Coordinator | |
| Assistant Finance Director | Police Division Commander | |
| Assistant to Town Manager | Public Works Operations Manager | |
| Building Official | Risk Manager | |
| Buildings and Facilities Manager | Social Services Coordinator | |
| Community Development Coordinator* | Tax Collector | |
| Fire Marshal | Town Clerk | |
| Solid Waste Manager* | Town Engineer | |
| Northwest Park Manager | Youth Services Coordinator | |
| GRADE 3 | 68,970 | 114,650 |
| Directors | | |
| Assistant Town Manager | Director of Recreation and Leisure Services | |
| Coordinator of Information Technology | Director of Finance | |
| Director of Health | Economic Development Director | |
| Director of Human Resources | Library Director | |
| Director of Human Services | Police Chief | |
| Director of Public Works | Town Planner | |

*Position contingent upon funding from State/Federal grants, capital project funds, and/or user charges.

APPENDIX D

TOWN OF WINDSOR
DAY CARE PAY PLAN
[WINDSOR DISCOVERY CENTER AND CARING CONNECTION]
FY 2008-2009

| <u>CLASSIFICATION</u> | <u>MINIMUM</u> | <u>MAXIMUM</u> |
|--|----------------|----------------|
| Early Childhood Coordinator Caring Connection Manager | 35,020 | 75,600 |
| Early Childhood Educator II Adult Day Care Professional | 30,450 | 58,645 |
| Early Childhood Educator I Adult Day Care Associate | 22,050 | 40,585 |

APPENDIX D

PART-TIME AND SEASONAL PAY PLAN FOR FY 2008-2009

| PAY GRADE | MINIMUM | MAXIMUM |
|---|----------------|----------------|
| <u>GRADE I</u> | \$ 8.05 | \$ 9.90 |
| Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant | | |
| <u>GRADE II</u> | \$ 7.90 | \$11.00 |
| Clerical Aide II Early Childhood Aide I Janitor Library Clerk I Library Monitor Lifeguard I Parts Runner Program Aide Recreation Leader II Senior Student Aide | | |
| <u>GRADE III</u> | \$ 8.45 | \$12.15 |
| Clerical Aide III Early Childhood Aide II Library Clerk II Lifeguard II Recreation Specialist Maintenance Assistant Tax Collection Aide Undergraduate Intern | | |
| <u>GRADE IV</u> | \$ 9.00 | \$15.60 |
| Adult Day Care Aide Assistant Head Lifeguard Clerical Assistant Deputy Fire Marshal Engineering Technician Environmental Educator Graduate Intern Instructor Library Clerk III Payroll Assistant Printer Security Monitor Senior Activities Specialist Senior Citizen's Bus Driver | | |

APPENDIX D

| PAY GRADE | MINIMUM | MAXIMUM |
|--|---------|---------|
| <u>GRADE IV – Cont'd</u> Senior Maintenance Assistant Supernumerary Police Officer Traffic Safety Specialist Treasurer's Assistant | | |
| <u>GRADE V</u> Administrative Aide Code Enforcement Official Head Lifeguard Youth Theater Director | \$10.10 | \$18.00 |
| <u>GRADE VI</u> Adult Day Care Professional Director of Aquatics Director of Special Programs Naturalist Substitute Librarian | \$11.25 | \$23.50 |

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APPENDIX "E"
Code of Accounts

Town of Windsor
FY 2008 – 2009
Proposed Budget

APPENDIX E

CODE OF ACCOUNTS AGGREGATED EXPENDITURE CLASSIFICATIONS

The expenditure classifications are aggregated into seven summary expenditure classifications that describe the types of expenditures to be made in each account.

PERSONAL SERVICES

| | | | | | |
|-------|---------------------|-------|--------------------------|-------|-----------------------|
| 40010 | Regular Full Time | 40110 | Substitutes | 41130 | Health Insurance |
| 40020 | Regular Part Time | 41010 | FICA (Social Security) | 41140 | Major Medical |
| 40040 | Temporary Full Time | 41020 | Medicare | 41150 | Disability Insurance |
| 40050 | Temporary Part Time | 41110 | Clothing Allowance | 41160 | Life Insurance |
| 40060 | Holiday Overtime | 41120 | Pension (Police) | 41170 | Workers' Compensation |
| 40070 | Training Overtime | 41125 | Retirement Expense Town | 41180 | Unemployment Comp. |
| 40090 | Overtime | 41126 | Retirement Expense BOE | 41190 | Other Compensation |
| | | 41128 | Deferred Comp Match Town | 41200 | Combined Insurance |

SUPPLIES

- 42140 Books and Periodicals - Acquisition of technical books, newspaper subscriptions, library books and media, special reports and other publications.
- 42190 Rentals - Fees paid for the use of land, buildings and equipment.
- 42220 Materials and Supplies - Office supplies, non-inventoried tools, refills, other non-inventoried items including, but not limited to, nuts and bolts, car tires, disposable fire extinguishers and items with a useful life of less than one year.
- 42240 Postage - All postage such as stamps, bulk mailing and postage charge-backs from Information Services.

SERVICES

- 43110 Travel and Meeting Expenses - Local, regional and national meetings, including transportation, lodging, meals and registration fees. Also, business expenses related to the activity of the department.
- 43120 Advertising - Notices of public hearings, invitations to bid, recruitment ads, publishing ordinances, etc.
- 43130 Membership Fees - Professional association dues and subscriptions, league and tournament fees.
- 43140 Car Allowance - Monthly allotment for private vehicles and mileage allowances for use of private vehicles on local routine business.
- 43150 Recruitment and Training - Cost of special training schools, tuition, educational seminars, recruitment examinations, interviews and in-service training courses.
- 43170 MDC - Sewers - Cost of Metropolitan District Commission Sewer Service.
- 43180 Contractual Services - Cost of contracted services, consulting and technical services, etc.
- 43190 Printing - Printing, photocopying and microfilming.
- 43200 Board of Education Schools
- 43210 Board of Education Schools Capital
- 43300 Debt Service - Principal
- 43350 Debt Service - Interest
- 43400 Insurance
- 43500 Unclassified

APPENDIX E

MAINTENANCE AND REPAIR - (Items used in repairing and/or maintaining property carried on the town's Inventory of Assets.)

- 44210 Repairs and Maintenance - Activities concerning town buildings, roads, streets, drains and sidewalks.
- 44250 Vehicles and Heavy Equipment - Vehicles and heavy equipment and all parts attached to vehicles and heavy equipment except radios and light bars.
- 44270 Other Equipment Maintenance - Radios, light bars, typewriters, office equipment and all other equipment not elsewhere classified. Office machine maintenance contracts are to be classified here.

GRANTS AND CONTRIBUTIONS

- 45160 Grants and Contributions - Volunteer fire companies, cemetery associations, WIN-TV, Farmington River Watershed Association, etc.

CAPITAL OUTLAY - (Purchase of items which are carried on the town's inventory of assets or which are depreciated in the Enterprise accounts.)

- 46300 Furniture and Equipment - Office furniture and related items.
- 46310 Vehicles - Vehicles, heavy equipment and inventoried attachments thereto.
- 46320 Other Capital Equipment - All other inventoried items not elsewhere classified (e.g., lawnmowers).
- 46330 Land - All acreage acquired by the town.
- 46340 Structures - All buildings, structures and parts thereof acquired by the town.

ENERGY AND UTILITY COSTS

- 47100 Electricity - Charges for electrical power used in all operations including, street lighting and traffic signals.
- 47200 Natural Gas - Charges for gas service provided by pipeline or delivered as bottled fuel.
- 47210 Heating Oil - #2 and #4 fuel used in heating town-operated buildings.
- 47300 Super Unleaded Gasoline - Used in the operation of motor vehicles and other machinery and equipment.
- 47310 Regular Unleaded Gasoline - Used in the operation of motor vehicles and other machinery and equipment.
- 47320 Diesel Fuel - Used in the operation of motor vehicles and other machinery and equipment.
- 47400 Water - Charges for water service paid to the Metropolitan District Commission for town-owned properties.
- 47500 Telephone - Costs for telephone services.



APPENDIX "F"
Debt Management

Town of Windsor
FY 2008 – 2009
Proposed Budget

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
- 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 \$66,464,778. State law establishes various debt percentage limitations based on the purposes for which the debt is issued. The following limitations are currently in effect:

- 1) General Purpose - 2.25 times the base
- 2) Schools - 4.50 times the base
- 3) Sewer - 3.75 times the base
- 4) Urban Renewal - 3.25 times the base
- 5) Unfunded Past Pension - 3.00 times the base
- 6) Total Debt - 7.00 times the base.

As of the latest CAFR, the town's total net debt applicable to the limit is approximately \$54,756,185.

Town of Windsor Debt Schedule FY 2007-2008

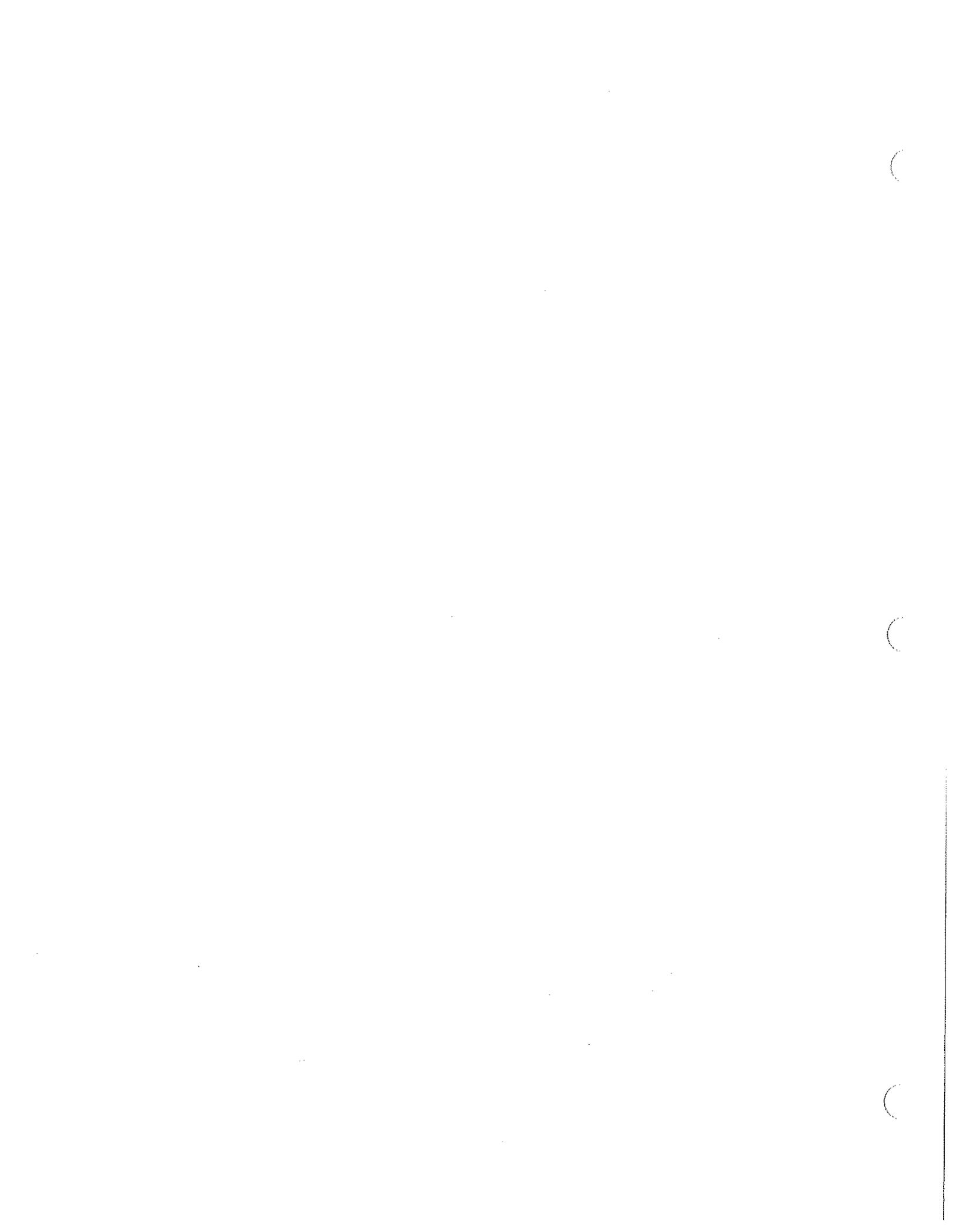
| SCHOOLS | INTEREST RATE | SOLD | MATURITY | ORIGINAL BOND AMOUNT | BALANCE 7/1/2007 | PROJECTED ADDITIONS | REFUNDED | RETIREMENTS | BALANCE 6/30/2008 |
|--|---------------|------|-----------|----------------------|-------------------|---------------------|----------|------------------|-------------------|
| Elementary School Expansion | 7.00 - 7.50 | 1987 | 10/1/2007 | 1,905,000 | 105,000 | - | - | 105,000 | - |
| Elementary School Expansion | 6.60 - 7.00 | 1988 | 4/1/2008 | 4,050,000 | 225,000 | - | - | 225,000 | - |
| School Roofs | 6.40 - 6.60 | 1991 | 7/15/2011 | 835,000 | 230,000 | - | - | 46,000 | 184,000 |
| Clover Street School Roof | 4.40 - 5.75 | 1998 | 2/15/2018 | 265,000 | 10,000 | - | - | 10,000 | - |
| Windsor High School Mod. | 5.00 - 6.50 | 2000 | 1/15/2020 | 3,000,000 | 300,000 | - | - | 150,000 | 150,000 |
| Sage Park M.S. Roof | 5.00 - 6.50 | 2000 | 1/15/2020 | 528,000 | 40,000 | - | - | 20,000 | 20,000 |
| Windsor High School Project Part 3 | 4.00 - 5.00 | 2001 | 1/15/2020 | 4,000,000 | 395,000 | - | - | 200,000 | 195,000 |
| WHS Modernization Part 4 | 4.00 - 5.00 | 2001 | 7/15/2020 | 5,800,000 | 780,000 | - | - | 260,000 | 520,000 |
| Refinanced 1992 Issue | 4.00 - 5.00 | 2001 | 7/15/2011 | 408,430 | 244,550 | - | - | 48,740 | 195,810 |
| Refinanced 1993 Issue | 4.00 - 5.00 | 2001 | 7/15/2012 | 3,283,000 | 2,143,000 | - | - | 360,000 | 1,783,000 |
| Refinanced 1994 Issue | 4.00 - 5.00 | 2001 | 7/15/2013 | 2,844,000 | 1,934,000 | - | - | 277,000 | 1,657,000 |
| Refinanced 1995 Issue | 4.00 - 5.00 | 2001 | 7/15/2015 | 1,421,750 | 1,057,990 | - | - | 103,070 | 954,920 |
| Windsor High School | 3.00 - 5.00 | 2002 | 3/1/2022 | 4,000,000 | 3,200,000 | - | - | 200,000 | 3,000,000 |
| Poquonock Windows & WHS Roof | 3.00 - 4.75 | 2003 | 3/1/2023 | 550,000 | 450,000 | - | - | 25,000 | 425,000 |
| Schools Projects FY 2004 | 2.50 - 4.25 | 2004 | 3/1/2024 | 1,180,000 | 1,015,000 | - | - | 55,000 | 960,000 |
| Refinanced 2000 "A" Issue | 2.50 - 5.00 | 2004 | 7/15/2019 | 2,445,000 | 2,415,000 | - | - | 30,000 | 2,385,000 |
| Refinanced 2000 "B" Issue | 2.50 - 5.00 | 2004 | 7/15/2019 | 1,570,000 | 1,455,000 | - | - | 110,000 | 1,345,000 |
| Refinanced 1998 Issue | 2.00 - 5.00 | 2004 | 7/15/2017 | 189,000 | 187,000 | - | - | - | 187,000 |
| Refinanced 2001 "A" Issue | 2.00 - 5.00 | 2004 | 7/15/2019 | 2,780,000 | 2,757,000 | - | - | - | 2,757,000 |
| Refinanced 2001 "B" Issue | 2.00 - 5.00 | 2004 | 7/15/2020 | 4,305,000 | 4,240,000 | - | - | 15,000 | 4,225,000 |
| TOWN | | | | | | | | | |
| Town Hall Renovations | 6.40 - 6.60 | 1991 | 7/15/2011 | 4,165,000 | 1,145,000 | - | - | 229,000 | 916,000 |
| Poquonock Firehouse | 4.40 - 5.75 | 1998 | 2/15/2018 | 1,300,000 | 65,000 | - | - | 65,000 | - |
| Mack Street Acquisition & Improvements | 5.00 - 6.50 | 2000 | 1/15/2020 | 1,200,000 | 140,000 | - | - | 70,000 | 70,000 |
| Kennedy Road Improvements | 5.00 - 6.50 | 2000 | 1/15/2020 | 742,000 | 70,000 | - | - | 35,000 | 35,000 |
| Goslee Pool & Town Hall Roof Repairs | 4.00 - 5.00 | 2001 | 1/15/2020 | 1,300,000 | 140,000 | - | - | 70,000 | 70,000 |
| Econ Dpvt Prog - Day Hill/Northfield Drive | 4.00 - 5.00 | 2001 | 1/15/2020 | 250,000 | 65,000 | - | - | 30,000 | 35,000 |
| Refinanced 1992 Issue | 4.00 - 5.00 | 2001 | 7/15/2011 | 1,861,250 | 1,210,450 | - | - | 241,260 | 969,190 |
| Refinanced 1995 Issue | 4.00 - 5.00 | 2001 | 7/15/2015 | 1,861,250 | 1,385,010 | - | - | 134,930 | 1,250,080 |
| Sage Park M.S. Rec Facility | 3.00 - 5.00 | 2002 | 3/1/2012 | 245,000 | 125,000 | - | - | 25,000 | 100,000 |
| Hayden Station Rd. Reconstruction | 3.00 - 5.00 | 2002 | 3/1/2012 | 335,000 | 175,000 | - | - | 35,000 | 140,000 |
| Laurel Ave. Reconstruction | 3.00 - 5.00 | 2002 | 3/1/2012 | 375,000 | 200,000 | - | - | 40,000 | 160,000 |
| Gen Purp-DPW Fac, Goslee II, Fire Res, LP Wilson roof, | | | | | | | | | |
| Safety Radio | 3.00 - 4.25 | 2003 | 3/1/2023 | 1,810,000 | 1,445,000 | - | - | 105,000 | 1,340,000 |
| General Purpose bonds of 2004 | 2.50 - 4.12 | 2004 | 3/1/2024 | 2,205,000 | 1,585,000 | - | - | 215,000 | 1,370,000 |
| Refinanced 2000 "A" Issue | 2.50 - 5.00 | 2004 | 7/15/2019 | 1,410,000 | 1,385,000 | - | - | 15,000 | 1,360,000 |
| Refinanced 2000 "B" Issue | 2.50 - 5.00 | 2004 | 7/15/2010 | 1,110,000 | 885,000 | - | - | 230,000 | 655,000 |
| Refinanced 1998 Issue | 2.00 - 5.00 | 2004 | 7/15/2017 | 826,000 | 818,000 | - | - | - | 818,000 |
| Refinanced 2001 "A" Issue | 2.00 - 5.00 | 2004 | 7/15/2019 | 900,000 | 893,000 | - | - | - | 893,000 |
| 2005 Library Phase III/Elm Street | 3.00 - 4.80 | 2005 | 6/15/2025 | 5,745,000 | 5,745,000 | - | - | 320,000 | 5,425,000 |
| 2006 Fire Truck | 4.00 - 5.00 | 2006 | 6/15/2021 | 472,000 | 472,000 | - | - | - | 472,000 |
| 2006 Milo Peck Rehabilitation | 4.00 - 5.00 | 2006 | 6/15/2021 | 230,000 | 230,000 | - | - | - | 230,000 |
| 2006 Storm Projects | 4.00 - 5.00 | 2006 | 6/15/2021 | 670,000 | 670,000 | - | - | - | 670,000 |
| 2006 Mechanic Street | 4.00 - 5.00 | 2006 | 6/15/2021 | 628,000 | 628,000 | - | - | - | 628,000 |
| 2007 Windsor Green | 4.00 - 5.50 | 2007 | | 360,000 | 360,000 | - | - | 30,000 | 330,000 |
| 2007 Batchelder Road | 4.00 - 5.50 | 2007 | | 875,000 | 875,000 | - | - | 70,000 | 805,000 |
| 2007 Motolown | 4.00 - 5.50 | 2007 | | 320,000 | 320,000 | - | - | 25,000 | 295,000 |
| 2008 Various Projects: \$3,691,600 | | | | | 3,691,600 | | | | 3,691,600 |
| TOTAL | | | | 76,715,000 | 44,225,000 | 3,691,600 | | 4,225,000 | 43,691,600 |

Town of Windsor Debt Schedule FY 2009

| Interest Repayment | | FISCAL | FISCAL |
|---|--|------------------|------------------|
| | | 2008 | 2009 |
| SCHOOL PROJECTS | | | |
| 1987 | Elementary School Expansion | 3,938 | - |
| 1988 | Elementary School Expansion | 15,750 | - |
| 1991 | School Roofs | 13,662 | 10,626 |
| 1998 | Clover Street School Roof | 450 | - |
| 2000 | Windsor High School Mod. | 15,563 | 7,688 |
| 2000 | Sage Park M.S. Roof | 2,075 | 1,025 |
| 2001 | Windsor High School Project Part 3 | 16,244 | 8,044 |
| 2001 | WHS Modernization Part 4 | 28,600 | 18,200 |
| 2001 | Refinanced 1992 Issue | 9,358 | 7,408 |
| 2001 | Refinanced 1993 Issue | 83,434 | 69,034 |
| 2001 | Refinanced 1994 Issue | 76,997 | 65,917 |
| 2001 | Refinanced 1995 Issue | 45,110 | 40,857 |
| 2002 | Windsor High School | 137,675 | 130,175 |
| 2003 | Poquonock Windows & WHS Roof | 16,786 | 16,099 |
| 2004 | Schools Projects FY 2004 | 35,873 | 34,498 |
| 2004 | Refinanced 2000 "A" Issue | 84,480 | 83,055 |
| 2004 | Refinanced 2000 "B" Issue | 51,325 | 45,850 |
| 2004 | Refinanced 1998 Issue | 6,880 | 6,580 |
| 2004 | Refinanced 2001 "A" Issue | 101,027 | 101,027 |
| 2004 | Refinanced 2001 "B" Issue | 159,813 | 158,913 |
| 2008 | Projected bonds \$235,000 | | 11,750 |
| TOTAL FY 2009 INTEREST (SCHOOL PROJECTS) | | 905,040 | 816,746 |
| TOWN PROJECTS | | | |
| 1987 | Public Safety Expansion | - | - |
| 1991 | Town Hall Improvements | 68,013 | 52,899 |
| 1998 | Poquonock Firehouse | 2,925 | - |
| 2000 | Mack St. Land Acquisition | 446 | 220 |
| 2000 | Mack St. Improvements | 6,816 | 3,367 |
| 2000 | Kennedy Road Improvements | 3,631 | 1,794 |
| 2001 | Goslee Pool & Town Hall Roof Repairs | 5,758 | 2,888 |
| 2001 | Econ Dev. Prog - Day Hill/Northfield Drive | 2,674 | 1,444 |
| 2001 | Refinanced 1992 Issue | 46,317 | 36,667 |
| 2001 | Refinanced 1995 Issue | 59,053 | 53,486 |
| 2002 | Sage Park M.S. Rec Facility | 4,813 | 3,875 |
| 2002 | Hayden Station Rd. Reconstruction | 6,738 | 5,425 |
| 2002 | Laurel Ave. Reconstruction | 7,700 | 6,200 |
| | Gen Purp-DPW Fac, Goslee II, Fire Res, LP Wilson roof, | | |
| 2003 | Safety Radio | 51,903 | 49,016 |
| 2004 | General Purpose 2004 bonds | 51,829 | 46,454 |
| 2004 | Refinanced 2000 "A" Issue | 48,950 | 48,113 |
| 2004 | Refinanced 2000 "B" Issue | 32,550 | 21,875 |
| 2004 | Refinanced 1998 Issue | 30,053 | 28,478 |
| 2004 | Refinanced 2001 "A" Issue | 32,463 | 32,463 |
| 2005 | Library Phase II / Elm Street | 223,925 | 211,125 |
| 2006 | Fire Truck | 20,299 | 20,299 |
| 2006 | Milo Peck Rehabilitation | 10,000 | 10,000 |
| 2006 | Rainbow Road and White Rock Drive Culverts | 29,200 | 29,200 |
| 2006 | Mechanic Street | 27,470 | 27,470 |
| 2007 | Batchelder Road Culvert | 37,625 | 33,775 |
| 2007 | Day Hill Road Intersection (Mototown) | 13,738 | 12,363 |
| 2007 | Windsor Green | 15,525 | 13,875 |
| 2008 | Projected Bonds \$3,456,800 | - | 172,800 |
| TOTAL FY 2009 INTEREST (TOWN PROJECTS) | | 840,414 | 925,571 |
| 2008 | Temporary Note Issue - EDIP | 77,567 | 58,000 |
| 2008 | Temporary Note Issue- Day Hill Road | - | 37,860 |
| GRAND TOTAL FY 2009 INTEREST | | 1,823,020 | 1,838,177 |

Principal Repayment

| | | FISCAL | FISCAL |
|--|--|------------------|------------------|
| | | 2008 | 2009 |
| SCHOOL PROJECTS | | | |
| 1987 | Elementary School Expansion | 105,000 | - |
| 1988 | Elementary School Expansion | 225,000 | - |
| 1991 | School Roofs | 46,000 | 46,000 |
| 1998 | Clover Street School Roof | 10,000 | - |
| 2000 | Windsor High School Modernization | 150,000 | 150,000 |
| 2000 | Sage Park M.S. Roof | 20,000 | 20,000 |
| 2001 | Windsor High School Project Part 3 | 200,000 | 195,000 |
| 2001 | WHS Modernization Part 4 | 260,000 | 260,000 |
| 2001 | Refinanced 1992 Issue | 48,740 | 48,740 |
| 2001 | Refinanced 1993 Issue | 360,000 | 360,000 |
| 2001 | Refinanced 1994 Issue | 277,000 | 277,000 |
| 2001 | Refinanced 1995 Issue | 103,070 | 109,570 |
| 2002 | Windsor High School | 200,000 | 200,000 |
| 2003 | Poquonock Windows & WHS Roof | 25,000 | 25,000 |
| 2004 | Schools Projects FY 2004 | 55,000 | 55,000 |
| 2004 | Refinanced 2000 "A" Issue | 30,000 | 30,000 |
| 2004 | Refinanced 2000 "B" Issue | 110,000 | 120,000 |
| 2004 | Refinanced 1998 Issue | - | - |
| 2004 | Refinanced 2001 "B" Issue | 15,000 | 105,000 |
| 2008 | Projected bonds \$235,000 | - | 23,500 |
| TOTAL FY 2009 PRINCIPAL (SCHOOL PROJECTS) | | 2,239,810 | 2,024,810 |
| TOWN PROJECTS | | | |
| 1987 | Public Safety Expansion | - | - |
| 1991 | Town Hall Renovations | 229,000 | 229,000 |
| 1998 | Poquonock Firehouse | 65,000 | - |
| 2000 | Mack St. Land Acquisition | 4,300 | 4,300 |
| 2000 | Mack St. Improvements | 65,700 | 65,700 |
| 2000 | Kennedy Road Improvements | 35,000 | 35,000 |
| 2001 | Goslee Pool & Town Hall Roof Repairs | 70,000 | 70,000 |
| 2001 | Econ Dvpt Prog - Day Hill/Northfield Drive | 30,000 | 35,000 |
| 2001 | Refinanced 1992 Issue | 241,260 | 241,260 |
| 2001 | Refinanced 1995 Issue | 134,930 | 143,430 |
| 2002 | Sage Park M.S. Rec Facility | 25,000 | 25,000 |
| 2002 | Hayden Station Rd. Reconstruction | 35,000 | 35,000 |
| 2002 | Laurel Ave. Reconstruction | 40,000 | 40,000 |
| 2003 | Gen Purp-DPW Fac, Goslee II, Fire Res, LP Wilson roof, E | 105,000 | 105,000 |
| 2004 | General Purpose 2004 bonds | 215,000 | 125,000 |
| 2004 | Refinanced 2000 "A" Issue | 15,000 | 20,000 |
| 2004 | Refinanced 2000 "B" Issue | 230,000 | 220,000 |
| 2004 | Refinanced 1998 Issue | - | - |
| 2004 | Refinanced 2001 "A" Issue | - | - |
| 2005 | Library Phase II/Elm Street | 320,000 | 300,000 |
| 2006 | Fire Truck | - | 50,000 |
| 2006 | Milo Peck Rehabilitation | - | 20,000 |
| 2006 | Rainbow Road and White Rock Drive Culverts | - | 80,000 |
| 2006 | Mechanic Street | - | 75,000 |
| 2007 | Batchelder Road Culvert | 70,000 | 70,000 |
| 2007 | Day Hill Road Intersection (Mototown) | 25,000 | 25,000 |
| 2007 | Windsor Green | 30,000 | 30,000 |
| 2008 | Projected Bonds \$3,456,600 | - | 295,433 |
| TOTAL FY 2009 PRINCIPAL (TOWN PROJECTS) | | 1,985,190 | 2,339,123 |
| 2008 | Temporary Note Issue - EDIP | - | - |
| 2008 | Temporary Note Issue - Day Hill Road | - | - |
| GRAND TOTAL FY 2009 PRINCIPAL | | 4,225,000 | 4,363,933 |



APPENDIX "G"
Price Guide

Town of Windsor
FY 2008 – 2009
Proposed Budget

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|---|-----------------|------------|---|------------|-------------|-----------------------------|
| DEVELOPMENT SERVICES | | | | | | |
| Building Inspection | | | | | | |
| Building Permit | General Fund | Resolution | \$30 for 1 st \$1,000 \$13 per \$1,000 (after 1 st \$1,000) | 12/05/1997 | | |
| Building Permit - After 1 st \$1,000 | General Fund | Resolution | Based on financial impacts identified as part of project review policy | 6/21/1999 | | |
| Building Permit Fee Reduction Policy | General Fund | Resolution | | 1/17/2008 | | |
| Significant fiscal impact projects per CGS 12-65b (b) Biotechnology firms defined by CT Bioscience Cluster Approval of any fee reduction is at sole discretion of Town Council. | General Fund | Resolution | | | | |
| 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 A fee equal to double permit fee | 5/05/2003 | | |
| Working Without Permits | General Fund | Resolution | \$50 per year | 5/05/2003 | | |
| Coin-Operated Self-Serve Laundry; License | General Fund | Resolution | \$30 per year | 5/05/2003 | | |
| Coin-Operated Self-Serve Laundry; License Renewal | General Fund | Resolution | \$80 | 5/05/2003 | | |
| ZBA Residential Appeal & Application Fee | General Fund | ZBA | \$125 | 5/05/2003 | | |
| ZBA Commercial/Ind. Appeal & Application Fee | General Fund | ZBA | \$70 | 5/20/1985 | | |
| Motor Vehicle Location Approvals | General Fund | ZBA | \$35 | 5/20/1985 | | |
| Motor Vehicle Location Re-Approvals | General Fund | ZBA | \$4 | 5/01/1989 | | |
| Maps - Photocopy | Special Revenue | Resolution | | | | |
| Design Services | | | | | | |
| Engineering Specifications | General Fund | Resolution | \$30 | 4/24/2006 | | |
| Aerial Map Blueprints | General Fund | Resolution | \$5 per copy | 4/24/2006 | | |
| All Other Blueprints | General Fund | Resolution | \$2 per copy | 4/24/2006 | | |
| Street Cut Permits: | | | | | | |
| Curb and Walk - All Permits | General Fund | Resolution | \$50 | 9/23/1991 | | |
| Driveway - All Permits | General Fund | Resolution | \$25 | 6/08/1992 | | |
| Excavation - All Permits | General Fund | Resolution | \$50 | 9/23/1991 | | |
| Additional Charge Per Excavation | General Fund | Resolution | \$25 | 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 | | |
| Street Light Changes - New Residential Development | General Fund | CGS 8-25 | One year fee per street light at CL&P rate | 1949 | | |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|--|--------------|---------------------------------|-----------|----------------------------------|-------------|-----------------------------|
| Fire Prevention | | | | | | |
| Blasting Permit | General Fund | CGS Chapter 541, Section 29-349 | | \$20 | 10/01/1987 | |
| Storing Explosives | General Fund | CGS Chapter 541, Section 29-349 | | \$25 | 10/01/1987 | |
| Wood Stoves | General Fund | Resolution | | \$30 | 4/27/2005 | |
| Oil Tanks | General Fund | Resolution | | \$30 | 4/27/2005 | |
| Commercial Amusement Fee | General Fund | Resolution | | \$100 fee & \$1,000 bond | 6/29/1981 | |
| Inland Wetlands | | | | | | |
| Summary Ruling: | | | | | | |
| Residential lot containing wetlands or regulated area | General Fund | CGS 22a-36 to 22a-45 | | \$100 per lot | 4/01/2005 | |
| Modification to existing owner-occupied lot | General Fund | CGS 22a-36 to 22a-45 | | \$55 per lot | 7/01/2002 | |
| Agricultural or recreational regulated area affected by proposed activity | General Fund | CGS 22a-36 to 22a-45 | | includes \$30 CT DEP fee | | |
| Commercial, industrial or residential multi-family or other use | General Fund | CGS 22a-36 to 22a-45 | | \$100 per acre | 4/01/2005 | |
| | General Fund | CGS 22a-36 to 22a-45 | | \$300 plus \$100 per lot or acre | 5/12/1989 | |
| Plenary Ruling: | | | | | | |
| Residential lot containing wetland or regulated area | General Fund | CGS 22a-36 to 22a-45 | | \$200 per lot | 5/12/1989 | |
| Agricultural or recreational with reg. area affected by proposed activity | General Fund | CGS 22a-36 to 22a-45 | | \$200 per acre | 5/12/1989 | |
| Commercial, industrial or multi-family or other use | General Fund | CGS 22a-36 to 22a-45 | | \$600 plus \$100 per acre | 5/12/1989 | |
| Permit revisions as they affect wetlands/watercourses | General Fund | CGS 22a-36 to 22a-45 | | \$90 | 4/01/2005 | |
| Wetlands Permit Renewal | General Fund | CGS 22a-36 to 22a-45 | | \$70 | 4/01/2005 | |
| Amendments to Map or Regulations | General Fund | CGS 22a-36 to 22a-45 | | \$250 | 4/01/2005 | |
| Cease and Desist Order | General Fund | CGS 22a-36 to 22a-45 | | \$250 | 4/01/2005 | |
| Compliance Inspections | General Fund | CGS 22a-36 to 22a-45 | | \$25/staff/visit | 5/12/1989 | |
| Public Hearing | General Fund | CGS 22a-36 to 22a-45 | | \$250 | 4/01/2005 | |
| Activity without permit or not authorized by permit in the upland review area with no immediate danger | | | | | | |
| Activity without permit or not authorized by permit in the upland review area with immediate danger | | | | | | |

New: \$75 per day; Open Space Fund; Town Ordinances Chapter 14, Art, VII; 11/20/2006
 New: \$150 per day; Open Space Fund; Town Ordinances Chapter 14, Art, VII; 11/20/2006

| Fines and Fees | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|---|--------------|------------|--|-------------|---|
| Inland Wetlands (cont.) | | | | | |
| Activity without permit or not authorized by permit in a wetland or watercourse which cause limited or correctable damage | | | | | New: \$200 per day; Open Space Fund; Town Ordinances Chapter 14, Art. VII; 11/20/2006 |
| Activity without permit or not authorized by permit in a wetland or watercourse which cause sediment to flow into the area or otherwise cause pollution to the area | | | | | New: \$750 per day; Open Space Fund; Town Ordinances Chapter 14, Art. VII; 11/20/2006 |
| Excavation in filling or draining any portion of a wetland and or watercourse without a permit | | | | | New: \$750 per day; Open Space Fund; Town Ordinances Chapter 14, Art. VII; 11/20/2006 |
| Planning | | | | | |
| Subdiv. Application - Min. Fee | General Fund | TP&Z | \$100 | 3/25/1997 | |
| Subdiv. Application - Max. Fee | General Fund | TP&Z | \$300 per lot | 3/25/1997 | |
| Resubdivision - Min. Fee | General Fund | TP&Z | \$100 | 3/25/1997 | |
| Resubdivision - Max. Fee | General Fund | TP&Z | \$300 per lot | 3/25/1997 | |
| Subdivision Inspection | General Fund | TP&Z | 1% improvement costs | 3/25/1997 | |
| Subdivision Regulations | General Fund | Resolution | \$7 | 5/05/2003 | |
| Plan of Conservation & Development | General Fund | TP&Z | \$35 | 9/14/2004 | |
| PUD - Plan of Development Application | General Fund | TP&Z | \$100 base fee plus \$150 per lot or D.U. | 10/14/2003 | \$150 base fee plus, \$100 per lot or D.U. |
| Gross Non-res. Floor Area | General Fund | TP&Z | \$1,000/50,000 sq.ft. | 6/18/1990 | \$25 per 1,000 sq. feet. |
| Site Development Flat Fee: | General Fund | TP&Z | \$100 base fee plus | 12/01/1990 | \$150 base fee plus |
| plus Com. Floor Area - max 49,999 sq. ft. | General Fund | TP&Z | \$15 per 1,000 sq. ft. | 12/01/1990 | \$20 per 1,000 sq. ft. |
| plus Com. Floor Area - over 50,000 sq. ft. | General Fund | TP&Z | \$20 per 1,000 sq. ft. | 12/01/1990 | \$25 per 1,000 sq. feet. |
| 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 | \$150 base fee plus, \$100 per lot or D.U. |
| 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 | \$150 base fee plus, \$100 per lot or D.U. |
| Special Use - 1st Use | General Fund | TP&Z | \$100 base fee plus \$50 per lot or D.U. | 10/14/2003 | \$150 base fee plus, \$100 per lot or D.U. |
| Special Use - Subsequent Applications with Additional Lots | General Fund | TP&Z | \$100 base fee plus \$50 per lot or D.U. | 10/14/2003 | \$150 base fee plus, \$100 per lot or D.U. |
| Zone Map Revision | General Fund | TP&Z | \$125 Base fee plus \$100 per acre | 10/14/2003 | \$150 + \$100 per acre |
| Zoning Text Amendment | General Fund | TP&Z | \$125 | 12/01/1990 | \$150 |
| Subdivision Text Amendment | General Fund | TP&Z | \$100 | 12/01/1990 | \$150 |
| Revisions to Subdivisions | General Fund | TP&Z | \$100 | 12/01/1990 | \$150 |
| Revisions to Site Plans flat fee: | General Fund | TP&Z | \$100 | 12/01/1990 | \$150 |

| Fines and Fees | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|---|-----------------|------------|--|-------------|-----------------------------|
| Planning (cont.) | | | | | |
| plus commercial floor area 10,000-49,999 sq. ft. | General Fund | TP&Z | \$15 per 1,000 sq. ft. | 12/01/1990 | \$20 per 1,000 sq. ft. |
| plus commercial floor area 50,000 sq. ft. or greater | General Fund | TP&Z | \$20 per 1,000 sq. ft. | 12/01/1990 | \$25 per 1,000 sq. feet. |
| 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 | \$150 |
| 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 | \$150 |
| 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 per disk + fees | 10/07/1997 | |
| Digital GIS Map Data | General Fund | Resolution | \$80 per disk + fees | 10/07/1997 | |
| Paper MIS Data | General Fund | Resolution | \$0.50 per page + fees | 10/07/1997 | |
| NOTE: A \$30.00 Conservation Fund fee must be added to the cost of all applications. Mandated by CT DEP effective 7/1/04 | | | | | |
| Wetlands Map | General Fund | Resolution | \$8 | 5/05/2003 | |
| Wetlands Regulations | General Fund | Resolution | \$10 | 5/05/2003 | |
| Zoning Regulations | General Fund | Resolution | \$20 | 5/05/2003 | |
| Zoning Map - Large | General Fund | Resolution | \$20 | 5/05/2003 | |
| Zoning Map - Small | General Fund | Resolution | \$10 | 5/05/2003 | |
| Flood Insurance Program Regulations | General Fund | Resolution | \$1 | 3/21/1988 | |
| Health Services | | | | | |
| CPR CLASSES (Previously Workplace Training): | | | | | |
| Adult CPR | Special Revenue | Resolution | \$30 | 4/11/2007 | |
| Child CPR | Special Revenue | Resolution | \$30 | 4/11/2007 | |
| Infant CPR | Special Revenue | Resolution | \$30 | 4/11/2007 | |
| Bicycle Helmets | Special Revenue | Resolution | \$10 - same price for any helmet | 5/11/2004 | |
| Multi-Sport Helmets | Special Revenue | Resolution | \$10 | 5/05/2003 | |

| Fines and Fees | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|--|-----------------|------------|--------------------------|-------------|-----------------------------|
| Health Services (cont.) | | | | | |
| Knee and Elbow Pads (set) | Special Revenue | Resolution | \$10 | 4/11/2007 | |
| Flu Shots | Special Revenue | Resolution | \$25 | 4/11/2007 | |
| Pneumonic Shots | Special Revenue | Resolution | \$30 | 4/11/2007 | |
| Basic First Aid | Special Revenue | Resolution | \$25 | 9/03/2002 | |
| Any Combination of <u>two</u> of the Above | Special Revenue | Resolution | \$35 | 4/11/2007 | |
| Any Combination of <u>Three</u> of the Above | Special Revenue | Resolution | \$38 | 4/11/2007 | |
| Any Combination of <u>Four</u> of the Above | Special Revenue | Resolution | \$40 | 4/11/2007 | |
| NOTE: if a participant has Red Cross class materials with the current ECC Guidelines, subtract \$10.00 from the cost of the class | | | | | |
| Adult CPR/Child CPR: | | | | | |
| Infant CPR/AED | | | | | |
| CPR and First Aid Challenges: | | | | | |
| First Aid Alone | Special Revenue | Resolution | \$15 | 4/11/2007 | |
| CPR (any one of infant, child, adult) | Special Revenue | Resolution | \$15 | 4/11/2007 | |
| CPR and/or First Aid (any 2 of infant, child, adult) | Special Revenue | Resolution | \$18 | 4/11/2007 | |
| CPR and/or First Aid (any 3 or 4 of infant, child, adult) | Special Revenue | Resolution | \$20 | 4/11/2007 | |
| Professional Rescuer | Special Revenue | Resolution | \$20 | 4/11/2007 | |
| Caterer | General Fund | Resolution | \$175 Class per facility | 4/27/2005 | \$200 Class per facility |
| Convalescent Home | General Fund | Resolution | \$250 Class per facility | 4/11/2007 | \$300 Class per facility |
| Food Store (large) | General Fund | Resolution | \$250 | 5/07/1990 | \$300 |
| Food Store (small w/deli) | General Fund | Resolution | \$125 | 4/25/2001 | \$140 |
| Food Store (small w/o deli) | General Fund | Resolution | \$75 | 4/25/2001 | \$100 |
| Industry serving less than 100 | General Fund | Resolution | \$175 | 4/25/2001 | \$200 |
| Industry serving more than 100 | General Fund | Resolution | \$250 | 4/25/2001 | \$300 |
| Mobile Vendors | General Fund | Resolution | \$100 | 4/25/2001 | \$200 |
| Re-inspections | General Fund | Resolution | \$100 for first hour | | |
| Restaurant - More Than 100 | General Fund | Resolution | \$50 per hour thereafter | 5/11/2004 | |
| Restaurant - Less Than 100 | General Fund | Resolution | \$250 | 4/25/2001 | \$300 |
| Temporary Establishment | General Fund | Resolution | \$175 | 4/25/2001 | \$200 |
| Late > 30 Days | General Fund | Resolution | \$75 | 4/11/2007 | |
| | General Fund | Resolution | \$100 | 4/25/2001 | |

| Item and Fees | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|--|--------------|------------|--|-------------|-----------------------------|
| Health Services (cont.) | | | | | |
| Septic Permit: | | | | | |
| Under 2,000 Gallon Per Day | General Fund | Resolution | \$150 - all one price | 4/11/2007 | \$200 |
| 2,000-4,999 Gallon Per Day | General Fund | Resolution | \$200 | 5/11/2004 | \$300 |
| 5,000 GPD or Greater | General Fund | Resolution | \$300 | 5/11/2004 | \$325 |
| New Septic System Plan Review | General Fund | Resolution | \$100 | 5/11/2004 | |
| 9-13-B100a Building Addition/Use Change Review | General Fund | Resolution | \$50 | 5/11/2004 | \$55 |
| Oil Tests | General Fund | Resolution | \$125 | 4/11/2007 | \$150 |
| Property Maintenance Fines | General Fund | Resolution | \$100 per day | | |
| Well Permits | General Fund | Resolution | \$100 | 4/11/2007 | |
| Residential Inspections | General Fund | Resolution | \$100 for first hour \$50 per hour thereafter | 5/11/2004 | \$150 Flat Fee |
| Restaurant Plan Review | General Fund | Resolution | \$100 for first hour \$50 per hour thereafter | 5/11/2004 | \$200 Flat Fee |
| Radon Kit | General Fund | Resolution | \$10 | 4/25/2000 | |
| A.R.A. Town Emergency Plan | General Fund | Resolution | \$12 | 5/01/1989 | Delete |

LIBRARY SERVICES

| | | | | | |
|-------------------------------|-----------------|------------|---------------------------|-----------|---|
| Art Sales Commission | Special Revenue | Resolution | 10% of sale | 1/01/1996 | New: \$8 per disk; Special Revenue Fund |
| Audio Single Disk Replacement | | | | | |
| AV Equipment | Special Revenue | Resolution | \$20 per day | 5/05/2003 | |
| Booksales | Special Revenue | Resolution | Priced as marked | 6/08/1992 | |
| Candy | Special Revenue | Resolution | \$0.60 to \$0.75 per item | 4/11/2007 | |
| Computer Class | Special Revenue | Resolution | \$20 per registration | 4/26/2000 | |
| Copy Machine | Special Revenue | Resolution | \$0.20 per page | 6/08/1992 | |
| DVD Envelope Replacement Fee | General Fund | Resolution | \$1 | | New: \$1.95 for first pg. \$1 for each thereafter; Spec. Rev. Fund; Main Library fees go to fax vendor, Branch collects cash fee |
| Fax Fees | | | | | CONNECT implementing user placed online interlibrary loans |
| Holds/Reserves (CT libraries) | General Fund | Resolution | \$2 | 6/21/1999 | |
| Holds/Reserves (outside CT) | General Fund | Resolution | \$5 | 6/08/1982 | |
| Laser Copies | Special Revenue | Resolution | \$0.20 per page | | |
| Lost Library Card | General Fund | Resolution | \$5 | 6/21/1999 | \$2 - Using primarily key chain cards which are less expensive |
| Lost Library Materials | Special Revenue | Resolution | Replace + \$5 | 5/07/1990 | |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|--|-----------------|------------|-----------------------|------------|-------------|--|
| LIBRARY SERVICES (cont.) | | | | | | |
| Main Library - After Hours | Special Revenue | Resolution | \$30 per hour | 4/11/2007 | | |
| Main Library - Meeting Rm #1 | Special Revenue | Resolution | \$30 per hour | 4/11/2007 | | |
| Main Library - Meeting Rm #2 | Special Revenue | Resolution | \$15 per hour | 6/21/1999 | | Clarification, not a change. Rooms are free to nonprofit groups When libraries are open. Fees apply to for-profit use & after hours. New: \$1 per hour; Special Revenue Fund; Computers are free with library card. Fee for those who don't bring it. |
| One Hour Computer Pass | | | | | | |
| Overdue Books | General Fund | Resolution | \$0.20 per day | 6/08/1992 | | |
| Overdue Book Buddies | General Fund | Resolution | \$1 per day | 12/15/1997 | | |
| Overdue Books (max fine) | General Fund | Resolution | \$10 or price if less | 6/21/1999 | | |
| Overdue DVD | | | | | | |
| Overdue Reference | General Fund | Resolution | \$1 per day | 6/08/1992 | | New: \$1 per day; General Fund; Consistent with video |
| Overdue Videos | General Fund | Resolution | \$1 per day | 5/07/1990 | | |
| Overdue Videos (max fine) | General Fund | Resolution | \$15 | 5/07/1990 | | |
| Projection System In Meeting Room | | | | | | |
| Souvenir Bags, Books, Postcards | Special Revenue | Resolution | Priced as marked | 6/08/1992 | | New: \$50; Special Revenue Fund; Fee consistent with Town Hall's fee |
| Temporary Card for Visiting Out of Staters | | | | | | |
| VCR/TV (in-house) | Special Revenue | Resolution | \$25 per day | 5/05/2003 | | New: \$25 per six months; General Fund; This is equal to the per capita cost of library service for residents |
| Video Rewind Fee | Special Revenue | Resolution | \$1 | 6/08/1992 | | |
| Wilson Branch - After Hours | Special Revenue | Resolution | \$30 per hour | 4/11/2007 | | Discontinue - Most use is DVDs |
| Wilson Branch Room | Special Revenue | Resolution | \$20 per hour | 4/11/2007 | | |
| SAFETY SERVICES | | | | | | |
| Police | | | | | | |
| False Alarm Penalty - 1 st , 3 False Alarms | General Fund | Resolution | no penalty | 5/05/2003 | | |
| False Alarm Penalty - 4 th and 5 th | General Fund | Resolution | \$50 each | 5/05/2003 | | |
| False Alarm Penalty - 6 th and 7 th | General Fund | Resolution | \$75 each | 5/05/2003 | | |
| False Alarm Penalty - 8 th and 9 th | General Fund | Resolution | \$100 each | 5/05/2003 | | |
| False Alarm Penalty - 10 th and Each Additional | General Fund | Resolution | \$150 each | 5/05/2003 | | |
| Fire, False Alarm - 1 st and 2 nd | General Fund | Resolution | no penalty | 5/05/2003 | | |
| Fire, False Alarm - 3 rd | General Fund | Resolution | \$100 each | 5/05/2003 | | |
| Fire, False Alarm - 4 th | General Fund | Resolution | \$200 each | 5/05/2003 | | |
| Fire, False Alarm - 5 th | General Fund | Resolution | \$400 each | 5/05/2003 | | |

| Names and Fees | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|---|--------------|---------------|-------------------|-------------|-----------------------------|
| Police (cont.) | | | | | |
| re, False Alarm - 6 th and Each Additional | General Fund | Resolution | \$500 each | 5/05/2003 | |
| Class I Raffle Permit | General Fund | Resolution | \$50 | 7/01/1980 | |
| Class II Raffle Permit | General Fund | Resolution | \$20 | 7/01/1980 | |
| Class III Raffle Permit | General Fund | Resolution | \$20 per day | 7/01/1980 | |
| Class IV Raffle Permit | General Fund | Resolution | \$5 | 7/01/1980 | |
| Sale of Dog | General Fund | CGS 22-332(b) | \$5 | 1980 | |
| Indeem Dog | General Fund | Resolution | \$15 | 10/01/1986 | |
| Plus Advertising Fee | General Fund | Resolution | \$15 | 4/25/2001 | |
| Plus Boarding Fee | General Fund | Resolution | \$15 per day | 5/05/2003 | |
| Pickup of Unwanted Dog | General Fund | Resolution | \$50 | 5/05/2003 | |
| Quarantined Dog | General Fund | Resolution | \$5 per day | 10/01/1986 | |
| Fingerprinting | General Fund | Resolution | \$10 | 5/05/2003 | |
| Records Check | General Fund | Resolution | \$5 | 4/11/2007 | |
| Handicapped Parking Violation | General Fund | Ordinance | \$95 | 4/27/2005 | |
| After 7 Days | General Fund | Ordinance | \$190 | 4/27/2005 | |
| Failure to Install/Maintain Desig. Space | General Fund | Ordinance | \$90 | 3/31/1986 | |
| Continued Failure | General Fund | Ordinance | \$90 per day | 3/31/1986 | |
| Marking Violation | General Fund | Ordinance | \$25 | 5/05/2003 | |
| After 7 Days | General Fund | Ordinance | \$50 | 5/05/2003 | |
| Unk Car Permits | General Fund | Resolution | \$50 | 4/01/1997 | |
| New Pistol Permit | General Fund | Resolution | \$35 | 10/01/1993 | |
| Renewed Pistol Permit | General Fund | Resolution | \$35 | 10/01/1993 | |
| Permit to Sell | General Fund | Resolution | \$100 | 4/25/2001 | |
| Newsrack Permit Application Fee | General Fund | Resolution | \$25 | 4/11/2007 | |
| Newsrack Location Fee | General Fund | Resolution | \$12 per location | 4/11/2007 | |
| Sale of Accident and Other Reports | General Fund | Resolution | \$0.50 per page | 1/06/1992 | |
| Fee for Indigent Person | General Fund | Resolution | \$0 | 3/20/1978 | |
| Photostat of Photograph | General Fund | Resolution | \$0.50 each | 1/06/1992 | |
| Fee for Indigent Person | General Fund | Resolution | \$0 | 3/20/1978 | |
| Photocopy - Reports | General Fund | Resolution | \$0.50 per page | 1/06/1992 | |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|--|-----------------|------------|-----------|---|-------------|--|
| Police (cont.) | | | | | | |
| Traffic Safety Specialist | Special Revenue | Resolution | | \$10.35 per hour | 4/27/2005 | \$10.66 (represents a 3% increase) |
| Police Private Duty Officer: | | | | | | |
| Non-profit, 4 Hours or Less | Special Revenue | Resolution | | \$130 | 4/11/2007 | \$223.03 |
| Non-profit, Over 4 Hours | Special Revenue | Resolution | | \$32.50 per hour | 4/11/2007 | \$55.76 per hour |
| Board of Education/Municipal | Special Revenue | Resolution | | \$40 per hour | 4/11/2007 | \$55.76 per hour |
| Construction, 4 Hours or Less | Special Revenue | Resolution | | \$260 | 4/11/2007 | \$271.03 |
| Construction, > 4 Hours to ≤ 8 Hours | Special Revenue | Resolution | | \$520 | 4/11/2007 | \$542.06 |
| Construction, > 8 to ≤ 12 Hours | Special Revenue | Resolution | | \$780 | 4/11/2007 | \$813.09 |
| Construction, Over 12 Hours | Special Revenue | Resolution | | \$65 per hour | 4/11/2007 | \$67.76 |
| Vehicle Usage Fee | | | | | | New: \$15.00 per hour, Special Revenue Fund; If cruiser is requested or required |
| Vendor Licenses - Individual | General Fund | Resolution | | \$40 per hour | 4/11/2007 | Delete: "per hour"; Add: "per person" |
| Vendor Licenses - Group up to 10 | General Fund | Resolution | | \$60 per hour | 4/11/2007 | Delete: "per hour"; Add: "per person" |
| Vendor Licenses - Group over 10 | General Fund | Resolution | | \$7.50 per hour | 4/11/2007 | Delete: "per hour"; Add: "per person" |
| PUBLIC WORKS | | | | | | |
| Cemetery Markers - Foundation Prep Only | Special Revenue | Resolution | | \$65 | 9/09/1991 | |
| Cemetery Markers - Install Veterans' Stones | Special Revenue | Resolution | | \$60 | 9/09/1991 | |
| Installation of Street Signs - Regulatory and Other | General Fund | Resolution | | \$150 per sign | 12/03/1990 | |
| Installation of Street Signs - Stop Signs | General Fund | Resolution | | \$150 per sign | 12/03/1990 | |
| Storage of Evicted Materials | General Fund | Resolution | | Fee charged by the storage facility | 12/03/1990 | |
| Snow plowing on unaccepted street in subdivision older than five years: | | | | | | |
| Sanding Per Subdivision Street | General Fund | Resolution | | \$50 per 10th of mile | 12/03/1990 | |
| Subdivision Street With Base Course Only | General Fund | Resolution | | \$200 per 10th of mile | 12/03/1990 | |
| Subdivision Street With Paved Top Course | General Fund | Resolution | | \$100/10th of mile, plus \$25/cul de sac | 12/03/1990 | |
| RECREATION & LEISURE SERVICES | | | | | | |
| Non-Resident Fee | Special Revenue | Resolution | | \$10 / fee program unless otherwise noted | 4/27/2005 | |
| Adult Basketball League | Special Revenue | Resolution | | \$300 - \$600 | 5/11/2004 | |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|--|-----------------|------------|-----------------------------|-----------|--------------------------------|-----------------------------|
| RECREATION & LEIS. (cont.) | | | | | | |
| Adult Dance | Special Revenue | Resolution | \$38 - \$68 | 5/06/2002 | \$45 - \$75 per course | |
| Adult Open Basketball | General Fund | Resolution | \$35 yearly pass | 4/11/2007 | | |
| Adult Open Gym, Drop-In Fee - Resident | | | | | New: \$2; Special Revenue Fund | |
| Adult Open Gym, Drop-In Fee - Non-Resident | | | | | New: \$5; Special Revenue Fund | |
| Adult Open Volleyball | General Fund | Resolution | \$27 yearly pass | 4/11/2007 | | |
| Adult Toning and Boxing Program | Special Revenue | Resolution | \$65 - \$150 | 5/11/2004 | | |
| Adult Volleyball League | Special Revenue | Resolution | \$300 - \$600 | 5/11/2004 | | |
| AM Aerobics | Special Revenue | Resolution | \$50 - \$100 per session | 5/05/2003 | | |
| AM Playground | Special Revenue | Resolution | \$45 per week | 5/05/2003 | | |
| Archery | Special Revenue | Resolution | \$50 - \$75 per session | 5/05/2003 | | |
| Arts and Crafts | Special Revenue | Resolution | \$22 - \$45 per session | 5/05/2003 | \$25 - \$65 per course | |
| Baseball Clinic | Special Revenue | Resolution | \$85 - \$112 | 5/05/2003 | \$85 - \$125 | |
| Basic & Emergency Water Safety | General Fund | Resolution | \$70 per session plus books | 5/05/2003 | Remove no longer offered | |
| Basketball Clinic | Special Revenue | Resolution | \$85 - \$150 | 5/05/2003 | | |
| Ceramics | Special Revenue | Resolution | \$45 - \$125 per session | 5/03/2003 | | |
| Movie Night | Special Revenue | Resolution | \$2 - \$7 | 4/11/2007 | | |
| Computer Training | Special Revenue | Resolution | \$65 - \$95 | 5/11/2004 | | |
| Counselor in Training Program | Special Revenue | Resolution | \$60 per 4 wks session | 5/05/2003 | | |
| CPR/First Aid | Special Revenue | Resolution | \$65 - \$95 | 5/11/2004 | | |
| Culinary Arts Program | Special Revenue | Resolution | \$50 - \$90 | 5/11/2004 | | |
| Dance Movement Workshop | Special Revenue | Resolution | \$45 - \$50 per session | 5/05/2003 | \$100 - \$150 per course | |
| Dek Hockey | Special Revenue | Resolution | \$37 | 5/06/2002 | | |
| Diving Lessons - Adult | General Fund | Resolution | \$60 - \$75 | 5/05/2003 | | |
| Diving Lessons - Child | General Fund | Resolution | \$45 - \$60 | 5/05/2003 | | |
| Drawing Class | Special Revenue | Resolution | \$37 - \$62 | 5/06/2002 | | |
| Extended Playground Hours | Special Revenue | Resolution | \$20 - \$25 per week | 4/27/2005 | | |
| Family Trips (In-State/Out-of-State) | Special Revenue | Resolution | \$100 - \$1,500 | 5/11/2004 | \$50 - \$1,500 | |
| Field Hockey Clinic | Special Revenue | Resolution | \$85 - \$150 | 5/05/2003 | | |
| Foreign Languages | Special Revenue | Resolution | \$27 - \$62 | 5/06/2002 | | |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|--|-----------------|------------|----------------------------------|-----------|-------------|--|
| RECREATION & LEIS. (cont.) | | | | | | |
| Full Day Playground | Special Revenue | Resolution | \$95 per week | 5/11/2004 | | |
| Full Day Playground with Transportation | Special Revenue | Resolution | \$110 per week | 4/11/2007 | | |
| Full Day Playground with Swim Lesson | Special Revenue | Resolution | \$225 per 2 wk session | 4/24/2006 | | |
| Golf | Special Revenue | Resolution | \$80 - \$125 | 5/05/2003 | | |
| Gymnastics | Special Revenue | Resolution | \$110 per three weeks | 5/05/2003 | | |
| Hotshots | Special Revenue | Resolution | \$45 - \$55 | 4/11/2007 | | |
| Indoor Playscape Drop-In - Non-Resident | Special Revenue | Resolution | \$2 per person per visit | 5/11/2004 | | |
| Indoor Playscape Drop-In fee - Resident | Special Revenue | Resolution | \$1 per person per visit | 5/11/2004 | | |
| Indoor Playscape Pass - Non-Resident | Special Revenue | Resolution | \$60/family from September - May | 5/11/2004 | | |
| Indoor Playscape Pass - Resident | Special Revenue | Resolution | \$30/family from September - May | 5/11/2004 | | |
| Indoor Swim Pass - Adult | General Fund | Resolution | \$29 - \$58 | 5/05/2003 | | \$72 per 12 week session (T & Th), add "Winter" after Adult, change to Special Revenue |
| Indoor Swim Pass - Adult, Non-Resident | General Fund | Resolution | \$60 - \$116 | 5/05/2003 | | \$144 per 12 week session (T & Th), add "Winter" after non-resident, change to Special Revenue |
| Indoor Swim Pass - Child | General Fund | Resolution | \$15 - \$30 | 5/05/2003 | | Discontinue |
| Indoor Swim Pass - Child non-resident | General Fund | Resolution | \$30 - \$60 | 5/05/2003 | | Discontinue |
| Indoor Swim Pass - Family | General Fund | Resolution | \$55 - \$110 | 5/05/2003 | | \$40 per 1 hour a week for 8 weeks, add "Winter" after Family, change to Special Revenue |
| Indoor Swim Pass - Family non-resident | General Fund | Resolution | \$110 - \$220 | 5/05/2003 | | \$80 per 1 hour a week for 8 weeks, add "Winter" after non-resident, change to Special Revenue |
| Indoor Swim Pass - Senior Citizen | General Fund | Resolution | \$15 - \$30 | 5/05/2003 | | \$60 per 1 hour a week for 8 weeks, add "Winter" after Senior Citizen, change to Special Revenue |
| Indoor Swim Pass - Sr. Citiz. non-resident | General Fund | Resolution | \$30 - \$60 | 5/05/2003 | | \$120 per 1 hour a week for 8 weeks, add "Winter" after non-resident, change to Special Revenue |
| Intensive Special Needs Program - Summer | Special Revenue | Resolution | \$95 per week | 5/11/2004 | | \$95-\$150 per session, delete Summer |
| Karate | Special Revenue | Resolution | \$30 - \$40 per month | 4/11/2007 | | |
| Kindergarten Dance | Special Revenue | Resolution | \$70 - \$90 per session | 5/05/2003 | | |
| Lacrosse Clinic | Special Revenue | Resolution | \$85 - \$150 | 5/05/2003 | | |
| Late Pickup Fee | Special Revenue | Resolution | \$5 per 15 minutes plus books | 4/27/2005 | | |
| Life Guard Training | General Fund | Resolution | \$100 per session | 4/27/2005 | | |
| Membership Pass Replacement Fee | Special Revenue | Resolution | \$5 per replacement | 5/11/2004 | | \$325 per course plus books |
| Model Making and Crafts | Special Revenue | Resolution | \$35 - \$75 | 5/11/2004 | | |
| Mommy n' Me | Special Revenue | Resolution | \$35 per session | 5/05/2003 | | |
| Nutrition and Wellness Programs | Special Revenue | Resolution | \$45 - \$65 | 5/11/2004 | | \$45 - \$110 |
| Outdoor Adventure | Special Revenue | Resolution | \$75 - \$150 | 5/11/2004 | | |

APPENDIX G

FY 09

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|---------------------------------------|-----------------|------------|---|-----------|-------------|-----------------------------|
| RECREATION & LEIS. (cont.) | | | | | | |
| Painting Class | Special Revenue | Resolution | \$37 - \$62 | 5/06/2002 | | |
| Parent/Child Movement | Special Revenue | Resolution | \$35 - \$45 per session | 5/05/2003 | | |
| Passage (fifth grade) | Special Revenue | Resolution | \$45 per session | 5/05/2003 | | |
| Peewee Tennis | Special Revenue | Resolution | \$45 | 5/05/2003 | | |
| PM Aerobics | Special Revenue | Resolution | \$50 - \$100 per session | 5/05/2003 | | |
| PM Low Impact Aerobics | Special Revenue | Resolution | \$50 - \$100 per session | 5/05/2003 | | |
| PM Playground | Special Revenue | Resolution | \$45 per week | 5/05/2003 | | |
| Pool Parties | | | | | | |
| Pre School Dance | Special Revenue | Resolution | \$35 - \$45 per session | 5/05/2003 | | |
| Quilting | Special Revenue | Resolution | \$45 - \$75 \$50 per week or \$175 per month | 4/11/2007 | | |
| Romp and Learn | Special Revenue | Resolution | \$100 per session plus books | 4/27/2005 | | |
| Safety Training for Swim Coaches | General Fund | Resolution | | 4/27/2005 | | |
| SAT Preparatory | Special Revenue | Resolution | \$40 | | | |
| Schools Out Special | Special Revenue | Resolution | \$20 per day | 4/27/2005 | | |
| Ski Club | Special Revenue | Resolution | \$200 - \$380 | 4/11/2007 | | |
| Skyhawks/Mini Hawks | Special Revenue | Resolution | \$85 - \$150 | 5/05/2003 | | |
| Soccer Clinic | Special Revenue | Resolution | \$85 - \$112 | 5/05/2003 | | |
| Special Events - One Day | Special Revenue | Resolution | Free - \$10 | 4/11/2007 | | |
| Special Needs - Adults Program | Special Revenue | Resolution | \$25 per quarter | 5/11/2004 | | |
| Special Needs - Youth Program | Special Revenue | Resolution | \$55 per session | 5/11/2004 | | |
| Special Needs Camp | Special Revenue | Resolution | \$90 per week | 5/05/2003 | | |
| Student Ceramics | Special Revenue | Resolution | \$35 - \$110 Free to residents with valid school ID or Recreation pass | 5/05/2003 | | |
| Student Open Basketball | General Fund | Resolution | | 5/11/2004 | | |
| Summer Youth Theater | Special Revenue | Resolution | \$100 - \$160 | 4/11/2007 | | \$100 - \$180 |
| Summer Youth Theater - Non-Resident | Special Revenue | Resolution | \$140 - \$200 | 4/11/2007 | | \$140 - \$225 |
| Super Saturdays | Special Revenue | Resolution | \$25 | 5/11/2004 | | |
| Swim Daily Fee - Non Resident - Adult | General Fund | Resolution | \$5 per day | 6/21/1999 | | |
| Swim Daily Fee - Non Resident - Child | General Fund | Resolution | \$3 per day | 6/21/1999 | | |

New: \$250.00/Resident; \$350.00/Non-resident (per party); General Fund

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|---|-----------------|------------|---|-----------|-------------|-----------------------------|
| RECREATION & LEIS. (cont.) | | | | | | |
| Swim Daily Fee - Non Resident - Senior | General Fund | Resolution | \$3 per day | 4/25/2001 | | |
| Swim Daily Fee - Resident - Adult | General Fund | Resolution | \$2.50 per day | 6/21/1999 | | |
| Swim Daily Fee - Resident - Child | General Fund | Resolution | \$1.50 per day | 6/21/1999 | | |
| Swim Daily Fee - Resident - Senior | General Fund | Resolution | \$1.50 per day | 4/25/2001 | | |
| Swim Lessons - Adult | General Fund | Resolution | \$50 | 5/1/2004 | | |
| Swim Lessons - Child | General Fund | Resolution | \$30 Mon-Thurs per two-wk session (make up lessons Fri) | 4/27/2005 | | |
| Swim Lessons - Family (maximum) | General Fund | Resolution | \$62 | 4/27/2005 | | |
| Swim Lessons - Two Children | General Fund | Resolution | \$46 Mon-Thurs per two-wk session (make up lessons Fri) | 4/27/2005 | | |
| Swim Pass - Non resident - Adult (17 and over) | General Fund | Resolution | \$70 | 5/05/2003 | | |
| Swim Pass - Non resident - Child (16 and under) | General Fund | Resolution | \$50 | 5/05/2003 | | |
| Swim Pass - Non resident - Family | General Fund | Resolution | \$120 | 5/05/2003 | | |
| Swim Pass - Non resident - Senior Citizen | General Fund | Resolution | \$50 | 5/05/2003 | | |
| Swim Pass - Resident - Adult (17 and over) | General Fund | Resolution | \$35 | 5/05/2003 | | |
| Swim Pass - Resident - Child (16 and under) | General Fund | Resolution | \$25 | 5/05/2003 | | |
| Swim Pass - Resident - Family | General Fund | Resolution | \$60 | 5/05/2003 | | |
| Swim Pass - Resident - Senior Citizen | General Fund | Resolution | \$25 | 5/11/2004 | | |
| Swing and Swim | Special Revenue | Resolution | \$45 - \$50 per session | 5/05/2003 | | |
| T - Ball | Special Revenue | Resolution | \$45 | 5/05/2003 | | |
| Taking the Lead | Special Revenue | | \$20 - \$80 | 4/11/2007 | | |
| Tai Chi Chuan | Special Revenue | Resolution | \$60 - \$100 per session | 5/05/2003 | | |
| Tennis Camp | Special Revenue | Resolution | \$87-\$110 | 5/05/2003 | | |
| Tennis Classes (4 sessions) | Special Revenue | Resolution | \$35 - \$50 varying number of sessions | 5/11/2004 | | |
| Tumbling | Special Revenue | Resolution | \$50 - \$75 per session (winter) | 5/5/2003 | | |
| Water Aerobics | Special Revenue | Resolution | \$50 - \$100 | 4/27/2005 | | |
| Windsor Instructional Basketball - Family Maximum | Special Revenue | Resolution | \$85 | 4/24/2006 | | |
| Windsor Instructional Basketball - First Child | Special Revenue | Resolution | \$45 | 4/24/2006 | | |
| Windsor Instructional Basketball - Second Child | Special Revenue | Resolution | \$70 | 4/24/2006 | | |
| Windsor Sports Academy | Special Revenue | Resolution | \$75 - \$150 | 4/11/2007 | | |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|--|-----------------|------------|-----------------------------|-----------|-----------------------------|-----------------------------|
| RECREATION & LEIS. (cont.) | | | | | | |
| Windsor Youth Theater | Special Revenue | Resolution | \$100 - \$160 | 4/11/2007 | \$100 - \$180 | |
| Windsor Youth Theater - Non-Resident | Special Revenue | Resolution | \$140 - \$200/non-residents | 4/11/2007 | \$140 - \$225/non-residents | |
| Working Women's Aerobics | Special Revenue | Resolution | \$50 - \$100 per session | 5/05/2003 | | |
| Yoga | Special Revenue | Resolution | \$60 - \$80 per session | 4/11/2007 | | |
| Youth Band | Special Revenue | Resolution | \$100 plus bus fee | 4/24/2006 | | |
| Rentals: | | | | | | |
| Auditorium | General Fund | Resolution | \$75 per hour | 4/11/2007 | | |
| Cafeteria | General Fund | Resolution | \$70 per hour | 4/11/2007 | | |
| Classrooms | General Fund | Resolution | \$25 - \$45 per hour | 4/27/2005 | | |
| Gymnasium (full) | General Fund | Resolution | \$70 per hour | 4/11/2007 | | |
| Gymnasium (half) | General Fund | Resolution | \$50 per hour | 4/11/2007 | | |
| Indoor Playscape Party - Resident | Special Revenue | Resolution | \$95 - \$220 per party | 4/27/2005 | | |
| Indoor Playscape Party - Non-Resident | Special Revenue | Resolution | \$160 - \$325 per party | 4/24/2006 | | |
| Northern Connecticut Ballet | General Fund | Resolution | \$210 per month | 4/11/2007 | \$350 per month | |
| Park Pavilion Rental (Washington/Sharshon) | Special Revenue | | \$25 per 4 hours | 4/11/2007 | | |
| Rental of Storage Space at L.P. Wilson | General Fund | Resolution | \$1.50 - \$2.00 per sq. ft. | 5/11/2004 | | |
| Soccer Field Permits - Not Sponsored | General Fund | Resolution | \$15 per field | 5/05/2003 | \$25 per field | |
| Softball field permits - Co-Sponsored | General Fund | Resolution | \$15 per field | 5/05/2003 | \$25 per field | |
| Softball Field Permits - Not Sponsored | General Fund | Resolution | \$20 per field | 5/05/2003 | \$25 per field | |
| Windsor Jesters | General Fund | Resolution | \$140 per month | 4/24/2006 | | |

| Youth Services Bureau | | Number of Family Members | See chart below | 5/11/2004 |
|---------------------------------|-------------|--------------------------|-----------------|-----------|
| Counseling Fee Schedule: | | | | |
| 17,001 - 21,000 | 10 8 6 4 | 2 2 | 2 | |
| 21,001 - 25,000 | 15 12 9 6 | 4 2 | 2 | |
| 25,001 - 30,000 | 20 16 12 8 | 6 4 | 2 | |
| 30,001 - 35,000 | 25 20 15 10 | 8 6 | 4 | |
| 35,001 - 40,000 | 30 25 20 15 | 10 8 | 5 | |
| 40,001 - 45,000 | 35 30 25 20 | 15 10 | 8 | |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|---|-----------------|------------|--|-----------|-------------|-----------------------------|
| Youth Services Bureau (cont.) | | | | | | |
| 45,001 - 50,000 | 40 35 30 25 | 20 15 | 10 | | | |
| 50,001 - 60,000 | 40 40 35 30 | 25 20 | 15 | | | |
| 60,001 - 70,000 | 40 40 40 35 | 30 25 | 20 | | | |
| 70,001 - 80,000 | 40 40 40 40 | 35 30 | 25 | | | |
| 80,001 - 90,000 | 40 40 40 40 | 40 35 | 30 | | | |
| 90,001 and Up | 40 40 40 40 | 40 40 | 40 | | | |
| Summer Adventures | Special Revenue | Resolution | \$100 - \$220 per week | 4/11/2007 | | \$100 - \$230 per week |
| Teen Adventure Club | Special Revenue | Resolution | \$10 - \$20 per session | 5/11/2004 | | |
| Youth Adventures After School | Special Revenue | | \$50 | 4/11/2007 | | |
| Leader in Training Program | Special Revenue | Resolution | \$20 - \$50 per session | 4/11/2007 | | |
| Adventure Schools Out Special | Special Revenue | Resolution | \$20 | 4/11/2007 | | |
| Middle School Club Caf  | Special Revenue | Resolution | \$6 - \$7 / dance | 5/03/2003 | | \$20 - \$30 |
| Babysitting Course - Resident | Special Revenue | Resolution | \$15 per course | 4/11/2007 | | Discontinued |
| Babysitting Course - Non-Resident | Special Revenue | Resolution | \$20 per course | 4/11/2007 | | |
| Parent Center Programs: | | | | | | |
| Moving to Music | Special Revenue | Resolution | \$3 - \$6 per class | 4/24/2006 | | Discontinued |
| More Moving to Music | Special Revenue | Resolution | \$3 - \$6 per class | 4/24/2006 | | Discontinued |
| Creative Movement | Special Revenue | Resolution | \$3 - \$6 per class | 4/24/2006 | | Discontinued |
| Music & Imagination | Special Revenue | Resolution | \$3 - \$6 per class | 4/24/2006 | | Discontinued |
| Fun With | Special Revenue | Resolution | \$3 - \$6 per class | 4/24/2006 | | Discontinued |
| NORTHWEST PARK | | | | | | |
| Public Programs | Special Revenue | Resolution | \$2/person to \$100/person depending on activity | 4/11/2007 | | |
| Pavilion Full Day Rental - Resident | General Fund | Resolution | \$50 | 4/11/2007 | | |
| Pavilion Rental - Non-resident | General Fund | Resolution | \$100 + \$100 sec. dep. | 5/06/2002 | | |
| Pavilion Half Day Rental - Resident | General Fund | Resolution | \$25 | 4/11/2007 | | |
| Pavilion Half Day Rental - Non-resident | General Fund | Resolution | \$50 + \$100 sec. dep. | 4/11/2007 | | |
| Warming Shed Full Day Rental - Resident | General Fund | Resolution | \$30 | 4/11/2007 | | |
| Warming Shed Full Day Rental - Non-resident | General Fund | Resolution | \$100 + 100 Sec dep. | 4/11/2007 | | |
| Warming Shed Half Day Rental - Resident | General Fund | Resolution | \$15 | 4/11/2007 | | |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|---|-----------------|------------|-----------------------------------|-----------|-------------|---|
| NORTHWEST PARK (cont.) | | | | | | |
| Warming Shed Half Day Rental - Non-resident | General Fund | Resolution | \$50 - \$100 sec dep. | 4/11/2007 | | |
| Community Gardens | General Fund | Resolution | \$45 per season | 4/11/2007 | | |
| Community Gardens - Non-Resident | General Fund | Resolution | \$45/season | 4/24/2006 | | |
| Nature Camp Rental - Resident | General Fund | Resolution | \$60 per 2 hours | 4/11/2007 | | Change to Interpretive Center Rental - Resident |
| Nature Camp Rental - Non-Resident | General Fund | Resolution | \$80 per 2 hours + \$100 sec dep. | 4/11/2007 | | Change to Interpretive Center Rental - Non-Resident |
| 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 per hour and up | 4/26/2000 | | |
| Nature Camp - Half Day - Resident | Special Revenue | Resolution | \$85 per week | 4/27/2005 | | |
| Nature Camp - Half Day - Non-resident | Special Revenue | Resolution | \$95 per week | 4/27/2005 | | |
| Nature Camp - Whole Day - Resident | Special Revenue | Resolution | \$145 - \$190 per week | 4/11/2007 | | |
| Nature Camp - Whole Day - Non-Resident | Special Revenue | Resolution | \$155 - \$200 per week | 4/11/2007 | | |
| <i>Note: Children ages 2 and under can participate in community events at no charge</i> | | | | | | |
| HUMAN SERVICES | | | | | | |
| Senior Services | | | | | | |
| Adults in Motion | Special Revenue | | \$12 - \$25 | 5/11/2004 | | |
| Adults in Motion - Drop-in | Special Revenue | | \$3 - \$5 | 4/27/2005 | | \$5 - \$7 |
| Aerobics/Young at Heart | Special Revenue | | \$15 - \$28 | 4/27/2005 | | |
| Young at Heart - Drop-in | Special Revenue | | \$2.50 - \$5 | 5/11/2004 | | \$5 - \$7 |
| Card Making | Special Revenue | | \$2 - \$4 | 5/11/2004 | | Discontinued |
| Ceramics | Special Revenue | | \$7 per class | 5/11/2004 | | |
| Computer Classes | Special Revenue | | \$15 - \$30 | 5/11/2004 | | |
| Computer Classes - Non-resident | Special Revenue | | \$23 - \$38 | 5/11/2004 | | |
| Special Events - One Day | Special Revenue | | \$5 - \$15 | 4/11/2007 | | |
| Light Fantasias/Forest Park | Special Revenue | | \$3 - \$6 | 5/11/2004 | | |
| Parties | Special Revenue | | \$5 - \$30 | 5/11/2004 | | |
| Stretching - Drop-in | Special Revenue | | \$3 - \$6 | 5/11/2004 | | Discontinued |
| Tai Chi Beginner | Special Revenue | | \$32 - \$40 | 5/11/2004 | | |
| Trips Day | Special Revenue | | \$12 - \$18 | 5/11/2004 | | |

FY 09

APPENDIX G

| Fines and Fees | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|---|-----------------|-------------------------------------|--|-----------------------------------|---|
| Town Clerk (cont.) | | | | | |
| Hunting & Fishing | General Fund | CGS 26-28 | \$88 | 5/05/2003 | |
| Three Day Fishing | General Fund | CGS 26-28 | \$16 | 5/05/2003 | |
| Pheasant Tags | General Fund | CGS 26-28 | \$14 | 5/05/2003 | |
| Resident - Over 65 - Lifetime | General Fund | CGS 26-28 | \$0 | 4/24/2006 | |
| Handicapped | General Fund | CGS 26-28 | \$0 | 1/01/1992 | |
| Recording Legal Documents: | | | | | |
| Legal Documents: Historic Preservation Fee | General Fund | PA-00-146 | \$3.00 per document | 7/01/2000 | |
| Legal Documents: Open Land Preservation | General Fund | PA-05-228 | \$30.00 per document | 10/01/2005 | |
| Legal Documents - First Page - Fee plus Historic Preservation Fee plus Open Land Preservation Fee | General Fund | CGS 7-34a PA-00-146 PA-05-228 | \$10 \$3 \$30 | 7/1/1989 7/1/2000 10/1/2005 | Add to Description: "3 or more Parcels" |
| Legal Documents - Each Additional Page | General Fund | CGS 7-34a | \$5 | 7/01/1989 | Take out of Description: "Plot Plan" |
| Trade Names - First Page | General Fund | CGS 7-34a | \$5 | 7/01/1989 | |
| Trade Names - Each Additional Page | General Fund | CGS 7-34a | \$5 | 7/01/1989 | |
| Subdivision Maps (Indexing) | General Fund | CGS 35-1 | \$20 | 10/01/1982 | |
| Maps (Indexing) - Plot Plan | General Fund | CGS 7-31 | \$10 | 10/01/1982 | |
| Sales Ratio | General Fund | CGS 7-34a | \$2 | 7/01/1982 | |
| Documents With no Known Last Address of Grantee | G/F | CGS 7-34a | \$5 | 7/01/1982 | |
| Notary Public - Certificate of Appointment | G/F | CGS 3-94 | \$10 | 7/01/1982 | |
| Notarize Document | G/F | Resolution | \$2 per document | 5/06/2002 | Change Description from: "Document" to "Seal" |
| Local Conveyance Tax | G/F | CGS 12-494 | 0.0025 times sale price | 5/05/2003 | |
| Sale of Publications and Materials: | | | | | |
| Agenda, including Minutes and Backup | General Fund | Resolution | \$65 per year | 2/07/1994 | |
| Agenda, With Minutes | General Fund | Resolution | \$30 per year | 2/07/1994 | |
| Agenda Only | General Fund | Resolution | \$15 per year \$30-resident; \$500-commercial | 2/07/1994 | |
| Floppy Diskette - File Stored on a PC | General Fund | Resolution | | 6/21/1999 | |
| Lamination of Wallet Size Items | General Fund | Resolution | \$1 | 3/21/1988 | |
| Photocopies: | | | | | |
| Land Records - Per Page | Special Revenue | P.A. 00-92 | 1 per page | 10/01/2000 | |
| Miscellaneous - Per Page | Special Revenue | Resolution | \$0.50 per page | 10/15/1990 | |
| Certification of a Photocopied Document | Special Revenue | PA 07-133 | \$1 per document | 1/21/1986 | \$2 per document, changed "Resolution" to "PA 07-133" 10/1/07 |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|--|-----------------|-------------|---------------------------------|------------|-------------|---|
| Town Clerk (cont.) | | | | | | |
| Photocopy document to be certified - per page (excludes .50 Copy Fee) | Special Revenue | P. A. 00-92 | 1 per page | 10/01/2000 | | |
| Street Map | General Fund | | \$2 MDC map; or free street map | 5/05/2003 | | |
| Town Charter | General Fund | Resolution | \$10 | 6/21/1999 | | |
| Town Code of Ordinances - Binder | General Fund | Resolution | \$75 | 4/27/2005 | | |
| Town Code of Ordinances - No Binder | General Fund | Resolution | \$60 | 4/27/2005 | | |
| Town Code Supplemental Service | General Fund | Resolution | \$1 per 2 sided page | 6/21/1999 | | |
| Vital Statistics: | | | | | | |
| Birth Certificate - Certified | General Fund | Resolution | \$5 | 7/01/1989 | | \$10 per document, change "Resolution" to "PA 07-133" 10/1/07 |
| Birth Certificate - Certified - Wallet Size | General Fund | CGS 7-74 | \$5 | 7/01/1989 | | |
| Death Certificate - Certified | General Fund | Resolution | \$5 | 7/01/1989 | | \$10 per document, change "Resolution" to "PA 07-133" 10/1/07 |
| Marriage License | General Fund | CGS 7-73 | \$30 | 7/01/1992 | | |
| Marriage License - Certified | General Fund | Resolution | \$5 | 7/01/1992 | | \$10 per document, change "Resolution" to "PA 07-133" 10/1/07 |
| Civil Union License | General Fund | PA 05-10 | \$30 | 10/01/2005 | | |
| Civil Union License - Certified | General Fund | Resolution | \$5 | 10/01/2005 | | \$10 per document, change "Resolution" to "PA 07-133" 10/1/07 |
| Burial Permit | General Fund | CGS 7-74 | \$3 | 7/01/1989 | | Add to Description: "and Cremation Permit" |
| OTHER | | | | | | |
| Registrars | | | | | | |
| Voter List | General Fund | CGS 1-15 | \$0.25 per page | 6/22/1983 | | |
| Electronic Voter List Tape (Subject to Approval of Registrars of Voters) | General Fund | Resolution | \$200 | 6/22/1983 | | |
| Administrative Services | | | | | | |
| Bad Check Fee | General Fund | | \$25 | | | |
| ASSESSMENT ABATEMENT POLICY | | | | | | |
| Application Filing Fee | General Fund | Resolution | \$500 | 2/17/2004 | | |
| - assessment abatement incentive | | | | | | |
| TOWN HALL ROOM RENTAL | | | | | | |
| Roger Ludlow Room North - Capacity 40 | General Fund | Resolution | \$35 per hour | 4/24/2006 | | |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|---|---------------|------------|---------------------------|-----------|-------------|-----------------------------|
| TOWN HALL ROOM RENTAL | | | | | | |
| Roger Ludlow Room North - Capacity 40 | General Fund | Resolution | \$35 per hour | 4/24/2006 | | |
| Roger Ludlow Room South - Capacity 40 | General Fund | Resolution | \$35 per hour | 4/24/2006 | | |
| Roger Ludlow Rooms North and South | General Fund | Resolution | \$55/hr or \$200/half day | 4/24/2006 | | |
| Council Chambers - Capacity 200 - 300 | General Fund | Resolution | \$75/hr or \$300/half day | 4/24/2006 | | |
| Council Chambers w/Full Production/Technical Director | General Fund | Resolution | \$250/hr \$600/half day | 4/24/2006 | | |
| Additional Services: | | | | | | |
| Monitor & VCR / DVD Player | General Fund | Resolution | \$30 | 4/27/2005 | | |
| One Microphone and PA System | General Fund | Resolution | \$55 per hour | 4/27/2005 | | |
| Council Chambers Video Projector | General Fund | Resolution | \$50 per hour | 4/24/2006 | | |
| An additional 50% charge will apply for room/equipment reservations after regular business hours or on weekends. EXCEPTION: Council Member's Request for Facilities, Use by a Board or Commission, or Town Government-related Program. | | | | | | |
| ENTERPRISE FUNDS | | | | | | |
| Adult Day Care | | | | | | |
| Daily Care | 08-3-32-343 | Resolution | \$73 per day | 4/24/2006 | | \$77 per day |
| Half Daily Care | 08-3-32-343 | Resolution | \$45 per half day | 4/24/2006 | | |
| Late Fee | 08-3-32-343 | Resolution | \$15 per 15 minutes | 4/27/2005 | | |
| Child Day Care | | | | | | |
| Infant/Toddler | 05-3-3-31-340 | Resolution | \$1,175 per month | 4/11/2007 | | \$1,245 per month |
| Preschool full time | 05-3-3-31-340 | Resolution | \$890 per month | 4/11/2007 | | \$945 per month |
| Elementary Before & After School | 05-3-3-31-340 | Resolution | \$450 per month | 4/24/2006 | | \$475 per month |
| Elementary After School | 05-3-3-31-340 | Resolution | \$335 per month | 4/24/2006 | | \$355 per month |
| Elementary Before School | 05-3-3-31-340 | Resolution | \$285 per month | 4/24/2006 | | \$300 per month |
| Elementary After 1 Day/Month | 05-3-3-31-340 | Resolution | \$73 per month | 4/24/2006 | | \$80 per month |
| Elementary After 2 Day/Month | 05-3-3-31-340 | Resolution | \$140 per month | 4/24/2006 | | \$150 per month |
| Elementary After 3 day/Month | 05-3-3-31-340 | Resolution | \$187 per month | 4/24/2006 | | \$200 per month |
| Elementary After 4 Day/Month | 05-3-3-31-340 | Resolution | \$270 per month | 4/24/2006 | | \$290 per month |
| Summer Camp 8:30-4:30 | 05-3-3-31-340 | Resolution | \$175 per week | 4/11/2007 | | \$180 per week |

| Fines and Fees | | Fund | Authority | Fee | Last Action | Proposed New Fines and Fees |
|--|---------------|------------|---|------------|-------------------------------|-----------------------------|
| Child Day Care (cont.) | | | | | | |
| Summer Camp 6:45-5:30 | 05-3-3-31-340 | Resolution | \$195 per week | 4/11/2007 | \$200 per week | |
| Montessori Camp 8:30-12:00 | 05-3-3-31-340 | Resolution | \$115 per week | 4/11/2007 | \$120 per week | |
| Montessori Camp 6:45-5:30 | 05-3-3-31-340 | Resolution | \$245 per week | 4/11/2007 | \$252 per week | |
| Montessori Toddler | 05-3-3-31-340 | Resolution | \$500 per month | 4/11/2007 | \$530 per month | |
| Montessori 1/2 Day | 05-3-3-31-340 | Resolution | \$475 per month | 4/11/2007 | \$510 per month | |
| Montessori Extended Day | 05-3-3-31-340 | Resolution | \$885 per month | 4/11/2007 | \$945 per month | |
| Montessori Full Day | 05-3-3-31-340 | Resolution | \$995 per month | 4/11/2007 | \$1,055 per month | |
| After Hours 5:30 - 7:00 pm | 05-3-3-31-340 | Resolution | \$8 per day | 7/01/1995 | \$8.50 per day | |
| Registration Fees | 05-3-3-31-340 | Resolution | \$15 per year | 7/01/1995 | \$15 per year | |
| Sibling Discount (applies to lowest tuition) | 05-3-3-31-340 | Resolution | 10% | 6/07/1982 | 10% | |
| Landfill | | | | | | |
| Commercial/Out-of-Town Business Vehicle Permit | 04-4-48-480 | Resolution | \$30 - \$70 per vehicle depending on gvw | 6/08/1992 | | |
| Commercial and Industrial Refuse | 04-4-48-480 | Resolution | \$50 - \$80 per ton | 12/06/1999 | | |
| Residential Permits | 04-4-48-480 | Resolution | \$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 | \$30 - \$80 per ton | 4/27/2005 | | |
| Processed Residue | 04-4-48-480 | Resolution | \$48 - \$60 per ton | 4/27/2005 | | |
| Taylor & Fenn Sand | 04-4-48-480 | Resolution | \$51.50 per ton | 11/04/1997 | | |
| Small Business Recycling Drop-Off | 04-4-48-480 | Resolution | \$40 per ton | 7/01/1991 | | |
| Tires | 04-4-48-480 | Resolution | \$1 to \$3/tire; \$120/ton from commercial hauler | 10/07/1996 | | |
| Contaminated Soil | 04-4-48-480 | Resolution | \$20 - \$70 per ton | 5/11/2004 | | |
| Special Waste | 04-4-48-480 | Resolution | \$65 - \$80 per ton | 5/11/2004 | | |
| Sale of Leaf Compost | 04-4-48-480 | Resolution | \$5-\$15 per cubic yd. | 10/07/1996 | | |
| Commercial Scrap Metal | 04-4-48-480 | Resolution | \$0 up to \$25.00 per ton | 5/06/2002 | | |
| Commercial Scrap Metal, Requiring Removal of Refrigerant Gases | 04-4-48-480 | Resolution | \$20 per small appliance \$30 per large appliance | 5/11/2004 | | |
| Difficult to Manage MSW (per item) | | | | | New: \$2 - \$50 per item | |
| Difficult to Manage MSW | 04-4-48-480 | Resolution | \$65 - \$90 per ton | 5/11/2004 | Add in Description: (per ton) | |
| Sale of Wood Mulch | 04-4-48-480 | Resolution | \$3-\$12 per cubic yd. | 10/07/1996 | | |
| Penalty for Disposal of Unacceptable Waste Items | 04-4-48-480 | Resolution | \$20 per item | 5/11/2004 | | |
| Penalty for Disposal of Recyclables | 04-4-48-480 | Resolution | \$50 per load - flat fee | 5/11/2004 | | |

APPENDIX "H"
Charter Provisions Concerning
Annual Budget

Town of Windsor
FY 2008 – 2009
Proposed Budget

CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

CHAPTER 8. FINANCE AND TAXATION

Sec. 8-1. Departmental estimates.

It shall be the duty of the town manager to compile preliminary estimates for the annual budget. The head of each department, office or agency of the town supported wholly or in part from town funds, or for which a specific town appropriation is made (except the board of education) shall, at least ninety (90) days before the end of the fiscal year file with the town manager, on forms provided by the town manager a detailed estimate of the expenditures to be made by said department or agency and the revenue (other than tax revenues) to be collected thereby in the ensuing fiscal year.

Sec. 8-2. Duties of town manager on budget.

Not later than thirty (30) days before the date of the annual budget meeting of the town, the town manager shall present to the council:

- (a) Estimates of revenue, presenting in parallel columns the itemized receipts collected in the last-completed fiscal year, the receipts estimated to be collected during the remainder of the current fiscal year and estimates of the receipts to be collected in the ensuing fiscal year;
- (b) Itemized estimates of expenditures, presenting in parallel columns the actual expenditures for each department, office or agency for the last-completed fiscal year, the expenditures as estimated for the current fiscal year and the manager's recommendations of the amounts to be appropriated for the ensuing fiscal year. The town manager shall present reasons for these recommendations. The president of the board of education shall have the same duties and follow the same procedure with respect to the budget for the board of education;
- (c) A program previously considered and acted upon by the Town Planning and Zoning Commission, in accordance with section 8-24 of the general statutes, as amended, concerning municipal improvements, of proposed capital projects for the ensuing fiscal year and for the fiscal years thereafter. Estimates of the cost of such projects shall be submitted by each department, office or agency annually in the form and manner prescribed by the town manager. The town manager shall prepare a six-year capital improvements program and shall recommend to the town council those projects to be undertaken during the first year of such program and the method of financing the same. The town council will establish by ordinance a capital improvement committee with at least one representative from the Public Building Commission to advise and assist the town manager in preparing said program for the second through the sixth year of such program.
- (d) Nothing herein shall preclude the town council from approving any capital project not included in the above described program.
- (e) Times of performance specified in this section are not of the essence, but are goals to be achieved for the orderly processing of the town budget.

Sec. 8-3. Powers and duties of council on budget.

The format of the supporting documentation for the estimates presented to the town council under sections 8-2 (a) and 8-2 (b) shall be determined by the town council before January 15. The town council shall hold one or more public hearings not later than fifteen (15) days before the annual budget meeting at which any elector or taxpayer may have an opportunity to be heard regarding appropriations for the ensuing fiscal year. Following receipt of the estimates from the town manager and the president of the board of education and the holding of such public hearing or hearings, the town council shall prepare a budget which complies with any minimum standards or requirements of the state tax department and shall recommend the same to the town

APPENDIX H

budget meeting of the town. Sufficient copies of said budget shall be made so as to be available for general distribution in the office of the town clerk and the town manager, and at least five (5) days prior to said annual budget meeting the town council shall cause to be published in a newspaper having circulation in the town a summary of the budget showing anticipated revenues by major sources, proposed expenditures by functions or departments, and the amount to be raised by taxation. The budget shall become effective when approved by said annual budget meeting and an official copy shall be filed with the town clerk.

CHAPTER 9. THE TOWN MEETING

Sec. 9-1. Annual budget meeting and special meetings.

(a) Upon town council approval of its recommended annual budget, it shall set a date for an adjourned town meeting vote on the voting machines. If any budget recommendation fails to pass, the council shall make adjustments and resubmit such adjusted budget recommendations to a vote on the voting machines until approved by the voters at which time the final budget shall be considered adopted.

This procedure for the adoption for the annual town budget shall be in lieu of the petition procedures set forth in *Connecticut General Statutes* § 7-7.

(b) Special town meetings shall be called by the town council when required under the terms of this Charter. The procedure for calling a special town meeting shall be as provided in the *Connecticut General Statutes*.

Sec. 9-2. Procedure.

All town meetings shall be called to order by the town clerk or in the absence of the town clerk, by the town manager or the mayor of the council. A moderator shall be elected and all business conducted in the manner now or hereafter provided by the general statutes, except as in this charter otherwise provided. It shall be the duty of the town clerk to serve as clerk of all town meetings but in the absence of the town clerk, an acting clerk may be designated by the meeting.

Sec. 9-3. Appropriation - manner of approval.

(a) Any appropriation in excess of one (1) per cent of the tax levy in the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation, the issuance of bonds or notes in excess of two (2) per cent of the tax levy for the fiscal year in which the borrowing is made except notes in anticipation of taxes to be paid within the fiscal year in which issued and any ordinance providing for the sale of real estate of the town valued in excess of ten thousand dollars (\$10,000.00) used or reserved for town purposes or any appropriation for the purchase of real estate valued in excess of ten thousand dollars (\$10,000.00) for such purposes, shall become effective only after it has been adopted at a town meeting by the vote of a majority of those present and entitled to vote at such meeting, except that any appropriation in excess of three (3) percent of the tax levy for the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation and any bond issue or issuance of notes or other borrowing in excess of three (3) percent of the tax levy for the fiscal year for which the borrowing is made in any fiscal year shall only require approval by referendum vote on the voting machines at any regular or special election. The town meeting shall not act upon any proposal for the sale or purchase of real estate or the issuance of bonds or other borrowing, except upon the recommendation of the town council contained in a resolution of said town council nor act upon any appropriation which has not been acted upon by the town council. The town meeting shall not increase the amount of any appropriation above the amount recommended by the town council or make any appropriation not recommended by the town council and shall not increase the amount of any bond issue above the amount recommended by the council.

(b) The annual budget shall be adopted in accordance with the procedures set forth in § 9-1.

(c) If the voters disapprove the budget appropriation recommended by the town council, the annual budget appropriation for the then existing fiscal year shall be continued until the new budget appropriation is adopted.

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APPENDIX "I"
Glossary

Town of Windsor
FY 2008 – 2009
Proposed Budget

APPENDIX I

GLOSSARY OF TERMS

- ACCOUNTING SYSTEM:** The total set of records and procedures which are used to record, classify and report information on the financial status and operations of an entity.
- ACCRUAL BASIS OF ACCOUNTING:** The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).
- APPROPRIATION:** An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.
- ASSESSED VALUATION:** A valuation set upon real estate and certain personal property by the Town Assessor as a basis for levying property taxes.
- ASSETS:** Property owned by a government that has a monetary value.
- BOND:** A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s]) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.
- BUDGET DOCUMENT:** The official written statement prepared by the budget office and supporting staff which presents the proposed budget to the legislative body.
- BUDGET MESSAGE:** A general discussion of the proposed budget presented in writing as a part of or supplemental to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the Town Manager and budget officer (if not the chief executive).
- CAPITAL ASSETS:** Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
- CAPITAL IMPROVEMENT PROGRAM:** A plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing those expenditures.
- CAPITAL OUTLAYS:** Expenditures for the acquisition of capital assets.
- CAPITAL PROJECTS:** Projects that purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.
- CASH BASIS:** The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.
- CONTINGENCY ACCOUNT:** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.
- DEBT SERVICE:** Payment of interest and repayment of principal to holders of a government's debt instruments.
- DEFICIT:** (1) The excess of an entity's liabilities over its assets. (See Fund Balance). (2) The excess of expenditures or expenses over revenues during a single accounting period.
- DEPRECIATION:** (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration,

APPENDIX I

action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

ENTERPRISE FUND: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

EXPENDITURES: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FULL FAITH AND CREDIT: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds.)

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE: The excess of a fund's assets over its liabilities. A negative fund balance is sometimes called a deficit.

GENERAL FUND: The fund supported by taxes, fees and other revenues that may be used for any lawful purpose.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

GRANT: A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

MATURITIES: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MILL: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

MODIFIED ACCRUAL BASIS: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

OBJECT OF EXPENDITURE: Expenditure classifications based upon the types of categories of goods and services purchased. Typical objects of expenditures include:

- personal services (salaries and wages);
- contracted services (maintenance contracts);
- supplies and materials; and
- capital outlays.

OPERATING BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

OPERATING TRANSFER: Routine and/or recurring transfers of assets between funds.

APPENDIX I

REVENUE: The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

REVENUE ESTIMATE: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

TAX LEVY: The total amount to be raised by general property taxes.

TAX RATE: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.