TOWN OF WINDSOR

First in Connecticut. First for its citizens.

FINANCIAL PLAN AND PROGRAM OF SERVICES

ADOPTED FOR THE FISCAL YEAR 2014-2015

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

ADOPTED

FISCAL YEAR 2015

FINANCIAL PLAN

AND

PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2014 and ending June 30, 2015

TOWN OF WINDSOR
CONNECTICUT

TOWN COUNCIL

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

TOWN MANAGER

Peter Souza

ASSISTANT TOWN MANAGER

Emily Moon

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

May 14, 2014

Honorable Mayor, Town Council and Citizens of Windsor:

I am pleased to transmit the Fiscal Year 2015 Adopted Budget to the Town Council and the community. The Proposed Budget was presented to the Council on April 2, 2014 and a public hearing on the budget was held on April 7, 2014. The Town Council conducted several budget workshops throughout the month of April.

Revenues and expenditures in the Proposed Budget totaled $104,538,160. During budget deliberations, the Town Council made no changes and the budget was adopted by citizen vote at the referendum held on May 13, 2014. This budget yields a mill rate of 30.47.

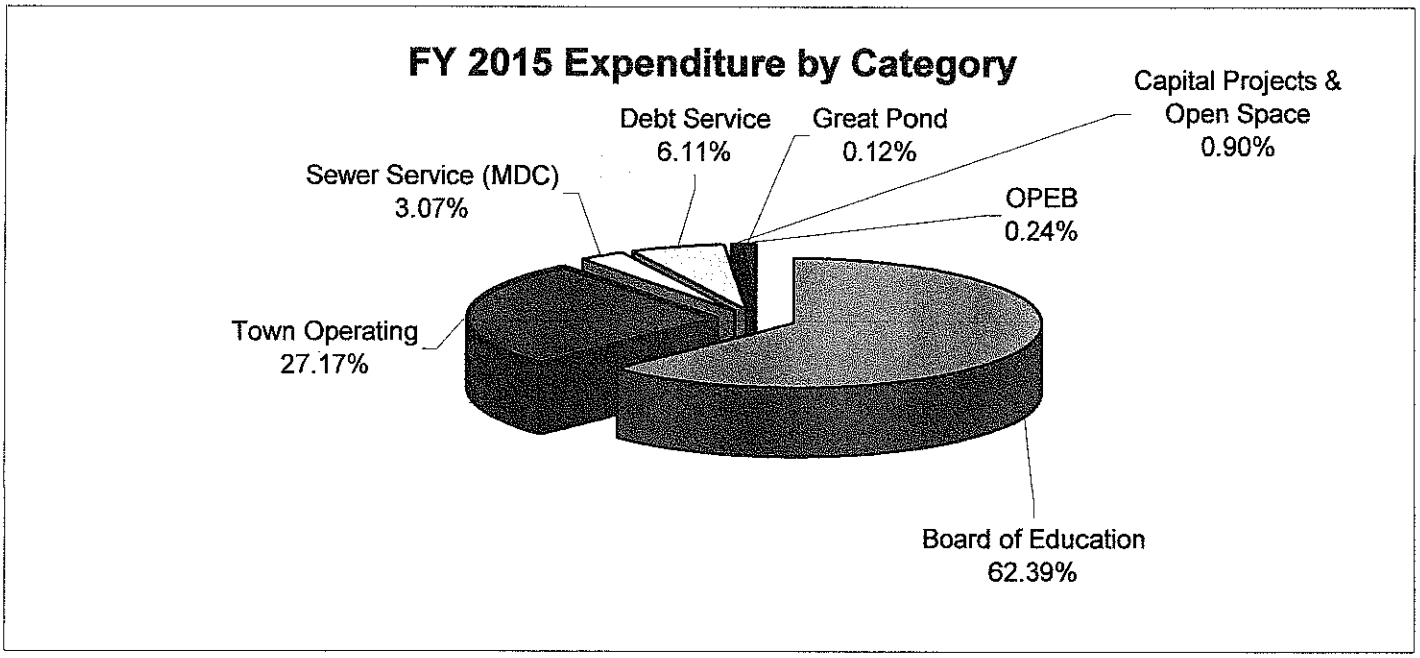
The Adopted Budget represents hundreds of hours of effort on the part of many people, including the Town Council, and I extend my appreciation to all of them.

Sincerely,

Peter Souza
Town Manager

FY 2015 ADOPTED BUDGET SUMMARY

	FY 2014 Adopted Budget	FY 2015 Adopted Budget	$ Change	% Change
Board of Education	63,394,900	65,220,700	1,825,800	2.88%
Town Operating Budget	27,798,450	28,406,750	608,300	2.19%
Sewer Service (MDC)	3,106,500	3,205,250	98,750	3.18%
Debt Service	6,014,000	6,382,460	368,460	6.13%
Great Pond Improvement District	0	130,000	130,000	100.00%
Other Post-Employment Benefits (OPEB)	0	250,000	250,000	100.00%
Capital Projects & Open Space	0	943,000	943,000	100.00%
Total	**$100,313,850**	**$104,538,160**	**$4,224,310**	**4.21%**



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A READER'S GUIDE TO THE BUDGET

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

The budget may be broken down into the following components:

1) ***Introduction.*** The introductory section of the budget describes the overall philosophy upon which the budget was developed. The Town Manager's message provides an executive summary of the budget and outlines the organization's short-term and long-term strategies. The budget process gives an overview of the procedures used to prepare the budget and provides a calendar of important dates.

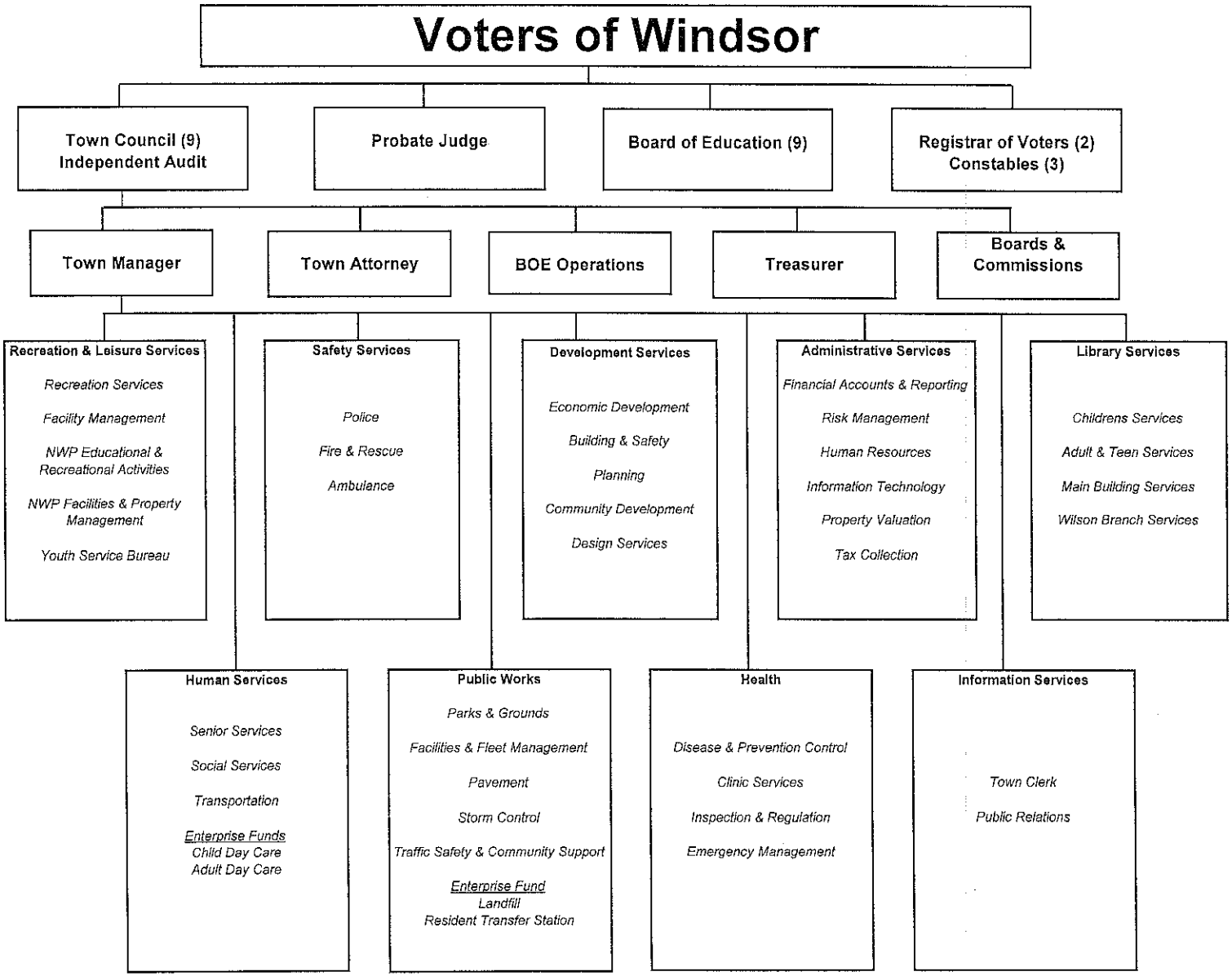
2) ***Financial Summary.*** Sections A (Summary of Town Funds) and B (General Fund Revenues) provide a summary of all the funds managed by the town, as well as a detailed explanation of revenues. Section C (General Fund Expenditures) lists the General Fund impact of each department and the Board of Education. Upon the recommendation of the Town Council, the community will vote on the total proposed General Fund expenditures for fiscal year 2015.

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

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

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

We hope that you find this budget document informative and easy to read. If you have any questions or comments, please contact us at (860) 285-1800. We can also be reached via Email at townmanager@townofwindsorct.com.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Pavement
Storm Control
Traffic Safety & Community Support
Enterprise Fund
Landfill
Resident Transfer Station
Health
Disease & Prevention Control
Clinic Services
Inspection & Regulation
Emergency Management
Information Services
Town Clerk
Public Relations

TOWN OF WINDSOR

First in Connecticut. First for its citizens.

March 27, 2014

Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to submit the Fiscal Year (FY) 2014-2015 Financial Plan and Program of Services.

The budget supports a wide array of services and programs that the Town of Windsor delivers to residents, businesses and visitors. As such, the budget is one of the most critical building blocks of our community's present and future. While the budget offered here is for our most immediate fiscal year, it also incorporates a multi-year view. Over the last several years, a number of recurring capital operating expenses have been removed from the budget. This helped keep budgetary tax increases lower and mitigated the impact of a difficult phased-in property revaluation that put more of the tax burden on residential property owners. However, the effects of those reductions have grown and we now must consider how to reintegrate annual funding for these items and devote to longer-term obligations.

The proposed budget preserves and enhances services, reinvests in capital assets and infrastructure, as well as makes progress on stewardship responsibilities such as:

- *Open space preservation*
  The General Fund portion of the current year's budget (FY 14) has $0 allocated toward open space preservation. The FY 2015 proposed budget allocates $100,000.
- *Retiree health insurance liability (Other Post Employment Benefits, OPEB)*
  The General Fund portion of this year's budget has $0 allocated toward OPEB. The proposed budget allocates $250,000. By setting aside these funds, the town will begin to pre-fund future health insurance obligations, much like it plans for the pension liabilities.
- *Fleet and equipment replacement*
  The General Fund portion of the current year's operating budget has only $8,000 allocated toward fleet and equipment replacement. The proposed budget allocates an additional $378,000.
- *Pavement management*
  The General Fund portion of this year's operating budget has $0 allocated toward road pavement preventative maintenance, repair and rehabilitation. The proposed budget allocates $400,000.
- *Sidewalk replacement*
  The General Fund portion of this year's budget has $0 allocated toward sidewalk replacement. The proposed budget allocates $40,000.

- *Staff succession planning*
  The FY 15 proposed budget allocates $164,590 to hire two police officers to fill two anticipated vacancies due to retirements. This will allow the new officers to complete the academy and their field training and be ready for full duty prior to or shortly after anticipated retirements in the department.
- *Waste management*
  The town's landfill will close in early FY 2015. The town council has given direction to continue the operation of a transfer station, which will handle waste brought by residents, bulky items and recyclable materials that are not collected at the curb. The proposed budget includes a new Enterprise Fund that will be used to track the revenues and expenditures of this operation separately from the capping, closure and post-closure activities of the landfill. The budget also provides for revamping curbside recycling to automated single stream collection in larger rolling carts, without having to increase the budget.

The FY 2015 proposed budget begins to restore critical funding for our infrastructure and helps position us for the future. However, it will take several years of planned increases to return to previous years' levels of investment in some of these areas or to meet current needs. For example, it is estimated that $950,000 is needed annually ($564,000 more than what is proposed in the general fund budget) to replace vehicles and equipment (excluding fire apparatus).

Overall Assessment of the Proposed Budget

Tax Rate

The overall net taxable Grand List for the town decreased 5.85% since last year due to state mandated property revaluation. The decline was most significant for residential properties (particularly homes and condominiums); the aggregate value of commercial properties was largely flat. As a result of these changes in value, residential property owners will shoulder less of the townwide tax burden.

The proposed budget, as it is affected by revaluation, resets the mill rate from 27.33 to 30.47. Sixty-three percent of all property owners will see a reduction or no change in their real estate property taxes, as a result of this budget. Specifically on the residential property owner side, 66% of home owners will see no increase or a reduction in their real estate taxes. 19% of residential taxpayers will see a tax increase between $1 and $100. Nearly 15% of commercial property owners will see no tax increase or a decrease in real estate taxes. Over 71% will see a tax increase of less than $1,000; and, the median increase is approximately $288.

Total Budget

The total budget, which includes the town and the board of education's operating budgets plus the town's sewer assessment, debt service payment and capital projects budget, is proposed to increase 4.21% in FY 2015. Nearly a third of the increase is related to capital project and open space preservation funding, initiating funding for OPEB and revenue sharing with the Great Pond Improvement District.

The proposed FY 2015 General Fund budget consists of the following major categories:

	FY 2014 Adopted Budget	FY 2015 Proposed Budget	$ Change	% Change
Board of Education	63,394,900	65,220,700	1,825,800	2.88%
Town Operating Budget	27,798,450	28,406,750	608,300	2.19%
Sewer Service (MDC)	3,106,500	3,205,250	98,750	3.18%
Debt Service	6,014,000	6,382,460	368,460	6.13%
Great Pond Improvement District Fund	0	130,000	130,000	100.00%
Other Post-Employment Benefits (OPEB)	0	250,000	250,000	100.00%
Capital Projects and Open Space	0	943,000	943,000	100.00%
Total	**$100,313,850**	**$104,538,160**	**$4,224,310**	**4.21%**

Last year, the board of education's budget had a 1.52% increase and the town's operating budget increased 2.18%.

The General Fund budget for Capital Projects and Open Space is proposed to be increased by $943,000. The budget was essentially $0 for these items last year. The Capital Projects increase will be used for the General Fund's annual pavement, curb and sidewalk management programs, fleet replacement, and designing Broad Street traffic signal modifications. The proposed budget includes $100,000 to appraise, acquire and preserve open space in town.

Per the inter-local agreement with Great Pond Improvement District, the town shall transfer half of the incremental taxes that the property owners within the Great Pond Improvement District pays the town into a fund, which will be used by the district to finance the construction of its public improvements, such as roads. The district's property is now valued greater than the baseline stipulated in the agreement and, therefore, the town must collect and set aside half of that increase ($130,000) in FY 2015.

Town Operating Budget

The town operating portion of the budget, which is 27.2% of the overall budget, is proposed to increase by $608,300 or 2.19%. The most significant increases and decreases in the budget are:

- Base salaries and wages increase $374,140 or 2.93%.
- Health, dental and prescription insurance premium costs for coverage for current employees and retirees decrease $74,960 or 2.24%. FY15 is our fourth year of being self-insured for our health care plan.
- Budgeted pension contribution decreases $444,680 or 18.42%. This large decrease is expected to be a single year event, brought about by changes in the way the fund's required contribution is calculated to meet new actuarial and accounting standards. All non-Public Safety new hires are ineligible for the town's Defined Benefit plan and, instead, are enrolled in the town's Defined Contribution plan.
- The budget for general liability and Worker's Compensation insurance is proposed to increase $109,680 or 6.57%.
- $221,410 is proposed to be added to police officer and dispatcher overtime funding to significantly reduce annual under-budgeting in this line item, which causes the department to implement forced saving in other areas by holding positions vacant and disallowing some planned spending. Approximately $160,000 of the $221,410 is reallocated dollars from a previous pension amortization obligation that concludes in FY 2014.

The proposed budget also includes these smaller dollar value but notable highlights:

- The funding for senior tax relief is being increased by $65,000.
- $66,760 is proposed in the town government's budget for the upkeep of the vacant Wolcott School.
- The vehicle replacement fund includes $40,000 to be used as the town's required match for two senior transportation buses, should the town be successful in securing grant funds for their replacement.
- Additional hours ($12,000) will be added to the part-time dispatcher position to enhance service and to reduce the use of overtime to fill evening shifts.
- $9,200 is planned to begin replacement of police department field radios on an annual basis.
- The Capital Improvement Program (CIP) continues the reinvestment in our school facilities and athletic fields. FY 2015 includes funds to improve mechanical systems, code issues and energy efficiency.
- The Recreation and Leisure Services Department will improve accessibility at Goslee Pool by installing a new lift ($9,000) and will initiate a summertime youth corps job program ($24,000).
- $30,000 for time and project-based cost accounting software and hardware for the Public Works Department.

FY 2015 Revenues

Revenue forecasting is always a challenging part of developing the budget, as some of our revenue sources depend on participation levels, ebb and flow with the economy, or

can be altered by the State of Connecticut. Fortunately, this is the second year of the state's two-year budget and not many of those critical revenue streams are projected to change. Other sources of revenue require our best-educated calculations based on the past and what might occur next year. Key revenue assumptions include:

- Building permit revenue is forecasted to increase $128,350 or 31.2% over the FY 2014 adopted budget.
- Special Education Excess Costs are budgeted $100,000 or 7.7% higher than last year. Public school transportation funding is also expected to increase $33,000 or 12.8%, but all other state aid combined is expected to be fairly flat.
- The tax collection rate will meet or exceed 98.8%.
- The proposed mill levy raises $3,998,820 more than last year.

Non-property tax revenue sources are forecasted to be $235,490 higher than the FY 2014 adopted budget. As proposed, all sources of property tax will contribute 82.78% of our total revenues. The October 1, 2013 Grand List decreased by 5.85% or $176,000,000 (after adjustments for revaluation). The real estate value decline was partially offset by increases in personal property and motor vehicle values, and by the addition of the Dollar Tree distribution center and the expiration of the Hartford Life Insurance Company's fixed assessment agreement.

FY 2014 Update

The adopted FY 2014 budget is $100,313,850. Projected revenues are expected to be $1,488,240 more than budgeted. This is largely due to higher than anticipated building permit revenues ($688,350), which is attributed to a few unanticipated major construction projects (Capital Region Educational Council and Amazon), reimbursement for Special Education Excess Costs ($507,000), interim motor vehicle taxes ($143,000), Town Planning and Zoning Commission fees ($73,000) and conveyance fees ($40,000).

FY 2014 expenditures are projected to be $8,370 more than the budgeted amount. The General Government service unit is expected to exceed its budget allocation by $17,760 due to increased expenses in the Elections section for a budget referendum that occurred in July 2013 and for a state representative election held in April 2014. The Community Development Office will also exceed its budget by $32,730 due to not receiving a grant that was to be used to cover the department's staffing costs. Town Support for Education's expenses will be $750 higher due to more police department staffing at the schools. The board of education is projected to spend its entire FY 2014 budget.

The difference in total projected FY 2014 revenues and expenditures results in a surplus of $1,479,870. After the FY 2014 opening cash transfer (-$900,000) and the use of fund balance throughout the year for projects and asset management (-$1,070,000), the fund balance is being reduced by $490,130.

Concluding Remarks

Over the course of the last several years, we labored to simultaneously reduce budgets and maintain town services. While we were successful in keeping the annual budgetary

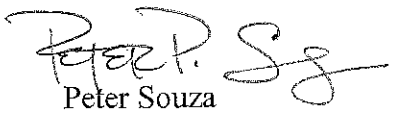
tax increases to a minimum, the needs in some service areas have been deferred. In addition, some of our priorities that were deemed longer-term were set aside.

We are in a fortunate position this year where we can begin to restore some funding for asset management and infrastructure replacement. Funding is available to preserve and enhance services. We can dedicate resources to preserve open space as well as address long term obligations.

I look forward to speaking with the town council in greater depth in the coming weeks about the opportunities we have in Fiscal Year 2015. As always, town staff is ready to provide information that you need to facilitate conversations and to aid you in your decision making.

Lastly, I would like to thank the board of education's administration, the town's leadership team, the town's budget review team and, especially, our dedicated Finance Department for their work in preparing this proposed budget for fiscal year 2014-2015.

Respectfully Submitted,



Peter Souza
Town Manager

ORGANIZATION VISION, MISSION AND CORE VALUES

The Windsor Vision

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

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

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

Our core values support our organizational vision. We have identified the values by way of a series of exercises that provide insight to our priorities, hopes and beliefs. The five core values that have emerged are:

Innovation. The process of effectively and profitably taking new ideas to satisfied customers. It is a process of continual renewal involving the whole organization and is an essential part of everyday practice.

Responsiveness. Quality as defined by the customer. We exemplify responsiveness in our willingness to help customers and to provide prompt service in a dependable and accurate manner.

Passion. The excitement of doing something – vocation or avocation, art or mission, idea or ideal that we find fulfilling and deeply satisfying. People with passion *ignite* enthusiasm, *inspire* excellence and *invoke* enhanced performance.

Integrity. Saying what we mean and consistently doing what we say. It means honestly matching words and feelings with thoughts and actions, with no desire other than for the good of the community.

Partnership. There are more leaders because people can take turns assuming leadership for tasks where they have knowledge and ability. Leaders inspire and facilitate rather than just give orders that have to be obeyed. Our partnerships also extend to the community where accountability also flows in two directions.

THE BUDGET PROCESS

The process leading to the adoption of the Town of Windsor budget is participatory and encourages input from citizens, boards and commissions, town departments and the Town Council. The budget process focuses on identifying funding levels necessary to continue basic municipal services, Council priorities and community goals.

Council Priorities
At the beginning of the budget process, the Council adopts a set of priorities that focus on the use of current resources in specific areas that have been identified as the most critical. These priorities are used by the departments in formulating goals, objectives and strategies used to gauge the allocation of resources for the accomplishment of long-term goals. These priorities are also used by departments in formulating budget requests for the following fiscal year. The priorities are outlined in the Town Manager's budget message.

Capital Improvements Program
In accordance with the Town of Windsor Charter, the Town Manager shall present to the Town Council a six-year capital improvements program and shall recommend to the Council those projects to be undertaken during the first year of the program and the method of financing such projects. The six-year Capital Improvements Program may be found in Appendix A and the one-year Capital Projects budget is located in Section Q – General Services.

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

Town Manager's Proposed Budget
The Town Manager is required by the Windsor Town Charter to present to the Council a proposed operating budget and a Capital Improvements Program at least thirty days before the date of the annual budget meeting of the town. The proposed budget contains a detailed allocation of projected revenues and expenditures for all of the town's various funds and a summary of the town's debt position. The Town Manager also includes a budget message that outlines the essential elements of the Town Council's and other long-term strategies and goals.

TOWN OF WINDSOR, CONNECTICUT
FY 2015
BUDGET CALENDAR BY DEPARTMENT

Date	Day	Step
February 3, 2014 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens.
February 12, 2014	*Tentative*	Board of Education to submit to Town Council information regarding Public Act 13-60.
February 18, 2014	*Tentative*	Town Council suggestions due to the BOE per Public Act 13-60 within 10 days of BOE submission
February – March 2014	*Tentative*	Board of Education to submit written responses to Town Council regarding suggestions made per Public Act 13-60.
March 10-14, 2014	*Tentative*	Finance Committee Meeting
March 27, 2014	Thursday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget)
March 31, 2014	Monday	Informational meeting on Proposed Budget
April 2, 2014 6:30- 9 PM	Wednesday	Board of Education, Revenues, Public Works, Health Services, Landfill
April 7, 2014 7:15 PM	Monday	Regular Town Council meeting; Public Hearing re: public opinion regarding budget as proposed by Town Manager
April 9, 2014 6:30- 9 PM	Wednesday	Board of Education, Safety Services, Recreation & Leisure Services, Library, Human Services, Child Care and Adult Day Care
April 16, 2014 6:30 - 9 PM	Wednesday	Information Services, Development Services, Community Development, Administrative Services, Town Support for Education, General Government, General Services, Insurance Internal Service Fund
April 21, 2014 6:30 – 9 PM	Monday	Public Comment, Capital Spending, Price Guide, Preliminary Deliberations
April 23, 2014 6:30 - 9 PM	Wednesday	Public Comment, Town Council final deliberations and vote
May 13, 2014	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
May 19, 2014	Monday	Regular Town Council Meeting; Council sets tax rate
June 23, 2014	Monday	Tax bill mailing completed
June 30, 2014	Monday	End of current fiscal year

GENERAL FUND BALANCE SUMMARY
(budgetary basis)

	FY 2014 Estimate	FY 2015 Adopted
Revenues		
General Property Tax	$ 82,687,100	$ 86,535,450
Licenses and Permits	1,199,150	631,210
Fines and Penalties	41,000	39,000
Revenues from Use of Assets	498,830	503,830
State School Aid	13,698,230	13,289,790
State Grants in Lieu of Taxes	1,600,160	1,616,360
Other State Grants	110,160	100,800
Federal Grants	-	-
Revenues from Other Agencies	126,100	111,460
Charges for Current Services	916,360	784,660
Other Revenues	25,000	25,600
Opening Cash	900,000	900,000
Total Revenues	101,802,090	104,538,160
Expenditures and Encumbrances		
General Government	944,290	949,610
Safety Services	9,316,110	9,674,270
Recreation & Leisure Services	1,362,200	1,387,630
Human Services	756,510	791,240
Health Services	455,920	473,630
Library Services	1,541,200	1,559,100
Development Services	1,758,170	1,793,820
Community Development	125,230	92,500
Public Works	5,021,000	5,170,270
Information Services	414,970	428,040
Administrative Services	2,010,200	2,078,410
General Services	8,916,250	10,222,370
Board of Education	63,394,900	65,220,700
Town Support for Education	4,305,270	4,696,570
Total Expenditures and Encumbrances	100,322,220	104,538,160
Surplus (deficit)	1,479,870	-
Beginning Fund Balance, July 1	18,501,393	18,011,263
Use of Fund Balance:		
Opening Cash	(900,000)	(900,000)
Transfer on 8/5/13 for the following:		
Windsor Historical Society for Strong-Howard House	(50,000)	
Town Council technology purchases	(5,000)	
Fleet & equipment replacements	(225,000)	
Open Space appraisals & acquisitions	(200,000)	
Pavement Management	(150,000)	
FY 14 Transfers:		
9/16/13 Roger Wolcott Building Maintenance	(65,000)	
12/16/13 Old Colony settlement	(105,000)	
1/6/14 Town Hall Elevator Modernization Project	(125,000)	
1/21/14 Façade Improvement Program	(100,000)	
3/17/14 Windsor Police Department Employee Association (WPDEA) Retroactive Wage Increase	(45,000)	
FY 15 Proposed:		
Windsor High School and Oliver Ellsworth School Heating System Conversion		(314,000)
Estimate Ending Fund Balance, June 30	$ 18,011,263	$ 16,797,263

FINANCIAL ORGANIZATION OF ACCOUNTS

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

GOVERNMENTAL FUNDS

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

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

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

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

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

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

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

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

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

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

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

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

PROPRIETARY AND INTERNAL SERVICE FUNDS

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

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

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

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

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

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

FIDUCIARY FUNDS

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

Trust Funds

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

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

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

Agency Funds

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

Student Activity
Adult Education
Performance Bonds
Town Escrow
Scholarship Fund

BASIS OF ACCOUNTING

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

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

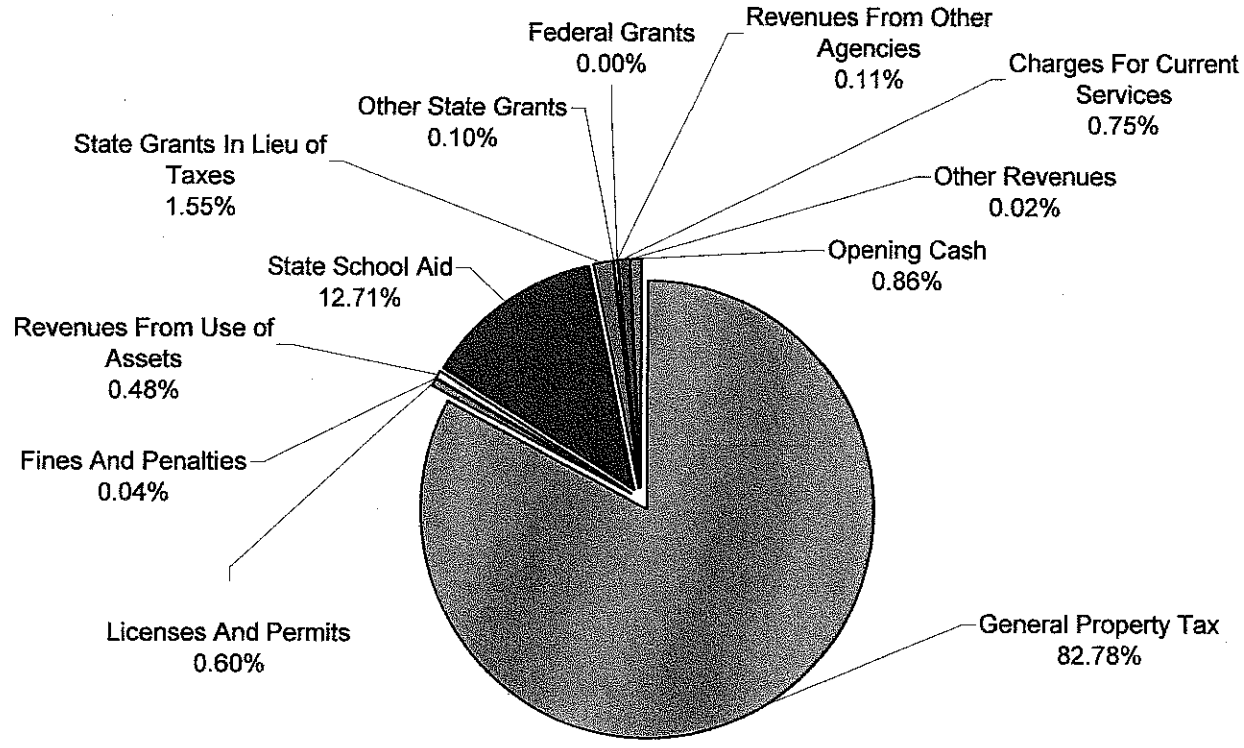
The differences between the budgetary and GAAP basis of accounting are:

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

ANNUAL BUDGET
GENERAL FUND
REVENUE SUMMARY

Category	Revenue Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
910	General Property Tax	$82,159,015	$82,536,630	$82,687,100	$86,535,450	$86,535,450
915	Licenses And Permits	1,298,224	499,550	1,199,150	631,210	631,210
920	Fines And Penalties	48,367	38,000	41,000	39,000	39,000
925	Revenues From Use of Assets	502,162	493,830	498,830	503,830	503,830
930	State School Aid	13,424,492	13,155,860	13,698,230	13,289,790	13,289,790
935	State Grants In Lieu of Taxes	1,643,905	1,630,410	1,600,160	1,616,360	1,616,360
940	Other State Grants	237,524	104,160	110,160	100,800	100,800
945	Federal Grants	9,272	3,000	-	-	-
950	Revenues From Other Agencies	153,679	133,100	126,100	111,460	111,460
955	Charges For Current Services	1,077,232	793,710	916,360	784,660	784,660
960	Other Revenues	334,431	25,600	25,000	25,600	25,600
965	Opening Cash	-	900,000	900,000	900,000	900,000
	Total Revenues	$100,888,302	$100,313,850	$101,802,090	$104,538,160	$104,538,160

FY 2015 General Fund Revenues by Source



ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
910	GENERAL PROPERTY TAX					
51002	Current Levy	79,736,816	81,017,530	81,020,000	85,006,350	85,006,350
51004	Interim Motor Vehicle Tax	536,823	460,000	603,000	470,000	470,000
51006	Prior Year Levies	1,131,803	625,000	630,000	625,000	625,000
51008	Interest	746,356	430,000	430,000	430,000	430,000
51009	Liens & Penalties	7,217	4,100	4,100	4,100	4,100
		82,159,015	82,536,630	82,687,100	86,535,450	86,535,450
915	LICENSES AND PERMITS					
51200	Vendor's Licenses	650	350	500	350	350
51202	Animal Licenses	28,138	25,000	25,000	25,000	25,000
51203	Marriage/Civil Union Licenses	1,122	1,200	1,100	1,110	1,110
51204	Hunting & Fishing Licenses	331	300	200	200	200
51205	Engineering Permits	22,427	24,500	36,300	27,000	27,000
51206	Building Permits	1,200,939	411,650	1,100,000	540,000	540,000
51212	Lodging House Licenses	450	450	450	450	450
51213	Well Permits	100	100	100	100	100
51214	Food Permits	28,680	27,000	26,000	28,000	28,000
51216	Septic System Permits	2,900	3,000	2,500	3,000	3,000
51219	Pistol Permits	12,450	6,000	7,000	6,000	6,000
51221	Newsrack Permit/Location Fee	37	-	-	-	-
		1,298,224	499,550	1,199,150	631,210	631,210
920	FINES AND PENALTIES					
51401	Court Fines	28,802	25,000	27,000	25,000	25,000
51402	Parking Fines	19,565	13,000	14,000	14,000	14,000
		48,367	38,000	41,000	39,000	39,000
925	REVENUES FROM USE OF ASSETS					
51501	Interest: Unrestricted	126,873	120,000	115,000	115,000	115,000
51504	Cell Tower Leases	256,459	255,000	265,000	270,000	270,000
51505	Rental of Town Property	118,830	118,830	118,830	118,830	118,830
		502,162	493,830	498,830	503,830	503,830
930	STATE SCHOOL AID					
51701	Special Ed. - Excess Costs	1,599,837	1,300,000	1,807,000	1,400,000	1,400,000
51703	Transportation	258,239	257,150	290,990	290,190	290,190
51705	Adult Education	48,993	51,050	52,580	51,940	51,940
51709	Blind and Handicapped	-	-	-	-	-
51710	Education Cost Sharing	11,517,423	11,547,660	11,547,660	11,547,660	11,547,660
		13,424,492	13,155,860	13,698,230	13,289,790	13,289,790
935	STATE GRANTS IN LIEU OF TAXES					
52710	Municipal Revenue Sharing	1,248,377	1,242,400	1,242,400	1,242,400	1,242,400
51903	HEART (Elderly)	193,527	193,000	197,140	193,000	193,000
51905	PILOT: State owned Property	59,771	59,840	28,240	52,830	52,830
51906	Totally Disabled Exemption	2,662	2,700	2,650	2,700	2,700
51907	Veterans Tax Exemption	22,070	22,400	19,870	20,000	20,000
51909	Pequot-Mohegan Grant	117,498	110,070	109,860	105,430	105,430
		1,643,905	1,630,410	1,600,160	1,616,360	1,616,360

ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
940	OTHER STATE GRANTS					
52100	Bond Interest Subsidy	11,530	4,910	4,910	2,430	2,430
52101	School Building Grant	164,005	55,250	55,250	54,370	54,370
52107	Other State Grants	61,989	44,000	50,000	44,000	44,000
		237,524	104,160	110,160	100,800	100,800
945	FEDERAL GRANTS					
52201	Elderly Transportation	9,272	-	-	-	-
52202	Civil Preparedness	-	3,000	-	-	-
		9,272	3,000	-	-	-
950	REVENUES FROM OTHER AGENCIES					
52301	Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302	In Lieu of Tax Payments	7,436	7,000	-	-	-
52303	Telephone Property Tax	110,740	90,000	90,000	75,000	75,000
52304	Community Renewal Team	24,050	24,650	24,650	25,010	25,010
		153,679	133,100	126,100	111,460	111,460
955	CHARGES FOR CURRENT SERVICES					
52500	Recording Legal Documents	157,245	140,000	135,000	140,000	140,000
52501	Vital Statistics	33,454	28,700	30,000	29,000	29,000
52502	Conveyance Fees	299,813	160,000	200,000	170,000	170,000
52504	Special Police Services/Alarm Fees	7,260	1,050	7,000	3,000	3,000
52505	Sale of Accident Reports and Photos	1,825	1,800	1,800	1,800	1,800
52506	Animal Pound Fees	1,670	2,000	1,300	2,000	2,000
52507	Town Planning & Zoning Comm. Fees	106,891	48,000	121,000	18,000	18,000
52508	Zoning Board of Appeals Fees	1,263	900	1,100	900	900
52509	Inland Wetlands Fees	15,242	8,000	7,000	8,000	8,000
52517	Special Education Tuition from Other	223,985	200,000	200,000	200,000	200,000
52518	Library Fines & Fees	26,974	25,000	24,500	24,500	24,500
52519	Recreation Fees	53,843	39,500	45,000	45,000	45,000
52521	Dial-a-Ride Fees	8,045	7,500	7,500	7,500	7,500
52522	Health Service Fees	9,900	5,000	7,500	8,400	8,400
52525	Administrative Overhead	114,260	114,260	114,260	114,260	114,260
52530	Sale of Publications & Materials	7,312	4,000	4,350	4,300	4,300
52531	Miscellaneous Service Charges	8,000	8,000	8,000	8,000	8,000
52534	Assessment Abatement Policy	250	-	1,050	-	-
		1,077,232	793,710	916,360	784,660	784,660
960	OTHER REVENUES					
52701	Sale of Capital Assets	-	500	-	500	500
52703	Other Refunds	-	100	-	100	100
52704	Miscellaneous Other Revenues	334,431	25,000	25,000	25,000	25,000
		334,431	25,600	25,000	25,600	25,600
965	MISCELLANEOUS REVENUES					
52752	Opening Cash	-	900,000	900,000	900,000	900,000
	GRAND TOTAL	100,888,302	100,313,850	101,802,090	104,538,160	104,538,160

REVENUE EXPLANATION

910 General Property Tax

This category accounts for approximately 82.78% of the town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
51002	Current Levy	79,736,816	81,017,530	81,020,000	85,006,350	85,006,350
51004	Interim Motor Vehicle Tax	536,823	460,000	603,000	470,000	470,000
51006	Prior Year Levies	1,131,803	625,000	630,000	625,000	625,000
51008	Interest	746,356	430,000	430,000	430,000	430,000
51009	Liens & Penalties	7,217	4,100	4,100	4,100	4,100
		82,159,015	82,536,630	82,687,100	86,535,450	86,535,450

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 15 totals $104,538,160. Of this amount, $85,006,350 will come from the current property tax levy, $18,631,810 from other revenues, and $900,000 from opening cash. The estimated Net Taxable Grand List for FY 15 is estimated at $2,830,000,000. This is based on a revaluation as of October 2013. The proposed collection rate is 98.8%. Accordingly, the required tax levy will be 30.47 mills; or $30.47 for each $1,000 of assessed value. The mill rate is calculated as follows:

FY 2015 MILL RATE CALCULATION

	Proposed	Adopted
Total Expenditure	104,538,160	104,538,160
Less: Other Revenues	(18,631,810)	(18,631,810)
Less: Opening Cash	(900,000)	(900,000)
Current Property Tax Collection	85,006,350	85,006,350
Divided by Estimated Rate of Collection	98.80%	98.80%
Adjusted Tax Levy	86,038,816	86,038,816
Less: Pro Rata Assessor's Additions	(45,000)	(45,000)
Plus: Senior Tax Relief	130,000	130,000
Plus: Exemptions for Volunteer Firefighters	118,500	118,500
Gross Tax Levy	86,242,316	86,242,316
Divided by Estimated Taxable Grand List	2,830,000,000	2,830,000,000
Mill Rate	30.47	30.47

REVENUE EXPLANATION (continued)

915 LICENSES AND PERMITS

This category accounts for approximately 0.60% of the town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
51206	Building Permits	1,200,939	411,650	1,100,000	540,000	540,000
	All Others	97,285	87,900	99,150	91,210	91,210
		1,298,224	499,550	1,199,150	631,210	631,210

Revenue received from the sale of building permits will be over budget for FY 14 mainly due to the Amazon project and the CREC School on Kennedy Road. Building permit revenue for FY 15 is anticipated to increase by $128,350 over the FY 14 budget The majority of other revenue sources (marriage licenses, food permits and hunting licenses) are reasonably stable. Current rates for various licenses and permits are listed in Appendix G.

920 FINES AND PENALTIES

This category accounts for approximately 0.04% of the town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
51401	Court Fines	28,802	25,000	27,000	25,000	25,000
51402	Parking Fines	19,565	13,000	14,000	14,000	14,000
		48,367	38,000	41,000	39,000	39,000

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

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 0.48% of the town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
51501	Interest: Unrestricted	126,873	120,000	115,000	115,000	115,000
51504	Cell Tower Leases	256,459	255,000	265,000	270,000	270,000
51505	Rental of Town Property	118,830	118,830	118,830	118,830	118,830
		502,162	493,830	498,830	503,830	503,830

Unrestricted interest is the revenue resulting from the investment of cash receipts not immediately used to meet expenditures. For FY 15, the town expects to achieve an overall rate of return of approximately 0.20%. Cell tower lease revenue is increasing due to contractual fee escalation agreements.

930 STATE SCHOOL AID

This category accounts for approximately 12.71% of the town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
51701	Special Ed. - Excess Costs	1,599,837	1,300,000	1,807,000	1,400,000	1,400,000
51703	Transportation	258,239	257,150	290,990	290,190	290,190
51705	Adult Education	48,993	51,050	52,580	51,940	51,940
51710	Education Cost Sharing	11,517,423	11,547,660	11,547,660	11,547,660	11,547,660
		13,424,492	13,155,860	13,698,230	13,289,790	13,289,790

This section includes state grants received by the town for school operations as a result of formulas that are established by the State. Revenue estimates from State School Aid Grants are obtained from the governor's proposed budget. The FY 14 estimate is anticipated to come in over budget by $542,370. This is due to an anticipated increase in revenue from the Special Education-Excess Costs Grant as well as small increases in funding from the Transportation and Adult Education Grants. The FY 15 proposed budget is anticipated to be $133,390 more than the FY 14 budget. ECS revenue for both FY 14 and FY 15 do not include funds designated for Alliance District Grants.

REVENUE EXPLANATION (continued)

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 1.55% of the Town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
52710	Municipal Revenue Sharing	1,248,377	1,242,400	1,242,400	1,242,400	1,242,400
51903	HEART (Elderly)	193,527	193,000	197,140	193,000	193,000
51905	PILOT: State owned Property	59,771	59,840	28,240	52,830	52,830
51906	Totally Disabled Exemption	2,662	2,700	2,650	2,700	2,700
51907	Veterans Tax Exemption	22,070	22,400	19,870	20,000	20,000
51909	Pequot-Mohegan Grant	117,498	110,070	109,860	105,430	105,430
		1,643,905	1,630,410	1,600,160	1,616,360	1,616,360

This section contains state grants received by the town, most of which are paid to replace lost tax revenue. Recently, the town has received funds from the State of Connecticut from the Municipal Revenue Sharing program, and it is anticipated that FY 15 will be the last year for this funding. Other amounts in this category are anticipated to be stable and consistent with recent trends.

940 OTHER STATE GRANTS

This category accounts for approximately 0.10% of the Town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
52100	Bond Interest Subsidy	11,530	4,910	4,910	2,430	2,430
52101	School Building Grant	164,005	55,250	55,250	54,370	54,370
52107	Other State Grants	61,989	44,000	50,000	44,000	44,000
		237,524	104,160	110,160	100,800	100,800

The Bond Interest Subsidy is a grant received from the State of Connecticut that is intended to reduce the cost of borrowing for school construction projects and for projects financed prior to FY 96. This revenue decreases in proportion to the decrease in debt payments on school project bonds. The state now participates during the construction phase leaving the town to borrow only its share of the project cost. FY 15 will be the last year the Town will receive revenues from the School Building Grant and Bond Interest Subsidy funds.

The Other State Grants category consists of a state reimbursement for a portion of the town support for health services to private schools in town. The funding level is consistent with prior year collections.

945 FEDERAL GRANTS

This category accounts for approximately 0.00% of the Town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
52201	Elderly Transportation	9,272	-	-	-	-
52202	Civil Preparedness	-	3,000	-	-	-
		9,272	3,000	-	-	-

Revenue from the Elderly Transportation grant is now being reflected in a special revenue fund in Human Services due to the restricted nature of the use of these funds. The Civil Preparedness grant is also now being reflected in a special revenue fund in the Emergency Management division of Health Services as this revenue is intended to be a direct reimbursement for expenditures incurred in that division.

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.11% of the Town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
52301	Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302	In Lieu of Tax Payments	7,436	7,000	-	-	-
52303	Telephone Property Tax	110,740	90,000	90,000	75,000	75,000
52304	Community Renewal Team	24,050	24,650	24,650	25,010	25,010
		153,679	133,100	126,100	111,460	111,460

The Telephone Property Tax represents revenue received from non-wireless telecommunications equipment that is assessed by the State of Connecticut. The revenue from this source will continue to decline going forward. In Lieu of Tax Payments represents revenues received from the City of Hartford under the Keney Park Golf Course agreement. No revenue from this source is expected for FY 14 or FY 15, as the course is planned to be closed for renovations.

REVENUE EXPLANATION (continued)

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 0.75% of the town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
52500	Recording Legal Documents	157,245	140,000	135,000	140,000	140,000
52501	Vital Statistics	33,454	28,700	30,000	29,000	29,000
52502	Conveyance Fees	299,813	160,000	200,000	170,000	170,000
52504	Special Police Services/Alarm Fees	7,260	1,050	7,000	3,000	3,000
52505	Sale of Accident Reports and Photos	1,825	1,800	1,800	1,800	1,800
52506	Animal Pound Fees	1,670	2,000	1,300	2,000	2,000
52507	Town Planning & Zoning Comm. Fees	106,891	48,000	121,000	18,000	18,000
52508	Zoning Board of Appeals Fees	1,263	900	1,100	900	900
52509	Inland Wetlands Fees	15,242	8,000	7,000	8,000	8,000
52517	Special Education Tuition from Other Towns	223,985	200,000	200,000	200,000	200,000
52518	Library Fines & Fees	26,974	25,000	24,500	24,500	24,500
52519	Recreation Fees	53,843	39,500	45,000	45,000	45,000
52521	Dial-a-Ride Fees	8,045	7,500	7,500	7,500	7,500
52522	Health Service Fees	9,900	5,000	7,500	8,400	8,400
52525	Administrative Overhead	114,260	114,260	114,260	114,260	114,260
52530	Sale of Publications & Materials	7,312	4,000	4,350	4,300	4,300
52531	Miscellaneous Service Charges	8,000	8,000	8,000	8,000	8,000
52534	Assessment Abatement Policy	250	-	1,050	-	-
		1,077,232	793,710	916,360	784,660	784,660

For FY 14, revenues received from the overall Charges for Current Services category are expected to be $122,650 more than budget. This is mainly due to additional revenue from Conveyance Fees and and Planning and Zoning fees. For FY 15, revenues for the overall category are expected to be $9,050 less than the FY 14 budget, mainly due to less revenue anticipated from Town Planning and Zoning Fees. For FY 15, Administrative Overhead is composed of $45,900 from the Milo Peck Child Development Enterprise Fund, $18,360 from the Caring Connection Enterprise Fund and $50,000 from the Landfill Enterprise Fund. These are payments made to the town for services provided to these funds by General Fund employees.

960 OTHER REVENUES

This category accounts for approximately 0.02% of the town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
52701	Sale of Capital Assets	-	500	-	500	500
52703	Other Refunds	-	100	-	100	100
52704	Miscellaneous Other Revenues	334,431	25,000	25,000	25,000	25,000
		334,431	25,600	25,000	25,600	25,600

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

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.86% of the Town's General Fund revenues in FY 15.

		FY 2013	FY 2014		FY 2015	
		Actual	Budget	Estimate	Proposed	Adopted
52752	Opening Cash	-	900,000	900,000	900,000	900,000
		-	900,000	900,000	900,000	900,000

This section reflects the amount of fund balance at year-end that is appropriated for use in the following fiscal year. This reduces the amount of revenue that is raised through property taxes. For FY 13, the Opening Cash appropriation was not utilized. This was due to sufficient amounts received from the General Property Tax levy and Other Revenues, combined with an overall surplus from operating expenditures.

Fiscal Year Ended June 30	Budgetary Fund Balance	Adopted or Proposed General Fund Expenditures	Fund Balance as a Percent of Expenditures
2015 Adopted	$ 16,797,263	$ 104,538,160	16.07%
2014 Estimate	18,011,263	100,313,850	17.95%
2013	18,501,393	98,884,600	18.71%
2012	16,265,164	97,339,890	16.71%
2011	16,023,699	96,313,530	16.64%
2010	15,223,877	95,069,970	16.01%
2009	14,745,813	95,806,940	15.39%
2008	13,710,273	90,255,615	15.19%
2007	12,922,409	86,064,550	15.01%
2006	10,296,779	82,825,103	12.43%
2005	9,021,467	80,641,193	11.19%

BOARD OF EDUCATION

As required by the Town Charter, the President of the Board of Education submits a separate budget document. For more detailed information, see the Board of Education's recommended Financial Plan for FY 15.

	FY 2013	FY 2014		FY 2015	
	Actual	Budget	Estimate	Proposed	Adopted
Operating	62,350,529	63,394,900	63,394,900	65,220,700	65,220,700

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 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Town Support for Education	3,970,636	4,304,520	4,305,270	4,696,570	4,696,570
Total	3,970,636	4,304,520	4,305,270	4,696,570	4,696,570

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 15:

- 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 and other post employment benefits for non-certified school employees
- Provision for a safe learning environment in Windsor schools and the minimization of violence through police activities, counseling and other services
- Provision for grounds maintenance and snow removal to the six schools.

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $750 or 0.02%. The overall FY 15 budget reflects an increase of $392,050 or 9.1% versus the FY 14 budget. The majority of the increase is due to debt service, other post employment benefits, worker's compensation and liability cost increases offset by the reduction in school retirement costs.

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TOWN SUPPORT FOR EDUCATION

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATED	FY 2015 PROPOSED	FY 2015 ADOPTED
Aid to Private Education:					
St. Gabriel School	32,230	33,500	33,500	34,350	34,350
Trinity Christian	19,500	20,000	20,000	20,500	20,500
Loomis Chaffee School	29,500	30,250	30,250	31,000	31,000
Subtotal - Aid to Private Schools	81,230	83,750	83,750	85,850	85,850
Debt Service:					
Principal	1,608,000	1,848,000	1,848,000	2,172,840	2,172,840
Interest	499,010	483,240	483,240	591,850	591,850
Subtotal - Debt Service	2,107,010	2,331,240	2,331,240	2,764,690	2,764,690
General Government:					
Audit Fee (45%)	25,650	25,650	25,650	25,340	25,340
Town Attorney (25% of town attorney retainer)	19,960	19,960	19,960	20,740	20,740
Town Treasurer (50%)	2,089	2,350	2,350	2,410	2,410
Treasurer's Assistant (50%)	1,515	4,050	4,050	4,050	4,050
Subtotal - General Government	49,214	52,010	52,010	52,540	52,540
Risk Management:					
Automobile Liability (8%)	7,870	8,100	8,100	9,100	9,100
Umbrella Liability (39%)	54,050	55,650	55,650	57,600	57,600
Comp. General Liability (66%)	107,550	110,770	110,770	108,500	108,500
Property Protection (73%)	134,400	138,400	138,400	145,350	145,350
School Board Errors & Omissions (100%)	28,000	28,000	28,000	28,000	28,000
Football and Sports Accidents (100%)	15,000	15,000	15,000	15,000	15,000
Psychologists (100%)	13,000	13,000	13,000	13,000	13,000
Nurse (25%)	-	1,920	1,920	1,930	1,930
Workers Compensation (50%)	350,000	416,000	416,000	455,550	455,550
Excess Workers Comp. Premium (50%)	28,500	30,000	30,000	34,000	34,000
Subtotal - Risk Management	738,370	816,840	816,840	868,030	868,030
Retirement Services:					
School Retirement	685,700	705,000	705,000	550,000	550,000
Other Post-Employment Benefits (OPEB)	-	-	-	62,500	62,500
Subtotal - Retirement Services	685,700	705,000	705,000	612,500	612,500
Youth Protection Services:					
Police	117,260	120,750	121,740	117,880	117,880
Recreation & Leisure Services	62,320	63,870	63,630	63,390	63,390
Subtotal - Youth Protection Services	179,580	184,620	185,370	181,270	181,270
Public Works:					
Maintenance, Snow Removal &	129,532	131,060	131,060	131,690	131,690
Subtotal - Public Works	129,532	131,060	131,060	131,690	131,690
TOTAL	3,970,636	4,304,520	4,305,270	4,696,570	4,696,570

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 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	8,163,054	8,452,800	8,871,640	8,837,840	8,837,840
Supplies	65,235	67,380	69,920	68,470	68,470
Services	346,174	322,830	321,090	284,440	284,440
Maintenance & Repair	376,478	358,930	349,250	354,910	354,910
Grants & Contributions	31,577	25,690	31,760	27,420	27,420
Capital Outlay	285,511	237,760	269,250	277,070	277,070
Energy & Utility	424,786	456,230	436,600	484,150	484,150
Total	9,692,815	9,921,620	10,349,510	10,334,300	10,334,300

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

Funding Sources

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

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Safety Services	8,928,242	9,196,050	9,316,110	9,674,270	9,674,270
Town Support for Education	117,260	120,750	121,740	117,880	117,880
Subtotal: Safety General Fund Budget	*9,045,502*	*9,316,800*	*9,437,850*	*9,792,150*	*9,792,150*
Project 6501 - Fire Equipment Fund	*18,467*	-	-	-	-
Project 9400 - Thermal Imaging Camera	*30,000*	-	-	-	-
Subtotal: Capital Projects Fund	*48,467*	-	-	-	-
Asset Forfeitures	36,909	20,000	10,660	10,500	10,500
State & Federal Grants	94,278	93,320	90,710	28,500	28,500
Donations & User Fees	4,839	1,500	1,110	1,150	1,150
Vehicle Maintenance	15,195	2,000	2,180	5,000	5,000
Use of Police Private Duty Account	447,625	488,000	807,000	497,000	497,000
Subtotal: Special Revenue Funds	*598,846*	*604,820*	*911,660*	*542,150*	*542,150*
Total	9,692,815	9,921,620	10,349,510	10,334,300	10,334,300

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	62.00	63.00	61.77	64.50	64.50
Regular Part Time Employees	1.70	2.10	2.10	2.30	2.30
Temporary/Seasonal Employees	-	-	-	-	-
Total	63.70	65.10	63.87	66.80	66.80

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $427,890 or 4.3% mostly due to Police Private Duty jobs in the Special Revenue Fund and Police Department Personal Services. The FY 14 General Fund expenditures are expected to be over budget by $120,060 or 1.3% mostly due to Personal Services in the Police Department for overtime as a result of vacancies, staffing requirements and investigations. These increases are offset in part by savings in Energy & Utilities in Fire Services. The overall FY 15 budget reflects an increase of $412,680 or 4.2% as compared to the FY 14 budget mostly due to Personal Services. The FY 15 General Fund budget reflects an increase of $478,220 or 5.2% partially due to two new police officers, part-time dispatch hours and equipment replacement.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	7,633,608	7,914,860	8,046,260	8,325,960	8,325,960
Supplies	62,645	66,880	67,480	67,320	67,320
Services	261,306	264,700	262,510	284,440	284,440
Maintenance & Repair	350,531	358,930	349,250	354,910	354,910
Grants & Contributions	31,577	25,690	31,760	27,420	27,420
Capital Outlay	163,789	109,760	122,250	130,070	130,070
Energy & Utility	424,786	455,230	436,600	484,150	484,150
Total	8,928,242	9,196,050	9,316,110	9,674,270	9,674,270

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

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	117,260	120,750	121,740	117,880	117,880
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	117,260	120,750	121,740	117,880	117,880

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	412,186	417,190	703,640	394,000	394,000
Supplies	2,590	500	2,440	1,150	1,150
Services	84,868	58,130	58,580	-	-
Maintenance & Repair	25,947	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	121,722	128,000	147,000	147,000	147,000
Energy & Utility	-	1,000	-	-	-
Total	647,313	604,820	911,660	542,150	542,150

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	8,163,054	8,452,800	8,871,640	8,837,840	8,837,840
Supplies	65,235	67,380	69,920	68,470	68,470
Services	346,174	322,830	321,090	284,440	284,440
Maintenance & Repair	376,478	358,930	349,250	354,910	354,910
Grants & Contributions	31,577	25,690	31,760	27,420	27,420
Capital Outlay	285,511	237,760	269,250	277,070	277,070
Energy & Utility	424,786	456,230	436,600	484,150	484,150
Total	9,692,815	9,921,620	10,349,510	10,334,300	10,334,300

SAFETY SERVICES
Budget Information
Fiscal Year 2011-2015

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	7,935,709	8,023,875	8,163,054	8,452,800	8,871,640	8,837,840	8,837,840
Supplies	62,434	72,884	65,235	67,380	69,920	68,470	68,470
Services	387,026	335,456	346,174	322,830	321,090	284,440	284,440
Maintenance & Repair	397,052	416,721	376,478	358,930	349,250	354,910	354,910
Grants & Contributions	39,171	30,582	31,577	25,690	31,760	27,420	27,420
Capital Outlay	175,178	89,701	285,511	237,760	269,250	277,070	277,070
Energy & Utility	422,170	429,807	424,786	456,230	436,600	484,150	484,150
Total	9,418,740	9,399,026	9,692,815	9,921,620	10,349,510	10,334,300	10,334,300

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

Funding Sources

Funding Source	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund	8,578,347	8,673,791	8,928,242	9,196,050	9,316,110	9,674,270	9,674,270
Town Support for Education	87,660	117,210	117,260	120,750	121,740	117,880	117,880
Subtotal: Safety General Fund Budget	*8,666,007*	*8,791,001*	*9,045,502*	*9,316,800*	*9,437,850*	*9,792,150*	*9,792,150*
Project 6501 - Fire Equipment Fund	-	-	18,467	-	-	-	-
Project 9400 - Thermal Imaging Camera	-	-	30,000	-	-	-	-
Subtotal:Capital Projects Fund	-	-	*48,467*	-	-	-	-
Jag Grants	2,522	-	-	-	-	-	-
Asset Forfeitures	37,285	38,106	36,909	20,000	10,660	10,500	10,500
State & Federal Grants	192,321	113,917	94,278	93,320	90,710	28,500	28,500
Donations & User Fees	1,689	587	4,839	1,500	1,110	1,150	1,150
Vehicle Maintenance	5,735	5,670	15,195	2,000	2,180	5,000	5,000
Use of Police Private Duty Acct.	513,181	449,745	447,625	488,000	807,000	497,000	497,000
Subtotal: Special Revenue Funds	*752,733*	*608,025*	*598,846*	*604,820*	*911,660*	*542,150*	*542,150*
Total	9,418,740	9,399,026	9,692,815	9,921,620	10,349,510	10,334,300	10,334,300

TOTAL POLICE DEPARTMENT
(DOES NOT INCLUDE FIRE OR AMBULANCE)

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

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	7,933,587	8,217,120	8,635,960	8,598,030	8,598,030
Supplies	40,150	42,530	45,070	43,820	43,820
Services	110,271	77,590	82,770	88,270	88,270
Maintenance & Repair	218,571	198,930	189,250	196,810	196,810
Grants & Contributions	15,953	16,590	16,590	16,590	16,590
Capital Outlay	109,482	128,000	159,490	167,400	167,400
Energy & Utility	269,710	283,210	287,810	306,180	306,180
Total	8,697,724	8,963,970	9,416,940	9,417,100	9,417,100

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

Funding Sources

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

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Police	8,039,749	8,296,530	8,441,670	8,757,070	8,757,070
Town Support for Education	117,260	120,750	121,740	117,880	117,880
Subtotal: Police General Fund Budget	*8,157,009*	*8,417,280*	*8,563,410*	*8,874,950*	*8,874,950*
Asset Forfeitures	36,909	20,000	10,660	10,500	10,500
State & Federal Grants	36,147	35,190	32,580	28,500	28,500
Donations & User Fees	4,839	1,500	1,110	1,150	1,150
Vehicle Maintenance	15,195	2,000	2,180	5,000	5,000
Use of Police Private Duty Account	447,625	488,000	807,000	497,000	497,000
Subtotal: Special Revenue Funds	*540,715*	*546,690*	*853,530*	*542,150*	*542,150*
Total	8,697,724	8,963,970	9,416,940	9,417,100	9,417,100

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	61.00	62.00	60.77	63.50	63.50
Regular Part Time Employees	1.70	2.10	2.10	2.30	2.30
Temporary/Seasonal Employees	-	-	-	-	-
Total	62.70	64.10	62.87	65.80	65.80

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $452,970 or 5.1%. This is primarily due to Police Private Duty jobs in the Special Revenue Fund. The FY 14 General Fund expenditures are expected to be over budget by $145,140 or 1.7% mostly due to Personal Services for overtime as a result of vacancies, staffing requirements and investigations. The overall FY 15 budget reflects an increase of $453,130 or 5.1% as compared to the FY 14 budget due to Personal Services, Services, Capital Outlay, and Energy & Utility. The FY 15 General Fund budget reflects an increase of $460,540 or 5.6% partially due to two new police officers, part-time dispatch hours and Capital Outlay.

Total Police Department
(Does not include Fire or Ambulance)

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	7,404,141	7,679,180	7,810,580	8,086,150	8,086,150
Supplies	37,560	42,030	42,630	42,670	42,670
Services	83,534	77,590	82,320	88,270	88,270
Maintenance & Repair	192,624	198,930	189,250	196,810	196,810
Grants & Contributions	15,953	16,590	16,590	16,590	16,590
Capital Outlay	36,227	-	12,490	20,400	20,400
Energy & Utility	269,710	282,210	287,810	306,180	306,180
Total	8,039,749	8,296,530	8,441,670	8,757,070	8,757,070

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

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	117,260	120,750	121,740	117,880	117,880
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	117,260	120,750	121,740	117,880	117,880

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	412,186	417,190	703,640	394,000	394,000
Supplies	2,590	500	2,440	1,150	1,150
Services	26,737	-	450	-	-
Maintenance & Repair	25,947	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	73,255	128,000	147,000	147,000	147,000
Energy & Utility	-	1,000	-	-	-
Total	540,715	546,690	853,530	542,150	542,150

Total Expenditures (agrees to page F-4):

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	7,933,587	8,217,120	8,635,960	8,598,030	8,598,030
Supplies	40,150	42,530	45,070	43,820	43,820
Services	110,271	77,590	82,770	88,270	88,270
Maintenance & Repair	218,571	198,930	189,250	196,810	196,810
Grants & Contributions	15,953	16,590	16,590	16,590	16,590
Capital Outlay	109,482	128,000	159,490	167,400	167,400
Energy & Utility	269,710	283,210	287,810	306,180	306,180
Total	8,697,724	8,963,970	9,416,940	9,417,100	9,417,100

POLICE - ADMINISTRATION AND RECORDS

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

Expenditures

	FY 2014		FY 2015	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	552,770	551,260	548,650	548,650
Supplies	25,600	26,850	25,740	25,740
Services	17,410	18,460	18,500	18,500
Maintenance & Repair	55,050	51,090	57,020	57,020
Grants & Contributions	-	-	-	-
Capital Outlay	-	7,490	-	-
Energy & Utility	107,940	117,410	127,090	127,090
Total	758,770	772,560	777,000	777,000

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

Funding Sources

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

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Police	758,770	771,440	777,000	777,000
State & Federal Grants	-	1,120	-	-
Subtotal: Special Revenue Funds	-	*1,120*	-	-
Total	758,770	772,560	777,000	777,000

Personnel Requirements

	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	5.00	5.00
Regular Part Time Employees	1.00	1.00	1.00	1.00
Temporary/Seasonal Employees	-	-	-	-
Total	6.00	6.00	6.00	6.00

Budget Commentary

The FY 14 expenditures are expected to come in over budget by $13,790 or 1.8%. This is mostly due to Capital Outlay and Energy & Utility. The increase in Services is funded by a state grant for $1,120. The FY14 General Fund expenditures are expected to come in over budget by $12,670 or 1.7% mostly due to Capital Outlay for the purchase of two fire alarm panels for town cell tower sites. The FY 15 budget reflects an increase of $18,230 or 2.4% as compared to the FY 14 budget mostly due to increases in internet and telephone fees.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management *$209,790*

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

Information Services *$567,210*

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

POLICE - SUPPORT SERVICES

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,279,970	1,277,360	1,257,850	1,257,850
Supplies	2,800	3,520	3,250	3,250
Services	1,980	2,430	1,980	1,980
Maintenance & Repair	2,500	3,000	2,500	2,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	10,000	10,000	10,000
Energy & Utility	-	-	-	-
Total	1,287,250	1,296,310	1,275,580	1,275,580

* 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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Police	1,146,500	1,163,400	1,146,750	1,146,750
Town Support for Education	120,750	121,740	117,880	117,880
Subtotal: Police General Fund Budget	*1,267,250*	*1,285,140*	*1,264,630*	*1,264,630*
Asset Forfeitures	20,000	10,660	10,500	10,500
Donations	-	510	450	450
Subtotal: Special Revenue Funds	*20,000*	*11,170*	*10,950*	*10,950*
Total	1,287,250	1,296,310	1,275,580	1,275,580

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	9.00	9.00	9.00	9.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	9.00	9.00	9.00	9.00

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $9,060 or 0.7%. This is primarily due to Capital Outlay for radar units funded from a special revenue account. The FY 14 General Fund expenditures are expected to be over budget by $16,900 or 1.5% due to Personal Services mostly for overtime costs as a result of a complex investigation. The overall FY 15 budget reflects a decrease of $11,670 or 0.9%. The FY 15 General Fund budget reflects an increase of $250. FY 14 was the last year of the Municipal Employee Retirement Fund (MERF) amortization payment. These funds are reallocated to Uniformed Patrol and Communications for FY 15.

SUPPORT SERVICES

Products & Services

Criminal Investigation/Crime Prevention $982,200

- Narcotics Investigations - Street-level and above narcotic investigations with an emphasis on reducing narcotics sales in the Town of Windsor. Work closely with regional, state and federal agencies to apprehend those dealers that also operate beyond town lines. Identify and apprehend any dealers that operate in or around our schools.
- Gang/Gun Investigation – Investigates any and all gang and "gang like" activity -- particularly behavior related to violence and the threatened use or actual use of weapons. Through intelligence gathering reduce recruitment of and membership in all gang and "gang like" groups.
- Investigate major crimes (sexual assault, burglary, robbery) with the goal of maintaining a clearance rate higher than the national average for all Part 1 crimes
- Offer crime prevention training presentations to residents and businesses with a focus on crimes against the elderly such as identity theft, property repair, utility company and other scams.
- Serve as the primary liaison for intelligence sharing and gathering with municipal agencies, the Federal Bureau of Investigation (FBI), the Bureau of Alcohol, Tobacco, and Firearms (ATF), Connecticut State Police (CSP), Homeland Security (HLS) and other law enforcement agencies as needed.

Evidence & Court Duties $127,560

- Liaison with the state court handling all departmental business with the court including but not limited to prisoner transport and court paperwork.
- Provide forensic evidence interpretation and collaboration at major crime scenes. When needed work with the State Police Major Crimes Division on major case investigations.
- Assist with evidence collection, and crime scene processing.
- Provide liaison with state police laboratory, state toxicology lab and state courts relating to forensic evidence.

Training/Youth Development $51,020

- Manage department training including mandated recertification
- Provide continued development of the investigative and crime scene processing skills of all sworn police officers focusing on evidence collection including digital photography and DNA collection
- Oversee training in the use of automated fingerprint identification system and record management system for the booking of prisoners and report writing
- Provide leadership and mentoring to the Police Cadet Program and provide "job shadowing" opportunities to students from surrounding high schools. Additionally provide internships for students from numerous colleges and universities.
- Youth Commission Liaison - Provide ex-officio member to the Youth Commission assisting with commission's goals and objectives.
- Social and Life Skills Development - Provide instruction and presentations (Bullying, Gangs, Diversity, Drugs, Personal Safety, Sexual Assault, etc.) to school age children at the high schools, middle schools, elementary schools and other town programs.

School Resource Officer $114,800

- Provide security and protection for students and staff members at Windsor High School
- Assist school administration with planned emergency action drills for dealing with potential outside threats (hazardous material incident, bomb, terrorists and active shooter(s).
- Develop intelligence to identify and prevent crimes of violence, drug use and gang activity
- Improve relationships between teenagers and officers. Become a trusted resource for both students and staff members.
- Assist in the development and implementation of the school mentoring and weekend community service programs.
- Serve as a primary resource for officers in cases involving school age children, particularly high school and middle school children.

POLICE - UNIFORMED PATROL

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	5,556,730	5,878,510	5,890,520	5,890,520
Supplies	11,630	11,630	11,630	11,630
Services	50,240	53,580	59,490	59,490
Maintenance & Repair	106,150	106,160	106,350	106,350
Grants & Contributions	-	-	-	-
Capital Outlay	128,000	142,000	157,400	157,400
Energy & Utility	170,110	166,600	174,930	174,930
Total	6,022,860	6,358,480	6,400,320	6,400,320

* 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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Police	5,497,170	5,517,340	5,869,320	5,869,320
State and Federal Grants	35,190	31,460	28,500	28,500
Donations	500	500	500	500
Vehicle Maintenance	2,000	2,180	5,000	5,000
Use of Police Private Duty Account	488,000	807,000	497,000	497,000
Subtotal: Special Revenue Funds	*525,690*	*841,140*	*531,000*	*531,000*
Total	6,022,860	6,358,480	6,400,320	6,400,320

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	40.00	39.00	41.50	41.50
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	40.00	39.00	41.50	41.50

Budget Commentary

The FY 14 expenditures are expected to come in over budget by $335,620 or 5.6%. This is mostly due to Police Private Duty jobs in the special revenue fund. The FY 14 General Fund expenditures are expected to be over budget by $20,170 or 0.4% mostly due to Personal Services for overtime as a result minimal staffing and training requirements. The FY 14 estimate for Capital Outlay is primarily funded by the Police Private Duty fund and includes $112,000 for 3 vehicles and their set ups and $25,000 for information technology. The FY 15 Capital Outlay includes $112,000 for vehicles and $25,000 for information technology funded by the Police Private Duty fund and $20,400 for radar units and radios funded by the General Fund. The overall FY 15 budget reflects an increase of $377,460 or 6.3% as compared to the FY 14 budget mostly due to Personal Services. The FY 15 General Fund budget reflects an increase of $372,150 due to two new officer positions starting October 2014 and the implementation of the new labor contract.

UNIFORMED PATROL

Products & Services

EMS and Public Assistance *$1,792,090*

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

Traffic Control *$1,856,090*

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

Police Private Duty *$384,020*

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

Protect Persons and Property *$2,368,120*

- Patrol residential neighborhoods and business districts to protect persons and property and to reduce crime
- Respond to calls for service
- Investigate criminal complaints, identify the perpetrator(s) and arrest them
- Utilize assertive patrol techniques to identify suspicious persons, vehicles and circumstances in order to prevent crimes and develop potential suspects
- Use crime analysis as a means of detecting crime trends and predicting when and where the next crime in a series of crimes is likely to occur. Use the information to prevent crimes or make arrests
- Continue to work in conjunction with other town organizations (i.e., Chamber of Commerce, existing neighborhood watches) to educate individuals on crime prevention
- Maintain Windsor's low robbery rate with high visibility foot and business patrols
- Enforce loitering and other nuisance crimes to combat youth-related crimes and gang activity
- Sustain our ongoing community relations initiative which focuses on providing crime prevention information and extra patrols to our growing senior citizen population
- Reduce our overall crime rate, ensuring that Windsor remains one of the safest towns in the region, state and country
- Collaborate with neighborhoods in the development and running of Neighborhood Watch programs.

POLICE - COMMUNICATIONS

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	717,000	817,410	790,520	790,520
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	35,230	28,920	30,940	30,940
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	752,230	846,330	821,460	821,460

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Police	752,230	846,330	821,460	821,460
Subtotal: Special Revenue Funds	-	-	-	-
Total	752,230	846,330	821,460	821,460

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	7.00	6.77	7.00	7.00
Regular Part Time Employees	1.00	1.00	1.20	1.20
Temporary/Seasonal Employees	-	-	-	-
Total	8.00	7.77	8.20	8.20

Budget Commentary

The FY 14 expenditures are expected to come in over budget by $94,100 or 12.5% due to overtime for shift replacement and a partial year vacancy. The FY 15 budget reflects an increase of $69,230 or 9.2% as compared to the FY 14 budget mostly due to Personal Services reallocating Municipal Employee Retirement Fund (MERF) amortizaton payments in Uniformed Patrol to overtime in Communications and for added part-time hours to improve dispatch operations on the midnight shifts.

COMMUNICATIONS

Products & Services

Communications *$821,460*

- Serve as the first contact for citizens seeking a safety service response
- Coordinate more than 55,000 calls for service per year
- Obtain and assess information to direct Police, Fire, Emergency Medical Services (EMS) and other responses as appropriate
- Utilize all available private, public and criminal justice information networks to search for and to disseminate information necessary to respond to emergency or criminal incidents
- Provide emergency medical dispatch support to any caller with a medical emergency.

POLICE - ANIMAL CONTROL

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	110,650	111,420	110,490	110,490
Supplies	2,500	3,070	3,200	3,200
Services	7,960	8,300	8,300	8,300
Maintenance & Repair	-	80	-	-
Grants & Contributions	16,590	16,590	16,590	16,590
Capital Outlay	-	-	-	-
Energy & Utility	5,160	3,800	4,160	4,160
Total	142,860	143,260	142,740	142,740

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Police	141,860	143,160	142,540	142,540
User Fees	1,000	100	200	200
Subtotal: Special Revenue Funds	*1,000*	*100*	*200*	*200*
Total	142,860	143,260	142,740	142,740

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.10	0.10	0.10	0.10
Temporary/Seasonal Employees	-	-	-	-
Total	1.10	1.10	1.10	1.10

Budget Commentary

The overall FY 14 expenditures are expected to come in $400 over budget. The FY 14 General Fund budget is expected to come in over budget by $1,300 or 0.9% mostly due to Personal Services. The FY 15 overall budget reflects a decrease of $120 or 0.1%. The FY 15 General Fund budget reflects an increase of $680 or 0.5%.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances *$69,940*

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

Operate Dog Pound/Animal Placement *$72,800*

- Redeem or place 95% of the animals impounded
- Continue status as a "no kill" shelter as defined by the Humane Society of the United States (HSUS) pertaining to all adoptable pets.

FIRE AND RESCUE SERVICES

The Windsor Volunteer Fire Department minimizes the loss of life and property by providing effective fire prevention, fire suppression and rescue services.

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	229,467	235,680	235,680	239,810	239,810
Supplies	25,085	24,850	24,850	24,650	24,650
Services	216,536	224,080	217,160	174,170	174,170
Maintenance & Repair	147,907	150,000	150,000	148,100	148,100
Grants & Contributions	-	-	-	-	-
Capital Outlay	176,029	109,760	109,760	109,670	109,670
Energy & Utility	130,237	143,450	125,290	150,970	150,970
Total	925,261	887,820	862,740	847,370	847,370

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

Funding Sources

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

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Fire and Rescue Services	818,663	829,690	804,610	847,370	847,370
Project 6501 - Fire Equipment Fund	18,467	-	-	-	-
Project 9400 - Thermal Imaging Camera	30,000	-	-	-	-
Subtotal: Capital Projects Fund	*48,467*	-	-	-	-
LOSAP Grant (Length-of-Service Award Prog.)	58,131	58,130	58,130	-	-
Subtotal: Special Revenue Funds	*58,131*	*58,130*	*58,130*	-	-
Total	925,261	887,820	862,740	847,370	847,370

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.00	1.00	1.00	1.00	1.00

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $25,080 or 2.8% due to lower than projected use of energy and utilities. The FY 15 overall budget reflects a decrease of $40,450 or 4.6% because FY 14 represents the fourth and final year of the Length-of-Service-Award grant program. The FY 15 General Fund budget reflects an increase of $17,680, or 2.1% as compared to the FY 14 budget mostly due to the annual maintenance and operating costs for the fire department data management technology that was purchased in FY 13.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration *$315,060*

- Respond to more than 1,100 emergency incidents
- Contract for water supply with Metropolitan District Commission (MDC) for maintenance & service of 1,030 hydrants
- Manage, direct and monitor all fire department activities
- Prepare, administer and monitor fire budget including maintenance contracts and new equipment purchases.

Fire Facilities & Building Maintenance *$167,740*

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

Apparatus Maintenance & Service *$99,980*

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

Recruitment, Training and Retention *$116,090*

- 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 *$148,500*

- 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 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	19,367	21,160	21,160	22,000	22,000
Maintenance & Repair	10,000	10,000	10,000	10,000	10,000
Grants & Contributions	15,624	9,100	15,170	10,830	10,830
Capital Outlay	-	-	-	-	-
Energy & Utility	24,839	29,570	23,500	27,000	27,000
Total	69,830	69,830	69,830	69,830	69,830

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

Funding Sources

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

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Ambulance Services	69,830	69,830	69,830	69,830	69,830
Subtotal: Special Revenue Funds	-	-	-	-	-
Total	69,830	69,830	69,830	69,830	69,830

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The FY 14 expenditures are expected to come on budget. The FY 15 budget is expected to have no increase over the FY 14 Budget. Windsor Volunteer Ambulance's payment to the Coordinated Medical Emergency Direction (CMED) for regional and hospital coordination of emergency medical dispatching (shown in the services line) is increasing slightly in FY 15. The Grants & Contributions portion of the budget represents the town's non-specific subsidy to Windsor Volunteer Ambulance.

AMBULANCE SERVICES

Products & Services

Emergency Medical Care *$69,830*

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

FY 2014 Highlights

The results of the 2013 Citizen Survey show that residents believe police protection is an important service, and that police protective service is considered very good/good by more than 80% of the responders.

For the first time in five years, the Part 1 Crime rate (murder, forcible rape, aggravated assault, burglary, larceny, motor vehicle theft and arson) increased slightly from 477 to 488. This slight increase is still below 500 and worthy of noting since the national average for Part 1 crime rates for towns our size is over 1,000.

There was a reduction in motor vehicle accidents and more importantly, accidents with injuries. Even though the number of overall traffic stops was lower, officers provided more targeted enforcement and a more visible presence in high traffic volume areas. These efforts are reflected in increases in robbery prevention, and other directed (senior citizen, adult community, neighborhood) patrols.

The Detective Division continued to do an excellent job in clearing Part 1 crimes improving from 26% in 2012 to 32% in 2013.

The Detective Division continued to focus on identifying those dealing in illegal narcotics and led the department to more than 100 narcotics investigations and arrests.

The department maintained our focus on developing positive long lasting relationships with the youth in town by providing life skills presentations (drug awareness, gang resistance training, cultural diversity training, personal safety, and bully proof training) at town run after-school programs and summer camps. The extra patrols of our schools, which began after the horrible tragedy at Sandy Hook continue to be performed, and our officers now stop in to schools on a regular basis and make efforts to conduct motor vehicle enforcement in and around each of the schools as often as possible.

The Windsor High School Resource Officer (SRO) assignment changed at the end of June 2013 with Officer Tkacz ending her assignment and Officer Valenti beginning his assignment in September of 2013. Officer Tkacz continues to run the Girl Circle program, which was designed to provide teenage girls with an outlet for positive interaction and interpersonal growth. This program, initially started with ten girls, continues to be very well received. The program has blossomed to include 20 girls and there is still a waiting list for girls wanting to be involved.

As the new SRO, Officer Valenti has worked to ensure that the classroom instruction continues to grow. Sergeant McKee is working with school staff members to develop mentoring and alternative disciplinary programs with the assistance of state grants.

A formal recruitment effort for volunteer firefighters called "Do you have what it takes?" was completed in FY 14 in conjunction with a grant received by the Connecticut Fire Chiefs Association.

In FY 14, volunteer firefighters responded to more than 1,100 calls and logged more than 6,000 hours of training. Training sessions were held at the Connecticut Fire Academy and at new commercial buildings in town. Firefighters also attended training throughout the region.

Promotions for the year included one captain and one safety officer.

In an effort to better manage the challenges of the volunteer fire service, the fire chief has created several committees. These committees include a volunteer recruitment and retention committee, a town wide apparatus specification committee, short and long range fire department planning, training and officer development.

SAFETY SERVICES

Key Statistics	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target
Number of Part I crimes	535	477	474	483	475
Number of motor vehicle accidents with injuries	104	108	102	90	100
Number of calls for service received by Dispatch	53,677	51,847	53,754	54,932	55,000
Number of Fire Department responses	1,080	1,099	1,175	1,200	1,200
Number of structure fires	16	22	17	14	15

Performance Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Estimate	FY 2015 Target
Achieve a clearance rate for burglaries that is 2.5 times better than the national clearance rate. National clearance rate for burglaries was 12.6% in 2012	43%	36%	18%	35%
Clearance rate for each Part I violent crime is better than regional rate by 10% or more – the most recent regional rate (2012) was 48%	77%	80%	74%	75%
Motor vehicle accidents with injuries per 1,000 residents	3.6	3.5	3.2	3.5
Fire Department quality of service rating - very good/good	77%	N/A	N/A	78%

A fun fact about the value of our services…

During the past three years the town of Windsor has enjoyed a Part 1 crime rate that is lower than any other three year period during the last 30 years.

FY 2015 Goals

1. Participate in planning process to evaluate options for Public Safety complex expansion and renovation project
2. Conduct recruiting process to fill new police officer positions by October 2014
3. Participate in dog pound design and relocation process
4. Complete design and specification development process for ladder truck replacement.

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
6002	Crisis Intervention Program	1,437	-	250	1,187	-	250	937
6004	Bullet Proof Vest Program	-	3,960	3,960	-	2,500	2,500	-
6012	State Reimbursements	-	16,960	16,960	-	16,000	16,000	-
6026	Car Seat Program	1,262	-	260	1,002	-	200	802
6301	Narcotic Seizures - Federal	210	-	210	-	-	-	-
6302	Federal Sharing	99,791	-	10,000	89,791	-	10,000	79,791
6305	Asset Forfeiture - State	3,954	-	450	3,504	-	500	3,004
6700	Animal Shelter	44,459	-	-	44,459	-	-	44,459
6701	Powalka Memorial Fund	100	-	100	-	100	100	-
6702	K-9 Donations	31	140	-	171	100	100	171
6800	Police Private Duty	467,619	800,000	807,000	460,619	400,000	497,000	363,619
6908	Vehicle Maintenance	(670)	11,560	2,180	8,710	5,000	5,000	8,710
6916	Neighborhood Engagement Team	176	500	500	176	500	500	176
6917	Jag Grant	1,120	-	1,120	-	N/A	N/A	N/A
6918	Youth Services Prevention Grant	-	10,540	10,540	-	10,000	10,000	-
	Total 03 Funds	**619,489**	**843,660**	**853,530**	**609,619**	**434,200**	**542,150**	**501,669**

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

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

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

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

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

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

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

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

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

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

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, for private construction contractors, public utilities and the Windsor School District. Expenditures in FY 14 also include $20,000 for traffic enforcement, $112,000 for vehicle replacement and $25,000 for information technology equipment and in FY 15 also include $20,000 for traffic enforcement, $112,000 for vehicle replacement and $25,000 for information technology equipment.

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

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

#6917 - Jag Grant - The money was provided to municipal police departments through the JAG program to assist the departments in becoming compliant with recently enacted statutes requiring the audio and visual recording of interviews conducted in connection with certain criminal cases. In accordance with the grant terms, the Windsor Police Department purchased the nececessary recording equipment for two interview rooms. Grant terms allowed the Department to use remaining grant funds to purchase lidar and radar units, tasers and rifle lights and sights.

#6918 - Youth Services Prevention Grant - Windsor Police Department and Windsor Public Schools will develop an outreach team. The team will provide early intervention, prevention strategies, and referral to resources and services to at risk youth students in grades 7-12. The outreach provided by this collaborative team will strive to reduce violence, reduce recidivism, and provide the skills, proactive strategies, and opportunities for these youth to become productive members of society.

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
3105	Fire Department LOSAP Grant	-	58,130	58,130	-	-	-	-
	Total 03 Funds	**-**	**58,130**	**58,130**	-	-	-	-

#3105 - FD LOSAP Grant - Funds are from a four year U.S. Department of Homeland Security grant and are transferred directly to a trust fund designated for the Length-of-Service Award Program (LOSAP) for volunteer firefighters. FY 2014 shown above represents the fourth and final year of the program.

RECREATION AND LEISURE SERVICES

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

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,097,547	1,140,400	1,127,760	1,168,720	1,168,720
Supplies	176,427	109,960	155,410	132,350	132,350
Services	596,815	585,980	575,230	586,230	586,230
Maintenance & Repair	35,062	38,500	39,520	39,000	39,000
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	4,265	62,000	24,000	9,000	9,000
Energy & Utility	96,764	98,510	98,340	100,330	100,330
Total	2,020,880	2,049,350	2,034,260	2,049,630	2,049,630

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

Funding Sources

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

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Recreation & Leisure Services	1,326,504	1,377,520	1,362,200	1,387,630	1,387,630
Town Support for Education	62,320	63,870	63,630	63,390	63,390
Subtotal: Rec. Svcs General Fund Budget	*1,388,824*	*1,441,390*	*1,425,830*	*1,451,020*	*1,451,020*
Grants	40,623	30,500	30,470	30,470	30,470
Private Contributions	25,946	29,240	26,390	29,620	29,620
User Fees	565,487	548,220	551,570	538,520	538,520
Subtotal: Special Revenue Funds	*632,056*	*607,960*	*608,430*	*598,610*	*598,610*
Total	2,020,880	2,049,350	2,034,260	2,049,630	2,049,630

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	6.93	7.00	6.91	7.00	7.00
Regular Part Time Employees	9.01	9.05	8.62	8.79	8.79
Temporary/Seasonal Employees	11.38	11.70	11.88	12.15	12.15
Total FTEs	27.32	27.75	27.41	27.94	27.94

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $15,090 or 0.7%. This is primarily due to costs related to the purchase and installation of new recreation management registration software being lower than expected. The FY 14 General Fund expenditures are expected to be under budget by $15,320 or 1.1% due to the recreation registration software and Personal Services. The overall FY 15 budget reflects an increase of $280 as compared to FY 14 budget. The FY 15 General Fund budget reflects an incease of $10,110 or 0.7% mostly due to the implementation of the summer teen employment development program.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	755,323	800,180	792,760	832,390	832,390
Supplies	45,445	35,500	37,750	36,010	36,010
Services	403,232	378,650	377,480	378,700	378,700
Maintenance & Repair	32,322	35,500	36,520	35,500	35,500
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	1,601	34,000	24,000	9,000	9,000
Energy & Utility	74,581	79,690	79,690	82,030	82,030
Total	1,326,504	1,377,520	1,362,200	1,387,630	1,387,630

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	62,320	63,870	63,630	63,390	63,390
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	62,320	63,870	63,630	63,390	63,390

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	279,904	276,350	271,370	272,940	272,940
Supplies	130,982	74,460	117,660	96,340	96,340
Services	193,583	207,330	197,750	207,530	207,530
Maintenance & Repair	2,740	3,000	3,000	3,500	3,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,664	28,000	-	-	-
Energy & Utility	22,183	18,820	18,650	18,300	18,300
Total	632,056	607,960	608,430	598,610	598,610

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,097,547	1,140,400	1,127,760	1,168,720	1,168,720
Supplies	176,427	109,960	155,410	132,350	132,350
Services	596,815	585,980	575,230	586,230	586,230
Maintenance & Repair	35,062	38,500	39,520	39,000	39,000
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	4,265	62,000	24,000	9,000	9,000
Energy & Utility	96,764	98,510	98,340	100,330	100,330
Total	2,020,880	2,049,350	2,034,260	2,049,630	2,049,630

RECREATION AND LEISURE SERVICES
Budget Information
Fiscal Year 2011-2015

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,036,271	1,032,636	1,097,547	1,140,400	1,127,760	1,168,720	1,168,720
Supplies	162,581	140,289	176,427	109,960	155,410	132,350	132,350
Services	627,031	625,718	596,815	585,980	575,230	586,230	586,230
Maintenance & Repair	36,913	63,499	35,062	38,500	39,520	39,000	39,000
Grants & Contributions	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Capital Outlay	1,873	9,028	4,265	62,000	24,000	9,000	9,000
Energy & Utility	100,245	89,422	96,764	98,510	98,340	100,330	100,330
Total	1,978,914	1,974,592	2,020,880	2,049,350	2,034,260	2,049,630	2,049,630

* 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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund	1,303,293	1,287,742	1,326,504	1,377,520	1,362,200	1,387,630	1,387,630
Town Support for Education	57,370	58,850	62,320	63,870	63,630	63,390	63,390
Subtotal: Rec. Svcs. General Fund Budget	*1,360,663*	*1,346,592*	*1,388,824*	*1,441,390*	*1,425,830*	*1,451,020*	*1,451,020*
Grants	44,945	39,238	40,623	30,500	30,470	30,470	30,470
Private Contributions	53,747	43,563	25,946	29,240	26,390	29,620	29,620
User Fees	519,559	545,199	565,487	548,220	551,570	538,520	538,520
Subtotal: Special Revenue Funds	*618,251*	*628,000*	*632,056*	*607,960*	*608,430*	*598,610*	*598,610*
Total	1,978,914	1,974,592	2,020,880	2,049,350	2,034,260	2,049,630	2,049,630

RECREATION

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	601,020	605,590	614,120	614,120
Supplies	52,960	72,000	74,600	74,600
Services	172,830	179,170	186,230	186,230
Maintenance & Repair	1,500	2,520	1,500	1,500
Grants & Contributions	14,000	14,000	14,000	14,000
Capital Outlay	48,000	15,000	-	-
Energy & Utility	7,900	7,900	7,900	7,900
Total	898,210	896,180	898,350	898,350

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Recreation Services	567,810	557,590	549,320	549,320
Private Contributions	-	510	200	200
User Fees	330,400	338,080	348,830	348,830
Subtotal: Special Revenue Funds	*330,400*	*338,590*	*349,030*	*349,030*
Total	898,210	896,180	898,350	898,350

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	6.09	6.09	6.09	6.09
Temporary/Seasonal Employees	6.56	6.89	6.90	6.90
Total FTEs	15.65	15.98	15.99	15.99

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $2,030 or 0.2%. The FY 14 General Fund expenditures are expected to be under budget by $10,220 or 1.8% and is attributable to lower cost for the purchase of recreation management software. The overall FY 15 budget reflects an increase of $140 as compared to FY 14 budget due to increased cost for the RISE after-school program and the Summer Fun Playground camp, as well as increases to use of school facilitites. These increases are funded by user fees and are off-set by an FY 14 appropriation for the purchase of new management software. The FY 15 General Fund budget reflects a decrease of $18,490 or 3.3% primarily due to the FY 14 funding of the new management software and is off-set by increases in Personal Services.

RECREATION

Products & Services

Aquatics *$145,720*

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

Leisure Opportunities *$218,050*

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

Community Centers *$214,190*

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

Summer Activities *$215,700*

- Provide summer programs for youth that include pottery, archery, ropes course, swim lessons and sports camps
- Provide all-day playground programs for ages 5-13
- Coordinate and administer the teen Doug Malone Counselor-in-Training program
- Provide a theater experience for youth in the Cirillo Theater program
- Provide day trips and various activities for middle school-age students during summer vacation
- Provide family trips and outings.

Community Events *$104,690*

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

FACILITIES MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-
Supplies	16,500	16,500	16,500	16,500
Services	340,950	340,950	340,950	340,950
Maintenance & Repair	11,500	11,500	11,500	11,500
Grants & Contributions	-	-	-	-
Capital Outlay	9,000	9,000	9,000	9,000
Energy & Utility	51,720	52,070	52,710	52,710
Total	429,670	430,020	430,660	430,660

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Recreation Services	414,670	414,670	415,660	415,660
User Fees	15,000	15,350	15,000	15,000
Subtotal: Special Revenue Funds	*15,000*	*15,350*	*15,000*	*15,000*
Total	429,670	430,020	430,660	430,660

Personnel Requirements

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

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $350 or 0.1%. The FY 14 General Fund expenditures are expected to come in on budget. The FY 15 budget reflects an increase of $990 or 0.2%. The $9,000 item in Capital Outlay is for the purchase and installation of code compliant wheelchair accessible lifts for Welch Pool in FY 14 and Goslee Pool in FY 15.

FACILITIES MANAGEMENT

Products & Services

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

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

330 Windsor Ave. Community Center *$30,350*

- Provide support for utilities at 330 Windsor Avenue.

Outdoor Pools *$74,360*

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

YOUTH SERVICES BUREAU

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	153,500	146,280	171,590	171,590
Supplies	9,490	12,920	12,120	12,120
Services	31,210	21,900	21,900	21,900
Maintenance & Repair	3,000	3,000	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,980	1,800	1,800	1,800
Total	199,180	185,900	210,410	210,410

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Recreation Services	105,050	104,930	129,440	129,440
Grants	30,500	30,470	30,470	30,470
User Fees	63,630	50,500	50,500	50,500
Subtotal: Special Revenue Funds	*94,130*	*80,970*	*80,970*	*80,970*
Total	199,180	185,900	210,410	210,410

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.57	0.30	0.30	0.30
Temporary/Seasonal Employees	2.25	2.25	2.51	2.51
Total	3.82	3.55	3.81	3.81

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $13,280 or 6.7%. This is primarily due to a decrease in staffing and contract services for after-school programs. The FY 14 General Fund expenditures are expected to be under budget by $120 or 0.1%. The overall FY 15 budget reflects an increase of $11,230 or 5.6%. The FY 15 General Fund budget reflects an increase of $24,390 or 23.2% due to the implementation of the summer teen employment development program.

YOUTH SERVICES BUREAU

Products and Services

Positive Youth Development *$88,220*

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

Family Events *$8,000*

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

Summer Camp *$65,050*

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

Prevention Programs *$19,750*

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

Juvenile Justice *$29,390*

- Coordinate the provision of community service, intervention and family assessments for juvenile offenders
- Serve on Juvenile Review Board
- Provide outreach and counseling to parents of at-risk-youth referred to Juvenile Review Board.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

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

Expenditures

	FY 2014		FY 2015	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	238,080	234,350	235,060	235,060
Supplies	24,440	45,800	22,480	22,480
Services	33,070	25,240	27,570	27,570
Maintenance & Repair	500	500	1,000	1,000
Grants & Contributions	-	-	-	-
Capital Outlay	5,000	-	-	-
Energy & Utility	1,840	1,500	1,500	1,500
Total	302,930	307,390	287,610	287,610

* 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. Other funding comes from contracts with Windsor and other school districts for environmental education programs, fees for various general programs, contributions from the Connecticut Valley Tobacco Historical Society and the Friends of Northwest Park.

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	81,810	81,630	82,150	82,150
Town Support for Education	63,870	63,630	63,390	63,390
Subtotal: Rec. Services General Fund Budget	*145,680*	*145,260*	*145,540*	*145,540*
Private Contributions	22,060	18,200	21,590	21,590
User Fees	135,190	143,930	120,480	120,480
Subtotal: Special Revenue Funds	*157,250*	*162,130*	*142,070*	*142,070*
Total	302,930	307,390	287,610	287,610

Personnel Requirements

	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	1.94	1.85	1.95	1.95
Temporary/Seasonal Employees	2.55	2.40	2.40	2.40
Total FTEs	5.99	5.75	5.85	5.85

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget $4,460 or 1.5%. This is primarily due to the purchase of new program materials. This increase is off-set by participant fees. The FY 14 General Fund expenditures are expected to be under budget by $180 or 0.2%. The overall FY 15 budget reflects a decrease of $15,320 or 5.1% as compared to the FY 14 budget due to reductions in camp staffing hours, cost of program supplies and because the FY 14 Special Revenue Fund budget includes a one-time appropriation of $5,000 for the purchase of new management software. The FY 15 General Fund budget reflects an increase of $340 or 0.4% due to Personal Services.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Indoor Activities *$58,400*

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

Outdoor Recreational Activities *$68,540*

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

Educational / Recreational Programs *$160,670*

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

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2014		FY 2015	
	Budget	Estimate	Proposed	Adopted
Personal Services	147,800	141,540	147,950	147,950
Supplies	6,570	8,190	6,650	6,650
Services	7,920	7,970	9,580	9,580
Maintenance & Repair	22,000	22,000	22,000	22,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	35,070	35,070	36,420	36,420
Total	219,360	214,770	222,600	222,600

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

Funding Sources

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

Funding Source	FY 2014		FY 2015	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	208,180	203,380	211,060	211,060
Private Contributions	7,180	7,680	7,830	7,830
User Fees	4,000	3,710	3,710	3,710
Subtotal: Special Revenue Funds	*11,180*	*11,390*	*11,540*	*11,540*
Total	219,360	214,770	222,600	222,600

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014		FY 2015	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.41	1.50	1.50
Regular Part Time Employees	0.45	0.38	0.45	0.45
Temporary/Seasonal Employees	0.34	0.34	0.34	0.34
Total FTEs	2.29	2.13	2.29	2.29

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $4,590 or 2.1%. This is primarily due to Personal Services. The FY 14 General Fund expenditures are expected to be under budget by $4,800 or 2.3% for the same reason. The overall FY 15 budget reflects an increase of $3,240 or 1.5% as compared to the FY 14 budget. The FY 15 General Fund budget reflects an increase of $2,880 or 1.4% due to Personal Services and Energy & Utility costs.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance *$97,030*

- Manage all park land for the safety, educational use and enjoyment of the public
- Maintain over 12 miles of trails and farm roads
- Maintain six grasslands as part of an overall park management plan by mowing and prescribed burning
- Prepare 32 community garden plots
- Maintain the security and safety of all trails, structures and areas
- Coordinate the Youth Conservation Corps (YCC) to complete overall trail maintenance
- Maintain picnic pavilion, warming shed and 20 individual picnic tables for approximately 22,000 visitors per year
- Oversee mandatory and volunteer community service programs.

Building Operation/Maintenance *$125,570*

- Provide the community and staff with attractive, safe and well-maintained facilities
- Maintain fire, security and HVAC systems
- Provide and maintain energy and utility services for the nature center, park residence, maple sugaring house, animal barn, tobacco museum, intern housing and other facilities
- Develop and oversee a preventative maintenance program for all park facilities.

RECREATION AND LEISURE SERVICES

FY 2014 Highlights

Recreation

More than 500 individuals enjoyed the movies in the parks events and 400 children and friends participated in Dinner with Santa. The teen "Open Mic Nights" continue to be successful with more than 150 participants.

Summer sport camps were very successful with over 350 engaging in various sport camps. This is an increase of 50 participants from last year. New sport camps for toddlers 3-4 years old was added in the early evenings and included soccer, baseball & basketball. A new track & field camp was developed, conducted by the Windsor high school track & field coaches.

The Recreation Summer Fun Playground program was successful with approximately 1,150 participants throughout the summer. This is an increase to last year by 200 participants. Participants were engaged in sports, arts and crafts, swimming, mathematics, reading comprehension, and field trips.

Scholarships were provided to 95 families totaling $17,000 for children and youth participating in summer programs. Program included Summer Fun Playground, sport camps, nature camp, swim lessons and passes, and Youth Services Bureau summer camp.

Youth Services Bureau

The Youth Services Bureau Leader-In-Training continued to coordinate Family Day events throughout town. The "Night of 1,001 Pumpkins" event attracted 500 visitors to the L.P. Wilson Community Center. The event included a haunted house and other activities, as well as the opportunity to disseminate information for red ribbons National Drug Prevention Week.

The first Annual Youth Summit was presented in September. The program was in collaboration with the Windsor Youth Commission and featured a full day of keynote speakers, interactive activities, and presentations by a variety of professionals in the field of youth development. The presentations and activities covered three topic areas: physical health and nutrition; emotional health; and life choices and goals.

Youth Services Bureau program participants also collaborated with the towns of Bloomfield, East Granby, Granby, Hartford, Newington, Rocky Hill and Windsor Locks in creating a multi-town youth conference through the Capital Area Substance Abuse Council.

Northwest Park

Northwest Park introduced new and exciting programs during FY14. The new *Ground-truthing NWP* science, mathematics and technology lesson was piloted with the Loomis Chaffee School. A new Windsor Readers Succeed program was developed in partnership with the Windsor Board of Education, Windsor Public Library and Northwest Park. 20 students participated in a three-week reading program while attending Northwest Park Nature Camp. Additional program offerings included a public trip to Prudence Island, and use of a newly purchased Star Lab projector.

To better provide services to park users, electrical upgrades were completed to provide more amperage to the field and Picnic Pavilion outlets, which allows user groups more opportunities for cooking. The park also completed the bird observation hut renovation with the help of the Windsor/Windsor Locks Rotary and the Youth Conservation Corp. The Earth Day Action event included a variety of public and corporate volunteers doing service projects for Northwest Park. The volunteers built a new pasture fence, cleared gardens and planted trees. In addition, stall doors and new pens for the ducks were completed on the animal barn.

RECREATION AND LEISURE SERVICES

Key Statistics	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target
Number of recreational activities offered	720	715	718	725	725
Number of elementary school-age children registrations for after-school & vacation programs	4,200	4,050	4,100	4,350	4,400
Number of programs offered in environmental education and nature camps at Northwest Park	460	480	515	525	525
Number of participants at Northwest Park community events	5,800	6,500	6,890	6,890	6,890
Number of middle school and high school youth registrations for after-school and vacation programs	610	700	700	575	575
Number of participants at Youth Services Bureau community events	1,200	1,300	1,400	1,300	1,300

Performance Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Estimate	FY 2015 Target
Retention rate for youth participants in after-school programs	72%	85%	81%	80%
Retention rate for youth participants in summer programs	78%	75%	79%	80%
Percentage of total targeted enrollments achieved	78%	80%	85%	80%
Number of new programs offered	10	10	12	10
Percentage of program participants survey respondents that rate department programs as "good" or "very good"	93%	90%	90%	90%
Percentage of citizens survey respondents that rate recreation programs as "good" or "very good"	60%	--	--	62%

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

Participants of the Summer Fun camp program receive 30 minutes of math and reading comprehension review each day.

FY 2015 Goals

1. Investigate collaboration with Board of Education to increase programs offered to children / youth with special needs
2. Offer 2nd Annual Youth Summit program
3. Offer a series of Sunday afternoon movie events
4. Implement new teen summer employment development program in partnership with town police and the Windsor Board of Education.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
2002	Cirillo Youth Theatre	21,028	19,500	23,500	17,028	20,000	21,000	16,028
2004	Fran Elligers Memorial Fund	2,503	160	510	2,153	200	200	2,153
2007	Teen-O-Rama	44,764	317,350	309,350	52,764	329,170	320,670	61,264
2010	Positive Youth Development	8,643	50,500	50,500	8,643	50,500	50,500	8,643
2016	Passage Program	7,528	10,070	7,250	10,348	10,420	9,720	11,048
2018	Live-n-Learn	9,861	21,000	20,580	10,281	26,260	22,160	14,381
2056	Youth Services Bureau FY 14	-	20,010	20,010	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 15	-	N/A	N/A	N/A	20,010	20,010	-
2045	Dog Park	1,153	-	-	1,153	-	-	1,153
2057	YSB Enhancement Grant FY 14	-	6,210	6,210	-	N/A	N/A	N/A
NEW	YSB Enhancement Grant FY 15	-	N/A	N/A	N/A	6,210	6,210	-
2058	CASAC FY 14 *	-	4,250	4,250	-	N/A	N/A	N/A
NEW	CASAC FY 15 *	-	N/A	N/A	N/A	4,250	4,250	-
2202	NW Park Youth Conservation Corp.	4,472	7,860	7,680	4,652	7,830	7,830	4,652
2204	Northwest Park Nature Camp/Clubs	158,060	92,900	93,300	157,660	90,500	77,340	170,820
2207	Friends of Northwest Park Grant	432	6,200	6,200	432	7,210	7,220	422
2208	Northwest Park Shop	2,183	4,090	3,420	2,853	3,800	3,050	3,603
2210	NWP Environ. Education Programs	63,277	43,000	39,960	66,317	42,200	30,370	78,147
2211	Northwest Park Tobacco Museum	12,650	12,000	12,000	12,650	14,370	14,370	12,650
2325	NWP Facilities	18,419	7,200	3,710	21,909	7,500	3,710	25,699
4022	River Walkways	19,305	-	-	19,305	-	-	19,305
		374,278	**622,300**	**608,430**	**388,148**	**640,430**	**598,610**	**429,968**

*Capital Area Substance Abuse Council

#2002 - Cirillo Youth Theatre - The Cirillo Youth Theatre serves Windsor's youth with theatre opportunities within the town. Revenues are obtained through user fees, ticket sales and donations.

#2004 - Fran Elligers Memorial Fund - Donations into this fund will be used to provide scholarships and pay for expenditures associated with the Pee Wee and Junior Theater.

#2007 - Teen-A-Rama - Fees are collected from all youth and teen programs offered by the town and placed into this fund. Expenditures include staffing, basketballs, exercise & fitness equipment, contracted services for"speakers and magicians, etc.

#2010 - Positive Youth Development - Revenues received from the Youth Services Bureau programs are placed into this account. Funds are used to pay for a portion of salary and benefits for the Youth Services Coordinator, for a part-time support staff and for program supplies.

#2016 - Passage Program - Revenues for this program are from fees from the ROPES program. Some expenditures associated with this fund include staffing, equipment, materials and supplies and instructors.

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

Recreation & Leisure Services (cont.)

#2056/NEW - Youth Services Bureau FY 14/FY 15 - Funds from the State of Connecticut Department of Education administration and direct services for youth.

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

#2057/NEW - YSB Enhancement Grant - Funds from the State of Connecticut Department of Education to provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community.

#2058/NEW - CASAC FY 14/FY 15 - Funds are used for substance abuse prevention programs and for positive youth development programs.

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

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

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

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

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

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

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

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

HUMAN SERVICES

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

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	730,331	757,490	755,650	751,120	751,120
Supplies	23,185	32,340	36,080	34,690	34,690
Services	40,318	49,600	47,140	47,140	47,140
Maintenance & Repair	88,353	115,080	115,180	115,180	115,180
Grants & Contributions	-	-	-	-	-
Capital Outlay	29,202	3,000	3,000	8,000	8,000
Energy & Utility	76,399	60,670	61,330	67,670	67,670
Total	987,788	1,018,180	1,018,380	1,023,800	1,023,800

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

Funding Sources

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

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Human Services	759,065	792,520	756,510	791,240	791,240
Grants	47,113	56,360	98,910	67,610	67,610
Donations	27,974	3,850	3,850	2,600	2,600
User Fees	48,486	53,940	53,940	53,940	53,940
Subtotal: Special Revenue Funds	*123,573*	*114,150*	*156,700*	*124,150*	*124,150*
Transfer from Caring Connection	105,150	111,510	105,170	108,410	108,410
Total	987,788	1,018,180	1,018,380	1,023,800	1,023,800

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	5.38	5.50	5.32	5.50	5.50
Regular Part Time Employees	9.36	9.35	9.56	9.44	9.44
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	14.74	14.85	14.88	14.94	14.94

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $200 while the FY 14 General Fund expenditures are expected to be under budget by $36,010 or 4.5%. This is a result of receiving unanticipated grant funding including the Social Services Block Grant (SSBG), North Central Area Agency on Aging (NCAAA) grant for "Groceries to Go," a grant from Access Health Connecticut and a grant for Elderly Transportation. The overall FY 15 budget reflects an increase of $5,620 or 0.6% as compared to the FY 14 budget mostly due to Elderly Transportation grant funding. The FY 15 General Fund budget reflects a decrease of $1,280 or 0.2% due to lower costs for Personal Services off-set by the increases for fuel and Capital Outlay for the purchase of replacement chairs and furniture for the senior center.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	592,776	609,820	582,990	596,250	596,250
Supplies	19,749	20,250	13,820	19,870	19,870
Services	16,812	22,000	17,720	21,020	21,020
Maintenance & Repair	77,353	105,060	105,160	105,680	105,680
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	5,000	5,000
Energy & Utility	52,375	35,390	36,820	43,420	43,420
Total	759,065	792,520	756,510	791,240	791,240

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	137,555	147,670	172,660	154,870	154,870
Supplies	3,436	12,090	22,260	14,820	14,820
Services	23,506	27,600	29,420	26,120	26,120
Maintenance & Repair	11,000	10,020	10,020	9,500	9,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	29,202	3,000	3,000	3,000	3,000
Energy & Utility	24,024	25,280	24,510	24,250	24,250
Total	228,723	225,660	261,870	232,560	232,560

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	730,331	757,490	755,650	751,120	751,120
Supplies	23,185	32,340	36,080	34,690	34,690
Services	40,318	49,600	47,140	47,140	47,140
Maintenance & Repair	88,353	115,080	115,180	115,180	115,180
Grants & Contributions	-	-	-	-	-
Capital Outlay	29,202	3,000	3,000	8,000	8,000
Energy & Utility	76,399	60,670	61,330	67,670	67,670
Total	987,788	1,018,180	1,018,380	1,023,800	1,023,800

HUMAN SERVICES
Budget Information
Fiscal Year 2011-2015

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	676,250	679,965	730,331	757,490	755,650	751,120	751,120
Supplies	36,183	26,450	23,185	32,340	36,080	34,690	34,690
Services	46,335	50,216	40,318	49,600	47,140	47,140	47,140
Maintenance & Repair	85,135	103,501	88,353	115,080	115,180	115,180	115,180
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	3,579	29,202	3,000	3,000	8,000	8,000
Energy & Utility	65,970	52,632	76,399	60,670	61,330	67,670	67,670
Total	909,873	916,343	987,788	1,018,180	1,018,380	1,023,800	1,023,800

* 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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Human Services	671,108	693,071	759,065	792,520	756,510	791,240	791,240
Grants	70,965	59,827	47,113	56,360	98,910	67,610	67,610
Donations	700	700	27,974	3,850	3,850	2,600	2,600
User Fees	53,880	62,760	48,486	53,940	53,940	53,940	53,940
Subtotal: Special Revenue Funds	*125,545*	*123,287*	*123,573*	*114,150*	*156,700*	*124,150*	*124,150*
Transfer From Caring Connection	113,220	99,985	105,150	111,510	105,170	108,410	108,410
Total	909,873	916,343	987,788	1,018,180	1,018,380	1,023,800	1,023,800

SENIOR SERVICES

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	153,580	150,090	154,880	154,880
Supplies	13,190	13,190	13,190	13,190
Services	32,890	32,890	32,890	32,890
Maintenance & Repair	1,260	1,260	1,260	1,260
Grants & Contributions	-	-	-	-
Capital Outlay	3,000	3,000	8,000	8,000
Energy & Utility	4,000	4,000	4,720	4,720
Total	207,920	204,430	214,940	214,940

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Human Services	153,980	150,490	161,000	161,000
User Fees	53,940	53,940	53,940	53,940
Subtotal: Special Revenue Funds	*53,940*	*53,940*	*53,940*	*53,940*
Total	207,920	204,430	214,940	214,940

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	0.80	0.78	0.80	0.80
Regular Part Time Employees	2.26	2.29	2.29	2.29
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.06	3.07	3.09	3.09

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $3,490 or 1.7% due to a partial year vacancy. The FY 15 General Fund budget reflects an increase of $7,020 or 4.6% as compared to the FY 14 budget mostly due to Energy & Utilities and Capital Outlay for the purchase of replacement chairs and furniture for the senior center.

SENIOR SERVICES

Products & Services

Senior Center *$187,000*

- Promote physical health by providing a variety of physical activities including multiple levels of aerobic, Tai Chi, dance and Yoga classes and a membership-based fitness center
- Promote technological skills by providing a senior computer lab with access to the internet and instruction to various software programs including a computer-based Genealogy Club
- Offer educational and informational programs on a wide variety of topics including consumer awareness, personal finance, health and wellness, healthcare, life and family, home, real estate and insurance
- Promote social opportunities for seniors throughout the year by celebrating holidays, birthdays and special occasions
- Promote senior-specific health care with a variety of health clinics for hearing, foot care, blood pressure and skin cancer screenings
- Provide a location for the hot lunch meal Monday through Friday
- Coordinate programs of senior center clubs.
- Operate a medical lending closet that loans equipment to residents for free
- Work closely with Social Services caseworkers to provide comprehensive services
- Coordinate with the Health Department and the Social Services division to produce annual senior health fair and flu shot clinic.

Volunteer Programs *$27,940*

More than 164 Windsor residents volunteer their time and efforts to enhance the lifestyles of seniors and adults with disabilities through the following activities:

- Deliver meals to homebound seniors and disabled adults unable to prepare their own meals
- Assist staff in the coordination of more than 1,275 out-of-town medical appointments per year
- Provide front desk coverage and customer service for 30 hours a week
- Help set up, lead and break down large monthly events
- Organize and lead all of the senior center clubs
- Provide staffing for the health fair
- Recognize volunteers at annual volunteer luncheon.

TRANSPORTATION

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	221,090	218,030	220,200	220,200
Supplies	1,410	1,460	1,500	1,500
Services	5,630	5,630	5,630	5,630
Maintenance & Repair	26,250	27,000	27,000	27,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	51,620	51,600	57,100	57,100
Total	306,000	303,720	311,430	311,430

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Human Services	150,990	143,900	150,020	150,020
Grants	43,500	54,650	53,000	53,000
Subtotal: Special Revenue Funds	*43,500*	*54,650*	*53,000*	*53,000*
Transfer from Caring Connection	111,510	105,170	108,410	108,410
Total	306,000	303,720	311,430	311,430

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	1.70	1.54	1.70	1.70
Regular Part Time Employees	4.03	4.14	4.14	4.14
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	5.73	5.68	5.84	5.84

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $2,280 or 0.7%. This is primarily due to a partial year vacancy off-set by the reinstatement of the Elderly Transportation Grant reflected in the special revenue fund. The FY 14 General Fund expenditures are expected to come in under budget by $7,090 or 4.7% due to a partial year vacancy. The overall FY 15 budget reflects an increase of $5,430 or 1.8% as compared to the FY 14 budget mostly due to the reinstatement of the Elderly Transportation Grant. The FY 15 General Fund budget reflects a decrease of $970 or 0.6% due to staff changes off-set by increases in fuel costs.

TRANSPORTATION UNIT

Products & Services

Senior Transportation *$311,430*

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

SOCIAL SERVICES

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	382,820	387,530	376,040	376,040
Supplies	17,740	21,430	20,000	20,000
Services	11,080	8,620	8,620	8,620
Maintenance & Repair	87,570	86,920	86,920	86,920
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,050	5,730	5,850	5,850
Total	504,260	510,230	497,430	497,430

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Human Services	487,550	462,120	480,220	480,220
Grants	12,860	44,260	14,610	14,610
Donations	3,850	3,850	2,600	2,600
Subtotal: Special Revenue Funds	*16,710*	*48,110*	*17,210*	*17,210*
Total	504,260	510,230	497,430	497,430

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	3.06	3.13	3.01	3.01
Temporary/Seasonal Employees	-	-	-	-
Total	6.06	6.13	6.01	6.01

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $5,970 or 1.2%. This is primarily due to the addition of part-time staff hours related to an unanticipated increase in grant funding. The FY 14 General Fund expenditures are expected to be under budget by $25,430 or 5.2% and is attributable to a retirement and having received unanticipated Social Service Block Grant (SSBG) and North Central Area Agency on Aging grant funding. The overall FY 15 budget reflects a decrease of $6,830 or 1.4% as compared to the FY 14 budget due to lower costs for Personal Services. The FY 15 General Fund budget reflects a decrease of $7,330 or 1.5% for the same reason.

SOCIAL SERVICES

Products & Services

Casework Services *$206,220*

- Provide casework services and advocacy to seniors, adults with disabilities, families and individuals who reside in Windsor
- Provide information and referral on local, state and federal social services programs to Windsor residents who may call or come in for service information.

Support Services *$82,480*

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

Basic Human Needs Programs *$123,730*

- Manage the Windsor Food Bank, Mobile Foodshare, Supplemental Summer Food, and Weekend Wheels programs to provide supplemental nutritious food to households in need
- Provide friendly visitors, shoppers and home helpers to assist the frailest seniors and those with a disability who are most in need
- Coordinate and take applications for Operation Fuel, Windsor Fuel Bank and other state and federal energy assistance programs
- Assist with the Windsor Food and Fuel Bank (Windosr Community Service Council) consisting of volunteers and staff liaisons who conduct food drives and raise monies and support a multitude of Social Services programs including: Food Bank, Fuel Bank and emergency assistance
- Facilitate the Windsor Citizens Assisting Residents Everywhere By Sharing (CARES) group made up of volunteers who take on a wide variety of community projects for people of all ages
- Advocate on the local, state and federal level for people in need of social service programs
- Recruit, coordinate, train, and supervise a large number of volunteers that support our programs
- Host educational programs on topics relevant to adults, seniors, families and low-income residents with a focus on nutrition, mental health and financial issues
- Coordinate the Medicare D Individual Counseling program and the CHOICES program
- Co-coordinate and implement the Holiday Toy Drive and Loomis Boxes
- Participate in the planning and implementation of the annual Childhood Conversations Conference and the Annual Connecticut Local Administration of Social Services (C.L.A.S.S.) Conference
- Actively participate in the town's emergency management planning.

Milo Peck Child Development *$85,000*

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

FY 2014 Highlights

Social Services

Social Services, in collaboration with Foodshare and Windsor Food and Fuel Bank and the Hunger Action Team, has continued to expand its supplemental food programs to meet the increased need in Windsor. This year, two new programs were added: Groceries to Go and Weekend Wheels. Groceries to Go is a supplemental food program providing items to seniors through distribution at the Senior Center. Weekend Wheels provides food weekly to the upper elementary children in a wheeled backpack that they take to their homes on the weekends. Both programs have been well received and continue to grow. Weekend Wheels began with 50 backpacks to the upper elementary schools and will now expand to 50 backpacks to the lower elementary schools. There are currently 138 seniors participating in Groceries to Go.

The Windsor Hunger Action Team, formed in 2011, is composed of a diverse group of participants including town staff, Foodshare staff, clergy, civic organizations, Board of Education staff, and other town residents who are involved in and committed to identifying the needs of its community and to work toward solutions. This group has continued to grow in number of active volutneers and has supported various programs to help alleviate hunger in the Town of Windsor. This group also receives donations to support its programs and is fully funded by donations and support from Windsor Food and Fuel Bank.

This year Social Services received two new grant opportunities. Through North Central Area Agency on Aging a grant was received to support the new "Groceries to Go" program. Through Access Health Connecticut, funds have been awarded to support the part-time efforts of one temporary staff member to administer enrollment into insurance options through the Affordable Health Care Act. This employee was also fully trained to do so by Access Health, a great benefit to social services and the town.

This year Social Services celebrated its 80th year of providing services to the residents of the Town of Windsor. Through research that was done on the town's Poor Farm, it was found that October 18, 1933 was the first date that the town contracted with a social worker to provide services to those that were affected by the economic down turn. In celebration of 80 years, a party was held at the L.P. Wilson Community Center that included past and present staff, volunteers, clients, donors, friends, members of town council and other proud participants.

Senior Services

The Windsor Senior Center continues to thrive offering exciting programs such as ballroom dancing, Early Bird Suppers, various fitness programs, dancing clubs, crochet and quilting clubs, and a seasonal Trail Riders club, to name a few. The elderly nutrition program continues to serve a record high amount of meals each month. On average 750 meals have been provided each month in the first six months of FY 14.

For calendar year 2013, the Senior Center membership increased by 170 new members. The median age of all members is 75. There are currently a total of 1,136 members.

This year 164 Windsor senior center volunteers worked more than 4,370 hours to help with various activities including leading clubs, working at the receptionist desk, driving seniors to their medical appointments and delivering Meals-on-Wheels. These volunteers save the town approximately $43,700 in staffing costs.

Transportation

In the first six months of FY 14, Senior Transportation provided 14,196 trips to elderly and disabled Windsor residents, including Caring Connection clients and Dial-a-Ride patrons. The transportation staff has provided 444 out-of-town medical rides and 431 in-town medical rides. Volunteers have provided 197 rides for seniors to out-of-town medical appointments. For the first half of FY 14, 46 volunteers have delivered 2,033 meals to homebound seniors and the disabled through the Meals-on-Wheels program.

During the first six months of FY 14, Windsor Senior Transportation provided 197 more in town and out-of-town medical trips than FY 13 and 210 more than FY 12.

Windsor Senior Transportation provided a total of 396 trips in the first six months of FY 14 for the Evening & Weekend Program, which is funded through an NCAAA (North Central Area Agency on Aging) Evening and Weekend grant.

HUMAN SERVICES

Key Statistics	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target
Number of times the food bank was utilized annually (duplicated number of clients)	2,727	2,971	3,625	3,880	4,000
Participants in the six support groups (SHARE, Diabetic, Helping to Hear Better, Caregivers, Unemployed and Underemployed and Parents of Children with Disabilities) (duplicate number of actual participants per group)	473	469	575	500	525
Telephone and walk-in contacts related to case management	2,744	2,905	4,794	5,420	5,600
Inquiries and requests for energy assistance from Social Services staff	2,054	2,608	1,828	1,900	2,100
New senior center memberships per year	223	239	182	150	125
Number of meals delivered to homebound senior and disabled persons and served through the Elderly Nutrition Program	12,687	13,904	13,627	13,300	13,500
Number of rides the Transportation Unit provides annually	27,050	27,274	27,136	28,395	28,000
Number of pieces of medical equipment borrowed from the lending closet	165	186	187	160	175

Performance Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Estimate	FY 2015 Target
Increase the number of participants in all Social Services support and educational groups	575	675	500	525
Achieve a "good" or "very good" rating of at least 80% of those clients participating in supplemental nutritious food programs	N/A	85%	92%	90%
Achieve a "good" or "very good" rating by 85% of those who responded to the annual senior citizen survey	N/A	90%	97%	90%
Increase the number of clubs led by senior center volunteers	20	24	22	24
Achieve a 90% average satisfaction rating for overall service of those who responded to the annual senior transportation survey	98%	95%	97%	95%
Achieve a 90% average satisfaction rating regarding on time service on the senior transportation annual survey	93%	90%	90%	90%

A fun fact about the value of our services…

Windsor Senior Transportation is one of the only surrounding town transportation programs to provide a door-to-door senior transportation service. This essential service allows our Windsor senior residents a greater opportunity to live in their own home longer while enjoying a wide variety of services offered by the Town of Windsor.

HUMAN SERVICES

FY 2015 Goals

1. Senior Center staff will increase the senior center visits of those aged 60-65 by continuing to offer new programs and marketing these offerings through social media, press releases, newsletters and local access television
2. Social and Senior Services will collaborate with the Fire Marshal's Office to implement a fire and fall prevention program for the older adults in the community
3. Human Services will use the data collected in the Senior Citizen Assessment Survey to plan for the future needs of seniors and to improve existing services
4. Senior Transportation staff will implement a revamped marketing plan to get transportation information out to seniors and the disabled in the community.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
2300	Windsor Senior Center	11,360	54,000	53,940	11,420	54,000	53,940	11,480
2320	Dial-a-Ride Matching Grant FY 14	-	38,000	38,000	-	N/A	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 15	-	N/A	N/A	N/A	38,000	38,000	-
2319	NCAAA Grant 10/01/12 - 9/30/13	1,650	1,000	2,650	-	N/A	N/A	N/A
2323	NCAAA Grant 10/01/13 - 9/30/14	-	4,500	4,500	-	1,000	1,000	-
NEW	NCAAA Grant 10/01/14 - 9/30/15	-	N/A	N/A	N/A	4,500	4,500	-
2326	Elderly Transportation Grant	-	9,500	9,500	-	9,500	9,500	-
3816	Human Services Assistance Fund	70,445	-	5,000	65,445	-	5,000	60,445
2322	Access Health	-	6,000	6,000	-	-	-	-
3822	Mental Health Committee	400	-	400	-	-	-	-
3840	Operation Fuel Partnering	11,050	1,500	1,500	11,050	1,500	1,500	11,050
3868	Parents Of Children With Disabilities	2,080	-	1,000	1,080	-	1,080	-
2321	NCAAA Grant Social Services*	-	4,690	4,690	-	1,570	1,570	-
3880	SSBG 10/1/12 - 12/31/13	3,960	10,790	14,750	-	N/A	N/A	N/A
3881	SSBG 1/1/14 - 9/30/14	-	10,920	10,920	-	5,460	5,460	-
3867	Windsor Community Service Council	1,229	3,850	3,850	1,229	2,600	2,600	1,229
		102,174	**144,750**	**156,700**	**90,224**	**118,130**	**124,150**	**84,204**

*North Central Area Agency on Aging

#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.

#2320/NEW - Dial-a-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles.

#2319/2323/NEW - NCAAA Grants - Funds are from an evening and weekend transportation matching grant.

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

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

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

#3822 - Healthy People - Mental Health Committee - This committee was established in 2004 with the purpose of helping to educate and inform citizens of mental health issues. Funds in this account are used for representatives who are hired to speak at engagements to inform the community of mental health issues.

#3840 - NCAAA/Operation Fuel Partnering - Funds are from the Operation Fuel Grant. These funds are used to support the Social Services Division.

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

#2321 - NCAAA Grant Social Services - Funds from this account support part-time staff hours and supplies for the Groceries to Go program.

#3880/3881 - Social Services Block Grant - Funds are used to pay for operational expenses (office supplies, etc.) in the Social Services division.

#3867 - Windsor Community Service Council - Funds are used to offset the cost of fuel for the cargo van that is used to pick up food.

HEALTH SERVICES

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

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	441,817	422,130	419,220	422,300	422,300
Supplies	36,382	20,270	26,900	31,890	31,890
Services	92,728	96,260	95,920	78,480	78,480
Maintenance & Repair	908	1,970	1,600	2,170	2,170
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	470	470
Energy & Utility	5,780	4,430	4,900	8,310	8,310
Total	577,615	545,060	548,540	543,620	543,620

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

Funding Sources

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

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Health Services	478,212	469,650	455,920	473,630	473,630
Grants	81,189	53,410	72,820	53,220	53,220
Private Contributions	-	-	-	-	-
User Fees	18,214	22,000	19,800	16,770	16,770
Subtotal: Special Revenue Funds	*99,403*	*75,410*	*92,620*	*69,990*	*69,990*
Total	577,615	545,060	548,540	543,620	543,620

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	3.88	4.00	4.00	4.00	4.00
Regular Part Time Employees	1.00	1.00	1.00	1.00	1.00
Temporary/Seasonal Employees	-	-	-	-	-
Total	4.88	5.00	5.00	5.00	5.00

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $3,480 or 0.6%. This is primarily due to expenses associated with a higher than anticipated Lead Prevention Grant. The FY 14 General Fund expenditures are expected to be under budget by $13,730 or 2.9% and is attributable to lower emergency management costs due to grant resources. The overall FY 15 budget reflects a decrease of $1,440 or 0.3% as compared to the FY 14 budget due to lower Services costs. The FY 15 General Fund budget reflects an increase of $3,980 or 0.8% due in part to funding for property maintenance remediation.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	439,277	422,130	419,220	422,300	422,300
Supplies	3,216	3,680	3,680	4,280	4,280
Services	31,197	37,810	26,990	36,940	36,940
Maintenance & Repair	182	1,600	1,600	1,800	1,800
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,340	4,430	4,430	8,310	8,310
Total	478,212	469,650	455,920	473,630	473,630

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	2,540	-	-	-	-
Supplies	33,166	16,590	23,220	27,610	27,610
Services	61,531	58,450	68,930	41,540	41,540
Maintenance & Repair	726	370	-	370	370
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	470	470
Energy & Utility	1,440	-	470	-	-
Total	99,403	75,410	92,620	69,990	69,990

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	441,817	422,130	419,220	422,300	422,300
Supplies	36,382	20,270	26,900	31,890	31,890
Services	92,728	96,260	95,920	78,480	78,480
Maintenance & Repair	908	1,970	1,600	2,170	2,170
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	470	470
Energy & Utility	5,780	4,430	4,900	8,310	8,310
Total	577,615	545,060	548,540	543,620	543,620

HEALTH SERVICES
Budget Information
Fiscal Year 2011-2015

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	416,994	374,711	441,817	422,130	419,220	422,300	422,300
Supplies	58,789	52,900	36,382	20,270	26,900	31,890	31,890
Services	126,018	93,521	92,728	96,260	95,920	78,480	78,480
Maintenance & Repair	886	769	908	1,970	1,600	2,170	2,170
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	470	470
Energy & Utility	4,881	4,514	5,780	4,430	4,900	8,310	8,310
Storm Alfred	-	862,742	-	-	-	-	-
Total	607,568	1,389,157	577,615	545,060	548,540	543,620	543,620

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

Funding Sources

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

Funding Source	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Health Services	471,241	408,402	478,212	469,650	455,920	473,630	473,630
Grants	77,344	88,517	81,189	53,410	72,820	53,220	53,220
Private Contributions	576	-	-	-	-	-	-
User Fees	58,407	29,496	18,214	22,000	19,800	16,770	16,770
Storm Alfred	-	862,742	-	-	-	-	-
Subtotal: Special Revenue Funds	*136,327*	*980,755*	*99,403*	*75,410*	*92,620*	*69,990*	*69,990*
Total	607,568	1,389,157	577,615	545,060	548,540	543,620	543,620

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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	220,780	216,580	220,090	220,090
Supplies	2,920	2,920	9,800	9,800
Services	28,520	32,470	28,910	28,910
Maintenance & Repair	850	850	1,000	1,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,450	2,450	5,400	5,400
Total	255,520	255,270	265,200	265,200

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Health Services	253,020	248,970	258,900	258,900
Grants	-	-	6,300	6,300
Private Contributions	-	-	-	-
User Fees	2,500	6,300	-	-
Subtotal: Special Revenue Funds	*2,500*	*6,300*	*6,300*	*6,300*
Total	255,520	255,270	265,200	265,200

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	2.10	2.10	2.10	2.10
Regular Part Time Employees	0.80	0.80	0.80	0.80
Temporary/Seasonal Employees	-	-	-	-
Total	2.90	2.90	2.90	2.90

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $250 or 0.1%. The FY 14 General Fund expenditures are expected to be under budget by $4,050 or 1.6% due to savings in Personal Services. The overall FY 15 budget reflects an increase of $9,680 or 3.8% as compared to the FY 14 budget due to an increase in the Lead Prevention Grant that was reallocated to Supplies from Services to better reflect its use, and an additional $2,500 for property maintenance remediation. The FY 15 General Fund budget reflects an increase of $5,880 or 2.3% due to the factors mentioned above.

INSPECTION AND REGULATION

Products & Services

Food Safety *$73,400*

- Issue permits and inspect 142 permanent food service establishments
- Permit approximately 109 temporary food operations conducted at 79 temporary community events
- Conduct a plan review for all new and renovated food service establishments
- Investigate all complaints of improper food sanitation and all reports of alleged food-borne disease
- Monitor all food recalls
- Conduct educational sessions and updates for food service managers, employees, and civic groups.

Drinking Water Protection *$4,750*

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

Waste Water Disposal *$19,570*

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

Public Health Nuisances *$75,640*

- Receive and investigate more than 339 complaints and issue over 250 abatement orders as necessary including, but not limited to, property maintenance, housing, refuse and litter, hazardous materials, air pollution, odors and noise.
- Maintains a vacant property nuisance abatement program.

Institutional Health and Safety *$5,380*

- Inspect for compliance with state regulations and licensing requirements and investigate any complaints received of unsanitary conditions at 14 public and private schools, 10 day care centers, 1 migrant labor camp, 23 public/semi-public swimming pools and spas, 9 youth resident and day camps, 4 group homes, parks and public playgrounds, 1 school infirmary, 8 hotels and motels, and salons.

Emergency & Hazardous Situations *$40,980*

- Coordinate with Fire and the CT Department of Energy & Environmental Protection (DEEP) in the investigation and mitigation of hazardous material incidents
- Respond to potential bio-terror incidents (62 since 2002) as a member of the town's Bio-hazard Assessment Response Team
- Exercise oversight of cleanup of industrial wastes at ABB Combustion Engineering and Hamilton Sundstrand and coordinate with CT DEEP, U.S. Environmental Protection Agency (EPA), U.S. Department of Energy (DOE) and U.S. (Nuclear Regulatory Commission (NRC)
- Assist the Windsor Volunteer Fire Department (WVFD) and the Fire Marshal at fire scenes, when requested
- Provide administrative, planning and staffing support for emergency management operations, including the town's Emergency Operations Center, shelter management, decontamination, public health emergency response planning (BT), and other all-hazard response and mitigation activities.

Mosquito Control *$35,720*

- Organize, monitor, direct and assess treatment of town-owned property by a licensed mosquito contractor to prevent mosquito breeding
- Treat approximately 4,600 town storm water drainage catch basins two to three times from June through September to prevent mosquito breeding
- Distribute over 45 mosquito "dunk packets" to Windsor residents free of charge and educate residents so that they can treat standing water on their property
- Advise residents on tick identification and infection regarding Lyme Disease.

Environmental Assessment *$7,780*

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

Landfill Support *$1,980*

- 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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	147,900	149,260	149,420	149,420
Supplies	7,220	8,520	9,090	9,090
Services	820	820	930	930
Maintenance & Repair	250	250	300	300
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	960	960	1,890	1,890
Total	157,150	159,810	161,630	161,630

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Health Services	150,440	151,800	153,070	153,070
Grants	3,710	5,010	5,010	5,010
Private Contributions	-	-	-	-
User Fees	3,000	3,000	3,550	3,550
Subtotal: Special Revenue Funds	*6,710*	*8,010*	*8,560*	*8,560*
Total	157,150	159,810	161,630	161,630

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	1.40	1.40	1.40	1.40
Regular Part Time Employees	0.08	0.08	0.07	0.07
Temporary/Seasonal Employees	-	-	-	-
Total	1.48	1.48	1.47	1.47

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $2,660 or 1.7%. This is primarily due to an increase in Personal Services costs and Supplies. The FY 14 General Fund expenditures are expected to be over budget by $1,360 or 0.9% due to the same. The overall FY 15 budget reflects an increase of $4,480 or 2.9% as compared to the FY 14 budget due to an increase in Personal Services and Supplies, which is associated with an increase in grants. The FY 15 General Fund budget reflects a increase of $2,630 or 1.7%.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment *$40,030*

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

Epidemiological Investigations *$68,870*

- Review, record and follow-up as necessary all cases of state-mandated Reportable Diseases and Laboratory Reportable Significant Findings occurring to Windsor residents (e.g., AIDS, chickenpox, diphtheria, hepatitis, influenza deaths, lead poisoning in children and adults, Lyme disease, measles, meningococcal disease, rabies, SARS, sexually transmitted diseases, tuberculosis, food-borne diseases, etc.) and the 14 diseases that are possible indicators of bioterrorist activity (e.g., anthrax, botulism, plague, Ricin poisoning, smallpox, Tularemia, etc.)
- Monitor outbreaks and provide guidance for infectious diseases reported by local nursing homes, schools and day care facilities
- Collect lab specimens, review lab reports and investigate all potential rabies contacts involving animal or human exposure and advise those involved about the risk, prevention and treatment of rabies.

Community Programs *$52,730*

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

CLINIC SERVICES

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	53,450	53,380	52,790	52,790
Supplies	7,360	7,360	10,050	10,050
Services	9,140	3,140	3,170	3,170
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	69,950	63,880	66,010	66,010

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Health Services	53,450	53,380	52,790	52,790
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	16,500	10,500	13,220	13,220
Subtotal: Special Revenue Funds	*16,500*	*10,500*	*13,220*	*13,220*
Total	69,950	63,880	66,010	66,010

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	0.50	0.50	0.50	0.50
Regular Part Time Employees	0.12	0.12	0.13	0.13
Temporary/Seasonal Employees	-	-	-	-
	0.62	0.62	0.63	0.63

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $6,070 or 8.7%. This is primarily due to no monies being expended for visiting nurse services at the senior center due to a new visiting nurse organization taking over for zero cost. The FY 14 General Fund expenditures are expected to be under budget by $70 or 0.1%. The overall FY 15 budget reflects a decrease of $3,940 or 5.6% as compared to the FY 14 budget due to the removal of visiting nurses costs from the Services account. The FY 15 General Fund budget reflects a decrease of $660 or 1.2%.

CLINIC SERVICES

Products & Services

Health Screenings *$10,630*

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

Immunization Clinics *$38,390*

- Administer approximately 500 doses of seasonal flu vaccine to Windsor citizens 18 years of age and older, town emergency responders and town staff
- Monitor flu vaccine supplies and assist in the distribution of these supplies to local and regional medical providers
- Expand the pneumonia vaccine program to include adults age 50 and over who have certain chronic metabolic conditions in order to increase vaccination rates thus decreasing complications associated with Pneumococcal disease
- Participate as a member of the State of Connecticut Flu and Pneumonia Coalition, now the Connecticut Immunization Coalition, in the planning for state-wide flu and pneumonia immunizations
- Partner with the Windsor animal control officer to support the annual rabies clinics in Windsor that administer approximately 75 rabies vaccinations to dogs and cats.

Health Services *$16,990*

- Provide public health information to residents seeking access to health services by responding to their questions and referring them to health care providers and other health services
- Provide approximately 400 clinic health service visits through the Visiting Nurses and Health Services of CT at the Windsor Senior Center
- Confer with state and local health care professionals and health agencies on issues related to the provisions of health services, the interpretation of public health code requirements and community public health issues
- Partner with the Windsor Public Schools and Community Health Centers (CHC) Mobile Dental Services, which provides dental services to students on site, to educate and inform the public about these services.

EMERGENCY MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-
Supplies	2,770	8,100	2,950	2,950
Services	57,780	59,490	45,470	45,470
Maintenance & Repair	870	500	870	870
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	470	470
Energy & Utility	1,020	1,490	1,020	1,020
	-	-	-	-
Total	62,440	69,580	50,780	50,780

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Health Services	12,740	1,770	8,870	8,870
Grants	49,700	67,810	41,910	41,910
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*49,700*	*67,810*	*41,910*	*41,910*
Total	62,440	69,580	50,780	50,780

Personnel Requirements

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

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $7,140 or 11.4% primarily due to an increase in the Emergency Management Performance Grant (EMPG) that resulted in utilizing less of the General Fund support allocation. The overall FY 15 budget reflects a decrease of $11,660 or 18.7% as compared to the FY 14 budget due to a reduction of the Bioterroism Grant and the Emergency Management Performance Grant. The FY 15 General Fund budget reflects a decrease of $3,870 or 30.4%.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response *$8,870*

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

Local Homeland Security *$41,910*

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

HEALTH SERVICES

FY 2014 Highlights

Fiscal Year 2014 has been a year of settling in for the Windsor Health Department with Dr. Michael A. Pepe in his first full year as the director of health. Registered sanitarian Kim Dubanoski was welcomed to the team in April 2013. Michael Rotondaro, the part-time code enforcement officer, became certified in Phase One Septic in October 2013. Kim Dubanoski and sanitarian Matthew Brattoli attended Phase Two Septic Training in November.

In the first half of FY 14, 95% of all required food service inspections were conducted. All mandated inspections of facilities serving vulnerable populations (nursing homes, schools, and day care facilities) were conducted. All temporary food events were permitted and reviewed and two educational sessions were conducted for food service workers and for high school students at the CREC Medical Professions & Teacher Preparation Academy. The department is on target to complete close to 100% of the state mandated inspections in the second half of the fiscal year.

The annual health fair/flu clinic and clinics for first responders and employees provided immunizations to 470 persons, compared to the 445 administered in FY 14. The Senior Health Fair was well attended and presented a great opportunity to conduct a Windsor Senior Survey that was completed by over one-thirds of the attendees. The Visiting Nurse & Health Services of Connecticut Inc. is now handling the senior nursing services clinic at the Senior Center for no cost to the town.

Through a Preventive Health Block Grant received from the State Department of Public Health, the department continued its program in cholesterol education and screening that began in FY 09. The "Keeping You and Your Heart Healthy" classes were offered in April 2014 with 35 persons attending. More than 100 persons overall were screened this year including 37 people at the Senior Health Fair. Participants received educational materials, counseling and were referred to their physicians as needed.

Working with the Windsor Volunteer Ambulance, Windsor's application to be designated a HEARTSafe community was approved by the State Department of Public Health Office of Emergency Medical Services on October 30, 2013. HEARTSafe Community signs have been placed at the town borders to inform residents and visitors to Windsor. With a requirement of 190 points to qualify, Windsor far exceeded this with 508 points due to our expansive Public Access Defibrillations (PAD) program, which is monitored and overseen by the public health nurse and risk manager. With twelve automated external defibrillators (AEDs) currently located in public buildings, the goal is to work with the school district to place AEDs in all public schools.

The Town Property Maintenance Ordinance was updated making it more useful to define, prohibit and abate nuisances on vacant properties after being unable to notify property owners of violations. The department resolves approximately 330 maintenance complaints each year.

The Health Department applied for and received more than twice the Lead Grant monies previously received through the Connecticut Department of Public Health's Lead and Health Homes Program. Considerable planning for the best possible use of these monies has taken place resulting in a comprehensive educational program for children ages 3-5 years old and their parents.

The Project Santa Toy Drive committee comprised of community members, the Chamber of Commerce and First Town Downtown along with Windsor Social Services, Health, and Safety Services, was tremendously pleased with the outpouring and generosity by local businesses, churches, families and individuals who provided toys and gifts for 220 families and approximately 500 children. The number of children increased by 100 participants this year. In addition to providing gifts, the toy drive allows town departments to interact and provide services to many of those most in need.

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

Emergency Management is now being managed by Paul Goldberg, Fire Administrator, due to the retirement of Dr. Petrillo. The efforts this year have been focused on upgrading the Emergency Operations Center (EOC) and recruitment of volunteers. Through the generous donations of ISO New England, new furniture has been installed in the EOC. This has allowed for the room to be reconfigured for today's technology needs and for better functionality. During the year, we have met with town civic and church groups to start the process of building a resource of volunteers in case of a townwide emergency.

HEALTH SERVICES

Key Statistics	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target
Number of total flu shots administered	587	482	445	470	550
Number of residential larvicide packets distributed	55	38	32	45	45
Number of public nuisance complaints received*	230	223	339	330	330
Number of people participating in cholesterol classes/being screened	25/109	15/151	29/86	30/120	35/125
Number of mandatory reportable diseases, emergency illnesses and health conditions reported and reviewed**	428	374	365	390	380
Number of animals tested for rabies/number tested positive	0/0	3/3	5/0	5/1	5/0
Number of children reported as having blood lead levels exceeding 5ug/dL ***	22	15	15	15	15
Number of clinic health visits provided by the VNA at senior health clinic	452	453	398	400	430

* Public nuisance complaints are those complaints received by the department from any source and include complaints involving housing, drinking water, sewage, water pollution, swimming pools, noise, litter, refuse, tall grass, odors and "property maintenance," to name a few

** Consists of 80+ reportable diseases & significant laboratory findings required to be reported to the director of health

*** Minimum blood lead level required to be reported to the director of health and requiring follow-up by health department staff

Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Target	FY 2014 Estimate	FY 2015 Target
Percentage of Required Food Service Inspections Performed	70%	85%	95%	95%	100%

	FY 2012 Actual	FY 2013 Actual	FY 2014 Target	FY 2014 Estimate	FY 2015 Target
Percentage of children 9 months to 24 months of age who receive required blood lead testing	57.8%*	pending	65%	65%	70%

* The most recent data from the State of Connecticut Lead Program is from 2012 and is based on calendar year.

A fun fact about the value of our services…

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

HEALTH SERVICES

FY 2015 Goals

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

2. Emergency Management will continue in FY 15 to work with local civic and church groups to develop a resource of volunteers for response during townwide emergencies

3. Between January 1, 2014 and December 31, 2015, increase the percentage of Windsor children ages 9 to 24 months who receive mandated blood lead screening from the present 57.8 percent to 70 percent by undertaking a lead screening educational program with physicians, laboratories, and parents. Partner with local daycares and preschools to expand lead paint awareness by conducting educational outreach aimed at preschools children ages 3-5.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
3803	Toy Drive	285	-	-	285	-	-	285
3805	CPR Classes	22	550	500	72	900	800	172
3808	Clinic Services	29,058	16,000	10,500	34,558	16,000	13,220	37,338
3814	Bike & Ski Safety Equipment	(2,464)	1,800	2,500	-3,164	2,750	2,750	-3,164
3831	Pandemic Influenza Grant	70	-	70	0	-	-	0
3846	H1N1 Vaccine Clinics	2,709	-	-	2,709	-	-	2,709
3848	Public Health Emergency Readiness	2,235	-	-	2,235	-	-	2,235
3852	Public Health Block Grant FY 14	125	4,885	5,010	-	N/A	N/A	N/A
NEW	Public Health Block Grant FY 15	N/A	N/A	N/A	N/A	5,010	5,010	-
3853	Lead Poisoning Prevention & Control	-	6,300	6,300	-	6,300	6,300	-
3858	Bioterrorism Grant 8/10/12 - 8/09/13	4,881	(4,881)	-	-	N/A	N/A	N/A
3859	Bioterrorism Grant 8/10/13 - 6/30/14	-	54,030	54,030	-	-	-	-
NEW	Bioterrorism Grant 7/01/14 - 6/30/15	N/A	N/A	N/A	N/A	36,040	36,040	-
3877	Regional Emergency Planning FY 13	5,225	-	-	5,225	-	-	5,225
3879	Regional Emergency Planning FY 14	-	6,000	6,000	-	N/A	N/A	N/A
3896	Emergency Mgmt Performance Grant	-	7,710	7,710	-	5,870	5,870	-
3897	Property Maintenance Remediation	-	-	-	-	2,500	2,500	-
		42,146	**92,394**	**92,620**	**41,920**	**75,370**	**72,490**	**44,800**

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

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

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

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

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

#3846 - H1N1 Vaccine Clinics - Funds made available to MDAs to conduct H1N1 Vaccination Clinics. The amount funded is based on the amount of vaccine ordered and/or doses administered by the MDA.

#3848 - Public Health Emergency Readiness - Grant monies for local health departments focused on completing exercises and performance assessment tools to improve regional public health response to emergencies.

#3852/NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period ends on June 30.

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

Health Services

#3858/3859/NEW - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year.

#3877/3879 - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support public health emergency regional planning, training, exercise, and evaluation services.

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

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

LIBRARY SERVICES

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

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,115,386	1,137,830	1,124,750	1,143,050	1,143,050
Supplies	228,155	187,300	200,730	198,750	198,750
Services	111,682	119,810	123,990	120,660	120,660
Maintenance & Repair	26,827	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	5,800	10,760	8,700	9,680	9,680
Energy & Utility	98,176	130,330	126,110	121,110	121,110
Total	1,586,026	1,610,260	1,608,510	1,617,480	1,617,480

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

Funding Sources

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

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Library Services	1,517,752	1,545,260	1,541,200	1,559,100	1,559,100
Grants	6,884	6,500	8,810	5,880	5,880
Donations	25,532	24,000	25,500	24,500	24,500
User Fees	35,858	34,500	33,000	28,000	28,000
Subtotal: Special Revenue Funds	*68,274*	*65,000*	*67,310*	*58,380*	*58,380*
Total	1,586,026	1,610,260	1,608,510	1,617,480	1,617,480

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	9.00	9.00	8.88	9.00	9.00
Regular Part Time Employees	9.61	9.61	9.61	9.61	9.61
Temporary/Seasonal Employees	-	-	-	-	-
Total	18.61	18.61	18.49	18.61	18.61

Budget Commentary

The overall FY 14 expenditures are expected to come in slightly under budget by $1,750 or 0.1%. FY 14 General Fund expenditures are expected to come in under budget by $4,060 or 0.3%. This is primarily due to savings in Personal Services. The overall FY 15 budget reflects an increase of $7,220 or 0.4% as compared to the FY14 budget due to Personal Services and Supplies. The FY15 General Fund budget reflects a $13,840 increase or 0.9% due to Personal Services, reinstatement of $5,000 to Supplies for general needs that was reduced in the FY 14 budget and to purchase high demand books and materials for teens.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,115,386	1,137,830	1,124,750	1,143,050	1,143,050
Supplies	181,724	148,800	160,640	160,640	160,640
Services	95,639	104,070	105,470	105,070	105,070
Maintenance & Repair	26,827	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	5,000	5,000
Energy & Utility	98,176	130,330	126,110	121,110	121,110
Total	1,517,752	1,545,260	1,541,200	1,559,100	1,559,100

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	46,431	38,500	40,090	38,110	38,110
Services	16,043	15,740	18,520	15,590	15,590
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	5,800	10,760	8,700	4,680	4,680
Energy & Utility	-	-	-	-	-
Total	68,274	65,000	67,310	58,380	58,380

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,115,386	1,137,830	1,124,750	1,143,050	1,143,050
Supplies	228,155	187,300	200,730	198,750	198,750
Services	111,682	119,810	123,990	120,660	120,660
Maintenance & Repair	26,827	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	5,800	10,760	8,700	9,680	9,680
Energy & Utility	98,176	130,330	126,110	121,110	121,110
Total	1,586,026	1,610,260	1,608,510	1,617,480	1,617,480

LIBRARY SERVICES
Budget Information
Fiscal Year 2011-2015

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,060,393	1,074,822	1,115,386	1,137,830	1,124,750	1,143,050	1,143,050
Supplies	203,018	213,159	228,155	187,300	200,730	198,750	198,750
Services	94,764	104,169	111,682	119,810	123,990	120,660	120,660
Maintenance & Repair	47,949	30,666	26,827	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	5,000	23,815	5,800	10,760	8,700	9,680	9,680
Energy & Utility	111,644	96,540	98,176	130,330	126,110	121,110	121,110
Total	1,522,768	1,543,171	1,586,026	1,610,260	1,608,510	1,617,480	1,617,480

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

Funding Sources

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

Funding Source	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Library Services	1,444,689	1,485,377	1,517,752	1,545,260	1,541,200	1,559,100	1,559,100
Grants	29,851	3,529	6,884	6,500	8,810	5,880	5,880
Donations	26,662	27,141	25,532	24,000	25,500	24,500	24,500
User Fees	21,566	27,124	35,858	34,500	33,000	28,000	28,000
Subtotal: Special Revenue Funds	*78,079*	*57,794*	*68,274*	*65,000*	*67,310*	*58,380*	*58,380*
Total	1,522,768	1,543,171	1,586,026	1,610,260	1,608,510	1,617,480	1,617,480

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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	719,200	711,720	722,070	722,070
Supplies	104,540	112,950	112,950	112,950
Services	8,250	10,600	10,200	10,200
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	4,980	-	-	-
Energy & Utility	-	-	-	-
Total	836,970	835,270	845,220	845,220

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Library Services	809,990	812,910	822,860	822,860
Grants	2,000	1,200	1,200	1,200
Donations	12,480	11,160	11,160	11,160
User Fees	12,500	10,000	10,000	10,000
Subtotal: Special Revenue Funds	*26,980*	*22,360*	*22,360*	*22,360*
Total	836,970	835,270	845,220	845,220

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	4.64	4.64	4.64	4.64
Temporary/Seasonal Employees	-	-	-	-
Total	10.64	10.64	10.64	10.64

Budget Commentary

The overall FY 14 expenditures are expected to come in slightly under budget. The FY 15 General Fund budget reflects an increase of $12,870 or 1.6% due to Personal Services and to purchase high demand books and other materials for teens.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More *$402,290*

- Select, acquire and catalog 7,500 novels, fact-filled works, audiobooks, DVDs, compact discs and downloadable audio and electronic books.
- Lend and ensure prompt return and reshelving of library materials
- Maintain a database of over 13,000 active Windsor cardholders
- Offer renewal of borrowed materials by email, phone, in person or online. Allow customers to reserve needed materials using their home or library computers
- Offer a friendly reception to library users who visit the library
- Provide helpful, accurate and consistent lending services to patrons and staff by managing the flow of nearly 300,000 loans per year
- Assist patrons with managing their on-line library card accounts
- Process 4,500 telephone renewals, manage 13,000 hold pickups and route 32,000 materials to other libraries
- Solicit input and concerns from patrons and seek appropriate solutions
- Provide support and referral to Kidspace and Adult reference
- Provide on-line access to a Connecticut State supported service, iCONN.org, which funds access to databases containing over 6,500 full text periodicals
- Subscribe to 150 magazines and daily newspapers in print and digital formats
- Provide access and assistance to computers and printers for word processing, photocopiers and fax at a modest charge.

Information,Research and Referral *$350,280*

- Maintain collection of 450 research materials for direct use by customers
- Provide in-depth research and referral services for 55,000 reference requests by phone, fax, email and in person
- Assist patrons with the 30 public computers in the adult and teen areas that give users access to the library's catalog, a collection of commercial databases to which the library subscribes and to the Internet
- Troubleshoot, maintain and upgrade 59 public computers at the Main Library as well as staff computers
- Provide Wi-Fi internet and printing access throughout the public library building
- Maintain a library Internet homepage that offers users frequently updated information about the Main Library and its programs and the Wilson Branch Library programs.

Cultural & Recreational Programs *$92,650*

- Plan, conduct and host cultural, educational and recreational programs such as book discussions, author visits and other informational programs
- Sponsor and lead a teen advisory group to provide teens with materials, programs and information and to encourage teen involvement in the library community
- Continue the federal and state tax form distribution program, which provides over 40,000 tax forms and publications to Windsor citizens
- Raise community awareness of library services via press releases, newsletters, brochures library website and social media
- Provide meeting space for library and community programs, quiet study use and small group meetings. The five main library meeting rooms are booked approximately 3,300 times over the course of the year, accommodating nearly 20,000 users.

MAIN BUILDING SERVICES

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	25,090	25,090	25,730	25,730
Supplies	22,160	24,000	24,000	24,000
Services	85,880	85,880	85,880	85,880
Maintenance & Repair	20,080	20,080	20,080	20,080
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	9,680	9,680
Energy & Utility	107,890	103,670	98,670	98,670
Total	261,100	258,720	264,040	264,040

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Library Services	251,100	248,720	249,360	249,360
Grants	-	-	4,680	4,680
Donations	-	-	-	-
User Fees	10,000	10,000	10,000	10,000
Subtotal: Special Revenue Funds	*10,000*	*10,000*	*14,680*	*14,680*
Total	261,100	258,720	264,040	264,040

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.79	0.79	0.79	0.79
Temporary/Seasonal Employees	-	-	-	-
Total	0.79	0.79	0.79	0.79

Budget Commentary

The overall FY 14 expenditures are expected to come in slightly under budget. The FY 15 General Fund budget reflects a decrease of $1,740 or 0.7% as compared to the FY 14 budget. Installation of more efficient air conditioning equipment resulted in electricity savings. Capital Outlay will be used to replace damaged and deteriorating furniture.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance *$264,040*

- Provide lighting, heat, air conditioning, telephones, elevator and water for nearly 230,000 annual visits to the the Main Library
- Clean and maintain library seven days per week
- Maintain the library's computer system, which comprises the online catalog, user database and database of library materials
- Provide printers, photocopiers and fax machine for public use.

CHILDREN'S SERVICES

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	246,560	246,070	247,970	247,970
Supplies	33,820	33,820	36,520	36,520
Services	13,370	14,200	11,270	11,270
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	1,480	-	-	-
Energy & Utility	-	-	-	-
Total	295,230	294,090	295,760	295,760

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Library Services	280,010	279,520	281,420	281,420
Grants	4,500	2,930	-	-
Donations	6,720	7,640	10,340	10,340
User Fees	4,000	4,000	4,000	4,000
Subtotal: Special Revenue Funds	*15,220*	*14,570*	*14,340*	*14,340*
Total	295,230	294,090	295,760	295,760

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	1.95	1.95	1.95	1.95
Temporary/Seasonal Employees	-	-	-	-
Total	3.95	3.95	3.95	3.95

Budget Commentary

The overall FY 14 expenditures are expected to come in slightly under budget. The FY 15 General Fund budget reflects an increase of $1,410 or 0.5% as compared to the FY 14 budget due to Personal Services.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More *$131,920*

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

Information, Research and Referral *$100,370*

- Satisfy the demand for informational requests by answering over 23,000 inquiries on parenting, reading readiness, reader's advisory and homework/home schooling in a timely and accurate manner
- Assist over 10,000 patrons in Kidspace with computers that give them access to the library's catalog, word processing, Internet and educational games.

Cultural and Recreational Events/Programs *$63,470*

- Provide over 200 regularly scheduled programs for children birth to six that feature interactive play, stories, songs, crafts and games to encourage early literacy and school readiness
- Provide summer reading program, school vacation programs and special events for 5,000 children
- Provide over 60 programs during the school year to support early literacy at Windsor's Head Start, Discovery, nursery schools and Parent Resource Centers
- Coordinate with the Windsor Public Schools to teach all of their fourth grade students and kindergarteners about library resources as they tour the library each year. Partner with the schools on a library card drive and summer reading program.

WILSON BRANCH SERVICES

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	146,980	141,870	147,280	147,280
Supplies	26,780	29,960	25,280	25,280
Services	12,310	13,310	13,310	13,310
Maintenance & Repair	4,150	4,150	4,150	4,150
Grants & Contributions	-	-	-	-
Capital Outlay	4,300	8,700	-	-
Energy & Utility	22,440	22,440	22,440	22,440
Total	216,960	220,430	212,460	212,460

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Library Services	204,160	200,050	205,460	205,460
Grants	-	4,680	-	-
Donations	4,800	6,700	3,000	3,000
User Fees	8,000	9,000	4,000	4,000
Subtotal: Special Revenue Funds	*12,800*	*20,380*	*7,000*	*7,000*
Total	216,960	220,430	212,460	212,460

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	1.00	0.88	1.00	1.00
Regular Part Time Employees	2.23	2.23	2.23	2.23
Temporary/Seasonal Employees	-	-	-	-
Total	3.23	3.11	3.23	3.23

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $3,470 or 1.6% due to a grant purchase of a mural in the branch's children's room depicting Wilson's historic railroad stop. The General Fund FY 15 budget reflects an increase of $1,300 or 0.6% as compared to the FY 14 budget due to Personal Services.

WILSON BRANCH SERVICES

Products & Services

Books and More *$81,980*

- Lend and ensure prompt return and reshelving of 35,000 library materials
- Offer renewal of borrowed materials by email, in person and by phone
- Assist customers in reserving needed materials using their home or library computers
- Acquire and catalog approximately 3,200 bestsellers, paperbacks, high-interest factual titles and audiovisual materials.

Information, Research and Referral *$37,920*

- Assist 8,000 library patrons by providing information and community referrals
- Provide and maintain six public computers for 12,000 people to access resources such as the Internet, word processing and Public Access Catalog.

Cultural and Recreational Events/Programs *$45,080*

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

Building Security and Maintenance *$47,480*

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

LIBRARY SERVICES

FY 2014 Highlights

The Windsor Public Library, in partnership with 29 members in a regional consortium evaluated several vendors and made the decision to migrate its shared collections and patron databases to Innovative Interfaces integrated computer system (ILS) and to no longer support a physical server. Innovative replaces SirsiDynix ILS and is a feature rich, intuitive system that will enhance customer service.

Kevin Sullivan was hired as manager of the Wilson Branch Library to replace Amy McCue, who left the branch in September after seven years of service with the town. Kevin came to Windsor after five years at the Enfield Public Library and was most recently the station manager for Enfield's E-TV.

Early Literacy Stations were purchased for children at both the main library and the branch. These touch screen computers, loaded with fun educational games for ages 2 to 8, help children hone their math skills with Mathblaster, brush up on their reading skills with Bailey's Book House, learn about planets with Space and the Universe or get creative in the Crazy Art Room. One literacy station was purchased by the Windsor Library Association and the other with memorial donations in memory of Joanne Taylor.

Teen Librarian, Andrea Ingala, started a fun reader's advisory group called "Andrea the Magnificent Reading Genie," where teen patrons can go to the teen page of the library website, fill out a simple form and receive a personalized reading list. Teens can opt to have their lists emailed, snail mailed or choose the "surprise me" option for three books to be waiting for them to be picked up at the front desk. Teen readership continues to rise, with an 18% increase over last year. Teen volunteerism has also jumped, as young adults contribute, on average, 127 hours to the library each month.

Windsor Library Association's open house for the community at the Wilson Branch celebrated recent renovations to the building that included a geothermal heating and cooling system, fire suppression system, a converted children's room and a fire proof vestibule with an interior book drop. More than 350 people attended the open house and enjoyed a visit with Leland P. Wilson by local actor, Neal Brundage. Funding for the renovation came primarily from a Community Block Development Grant.

Sarah McCusker, Head of Reference and Technical Services was one of four people chosen from Connecticut to attend the New England Library Leadership Symposium (NELLS) in North Andover, MA. NELLS is an intensive one week course, held in August, with the purpose of fostering the mentoring and development of library leaders.

Thanks to the Public Works Department both libraries received several site improvements that enhanced service and safety. The branch's deteriorated parking lot was fully reconstructed, graded, paved and line striped. Damaged portions of the main library's heaved brick entryway, sidewalk and parking lot were also replaced. New storm drains at each facility were installed.

LIBRARY SERVICES

Key Statistics	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target
Volunteer hours per week	80	76	82	90	90
Total circulation of items	303,369	307,693	289,464	295,000	295,000
Circulation per capita	10.51	10.6	9.95	10.12	10.12
Library visits	221,934	256,621	276,814	265,700	265,000
Computer users	60,547	56,920	55,123	55,478	55,500
External visits to library webpage	151,996	151,117	138,151	152,080	155,000

Performance Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Estimate	FY 2015 Target
Volunteer hours per week is more than the statewide average	Windsor 0.16 Statewide 0.07	0.14	0.16	0.16
Circulation per capita exceeds statewide average	Windsor 9.93 Statewide 8.6	10.43	10.12	10.12
Library visits per capita exceed statewide average	Windsor 9.5 Statewide 6.0	9.0	9.11	9.11
Computer users exceed the statewide average	Windsor 1.89 Statewide 1.28	2.0	1.90	1.90

Note: Windsor's population of 29,140 and statewide per capita numbers from Connecticut Public Library Annual Report 2012/2013

A fun fact about the value of our services…

You can read your favorite magazine online for free. Simply go to windsorlibrary.com, click Zinio, type in your library card # and choose a magazine. Titles include Consumer Reports, PC Magazine, Runner's World, Food Network, Vibe, Newsweek and dozens more. It's that simple!

LIBRARY SERVICES

FY 2015 Goals

1. Work with town IT Department as it upgrades the Enterprise Client Access and Office licensing and applications. Assist in initial phase of the project as updates of virtual terminals are deployed at the libraries. Once they have been successfully integrated, help develop tutorials and assist in the organizational rollout

2. Consult with town Building Safety staff about the possibility of converting the underutilized children's program room into a musical "maker space" of books, instruments and electronic instructional materials to help youngsters decide which instruments are most suited to them. Develop a plan that will include space configuration, cost, impact on current space/staffing patterns, timeline and funding resources by December 2014

3. Explore cost/benefit analysis of E-commerce option available through the new integrated library system as well as products offered by other vendors. Install equipment and/or software that will allow patrons to pay fines and fees using debit or credit cards from the libraries or from home

4. Collaborate with Senior Services Department to expand instructional services for computers and technology to senior citizens. Explore options such as using teens or other volunteers to conduct classes. Sponsor two collaborative initiatives that will strengthen computer competency among senior citizens by April 2015.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
2501	Library Copy Machine Fund	27,595	12,000	15,000	24,595	10,000	10,000	24,595
2502	Windsor Library Association Grant	12,737	1,700	-	14,437	1,700	-	16,137
2503	Main Library Non-Print Materials	22,298	14,000	14,000	22,298	14,000	14,000	22,298
2504	Wilson Library Non-Print	7,148	4,000	4,000	7,148	4,000	4,000	7,148
2505	Connecticard	18,705	4,680	4,680	18,705	4,680	4,680	18,705
2507	Cary Nearing Book Project	11,293	-	2,500	8,793	-	2,500	6,293
2509	State Library Grant	5,189	1,200	1,200	5,189	1,200	1,200	5,189
2511	NewAlliance Foundation Grant	2,930	-	2,930	-	-	-	-
N/A	Library Association Donation***	-	23,000	23,000	-	22,000	22,000	-
		107,895	**60,580**	**67,310**	**101,165**	**57,580**	**58,380**	**100,365**

***Not included in town system

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

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

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

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

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

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

#2509 - State Library Grant - Revenues are from a one-time grant source to be used for the purchase of print material.

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

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

DEVELOPMENT SERVICES

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

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,557,732	1,650,620	1,620,790	1,647,520	1,647,520
Supplies	6,973	11,030	11,150	10,740	10,740
Services	340,047	101,150	114,270	125,570	125,570
Maintenance & Repair	4,909	5,600	5,600	6,600	6,600
Grants & Contributions	-	600	400	400	400
Capital Outlay	-	-	-	-	-
Energy & Utility	26,082	24,330	26,360	23,340	23,340
Total	1,935,743	1,793,330	1,778,570	1,814,170	1,814,170

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

Funding Sources

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

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Development Services	1,667,275	1,772,080	1,758,170	1,793,820	1,793,820
Special Revenue Funds	250,068	2,850	2,000	1,950	1,950
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400
Subtotal: Other Funds	*268,468*	*21,250*	*20,400*	*20,350*	*20,350*
Total	1,935,743	1,793,330	1,778,570	1,814,170	1,814,170

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	15.70	16.00	15.82	16.00	16.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	0.60	0.84	0.78	0.86	0.86
Total	16.30	16.84	16.60	16.86	16.86

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $14,760 or 0.8% mostly due to being able to charge some allowable salary expenses to a capital project fund in Design Services and for a partial year vacancy in Planning. The FY 14 General Fund expenditures are expected to be under budget by $13,910 or 0.8% for the same reasons. The FY 15 General Fund budget reflects an increase of $21,740 or 1.2% mostly due to adding funds in the Economic Development department for activities related to implementing the Transit Oriented Development Plan for Windsor Center.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,539,332	1,632,220	1,602,390	1,629,120	1,629,120
Supplies	6,973	11,030	10,900	10,540	10,540
Services	89,979	98,900	112,920	124,220	124,220
Maintenance & Repair	4,909	5,600	5,600	6,600	6,600
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	26,082	24,330	26,360	23,340	23,340
Total	1,667,275	1,772,080	1,758,170	1,793,820	1,793,820

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	18,400	18,400	18,400	18,400	18,400
Supplies	-	-	250	200	200
Services	250,068	2,250	1,350	1,350	1,350
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	600	400	400	400
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	268,468	21,250	20,400	20,350	20,350

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,557,732	1,650,620	1,620,790	1,647,520	1,647,520
Supplies	6,973	11,030	11,150	10,740	10,740
Services	340,047	101,150	114,270	125,570	125,570
Maintenance & Repair	4,909	5,600	5,600	6,600	6,600
Grants & Contributions	-	600	400	400	400
Capital Outlay	-	-	-	-	-
Energy & Utility	26,082	24,330	26,360	23,340	23,340
Total	1,935,743	1,793,330	1,778,570	1,814,170	1,814,170

DEVELOPMENT SERVICES
Budget Information
Fiscal Year 2011-2015

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,551,873	1,523,329	1,557,732	1,650,620	1,620,790	1,647,520	1,647,520
Supplies	9,717	16,340	6,973	11,030	11,150	10,740	10,740
Services	105,515	90,020	340,047	101,150	114,270	125,570	125,570
Maintenance & Repair	6,821	3,535	4,909	5,600	5,600	6,600	6,600
Grants & Contributions	-	1,900	-	600	400	400	400
Capital Outlay	1,841	-	-	-	-	-	-
Energy & Utility	20,420	24,239	26,082	24,330	26,360	23,340	23,340
Total	1,696,187	1,659,363	1,935,743	1,793,330	1,778,570	1,814,170	1,814,170

* 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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund	1,674,188	1,636,050	1,667,275	1,772,080	1,758,170	1,793,820	1,793,820
Total	1,674,188	1,636,050	1,667,275	1,772,080	1,758,170	1,793,820	1,793,820
Special Revenue Funds	3,599	4,913	250,068	2,850	2,000	1,950	1,950
Charges to Landfill Enterprise Funds	18,400	18,400	18,400	18,400	18,400	18,400	18,400
Subtotal: Other Funds	*21,999*	*23,313*	*268,468*	*21,250*	*20,400*	*20,350*	*20,350*
Total	1,696,187	1,659,363	1,935,743	1,793,330	1,778,570	1,814,170	1,814,170

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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	551,610	549,610	550,580	550,580
Supplies	3,930	4,180	3,930	3,930
Services	24,490	24,490	24,790	24,790
Maintenance & Repair	3,800	3,800	3,800	3,800
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	12,400	11,400	11,400	11,400
Total	596,230	593,480	594,500	594,500

* 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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Development Services	596,230	593,230	594,500	594,500
Special Revenue Funds	-	250	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	-	*250*	-	-
Total	596,230	593,480	594,500	594,500

Personnel Requirements

Full Time Equivalents	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	6.00	6.00	6.00	6.00

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $2,750 or 0.5%. This is primarily due to savings in Personal Services and Energy & Utility. The FY 15 budget reflects a decrease of $1,730 or 0.3% as compared to the FY 14 budget due to decreased cost in Personal Services and Energy & Utilities.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm Losses *$564,770*

- Conduct more than 4,600 inspections of new and existing buildings to ensure compliance with fire, building and related safety codes
- Administer the permit process including plan review, issuance of permits and maintenance of records for more than 2,000 permit applications
- Provide reference, research and consultation services on code issues to design professionals and their clients, building owners and occupants
- Present in partnership with private and other government agencies (state & local) 70 public education programs to the community related to fire safety and code compliance
- Present public education programs related to building code safety for residential use
- Provide support and technical assistance to the Zoning Board of Appeals, the Housing Code Board of Appeals and the Local Emergency Planning Commission
- Maintain and update hazardous material information at industrial and commercial facilities in support of emergency services and to improve public access to the information.

After Emergency Assistance *$29,730*

- 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-damaged, storm-damaged and abandoned structures
- Further develop relationships and protocols with other local governments and with state and federal authorities to ensure the availability of advanced investigative, laboratory and on-scene forensic services at no cost to the town.

ECONOMIC DEVELOPMENT

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	169,650	164,860	164,100	164,100
Supplies	420	330	350	350
Services	28,890	29,510	48,520	48,520
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,000	4,630	1,000	1,000
Total	199,960	199,330	213,970	213,970

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Development Services	199,960	199,330	213,970	213,970
Special Revenue Funds	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	199,960	199,330	213,970	213,970

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.16	0.10	0.16	0.16
Total	1.16	1.10	1.16	1.16

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $630 or 0.3% due to Personal Services. The projected increased Energy & Utility expense in FY 14 is for the building at 55 Mechanic Street, which is slated to be removed in FY 14. The FY 15 budget reflects an increase of $14,010 or 7.0% as compared to the FY 14 budget due to activities related to implementing the Transit Oriented Development Plan for Windsor Center.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion *$58,190*

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

Economic Development Planning & Redevelopment *$107,290*

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

Business Recruitment and Development *$48,490*

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

PLANNING

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	390,050	379,220	395,140	395,140
Supplies	3,580	3,540	3,360	3,360
Services	28,120	26,820	27,610	27,610
Maintenance & Repair	200	200	200	200
Grants & Contributions	600	400	400	400
Capital Outlay	-	-	-	-
Energy & Utility	2,530	2,530	2,540	2,540
Total	425,080	412,710	429,250	429,250

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Development Services	422,230	410,960	427,300	427,300
Special Revenue Funds	2,850	1,750	1,950	1,950
Charges to Landfill Enterprise Fund	-	-	-	-
Subtotal: Other Funds	*2,850*	*1,750*	*1,950*	*1,950*
Total	425,080	412,710	429,250	429,250

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	4.00	3.82	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	3.82	4.00	4.00

Budget Commentary

The FY 14 overall expenditures are $12,370 or 2.9% under budget due to a partial year vacancy. The FY 14 General Fund expenditures are expected to come in under budget by $11,270 or 2.7% for the same reason. The FY 15 overall budget reflects an increase of $4,170 or 1.0% as compared to the FY 14 budget due to Personal Services. The FY15 General Fund budget reflects an increase of $5,070 or 1.2% for the same reason.

PLANNING

Products & Services

Plan Review & Design Development *$ 274,720*

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

Geographic Information System *$47,220*

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

Support Boards & Commissions *$107,310*

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

DESIGN SERVICES

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

Expenditures

	FY 2014		FY 2015	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	539,310	527,100	537,700	537,700
Supplies	3,100	3,100	3,100	3,100
Services	19,650	33,450	24,650	24,650
Maintenance & Repair	1,600	1,600	2,600	2,600
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	8,400	7,800	8,400	8,400
Total	572,060	573,050	576,450	576,450

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

Funding Sources

The Town Engineer provides services associated with the landfill operations and closure. The General Fund is therefore compensated for a portion of the Engineer's salary with charges to the Landfill Enterprise Fund in FY 14 budgeted at $18,400.

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	553,660	554,650	558,050	558,050
Special Revenue Funds	-	-	-	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400
Subtotal: Other Funds	*18,400*	*18,400*	*18,400*	*18,400*
Total	572,060	573,050	576,450	576,450

Personnel Requirements

	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	5.00	5.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.68	0.68	0.70	0.70
Total	5.68	5.68	5.70	5.70

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $990 or 0.2% due to the need to contract additional consultant services. That increase was off-set by savings in Personal Services by charging some allowable salary expenses to the Day Hill Road capital project. The FY 15 budget reflects an increase of $4,390 or 0.8% as compared to the FY 14 budget mostly due to increased costs in Services for training.

DESIGN SERVICES

Products & Services

Road Improvements *$172,930*

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

Professional and Technical Advice *$86,470*

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

Information Services *$57,650*

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

Stormwater Management *$85,360*

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

Capital Improvements *$115,290*

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

Landfill Regulatory Issues *$18,400*

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

Flood Plain Management *$11,530*

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

Traffic Calming *$28,820*

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

FY 2014 Highlights

Building Safety

During FY 14, Building Safety saw the following major new construction projects:

- 1101 Kennedy Road – CREC Aerospace Magnet School - 164,765 square feet
- 200 Old Iron Ore Road – Amazon Distribution Center- approximately 1,500,000 square feet
- 4 Batchelder Rd – 28,800 square feet Loomis Chaffee medical center/dorm/faculty residences substantially completed
- Poquonock Commons, a planned residential development consisting of single family homes and apartments, has begun infrastructure improvements
- T & M Builders has begun construction of single family homes at Windsor Estates, formerly known as Rivertown Phase II, a pre-approved subdivision.

Building Safety also inspected approximately 220,000 square feet of renovations and new tenant fit-outs at several commercial properties.

The Fire Marshal's Office and Windsor Police Department have partnered to facilitate a Quality of Life program. The goal is to have a uniformed police officer assist members of the Building Safety Division, the Health Department and the property maintenance inspector to serve notices of violations to problem properties and repeat offenders, and to conduct follow up inspections when requested. The police officer will also assist in filling out and serving search and arrest warrants and court preparation. In addition, during routine patrol, the officer will be able to identify violations and report them to the appropriate department for proper action.

Fire Inspector Lauri Volkert attended a class on Developing and Implementing Public Policy at the National Fire Academy and has been working on developing the use of effective enforcement policies designed to promote compliance with the State Fire and Life Safety Code as well as a reduction in community risk. She also spoke at the National Fire Protection Association's annual Conference and Expo on the vacant building program the Fire Marshal's Office has developed. This program collects building and owner information and includes regular fire and life safety inspections in all vacant commercial properties.

Economic Development

The Economic Development Commission, in partnership with the Chamber of Commerce, presented a program for Windsor businesses regarding Connecticut economic development strategy and Bradley Airport improvement plans.

Economic Development facilitated Windsor's participation in the C-PACE program that will help commercial and industrial building owners to finance energy improvement projects. The first project to be approved is a $1.8 million upgrade at 80 Lamberton Road.

Economic development incentives were negotiated with Amazon.com to build a fulfillment center, which will create 380 full-time jobs and enhance the local tax base.

Design Services

Construction of the Day Hill Road Rehabilitation project that included the resurfacing of the eastbound lanes of Day Hill Road between the Alstom west drive and Prospect Hill Road was substantially complete as of November 2013. The construction of the second phase of the multi-year program to provide circulation enhancements throughout the Day Hill Road Corridor was also completed with a 10-foot wide multi-use path installed along the Konica property and another section of sidewalk installed along Northfield Drive to allow pedestrians to more easily connect between Northfield Drive and Marshall Phelps Road. The in-house design was also initiated for the next pedestrian segment.

Construction of the Maple Avenue, Spring Street, and Court Street rehabilitation project was completed in FY 14. The design of the Prospect Hill Road Reconstruction, Phase I Project was also finalized and the construction began under Connecticut Department of Transportation (CT DOT) administration.

FY 2014 Highlights (continued)

The town's 2013 Athletic Field Master Plan was completed with the coordinated efforts of the Engineering and Recreation departments.

Plans for future median improvements in the Wilson Route 159 Corridor were completed.

Engineering also secured two grants under the CT DOT Surface Transportation Program for both the Prospect Hill Road Reconstruction Phase II project as well as for the rehabilitation of a portion of Kennedy Road between the Windsor Locks town line and Interstate 91.

Planning

In FY 14, the Planning Department, Inland Wetlands and Watercourses Commission (IWWC), and Town Planning and Zoning Commission (TPZC) reviewed approximately 120 applications. Although these applications were mostly special uses, minor site plan revisions and homeowner wetland permits that did not involve the construction of significant new square footage, the TPZC and IWWC approved approximately 1,560,000 square feet of new commercial/industrial space and 430 new dwelling units. The major projects reviewed included:

- Subdivision and site plan approvals for approximately 1,500,000 square foot Amazon fulfillment center
- Design development approvals for 130 dwelling units at Olde Windsor Station on Mechanic Street
- Site Plan and Special Use approvals for a 72-suite hotel at 200 Corporate Drive
- Site plan approvals for the first phase of the Great Pond Village development

The Planning Department, with the assistance of a consulting team funded by a $250,000 grant from the Connecticut Department of Transportation, wrapped up the Windsor Center Transit Oriented Development Planning and Facilitation Program, which will be incorporated into the Plan of Conservation and Development (POCD). The TPZC plans to complete the review of all remaining POCD chapters by early FY 16.

Development Services

Key Statistics	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target
Number of participants in Engineering community / neighborhood project meetings	NA	46	33	20	20
Total value of construction Engineering projects awarded	$683,429	$1,371,000	$1,695,000	$325,000	$2,035,000
Total construction value of building permits issued	$48,760,780	$32,801,790	$135,583,363	$118,000,000	$51,000,000
Building permit fees collected	$614,570	$397,537	$1,200,939	$1,100,000	$540,000
Existing business contacts by Economic Development staff	20	25	28	30	35
Prospective business contacts made by staff	12	16	18	20	20
Fees in-lieu of open space collected	$4,000	$7,000	$10,000	$4,000	$4,000
Acres of open space preserved	75	0	26	159	21
Dwelling units approved by TPZC	88	0	296	430	10
Non-residential floor area approved by TPZC (square feet)	49,352	1,051,072	98,662	1,567,400	10,000
IWWC & TPZC Applications	129	79	114	123	120

Performance Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Estimate	FY 2015 Target
Value of change orders as a % of original contract	1%	5%	2%	5%
Percentage of residential permits receiving follow-up inspections ensuring safety and code compliance of completed project	95%	90%	95%	95%
Percentage of residential permit holders that respond to a follow-up letter or phone call for safety and code compliance of completed project	65%	70%	68%	68%
Voluntary compliance or resolution of building & zoning violations	95%	95%	95%	95%
Number of false fire alarms	88	100	100	85
Number of fire and life safety programs conducted by Fire Marshal's Office	70	80	75	80
Households signed up for green energy	17	10	10	10

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

To date, Windsor homes, businesses, and public facilities have installed 2.25 megawatts of photovoltaic solar panels, which produce enough electricity to power 2,250 homes or nearly one-fifth of all Windsor residences.

DEVELOPMENT SERVICES

FY 2015 GOALS

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

2. Building Safety will fully prepare and educate building inspectors for the 2009 International Residential Code (IRC) and 2011 National Electric Code (NEC) by taking advantage of webinars, free classes offered by the state and in-house plan review training. The State of Connecticut adopted these new codes on February 28, 2014

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

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

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

6. Complete the rehabilitation of the portion of Kennedy Road between the Windsor Locks town line and the Target/Stop & Shop plaza with grant funding under the Connecticut Department of Transportation's Surface Transportation (STP) Urban Program

7. Begin the construction of the Batchelder Road Reconstruction project

8. Begin the construction of the next segment of pedestrian path along Day Hill Road in the area between Helmsford Way and Marshall Phelps Road

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

10. Continue the design of the Pigeon Hill Road, Poquonock Avenue to Lamberton Road, Rehabilitation Project

11. Continue the design of Stone Road Improvements in the vicinity of Winterwood Road south to the town line.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1704	Wetlands Inventory Grant	694	-	-	694	-	200	494
1705	Wetlands Account	2,666	-	-	2,666	-	-	2,666
1706	Energy Task Force Fund	4,681	-	750	3,931	-	750	3,181
1707	Earth Day	480	1,000	1,000	480	1,000	1,000	480
1721	Fire Safety Computer Grant	250	-	250	-	-	-	-
		8,771	**1,000**	**2,000**	**7,771**	**1,000**	**1,950**	**6,821**

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

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

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

#1707 - Earth Day - This fund was created to accept donations to sponsor Earth Day activities and pay for other expenses, with any balance donated to the Open Space Fund.

#1721 - Fire Safety Computer Grant - This fund is from a grant from FM Global, one of the world's largest commercial property insurers, to cover the cost of purchasing a laptop and projector to be used for public fire and life safety education, fire prevention, and community risk reduction.

COMMUNITY DEVELOPMENT

The Office of Community Development (OCD) solicits and administers grant funds for a variety of activities including housing rehabilitation, down payment assistance, a small business loan program and infrastructure improvements. In addition, the OCD is involved with neighborhood issues and assistance with the facilitation of the redevelopment of targeted properties.

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	171,743	181,080	187,510	180,670	180,670
Supplies	1,148	1,200	1,200	1,200	1,200
Services	306,500	286,550	110,850	193,350	193,350
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	4,436	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	700	700	700
Total	484,427	469,530	300,260	375,920	375,920

* 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.

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund	74,020	92,500	125,230	92,500	92,500
Small Cities Funds	300,365	212,030	-	200,000	200,000
State Housing Funds	-	100,000	-	-	-
Loan Repayment Fund	81,814	40,000	144,030	55,000	55,000
Special Revenue Funds	-	-	-	-	-
Project Management Fees	28,228	25,000	31,000	28,420	28,420
Subtotal: Other Funds	*410,407*	*377,030*	*175,030*	*283,420*	*283,420*
Total	484,427	469,530	300,260	375,920	375,920

Personnel Requirements

Full Time Equivalents	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00	2.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	2.00	2.00	2.00	2.00	2.00

Budget Commentary

The FY 14 overall budget is expected to come in under by $169,270 due to not receiving previously anticipated grant awards. As a result, a transfer of $32,730 in General Fund funding is proposed to fill the gap. The proposed FY 15 budget assumes a successful grant award during the summer of 2014.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	74,020	92,500	125,230	92,500	92,500
Supplies	-		-		-
Services	-		-	-	-
Maintenance & Repair	-		-	-	-
Grants & Contributions	-		-	-	-
Capital Outlay	-		-	-	-
Energy & Utility	-				-
Total	74,020	92,500	125,230	92,500	92,500

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	97,723	88,580	62,280	88,170	88,170
Supplies	1,148	1,200	1,200	1,200	1,200
Services	306,500	286,550	110,850	193,350	193,350
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	4,436	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	700	700	700
Total	410,407	377,030	175,030	283,420	283,420

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	171,743	181,080	187,510	180,670	180,670
Supplies	1,148	1,200	1,200	1,200	1,200
Services	306,500	286,550	110,850	193,350	193,350
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	4,436	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	700	700	700	700
Total	484,427	469,530	300,260	375,920	375,920

COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2011-2015

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	170,004	176,221	171,743	181,080	187,510	180,670	180,670
Supplies	1,287	1,467	1,148	1,200	1,200	1,200	1,200
Services	446,825	196,283	306,500	286,550	110,850	193,350	193,350
Maintenance & Repair	-	-	-	-	-	-	-
Grants & Contributions	-	-	4,436	-	-	-	-
Capital Outlay	291,354	-	-	-	-	-	-
Energy & Utility	600	600	600	700	700	700	700
Total	910,070	374,571	484,427	469,530	300,260	375,920	375,920

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

Funding Sources

Funding Source	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund	25,000	25,000	74,020	92,500	125,230	92,500	92,500
Windsor Library Association	-	20,550	-	-	-	-	-
Small Cities Funds	549,967	274,443	300,365	212,030	-	200,000	200,000
State Housing Funds	-	-	-	100,000	-	-	-
Loan Repayment Fund	307,842	27,000	81,814	40,000	145,000	55,000	55,000
Special Revenue Funds	-	-	-	-	-	-	-
Project Management Fees	27,261	27,578	28,228	25,000	30,030	28,420	28,420
Subtotal: Other Funds	*885,070*	*349,571*	*410,407*	*377,030*	*175,030*	*283,420*	*283,420*
Total	910,070	374,571	484,427	469,530	300,260	375,920	375,920

COMMUNITY DEVELOPMENT

Products & Services

General Administration *$145,920*

- Solicit and administer federal and state funds including Community Development Block Grant (CDBG) - Small Cities funds
- Provide staff support to the Wilson/Deerfield Advisory Committee, the Economic Development Commission, One Book – One Windsor, the Human Relations Commission, the Fair Rent Commission and the Conversations on Race initiative
- Address quality of life issues in neighborhoods through various grass roots initiatives
- Administer the Neighborhood Assistance Act (NAA) Tax Credit program providing local non-profit organizations with an opportunity to leverage private donations
- Promote fair housing awareness through various outreach efforts
- Assist with the town's effort to facilitate reinvestment in targeted sites
- Provide project management services to the Town of Enfield's Office of Community Development so as to cover staffing costs for the Town of Windsor's Office of Community Development.

Housing Rehabilitation Program *$230,000*

- Promote neighborhood reinvestment by providing financial and technical assistance to income-eligible residential property owners for needed home repairs. Eligible activities include the correction of housing code violations, cost-effective energy conservation measures, lead and asbestos abatement, removal of underground storage tanks and modifications to improve handicap accessibility.

COMMUNITY DEVELOPMENT

FY 2014 Highlights

- Rehabilitated 17 residential units through the town's Housing Rehabilitation program. The scope of work included cost-effective energy conservation measures, the correction of code violations, the removal or encapsulation of hazardous material including lead based paint, asbestos, underground fuel storage tanks and modifications for handicap accessibility
- Administered the Neighborhood Assistance Act (NAA) Tax Credit Program that assisted local non-profit organizations to leverage $146,625 in donations from the corporate community
- Completed renovations at Fitch Court Apartments, which included kitchen upgrades, the replacement of hot water heaters, new entry doors and the replacement of the heating/ventilation/air conditioning system that successfully leveraged $187,680 in funds from Connecticut Light and Power's Clean Energy Efficiency Fund
- Provided 56 referrals to individuals related to housing and/or financial matters
- Maintained a revolving loan fund with a $2.5 million dollar loan portfolio.

COMMUNITY DEVELOPMENT

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS
As Of 6/30/2013

Type of Loan	Principal Balances
Amortized Payment Loans: *Housing Rehab. & Downpayment Assistance*	$377,469
Deferred Payment Loans: *Housing Rehabilitation*	1,994,208
Forgiveness Loans: *Housing Rehabilitation*	34,856
Amortized Economic Development Loans:	172,058
Sub-total	$2,578,591
Allowance for uncollectible loans	(500,000)
Loans Receivable, net	$2,078,591

Performance Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Estimate	FY 2015 Target
Number of housing rehabilitation projects	24	25	17	18

A fun fact about the value of our services…

Since its inception the Town of Windsor's Housing Rehabilitation Program has provided financial and technical assistance to 567 homeowners.

FY 2015 Goals

1. Secure $400,000 through the Community Development Block Grant – Small Cities Program to allow for the continuation of the town's Housing Rehabilitation Program
2. Leverage funds for energy conservation measures to complement the town's Housing Rehabilitation Program
3. Explore alternative funding sources for community development initiatives
4. Participate in citizen engagement efforts through neighborhood enhancement team.

SPECIAL REVENUE FUNDS

Community Development

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1973	Rt. 159 & Windsor Ave. Redev. Proj.	2,336	-	-	2,336	-	-	2,336
		2,336	**-**	**-**	**2,336**	**-**	**-**	**2,336**

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

PUBLIC WORKS

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

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	3,207,835	3,304,830	3,310,010	3,344,560	3,344,560
Supplies	408,297	405,400	529,880	543,700	543,700
Services	516,011	633,610	743,240	1,017,140	1,017,140
Maintenance & Repair	471,302	530,120	527,570	535,570	535,570
Grants & Contributions	-	-	-	-	-
Capital Outlay	8,872	10,000	10,000	40,000	40,000
Energy & Utility	937,579	914,820	995,590	1,002,490	1,002,490
Total	5,549,896	5,798,780	6,116,290	6,483,460	6,483,460

* 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 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Public Works	4,927,838	5,021,000	5,021,000	5,170,270	5,170,270
Charges to Other Departments	96,012	85,500	96,000	96,000	96,000
Town Support for Education	129,532	131,060	131,060	131,690	131,690
Subtotal: Public Works General Fund	*5,153,382*	*5,237,560*	*5,248,060*	*5,397,960*	*5,397,960*
State Grants - Town Aid Road Improvements	216,267	215,000	365,310	570,000	570,000
Transfer In From General Fund - Fund Balance	-	-	65,000	-	-
Facilities Revenues	178,416	160,720	215,520	287,500	287,500
User Fees	-	-	11,200	40,000	40,000
Reimbursements	1,831	1,500	8,500	3,700	3,700
Subtotal: Special Revenue Funds	*396,514*	*377,220*	*665,530*	*901,200*	*901,200*
State Grants - LoCIP (Capital Outlay Fund)	-	184,000	202,700	184,300	184,300
Total	5,549,896	5,798,780	6,116,290	6,483,460	6,483,460

Personnel Requirements

Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	32.00	32.00	31.62	32.00	32.00
Regular Part Time Employees	1.90	1.90	1.90	1.90	1.90
Temporary/Seasonal Employees	3.90	3.65	4.20	4.10	4.10
Total	37.80	37.55	37.72	38.00	38.00

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $317,510 or 5.5%. This is primarily due to expenses related to the operation of the Roger Wolcott building, rental and related expenses for the leased space to replace the parks garage, higher repair costs at facilities funded by special revenue accounts, and greater use of the state Local Capital Improvement Program grant balance and the state Town Aid Road Improvement grant. The FY 14 General Fund expenditures are anticipated to be on budget. The overall FY 15 budget reflects an increase of $684,680 or 11.8% as compared to the FY 14 budget mostly due to use of the state Town Aid Roads grant for pavement management, the lease for the parks garage, costs for the Roger Wolcott building, and repairs at facilities. The FY 15 General Fund budget reflects an increase of $149,270 or 3.0% primarily due to funding for the operation of Roger Wolcott building, restoration of funding for part-time staff reduced from the FY 14 budget, additional funding for turf management supplies for athletic fields, funding for hardware and software associated with a time tracking and job costing system and an increase in electricity for new streetlights and a traffic signal associated with new development.

PUBLIC WORKS EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	3,119,822	3,203,550	3,203,800	3,241,770	3,241,770
Supplies	260,694	250,200	250,200	255,200	255,200
Services	340,808	310,740	310,740	310,740	310,740
Maintenance & Repair	441,546	492,570	492,570	499,070	499,070
Grants & Contributions	-	-	-	-	-
Capital Outlay	8,872	10,000	10,000	40,000	40,000
Energy & Utility	756,096	753,940	753,690	823,490	823,490
Total	4,927,838	5,021,000	5,021,000	5,170,270	5,170,270

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	77,906	90,960	95,090	91,590	91,590
Supplies	51,029	38,600	34,470	38,600	38,600
Services	597	1,500	1,500	1,500	1,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	96,012	85,500	96,000	96,000	96,000
Total	225,544	216,560	227,060	227,690	227,690

Special Revenue & Other Fund Expenditures:

Expenditures by Category	2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	10,107	10,320	11,120	11,200	11,200
Supplies	96,574	116,600	245,210	249,900	249,900
Services	174,606	321,370	431,000	704,900	704,900
Maintenance & Repair	29,756	37,550	35,000	36,500	36,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	85,471	75,380	145,900	83,000	83,000
Total	396,514	561,220	868,230	1,085,500	1,085,500

Total Expenditures (agrees with page M-1):

Expenditures by Category	2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	3,207,835	3,304,830	3,310,010	3,344,560	3,344,560
Supplies	408,297	405,400	529,880	543,700	543,700
Services	516,011	633,610	743,240	1,017,140	1,017,140
Maintenance & Repair	471,302	530,120	527,570	535,570	535,570
Grants & Contributions	-	-	-	-	-
Capital Outlay	8,872	10,000	10,000	40,000	40,000
Energy & Utility	937,579	914,820	995,590	1,002,490	1,002,490
Total	5,549,896	5,798,780	6,116,290	6,483,460	6,483,460

PUBLIC WORKS
BUDGET INFORMATION
Fiscal Year 2011-2015

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	3,037,791	2,896,694	3,207,835	3,304,830	3,310,010	3,344,560	3,344,560
Supplies	420,497	330,773	408,297	405,400	529,880	543,700	543,700
Services	838,583	946,062	516,011	633,610	743,240	1,017,140	1,017,140
Maintenance & Repair	611,047	574,710	471,302	530,120	527,570	535,570	535,570
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	171,389	11,311	8,872	10,000	10,000	40,000	40,000
Energy & Utility	902,747	853,147	937,579	914,820	995,590	1,002,490	1,002,490
Total	5,982,054	5,612,697	5,549,896	5,798,780	6,116,290	6,483,460	6,483,460

* 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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund	5,182,777	4,717,595	4,927,838	5,021,000	5,021,000	5,170,270	5,170,270
Charges to Other Departments	78,681	85,482	96,012	85,500	96,000	96,000	96,000
Town Support for Education	103,557	128,545	129,532	131,060	131,060	131,690	131,690
Subtotal: Public Works Gen. Fund Budget	*5,365,015*	*4,931,622*	*5,153,382*	*5,237,560*	*5,248,060*	*5,397,960*	*5,397,960*
State Grants - Town Aid Road Improvements	226,328	142,711	216,267	215,000	365,310	570,000	570,000
Transfer In From General Fund - Fund Balance	-	-	-	-	65,000	-	-
Facilities Revenues & User Fees	190,539	135,784	178,416	160,720	226,720	327,500	327,500
Reimbursements	9,917	954	1,831	1,500	8,500	3,700	3,700
Subtotal: Special Revenue Funds	*426,784*	*279,449*	*396,514*	*377,220*	*665,530*	*901,200*	*901,200*
State Grants- LoCIP (Capital Outlay Fund)	*190,255*	*401,626*	-	*184,000*	*202,700*	*184,300*	*184,300*
Total	5,982,054	5,612,697	5,549,896	5,798,780	6,116,290	6,483,460	6,483,460

PARKS AND GROUNDS

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

Expenditures

	FY 2014		FY 2015	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	876,800	877,680	898,140	898,140
Supplies	95,500	91,370	100,500	100,500
Services	12,050	13,150	13,150	13,150
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,200	10,100	5,300	5,300
Total	988,550	992,300	1,017,090	1,017,090

* 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 on the property tax rate.

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	855,990	852,740	881,700	881,700
Town Support for Education	131,060	131,060	131,690	131,690
Subtotal: Public Works General Fund	*987,050*	*983,800*	*1,013,390*	*1,013,390*
Reimbursements	1,500	8,500	3,700	3,700
Subtotal: Special Revenue Funds	*1,500*	*8,500*	*3,700*	*3,700*
Total	988,550	992,300	1,017,090	1,017,090

	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	8.89	9.00	9.00
Regular Part Time Employees	0.80	0.80	0.80	0.80
Temporary/Seasonal Employees	2.75	3.30	3.20	3.20
Total	12.55	12.99	13.00	13.00

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $3,750 or 0.4%. This is primarily due to utility costs in the special revenue account for Veterans Cemetery. The FY 14 General Fund expenditures are expected to be under budget by $3,250 or 0.4% due to a partial year workers compensation claim. The overall FY 15 budget reflects an increase of $28,540 or 2.9% as compared to the FY 14 budget primarily due to Personal Services. The FY 15 General Fund budget reflects an increase of $25,710 or 3.0% mostly due to Personal Services as a result of restoring some funding for temporary staff and Supplies for turf management for the athletic fields.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas *$266,010*

- 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 *$73,250*

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

Improve Turf Areas *$71,470*

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

Maintain Brick Pavers/Sidewalks *$19,650*

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

Prepare Fields for Recreational Use *$80,570*

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

Maintain Safe Playground Equipment *$68,930*

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

Maintain Medians *$36,320*

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

Maintain Safe Healthy Trees *$159,740*

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

Repair & Move Bleachers, Picnic Tables and Benches *$20,310*

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

Public Property Litter *$49,960*

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

Maintain Public Trail Areas *$39,820*

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

Town Support for Education *$131,060*

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

FACILITIES MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	276,030	281,410	282,510	282,510
Supplies	27,950	51,250	146,250	146,250
Services	194,340	227,970	196,470	196,470
Maintenance & Repair	176,920	174,370	182,370	182,370
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	2,000	2,000	2,000
Energy & Utility	289,880	364,750	366,910	366,910
Total	967,120	1,101,750	1,176,510	1,176,510

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Public Works	720,900	725,230	793,010	793,010
Charges to Other Departments	85,500	96,000	96,000	96,000
Subtotal: Public Works General Fund	*806,400*	*821,230*	*889,010*	*889,010*
Transfer In From General Fund - Fund Balance	-	65,000	-	-
Facilities Revenues	160,720	215,520	287,500	287,500
Subtotal: Special Revenue Funds	*160,720*	*280,520*	*287,500*	*287,500*
Total	967,120	1,101,750	1,176,510	1,176,510

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.70	0.70	0.70	0.70
Temporary/Seasonal Employees	0.90	0.90	0.90	0.90
Total	3.60	3.60	3.60	3.60

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $134,630 or 13.9%. This is primarily due to special revenue expenses related to the operation of the Roger Wolcott building, rental and related expenses for the leased space to replace the parks garage and repairs and improvements at the Freight House in town center. The FY 14 General Fund expenditures are expected to be over budget by $4,330 or 0.6% and is attributable to Personal Services. The overall FY 15 budget reflects an increase of $209,390 or 21.7% as compared to the FY 14 budget primarily due to the costs for the Roger Wolcott building and the lease for the parks garage. The FY 15 General Fund budget reflects an increase of $72,110 or 10.0% mostly due to adding in funding for the Roger Wolcott building.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center *$245,160*

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

Public Works Complex & Parks Facility *$249,180*

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

330–332 Windsor Ave. Community Center *$128,100*

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

Sanitary Waste Removal *$83,680*

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

Public Safety Complex, Northwest Park, Main and Wilson Branch Library, Milo Peck Child Development Center, Hayden Station, Poquonock, Wilson, Rainbow, and Windsor Fire Houses, and Roger Wolcott School *$207,260*

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

Community Services & Repair of other Town Facilities *$129,890*

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

Administration of Building Improvements *$133,240*

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

PAVEMENT MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	819,920	785,440	815,120	815,120
Supplies	48,300	48,300	48,300	48,300
Services	295,900	345,800	676,200	676,200
Maintenance & Repair	99,200	99,200	99,200	99,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	30,000	30,000
Energy & Utility	-	-	-	-
Total	1,263,320	1,278,740	1,668,820	1,668,820

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Public Works	984,320	949,840	1,009,520	1,009,520
State Grants - Town Aid Road Improvements	95,000	115,000	435,000	435,000
User Fees	-	11,200	40,000	40,000
Subtotal: Special Revenue Funds	*95,000*	*126,200*	*475,000*	*475,000*
State Grants - LoCIP (Capital Outlay Fund)	184,000	202,700	184,300	184,300
Total	1,263,320	1,278,740	1,668,820	1,668,820

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	8.00	7.73	8.00	8.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	8.00	7.73	8.00	8.00

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $15,420 or 1.2%. This is primarily due to use of the State Local Capital Improvement Program grant (LoCIP) balance and the use of special revenue funds for Archer Road for line striping. The FY 14 General Fund expenditures are expected to be under budget by $34,480 or 3.5% and is mostly attributable to Personal Services for a partial year workers compensation claim. The overall FY 15 budget reflects an increase of $405,500 or 32.1% as compared to the FY 14 budget due to use of the state Town Road Aid grant for pavement management and use of special revenue funds for East Granby Road. The FY 15 General Fund budget reflects an increase of $25,200 or 2.6% primarily for Capital Outlay funding for hardware and software associated with a time tracking and job costing system.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks *$196,050*

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

Localized Pavement Repairs *$166,210*

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

Pavement Preventive Maintenance *$150,820*

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

Cold In-Place Recycling/Mill & Repave Streets *$858,800*

- Perform milling of the street surface or cold in-place recycling of the pavement followed by resurfacing with hot-mix asphalt overlay on: Rainbow Road, East Granby Road, Landing Circle, Carriage Way, Drummer Drive, Squire Road, Alden Road, Riverview Terrace, Crabapple Road, Eagleton Drive, Maythorpe Drive, Tamarack Drive, Kenneth Circle, Cardston Circle, Richmond Crescent, Woodland Park, Filley Street, Ridgewood Road, and Elm Court.

Repair Curbing *$174,350*

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

Repair Lawns *$87,120*

- Repair lawns damaged during snow removal.

Repair Dirt Roads *$25,470*

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

Pavement Management System Maint. *$10,000*

- Pavement management system consultant to maintain system and inspect streets.

STORMWATER DRAINAGE

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

Expenditures

	FY 2014		FY 2015	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	259,320	260,300	258,860	258,860
Supplies	25,500	25,500	25,500	25,500
Services	32,800	32,800	32,800	32,800
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	317,620	318,600	317,160	317,160

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

Funding Sources

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

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	307,620	308,600	307,160	307,160
State Grants - Town Aid Road Improvements	10,000	10,000	10,000	10,000
Subtotal: Special Revenue Funds	*10,000*	*10,000*	*10,000*	*10,000*
Total	317,620	318,600	317,160	317,160

Personnel Requirements

	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

The overall and General Fund FY 14 expenditures are expected to come in over budget by $980 or 0.3% due to Personal Services. The overall and General Fund FY 15 budget reflects a decrease of $460 or 0.1% as compared to the FY 14 budget due to Personal Services.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins and Adjust Manholes — *$97,620*

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

Clean Detention Ponds — *$28,350*

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

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

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

New Drainage Systems — *$47,090*

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

Maintain Stormwater Drainage Pipe — *$34,810*

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

Maintain Inlet, Outlet & Watercourses — *$23,040*

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

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

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

TRAFFIC SAFETY AND COMMUNITY SUPPORT

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	603,350	612,370	616,950	616,950
Supplies	16,600	16,600	16,600	16,600
Services	75,520	100,520	75,520	75,520
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	469,900	469,900	474,900	474,900
Total	1,165,370	1,199,390	1,183,970	1,183,970

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Public Works	1,165,370	1,174,390	1,183,970	1,183,970
State Grants - Town Aid Road Improvements	-	25,000	-	-
Subtotal: Special Revenue Funds	-	*25,000*	-	-
Total	1,165,370	1,199,390	1,183,970	1,183,970

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	7.00	7.00	7.00	7.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	7.00	7.00	7.00	7.00

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $34,020 or 2.9% due to use of the state Town Aid Road Improvements special revenue fund. The General Fund FY 14 expenditures are expected to come in over budget by $9,020 or 0.8% due to Personal Services. The overall and General Fund FY 15 budget reflects an increase of $18,600 or 1.6% as compared to the FY 14 budget due primarily to increases in Personal Services and an increase in electricity for new streetlights and a traffic signal associated with new development.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings *$92,940*
- Install and maintain pavement markings
- Repaint crosswalks, stop lines and railroad crossings as needed.

Traffic & Safety Signing *$90,400*
- Install traffic control and street name signs
- Replace vandalized, stolen or outdated signs
- Provide special street signing as requested.

Streetlights *$525,340*
- Fund utility costs for 3,699 streetlights
- Maintain 776 town-owned streetlights
- Repair damaged streetlights
- Inspect/accept new streetlights in subdivisions
- Monitor and inspect contractor repairs.

Traffic Signals *$99,310*
- Fund utility costs for 57 traffic signals
- Maintain traffic signals and school signs
- Conduct annual safety tests and monitor repairs.

Community Events *$93,610*
- Set up and take down equipment for events which include:
  - Shad Derby
  - Northwest Park Country Fair
  - Chili Challenge
  - Fife & Drum Muster
  - Fishing Derby
  - Halloween events in town center
  - Memorial Day events
  - Library Book Fair
  - Lion's Arts & Crafts Fairs
  - St. Gabriel's and Wilson carnivals
  - Columbus Day weekend soccer tournament
  - Block parties.

Guiderails *$19,880*
- Maintain and repair four miles of guiderails.

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

Election Setup *$36,070*
- Set up and take down equipment for referendums, primaries and elections.

24-Hour Emergency Response *$41,060*
- Respond to police request to remove debris caused by motor vehicle accidents
- Remove dead animals from roads
- Respond to requests for chemical spill containment.

Traffic Engineering *$71,750*
- Perform traffic engineering investigations
- Confer with State of Connecticut Department of Transportation traffic liaison
- Review traffic impacts from proposed commercial and residential developments.

Clean Streets *$90,050*
- Sweep and remove sand and litter from 136 miles of roads and from town and Board of Education parking areas
- Sweep streets in support of street resurfacing as well as community events.

EQUIPMENT REPAIR

Equipment Repair provides for the repair, maintenance and replacement of Department of Public Works vehicles and heavy equipment and supports the town's fuel dispensing system.

Expenditures

	FY 2014		FY 2015	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	288,180	291,490	291,420	291,420
Supplies	60,000	60,000	60,000	60,000
Services	23,000	23,000	23,000	23,000
Maintenance & Repair	254,000	254,000	254,000	254,000
Grants & Contributions	-	-	-	-
Capital Outlay	8,000	8,000	8,000	8,000
Energy & Utility	150,840	150,840	155,380	155,380
Total	784,020	787,330	791,800	791,800

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

Funding Sources

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

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	784,020	787,330	791,800	791,800
State Grants - Town Aid Road Improvements	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Total	784,020	787,330	791,800	791,800

Personnel Requirements

	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	0.40	0.40	0.40	0.40
Temporary/Seasonal Employees	-	-	-	-
Total	3.40	3.40	3.40	3.40

Budget Commentary

The FY 14 expenditures are expected to come in over budget by $3,310 or 0.4%. This is primarily due to higher Personal Services costs. The FY 15 budget reflects an increase of $7,780 or 1.0% as compared to the FY 14 budget due to Personal Services and fuel costs.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance *$550,980*

- 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 *$225,350*

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

Vehicle & Equipment Procurement *$15,470*

- Procure vehicles and equipment for public works.

STORM CONTROL

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

Expenditures

	FY 2014		FY 2015	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	181,230	201,320	181,560	181,560
Supplies	131,550	236,860	146,550	146,550
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	312,780	438,180	328,110	328,110

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

Funding Sources

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

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	202,780	222,870	203,110	203,110
State Grants - Town Aid Road Improvements	110,000	215,310	125,000	125,000
Subtotal: Special Revenue Funds	*110,000*	*215,310*	*125,000*	*125,000*
Total	312,780	438,180	328,110	328,110

Personnel Requirements

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

Budget Commentary

The FY 14 expenditures are expected to come in over budget by $125,400, or 40.1% overall. This is primarily due to Personal Services funded by the General Fund and higher use of the state Town Aid Road Improvement grant for snow materials due to a more severe than normal winter. The overall FY 15 budget reflects an increase of $15,330 or 4.9% as compared to the FY 14 budget due to an increase of the state Town Road Aid Road Improvement grant for snow materials. The FY 15 General Fund budget reflects an increase of $330 or 0.2% due to Personal Services.

STORM CONTROL

Products & Services

Clear, Safe Pavement Surfaces *$328,110*

- Respond immediately 24-hours-a-day to hazardous road conditions reported by the Windsor Police Department
- Plow and sand 132 miles of roads, 189 cul-de-sacs and 39 acres of public parking lots
- Maintain snow plowing and ice control vehicles and attachments including 24 snowplows, 19 material spreaders, three payloaders and two sidewalk plows/sanders
- Mix and maintain a stockpile of materials for traction control
- Maintain sand/salt barrels throughout the Town of Windsor
- Investigate and resolve customer complaints
- Spread traction materials or otherwise alleviate icing conditions.

FY 2014 Highlights

Pavement Management & Drainage Improvements

Construction work at Mary Catherine Road and all of Gary Lynn Lane included milling off the existing pavement, as well as removal, replacement and re-grading the base material. In addition, old curbing was removed and replaced, and various drainage improvements were included. Performing the work in this manner, versus the cost of reconstructing the street, saved funding and allowed for the completion of the work in a shorter time period.

Similar work occurred on Maple Avenue, Spring Street and Court Street in the spring of 2014. Curbing was removed on the streets, and backfilling and seeding the topsoil between the sidewalk and the new curbing was completed. Vendors performed the pavement and asphalt related work.

Significant drainage repair and construction work occurred on the following streets prior to milling and paving: Stinson Place, Kendrick Lane and Basswood Road. This included installing catchbasins and underground drainage lines at new locations on the streets, as well as re-grading of the ground around the new drainage structures.

Street sections that were milled and paved included: Matianuck Avenue from Windbrook Drive to Rood Avenue, Windbrook Drive from Herbert Lane to Matianuck Avenue, Herbert Lane, Regency Drive, Longview Drive, Abbey Lane from Willowcrest Drive to culvert, Beth Circle, Whitney Circle, Devin Way, Shaw Lane, Mary Catherine Circle, Gary Lynn Lane, Kendrick Lane, Basswood Road, Cottage Street, Ludlow Road from Plymouth Street to Windsor Avenue & from Park Avenue to Clover Street, Tobey Avenue from Grace Street to Worthy Street, and Stinson Place. On-going coordination with the milling and paving companies resulted in timely and efficient completion of the paving. Public Works performed the drainage improvements on these streets prior to the pavement work. This listing of streets repaved is longer than prior years as a result of having additional resources, such as the bond financing provided by the town council recently.

Improvements to three parking areas were completed to reduce potential hazards and reduce liabilities. These facilities were the town library on Broad Street, the Wilson Branch Library, and Sharshon Park. Significant drainage and pavement base repairs occurred at the Wilson Library.

Facility Management

During this fiscal year, the financial aspects of the high school auditorium roof replacement and interior repairs project were closed out. The work under this project included the replacement of the roof, which had partially collapsed in early 2011, replacement of the interior ceiling, and replacement of the seating, interior walls and lighting. As a result of the efforts of town staff working with the insurance company, only $58,000 of the costs of this project were paid from town funds as compared to over $3,000,000 paid from insurance proceeds.

Two large roof replacement projects were completed in FY 2014. This included all of the roof at the Oliver Ellsworth Elementary School, as well as the roof on the south half of the L.P. Wilson Community Center. The new roofs received a 25-year warranty. Roof exhaust fans at the facilities were also replaced, improving air quality in the facilities. Also, the roof at the Windsor Volunteer Ambulance facility was replaced, as it was in poor condition and leaking. HVAC units on the roof and in the ambulance garage were also replaced.

In further efforts to reduce town facilities' energy operating costs, the town authorized the Connecticut Natural Gas Company to install new gas lines to Clover Street Elementary School and Sage Park Middle School. The conversion of the burners at both facilities from oil to natural gas will occur in the summer of 2014. Going forward, the estimated annual operating cost savings in heating fuels from this project are $153,000.

In FY 2014, solar panels were installed on the L.P. Wilson Community Center, John F. Kennedy Elementary School and Oliver Ellsworth Elementary School. A third-party vendor performed the installation of these systems at no cost to the town. Electricity from these panels is charged at a significantly lower rate than the market.

Projects designed for completion during 2014 included: the Sage Park Middle School Cafeteria HVAC project, Town Hall Elevator Modernization project, and the 330 Windsor Avenue Community Center Roof Structure Enhancement project.

PUBLIC WORKS

Parks & Grounds / Stormwater Management

In addition to performing the drainage improvements on all of the streets prior to milling and paving, stormwater system repairs and maintenance work occurred on: Millbrook Circle, Sheffield Drive, Pigeon Hill Road, and Farmstead Lane.

New paved walkways were installed in Sharshon Park in association with the landscaping improvements in the area of the picnic pavilion.

PUBLIC WORKS

Key Statistics	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target
Number of working days to complete spring street sweeping	27	32	30	31	27
$ spent on pavement management activities such as milling & paving, and crack filling	$505,303	$581,833	$504,540	$1,073,580	$984,330
$ spent on snow control services from the General Fund and grant funding	$692,442	$201,682	$392,967	$586,100	$425,340
Number of trees trimmed and/or removed	125	390	275	200	275

Performance Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Estimate	FY 2015 Target
Number of center-line miles of streets milled and paved	2.65	6.35	6.35	5.75
Average number of days to close SeeClickFix complaints regarding pothole or pavement issue	-	-	5.3	5.0
Percentage of catchbasins cleaned in accordance with the schedule	100%	100%	85%	115%

Performance Measures *(based on the Good/Very Good rating in the Citizens Survey)*	Average 2006-2009 Actual	2011 Actual	2013 Actual
Percentage of citizens who rated "appearance of parks & public spaces" as good or very good in the biennial citizen survey	75.6%	77.5%	76.5%
Percentage of citizens who rated "snow removal" as good or very good in the biennial citizen survey	68.0%	71.0%	70.3%
Percentage of citizens who rated "street repair" as good or very good in the biennial citizen survey Street Repair	50.9%	49.0%	47.7%

A fun fact about the value of our services…

The town maintains 55.4 acres of athletics fields, and over 130 miles of roadway.

PUBLIC WORKS

FY 2015 Goals

1. Implement the revisions to the curbside recycling program, including the roll-out of automated single-stream recycling
2. Continue with the next phase of the heating fuel conversion project at the schools, saving significant energy costs
3. Move Public Works services from the parks garage on Mechanic Street to leased space, to allow for the residential development in Town Center
4. Institute cold in-place pavement recycling on certain streets to potentially reduce costs while providing a quality paving product
5. Plan and implement new time and cost tracking system
6. Continue the pavement resurfacing program at town facilities by improving the pavement at Kennedy and Poquonock Elementary schools.

SPECIAL REVENUE FUNDS

Public Works

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1980	Stony Hill School	1,313	4,900	5,400	813	4,900	5,400	313
2014	330 Windsor Avenue Maintenance	47,418	126,460	113,420	60,458	126,460	117,700	69,218
4003	Archer Road Maintenance	50,843	-	11,200	39,643	-	-	39,643
4009	Town Aid Road Improvements	377,735	404,300	365,310	416,725	404,300	570,000	251,025
4010	East Granby Road Maintenance	40,000	-	-	40,000	-	40,000	-
4012	Local Cap. Improve. - Recording Fees	61,610	13,000	-	74,610	13,000	-	87,610
4018	Veterans Cemetery	17,001	3,000	8,500	11,501	3,000	3,700	10,801
4100	Rental Revenue (Properties)	288	14,500	13,900	888	14,500	14,100	1,288
4101	Train Station/Freight House	136,545	14,500	57,800	93,245	23,430	30,300	86,375
4102	Roger Wolcott Building	-	65,000	65,000	-	66,760	66,760	-
4103	Parks Garage Leased Space	-	550,000	25,000	525,000	-	120,000	405,000
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		738,454	**1,195,660**	**665,530**	**1,268,584**	**656,350**	**967,960**	**956,974**

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

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

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

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

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

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

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

#4100 - Rental Revenue properties - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green) and Carriage House (town green). The Luddy House is used by the Chamber of Commerce and the Luddy Carriage House is rented by a hair salon.

#4101 - Train Station/Freight House - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. The Freight House is presently being used as an Arts Center. Larger expenditures expected in the near future include roof work at the train station.

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

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

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

INFORMATION SERVICES

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

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	347,467	352,370	327,140	338,180	338,180
Supplies	73,269	75,570	88,720	80,620	80,620
Services	117,342	95,800	105,170	94,490	94,490
Maintenance & Repair	12,591	13,420	13,420	13,500	13,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,313	3,650	3,650	3,650	3,650
Total	553,982	540,810	538,100	530,440	530,440

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

Funding Sources

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

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Info. Services	424,420	441,180	414,970	428,040	428,040
Other General Fund Accounts	61,077	52,000	59,500	51,500	51,500
Subtotal: Info. Services Gen. Fund	*485,497*	*493,180*	*474,470*	*479,540*	*479,540*
Grants	9,318	6,500	6,500	6,000	6,000
User Fees	41,167	23,130	39,130	26,900	26,900
Subtotal: Special Revenue Funds	*50,485*	*29,630*	*45,630*	*32,900*	*32,900*
Other Funds	18,000	18,000	18,000	18,000	18,000
Total	553,982	540,810	538,100	530,440	530,440

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	3.00	3.00	2.79	3.00	3.00
Regular Part Time Employees	1.10	1.10	1.23	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-	-
Total	4.10	4.10	4.02	4.10	4.10

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $2,710 or 0.5%. This is primarily due to a partial year vacancy and lower personnel costs resulting from a retirement. The FY 14 General Fund expenditures are expected to be under budget by $26,210 or 5.9% due to Personal Services. The overall FY 15 budget reflects a decrease of $10,370 or 1.9% and the General Fund budget reflects a decrease of $13,140 or 3.0% both due to Personal Services.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	345,464	342,640	317,410	329,180	329,180
Supplies	16,335	21,270	21,420	21,820	21,820
Services	50,012	63,500	62,370	63,190	63,190
Maintenance & Repair	9,296	10,120	10,120	10,200	10,200
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,313	3,650	3,650	3,650	3,650
Total	424,420	441,180	414,970	428,040	428,040

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	53,668	46,000	54,000	46,000	46,000
Services	7,409	6,000	5,500	5,500	5,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	61,077	52,000	59,500	51,500	51,500

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	2,003	9,730	9,730	9,000	9,000
Supplies	3,266	8,300	13,300	12,800	12,800
Services	59,921	26,300	37,300	25,800	25,800
Maintenance & Repair	3,295	3,300	3,300	3,300	3,300
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	68,485	47,630	63,630	50,900	50,900

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	347,467	352,370	327,140	338,180	338,180
Supplies	73,269	75,570	88,720	80,620	80,620
Services	117,342	95,800	105,170	94,490	94,490
Maintenance & Repair	12,591	13,420	13,420	13,500	13,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,313	3,650	3,650	3,650	3,650
Total	553,982	540,810	538,100	530,440	530,440

INFORMATION SERVICES
Budget Information
Fiscal Year 2011-2015

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	335,397	339,643	347,467	352,370	327,140	338,180	338,180
Supplies	73,944	66,210	73,269	75,570	88,720	80,620	80,620
Services	113,770	98,069	117,342	95,800	105,170	94,490	94,490
Maintenance & Repair	13,840	10,182	12,591	13,420	13,420	13,500	13,500
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	3,337	3,329	3,313	3,650	3,650	3,650	3,650
Total	540,288	517,433	553,982	540,810	538,100	530,440	530,440

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

Funding Sources

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

Funding Source	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund	428,125	411,239	424,420	441,180	414,970	428,040	428,040
Other General Fund Accounts	56,574	52,330	61,077	52,000	59,500	51,500	51,500
Subtotal: Info. Services Gen. Fund	*484,699*	*463,569*	*485,497*	*493,180*	*474,470*	*479,540*	*479,540*
Grants	11,963	13,084	9,318	6,500	6,500	6,000	6,000
User Fees	25,626	22,780	41,167	23,130	39,130	26,900	26,900
Subtotal: Special Revenue Funds	*37,589*	*35,864*	*50,485*	*29,630*	*45,630*	*32,900*	*32,900*
Other Funds	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*	*18,000*
Total	540,288	517,433	553,982	540,810	538,100	530,440	530,440

TOWN CLERK

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

Expenditures

	FY 2014		FY 2015	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	237,920	213,300	223,840	223,840
Supplies	17,570	22,720	22,620	22,620
Services	17,220	28,420	16,400	16,400
Maintenance & Repair	13,420	13,420	13,500	13,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,750	2,750	2,750	2,750
Total	288,880	280,610	279,110	279,110

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

Funding Sources

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

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	259,250	234,980	246,210	246,210
Other General Fund Accounts	-	-	-	-
Subtotal: Info. Services General Fund	*259,250*	*234,980*	*246,210*	*246,210*
Grants	6,500	6,500	6,000	6,000
User Fees	23,130	39,130	26,900	26,900
Subtotal: Special Revenue Funds	*29,630*	*45,630*	*32,900*	*32,900*
Other Funds	-	-	-	-
Total	288,880	280,610	279,110	279,110

Personnel Requirements

	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	1.79	2.00	2.00
Regular Part Time Employees	1.10	1.23	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-
Total	3.10	3.02	3.10	3.10

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $8,270 or 2.9% due primarily to a partial year vacancy and lower personnel costs resulting from a retirement. The FY 14 General Fund expenditures reflect a decrease of $24,270 or 9.4% primarily due to a partial year vacancy. The overall FY 15 budget reflects a decrease of $9,770 or 3.4% as compared to the FY 14 budget. The FY 15 General Fund expeditures reflect a decrease of $13,040 or 5.0% due to Personal Services.

TOWN CLERK

Products & Services

Public Records *$123,780*

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

Licensing & Vital Statistics *$40,470*

- Issue marriage licenses, dog and kennel licenses, Sportsmen licenses and permits through the DEEP kiosk
- Account for and report to the state on all fees collected and licenses issued
- Receive, index and record vital records, issue certified copies to the State Vital Records Division and to resident towns
- Issue approximately 6,000 certified copies per year.
- Issue burial and cremation permits and maintain a Windsor cemetery burial database.

Elections Support *$38,690*

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

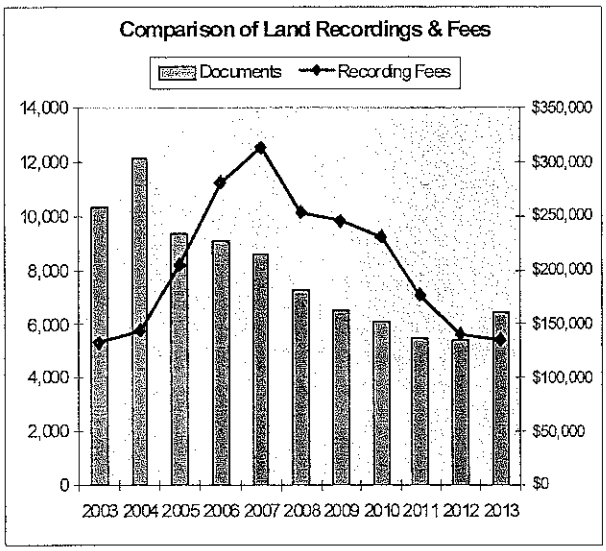
Notary/Trade Names/Veterans Records *$10,230*

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

Information Assistance *$65,940*

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

Comparison of Land Recordings & Recording Fees From Fiscal Year 2003 through 2013



PUBLIC RELATIONS

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	114,450	113,840	114,340	114,340
Supplies	58,000	66,000	58,000	58,000
Services	78,580	76,750	78,090	78,090
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	900	900	900	900
Total	251,930	257,490	251,330	251,330

* 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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Info. Services	181,930	179,990	181,830	181,830
Other General Fund Accounts	52,000	59,500	51,500	51,500
Subtotal: Info. Services General Fund	*233,930*	*239,490*	*233,330*	*233,330*
Grants	-	-	-	-
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Other Funds	18,000	18,000	18,000	18,000
Total	251,930	257,490	251,330	251,330

Personnel Requirements

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

Budget Commentary

The overall FY 14 expenditures are expected to come in over budget by $5,560 or 2.2% due primarily to supply and postage expenses for revaluation that were funded by the revaluation special revenue account. The FY 14 General Fund expenditures are expected to come in under budget by $1,940 or 1.1%. The FY 15 overall and General Fund budget reflects a decrease of less than 0.2% as compared to the FY 14 budget.

PUBLIC RELATIONS

Products & Services

Support to Town Manager *$83,050*

- Prepare semi-monthly Town Manager's Report to provide information and updates on town projects and operations to interested community members
- Act for the town manager as a "first responder" to citizen calls, complaints, issues, problems and questions
- Research town government, state statute and town ordinance issues on an as-needed basis
- Conduct customer satisfaction surveys to solicit citizen input concerning town services and programs
- Recognize outstanding citizen and community achievements with resolutions, proclamations and certificates of appreciation.

Support to Other Departments *$37,750*

- 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 *$130,530*

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

INFORMATION SERVICES

FY 2014 Highlights

Communication between residents and town staff was made easier with the introduction of two exciting online and mobile services to gather feedback and ideas. **SeeClickFix** is an interactive tool that makes it easy for residents to report non-emergency, quality of life issues with their mobile device to have the information instantly relayed to an employee who can respond. **Winput** allows the public to contribute feedback on projects, participate in surveys or post ideas on how to improve our community.

Fourteen Windsor residents completed the 8-week Citizen's Academy program that provides a behind the scenes look at the operations of the town. The class visited a different town facility each week and participated in presentations from all town departments to learn more about the town's day-to-day operations, funding, programs and services. To date, 159 Windsor residents have completed the program since it began in 2005.

Town and school officials continued to strengthen a partnership with Windsor real estate professionals at a gathering in the fall that included information sharing and open discussions regarding the needs of their clients. A program to distribute welcome packets to new Windsor residents was developed and launched in March.

Election Activity:

Voters went to the polls multiple times in 2013.

1. The FY 14 Budget passed after the fourth Budget Referendum on July 16th. Windsor residents approved the budget by a vote of 2,030 'Yes' to 943 'No' (14.69% turnout).
2. On November 5, 2013, 5,490 registered voters out of 20,264 participated in the Municipal Election for a 27.09% turnout. The Democrats maintained their majority party status for the offices of Town Council and Constable, while the Republicans garnered the majority party status for the Board of Education.

Land Activity & Revenues:

The Town Clerk's Office took in 6,406 land recordings during the fiscal year 2013. This increase of 1,000 documents from previous fiscal year was primarily due to low interest rates that stimulated the real estate market. The revenue generated to the general fund for land recordings increased due to increase in land documents recorded. Conveyance revenue more than doubled from FY 2012, which was a result of several large commercial land transfers. Below is a list showing the activity and revenue of the past years.

Fiscal Year	*No. of Docs. Filed*	*Land Revenue*	*Conveyance Tax Revenue*	*Total*
2003	*10,351*	*$281,493*	*$256,188*	*$537,681*
2004	*12,152*	*$311,147*	*$379,459*	*$690,606*
2005	*9,373*	*$253,863*	*$526,571*	*$780,434*
2006	*9,102*	*$245,766*	*$524,440*	*$770,206*
2007	*8,600*	*$230,660*	*$676,621*	*$907,281*
2008	*7,301*	*$177,130*	*$445,495*	*$622,625*
2009	*6,488*	*$140,697*	*$224,391*	*$365,088*
2010	*6,124*	*$135,070*	*$215,807*	*$350,877*
2011	*5,439*	*$134,520*	*$174,404*	*$308,924*
2012	*5,405*	*$130,176*	*$146,398*	*$276,574*
2013	*6,406*	*$153,079*	*$299,813*	*$452,892*

The FY 13 Targeted Historic Document Grant was awarded the maximum $6,500 and was utilized to scan and inventory permanent town records during the transfer to the permanent archival vault and to restore tax records and grand lists from the early 19th that were poor condition. There are in excess of 90 volumes that were preserved.

INFORMATION SERVICES

Key Statistics	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target
Land Recordings	5,439	5,405	6,406	6,100	6,100
Dog Licenses	2,750	2,780	2,822	2,800	2,800
Birth, Death & Marriage Certificates	804	812	832	800	800
Notarized Documents	1,403	1,606	1,801	1,900	1,800
Sportsman Licenses	341	356	333	250	250
Citizen Academy Participants	15	15	14	15	15
Referendum Participation	1,950	2,263	2,903	2,800	2,700

Performance Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Estimate	FY 2015 Target
Number of business days to assemble land record books from receipt of documents.	*	*	1.0 days	1.0 days
Number of calendar days by which land documents are returned to the appropriate party.	*	*	8.0 days	6.0 days
Number of business days to prepare revenue reports to the state. (State requirement is calendar 15 days.) *Timeline also includes Finance Department check processing time.	*	*	10.5 days	8.5 days
Number of business days to prepare revenue reports to the town departments.	*	*	4.0 days	4.0 days
Percentage of requests for copies of land documents or vital records that are responded to with 24 hours.	*	*	89 %	95 %

* New performance measures were created for FY 15.

A fun fact about the value of our services…

You can view your land record documents from any computer or mobile device since the town clerk's office implemented their electronic land indexes last fall.

FY 2015 Goals

1. Enhance the current capabilities of the software operating system in the town clerk's office by accepting e-Recordings that will allow customers the ability to record land documents via a secure internet portal.
2. Explore the possibility of implementing credit card payments for services rendered by the town clerk's office.
3. Increase SeeClickFix and Winput participation by sponsoring two community-wide contests.
4. Implement a marketing and public education plan for new recycling program.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1304	Town Clerk Copier	84,458	22,200	33,200	73,458	22,200	22,200	73,458
1306	Historic Preservation	6,676	5,930	5,930	6,676	4,700	4,700	6,676
1308	Preservation Microfilming Grant	-	6,500	6,500	-	6,000	6,000	-
		91,134	**34,630**	**45,630**	**80,134**	**32,900**	**32,900**	**80,134**

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

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

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program. There are two possible grants that could be received in any one fiscal year - $10,000 for the Targeted grant or up to $50,000 for the Competitive grant.

ADMINISTRATIVE SERVICES

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

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,720,218	1,823,030	1,766,960	1,830,480	1,830,480
Supplies	47,954	61,880	69,560	61,650	61,650
Services	178,541	200,350	206,920	208,070	208,070
Maintenance & Repair	50,407	51,360	53,490	55,560	55,560
Grants & Contributions	-	-	-	-	-
Capital Outlay	27,916	67,000	67,230	77,000	77,000
Energy & Utility	15,216	15,990	15,440	16,020	16,020
Total	2,040,252	2,219,610	2,179,600	2,248,780	2,248,780

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

Funding Sources

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

Funding Source	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Admin. Services	1,902,336	2,049,040	2,010,200	2,078,410	2,078,410
Insurance Internal Service Fund	119,067	125,380	124,210	125,180	125,180
Enterprise Funds	18,490	18,490	18,490	18,490	18,490
Special Revenue Funds	359	26,700	26,700	26,700	26,700
Subtotal: Other Funds	*137,916*	*170,570*	*169,400*	*170,370*	*170,370*
Total	2,040,252	2,219,610	2,179,600	2,248,780	2,248,780

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	16.53	17.50	16.63	17.00	17.00
Regular Part Time Employees	1.32	1.35	1.70	1.70	1.70
Temporary/Seasonal Employees	1.09	0.55	0.75	0.59	0.59
Total	18.94	19.40	19.08	19.29	19.29

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $40,010 or 1.8%. This is primarily due to cost savings in Personal Services. The overall FY 15 budget reflects an increase of $29,170 or 1.3% as compared to the FY 14 budget and is primarily due to increases in Personal Services, tuition reimbursement expenses and capital outlay. The FY 15 General Fund budget reflects an increase of $29,370 or 1.4% mainly due to the reasons stated above.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,605,410	1,703,800	1,648,400	1,711,480	1,711,480
Supplies	46,605	60,680	66,760	58,850	58,850
Services	158,970	179,060	187,180	188,330	188,330
Maintenance & Repair	50,108	49,860	52,490	54,060	54,060
Grants & Contributions	-	-	-	-	-
Capital Outlay	27,916	42,000	42,230	52,000	52,000
Energy & Utility	13,327	13,640	13,140	13,690	13,690
Total	1,902,336	2,049,040	2,010,200	2,078,410	2,078,410

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	114,808	119,230	118,560	119,000	119,000
Supplies	1,349	1,200	2,800	2,800	2,800
Services	19,571	21,290	19,740	19,740	19,740
Maintenance & Repair	299	1,500	1,000	1,500	1,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	25,000	25,000	25,000	25,000
Energy & Utility	1,889	2,350	2,300	2,330	2,330
Total	137,916	170,570	169,400	170,370	170,370

Total Expenditures (agrees with page O-1):

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,720,218	1,823,030	1,766,960	1,830,480	1,830,480
Supplies	47,954	61,880	69,560	61,650	61,650
Services	178,541	200,350	206,920	208,070	208,070
Maintenance & Repair	50,407	51,360	53,490	55,560	55,560
Grants & Contributions	-	-	-	-	-
Capital Outlay	27,916	67,000	67,230	77,000	77,000
Energy & Utility	15,216	15,990	15,440	16,020	16,020
Total	2,040,252	2,219,610	2,179,600	2,248,780	2,248,780

ADMINISTRATIVE SERVICES
Budget Information
Fiscal Year 2011-2015

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	1,669,084	1,647,067	1,720,218	1,823,030	1,766,960	1,830,480	1,830,480
Supplies	57,449	54,791	47,954	61,880	69,560	61,650	61,650
Services	167,779	184,994	178,541	200,350	206,920	208,070	208,070
Maintenance & Repair	41,636	8,974	50,407	51,360	53,490	55,560	55,560
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	10,544	22,777	27,916	67,000	67,230	77,000	77,000
Energy & Utility	12,603	14,310	15,216	15,990	15,440	16,020	16,020
Total	1,959,095	1,932,913	2,040,252	2,219,610	2,179,600	2,248,780	2,248,780

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

Funding Sources

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

Funding Source	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund	1,786,296	1,773,588	1,902,336	2,049,040	2,010,200	2,078,410	2,078,410
Transfer from the General Fund	-	-	-	-	-	-	-
Subtotal: Adm. Services Gen. Fund	*1,786,296*	*1,773,588*	*1,902,336*	*2,049,040*	*2,010,200*	*2,078,410*	*2,078,410*
Insurance Internal Service Fund	154,708	140,620	119,067	125,380	124,210	125,180	125,180
Enterprise Funds	17,880	18,490	18,490	18,490	18,490	18,490	18,490
Other Funds	211	215	359	26,700	26,700	26,700	26,700
Subtotal: Other Funds	*172,799*	*159,325*	*137,916*	*170,570*	*169,400*	*170,370*	*170,370*
Total	1,959,095	1,932,913	2,040,252	2,219,610	2,179,600	2,248,780	2,248,780

FINANCIAL ACCOUNTING AND REPORTING

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

Expenditures

	FY 2014		FY 2015	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	622,100	571,000	632,880	632,880
Supplies	15,350	12,390	15,050	15,050
Services	30,850	29,500	32,510	32,510
Maintenance & Repair	40,320	42,690	43,920	43,920
Grants & Contributions	-	-	-	-
Capital Outlay	-	230	-	-
Energy & Utility	3,650	3,650	3,700	3,700
Total	712,270	659,460	728,060	728,060

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

Funding Sources

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

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	697,270	644,460	713,060	713,060
Insurance Internal Svc. Fund	15,000	15,000	15,000	15,000
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	*15,000*	*15,000*	*15,000*	*15,000*
Total	712,270	659,460	728,060	728,060

Personnel Requirements

	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.50	5.63	6.00	6.00
Regular Part Time Employees	0.12	0.47	0.47	0.47
Temporary/Seasonal Employees	0.35	0.55	0.39	0.39
Total	6.97	6.65	6.86	6.86

Budget Commentary

The overall FY 14 expenditures are expected to come in under budget by $52,810 or 7.4%. This is primarily due to savings in Personal Services. The overall FY 15 budget reflects an increase of $15,790 or 2.2% as compared to the FY 14 budget and is due primarily to salary and benefit cost increases. The FY 15 FTE calculations for Regular Full-time and Regular Part-time have been adjusted to better reflect actual staffing levels in the department.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis *$305,370*

- Ensure the town's financial activities and records are properly accounted for and maintained
- Provide financial information to internal and external customers
- Prepare more than 10,000 vendor payments and produce related expenditure reports
- Manage cash receipts totaling more than $116 million and produce accounts receivable reports for town services
- Promote cost containment by providing cost accounting services to each service unit.

Audit *$94,210*

- Assist the independent auditor during fieldwork and in preparation of the annual financial statements
- Prepare records and statements required for GASB 54, GASB 57 and GASB 59.

Payroll & Benefits *$112,390*

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

Cash Management *$26,310*

- Monitor the cash position of the town, including the board of education, pursuant to the town's investment policy
- Invest available funds for maximum return pursuant to the town's investment policy.

Debt Management *$11,770*

- Manage the issuance of general obligation bonds and bond anticipation notes, pursuant to the town's debt management policy
- Prepare official statement required during the issuance of debt
- Prepare rating agency presentations.

Budgeting *$178,010*

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

HUMAN RESOURCES

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	336,700	335,790	334,440	334,440
Supplies	3,330	3,330	3,360	3,360
Services	46,440	53,100	52,480	52,480
Maintenance & Repair	5,840	6,100	6,440	6,440
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,600	2,600	2,600	2,600
Total	394,910	400,920	399,320	399,320

* 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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Admin. Services	394,910	400,920	399,320	399,320
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	394,910	400,920	399,320	399,320

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

The FY 14 expenditures are expected to come in over budget by $6,010 or 1.5%. This is due to higher than expected unemployment claims and tuition reimbursement costs. The FY 15 budget reflects an increase of $4,410 or 1.1% as compared to the FY 14 due to an increase in the number of employees utilizing the tuition reimbursement benefit and an increase in the employee service awards expense.

HUMAN RESOURCES

Products & Services

Recruitment and Selection *$88,120*
- Recruit and select qualified applicants which includes advertising and posting job announcements; answering telephone, mail and walk-in inquiries; reviewing and processing applications; interviewing and testing; background and reference checking and final hiring
- Maintain hiring statistics and workforce demographic data for compliance with Equal Employment Opportunity reporting requirements.

Employee Relations *$74,710*
- 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) and coordinate grievance and labor board hearings and coordinate negotiations
- Provide advice and direction to administrative staff on personnel policies and regulations
- Provide assistance with employee counseling, discipline issues and coordinate grievance processing
- Update administrative and personnel policies in accordance with legal developments, governmental mandates and best practices.

Employee Benefits Administration *$80,670*
- Research enhancements and cost saving measures and make recommendations as needed
- Monitor benefit trends and analyze impact of benefit modifications
- Educate employees about the benefits offered by the town and any benefit changes
- Coordinate enrollment meetings and process all changes
- Coordinate disability claims processing and verify and process all benefit invoices for payment.

Training and Employee Development *$49,980*
- Conduct orientation for new full-time and part-time employees
- Identify and implement improvements in town services and programs
- Provide consultation to staff on career growth and development
- Provide tuition reimbursement for job-related courses
- Develop and implement supervisory training programs.

Unemployment Compensation *$27,820*
- Provide funding for unemployment compensation, perform claims research, attend hearings and follow appeals processes.

Classification and Salary Administration *$49,050*
- Develop, implement and maintain an equitable classification and pay system that accurately reflects the work performed by town employees and ensures that they are equitably compensated for their services, conduct market surveys and analyze data
- Develop and maintain updated job descriptions.

Compliance with Regulations *$28,970*
- Ensure compliance with state and federal mandates such as the Patient Protection and Affordable Care Act (PPACA), Americans with Disabilities Act (ADA), the Family Medical Leave Act (FMLA), the Department of Transportation (DOT) regulations on drug & alcohol testing, Consolidated Omnibus Budget Reconciliation Act (COBRA), Health Insurance Portability and Accountability Act (HIPAA), CT Civil Union law and all state and federal labor laws.

INFORMATION TECHNOLOGY

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	317,950	317,010	317,620	317,620
Supplies	4,000	4,000	4,000	4,000
Services	66,290	66,290	66,290	66,290
Maintenance & Repair	3,000	3,000	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	67,000	67,000	77,000	77,000
Energy & Utility	3,900	3,400	3,900	3,900
Total	462,140	460,700	471,810	471,810

* 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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Admin. Services	418,650	417,210	428,320	428,320
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	18,490	18,490	18,490	18,490
Use of Police Private Duty Account	25,000	25,000	25,000	25,000
Subtotal: Other Funds	*43,490*	*43,490*	*43,490*	*43,490*
Total	462,140	460,700	471,810	471,810

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $1,440 or 0.3%. The FY 15 overall budget reflects an increase of $9,670 or 2.1% as compared to the FY 14 budget due to the one-time addition of $10,000 for an upgrade of internet and broadband connectivity at the Public Safety Complex.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support *$118,460*

- Provide departments with short and long-term consultation in evaluating, maintaining and updating department specific applications
- Support information systems, applications and security
- Assist departments in developing custom databases and applications
- Administer technology purchasing
- Support the police department's state, internal and mobile applications
- Provide GIS applications to assessor, development services and police departments.

Enterprise Networking and Systems *$200,600*

- Provide 24-hour, 7-days-a-week access to town applications
- Manage Local Area Networks (LAN) used by town staff at offices in ten locations
- Provide 24-hour, 7-days-a-week access to the Wide Area Network (WAN)
- Support wireless hardware and software used by the Public Safety Department for mobile applications including dispatch, field reporting and querying state maintained information
- Provide system security including virus protection, patch management and filtering
- Provide data backup and recovery services for all information systems
- Provide database administration
- Provide Internet infrastructure maintenance, management and security
- Provide infrastructure support for the phone system
- Provide connectivity and access to staff via Virtual Private Network.

Support Services *$75,750*

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

Capital Outlay *$77,000*

- Purchase, deploy/redeploy and upgrade town hardware, computers, printers and peripherals.

Information Technology Account Charges	
Child Day Care Enterprise Fund	$2,650
Adult Day Care Enterprise Fund	$2,500
Landfill Enterprise Fund	$13,340
Use of Private Duty Account	$25,000
Total Charges to Other Funds	$43,490

RISK MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	129,230	128,560	129,000	129,000
Supplies	1,200	1,200	1,200	1,200
Services	1,100	1,150	1,150	1,150
Maintenance & Repair	1,500	1,000	1,500	1,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,350	2,300	2,330	2,330
Total	135,380	134,210	135,180	135,180

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Admin. Services	25,000	25,000	25,000	25,000
Insurance Internal Service Fund	110,380	109,210	110,180	110,180
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	*110,380*	*109,210*	*110,180*	*110,180*
Total	135,380	134,210	135,180	135,180

Personnel Requirements

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

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $1,170 or 0.9%. This is primarily due to personnel and maintenance and repair cost savings. The overall FY 15 budget reflects a slight decrease.

RISK MANAGEMENT

Products and Services

Insurance *$47,210*

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

Security and Statutory *$13,530*

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

Employee Safety *$40,600*

- 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 *$33,840*

- 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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	217,310	215,100	216,500	216,500
Supplies	6,200	7,840	7,840	7,840
Services	25,000	23,610	23,860	23,860
Maintenance & Repair	300	300	300	300
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,890	1,890	1,890	1,890
Total	250,700	248,740	250,390	250,390

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Admin. Services	249,000	247,040	248,690	248,690
Other Funds	1,700	1,700	1,700	1,700
Subtotal: Other Funds	*1,700*	*1,700*	*1,700*	*1,700*
Total	250,700	248,740	250,390	250,390

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.53	0.53	0.53	0.53
Temporary/Seasonal Employees	-	-	-	-
Total	2.53	2.53	2.53	2.53

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $1,960 or 0.8%. This is primarily due to savings in Personal Services as well as less than expected contractual services costs. The FY 15 budget reflects a decrease of $310 or 0.1% as compared to the FY 14 budget.

PROPERTY VALUATION

Products and Services

Property Valuation *$183,720*

- Develop and maintain valuations for 12,012 real estate, 27,140 motor vehicle and 1,222 personal property accounts
- Maintain and enhance the town Geographic Information System (GIS)/Assessment web site.

Exemptions & Benefits *$66,670*

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

TAX COLLECTION

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

Expenditures

Expenditures by Category *	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	199,740	199,500	200,040	200,040
Supplies	31,800	40,800	30,200	30,200
Services	30,670	33,270	31,780	31,780
Maintenance & Repair	400	400	400	400
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,600	1,600	1,600	1,600
Total	264,210	275,570	264,020	264,020

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

Funding Sources

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

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Admin. Services	264,210	275,570	264,020	264,020
Insurance Internal Svc. Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Special Revenue Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	264,210	275,570	264,020	264,020

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.70	0.70	0.70	0.70
Temporary/Seasonal Employees	0.20	0.20	0.20	0.20
Total	2.90	2.90	2.90	2.90

Budget Commentary

The FY 14 expenditures are expected to come in over budget by $11,360 or 4.3%. This is primarily due to additional postage and contractual costs related to the second tax bill cycle for FY 14. The FY 15 budget reflects a decrease of $190 or 0.1% as compared to the FY 14 budget.

TAX COLLECTION

Products and Services

Current Tax Collection *$64,280*

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

Delinquent Tax Collection *$138,880*

- Use a variety of methods and procedures such as updating new addresses, mailing delinquent tax notices, issuing alias tax warrants through state marshals and constables, recording liens against real estate with the Town Clerk's office and conducting foreclosures in an attempt to collect the balance of the total tax levy.

Parking Tickets *$2,700*

- Collect parking tickets fees for the police department.

Tax Billing Preparation *$58,160*

- Prepare for annual tax billing by creating consolidated tax statements by coding appropriate bills to be sent directly to leasing companies and to banks holding tax escrow accounts
- Mail more than 45,000 tax bills.

ADMINISTRATIVE SERVICES

FY 2014 Highlights

Tax Collection
The Tax Office continues to work with mortgage companies to assist non-escrowed taxpayers in bringing their outstanding real estate taxes current. We also continue to work closely with taxpayers in working out mutually agreeable payment schedules for their outstanding taxes.

Finance and Accounting
Completed update of multiyear strategic approach to address pre-funding of long-term retiree health insurance liabilities (OPEB).

Risk Management
Global Harmonization System training was provided to each town department as mandated by the federal government, to provide education to all employees who use or come into contact with hazardous chemicals.

Certified Flagger training was provided to all Public Works maintainers in order to keep their skills current relative to work zone hazards. This certification is valid for four years.

Risk Manager Marty Maynard obtained both the Legal Traffic Authority certificate and the Road Scholar certificate from the University of Connecticut Technology Transfer Center. The certificates are given to those who complete a series of classes involving public works and traffic-related topics.

Human Resources
Conducted employee benefit education sessions and implemented a high deductible health plan with a health savings account as an additional health plan option for employees.

Successfully completed negotiations with the police bargaining unit avoiding arbitration. Coordinated negotiations with the public works and clerical bargaining unit and the public safety dispatchers bargaining unit.

Information Technology
Began deploying virtual desktops as a substitute to physical computers to standard users streamlining the management process and the user interface.

Assisted in the rollout and maintenance of civic engagement web services (seeclickfix.com and yourwinput.com).

Implemented Safety Services mobile field base reporting and fire incident reporting applications.

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

Property Valuation
The Assessor's office conducted the mandated 5-year revaluation of all real estate property. The results were mailed in November and 109 property owners appealed their assessments (less than 1%) at the informal hearings that were held in December. Personal Property Audits were conducted through an outside vendor. Six audits were completed resulting in additional revenue to the town of $7,400. Additional audits will be completed for FY 15.

ADMINISTRATIVE SERVICES

Key Statistics	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target
Number of staff and public computers supported	Staff 258 Public 75	Staff 260 Public 80	Staff 260 Public 80	Staff 235 Public 80 Virtual 25	Staff 210 Public 80 Virtual 50
Average investment yield	0.5%	0.5%	.35%	.25%	.25%
Bonded debt per capita	$1,361	$1,323	$1,401	$1,219	$1,323
Debt as a percent of total budget	6.1%	6.0%	5.7%	6.0%	6.0%
Investment income for the General Fund	$0.24 M	$0.15 M	$0.13 M	$0.12 M	$0.12 M
Net Grand List growth (October 1 to Sept. 30)	0.45%	0.32%	0.37%	0.35%	-6.15%*
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	40,739	40,739	40,304	40,378	40,378
Total loss time claims	16	10	13	11	10
Total Worker Compensation claims	77	80	141	90	90
Number of full time positions posted	7	10	10	9	9
Number of job applications processed	1,780	1,304	950	1,700	1,500
Full Time Employee turnover rate	5.4%	3.2%	2.2%	2.2%	2.5%

* Due to 10/1/13 Revalution

Performance Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Estimate	FY 2015 Target
Availability of network data access (% of time)	99%	99%	99%	99%
Total revenue collected in the Current Levy category as a % of what was billed	98.69%	98.8%	98.8%	98.8%
Annual Certificate of Achievement for Excellence in Financial Reporting award received by Finance department	Yes	Yes	Yes	Yes
Reduce auto, liability and property claims by 10% annually based on the previous year or the ten year average of 50 claims	45	40	42	38
Time to hire from job posting closing date to job offer	2.1 months	2.0 months	1.25 months	1.25 months
Percent of full time employees completing trial period (measures quality of hire)	100%	100%	88%	100%

A fun fact about the value of our services…

The Tax Collector is working with their tax software vendor, Quality Data Services, on a new procedure that will combine bills mailed to taxpayers with the same name and same address into one envelope. This will include both real estate and motor vehicle taxes. This is part of an ongoing effort to reduce the cost of mailing tax bills by reducing the number of envelopes and postage needed.

ADMINISTRATIVE SERVICES

FY 2015 Goals

1. Monitor employee benefit trends and Health Care Reform provisions. Ensure the town's benefits are in compliance and recommend measures to contain costs while maintaining competitive benefits.

2. Coordinate and complete negotiations with the public works and clerical bargaining unit and the public safety dispatchers bargaining unit and implement negotiated contract provisions.

3. Utilize our insurance carrier's and the broker's staff and their expertise to provide training in liability risks to staff in order to minimize or eliminate those risks by offering employer liability related workshops.

4. Complete the upgrade process for all town computers to either a virtual desktop or Windows 7 with Office 2013.

5. Upgrade the Assessor Appraisal System to conform to Windows 7.

Administrative Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1650	Assessor's Coin-Op Copiers	3,449	1,700	1,700	3,449	1,700	1,700	3,449
1651	Delinquent Property Tax Sale	1,170	-	-	1,170	-	-	1,170
		4,619	**1,700**	**1,700**	**4,619**	**1,700**	**1,700**	**4,619**

#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.

#1651 - Delinquent Property Tax Sale - A public auction was conducted by the tax collector in June 2013 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale were applied to clear the back taxes and release the tax liens. This fund listed above represents the expenses and expense recoveries from the buyers for this sale.

GENERAL GOVERNMENT

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

	FY 2013	FY 2014		FY 2015	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Town Council	11,137	15,170	17,840	17,820	17,820
Boards and Commissions	7,065	18,990	15,260	19,440	19,440
Probate Court	5,585	6,220	6,220	6,600	6,600
Elections	159,260	100,860	121,080	122,850	122,850
Counsel and Legal Advice	138,620	162,290	162,290	163,750	163,750
Town Manager's Office	423,551	435,310	433,910	435,550	435,550
Town Treasurer's Office	3,904	6,720	6,720	6,790	6,790
Independent Audit	23,360	20,860	20,860	20,470	20,470
Intergovernmental Services	42,599	42,690	42,690	42,790	42,790
Community Services	109,069	117,420	117,420	113,550	113,550
Total General Fund	924,150	926,530	944,290	949,610	949,610
Town Support for Education and Charges to Other Departments	49,214	52,010	52,010	52,540	52,540
Special Revenue & Other Funds	10,898	11,290	66,330	11,330	11,330
Total Expenditures	984,262	989,830	1,062,630	1,013,480	1,013,480

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	537,898	506,240	521,840	521,300	521,300
Supplies	32,858	24,480	25,750	25,260	25,260
Services	235,068	269,440	267,320	273,020	273,020
Maintenance & Repair	-	-	-	3,000	3,000
Grants & Contributions	109,069	117,420	117,420	113,550	113,550
Capital Outlay	-	-	-	-	-
Energy & Utility	9,257	8,950	11,960	13,480	13,480
Total	924,150	926,530	944,290	949,610	949,610

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	3,604	6,400	6,400	6,460	6,460
Supplies	-	-	-	-	-
Services	45,610	45,610	45,610	46,080	46,080
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	49,214	52,010	52,010	52,540	52,540

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	408	400	200	200	200
Services	10,490	10,890	16,130	11,130	11,130
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	50,000	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	10,898	11,290	66,330	11,330	11,330

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	541,502	512,640	528,240	527,760	527,760
Supplies	33,266	24,880	25,950	25,460	25,460
Services	291,168	325,940	329,060	330,230	330,230
Maintenance & Repair	-	-	-	3,000	3,000
Grants & Contributions	109,069	117,420	167,420	113,550	113,550
Capital Outlay	-	-	-	-	-
Energy & Utility	9,257	8,950	11,960	13,480	13,480
Total	984,262	989,830	1,062,630	1,013,480	1,013,480

GENERAL GOVERNMENT
Budget Information
Fiscal Year 2011-2015

Expenditures

Expenditures by Category *	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	487,117	491,301	541,502	512,640	528,240	527,760	527,760
Supplies	23,609	25,270	33,266	24,880	25,950	25,460	25,460
Services	351,450	281,175	291,168	325,940	329,060	330,230	330,230
Maintenance & Repair	3,056	-	-	-	-	3,000	3,000
Grants & Contributions	111,038	94,646	109,069	117,420	167,420	113,550	113,550
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	8,867	9,293	9,257	8,950	11,960	13,480	13,480
Total	985,137	901,685	984,262	989,830	1,062,630	1,013,480	1,013,480

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

Funding Sources

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

Funding Source	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund	926,559	843,390	924,150	926,530	944,290	949,610	949,610
Town Support For Education	47,492	47,703	49,214	52,010	52,010	52,540	52,540
Subtotal: Gen. Govt. Gen. Fund	974,051	891,093	973,364	978,540	996,300	1,002,150	1,002,150
Special Rev. & Other Funds	11,086	10,592	10,898	11,290	66,330	11,330	11,330
Total	985,137	901,685	984,262	989,830	1,062,630	1,013,480	1,013,480

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	47	-	920	-	-
Supplies	677	2,150	1,100	1,100	1,100
Services	9,213	11,820	12,100	11,200	11,200
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	5,000	-	-
Energy & Utility	1,200	1,200	3,720	5,520	5,520
Total	11,137	15,170	22,840	17,820	17,820

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

Funding Sources

Town Council expenditures are funded by the General Fund and Special Revenue Funds.

Funding Source:	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Gen. Fund - Town Council	11,137	15,170	17,840	17,820	17,820
Special Revenue Funds	-	-	5,000	-	-
Total	11,137	15,170	22,840	17,820	17,820

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 14 General Fund expenditures are expected to come in over budget by $2,670 or 17.6%. This is primarily due to telecommunications data charges, increased advertising costs for public notices and increased expenses for clerical services at council meetings. The $5,000 in Capital Outlay from the Special Revenue Fund is for an appropriation from the General Fund's fund balance in August 2013 for technology. The FY 15 budget reflects an increase of $2,650 or 17.5% as compared to the FY 14 budget due to the same reasons.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	2,398	2,360	2,110	2,360	2,360
Services	4,583	16,480	13,090	17,020	17,020
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	900	950	900	900	900
Total	7,881	19,790	16,100	20,280	20,280

* 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 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Gen. Fund - Boards and Commissions	7,065	18,990	15,260	19,440	19,440
Special Revenue Funds	408	800	840	840	840
Total	7,473	19,790	16,100	20,280	20,280

There are currently 24 boards, commissions and committees serving the Town of Windsor. Responsibilities include:

- Hearing appeals and rendering decisions on orders issued by the town staff
- Advising the town council, town manager and town staff on specific policies
- Conducting public hearings and granting approvals for proposed or existing activities
- Presiding over specific activities and functions as mandated in the Town Charter, *State of CT General Statutes* and local ordinances.

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $3,690 or 18.6%. This is primarily due to boards under-utilizing special project funding. The FY 15 budget reflects an increase of $490 or 2.5% as compared to the FY 14 budget due to higher expenses for printing and postage.

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	5,285	6,220	6,220	6,600	6,600
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	300	-	-	-	-
Total	5,585	6,220	6,220	6,600	6,600

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

Funding Sources

The town's required expenditures for the Probate Court are funded solely by the General Fund.

Personnel Requirements

Probate staff, including one Judge and several clerks are exempt and are not considered town employees. Probate Court salaries are paid by the court system.

The Probate Court of the District of Windsor was established on July 4, 1855 and was located in the Windsor Town Hall. In 2010 the Windsor Court was consolidated with the towns of South Windsor and East Windsor. In January 2011 this district court was relocated to the South Windsor Town Hall and named the Greater Windsor Probate Court. The judge of probate is elected by the residents of the three communities for a four-year term. Responsibilities include:

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

Budget Commentary

The FY 14 expenditures are expected to come in on budget. The total local share of the district court's budget for FY 15 is $6,600, which is 45.1% of the total district court budget of $14,638. The district Probate Court requests a proportionate share as per Connecticut General Statutes 45a-8, which will be allocated between the serving towns of Windsor, East Windsor and South Windsor. The figures from the Assessor's Grand List of October 1, 2013 were utilized to obtain Windsor's 45.1% proportionate figure of $6,600.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	125,283	81,070	95,830	96,140	96,140
Supplies	23,583	13,940	16,940	15,600	15,600
Services	7,838	3,810	5,810	5,610	5,610
Maintenance & Repair	-	-	-	3,000	3,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,556	2,040	2,500	2,500	2,500
Total	159,260	100,860	121,080	122,850	122,850

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

Personnel Requirements

Elections staff, including two elected registrars, two deputy registrars and election workers are exempt and are not considered town employees.

Products and Services

The Office of the Registrar of Voters is located in the Windsor town hall and is staffed by two elected registrars and two deputy registrars. The registrars supervise all elections and keep the records of approximately 22,000 registered voters. Funds are included for supplies, payroll for election workers and the costs of the annual enumeration.

Budget Commentary

The FY 14 expenditures are expected to come in over budget by $20,220 or 20.0% due to unexpected additional costs from the fourth FY 14 budget referendum that occurred on July 16, 2013 and for a state representative general election that occured on April 11, 2014. The FY 14 estimate includes the July 2013 budget referendum, the November 2013 municipal election, the April 2014 state representative election, and the May 2014 budget referendum. The FY 15 expenditures are $21,990 or 21.8% over the FY 14 Budget due to one additional election, poll worker training and maintenance costs for the voting machines that will no longer be paid for by the state. The FY 15 budget includes the following elections: a state primary in September 2014, a state election in November 2014 and one budget referendum in May 2015.

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	4,660	4,000	4,000	4,000	4,000
Services	153,920	178,250	178,250	180,490	180,490
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	158,580	182,250	182,250	184,490	184,490

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

Funding Sources

Funding Source:	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Gen. Fund - Counsel & Legal Advice	138,620	162,290	162,290	163,750	163,750
Town Support for Education	19,960	19,960	19,960	20,740	20,740
Total: General Fund Budget	158,580	182,250	182,250	184,490	184,490

The town attorney is the legal advisor of the town council, board of education, town manager and other town officials, boards and commissions. Appointed by the town council for a two-year term, the town attorney protects the rights of the town in actions, suits or proceedings brought by or against it or any of its departments, officers, agencies, boards or commissions. Responsibilities include:

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

Budget Commentary

The breakdown of the town attorney's budget is as follows:

	FY 14	FY 15
Retainer	81,349	82,975
Litigation @ $175/hour	48,000	48,000
Conflict contingency	5,000	5,000
Books and periodicals	4,000	4,000
Membership fees	110	110
Total Cost	138,459	140,085

The remainder of the FY 14 and FY 15 Counsel and Legal Advice budget is for contingencies for unanticipated legal issues, property tax appeals, outside legal counsel, etc.

TOWN MANAGER'S OFFICE

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	408,964	418,780	418,670	418,670	418,670
Supplies	1,948	2,400	1,800	2,400	2,400
Services	8,638	9,670	8,900	10,220	10,220
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,001	4,460	4,540	4,260	4,260
Total	423,551	435,310	433,910	435,550	435,550

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

Funding Sources

Town Manager expenditures are funded solely by the General Fund.

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Exempt - Town Manager	1.00	1.00	1.00	1.00	1.00
Regular Full Time Employees	2.00	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.40	0.40	0.40	0.40	0.40
Total FTEs	3.40	3.40	3.40	3.40	3.40

The Town Manager is the Chief Executive Officer of the town and is responsible to the town council for the administration of all designated departments, agencies and offices. Responsibilities include:

Town Council

- Propose the adoption of policies to improve the health, safety and welfare of the town; uphold those policies adopted by council
- Keep council informed of the financial condition and future needs of the town
- Communicate the policies and financial plans of the town by submission of the annual budget
- Provide processes for the efficient and effective purchase of supplies using budgeted funds.

Town Staff

- Serve the needs of the community by hiring qualified and competent individuals
- Create an environment that encourages town employees to focus on the customer, deliver superior services, strive for continuous improvement and recommend increasingly efficient use of resources.

Community

- Guide the balanced growth of Windsor by promoting economic development effort
- Represent Windsor among other towns, states and regional organizations to exchange effective ideas and to promote policies
- Serve residents by keeping the community informed on town affairs, encouraging dialogue between citizens and municipal officers and improving the quality and range of public service.

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $1,400 or 0.3%. This is primarily due to reduced meeting expenses and purchasing fewer office supplies and gasoline. The FY 15 budget reflects an increase of $240 or 0.1%.

TREASURER

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	7,208	12,790	12,790	12,920	12,920
Supplies	-	30	30	30	30
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	300	300	300	300	300
Total	7,508	13,120	13,120	13,250	13,250

* 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 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - Treasurer	3,904	6,720	6,720	6,790	6,790
Town Support for Education	3,604	6,400	6,400	6,460	6,460
Total: Gen. Fund Budget	7,508	13,120	13,120	13,250	13,250

Personnel Requirements

Full Time Equivalents (FTE)	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	-	-	-	-	-
Part Time and Temporary	0.09	0.21	0.21	0.21	0.21
Total	0.09	0.21	0.21	0.21	0.21

The town treasurer is appointed for a two-year term by the town council. Responsibilities of this part-time office include:

- Reconciliation of the town and board of education monthly bank statements
- Countersigning of all town and board of education checks.

Budget Commentary

The FY 14 expenditures are expected to come in on budget. The FY 15 budget reflects an increase of $130 or 1.0% as compared to the FY 14 budget due to Personal Services.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	59,500	57,000	57,000	56,300	56,300
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	59,500	57,000	57,000	56,300	56,300

* 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 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund – Audit	23,360	20,860	20,860	20,470	20,470
Town Support for Education	25,650	25,650	25,650	25,340	25,340
Subtotal: Gen. Fund Budget	*49,010*	*46,510*	*46,510*	*45,810*	*45,810*
Charges to:					
Landfill Enterprise Fund	4,490	4,490	4,490	4,490	4,490
Caring Connection Enterprise Fund	3,000	3,000	3,000	3,000	3,000
Day Care Enterprise Fund	3,000	3,000	3,000	3,000	3,000
Subtotal: Other Funds	*10,490*	*10,490*	*10,490*	*10,490*	*10,490*
Total	59,500	57,000	57,000	56,300	56,300

An annual audit is conducted by an independent public accounting firm appointed by the town council. The auditor ensures the lawful expenditure of local revenues as well as state and federal grants. The auditor also reports on management or record keeping practices that need improvement. The auditing entity does this by:

- Auditing general purpose financial statements and all governmental, proprietary, fiduciary funds and account groups of the town and board of education
- Assisting town staff in the preparation of the Comprehensive Annual Financial Report (CAFR)
- Conducting federal and state single audits and preparing required reports
- Conducting compliance audits as applicable in accordance with Generally Accepted Accounting Principles (GAAP)
- Reviewing State Department of Education reports including the ED001, ED006 and DTL forms
- Preparing a management letter that includes audit findings and recommendations affecting internal controls, accounting systems and legality of actions.

Budget Commentary

The FY 14 expenditures are expected to come in on budget. These expenditures are costs incurred from the audit of the FY 13 financial statements. The FY 15 budget will be used to pay costs incurred from the audit of the FY 14 financial statements. This budget represents the first year of a new three year audit service agreement the town council approved in March 2014.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	42,599	42,690	42,690	42,790	42,790
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	42,599	42,690	42,690	42,790	42,790

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

Funding Sources

Intergovernmental Services expenditures are funded solely by the General Fund.

Intergovernmental Services are funds that assist the town in developing and maintaining effective, cooperative relationships with federal, state, regional and other town governments and in obtaining maximum intergovernmental support and research for town programs. The forums and mechanisms for these cooperative relationships include:

- Contributions to the Capitol Region Council of Governments
- Ongoing review of federal and state proposed legislation, regulations, rate setting activities and regional affairs, taking appropriate steps to serve the town's interests
- Contributions to the Greater Hartford Transit District
- Contributions to the Connecticut Conference of Municipalities for membership.

Budget Commentary

Services:	FY 2014 Budget	FY 2015 Budget
Capitol Region Council of Governments	19,840	19,840
Connecticut Conference of Municipalities	19,170	19,170
Greater Hartford Transit District	3,680	3,780
	42,690	*42,790*

COMMUNITY SERVICES

Expenditures

Expenditures by Category	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	109,069	117,420	167,420	113,550	113,550
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	109,069	117,420	167,420	113,550	113,550

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 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Gen. Fund - Community Services	109,069	117,420	117,420	113,550	113,550
Special Revenue Funds	-	-	50,000	-	-
Total	109,069	117,420	167,420	113,550	113,550

	Budget FY 2014	Adopted FY 2015
Archer Memorial A.M.E. Zion Church Supports Windsor Freedom Trail activities given that Windsor has four official Freedom Trail sites on the Connecticut Freedom Trail. *Requested $3,700*	$3,700	$3,700
Celebrate Wilson Supports an event in the Wilson section of town. *Requested $1,000*	$900	$1,000
Cable Television - WIN-TV Contributes to WIN-TV, Windsor's local cable station. *Requested $4,500*	$4,500	$4,500
Farmington River Watershed Supports the restoration and conservation of the natural resources of this watershed. *Requested $1,860*	$1,350	$1,860
Fire Explorers Provides personal development and teamwork programs to Windsor youth. *Requested $10,000*	$9,000	$10,000
First School Society Supports maintenance efforts at the Palisado Cemetery. *Requested $810*	$810	$810
First Town Downtown Supports community efforts to revitalize downtown businesses. *Requested $20,000*	$20,000	$20,000
Hartford Interval House Provides services to Windsor residents who are victims of domestic violence. *Requested $2,000*	$1,800	$2,000
Housing Education Resource Center Supports the provision of housing counseling and assistance services to Windsor residents through the Direct Services Program. *Requested $2,100*	$1,800	$2,100

COMMUNITY SERVICES (cont.)

	Budget FY 2014	Adopted FY 2015
Holiday Observance Supports the commemoration of Veterans and Memorial Day. *Requested $5,950*	$5,950	$5,950
Network Against Domestic Abuse Provides free support services to Windsor residents who are victims of domestic abuse. *Requested $1,350*	$1,350	$1,350
Community Health Resources (North Central Counseling Services) Supports mental health services for Windsor residents. *Requested $12,500*	$12,500	$12,500
Police Cadets Provides personal development and teamwork programs to Windsor youth. *Requested $10,000*	$9,000	$10,000
Riverfront Recapture Supports a regional effort to restore access to the Connecticut River. *Requested $750*	$680	$750
Shad Derby Supports the activities of the Shad Fest Bureau. *Requested $5,000*	$4,050	$5,000
Tourism Grant to Chamber of Commerce Promotes tourism and increases small business opportunities. *Requested $15,000*	$13,500	$15,000

	Budget FY 2014	Adopted FY 2015
Volunteer Appreciation Provides support for a number of functions to recognize the town's many volunteers. *Requested $9,500*	$9,500	$9,500
Celebrate Windsor - SummerWind Non-profit organization established to manage the outdoor amphitheater and promote a range of cultural arts programs. *Requested $0*	$10,000	$0
Early Childhood Council Help support early childhood programs including resource EXPO and education/skill building classes for parents. *Requested $5,500*	$5,000	$5,500
North Central Regional Mental Health Board Helps determine and monitors local mental health services. *Requested $2,030*	$2,030	$2,030

Boards and Commissions

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
5250	One Book One Windsor	1,335	-	-	1,335	-	-	1,335
5252	Bridge Builder's Award	-	840	840	-	840	840	-
5254	Town Council Technology	-	5,000	5,000	-	N/A	N/A	N/A
5255	Windsor Historical Society	-	50,000	50,000	-	N/A	N/A	N/A
		1,335	**55,840**	**55,840**	**1,335**	**840**	**840**	**1,335**

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

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

#5254 - Town Council Technology - This fund was created based on a town council appropriation on August 5, 2013.

#5255 - Windsor Historical Society - This fund was created based on a town council appropriation on August 5, 2013.

GENERAL SERVICES

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

	FY 2013	FY 2014		FY 2015	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Debt Service - Principle	2,757,000	2,940,000	2,940,000	2,903,840	2,903,840
Debt Service - Interest	1,023,990	742,760	742,760	713,930	713,930
Sewer Services	2,987,600	3,106,500	3,061,650	3,205,250	3,205,250
Great Pond Improvement District Transfer	-	-	-	130,000	130,000
Workers Comp. & Liability Insurance	877,130	851,530	851,530	910,020	910,020
Retiree Health Benefit and Retirement Actuarial Costs	798,816	825,760	855,760	757,660	757,660
Revaluation	20,000	15,000	15,000	20,000	20,000
Other Post-Employment Benefits (OPEB)	-	-	-	187,500	187,500
Recycling Services	427,219	429,550	429,550	431,170	431,170
Capital Projects	331,500	-	-	843,000	843,000
Tax Refunds--Prior Year	15,340	20,000	20,000	20,000	20,000
Open Space	-	-	-	100,000	100,000
Total Expenditures	9,238,595	8,931,100	8,916,250	10,222,370	10,222,370

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $14,850 or 0.2%. This is mainly due to savings from the Metropolitan District Commission (MDC) sewer payment offset by additional expenditures related to retirement actuarial costs. The FY 15 budget reflects an increase of $1,291,270 or 14.5% and is due to increases in MDC sewer payments, workers compensation and liability insurance costs and recycling services. Also contributing to the increase for FY 15 is proposed funding for capital projects and open space, and also new proposed funding for other post-employment benefits and the Great Pond improvement district transfer. These are both new programs for FY 15.

DEBT SERVICE

Debt Services are costs associated with bonds and notes sold by the town for a variety of projects approved at various periods of time. Principle is the amount allocated annually to reduce the total debt for the town. Interest is the annual cost of all borrowings.

Expenditures

	FY 2014		FY 2015	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Debt Service – Principle	4,788,000	4,750,000	5,076,680	5,076,680
Debt Service – Interest	1,226,000	1,264,000	1,305,780	1,305,780
Total Debt Service	6,014,000	6,014,000	6,382,460	6,382,460

Funding Sources

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund – General Services	3,682,760	3,682,760	3,617,770	3,617,770
Use of General Fund Fund Balance	-	-	-	-
Town Support for Education	2,331,240	2,331,240	2,764,690	2,764,690
Total	6,014,000	6,014,000	6,382,460	6,382,460

2014-2015 DEBT SUMMARY

Appendix F illustrates detailed debt schedules and summaries of principal and interest payments on all bonded projects as of June 30, 2013. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be $43,100,000. Anticipated school construction grant receivables are expected to offset this amount by $54,380.

				FY 2015 Payments		
	Total Debt	Less Anticipated Grants	Net Debt	Principle	Interest	Total
SCHOOLS *	16,999,000	54,380	16,944,620	2,172,840	591,850	2,764,690
TOWN	26,101,000	-	26,101,000	2,903,840	713,930	3,617,770
TOTAL	43,100,000	54,380	43,045,620	5,076,680	1,305,780	6,382,460

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

SEWER SERVICE

Expenditures

Expenditure by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Sewer Services	3,106,500	3,061,650	3,205,250	3,205,250

Funding Sources

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - General Services	3,106,500	3,061,650	3,205,250	3,205,250
Non-General Fund	-	-	-	-
Total	3,106,500	3,061,650	3,205,250	3,205,250

The Metropolitan District Commission (MDC) is a non-profit municipal corporation that was established in 1929 by Special Act 511 of the Connecticut General Assembly. Member municipalities in the district include the City of Hartford and the towns of East Hartford, West Hartford, Wethersfield, Rocky Hill, Newington, Bloomfield and Windsor. The total population served by the district is approximately 400,000. Sewer Service provides funds for the payment of the MDC charges for sewer services to the residents of Windsor. The MDC charge is based on the tax collections of Windsor in proportion to the tax collections of the other seven towns in the district.

GREAT POND IMPROVEMENT DISTRICT TRANSFER

Expenditures

Expenditure by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Great Pond Improvement District Transfer	-	-	130,000	130,000

Funding Sources

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - General Services	-	-	130,000	130,000
Non-General Fund	-	-	-	-
Total	-	-	130,000	130,000

Great Pond Village is a multi-phased mixed-use development. The Town of Windsor entered into an interlocal agreement with the Gread Pond Village Improvement District where the town would participate with the infrastucture improvements. New taxes attributed to the expansion and growth of the Great Pond development would be shared equally. The town will keep 50% of the new taxes collected and the district will receive the other 50% to be used to pay the district's debt retirement for the infrastructure improvements. There will be no town debt issued for this project. The incremental taxes will include only real estate and personal property. There will be no revenue sharing for motor vehicle taxes.

Estimated taxes collected for Great Pond Village	**FY 15**
Real Estate	320,000
Personal Property	18,095
Total Estimated	**338,095**
Less Non-Incremental Taxes	(78,095)
Total incremental taxes	**260,000**
Allocation Percentage:	50%
Town Share	130,000
District Share (Transfer to Great Pond Improvement District Fund)	130,000

WORKER'S COMPENSATION & LIABILITY INSURANCE

Expenditures

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Worker's Comp & Liability Insurance	1,668,370	1,668,370	1,778,050	1,778,050

Funding Sources

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - General Services	851,530	851,530	910,020	910,020
Town Support for Education	816,840	816,840	868,030	868,030
Subtotal: General Fund	1,668,370	1,668,370	1,778,050	*1,778,050*
Special Revenue Fund	-	-	-	-
Insurance Internal Service Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	1,668,370	1,668,370	1,778,050	1,778,050

The Town of Windsor is exposed to various risks of loss related to torts, thefts, damage or destruction of its property, on-the-job injury to its employees and natural disasters, all of which are covered by some form of insurance. Due to prohibitive cost, the town has chosen to manage a certain amount of its risks internally and has set aside assets to settle those claims. To meet these obligations, the town has established an Insurance Internal Service Fund out of which premiums, administrative costs and claims are paid. The Internal Service Fund receives revenue during the year from the General Fund and the town's three enterprise funds, as well as refunds and adjustments based on prior years' claims.

Annual payments from the General Fund to the Insurance Internal Service Fund are made to cover the town's exposure to loss from liability, employee injury, property damage, theft and misappropriation of assets (see Section R).

The FY 15 General Services and Town Support for Education break out is itemized as follows:

	General Services	Town Support For Education	Total
Auto	105,400	9,100	114,500
Comprehensive General Liability	55,850	108,500	164,350
Catastrophe Coverage (umbrella)	90,100	57,600	147,700
Public Official's Liability	28,000	-	28,000
Football and Sports Accidents	-	15,000	15,000
Employee Protection	72,900	-	72,900
School Board Errors & Omissions	-	28,000	28,000
Property Protection	53,750	145,350	199,100
Employee Security	6,500	-	6,500
Statutory	7,970	14,930	22,900
Workers Comp.	455,550	455,550	911,100
Excess Workers Comp.	34,000	34,000	68,000
Total	**910,020**	**868,030**	**1,778,050**

RETIREE HEALTH BENEFITS AND RETIREMENT PLAN ACTUARIAL COSTS

The Town of Windsor provides health, dental and prescription insurance coverage to retirees. Actuarial and defined benefit plan advisor costs are also included in this section of the budget. The amount of funding required by the General Fund to contribute to these costs is included in this section of the budget document.

Total Expenditures

	FY 2014		FY 2015	
Expenditures by Category	Budget	Estimate	Budget	Approved
Retiree Health Benefits	1,003,700	1,003,700	933,450	933,450
Retirement Plan Actuarial Costs	55,000	90,000	74,000	74,000
Total	1,058,700	1,093,700	1,007,450	1,007,450

Funding Sources

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Budget	Approved
General Fund - General Services	825,760	855,760	757,660	757,660
Retiree Copays	232,940	232,940	245,070	245,070
Insurance Internal Service Fund	-	-	-	-
Total	1,058,700	1,088,700	1,002,730	1,002,730

Funded By General Fund - General Services - FY 2015

Retiree Health Benefits *$683,660*

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

Retirement Plan Actuarial Costs *$36,000*

- Provides funding for actuarial reviews to comply with GASB (Governmental Accounting Standards Board) statements dealing with retirement services and plan management financial analysis.

Retirement Plan Investment Consultant Costs *$35,000*

- Provides funding for investment conultant to manage defined benefit plan investments.

OPEB (Other Post Employment Benefits) *$3,000*

- Provides funding for OPEB disclosures to comply with GASB (Government Accounting Standards Board) Statement No. 45.

OTHER POST-EMPLOYMENT BENEFITS (OPEB)

Expenditures

Expenditure by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Other Post-Employment Benefits	-	-	390,000	390,000

Funding Sources

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund - General Services	-	-	187,500	187,500
Town Support for Education	-	-	62,500	62,500
Transfer from Insurance Internal Service Fund	-	-	140,000	140,000
Total	-	-	390,000	390,000

Other Post-Employment Benefits, also known as OPEB, are a form of deferred compensation consisting primarily of health insurance benefits for retirees, their spouses and beneficiaries. Starting in FY 15, the town will begin to deposit, or "pre-fund" future retiree health benefits into a trust fund. Pre-funding allows actuaries to use more favorable actuarial assumptions in the valuation process, which can result in significantly lower liabilities. Additionally, a trust allows for assets to accumulate and earn better rates of return from higher yielding investments than that of general operating funds. This helps to assist in paying OPEB costs, and increases financial and budgetary flexibility. This contribution is the first in a multi-year strategy to eventually fund the town's OPEB obligation in full.

REVALUATION

Expenditures

Expenditure by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Revaluation	100,000	70,850	20,000	20,000

Funding Sources

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
General Fund	15,000	15,000	20,000	20,000
Special Revenue Fund	85,000	55,850	-	-
Total	100,000	70,850	20,000	20,000

Budget Commentary

Revaluation is the mass appraisal of all property within the town to determine the fair market value for municipal tax purposes. The last revaluation was for the Grand List dated October 1, 2013. This revaluation has been completed and will effect property taxes in FY 15. The funding for the Revaluation account for FY 15 is estimated at $20,000, which will allow the balance to accumulate and provide the necessary funds for the next required revaluation which will occur for the Grand List dated October 1, 2018. The estimated cost for the next revaluation, including legal appeals, is approximately $100,000.

RECYCLING

The Town of Windsor contracts for curbside pick-up and disposal of recyclable materials for Windsor residences. In addition to promoting resource conservation, it helps the town meet state-mandated recycling goals. Leaf collection is also funded in this account.

Expenditures

	FY 2014		FY 2015	
Expenditure by Category	Budget	Estimate	Proposed	Adopted
Recycling	429,550	429,550	431,170	431,170

Funding Sources

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	429,550	429,550	431,170	431,170
Non-General Fund	-	-	-	-
Total	429,550	429,550	431,170	431,170

Funded By General Fund - General Services - FY 2015

Curbside Collection Services — *$359,300*

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

Leaf Collection Services — *$55,570*

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

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

- Contract with the Transfer Station Enterprise Fund for the oversight and administration of contracts related to curbside recycling collection and disposal and bagged leaf collection
- Track and report quarterly and annually to the CT Department of Environmental Protection the status of residential and commercial recycling programs in Windsor.

Budget Commentary

The FY 14 expenditures are expected to come in on budget. The FY 15 budget is based on a the first year of a new seven year agreement for curbside collection services and a 3% increase for leaf collection services.

CAPITAL PROJECTS

Capital Projects are projects in the town's six year Capital Improvement Program that are financed using a variety of funding sources including bond proceeds, state and federal aid and General Fund resources. Projects or specific phases of projects that are financed out of the General Fund are referred to as "pay as you go" projects. The funding for these projects comprise one account in the General Services section of the budget.

Expenditures

	FY 2014		FY 2015	
Expenditure by Category	Adopted Budget	Estimate	Proposed	Adopted
Capital Projects – Town	5,942,586	6,934,000	10,812,181	10,812,181
Capital Projects – Schools	3,904,085	3,767,300	4,712,142	4,712,142
Total Capital Projects	9,846,671	10,701,300	15,524,323	15,524,323

Funding Sources

	FY 2014		FY 2015	
Funding Source	Adopted Budget	Estimate	Proposed	Adopted
General Services – Capital Projects	-	-	843,000	843,000
Town Support for Education	-	-	-	-
Subtotal – General Fund	-	-	843,000	*843,000*
Other Funds	9,846,671	10,701,300	14,681,323	14,681,323
Total	9,846,671	10,701,300	15,524,323	15,524,323

Budget Commentary

The town and school projects included in the proposed FY 15 Capital Improvement Program are summarized in the total above. Details can be found on the next page (Q-11). On this page, "Other Funds" include new bonding authorizations, state and federal grants, appropriations from the General Fund fund balance, appropriations from the Capital Projects Fund fund balance, and appropriations from other town funds and private sources. The General Fund increase for FY 15 will be put toward the pavement management program and vehicle and equipment replacement.

CAPITAL PROJECTS

Anticipated FY 2015 Capital Improvement Projects

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Grants	Enterprise Funds	Other Sources
FY 2015						
Pavement Management Program	584,330	400,000		184,330		
Sidewalk and Curb Replacement Program	40,000	40,000				
Pavement Resurfacing at Town Facilities & Schools	155,669		155,669			
Stormwater Management Improvements	506,688		506,688			
Street Reconstruction - Batchelder Rd (Construction)	629,974		629,974			
Day Hill Road Capacity Improvements - Coordinated Signal System Installation (Design & Construction)	934,800			852,800		82,000 [1]
Streetlight Replacement Program	137,000					137,000 [2]
Street and Traffic Sign Management Program	18,000					18,000 [1]
Fleet and Public Works Equipment Replacement	378,000	378,000				
Expansion of Public Safety Complex (Concept Design)	110,000					110,000 [1]
Fire Department - Tower Ladder Truck Replacement	1,248,247		1,248,247			
Dog Pound Relocation (Construction)	619,109		619,109			
Traffic Calming Devices	95,000					95,000 [1]
Broad St. Signal Modification Design	25,000	25,000				
Traffic Signal at Windsor Avenue and Corey Street (Design and ROW)	58,300					58,300 [1]
Day Hill Road Pedestrian Circulation Enhancements	276,455		276,455			
Wilson Route 159 Corridor Enhancement Program (Phase I)	778,989			778,989		
Town Facility Improvements - HVAC, Electricity & Energy (Town Hall)	627,270		627,270			
Town Facility Improvements - Town Hall Windows and Egress Doors Replacement	212,440		212,440			
Town Facility Improvements - Town Hall Interior Renovations (Phase I)	158,510					158,510 [1]
Athletic Field Improvements - LP Wilson	158,400					158,400 [1]
Landfill Closure	2,465,000				2,465,000	
Landfill Methane Gas Collection	595,000				595,000	
BOE - Clover St. School - Convert Steam Heat to Hot Water and Add AC (Construction)	2,350,000		2,350,000			
BOE - Heating System Conversions at Windsor HS & Oliver Ellsworth Elementary	314,000					314,000 [3]
BOE - Mechanical Systems Energy Efficiencies (Study)	35,000					35,000 [1]
BOE - Oliver Ellsworth School - Code Compliance Upgrade (Design)	40,020					40,020 [1]
BOE - Sage Park Middle School - Alternative Energy and Energy Efficiencies (Phase I)	1,831,122		1,831,122			
BOE - School Window Replacement	142,000					142,000 [2]
Subtotal FY 2015	15,524,323	843,000	8,456,974	1,816,119	3,060,000	1,348,230
FY 2015 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2015	0	0	0	0	0	0
GRAND TOTAL FY 2015	**15,524,323**	**843,000**	**8,456,974**	**1,816,119**	**3,060,000**	**1,348,230**

[1] *Capital Projects Fund Balance (Total = $755,230)*

[2] *Debt Service Reserve (Total = $279,000)*

[3] *General Fund Balance (Total = $314,000)*

TAX REFUNDS - PRIOR YEAR

Prior year tax refunds are issued by the town if there is an adjustment to the taxable value of a property for a prior year assessment. These payments constitute an expense to the town (refunds for the current year show as a reduction of revenue). This item can vary significantly from year to year. They are mandatory payments outside the managerial control of a department.

Expenditures

	FY 2014		FY 2015	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Tax Refunds Prior Year	20,000	20,000	20,000	20,000

Funding Sources

	FY 2014		FY 2015	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	20,000	20,000	20,000	20,000
Total	20,000	20,000	20,000	20,000

OPEN SPACE

Expenditures

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Approved
Open Space	300,000	12,000	250,000	250,000

Funding Sources

Funding Source	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Approved
General Fund	-	-	100,000	100,000
Non-General Fund (Open Space Fund)	300,000	12,000	150,000	150,000
Total	300,000	12,000	250,000	250,000

Budget Commentary

The Open Space Fund was created in January 2003 for the purpose of receiving payments in lieu of open space as well as donations and appropriations for the acquisition and preservation of open space. Projected fund balance in the Open Space Fund as of June 30, 2014 is $536,119. It is proposed that the annual General Fund contribution be established in the amount of $100,000 beginning in FY 15.

SPECIAL REVENUE FUNDS

General Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1630	Revaluation	84,049	15,000	55,850	43,199	20,000	-	63,199
1703	Open Space Fund	344,119	204,400	12,000	536,519	104,440	250,000	390,959
		428,168	**219,400**	**67,850**	**579,718**	**124,440**	**250,000**	**454,158**

#1630 - Revaluation - This fund provides the revenue source to conduct annual revaluations. Budgeted expenditures for FY 14 represent costs associated with the revaluation for the 10/1/2013 grand list.

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. They can also be used to improve open spaces and conduct other open space related activities.

INSURANCE INTERNAL SERVICE FUND

An Internal Service Fund is a proprietary fund which is similar in nature to an enterprise fund (business-type accounting). However, it is internally rather than externally focused. An internal service fund (also called intergovernmental service fund, working capital fund, or revolving fund) is used when one service unit within the town finances the goods and/or services provided to another service unit on a cost reimbursement basis. An internal service fund allows the town to determine the total cost of providing a service by isolating the accounting for this service into separate funds and by matching the total cost of providing this service with the user charge revenues generated by it. Each service or capital project served by an internal service fund includes in its budget an amount sufficient to cover the estimated cost of the goods/services to be serviced from the internal service fund. Internal service funds normally recover their complete cost of operations without producing any significant profit.

Insurance Internal Service Fund - Finances both the current cost of the town's insured and self-insured programs and future obligations of the town's risk management program.

Liability Insurance: The town utilizes a variety of insurance programs to provide coverage against liability exposures. The Insurance Commission along with the town's agent of record provides coordination in the purchase of insurance policies for various coverages, high deductibles and limits. The town presently utilizes high deductibles to assist in controlling cost.

Self Insurance Workers Compensation: This program is utilized for paying first dollar claims for injuries sustained by town and Board of Education employees who qualify to receive benefits as injured employees under state law.

Each year the town allocates funds to be used to pay claims below the $500,000 retention limit. The town purchases insurance for claims in excess of $500,000. The funds are also used for third party claims, administrative services, excess insurance policy premium and costs associated with centralized safety and training.

Employee/Retiree Benefits: This program accounts for the town's costs for benefits including life insurance and disability for employees and health insurance costs for employees, retirees, and eligible dependents.

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 Argonaut. The town has a $1,000,000 policy limit.

Boiler Insurance - Coverage for loss or damage to objects, structures and personal property of the insured resulting from accidents to heating, air conditioning, cooking, power generating or driven machinery and equipment. Our current policy has a $100,000,000 limit and a $5,000 deductible. The policy is with Hartford Steam Boiler Insurance.

General Liability - A broad form of liability insurance to protect the insured against claims for bodily injury and property damage arising from the insured premises, operations, products, completed operations or contractual liability. Our current policy has a limit of $1,000,000 per occurrence and a $3,000,000 aggregate per location. Our current policy is with Argonaut.

Excess Workers Compensation - Insures against losses in excess of a self-insured retention for benefits specifically provided by the Workers Compensation or Occupational Disease Laws in the State of Connecticut. Our current self-insured retention is $500,000 for both the Board of Education employees and town operations. The Excess Insurer which provides coverage over the retention has statutory limits (state limits). Insurance is with Safety National.

Employee Blanket Bond/Crime - Crime coverage includes Faithful Performance (F/P) and Employee Dishonesty (E/D) which indemnifies the town for a loss caused by failure of an employee and loss of money, securities or any property due to acts of fraud, dishonesty, forgery, theft, embezzlement, or willful misappropriation from a covered town employee. Current coverage for F/P & E/D has a limit of $1,000,000 and a $2,500 deductible. Our insurance policy is with Travelers.

Catastrophe Coverage/Umbrella - Protects the insured against claims in excess of the limits of the primary General Liability, Automobile Liability, Police Professional, Public Officials Liability, and School Board Errors and Omissions policies. Current coverage limits are $10,000,000 per occurrence and aggregate with a self-insured retention of $10,000. Our insurance is with Argonaut. The Town also has an additional $5,000,000 layer with AAIC.

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

Police Professional Liability - Coverage for alleged violations of civil rights (i.e., false arrest, excessive force) by the town's law enforcement employees. Current coverage limits are $1,000,000 per person, per occurrence, and aggregate with a $10,000 deductible. Our insurance is with Argonaut.

Football and Sports Accident - Insures against excess losses resulting directly and independently of all other causes from accidental bodily injury to insured players, managers and coaches sustained while participating in a scheduled game, tournament or practice session and/or while traveling directly to or from such game or practice session. Current coverage limits depend on the injury sustained. Our current coverage is with National Fire Mutual Insurance.

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

Fiduciary Liability - Provides coverage for pension plan administrators against liability from alleged mismanagement of the town employee's pension fund. Out current coverage limit is $1,000,000 annual aggregate with a $5,000 deductible. Our policy is with St. Paul/Travelers.

School Board Errors & Omissions - Coverage against claims arising out of any actual or alleged breach of duty, neglect, error, misstatement, misleading statement or omission committed solely in the performance of duties by an employee of the Board of Education. Our current coverage limits are $1,000,000 per occurrence and aggregate with a $10,000 deductible. Our insurance is with Ace.

Property Policy - Special coverage for loss or damage to town-owned property, contents and personal property of the insured, including extra expense and rental value. Our current coverage limits are replacement value on properties with a $25,000 deductible, property coverage is for $194,314,576. This also includes $10,000,000 in coverage for damages caused by flood and earthquake with a $50,000 deductible and $25,000 deductible respectively. There is terrorism coverage as well. Our current policy is with AIG.

Inland Marine (including Watercraft Coverage) - Physical damage coverage for portable equipment including contractors and fire department equipment, computers, valuable papers, accounts receivable and watercraft. Our current coverage limits and deductibles vary per type of property insured. Our insurance is with AIG.

Nurse Professional Liability - A form of liability insurance to protect town and school nurses against claims of alleged malpractice. Our current policy has a $1,000,000 limit with Chicago Insurance Company.

Landfill Premises Liability - A form of liability insurance to protect the town from claims at and on the landfill premises. The current policy has a $1,000,000 limit. Our insurance is with Nautilis Insurance Company.

LIABILITY INSURANCE
INSURANCE INTERNAL SERVICE FUND

The town utilizes a variety of insurance programs to provide coverage against liability exposures. The Insurance Commission along with the town's agent of record provides coordination in the purchase of insurance policies for various coverages, high deductibles and limits. The town presently utilizes high deductibles to assist in controlling costs.

	FY 2013	FY 2014		FY 2015	
	Actual	Budget	Estimate	Proposed	Approved
PUBLIC LIABILITY					
Comprehensive Gen. Liability/Auto	262,300	270,170	270,170	278,850	278,850
Catastrophe Coverage (umbrella)	138,600	142,700	142,700	147,700	147,700
Public Officials' Liability	28,000	28,000	28,000	28,000	28,000
Football and Sports Accident	15,000	15,000	15,000	15,000	15,000
SubTotal - Public Liability	*443,900*	*455,870*	*455,870*	*469,550*	*469,550*
EMPLOYEE PROTECTION					
Civil Defense Accident	1,100	1,100	1,100	-	-
Volunteer Firemen Accident	21,000	21,400	21,400	21,900	21,900
Police Professional Liability	35,000	35,000	35,000	35,000	35,000
Pension Fiduciary Liability	14,000	14,000	14,000	14,000	14,000
School Board Errors & Omissions	28,000	28,000	28,000	28,000	28,000
Heart and Hypertension	100,000	-	-	-	-
Special Medical Claims	2,000	2,000	2,000	2,000	2,000
SubTotal - Employee Protection	*201,100*	*101,500*	*101,500*	*100,900*	*100,900*
PROPERTY PROTECTION					
Property including Flood/Earth	157,800	162,500	162,500	172,000	172,000
Inland Marine including Watercraft	11,000	11,000	11,000	11,000	11,000
Boiler	15,300	16,100	16,100	16,100	16,100
SubTotal - Property Protection	*184,100*	*189,600*	*189,600*	*199,100*	*199,100*
SECURITY					
Employee Blanket Bond (Crime)	6,500	6,500	6,500	6,500	6,500
SubTotal - Security	*6,500*	*6,500*	*6,500*	*6,500*	*6,500*
STATUTORY					
Constable's Bond	1,000	1,000	1,000	1,000	1,000
Tax Collector's Bond	1,200	1,200	1,200	1,200	1,200
Nurse Professional	7,700	7,700	7,700	7,700	7,700
Psychologists	13,000	13,000	13,000	13,000	13,000
SubTotal - Statutory	*22,900*	*22,900*	*22,900*	*22,900*	*22,900*
Total - Liability Insurance	858,500	776,370	776,370	798,950	798,950

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 2013	FY 2014		FY 2015	
	Actual	Budget	Estimate	Proposed	Approved
Workers Compensation	700,000	832,000	832,000	911,100	911,100
Excess Workers Comp. Premium	57,000	60,000	60,000	68,000	68,000
Total - Workers Compensation	757,000	892,000	892,000	979,100	979,100

BUDGET COMMENTARY

Each year the town allocates funds to be used to pay claims below the $500,000 retention limit. The town's excess insurance provides protection for single claims or any one event involving several employees in which the cost exceeds $500,000. The funds are also used for third party claims, administrative services, excess insurance policy premium and costs associated with centralized safety and training. The Worker's Compensation appropriation is increasing to help restore the reserve account due to claim history in recent years.

EMPLOYEE/RETIREE BENEFITS
INSURANCE INTERNAL SERVICE FUND

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

BENEFITS	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Cost:					
Health	2,671,757	3,451,520	3,166,000	3,461,250	3,461,250
Dental	193,012	203,000	210,000	234,400	234,400
Prescriptions	558,334	675,440	600,000	662,190	662,190
Life	59,664	50,500	41,300	36,000	36,000
Disability	149,568	165,000	137,500	130,000	130,000
Subtotal Benefit Cost	3,632,335	4,545,460	4,154,800	4,523,840	4,523,840
Less Reimbursements:					
Employee Copay Health/Dental/Prescription	(501,622)	(551,110)	(549,880)	(599,700)	(599,700)
Retiree Copay Health/Dental/Prescription	(199,404)	(232,940)	(232,940)	(249,790)	(249,790)
Prescription Rebates	(53,142)	(50,000)	(50,000)	(50,000)	(50,000)
Landfill Allocated Costs	(99,180)	(100,500)	(100,500)	(99,300)	(99,300)
Child Day Care Allocated Costs	(198,360)	(201,000)	(201,000)	(182,050)	(182,050)
Adult Day Care Allocated Costs	(57,860)	(58,630)	(58,630)	(57,930)	(57,930)
Community Development Allocated Costs	(33,060)	(33,500)	(33,500)	(33,100)	(33,100)
Insurance Fund Allocated Costs	(16,530)	(16,750)	(16,750)	(16,550)	(16,550)
Subtotal Reimbursements	(1,159,158)	(1,244,430)	(1,243,200)	(1,288,420)	(1,288,420)
Total General Fund Contribution	2,473,177	3,301,030	2,911,600	3,235,420	3,235,420

Budget Commentary

The FY 14 overall employee and retiree benefit gross cost is expected to come in $390,660 or 8.6% under budget. The General Fund expense is expected to be $389,430 or 11.8% under budget, after reflecting employee and retiree copays and Enterprise Fund contributions. This is due to positive claims experience, enrollment mix changes and negotiated contractual changes to copays.

- The FY 14 cost for health insurance for employees and retirees is expected to be $285,520 or 8.3% under budget and the FY 14 prescription drug cost for employees and retirees is expected to be $75,440 or 11.2% under budget.
- The FY 14 cost for dental insurance for employees and retirees is expected to be $7,000 or 3.4% over budget.
- The FY 14 cost for life insurance for employees is expected to come in $9,200 or 18.2% under budget. The FY 14 disability insurance is expected to come in $27,500 or 16.7% under budget. This is due to self funding the short term disabiltiy plan mid-year, and a change in vendors resulting in more favorable pricing.

The FY 15 employee and retiree benefits gross budget reflects a decrease of $21,600 or 0.5% as compared to the FY 14 budget. After deducting employee and retiree copays and Enterprise Fund contributions, the General Fund decrease is $65,610 or 2% under the FY 14 budget.

- The FY 15 cost for retiree and employee health insurance is increasing $9,730 or 0.3% over the FY 14 budget. The FY 15 cost for retiree and employee prescription drug coverage is decreasing $13,250 or 2.0%. This is due to positive claims experience, a number of retirees becoming Medicare eligible and changing to a Medicare supplement plan, a slight reduction in enrollment, and contractual negotiated plan design and employee premium share changes.
- The FY 15 cost for retiree and employee dental coverage is increasing by $31,400 or 15.5% over the FY 14 budget. This is due to increased claims cost.
- The FY 15 cost for employee life insurance is decreasing $14,500 or 28.7% and the disability insurance is decreasing $35,000 or 21.2%. These decreases are due to self funding the short term disabiltiy plan mid-year, and a change in vendors resulting in more favorable pricing.

Landfill Enterprise Fund

Town of Windsor
FY 2014-2015
Adopted Budget

LANDFILL ENTERPRISE FUND

INTRODUCTION

For more than 40 years of operation, the Windsor-Bloomfield Sanitary Landfill has served the solid waste disposal needs of the towns of Windsor and Bloomfield. During the summer of 2014, the final landform that was approved by the State Department of Energy and Environmental Protection (DEEP) is expected to be substantially complete and the landfill will no longer have the capacity to take additional waste through FY 15.

The retained earnings of the Enterprise Fund, which were approximately $7 million in FY 02, have continued to increase. In FY 14, this amount is expected to be over $30 million, enough to meet the immediate closure and long term post-closure costs.

Town staff has begun internal landfill closure and capping work while coordinating efforts to fine-grade the final waste lifts within the operational portions of the landfill. Closure and capping efforts are anticipated to begin in earnest in FY 15 and continue, possibly into FY 17, to comply with state and federal closure requirements.

Work completed to date includes the installation of drainage basins and improvements to the maintenance of the landfill gas system. The gas system was also expanded in order to provide coverage to the entire waste footprint. Application of intermediate cover to many areas of the site was completed. This is a necessary component of the capping process prior to the direct application of the clay cap. The clay material will be placed and compacted to the required depth and density, and consulting engineers will provide quality assurance oversight to confirm that the approved capping specifications are being met in this regard. Following placement of the clay, the topsoil mix will be placed on top of the clay layer and then hydro-seeded.

The clay cap is designed to significantly reduce the amount of water allowed to infiltrate down into the solid waste. The topsoil, or vegetative support layer, is installed to allow grass to grow on the top of the landfill and to reduce erosion.

Financial Summary

It is anticipated that the total revenues for the Landfill Enterprise fund will be less than the amount budgeted for FY 14. As shown on page S-3, total operating revenues are estimated to be approximately $503,000 less than budgeted. This is due primarily to a reduction in overall tonnage due to the delivery of Windsor municipal solid waste (MSW) to the resource recovery facility in Hartford and the anticipation by most landfill vendors that relationships with new disposal waste outlets need to be established prior to the closing of the Windsor-Bloomfield Landfill. The severe winter weather also contributed to the decline in revenue.

Total expenses for FY 14 are estimated to be $341,000 less than budgeted. Considering revenues and expenditures together, it is estimated that the annual net operating income will be $450,000, which is lower than budgeted for FY 14.

For FY 15, there is no operating revenue anticipated other than interest earned on the retained earnings. No operating expenses are expected to be incurred for FY 15, however, if airspace remains available into FY 15, then both revenues and expenses will occur. In that case, the net revenue will be expected to be proportional to the volume of the waste and a positive net balance is expected to be maintained.

The FY 15 Budget provides for improvements to the landfill gas collection system and the application of a portion of the clay cap. It also assumes the purchase of a significant volume of topsoil so that town staff can focus their attention to the application of the clay cap prior to seeding season. These closure-related expenses are shown in the FY 15 Budget column.

Estimated Year-End Balance Available for Future Obligations

After reflecting $310,000 in closure related costs the Annual Net Income in FY 14 is projected to add $141,000 toward the estimated end of year retained earnings balance needed for future obligations, which include the costs associated with landfill closure and post-closure monitoring, leachate management, the methane gas collection system and other obligations. Assuming these projections to net income are realized, the total estimated retained earnings balance will be approximately $30,226,000 at the end of FY 14. At the conclusion of FY 14, it is expected that we will begin to draw down from retained earnings as the capping process proceeds and the only additional source of revenue remaining will be from future interest earnings.

TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2013	FY 2014		FY 2015	
	Actual	Budget	Estimate	Proposed*	Adopted
Operating Revenue					
Charges for Services	1,904,748	1,952,200	1,472,810	-	-
Permits & Other Revenues	126,646	132,290	108,950	-	-
Total Operating Revenue	2,031,394	2,084,490	1,581,760	-	-
Non-Operating Revenue:					
Interest Income	116,056	115,000	100,000	100,000	100,000
Total Non-Operating Revenue	116,056	115,000	100,000	100,000	100,000
Total Revenue	2,147,450	2,199,490	1,681,760	100,000	100,000
Operating Expenses:					
Personal Services	599,695	573,830	563,850	538,270	-
Supplies	168,034	158,850	95,500	279,200	-
Services	376,282	500,720	313,190	500,000	-
Maintenance & Repairs	91,991	129,190	58,500	96,700	-
Capital Outlay	6,500	10,000	-	-	-
Energy & Utility	142,345	105,270	102,370	143,960	-
Administrative Overhead	50,000	50,000	50,000	50,000	50,000
Grants & Contributions	3,000	3,000	500	3,000	3,000
Insurance & Permit Fees	28,857	27,180	26,730	26,730	26,730
Total Operating Expenses	1,466,704	1,558,040	1,210,640	1,637,860	79,730
Non-Operating Expenses:					
Depreciation	20,674	14,710	20,680	17,930	17,930
Total Non-Operating Expenses	20,674	14,710	20,680	17,930	17,930
Total Expenses	1,487,378	1,572,750	1,231,320	1,655,790	97,660
Annual Net Operating Income/(loss)	660,072	626,740	450,440	(1,555,790)	2,340
Closure/Post Closure Related Expenses	166,034	816,410	309,540	(see above)	1,558,130
Annual Net Operating Income/(loss) less Closure Related Expenses	494,038	(189,670)	140,900	(1,555,790)	(1,555,790)
Estimated End of Year Balances Available for Future Obligations	30,085,017	29,311,523	30,225,917	28,670,127	28,670,127

*Expenses in FY 15 are primarily related to closure program

Personnel Requirements

	FY 2013	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.84	6.00	6.00	5.50	5.50
Regular Part Time Employees	0.65	0.65	0.65	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	6.49	6.65	6.65	5.50	5.50

TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
OPERATING REVENUES BY SOURCE

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Municipal Solid Waste (MSW)					
Windsor Residential MSW	66,439	96,670	5,610	-	-
Bloomfield Residential MSW	1,296	1,460	1,460	-	-
Windsor Commercial MSW	85,953	104,560	47,250	-	-
Bloomfield Commercial MSW	126,746	115,100	47,340	-	-
Spot Market MSW	3,372	16,330	7,460	-	-
Contaminated Soil & Spec Wastes	922	-	-	-	-
Sub-total MSW	*284,728*	*334,120*	*109,120*	-	-
Bulky Waste (C&D Only)					
Demolition	*1,620,020*	*1,618,080*	*1,363,690*	-	-
Other Revenues					
Brush Revenues (Non-Disposed)	30,096	20,250	19,120	-	-
Permit Fees & Other Administrative	63,326	78,090	63,740	-	-
Recyclables & Non-Disposed Items	3,134	3,250	4,500	-	-
Other	30,090	30,700	21,590	-	-
Sub-total Other Revenues	*126,646*	*132,290*	*108,950*	-	-
TOTAL OPERATING REVENUES	2,031,394	2,084,490	1,581,760	-	-

Note: does not include interest income

LANDFILL OPERATIONS

Landfill Operations is responsible for the elimination of environmental and health hazards by processing solid waste according to federal, state and local regulations.

Operating Expenses

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	573,830	563,850	-	-
Supplies	158,850	95,500	-	-
Services	156,790	136,290	-	-
Maintenance & Repair	129,190	58,500	-	-
Grants & Contributions	3,000	500	-	-
Capital Outlay	10,000	-	-	-
Energy & Utility	105,270	102,380	-	-
Administrative Overhead	50,000	50,000	50,000	50,000
Insurance & Other	24,180	27,230	29,730	29,730
Total	1,211,110	1,034,250	79,730	79,730

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	6.00	6.00	-	-
Regular Part Time and Temporary Full Time	0.65	0.65	-	-
Total	6.65	6.65	-	-

Budget Commentary

The FY 14 expenses are expected to come in under budget by $176,860 or 14.6%. This is primarily due to lower costs for Supplies, Services and Maintenance & Repair. The FY 15 budget reflects no expenses in Landfill Operations, other than Administrative Overhead and Insurance, as the remaining expenses are shown in the Closure and Post-Closure program.

LANDFILL OPERATIONS

Products and Services

Administrative & Insurance *$79,730*

- Submit quarterly reports to the state on the amount of incoming and outgoing refuse
- Conduct regular site inspections to ensure compliance with federal and state regulations
- Maintain operation records according to the Department of Energy and Environmental Protection (DEEP) and the Environmental Protection Agency (EPA) regulatory requirements
- Maintain all federal and state landfill permits.
- Respond to requests from residents and businesses regarding recycling, household hazardous waste, composting, grass cycling and problem resolution
- Organize household hazardous waste collection days
- Conduct public education programs for residents and businesses for household hazardous waste collection and promote the safe disposal and recycling of electronics and mercury-containing devices
- Provide engineering and survey support services on a contractual basis
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations
- Continue compliance with the Department of Energy and Environmental Protection consent agreement including:
  - testing leachate discharges
  - managing site monitoring programs
  - continuing analysis of decomposition gases
  - conduct overall landfill engineering projects
  - comply with federal environmental requirements
  - update the landfill capacity analysis
  - assistance with closure of landfill cells
- Collect and analyze stormwater samples as required by storm water regulations
- Review requests by companies and individuals to deposit material in the landfill
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells as in addition to gas collection wells and equipment.

LANDFILL ENGINEERING

Landfill Engineering provides engineering, testing and monitoring of support services to the Windsor-Bloomfield Landfill.

Operating Expenses

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	343,930	176,390	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	343,930	176,390	-	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time and Temporary Full Time	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 14 expenses are expected to come in under budget by $167,540 or 48.7%. This is primarily due to more of the engineering services being expended for the Closure program. The FY 15 budget reflects no expenses, as they are accounted for in the Closure and Post-Closure program.

LANDFILL ENGINEERING
Products & Services

Engineering *$0*

- Provide engineering and survey support services on a contractual basis
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations
- Continue compliance with the Department of Energy and Environmental Protection consent agreement including:
  - testing leachate discharges
  - managing site monitoring programs
  - continuing analysis of decomposition gases
  - conduct overall landfill engineering projects
  - comply with federal environmental requirements
  - update the landfill capacity analysis
  - assistance with closure of landfill cells
- Collect and analyze stormwater samples as required by storm water regulations
- Review requests by companies and individuals to deposit material in the landfill
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells as in addition to gas collection wells and equipment.

LANDFILL CLOSURE POSTCLOSURE

The Landfill Enterprise Fund is required to close the landfill in compliance with various state and federal regulations. This is a highly-involved process that includes engineered components that address landfill gas, stormwater, and groundwater concerns related to the normal decomposition of wastes. It is expected that the landfill staff will carry out this process following the last receipt of waste. At that point, landfill staff efforts will be fully-focused to finish the process.

Closure/Post Closure Expenses

	FY 2014		FY 2015	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	81,550	70,460	538,270	538,270
Supplies	193,700	-	279,200	279,200
Services	472,860	211,390	500,000	500,000
Maintenance & Repair	-	-	96,700	96,700
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	68,300	27,690	143,960	143,960
Total	816,410	309,540	1,558,130	1,558,130

Personnel Requirements

	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	5.50	5.50
Regular Part Time and Temporary Full Time	-	-	-	-
Total	-	-	5.50	5.50

Budget Commentary

The FY 14 expenses are expected to come in under budget by $506,870 or 62.1%. This is primarily due to less expenditures for gas collection system improvements, equipment fuel and no expenses in purchases of topsoil. Most of these costs are now reflected in FY 15. The FY 15 budget reflects the full implementation of the landfill capping and closure program. It is anticipated that this effort will continue for another two years. Projects under this program in FY 15 will include the moving of the gas collection flare to a final location, the construction of the landfill gas condensate collection project, installation of stormwater improvements at the site, and the installation of clay and topsoil on several acres of the landfill.

LANDFILL CLOSURE & POST-CLOSURE

Products & Services

Landfill Gas Collection System *$250,000*

- Make improvements to the gas collection system including installing a condensation management system, and moving the flare station to a new location

Landfill Capping Activities *$985,870*

- Perform grading of immediate cover over the waste materials
- Install and compact the clay cover over the intermediate cover
- Install, grade and seed the topsoil over the clay cover
- Install stormwater drainage structures on the landfill
- Maintain and repair stormwater basins on the site

Property Maintenance *$51,290*

- Perform ground maintenance on approximately 200 acres of landfill property
- Maintain 13,900 feet of perimeter fence line
- Mow and plant grassed area
- Plow access roads, recycling and transfer station areas
- Provide preventive maintenance for all structures and facilities.

Solid Waste Management *$62,800*

- Perform cell maintenance, excavation and site improvements per Department of Energy and Environmental Protection (DEEP) requirements

Equipment Purchase, Maint.& Fueling *$200,270*

- Inspect, repair and maintain heavy equipment
- Perform scheduled preventive maintenance & oil sampling on equipment to detect major failures before they occur.

Recycling Service *$7,900*

- Process and compost leaves, wood chips and brush

Resident Transfer Station Enterprise Fund

Town of Windsor
FY 2014-2015
Adopted Budget

RESIDENT TRANSFER STATION ENTERPRISE FUND

INTRODUCTION

After more than 40 years of operation, the Windsor-Bloomfield Sanitary Landfill will close during the summer of 2014. Because of this, the manner in which the residential transfer station operates must change.

Historically, the purpose of the transfer station was to provide residents with a highly-competitive low-cost outlet for their wastes and non-curbside recyclables. These materials will now need to be transported out of town at a cost, and will also be subject to higher fees that other landfills/disposal sites charge within our region.

Services

Staff is recommending that no changes to the services provided at the transfer station be implemented during the first fiscal year of "independent" operation.

These continuing services include residential drop off for regular garbage municipal solid waste (MSW), metal recycling, electronic recycling, appliances, propane tanks, other recyclable items not collected at the curb, tires, leaves and brush, and the continued operation of the Take-It-Or-Leave-It facility. Oversized and bulky items currently disposed of in the landfill delivered by residents will be accepted at the transfer station.

The facility will be available to residents of Windsor and Bloomfield only. Presently, the transfer facility is open six days per week (Monday – Saturday, 8:00am to 4:00pm). In an effort to remain as cost-effective as possible, the staff is recommending that the hours be reduced based upon a study of traffic patterns that was conducted in the latter part of 2013. At this point, staff recommends being open 30 hours per week to serve the needs of the majority of our residential patrons. The proposed hours of operation would be as follows: Monday & Friday 8:00am-2:45pm, Tuesday & Wednesday 10am-2:45pm, and Saturday 8:00am-3:45pm.

Fees

With the transfer station being operated as a new, separate, "stand-alone" enterprise fund, the goal is to avoid operating at a financial loss, which will require an increase in pricing of the various materials and services.

The current fee for a resident to purchase an annual permit is $77.00. For residents who do not have a permit, a side-window fee of $3.00 per visit is charged for up to three bags (or 100 lbs) of kitchen-type MSW. The landfill currently charges $68.00 per ton for the disposal of brush and bulky wastes, and charges $15.00 per mattress or box spring. To ensure that the costs for processing, hauling, and disposing of these materials are covered by the revenues generated, the FY 15 price guide provides for increased charges for most of the existing fees, as well as some new fees.

It is proposed that the annual permit fee be raised to $145.00 for this coming fiscal year, side-window transactions charged at $4.00 per visit, and the fees for bulky waste would be increased to $140.00 per ton.

Oversized wastes (couches, chairs) would be charged at a new "volume-based" fee (see price guide), and the fee for mattresses and box springs would be increased to cover the additional costs to manage and transport these materials. In addition, freon-containing appliances and propane tanks would be subject to a small fee to cover the costs to properly manage and dispose of these wastes.

Financial Summary

It is anticipated that the total revenues for the Resident Transfer Station Enterprise fund will be $284,420 for FY 15. Total expenses for FY 15 are estimated to be $241,440.

Because this is a new endeavor, and because there is no way to accurately predict how the necessary fee increases will affect the future volumes of the incoming waste streams, and based upon the best available information to date regarding estimated expenses, it is anticipated that the transfer station fees may need to be further refined once a reliable pattern of use becomes established. However, it is believed that the recommended amount of the fees proposed will allow for some rate stability for the short-term while we gain an understanding of future expenditures.

TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2013	FY 2014		FY 2015	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue					
Charges for Services	-	-	-	89,440	89,440
Permits & Other Revenues	-	-	-	194,980	194,980
Total Operating Revenue	-	-	-	284,420	284,420
Operating Expenses:					
Personal Services	-	-	-	41,090	41,090
Supplies	-	-	-	2,870	2,870
Services	-	-	-	38,180	38,180
Services (disposal of MSW)	-	-	-	81,300	81,300
Services (disposal of bulky & oversize)	-	-	-	59,700	59,700
Maintenance & Repairs	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	18,300	18,300
Total Operating Expenses	-	-	-	241,440	241,440
Annual Income/(Loss)	-	-	-	42,980	42,980
Net Assets (Retained Earnings), End of Year	-	-	-	42,980	42,980

Personnel Requirements

	FY 2013	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	0.73	0.73
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	0.73	0.73

TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
OPERATING REVENUES BY SOURCE

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted	Percent of Total Revenues
Residential Bulky & Oversize Waste						
Oversize Waste (typically per item)	-	-	-	16,640	16,640	5.9%
Construction & Demolition Debris (per ton)	-	-	-	72,800	72,800	25.6%
Sub-total Residential Bulky & Oversize Waste	-	-	-	*89,440*	*89,440*	*31.4%*
Permit Fees & Other Revenues						
Permit Fees	-	-	-	91,930	91,930	32.4%
Fee for "Side Window" Transactions	-	-	-	17,000	17,000	6.0%
Sale of Scrap Metal & Cardboard	-	-	-	20,000	20,000	7.0%
Fees for Items not Disposed (Tires, etc.)	-	-	-	21,100	21,100	7.4%
Yard Waste Revenues (Non-Disposed)	-	-	-	28,650	28,650	10.1%
Recycling Administrative Payment	-	-	-	16,300	16,300	5.7%
Sub-total Permit Fees & Other Revenues	-	-	-	*194,980*	*194,980*	*68.7%*
TOTAL OPERATING REVENUES	-	-	-	284,420	284,420	100.0%

RESIDENT TRANSFER STATION OPERATIONS

Resident Transfer Station Operations is responsible for the processing of municipal solid waste for disposal, and receipt and processing of recyclable and compostable materials according to federal, state and local regulations.

Operating Expenses

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	41,090	41,090
Supplies	-	-	2,870	2,870
Services	-	-	119,480	119,480
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	18,300	18,300
Total	-	-	181,740	181,740

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time and Temporary Full Time	-	-	0.73	0.73
Total	-	-	0.73	0.73

Budget Commentary

The FY 15 budget reflects costs for the processing and disposal of municipal solid waste and the processing of recyclables and yard waste materials at the site.

RESIDENT TRANSFER STATION OPERATIONS

Products and Services

Solid Waste Management *$143,400*

- Process permit holders and single-time users through the transfer station
- Produce monthly invoices for billing by the finance department
- Process approximately 650 residential permit renewal applications
- Conduct regular site inspections to ensure compliance with federal and state regulations
- Coordinate the handling and processing of rolloff containers at the transfer station with the hauling contractor
- Coordinate the processing of yard waste at the site.

Recycling Service *$38,340*

- Collect and market recyclable materials - metal, tires and batteries
- Manage the take-it-or-leave-it facility at the site
- Track and report quarterly and yearly the status of residential and commercial recycling to the Department of Energy and Environmental Protection (DEEP).

DISPOSAL OF BULKY AND OVERSIZE WASTE

This program manages and processes bulky (construction & demolition debris) waste and oversize waste (primarily furniture, etc.) received at the Transfer Station.

Operating Expenses

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	59,700	59,700
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	-	-	59,700	59,700

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time and Temporary Full Time	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 15 budget reflects costs for the disposal of bulky waste (construction and demolition debris) and oversize waste from residents.

DISPOSAL OF BULKY AND OVERSIZE WASTE

Products & Services

Solid Waste Management *$59,700*

- Weigh and process residential vehicles per year bringing bulky and oversize waste to the facility
- Produce monthly invoices for billing by the finance department.

Adult Day Care Enterprise Fund

Town of Windsor
FY 2014-2015
Adopted Budget

ADULT DAY CARE ENTERPRISE FUND

INTRODUCTION

Windsor's Adult Day Health Center, The Caring Connection, celebrated its 26th anniversary in November of 2013. The service was established in 1987 as a community option to long-term care and continues its commitment to that mission today. A team of professionally trained staff provides care to approximately 30-40 frail or disabled adults per day while giving respite, support and peace of mind to caregivers.

The Caring Connection is a medical model adult day center certified by the Connecticut Association of Adult Day Centers, Inc. and the State of Connecticut Department of Social Services. The service provides skilled nursing, nutrition, family counseling, personal care, socialization, transportation, therapeutic recreation and specialized therapies. Foot care is also available for an additional fee. In addition, space is allocated to speech, physical and occupational therapists to provide these services as ordered by physicians. Engagement in an individualized plan of care provides services to maintain and enrich a dignified quality of life experience for both the client and the caregiver.

The FY 15 budget, which includes a budgeted loss, is based on an average daily census of 33.5 clients at our 330 Windsor Avenue location. The service enrolls an overall client roster of 40-50 clients in the Monday through Friday program. Funding is provided by User Fees generated at the daily rate by clients participating in the State Home Care for Elders program, Respite Care programs, Alzheimer's funding, North Central Area Agency on Aging, State of Connecticut Department of Social Services, private foundations, and private-pay individuals. As part of the FY 2015 budget, the Caring Connection proposes to offer an "hourly day center program". This program will fill a community need for individuals who require only intermittent adult day services and do not yet feel the need or desire to become a regularly scheduled client. Over time, we feel the service will serve to feed our regularly scheduled client roster as the hourly clients' needs increase or as they find themselves more aware of the advantages and benefits of our scheduled program services. The Caring Connection also participates in the United States Department of Agriculture adult food program through the State of Connecticut Department of Education. If we are to break even with no loss to retained earnings, we would have to have an average daily census of forty-two and a half clients. Without considering any projected client losses, and based upon current payer mix trends, we must add eight state subsidized clients scheduled for two days per week and seven private pay client pay client scheduled for two days per week. The challenge is significant but not impossible. We look forward to growing enrollment as awareness and appreciation of the capacity of adult day health centers to care for frail elders in a cost conscious economy increases.

The Caring Connection continues to offer the option of home and community care versus institutionalization. The program benefits frail, disabled and geriatric adults. This allows individuals and caregivers the choice of remaining at home with caregivers or living independently in their residences. The program is a cost-effective option for all residents of Windsor and surrounding towns, those referred by the State of Connecticut and in-home service agencies. The Caring Connection continues to be an integral part of the federal, state and municipal government programs by meeting the needs of its senior residents and we anticipate the opportunity to play an even greater role as State Area Access Agencies on Aging Services are mandated to develop more cost effective care approaches for their clients.

TOWN OF WINDSOR
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2013	FY 2014		FY 2015	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	473,771	562,000	454,210	454,350	454,350
Permits & Other Revenues	38,002	25,500	69,660	69,660	69,660
Total Operating Revenue	511,773	587,500	523,870	524,010	524,010
Non-Operating Revenue:					
Donations	17,550	12,000	12,200	13,000	13,000
Interest Income	703	600	370	370	370
Total Non-Operating Revenue	18,253	12,600	12,570	13,370	13,370
Total Revenue	530,026	600,100	536,440	537,380	537,380
Operating Expenses:					
Personal Services	339,974	371,810	366,670	368,030	368,030
Supplies	17,247	16,150	15,500	15,750	15,750
Services	39,909	42,500	39,900	42,000	42,000
Maintenance & Repairs	-	-	-	-	-
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	620	500	1,150	1,150	1,150
Administrative Overhead	18,360	18,360	18,360	18,360	18,360
Payment in Lieu of Taxes	-	-	-	-	-
Rent	71,710	71,710	71,710	71,710	71,710
Transfer Payment to GF Transportation Unit	105,150	111,510	105,170	108,410	108,410
Other	-	500	500	500	500
Total Operating Expenses	592,970	633,040	618,960	625,910	625,910
Non-Operating Expenses:					
Depreciation	6,333	6,500	6,000	4,000	4,000
Bus Replacement	10,000	10,000	10,000	-	-
Return of Contributed Capital	30,000	-	-	-	-
Total Non-Operating Expenses	46,333	16,500	16,000	4,000	4,000
Total Expenses	639,303	649,540	634,960	629,910	629,910
Annual Income/(Loss)	(109,277)	(49,440)	(98,520)	(92,530)	(92,530)
Net Assets (Retained Earnings), Beginning of Year	476,236	366,959	366,959	268,439	268,439
Net Assets (Retained Earnings), End of Year	$ 366,959	$ 317,519	$ 268,439	$ 175,909	$ 175,909

Personnel Requirements

	FY 2013	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.50	3.50	3.50	3.50	3.50
Regular Part Time Employees	3.10	3.06	3.06	3.06	3.06
Total	6.60	6.56	6.56	6.56	6.56

ADMINISTRATION

Administration coordinates the overall operation of the enterprise fund including financial management, education, community outreach, marketing, case management and supervision of all paid and volunteer personnel.

Expenditures

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	115,530	114,000	113,730	113,730
Supplies	3,710	3,570	3,620	3,620
Services	5,520	4,350	5,050	5,050
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	500	1,150	1,150	1,150
Administration	6,120	6,120	6,120	6,120
Rent Expense	71,710	71,710	71,710	71,710
Other	500	500	500	500
Total	203,590	201,400	201,880	201,880

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.49	0.45	0.45	0.45
Temporary/Seasonal Employees	-	-	-	-
Total	1.49	1.45	1.45	1.45

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $2,190 or 1.1%. This is due to cost containment in Supplies and Services. The FY 15 budget reflects a decrease from the budgeted amount of $1,710 or 0.8%. This is reflective of an assumption of fewer average client (billable) days moving into FY15, therefore adjusted spending based upon client attendance.

ADMINISTRATION

Products & Services

Administration *$173,540*

- Develop the budget and overall financial operation of the program including accounts receivable, accounts payable, payroll, grant-writing and administration, fundraising and donations
- Update all policies and procedures, admissions, discharges and medical records to maintain CT Association of Adult Day Health Center's peer review certification to receive federal and state funding
- Prepare and write grants, contracts and monthly reports for the Home Care for Elders program, Veteran's Administration, North Central Area of Aging IIIB, Alzheimer's Aide Grant, Association and Respite Care Program, Reynolds Foundation, United States Department of Agriculture Child & Adult Food Program, and Bank of America grants
- Supervise and provide orientation for all personnel, volunteers and students including scheduling and conducting all mandatory in-service training
- Develop outreach efforts and market the program to the community and the private sector
- Provide administrative support to all areas on the interdisciplinary team
- Provide counseling, information support and referrals to clients and caregivers.
- Provide an "hourly day center program". This program fills a community need for individuals who require only intermittent adult day services.

Intake, Assessment, and Case Management *$28,340*

- Conduct prospective clients' interviews, assessments, evaluations and interviews of all clients in conjunction with caregivers and case managers
- Process all new referrals and intakes with admission criteria set forth by the standards of the CT Association of Adult Day Centers
- Secure all intake, release information and medical forms with client, caregiver, case manager, physician and staff
- Develop and provide monthly newsletter in conjunction with nursing, therapeutic recreation and transportation
- Serve as client advocate
- Train volunteers on program offerings and issues of health and aging
- Research grant opportunities and refer clients and caregivers to community, state and federal funding opportunities
- Submit program articles and press releases to newspapers and area agencies.

NURSING

The nursing division provides health services including assessments, daily medical monitoring, administration of medications, care planning, coordination of medical and therapy appointments, personal services and emergency care.

Expenditures

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	178,280	178,910	180,610	180,610
Supplies	10,820	10,380	10,550	10,550
Services	34,850	32,560	33,500	33,500
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	6,120	6,120	6,120	6,120
Rent Expense	-	-	-	-
Other	-	-	-	-
Total	230,070	227,970	230,780	230,780

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	2.28	2.32	2.32	2.32
Temporary/Seasonal Employees	-	-	-	-
Total	3.78	3.82	3.82	3.82

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $2,100 or 0.9%. This is primarily due to low census resulting in adjusted supply and staffing expenditure while remaining in compliance with regulated staffing ratios. The FY 15 budget reflects an increase of $710 or 0.3% as compared to the FY 14 budget.

NURSING

Products & Services

Skilled/Non-Skilled Nursing *$147,240*

- Monitor daily medical status: weight, blood pressure and pulse
- Monitor behavior modification, range of motion exercises, nail care and incontinence
- Administer emergency care
- Provide restorative and rehabilitative nursing
- Administer, order, document and store medications. Update physician orders as needed
- Supply wound and skin treatments as ordered by physician
- Prepare snack calendar and daily snacks
- Monitor meal service, diets and purchase groceries
- Arrange for all vaccines, including purified protein derivatives (tuberculosis testing) and seasonal flu for clients and staff
- Develop interdisciplinary care plans for each individual client and review with caregivers on a 6-month basis
- Monitor and provide special needs diets, provide set ups and cueing as needed
- Assist clients with activities of daily living including walking, eating, toileting, grooming and personal care.

Case Management *$37,130*

- Assess and evaluate all clients for intake in conjunction with administration, caregivers, and case managers
- Develop interdisciplinary care plan with client, caregivers and social service agencies
- Review and assess clients for signs of change in mental, physical and emotional condition and report issues to caregivers, case managers and/or physicians
- Arrange for community services and discharge planning
- Serve as client advocate and report any issues to appropriate authorities.

Communication, Record Keeping, *$46,410*
Training and Education

- Maintain daily documentation of care through flow sheets including meal intake, toileting, ambulation, medications, treatments, hygiene, mental status and behavior
- Write monthly summaries on each client and complete a 6-month review for each client in compliance with the State of CT Community Care client and care plans
- Provide mandatory in-services with staff
- Coordinate medical and therapy appointments, with transportation for clients.

THERAPEUTIC RECREATION

Therapeutic Recreation delivers a quality therapeutic recreation program with the objective of maintaining and bettering the capacity of lifelong skills, improving physical and emotional well-being and encouraging and fostering community involvement and individual interests.

Operating Expenses

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	78,000	73,760	73,690	73,690
Supplies	1,620	1,550	1,580	1,580
Services	2,130	2,990	3,450	3,450
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	6,120	6,120	6,120	6,120
Rent Expense	-	-	-	-
Other	-	-	-	-
Total	87,870	84,420	84,840	84,840

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.29	0.29	0.29	0.29
Temporary/Seasonal Employees	-	-	-	-
Total	1.29	1.29	1.29	1.29

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $3,450 or 3.9%. This is a result of savings in Personal Services. The FY 15 budget reflects a decrease of $3,030 or 3.4% reflective of austerity in supplies and the hire of an entry level employee to fill a vacancy.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming *$72,770*

- Develop, plan and implement a therapeutic recreation program designed to meet clients' cognitive, social, physical and spiritual needs
- Develop and provide a monthly calendar of events, including newsletter
- Involve clients in on-going intergenerational community programs with Windsor schools, Loomis Chaffee school and pre-school programs
- Integrate clients in the community via attendance at cultural events (external), restaurants and shops outside the Caring Connection
- Provide special programming for clients with Alzheimer's disease and related dementias
- Further enhance on-going therapeutic and music therapy programs.

Record Keeping/ Documentation/Education *$12,070*

- Assess, evaluate and document clients' therapeutic recreational needs as outlined by the CT Association of Adult Day Health Centers
- Complete all forms in conjunction with the care-plan and update them on a 6-month basis
- Inventory and order all supplies for art, music and therapeutic recreation programs
- Serve as a mentor to undergraduate interns from surrounding colleges and universities.

TRANSPORTATION

Transportation Services provides safe, accessible and assisted transportation for all handicapped and disabled adults.

Expenditures

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Transfer Payment to GF Transportation Unit	111,510	105,170	108,410	108,410
Total	111,510	105,170	108,410	108,410

Personnel Requirements

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

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $6,340 or 5.7%. This is primarily due to less usage of senior transportation by the Caring Connection. The FY 15 budget reflects a decrease of $3,100 or 2.8% as compared to the FY 14 budget due to reduced ridership as a result of diminished daily attendance.

TRANSPORTATION

Products & Services

Daily Transportation *$108,410*

- Transfer payment to the General Fund to pay for services provided by the Transportation Unit in Human Services.

FY 2014 Highlights

The Caring Connection Adult Day Health Center continues to maintain its excellent reputation as a municipally-operated, community-based health center in the State of Connecticut. The center is a member of the Connecticut Association of Adult Day Health Centers, the Connecticut Association of Not-for-Profits Agencies, and the National Council on Aging.

Clients, caregivers and the Caring Connection facility continued to receive benefits from outside funding sources in FY 14 including:

- The Home Care for Elders Program (Connecticut Community Care, Inc.)
- The North Central Area Agency on Aging (IIIB/Client Subsidies, Alzheimer's Aide Grant, Alzheimer's and Respite Care Funding)
- State of Connecticut Department of Social Services
- Veteran's Administration
- United States Department of Agriculture Adult Day Care Food Grant via State of Connecticut Department of Education
- Granger Trust
- Windsor/ Windsor Locks Rotary Clubs
- Memorial donations.

The Fiscal Year 2014 highlights include:

- Reaching service anniversary of twenty-six years
- Participation with the "United Way Day of Caring" with The Hartford employees
- Donations and fundraisers by Caring Connection staff, clients and their families to the Windsor Food Bank organizations
- Increased concurrent programming opportunities for clients
- Intergenerational programs with Loomis Chaffee students, Windsor High School Music Program, Windsor Discovery Center and Windsor Police Cadets
- Added two weekly volunteers to our program
- Internship site for Manchester Community College Culinary Arts student
- Act as a site for Al Prince, Central Connecticut State University, and St. Joseph College nursing student clinical rotation
- Pursuit of a variety of avenues for outreach and marketing including Qualidigm Communities of Care, evening presentation of Live Well Workshops in collaboration with the Town of Windsor Social Service Department, establishment of increased awareness of Adult Day Services among physician offices, an evening open house for Area Access Agency case managers and nursing home social workers, establishment of greater awareness of social service departments in neighboring towns, Bloomfield and Windsor Locks.
- Collaboration with Capital Region Education Council for vocational clients.

Child Development Enterprise Fund

Town of Windsor
FY 2014-2015
Adopted Budget

CHILD DEVELOPMENT ENTERPRISE FUND

INTRODUCTION

The Windsor Discovery Center and Montessori School located at the Milo W. Peck Child Development Center has been providing educational learning experiences for the past 33 years. This service started as a supplemental child care program for three and four year olds attending Windsor Head Start. The Milo W. Peck Child Development Center has expanded over the course of 33 years to include accredited comprehensive child care and educational enrichment programs for children between the ages of three months and twelve years

During the school year, the center will serve more than 130 children from 109 families in the following programs: Infant/Toddler, Montessori Toddler, Montessori Kindergarten, Montessori Primary, and Before and After Elementary School. For the summer months, the Discovery Center and the Montessori School offer a variety of summer camp programs that have separate enrollments serving an average of 90 children per week.

The programs are designed to meet the developmental needs of young children. The individual programs provide experiences that enrich and enhance each child's development. With the daily schedule, each child has opportunities to create, explore the environment, learn problem-solving and personal interaction skills, and learn concepts through first-hand experiences. Children develop a positive self-concept through a balance of self and teacher directed activities. The professional staff serves as positive role models and provides care and education that is supportive, nurturing, warm and responsive to each child's individual needs. The staff respect parents as the primary and most important provider of care and nurturing and believe that parents and teachers are partners in their child's care and education.

FY14 revenues are projected to come in approximately 8.5% under the estimated budget due to enrollment being lower than anticipated. Our FY14 expenses are estimated to be 6.0% under budget due to savings in personnel lines both full and part time and a decrease in services of approximately $5,000. Due to the lower enrollment we did not replace a FTE after a retirement.

The FY15 projected revenue is based on enrollment of 65 students, this is conservative based on our current enrollment pattern and the past three years' statistics. Since 2011, the center has had a 23% decrease in enrollment due in large part to increased competition by free magnet preschools and all-day kindergarten programs and the poor economy. The enrollment capacity for FY15 will be reduced from 85 to 77 students due to reductions in staffing levels; this decrease will have a slight impact on our expenses. We will continue to offer the full and ½ day programs five days per week in the Montessori classrooms, full day infant/toddler care, and before and after school care for elementary students at the Discovery Center. We continue to take advantage of every marketing opportunity to increase enrollment.

TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2013	FY 2014		FY 2015	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	1,282,116	1,266,400	1,158,240	1,118,150	1,118,150
Permits & Other Revenues	655	500	500	500	500
Total Operating Revenue	1,282,771	1,266,900	1,158,740	1,118,650	1,118,650
Non-Operating Revenue:					
Interest Income	1,070	900	850	850	850
Total Non-Operating Revenue	1,070	900	850	850	850
Total Revenue	1,283,841	1,267,800	1,159,590	1,119,500	1,119,500
Operating Expenses:					
Personal Services	1,011,711	1,056,710	979,540	967,570	967,570
Supplies	18,473	17,650	17,500	17,500	17,500
Services	45,827	57,850	52,300	51,800	51,800
Maintenance & Repairs	16,159	16,250	16,250	16,250	16,250
Grants and Contributions	-	-			
Capital Outlay	-	-			
Energy & Utility	18,647	17,240	18,240	18,500	18,500
Administrative Overhead	45,900	45,900	45,900	45,900	45,900
Payment in Lieu of Taxes	-	-			
Rent	118,830	118,830	118,830	118,830	118,830
Other (bad debt)	-	-	1,500	-	-
Total Operating Expenses	1,275,547	1,330,430	1,250,060	1,236,350	1,236,350
Non-Operating Expenses:					
Investment in capital	-	-	-	-	-
Depreciation	1,000	1,000	1,000	1,000	1,000
Total Non-Operating Expenses	1,000	1,000	1,000	1,000	1,000
Total Expenses	1,276,547	1,331,430	1,251,060	1,237,350	1,237,350
Annual Income/(Loss)	7,294	(63,630)	(91,470)	(117,850)	(117,850)
Net Assets (Retained Earnings), Beginning of Year	446,446	453,740	453,740	362,270	362,270
Net Assets (Retained Earnings), End of Year	453,740	390,110	362,270	244,420	244,420

Personnel Requirements

	FY 2013	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	13.00	13.00	12.29	12.00	12.00
Regular Part Time Employees	5.09	5.29	5.06	5.34	5.34
Temporary/Seasonal Employees	0.10	-	-	-	-
Total	18.19	18.29	17.35	17.34	17.34

INFANT/TODDLER PROGRAMS

The Milo Peck Child Development Center offers two programs for children between the ages of three months and three years. Full day infant/toddler child care is offered year round and Montessori Toddler is offered on a school year, half-day morning schedule, and an eight week summer camp.

Expenditures

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	262,300	261,800	264,340	264,340
Supplies	1,700	1,750	1,750	1,750
Services	2,800	2,620	2,590	2,590
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	266,800	266,170	268,680	268,680

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	2.90	2.90	2.90	2.90
Regular Part Time Employees	2.29	2.25	2.36	2.36
Temporary/Seasonal Employees	-	-	-	-
Total	5.19	5.15	5.26	5.26

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $630 or 0.2%. The FY 15 budget reflects and increase of $1,880 or 0.7% as compared with the FY 14 budget due primarily to Personal Services cost increases.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler *$201,010*

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

Montessori Toddler *$67,670*

- Provide a morning half-day, school year and summer camp Montessori enrichment programs for eight children ages 18 months to three years.

PRESCHOOL/KINDERGARTEN PROGRAMS

The Milo Peck Child Development Center provides the Montessori Method of education and development in a thoughtfully prepared learing environment for children three through five years of age. The school year programs and summer camps are offered on a part-time or full-time schedule. During the school year, a total of 65 children are served in these programs with an additional enrollment during the summer months.

Expenditures

	FY 2014		FY 2015	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	622,220	566,580	537,610	537,610
Supplies	13,150	13,130	13,130	13,130
Services	37,980	34,000	33,670	33,670
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	1,500	-	-
Total	673,350	615,210	584,410	584,410

Personnel Requirements

	FY 2014		FY 2015	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.20	7.64	7.35	7.35
Regular Part Time Employees	1.79	1.87	1.76	1.76
Temporary/Seasonal Employees	-	-	-	-
Total	9.99	9.51	9.11	9.11

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $58,140 or 8.6%. This is due to a staff retirement and position remaining vacant for the fiscal year. The FY 15 budget reflects a decrease of $88,940 or 13.2% as compared to the FY 14 budget due to reduced personnel costs based on a projected reduction in enrollment and contractual service savings.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori *$476,400*

- Provide a Montessori educational experience for children ages three through five on a full or half-day schedule from August to June.

Preschool Camp *$54,170*

- Conduct a nine-week Discovery preschool summer camp for children ages three through five.

K-1 Camp *$53,840*

- Conduct a nine week summer camp experience for K-1 children.

ELEMENTARY PROGRAMS

The Milo Peck Child Development Center provides before and after-school child care during the school year for families whose children attend Oliver Ellsworth, Kennedy, Sage Park Middle Schools and/or private elementary schools. A full day summer camp is offered for eight weeks during the summer months for children ages six through twelve.

Expenditures

Expenditures by Category	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	172,190	151,160	165,620	165,620
Supplies	2,800	2,620	2,620	2,620
Services	17,070	15,680	15,540	15,540
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total	192,060	169,460	183,780	183,780

Personnel Requirements

Full Time Equivalents (FTE)	FY 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Regular Full Time Employees	1.90	1.75	1.75	1.75
Regular Part Time Employees	1.21	0.94	1.22	1.22
Temporary/Seasonal Employees	-	-	-	-
Total	3.11	2.69	2.97	2.97

Budget Commentary

The FY 14 expenditures are expected to come in under budget by $22,600 or 11.8%. This is primarily due to a reduction in staff in this program. The FY 15 budget reflects a decrease of $8,280 or 4.3% as compared to the FY 14 budget due to reallocation of Personal Services.

ELEMENTARY PROGRAMS

Products & Services

Before and After School Elementary — *$93,570*

- Provide a before and after-school program for first through sixth grade students
- Expand to full-day sessions during inclement weather, in-service days, holidays and school vacations
- Care is provided to children from Oliver Ellsworth, Kennedy Elementary schools, Sage Park Middle School and local private schools.

Elementary Camp — *$90,210*

- Provide a nine-week full-day summer camp experience for children ages seven 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 2014 Budget	FY 2014 Estimate	FY 2015 Proposed	FY 2015 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	16,250	16,250	16,250	16,250
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	45,900	45,900	45,900	45,900
Rent Expense	118,830	118,830	118,830	118,830
Energy & Utility	17,240	18,240	18,500	18,500
Other	-	-	-	-
Total	198,220	199,220	199,480	199,480

Personnel Requirements

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

Budget Commentary

The FY 14 expenditures are expected to come in over budget by $1,000 or 0.5%. This is primarily due to a slight increase in utility costs. The FY 15 budget reflects an increase of $1,260 or 0.6% as compared to the FY 14 budget due to an increase in utility expenditures.

FACILITIES MANAGEMENT

Products & Services

Management *$165,570*
- Pay rental and administrative fees to the Town of Windsor.

Support Services *$33,910*
- Provide custodial services and utilities for Discovery Center programs.

FY 2014 Highlights

Children ages 9 to 12 attending Camp Discovery participated in several community service projects. They conducted bake sales, participated in a Dance-A-Thon and performed in a talent show to collect donations for Connecticut Children's Medical Center. The children raised a donation of $500.00 to purchase consumables for patients at Connecticut Children's Medical Center.

The staff volunteered their time to prepare evening programs for the families and children to attend. They hosted tag sales and promoted our school at local events. A parents night out is provided to the families free of charge. The families have free babysitting and dinner for their children so they can enjoy an evening out. The staff also prepared a parent appreciation breakfast for families where they enjoyed a hearty breakfast before they head out to work.

The Windsor Discovery Center has maintained its high level of certification among teachers. Eighteen full and part time staff had more than 320 combined hours of continuing education in the field of early childhood education and development by taking college courses and attending workshops and seminars. One staff member is pursuing a Montessori Teacher certification from Northeast Montessori Institute, her year long program will conclude May 2014.

Staff provided a variety of trainings for families: *Parent Education Night* introduced participants to the Montessori approach and classroom set up; *Kindergarten Open House* was an overview to the third year within a Montessori classroom and the importance of that year; and *Meet the Parents* provided families with an opportunity for questions and answers with other families who are currently enrolled in the Kindergarten (third year) program.

During the winter months the Montessori Preschool program and Kindergarten program organized a coat drive for "Coats for Care" and a supply drive during the holidays for the residents at Kindred Transitional Care and Rehabilitation. We donated 12 children and adult coats to Best Cleaners for cleaning and distribution.

Two community open houses were held in February and April 2014 to generate interest and enrollment for next year. On the weekend of February 1 & 2, 2014 the staff promoted the school at the Big Y Kids Fair held at the Connecticut Convention Center. The estimated attendance at the fair was 10,000. The staff distributed 52 "interest cards," has conducted 10 follow up tours or enrollment-inquiry phone calls and registered 3 new enrollees as a result of participating in the fair.

APPENDICES

SECTION	TITLE	PAGE
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APPENDIX "A"

Capital Improvement Program

2015-2020

Town of Windsor

FY 2014 – 2015

Adopted Budget

TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2015 – FY 2020

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 CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2015						
Pavement Management Program	584,330	400,000		184,330		
Sidewalk and Curb Replacement Program	40,000	40,000				
Pavement Resurfacing at Town Facilities & Schools	155,669		155,669			
Stormwater Management Improvements	506,688		506,688			
Street Reconstruction - Batchelder Rd (Construction)	629,974		629,974			
Day Hill Road Capacity Improvements - Coordinated Signal System Installation (Design & Construction)	934,800			852,800		82,000 [1]
Streetlight Replacement Program	137,000					137,000 [2]
Street and Traffic Sign Management Program	18,000					18,000 [1]
Fleet and Public Works Equipment Replacement	378,000	378,000				
Expansion of Public Safety Complex (Concept Design)	110,000					110,000 [1]
Fire Department - Tower Ladder Truck Replacement	1,248,247		1,248,247			
Dog Pound Relocation (Construction)	619,109		619,109			
Traffic Calming Devices	95,000					95,000 [1]
Broad Street Signal Modification Design	25,000	25,000				
Traffic Signal at Windsor Avenue and Corey Street (Design and ROW)	58,300					58,300 [1]
Day Hill Road Pedestrian Circulation Enhancements	276,455		276,455			
Wilson Route 159 Corridor Enhancement Program (Phase I)	778,989			778,989		
Town Facility Improvements - HVAC, Electricity & Energy (Town Hall)	627,270		627,270			
Town Facility Improvements - Town Hall Windows and Egress Doors Replacement	212,440		212,440			
Town Facility Improvements - Town Hall Interior Renovations (Phase I)	158,510					158,510 [1]
Athletic Field Improvements - LP Wilson (Design)	158,400					158,400
Landfill Closure	2,465,000				2,465,000	
Landfill Methane Gas Collection	595,000				595,000	
BOE - Clover St. School - Convert Steam Heat to Hot Water and Add AC (Construction)	2,350,000		2,350,000			
BOE - Heating System Conversions at Windsor HS & Oliver Ellsworth Elementary	314,000					314,000 [3]
BOE - Mechanical Systems Energy Efficiencies (Study)	35,000					35,000 [1]
BOE - Oliver Ellsworth School - Code Compliance Upgrade (Design)	40,020					40,020 [1]
BOE - Sage Park Middle School - Alternative Energy and Energy Efficiencies (Phase I)	1,831,122		1,831,122			
BOE - School Window Replacement	142,000					142,000 [2]
Subtotal FY 2015	15,524,323	843,000	8,456,974	1,816,119	3,060,000	1,348,230
FY 2015 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2015	0	0	0	0	0	0
GRAND TOTAL FY 2015	**15,524,323**	**843,000**	**8,456,974**	**1,816,119**	**3,060,000**	**1,348,230**

[1] *Capital Projects Fund Balance (Total = $755,230)*

[2] *Debt Service Reserve (Total = $279,000)*

[3] *General Fund Balance (Total = $314,000)*

PROPOSED CAPITAL IMPROVEMENT PROGRAM

FY 2016						
Pavement Management Program	889,330	705,000		184,330		
Sidewalk and Curb Replacement Program	81,553	81,553				
Stormwater Management Improvements	362,282		362,282			
Street Reconstruction - Pigeon Hill Road (Poquonock Ave. to Lamberton Rd, Construction)	737,738		737,738			
Street Rehabilitation - Stone Road (Construction, Phase I)	344,168		344,168			
Street Reconstr. - Prospect Hill Rd., West Street to Bent Rd (Phase II Design)	234,150		234,150			
Pavement Line Striping	54,080					54,080 [1]
Street and Traffic Sign Management Program	19,470					19,470 [1]
Tree Replacement Program	40,000					40,000 [1]
Fleet and Public Works Equipment Replacement	356,950	356,950				
Town Facility Improvements - LPW Convert Locker Rooms to Shelter Showering Facility (Construction)	723,492		723,492			
Town Facility Improvements - Town Hall Interior Renovations (Phase II)	163,265					163,265 [1]
Expansion of Public Safety Complex (Design)	928,037		928,037			
Day Hill Road Pedestrian Circulation Enhancements	236,019		236,019			
Wilson Route 159 Corridor Enhancement Program (Phase II)	808,524			808,524		
Athletic Field Improvements - Windsor High School East Side (Design)	177,600					177,600 [1]
Athletic Field Improvements - Fitch (Construction)	535,920		535,920			
Landfill Closure	2,140,000				2,140,000	
Landfill Leachate Management	1,125,000				1,125,000	
Landfill Methane Gas Collection	550,000				550,000	
BOE - Network Infrastructure Upgrade	50,000					50,000 [1]
BOE - Poquonock School - HVAC Phase III (Design)	26,000					26,000 [1]
BOE - Windsor High School Courtyard Improvements (Design)	10,000					10,000 [1]
BOE - Elementary School Security Camera Installations	100,000					100,000 [1]
BOE - Oliver Ellsworth School - Code Compliance Upgrade (Construction)	273,186		273,186			
BOE - Partial Replacement of Clover Street School Roof	413,954		413,954			
BOE - Sage Park Middle School - Alternative Energy and Energy Efficiencies (Phase II)	1,897,644		1,897,644			
BOE - Mechanical Systems Energy Efficiencies	637,420		637,420			
Subtotal FY 2016	13,915,782	1,143,503	7,324,010	992,854	3,815,000	640,415
FY 2016 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2016	0	0	0	0	0	0
GRAND TOTAL FY 2016	**13,915,782**	**1,143,503**	**7,324,010**	**992,854**	**3,815,000**	**640,415**

[1] *Capital Projects Fund Balance (Total = $640,415)*

PROPOSED CAPITAL IMPROVEMENT PROGRAM

FY 2017						
Pavement Management Program	924,330	740,000		184,330		
Sidewalk and Curb Replacement Program	84,815	84,815				
Stormwater Management Improvements	274,017		274,017			
Street Reconstruction - Pigeon Hill Road (Lamberton Rd to Addison Rd, Survey/Design)	55,343					55,343 [1]
Street Rehabilitation - Stone Road (Construction, Phase II)	357,935		357,935			
Streetlight Replacement Program	145,250		145,250			
Street and Traffic Sign Management Program	20,250					20,250 [1]
Fleet and Public Works Equipment Replacement	374,410	374,410				
Streetlight Energy & Maintenance Cost Reduction (Phase I)	366,620		366,620			
Fire and Security System Improvements (Construction)	692,495		692,495			
Day Hill Road Pedestrian Circulation Enhancements	281,163		281,163			
Construct Sidewalks - Local Roads Within 1 Mile of School	116,471					116,471 [1]
Fire Department - SCBA Air Bottle Replacement	152,275					152,275 [1]
Fire Department - Engine 10 Replacement Vehicle	888,153		888,153			
Skate Park Improvements (Design)	15,000					15,000 [1]
Athletic Field Improvements - Windsor High School East Side (Construction)	1,023,120		1,023,120			
Athletic Field Improvements - LP Wilson (Design)	158,400					158,400
Landfill Closure	850,000				850,000	
Landfill Leachate Management	1,180,000				1,180,000	
Landfill Methane Gas Collection	260,000				260,000	
BOE - Network Infrastructure Upgrade	75,000					75,000 [1]
BOE - Poquonock School - HVAC Phase III (Construction)	828,646		828,646			
BOE - Windsor High School Courtyard Improvements (Construction)	55,000					55,000 [1]
BOE - School Window Replacement	230,225		230,225			
Subtotal FY 2017	9,408,918	1,199,225	5,087,624	184,330	2,290,000	647,739
FY 2017 Projects Anticipated to Require Voter Approval						
Town Facility Improvements - Parks Garage Relocation and Land Acquisition for DPW Complex	7,756,887		7,756,887			
Expansion of Public Safety Complex (Phase I)	7,380,388		7,380,388			
Subtotal FY 2017	15,137,275	0	15,137,275	0	0	0
GRAND TOTAL FY 2017	**24,546,193**	**1,199,225**	**20,224,899**	**184,330**	**2,290,000**	**647,739**

[1] *Capital Projects Fund Balance (Total = $647,739)*

PROPOSED CAPITAL IMPROVEMENT PROGRAM

FY 2018						
Pavement Management Program	944,330	760,000		184,330		
Sidewalk and Curb Replacement Program	88,207	88,207				
Pavement Resurfacing at Town Facilities & Schools	200,970		200,970			
Stormwater Management Improvements	213,733		213,733			
Street Reconstruction - River Street (Poquonock to Old River, Design)	112,306					112,306 [1]
Pavement Line Striping	63,266					63,266 [1]
Street and Traffic Sign Management Program	21,060					21,060 [1]
Tree Replacement Program	46,794					46,794
Fleet and Public Works Equipment Replacement	386,080	386,080				
Construct Sidewalks - Local Roads Within 1 Mile of School	121,130		121,130			
Traffic Signal at Windsor Avenue and Corey Street (Construction)	452,259		362,259	90,000		
Day Hill Road Resurfacing (Design)	57,557					57,557 [1]
Day Hill Road Pedestrian Circulation Enhancements	211,958		211,958			
Town Facility Improvements - HVAC, Electricity & Energy (Milo Peck Building)	1,108,380		1,108,380			
Fire Department - Self-Contained Breathing Apparatus Replacement	606,450		606,450			
Additional Fire Hydrants	110,583		110,583			
Riverfront Bike Path - Windsor Center to East Barber Street (Phase I Design)	134,550					134,550 [1]
Athletic Field Improvements - LP Wilson (Construction)	911,064		911,064			
Athletic Field Improvements - Sage Park Middle School West Side (Design)	216,000					216,000 [1]
BOE - Network Infrastructure Upgrade	75,000					75,000 [1]
BOE - Windsor High School Courtyard Improvements (Construction)	55,000					55,000 [1]
BOE - School Window Replacement	239,829		239,829			
BOE - Mechanical Systems Energy Efficiencies	675,665		675,665			
Subtotal FY 2018	7,052,171	1,234,287	4,762,021	274,330	0	781,533
FY 2018 Projects Anticipated to Require Voter Approval						
Street Reconstr. - Prospect Hill Rd., West Street to Bent Rd (Phase II Construction)	2,691,270		2,691,270			
Expansion of Public Safety Complex (Phase II)	7,525,153		7,525,153			
Subtotal FY 2018	10,216,423	0	10,216,423	0	0	0
GRAND TOTAL FY 2018	**17,268,594**	**1,234,287**	**14,978,444**	**274,330**	**0**	**781,533**

[1] *Capital Projects Fund Balance (Total = $781,533)*

PROPOSED CAPITAL IMPROVEMENT PROGRAM

FY 2019						
Pavement Management Program	959,330	775,000		184,330		
Sidewalk and Curb Replacement Program	91,736	91,736				
Stormwater Management Improvements	296,368		296,368			
Streetlight Replacement Program	169,360		169,360			
Ramp Modification at I-91 & Rte 75/Day Hill Rd	61,417,574			61,417,574		
Fleet and Public Works Equipment Replacement	401,560	401,560				
Construct Sidewalks - Local Roads Within 1 Mile of School	125,975			125,975		
Day Hill Road Resurfacing	1,412,327					1,412,327 [2]
Day Hill Road Pedestrian Circulation Enhancements	310,542		310,542			
Street and Traffic Sign Management Program	21,900					21,900 [1]
Street Reconstruction - Pigeon Hill Road (Lamberton Rd to Addison Rd, Construction)	607,572		607,572			
Streetlight Energy & Maintenance Cost Reduction (Phase II)	381,240		381,240			
Town Green Water Fountain Repairs & Upgrade	64,350					64,350 [1]
Town Facility Improvements - HVAC, Electricity & Energy (Wilson Fire Station - Design)	30,000					30,000 [1]
Town Facility Improvements - Roofs (Poquonock Fire Station Roof Replacement, Design)	11,880					11,880 [1]
Athletic Field Improvements - Sage Park Middle School West Side (Construction)	1,242,360		1,242,360			
Skate Park Improvements	182,498		182,498			
Fire Department - Engine 7 Replacement Vehicle	964,799		964,799			
Additional Fire Hydrants	113,901		113,901			
BOE - Network Infrastructure Upgrade	75,000					75,000 [1]
BOE - Windsor High School Courtyard Improvements (Construction)	55,000					55,000 [1]
BOE - JFK, OE, SPMS, Field House Boiler Replacement	1,200,000		1,200,000			
Subtotal FY 2019	70,135,272	401,560	5,002,912	61,543,549	0	1,670,457
FY 2019 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2019	0	0	0	0	0	0
GRAND TOTAL FY 2019	**70,135,272**	**401,560**	**5,002,912**	**61,543,549**	**0**	**1,670,457**

[1] *Capital Projects Fund Balance (Total = $258,130)*

[2] *Debt Service Fund (Total = $1,412,327)*

PROPOSED CAPITAL IMPROVEMENT PROGRAM

FY 2020						
Pavement Management Program	974,330	974,330				
Sidewalk and Curb Replacement Program	95,405	95,405				
Stormwater Management Improvements	308,232		308,232			
Pavement Line Striping	68,428					68,428 [1]
Street and Traffic Sign Management Program	22,780					22,780 [1]
Pavement Resurfacing at Town Facilities & Schools	243,600		243,600			
Tree Replacement Program	50,613					50,613 [1]
Fleet and Public Works Equipment Replacement	417,620	417,620				
Town Facility Improvements - HVAC, Electricity & Energy (Wilson Fire Station - Construction)	219,240		219,240			
Town Facility Improvements - Roofs (Poquonock Fire Station Roof Replacement, Construction)	183,025		183,025			
Day Hill Road Pedestrian Circulation Enhancements	78,200		78,200			
Construct Sidewalks - Local Roads Within 1 Mile of School	131,014		131,014			
Additional Fire Hydrants	117,318		117,318			
Athletic Field Improvements - Sharshon	577,272		577,272			
Athletic Field Improvements - Clover	523,788		523,788			
BOE - Network Infrastructure Upgrade	125,000					125,000 [1]
BOE - Partial Replacement of Sage Park Middle School Roof	1,224,575		1,224,575			
Subtotal FY 2020	5,360,440	1,487,355	3,606,264	0	0	266,821
FY 2020 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2020	0	0	0	0	0	0
GRAND TOTAL FY 2020	**5,360,440**	**1,487,355**	**3,606,264**	**0**	**0**	**266,821**

[1] *Capital Projects Fund Balance (Total = $266,821)*

APPENDIX "B"
Special Revenue Funds

Town of Windsor
FY 2014 – 2015
Adopted Budget

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
6002	Crisis Intervention Program	1,437	-	250	1,187	-	250	937
6004	Bullet Proof Vest Program	-	3,960	3,960	-	2,500	2,500	-
6012	State Reimbursements	-	16,960	16,960	-	16,000	16,000	-
6026	Car Seat Program	1,262	-	260	1,002	-	200	802
6301	Narcotic Seizures - Federal	210	-	210	-	-	-	-
6302	Federal Sharing	99,791	-	10,000	89,791	-	10,000	79,791
6305	Asset Forfeiture - State	3,954	-	450	3,504	-	500	3,004
6700	Animal Shelter	44,459	-	-	44,459	-	-	44,459
6701	Powalka Memorial Fund	100	-	100	-	100	100	-
6702	K-9 Donations	31	140	-	171	100	100	171
6800	Police Private Duty	467,619	800,000	807,000	460,619	400,000	497,000	363,619
6908	Vehicle Maintenance	(670)	11,560	2,180	8,710	5,000	5,000	8,710
6916	Neighborhood Engagement Team	176	500	500	176	500	500	176
6917	Jag Grant	1,120	-	1,120	-	N/A	N/A	N/A
6918	Youth Services Prevention Grant	-	10,540	10,540	-	10,000	10,000	-
	Total 03 Funds	**619,489**	**843,660**	**853,530**	**609,619**	**434,200**	**542,150**	**501,669**

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

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

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

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

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

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

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

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

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

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

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, for private construction contractors, public utilities and the Windsor School District. Expenditures in FY 14 also include $20,000 for traffic enforcement, $112,000 for vehicle replacement and $25,000 for information technology equipment and in FY 15 also include $20,000 for traffic enforcement, $112,000 for vehicle replacement and $25,000 for information technology equipment.

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

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

#6917 - Jag Grant - The money was provided to municipal police departments through the JAG program to assist the departments in becoming compliant with recently enacted statutes requiring the audio and visual recording of interviews conducted in connection with certain criminal cases. In accordance with the grant terms, the Windsor Police Department purchased the nececessary recording equipment for two interview rooms. Grant terms allowed the Department to use remaining grant funds to purchase lidar and radar units, tasers and rifle lights and sights.

#6918 - Youth Services Prevention Grant - Windsor Police Department and Windsor Public Schools will develop an outreach team. The team will provide early intervention, prevention strategies, and referral to resources and services to at risk youth students in grades 7-12. The outreach provided by this collaborative team will strive to reduce violence, reduce recidivism, and provide the skills, proactive strategies, and opportunities for these youth to become productive members of society.

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
3105	Fire Department LOSAP Grant	-	58,130	58,130	-	-	-	-
	Total 03 Funds	-	**58,130**	**58,130**	-	-	-	-

#3105 - FD LOSAP Grant - Funds are from a four year U.S. Department of Homeland Security grant and are transferred directly to a trust fund designated for the Length-of-Service Award Program (LOSAP) for volunteer firefighters. FY 2014 shown above represents the fourth and final year of the program.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
2002	Cirillo Youth Theatre	21,028	19,500	23,500	17,028	20,000	21,000	16,028
2004	Fran Elligers Memorial Fund	2,503	160	510	2,153	200	200	2,153
2007	Teen-O-Rama	44,764	317,350	309,350	52,764	329,170	320,670	61,264
2010	Positive Youth Development	8,643	50,500	50,500	8,643	50,500	50,500	8,643
2016	Passage Program	7,528	10,070	7,250	10,348	10,420	9,720	11,048
2018	Live-n-Learn	9,861	21,000	20,580	10,281	26,260	22,160	14,381
2056	Youth Services Bureau FY 14	-	20,010	20,010	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 15	-	N/A	N/A	N/A	20,010	20,010	-
2045	Dog Park	1,153	-	-	1,153	-	-	1,153
2057	YSB Enhancement Grant FY 14	-	6,210	6,210	-	N/A	N/A	N/A
NEW	YSB Enhancement Grant FY 15	-	N/A	N/A	N/A	6,210	6,210	-
2058	CASAC FY 14 *	-	4,250	4,250	-	N/A	N/A	N/A
NEW	CASAC FY 15 *	-	N/A	N/A	N/A	4,250	4,250	-
2202	NW Park Youth Conservation Corp.	4,472	7,860	7,680	4,652	7,830	7,830	4,652
2204	Northwest Park Nature Camp/Clubs	158,060	92,900	93,300	157,660	90,500	77,340	170,820
2207	Friends of Northwest Park Grant	432	6,200	6,200	432	7,210	7,220	422
2208	Northwest Park Shop	2,183	4,090	3,420	2,853	3,800	3,050	3,603
2210	NWP Environ. Education Programs	63,277	43,000	39,960	66,317	42,200	30,370	78,147
2211	Northwest Park Tobacco Museum	12,650	12,000	12,000	12,650	14,370	14,370	12,650
2325	NWP Facilities	18,419	7,200	3,710	21,909	7,500	3,710	25,699
4022	River Walkways	19,305	-	-	19,305	-	-	19,305
		374,278	**622,300**	**608,430**	**388,148**	**640,430**	**598,610**	**429,968**

*Capital Area Substance Abuse Council

#2002 - Cirillo Youth Theatre - The Cirillo Youth Theatre serves Windsor's youth with theatre opportunities within the town. Revenues are obtained through user fees, ticket sales and donations.

#2004 - Fran Elligers Memorial Fund - Donations into this fund will be used to provide scholarships and pay for expenditures associated with the Pee Wee and Junior Theater.

#2007 - Teen-A-Rama - Fees are collected from all youth and teen programs offered by the town and placed into this fund. Expenditures include staffing, basketballs, exercise & fitness equipment, contracted services for"speakers and magicians, etc.

#2010 - Positive Youth Development - Revenues received from the Youth Services Bureau programs are placed into this account. Funds are used to pay for a portion of salary and benefits for the Youth Services Coordinator, for a part-time support staff and for program supplies.

#2016 - Passage Program - Revenues for this program are from fees from the ROPES program. Some expenditures associated with this fund include staffing, equipment, materials and supplies and instructors.

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

Recreation & Leisure Services (cont.)

#2056/NEW - Youth Services Bureau FY 14/FY 15 - Funds from the State of Connecticut Department of Education administration and direct services for youth.

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

#2057/NEW - YSB Enhancement Grant - Funds from the State of Connecticut Department of Education to provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community.

#2058/NEW - CASAC FY 14/FY 15 - Funds are used for substance abuse prevention programs and for positive youth development programs.

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

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

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

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

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

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

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

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

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
2300	Windsor Senior Center	11,360	54,000	53,940	11,420	54,000	53,940	11,480
2320	Dial-a-Ride Matching Grant FY 14	-	38,000	38,000	-	N/A	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 15	-	N/A	N/A	N/A	38,000	38,000	-
2319	NCAAA Grant 10/01/12 - 9/30/13	1,650	1,000	2,650	-	N/A	N/A	N/A
2323	NCAAA Grant 10/01/13 - 9/30/14	-	4,500	4,500	-	1,000	1,000	-
NEW	NCAAA Grant 10/01/14 - 9/30/15	-	N/A	N/A	N/A	4,500	4,500	-
2326	Elderly Transportation Grant	-	9,500	9,500	-	9,500	9,500	-
3816	Human Services Assistance Fund	70,445	-	5,000	65,445	-	5,000	60,445
2322	Access Health	-	6,000	6,000	-	-	-	-
3822	Mental Health Committee	400	-	400	-	-	-	-
3840	Operation Fuel Partnering	11,050	1,500	1,500	11,050	1,500	1,500	11,050
3868	Parents Of Children With Disabilities	2,080	-	1,000	1,080	-	1,080	-
2321	NCAAA Grant Social Services*	-	4,690	4,690	-	1,570	1,570	-
3880	SSBG 10/1/12 - 12/31/13	3,960	10,790	14,750	-	N/A	N/A	N/A
3881	SSBG 1/1/14 - 9/30/14	-	10,920	10,920	-	5,460	5,460	-
3867	Windsor Community Service Council	1,229	3,850	3,850	1,229	2,600	2,600	1,229
		102,174	**144,750**	**156,700**	**90,224**	**118,130**	**124,150**	**84,204**

*North Central Area Agency on Aging

#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.

#2320/NEW - Dial-a-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles.

#2319/2323/NEW - NCAAA Grants - Funds are from an evening and weekend transportation matching grant.

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

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

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

#3822 - Healthy People - Mental Health Committee - This committee was established in 2004 with the purpose of helping to educate and inform citizens of mental health issues. Funds in this account are used for representatives who are hired to speak at engagements to inform the community of mental health issues.

#3840 - NCAAA/Operation Fuel Partnering - Funds are from the Operation Fuel Grant. These funds are used to support the Social Services Division.

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

#2321 - NCAAA Grant Social Services - Funds from this account support part-time staff hours and supplies for the Groceries to Go program.

#3880/3881 - Social Services Block Grant - Funds are used to pay for operational expenses (office supplies, etc.) in the Social Services division.

#3867 - Windsor Community Service Council - Funds are used to offset the cost of fuel for the cargo van that is used to pick up food.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
3803	Toy Drive	285	-	-	285	-	-	285
3805	CPR Classes	22	550	500	72	900	800	172
3808	Clinic Services	29,058	16,000	10,500	34,558	16,000	13,220	37,338
3814	Bike & Ski Safety Equipment	(2,464)	1,800	2,500	-3,164	2,750	2,750	-3,164
3831	Pandemic Influenza Grant	70	-	70	0	-	-	0
3846	H1N1 Vaccine Clinics	2,709	-	-	2,709	-	-	2,709
3848	Public Health Emergency Readiness	2,235	-	-	2,235	-	-	2,235
3852	Public Health Block Grant FY 14	125	4,885	5,010	-	N/A	N/A	N/A
NEW	Public Health Block Grant FY 15	N/A	N/A	N/A	N/A	5,010	5,010	-
3853	Lead Poisoning Prevention & Control	-	6,300	6,300	-	6,300	6,300	-
3858	Bioterrorism Grant 8/10/12 - 8/09/13	4,881	(4,881)	-	-	N/A	N/A	N/A
3859	Bioterrorism Grant 8/10/13 - 6/30/14	-	54,030	54,030	-	-	-	-
NEW	Bioterrorism Grant 7/01/14 - 6/30/15	N/A	N/A	N/A	N/A	36,040	36,040	-
3877	Regional Emergency Planning FY 13	5,225	-	-	5,225	-	-	5,225
3879	Regional Emergency Planning FY 14	-	6,000	6,000	-	N/A	N/A	N/A
3896	Emergency Mgmt Performance Grant	-	7,710	7,710	-	5,870	5,870	-
3897	Property Maintenance Remediation	-	-	-	-	2,500	2,500	-
		42,146	**92,394**	**92,620**	**41,920**	**75,370**	**72,490**	**44,800**

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

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

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

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

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

#3846 - H1N1 Vaccine Clinics - Funds made available to MDAs to conduct H1N1 Vaccination Clinics. The amount funded is based on the amount of vaccine ordered and/or doses administered by the MDA.

#3848 - Public Health Emergency Readiness - Grant monies for local health departments focused on completing exercises and performance assessment tools to improve regional public health response to emergencies.

#3852/NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period ends on June 30.

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

Health Services (cont.)

#3858/3859/NEW - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year.

#3877/3879 - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support public health emergency regional planning, training, exercise, and evaluation services.

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

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

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
2501	Library Copy Machine Fund	27,595	12,000	15,000	24,595	10,000	10,000	24,595
2502	Windsor Library Association Grant	12,737	1,700	-	14,437	1,700	-	16,137
2503	Main Library Non-Print Materials	22,298	14,000	14,000	22,298	14,000	14,000	22,298
2504	Wilson Library Non-Print	7,148	4,000	4,000	7,148	4,000	4,000	7,148
2505	Connecticard	18,705	4,680	4,680	18,705	4,680	4,680	18,705
2507	Cary Nearing Book Project	11,293	-	2,500	8,793	-	2,500	6,293
2509	State Library Grant	5,189	1,200	1,200	5,189	1,200	1,200	5,189
2511	NewAlliance Foundation Grant	2,930	-	2,930	-	-	-	-
N/A	Library Association Donation***	-	23,000	23,000	-	22,000	22,000	-
		107,895	**60,580**	**67,310**	**101,165**	**57,580**	**58,380**	**100,365**

***Not included in town system

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

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

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

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

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

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

#2509 - State Library Grant - Revenues are from a one-time grant source to be used for the purchase of print material.

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

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

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1704	Wetlands Inventory Grant	694	-	-	694	-	200	494
1705	Wetlands Account	2,666	-	-	2,666	-	-	2,666
1706	Energy Task Force Fund	4,681	-	750	3,931	-	750	3,181
1707	Earth Day	480	1,000	1,000	480	1,000	1,000	480
1721	Fire Safety Computer Grant	250	-	250	-	-	-	-
		8,771	**1,000**	**2,000**	**7,771**	**1,000**	**1,950**	**6,821**

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

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

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

#1707 - Earth Day - This fund was created to accept donations to sponsor Earth Day activities and pay for other expenses, with any balance donated to the Open Space Fund.

#1721 - Fire Safety Computer Grant - This fund is from a grant from FM Global, one of the world's largest commercial property insurers, to cover the cost of purchasing a laptop and projector to be used for public fire and life safety education, fire prevention, and community risk reduction.

Community Development

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1973	Rt. 159 & Windsor Ave. Redev. Proj.	2,336	-	-	2,336	-	-	2,336
		2,336	**-**	**-**	**2,336**	**-**	**-**	**2,336**

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

SPECIAL REVENUE FUNDS

Public Works

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1980	Stony Hill School	1,313	4,900	5,400	813	4,900	5,400	313
2014	330 Windsor Avenue Maintenance	47,418	126,460	113,420	60,458	126,460	117,700	69,218
4003	Archer Road Maintenance	50,843	-	11,200	39,643	-	-	39,643
4009	Town Aid Road Improvements	377,735	404,300	365,310	416,725	404,300	570,000	251,025
4010	East Granby Road Maintenance	40,000	-	-	40,000	-	40,000	-
4012	Local Cap. Improve. - Recording Fees	61,610	13,000	-	74,610	13,000	-	87,610
4018	Veterans Cemetery	17,001	3,000	8,500	11,501	3,000	3,700	10,801
4100	Rental Revenue (Properties)	288	14,500	13,900	888	14,500	14,100	1,288
4101	Train Station/Freight House	136,545	14,500	57,800	93,245	23,430	30,300	86,375
4102	Roger Wolcott Building	-	65,000	65,000	-	66,760	66,760	-
4103	Parks Garage Leased Space	-	550,000	25,000	525,000	-	120,000	405,000
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		738,454	**1,195,660**	**665,530**	**1,268,584**	**656,350**	**967,960**	**956,974**

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

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

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

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

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

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

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

#4100 - Rental Revenue properties - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green) and Carriage House (town green). The Luddy House is used by the Chamber of Commerce and the Luddy Carriage House is rented by a hair salon.

#4101 - Train Station/Freight House - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. The Freight House is presently being used as an Arts Center. Larger expenditures expected in the near future include roof work at the train station.

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

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

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

Information Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1304	Town Clerk Copier	84,458	22,200	33,200	73,458	22,200	22,200	73,458
1306	Historic Preservation	6,676	5,930	5,930	6,676	4,700	4,700	6,676
1308	Preservation Microfilming Grant	-	6,500	6,500	-	6,000	6,000	-
		91,134	**34,630**	**45,630**	**80,134**	**32,900**	**32,900**	**80,134**

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

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

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program. There are two possible grants that could be received in any one fiscal year - $10,000 for the Targeted grant or up to $50,000 for the Competitive grant.

Administrative Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1650	Assessor's Coin-Op Copiers	3,449	1,700	1,700	3,449	1,700	1,700	3,449
1651	Delinquent Property Tax Sale	1,170	-	-	1,170	-	-	1,170
		4,619	**1,700**	**1,700**	**4,619**	**1,700**	**1,700**	**4,619**

#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.

#1651 - Delinquent Property Tax Sale - A public auction was conducted by the tax collector in June 2013 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale were applied to clear the back taxes and release the tax liens. This fund listed above represents the expenses and expense recoveries from the buyers for this sale.

SPECIAL REVENUE FUNDS

Boards and Commissions

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
5250	One Book One Windsor	1,335	-	-	1,335	-	-	1,335
5252	Bridge Builder's Award	-	840	840	-	840	840	-
5254	Town Council Technology	-	5,000	5,000	-	N/A	N/A	N/A
5255	Windsor Historical Society	-	50,000	50,000	-	N/A	N/A	N/A
		1,335	**55,840**	**55,840**	**1,335**	**840**	**840**	**1,335**

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

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

#5254 - Town Council Technology - This fund was created based on a town council appropriation on August 5, 2013.

#5255 - Windsor Historical Society - This fund was created based on a town council appropriation on August 5, 2013.

General Services

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
1630	Revaluation	84,049	15,000	55,850	43,199	20,000	-	63,199
1703	Open Space Fund	344,119	204,400	12,000	536,519	104,440	250,000	390,959
		428,168	**219,400**	**67,850**	**579,718**	**124,440**	**250,000**	**454,158**

#1630 - Revaluation - This fund provides the revenue source to conduct annual revaluations. Budgeted expenditures for FY 14 represent costs associated with the revaluation for the 10/1/2013 grand list.

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. They can also be used to improve open spaces and conduct other open space related activities.

Not Allocated to Specific Service Unit

Project #	Project Name	FY 2014 Beginning Balance (7/1/13)	FY 2014 Projected Revenue	FY 2014 Estimated Expenditures	FY 2014 Projected Balance (6/30/14)	FY 2015 Projected Revenue	FY 2015 Budgeted Expenditures	FY 2015 Projected Balance (6/30/15)
2100	L.P. Wilson Fund	94,430	525,960	512,150	108,240	527,450	512,650	123,040
5200	Community Use of Schools	988	25,000	24,010	1,978	35,000	35,000	1,978
		95,418	**550,960**	**536,160**	**110,218**	**562,450**	**547,650**	**125,018**

#2100 - L.P. Wilson Fund - This is the town's portion of expenses for facility maintenance/utilities at the L.P. Wilson Center and for the use of the space. The balance is being used for planned on-going maintenance projects.

#5200 - Community Use of Schools - The Board of Education charges groups for the use of school facilities. However, due to state regulations, the town is required to receive this money and it is placed into this account. In the past, the Board of Education has used these funds for custodial overtime at their facilities. These funds can also be used for facility repairs and maintenance (i.e., refinishing of gym floors).

APPENDIX "C"
Summary of Personal Services

Town of Windsor
FY 2014 – 2015
Adopted Budget

APPENDIX C

SUMMARY OF PERSONAL SERVICES

	Approved	Adopted
ADMINISTRATIVE SERVICES		
Full Time	17.50	16.25
Part-time FTE	1.90	2.29
DEVELOPMENT SERVICES		
Full-time	16.00	16.00
Part-time FTE	0.84	0.86
RECREATION & LEISURE SERVICES		
Full-time	6.74	6.76
Part-time FTE	11.05	11.31
HUMAN SERVICES		
Full-time	4.75	4.75
Part-time FTE	5.89	5.67
HEALTH SERVICES		
Full-time	4.00	4.00
Part-time FTE	1.00	1.00
INFORMATION SERVICES		
Full-time	3.00	3.00
Part-time FTE	1.10	1.10
LIBRARY SERVICES		
Full-time	9.00	9.00
Part-time FTE	9.61	9.61
PUBLIC WORKS		
Full-time	32.00	32.00
Part-time FTE	5.55	6.00
SAFETY SERVICES		
Full-time	63.00	64.50
Part-time FTE	2.10	2.30
GENERAL GOVERNMENT		
Full-time	3.00	3.00
Part-time FTE	0.61	0.61
COMMUNITY DEVELOPMENT		
Full-time	0.75	0.75
TOTAL GENERAL FUND		
Full-time	159.74	160.01
Part-time FTE	22.71	23.77
Total	182.45	183.78

NON-GENERAL FUND POSITIONS

RECREATION - Special Revenue Fund		
Full-time	0.26	0.24
Part-time FTE	9.70	9.63
INSURANCE INTERNAL SVS FUND		
Full-time	-	0.75
ENTERPRISE FUNDS		
Full-time	22.50	21.00
Part-time FTE	9.00	8.40
HUMAN SERVICES - Special Revenue Fund & Transfer from Caring Connection for Transportation		
Full-time	0.75	0.75
Part-time FTE	3.46	3.77
COMMUNITY DEVELOPMENT		
Full-time	1.25	1.25
Part-time FTE	-	-
TOTAL NON-GENERAL FUND		
Full-time	24.76	23.99
Part-time FTE	22.16	21.80
Total	46.92	45.79

APPENDIX "D"
Employee Pay Plans

Town of Windsor
FY 2014 – 2015
Adopted Budget

APPENDIX D

TOWN OF WINDSOR
TEAMSTERS LOCAL 671 PAY PLAN
FY 2013-2014*

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1	34,544	37,996
GRADE 2 Clerk Typist I Laborer Mechanic's Assistant	35,942	39,897
GRADE 3	38,083	41,888
GRADE 4	39,989	43,986
GRADE 5	41,986	46,181
GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator/Receptionist	44,083	48,493
GRADE 7 Account Clerk I Clerk Typist II Engineering Aide Tax Clerk	46,286	50,918
GRADE 8 Account Clerk II Public Property Maintainer II Senior Citizen Bus Driver	48,602	53,463
GRADE 9 Administrative Clerk Assistant Town Clerk Community Development Assistant Weighing Station Clerk	51,036	56,129
GRADE 10 Landfill Operator Public Property Maintainer III Secretary	53,581	58,934
GRADE 11 Mechanic Electrician	56,254	61,883
GRADE 12 Crew Leader Senior Engineering Aide	59,074	64,974
GRADE 13 Public Works Inspector Town Forester	62,029	68,228

*This pay plan expired on June 30, 2014 and is included for informational purposes. A salary schedule for FY 2015 will be determined when collective bargaining is concluded.

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
UPSEU LOCAL 424, UNIT 10 PAY PLAN
FY 2013 – 2014*

	STEPS				
PAY GRADE	1	2	3	4	5
CIVILIAN DISPATCHER	47,887	50,943	53,717	56,493	59,266

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 500 Hours
Part-time Civilian Dispatcher	18.05/Hour	22.54/Hour	24.81/Hour	27.04/Hour

*This pay plan expired on June 30, 2014 and is included for informational purposes. A salary schedule for FY 2015 will be determined when collective bargaining is concluded.

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
POLICE PAY PLAN
FY 2014-2015

STEPS

PAY GRADE	A	B	C	D	E	F	G	H
Pay Grade P1								
Police Officer	63,213	66,746	70,418	74,296	78,380	82,684		
New Hires	62,587	65,127	67,770	70,521	73,383	76,361	79,460	82,685
Pay Grade P2			72,686	76,687	80,905	85,352	89,688	
Detective Special Services Officer								
Pay Grade P3			78,701	83,036	87,596	92,420	97,639	
Evidence Technician Sergeant								
Pay Grade P4			87,596	92,420	97,502	102,863		
Shift Commander								
Pay Grade DW1			59,104	61,709	64,370	67,262		
Dog Warden								

APPENDIX D

FY 2014-2015 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1 **Associates**		
Group A	35,873	69,992

Administrative Aide
Assistant Assessor
Assistant Building Official
Caseworker
Code Enforcement Official
Confidential Secretary
Engineering Assistant
Environmental Educator
Environmental Planner
Fire Inspector
Interpretive Naturalist
Library Assistant
Payroll and Benefits Assistant
Public Health Nurse
Recreation Program Specialist
Sanitarian
Senior Center Programmer
Transportation Coordinator

Group B	40,821	81,945

Accountant
Assistant Buildings & Facilities Manager
Assistant Recreation Manager
Assistant Town Planner
Deputy Town Clerk
Fire Department Administrator
Human Resources Generalist
Information Technology Specialist
Lead Social Worker
Lending Services Manager
Librarian
Library Branch Manager
Management Analyst
MIS Supervisor
Parent Resource Coordinator
Project Engineer
Reference & Technical Services Librarian
Senior Center Coordinator
Social Worker
Youth Services Counselor

FY 2014-2015 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 2	50,717	108,102

Managers/Coordinators

Assessor
Assistant Finance Director
Assistant to Town Manager
Building Official
Buildings and Facilities Manager
Community Development Coordinator*
Fire Marshal
Northwest Park Manager
Partnership Program Coordinator
Police Division Commander
Public Works Operations Manager
Risk Manager
Social Services Coordinator
Solid Waste Manager *
Tax Collector
Town Clerk
Town Engineer
Youth Services Coordinator

GRADE 3	73,866	120,432

Directors

Assistant Town Manager
Coordinator of Information Technology
Director of Health
Director of Human Resources
Director of Human Services
Director of Public Works
Director of Recreation and Leisure Services
Director of Finance
Economic Development Director
Library Director
Police Chief
Town Planner

*Position contingent upon funding from State/Federal grants, capital project funds, and/or user charges.

APPENDIX D

TOWN OF WINDSOR
DAY CARE PAY PLAN
[WINDSOR DISCOVERY CENTER AND CARING CONNECTION]
FY 2014-2015

CLASSIFICATION	MINIMUM	MAXIMUM
Early Childhood Manager Caring Connection Manager	35,020	77,110
Early Childhood Educator II Adult Day Care Professional	30,450	59,820
Early Childhood Educator I Adult Day Care Associate	22,050	41,400

PART-TIME AND SEASONAL PAY PLAN FOR FY 2014-2015

PAY GRADE	MINIMUM	MAXIMUM
GRADE I	$ 8.70	$ 9.90
Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant		
GRADE II	$ 8.70	$11.00
Clerical Aide II Early Childhood Aide I Janitor Library Clerk I Library Monitor Lifeguard I Parts Runner Program Aide Recreation Leader II Senior Student Aide		
GRADE III	$ 8.70	$12.15
Clerical Aide III Early Childhood Aide II Library Clerk II Lifeguard II Recreation Specialist Maintenance Assistant Tax Collection Aide Undergraduate Intern		
GRADE IV	$ 9.00	$15.60
Adult Day Care Aide Assistant Head Lifeguard Clerical Assistant Deputy Fire Marshal Engineering Technician Environmental Educator Graduate Intern Instructor Library Clerk III Payroll Assistant Printer Security Monitor Senior Activities Specialist Senior Citizen's Bus Driver		

PAY GRADE	MINIMUM	MAXIMUM
GRADE IV – Cont'd		
Senior Maintenance Assistant Supernumerary Police Officer Traffic Safety Specialist Treasurer's Assistant		
GRADE V	$10.10	$18.00
Administrative Aide Code Enforcement Official Head Lifeguard Senior Transportation Lead Driver Youth Theater Director		
GRADE VI	$11.25	$23.50
Adult Day Care Professional Code Inspector Director of Aquatics Director of Special Programs Naturalist Substitute Librarian		

APPENDIX "E"
Code of Accounts

Town of Windsor
FY 2014 – 2015
Adopted 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.

43160 OPEB - Cost of Other Post Employment Benefits

43170 MDC - Sewers - Cost of Metropolitan District Commission Sewer Service.

43180 Contractual Services - Cost of contracted services, consulting and technical services, etc.

43190 Printing - Printing, photocopying and microfilming.

43200 Board of Education Schools

43210 Board of Education Schools Capital

43300 Debt Service - Principal

43350 Debt Service - Interest

43400 Insurance

43500 Unclassified

MAINTENANCE AND REPAIR - (Items used in repairing and/or maintaining property carried on the town's Inventory of Assets.)

44210 Repairs and Maintenance - Activities concerning town buildings, roads, streets, drains and sidewalks.

44250 Vehicles and Heavy Equipment - Vehicles and heavy equipment and all parts attached to vehicles and heavy equipment except radios and light bars.

44270 Other Equipment Maintenance - Radios, light bars, typewriters, office equipment and all other equipment not elsewhere classified. Office machine maintenance contracts are to be classified here.

GRANTS AND CONTRIBUTIONS

45160 Grants and Contributions - Volunteer fire companies, cemetery associations, WIN-TV, Farmington River Watershed Association, etc.

CAPITAL OUTLAY - (Purchase of items which are carried on the town's inventory of assets or which are depreciated in the Enterprise accounts.)

46300 Furniture and Equipment - Office furniture and related items.

46310 Vehicles - Vehicles, heavy equipment and inventoried attachments thereto.

46320 Other Capital Equipment - All other inventoried items not elsewhere classified (e.g., lawnmowers).

46330 Land - All acreage acquired by the town.

46340 Structures - All buildings, structures and parts thereof acquired by the town.

ENERGY AND UTILITY COSTS

47100 Electricity - Charges for electrical power used in all operations including, street lighting and traffic signals.

47200 Natural Gas - Charges for gas service provided by pipeline or delivered as bottled fuel.

47210 Heating Oil - #2 and #4 fuel used in heating town-operated buildings.

47300 Super Unleaded Gasoline - Used in the operation of motor vehicles and other machinery and equipment.

47310 Regular Unleaded Gasoline - Used in the operation of motor vehicles and other machinery and equipment.

47320 Diesel Fuel - Used in the operation of motor vehicles and other machinery and equipment.

47400 Water - Charges for water service paid to the Metropolitan District Commission for town-owned properties.

47500 Telephone - Costs for telephone services.

APPENDIX "F"
Debt Management

Town of Windsor
FY 2014 – 2015
Adopted Budget

DEBT MANAGEMENT POLICY

Windsor continues to enjoy an outstanding credit rating of Aa1 by Moody's Investor Service and AAA by Standard and Poor's Corporation, which is the same as that is assigned to obligations of the United States Government. In general, bond ratings are assigned by the rating services on the basis of established standards covering four basic criteria: economic strength and diversity, debt burden, administrative process and fiscal performance. In order to maintain its debt burden in line with available resources, the town adheres to certain fundamental policies with respect to incurrence of debt:

a) Windsor maintains its total debt service requirement to within a range of 6% - 8% of its total operating expenditures
b) When any new bonds are issued, the future forecasted annual debt service requirements will not exceed 8% of annual operating expenditures
c) The total amount of bonds Windsor issues will not exceed 50% of its legal debt limit
d) The town will maintain an unassigned fund balance of between 8% - 11% of annual General Fund operating expenditures.

The town's legal debt limit is in turn based upon its tax collections for the most recently completed fiscal year including interest and lien fees, and net of state reimbursements for revenue losses. For the current fiscal year, Windsor's base for establishing its debt limit is $82,226,314. State law establishes various debt percentage limitations based on the purposes for which the debt is issued. The following limitations are currently in effect:

1) General Purpose - 2.25 times the base
2) Schools - 4.50 times the base
3) Sewer - 3.75 times the base
4) Urban Renewal - 3.25 times the base
5) Unfunded Past Pension - 3.00 times the base
6) Total Debt - 7.00 times the base.

As of the FY 2013 CAFR, the town's total net direct and net overlapping indebtedness totals $89,336,924 and the total debt limit is $575,584,195.

APPENDIX F

Town of Windsor Debt Schedule FY 2014

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2013	PROJECTED ADDITIONS	REFUNDED	RETIREMENTS	BALANCE 6/30/2014
SCHOOLS									
2008 Poquonock Elementary School Renovations	1.80 - 4.125	2008	6/15/2023	235,000	23,000	-	-	23,000	-
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	6,051,000	3,638,000	-	-	624,000	3,014,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	3,768,000	2,387,000	-	-	359,000	2,028,000
2010 Poquonock School HVAC	2.00 - 4.00	2010	4/15/2025	700,000	575,000	-	-	45,000	530,000
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,209,000	5,141,000	-	-	552,000	4,589,000
2011 JFK School Roof; Poquonock School HVAC upgrades	2.50 - 3.50	2011	4/1/2024	1,040,000	1,040,000	-	-	81,000	959,000
2013 Ellsworth School Roof	1.25 - 2.00	2013	5/1/2025	950,000	950,000			79,000	871,000
			Sub-total	18,953,000	13,754,000			1,763,000	11,991,000
TOWN									
2008 Mechanic St.,Day Hill, Lang Rd, Windsor Green, PW Facility	1.80 - 4.125	2008	6/15/2023	3,508,000	702,000	-	-	302,000	400,000
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	2,879,000	1,732,000	-	-	296,000	1,436,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	5,927,000	3,748,000	-	-	566,000	3,182,000
2010 Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	2.00 - 4.00	2010	4/15/2025	3,980,000	2,900,000	-	-	355,000	2,545,000
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,096,000	5,279,000	-	-	493,000	4,786,000
2011 Public Improvements	2.50 - 3.50	2011	4/1/2024	3,450,000	2,825,000	-	-	269,000	2,556,000
2012 Public Improvements	2.00	2012	5/1/2024	4,490,000	4,115,000	-	-	375,000	3,740,000
2013 Public Improvements	1.25 - 2.00	2013	5/1/2025	4,085,000	4,085,000	-	-	331,000	3,754,000
TOTAL									
			Sub-total	34,415,000	25,386,000			2,987,000	22,399,000
			Grand-Total	**53,368,000**	**39,140,000**	**-**	**-**	**4,750,000**	**34,390,000**

APPENDIX F

Town of Windsor
Debt Schedule FY 2014 - FY 2015

Principal Payments

	Town Projects	FY 2014	FY 2015
2008	Mechanic St.,Day Hill, Lang Rd, Windsor Green, PW Facility	302,000	-
2009	Refunding Issue - Series A	296,000	253,000
2009	Refunding Issue - Series B	566,000	481,000
2010	Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	355,000	305,000
2010	Refunding Issue - Series B	493,000	749,000
2011	Road & Facility Improvements; Vehicle & Technology Purchases	269,000	269,000
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchas	375,000	375,000
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipmen	331,000	341,000
2014	FY14 Bond Issue - Estimated Principal	-	130,840
	Total FY 14 & FY 15 Principal (Town Projects)	2,987,000	2,903,840
	School Projects		
2008	Poquonock School Renovations	23,000	-
2009	Refunding Issue - Series A	624,000	532,000
2009	Refunding Issue - Series B	359,000	304,000
2010	Poquonock School HVAC Improvements	45,000	45,000
2010	Refunding Issue - Series B	552,000	636,000
2011	Poquonock School HVAC; JFK School Roof Replacement	81,000	81,000
2013	Ellsworth School Roof	79,000	79,000
2014	FY14 Bond Issue - Estimated Principal	-	495,840
	Total FY 14 & FY 15 Principal (School Projects)	1,763,000	2,172,840
	Grand Total - Principal	**4,750,000**	**5,076,680**

Interest Payments

	Town Projects	FY 2014	FY 2015
2008	Mechanic St.,Day Hill, Lang Rd, Windsor Green, PW Facility	25,010	15,110
2009	Refunding Issue - Series A	51,267	44,773
2009	Refunding Issue - Series B	130,960	115,255
2010	Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	101,750	91,100
2010	Refunding Issue - Series B	205,450	184,350
2011	Road & Facility Improvements; Vehicle & Technology Purchases	83,818	75,748
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchas	82,300	74,800
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipmen	72,315	65,695
2014	FY14 Bond Issue - Estimated Interest	-	47,100
	Total FY 14 & FY 15 Interest (Town Projects)	752,870	713,930
	School Projects		
2008	Poquonock School Renovations	1,680	1,012
2009	Refunding Issue - Series A	107,660	93,953
2009	Refunding Issue - Series B	83,465	73,520
2010	Poquonock School HVAC Improvements	20,750	19,400
2010	Refunding Issue - Series B	201,900	181,320
2011	Poquonock School HVAC Improvements; JFK School Roof Replacement	31,333	28,903
2013	Ellsworth School Roof	64,343	15,243
2014	FY14 Bond Issue - Estimated Interest	-	178,500
	Total FY 14 & FY 15 Interest (School Projects)	511,130	591,850
	Grand Total - Interest	**1,264,000**	**1,305,780**

APPENDIX "G"
Price Guide

Town of Windsor
FY 2014 – 2015
Adopted Budget

Fines and Fees	Fund	Authority	FY 2015	Last Action
DEVELOPMENT SERVICES				
Building Inspection				
Building Permit	General Fund	Resolution	$30 for 1st $1,000	12/05/1997
Building Permit - After 1st $1,000	General Fund	Resolution	$13 per $1,000 (after 1st $1,000)	6/21/1999
Building Permit Fee Reduction Policy Significant fiscal impact projects per *CGS 12-65b (b)* Biotechnology firms defined by CT Bioscience Cluster Approval of any fee reduction is at the sole discretion of the Town Council	General Fund	Resolution	Based on financial impacts identified as part of the project review policy	1/17/2006
Square Footage Price Used to Calculate Cost of a New Home	General Fund	Resolution	$75 per sq. ft.	5/05/2003
Re-Inspection Fee on Contractor Projects	General Fund	Resolution	$25 per inspection	5/05/2003
Working Without Permits	General Fund	Resolution	A fee equal to double the permit fee	5/05/2003
ZBA Residential Application Fee	General Fund	ZBA	$125 + $50 per each additional variance requested on the same application	5/13/2014
ZBA Commercial/Industrial Application Fee	General Fund	ZBA	$175 + $50 per each additional variance requested on the same application	5/13/2014
Motor Vehicle Location Approvals	General Fund	TP+ZC	$70	5/20/1985
Motor Vehicle Location Re-Approvals	General Fund	TP+ZC	$35	5/20/1985
Maps - Photocopy	Special Revenue	Resolution	$4	5/01/1989
Economic Development				
Fee For Processing Subordination requests for mortgages in the OCD portfolio	Special Revenue / Fund 10	Resolution	$50 plus any direct Expenses Incurred	4/27/2009
Design Services				
Engineering Specifications	General Fund	Resolution	$30	4/24/2006
Aerial Map Blueprints	General Fund	Resolution	$5 per copy	4/24/2006
Other Maps and Blueprints	General Fund	Resolution	$4 per copy	5/10/2011
Color Copy 24" x 36"	General Fund	Resolution	$10 per copy	5/10/2011
Erosion And Sediment Control Permit	***(Erosion & Sediment permit fees shall be reduced when Inland Wetland fees are also collected for the same activity)***			
Single and Two -Family Residential (not part of a subdivision)	General Fund	Resolution	$100/lot	2/17/2009
Residential Subdivision	General Fund	Resolution	$300 + $100 for each lot to be disturbed	2/17/2009
Commercial, Industrial, Residential (multi-Family) or other use	General Fund	Resolution	$300 + $100 for each acre of area to be disturbed	5/10/2011
Storm water Management Permit				
Single and Two -Family Residential (not part of a subdivision)	General Fund	Resolution	$100/lot	2/17/2009
Residential Subdivision	General Fund	Resolution	$300 + $100 for each lot to be disturbed	2/17/2009
Commercial, Industrial, Residential (multi-family) or other use	General Fund	Resolution	$300 + $100 for each acre of area to be disturbed	5/10/2011
Storm water Manual	General Fund	Resolution	$30	2/17/2009
Street Cut Permits:				
Curb and Walk - All Permits	General Fund	Resolution	$50	9/23/1991
Driveway - All Permits	General Fund	Resolution	$25	6/08/1992
Excavation - All Permits	General Fund	Resolution	$50	9/23/1991
Additional Charge Per Excavation - adjacent locations at the same property	General Fund	Resolution	$25	6/04/2013
Street Light Changes - New Residential Development	General Fund	*CGS 8-25*	One year fee per street light at CL&P rate	1949

Fines and Fees	Fund	Authority	FY 2015	Last Action
DEVELOPMENT SERVICES (cont.)				
Fire Prevention				
Blasting Permit	General Fund	*CGS 541, 29-349*	$20	10/01/1987
Storing Explosives	General Fund	*CGS 541, 29-349*	$25	10/01/1987
Commercial Amusement Fee	General Fund	Resolution	$100 fee & $1,000 bond	6/29/1981
Inland Wetlands				
Summary Ruling:				
Residential lot containing wetlands or regulated area	General Fund	*CGS 22a-36 to 22a-45*	$100 per lot plus $100 per acre of regulated area of disturbance	7/01/2008
Modification to existing owner-occupied lot	General Fund	*CGS 22a-36 to 22a-45*	$85 per lot includes $60 CT DEEP fee	5/10/2011
Recreational regulated area affected by proposed activity	General Fund	*CGS 22a-36 to 22a-45*	$100 per acre of disturbance	5/10/2011
Commercial, industrial or residential multi-family or other use	General Fund	*CGS 22a-36 to 22a-45*	$300 plus $100 per acre of regulated area of disturbance	5/10/2011
Plenary Ruling:				
Residential lot containing wetland or regulated area	General Fund	*CGS 22a-36 to 22a-45*	$200 per lot plus $100 per acre of regulated area of disturbance	5/10/2011
Recreational with regulated area affected by proposed activity	General Fund	*CGS 22a-36 to 22a-45*	$200 per acre of disturbance	5/10/2011
Commercial, industrial or multi-family or other use	General Fund	*CGS 22a-36 to 22a-45*	$600 plus $100 per acre of regulated area disturbance	5/10/2011
Permit revisions as they affect wetlands/watercourses	General Fund	*CGS 22a-36 to 22a-45*	$90	7/01/2008
Wetlands Permit Renewal	General Fund	*CGS 22a-36 to 22a-45*	$70	7/01/2008
Amendments to Map or Regulations	General Fund	*CGS 22a-36 to 22a-45*	$250 plus linear foot fee	7/01/2008
Linear Foot Fee	General Fund	*CGS 22a-36 to 22a-45*	Less than 500 ft: $250 500 to 1000 ft: $500 More than 1000 ft: $750	5/10/2011
Cease and Desist Order	General Fund	*CGS 22a-36 to 22a-45*	$250	4/01/2005
Compliance Inspections	General Fund	*CGS 22a-36 to 22a-45*	$25 per staff visit	7/01/2008
Public Hearing	General Fund	*CGS 22a-36 to 22a-45*	$250	4/01/2005
Activity without permit or not authorized by permit in the upland review area with no immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$75 per day	5/19/2008
Activity without permit or not authorized by permit in the upland review area with immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$150 per day	5/19/2008
Activity without permit or not authorized by permit in a wetland or watercourse which causes limited or correctable damage	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$200 per day	5/19/2008
Activity without permit or not authorized by permit in a wetland or watercourse which causes sediment to flow into the area or otherwise causes pollution to the area	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$750 per day	5/19/2008
Excavation in filling or draining any portion of a wetland and/or watercourse without a permit	Open Space Fund	Town Ordinance: Chapter 14, Art VII	$750 per day	5/19/2008
NOTE: A $60 Conservation Fund fee must be added to the cost of all land use applications. Mandated by CT Department of Energy and Environmental Protection (DEEP) effective 10/1/09.				

Fines and Fees	Fund	Authority	FY 2015	Last Action
DEVELOPMENT SERVICES (cont.)				
Planning				
Subdivision Application	General Fund	TP&Z	$100 base fee plus $300 per lot	5/10/2011
Resubdivision	General Fund	TP&Z	$100 base fee plus $300 per lot	5/10/2011
Subdivision Inspection	General Fund	TP&Z	1% improvement costs	3/25/1997
Subdivision Regulations	General Fund	Resolution	$7	5/05/2003
Plan of Conservation & Development	General Fund	TP&Z	$35	9/14/2004
PUD - Concept Plan	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U. plus $25 per 1,000 sq. ft. Gross Non-Residential Floor Area	5/10/2011
Site Development Flat Fee:	General Fund	TP&Z	$150 base fee plus	5/19/2008
plus commercial floor area - max 49,999 sq. ft.	General Fund	TP&Z	$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area - over 50,000 sq. ft.	General Fund	TP&Z	$25 per 1,000 sq. ft.	5/19/2008
Site Plan with Residential Lots or Dwelling Units including PUD, Special Use and Traditional Neighborhood Design Developments	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/10/2011
Special Use - 1st Use	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/19/2008
Special Use - Subsequent Applications with Additional Lots	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/19/2008
Zone Map Revision	General Fund	TP&Z	$150 Base fee plus $100 per acre "except for zone changes to AG"	5/19/2008
Zoning Text Amendment	General Fund	TP&Z	$250	5/15/2012
Subdivision Text Amendment	General Fund	TP&Z	$250	5/15/2012
Revisions to Subdivisions	General Fund	TP&Z	$150	5/19/2008
Revisions to Site Plans flat fee:	General Fund	TP&Z	$150	5/19/2008
plus commercial floor area 10,000-49,999 sq. ft.	General Fund	TP&Z	$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area 50,000 sq. ft. or greater	General Fund	TP&Z	$25 per 1,000 sq. ft.	5/19/2008
Bond - Subdivision & Site Plan Performance, Reduction/Release, Maintenance	General Fund	TP&Z	$50	5/10/2011
Non-Conforming Use	General Fund	TP&Z	$150	5/10/2011
Build on Unpaved Street	General Fund	TP&Z	$150	5/19/2008
Design Development - Concept plan	General Fund	TP&Z	$100 base fee plus $60 per Lot or D.U.	10/14/2003
Design Development - Detailed plan	General Fund	TP&Z	$100 base fee plus $100 per Lot or D.U.	10/14/2003
Traditional Neighborhood Design Development Concept Plan	General Fund	TP&Z	$10,000	5/10/2011
Traditional Neighborhood Design Development Form-Based Regulation	General Fund	TP&Z	$10,000	5/10/2011
Traditional Neighborhood Design Development Warrant	General Fund	TP&Z	$50	5/10/2011
Amendment to Plan of Development	General Fund	TP&Z	$250	5/15/2012
Custom GIS map	General Fund	Resolution	$10 to $25 + hourly labor	5/10/2011
Digital GIS Table Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Digital GIS Map Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Paper MIS Data	General Fund	Resolution	$0.50 per page + hourly labor for data conversion, if required	5/10/2011
NOTE: A $60 Conservation Fund fee must be added to the cost of all land use applications.				
Wetlands Map	General Fund	Resolution	Small - $10; Large - $20	5/10/2011
Wetlands Regulations	General Fund	Resolution	$10	5/05/2003
Zoning Regulations	General Fund	Resolution	$20	5/05/2003
Zoning Map - Large	General Fund	Resolution	$20	5/05/2003
Zoning Map - Small	General Fund	Resolution	$10	5/05/2003

Fines and Fees	Fund	Authority	FY 2015	Last Action
HEALTH SERVICES				
CPR, AED and First Aid Classes:				
NOTE: If the student has up to date materials, subtract $10 from the cost of the class.				
Adult CPR	Special Revenue	Resolution	$50	6/04/2013
Child CPR	Special Revenue	Resolution	$50	6/04/2013
Infant CPR	Special Revenue	Resolution	$40	5/10/2011
AED (Adult or Child)	Special Revenue	Resolution	$50	6/04/2013
Basic First Aid	Special Revenue	Resolution	$50	6/04/2013
Any Two of the Above	Special Revenue	Resolution	$55	6/04/2013
Any Three of the Above	Special Revenue	Resolution	$60	6/04/2013
Any Four of the Above	Special Revenue	Resolution	$65	6/04/2013
Professional Rescuer	Special Revenue	Resolution	$70	6/04/2013
CPR and First Aid Challenges:				
Basic First Aid	Special Revenue	Resolution	$35	6/04/2013
CPR - Any One Component	Special Revenue	Resolution	$35	6/04/2013
CPR or First Aid - Any Two Components	Special Revenue	Resolution	$40	6/04/2013
CPR or First Aid - Any Three or More Components	Special Revenue	Resolution	$45	6/04/2013
Professional Rescuer	Special Revenue	Resolution	$45	6/04/2013
Bicycle/Multi-Sport Helmet	Special Revenue	Resolution	$10	4/27/2009
Ski Helmets	Special Revenue	Resolution	$25	6/04/2013
Knee and Elbow Pads (set)	Special Revenue	Resolution	$10	4/11/2007
Flu Shots	Special Revenue	Resolution	$25	4/11/2007
Pneumonic Shots	Special Revenue	Resolution	$55	5/10/2011
Tuberculosis Testing (PPD)	Special Revenue	Resolution	$5	6/04/2013
Food Service Permits:				
Caterer	General Fund	Resolution	$200 per facility	4/27/2009
Convalescent Home	General Fund	Resolution	$300 per facility	4/27/2009
Food Store (large)	General Fund	Resolution	$300	5/19/2008
Food Store (small w/deli)	General Fund	Resolution	$140	5/19/2008
Food Store (small w/o deli)	General Fund	Resolution	$100	5/19/2008
Industry serving less than 100	General Fund	Resolution	$200	5/19/2008
Industry serving more than 100	General Fund	Resolution	$300	5/19/2008
Mobile Vendors	General Fund	Resolution	$200	5/19/2008
Re-Inspections	General Fund	Resolution	$150	4/27/2009
Restaurant - More Than 100	General Fund	Resolution	$300	5/19/2008
Restaurant - Less Than 100	General Fund	Resolution	$200	5/19/2008
Temporary Establishment	General Fund	Resolution	$75	4/11/2007
Seasonal Establishment	General Fund	Resolution	Annual Fee/12 x # of months open	4/27/2009
Late > 30 Days	General Fund	Resolution	$100	4/25/2001
Restaurant Plan Review	General Fund	Resolution	$200 Flat Fee	5/19/2008
Septic Permits:				
Minor Repair - D-Box, house sewer, septic tank	General Fund	Resolution	$50	6/04/2013
Under 2,000 Gallons Per Day	General Fund	Resolution	$250 - all one price	5/13/2014
2,000-4,999 Gallons Per Day	General Fund	Resolution	$300	5/19/2008
5,000 Gallons Per Day or Greater	General Fund	Resolution	$325	5/19/2008
New Septic System Plan Review	General Fund	Resolution	$125	5/13/2014
19-13-B100a Building Addition/Use Change Review	General Fund	Resolution	$65	5/13/2014
Soil Tests	General Fund	Resolution	$175	5/13/2014
Other Fees:				
Property Maintenance Fines	General Fund	Resolution	$100 per day	4/11/2007
Well Permits	General Fund	Resolution	$100	4/11/2007
Residential Inspections	General Fund	Resolution	$150 Flat Fee	5/19/2008
Radon Kit	General Fund	Resolution	$10	4/26/2000
LIBRARY SERVICES				
Art Sales Commission	Special Revenue	Resolution	10% of sale	1/01/1996
Audio Single Disk Replacement	Special Revenue	Resolution	$8 per disk	5/19/2008
AV Equipment	Special Revenue	Resolution	$20 per day	5/05/2003
Book sales	Special Revenue	Resolution	Priced as marked	6/08/1992
Copy Machine and Printers	Special Revenue	Resolution	black & white $0.20 per page; color $0.50 per page	5/10/2011
Fax Fees	Special Revenue	Resolution	$1.95 for first page; $1 for each thereafter	5/19/2008
Lost Library Card	General Fund	Resolution	$2	5/19/2008
Lost or Damaged Library Materials	Special Revenue	Resolution	Replacement + $5	4/27/2009
Main Library - After Hours	Special Revenue	Resolution	$30 per hour	4/11/2007

Fines and Fees	Fund	Authority	FY 2015	Last Action
LIBRARY SERVICES (cont.)				
Main Library - Meeting Rm #1	Special Revenue	Resolution	$30 per hour	4/11/2007
Main Library - Meeting Rm #2	Special Revenue	Resolution	$15 per hour	6/21/1999
Visitor Computer Pass	Special Revenue	Resolution	$1 per hour w/o library card; free with card	5/10/2011
Overdue Books	General Fund	Resolution	$0.20 per day	6/08/1992
Overdue Book Buddies	General Fund	Resolution	$1 per day	12/15/1997
Overdue Books (max fine)	General Fund	Resolution	$10	4/27/2009
Overdue DVD	General Fund	Resolution	$0.20 per day	5/13/2014
Overdue Media (max fine)	General Fund	Resolution	$10	5/11/2010
Overdue Reference	General Fund	Resolution	$1 per day	6/08/1992
Overdue Videos	General Fund	Resolution	$0.20 per day	5/13/2014
Projection System In Meeting Room	Special Revenue	Resolution	$50	5/19/2008
Souvenir Bags, Books, Postcards	Special Revenue	Resolution	Priced as marked	6/08/1992
Temporary Card for Visiting Out-of-Staters	General Fund	Resolution	$25 per six months	5/19/2008
Test Proctoring Service	Special Revenue	Resolution	$25 per test	5/11/2010
SAFETY SERVICES (Police)				
False Alarm Penalty - 1st 3 False Alarms	General Fund	Resolution	no penalty	5/05/2003
False Alarm Penalty - 4th and 5th	General Fund	Resolution	$50 each	5/05/2003
False Alarm Penalty - 6th and 7th	General Fund	Resolution	$75 each	5/05/2003
False Alarm Penalty - 8th and 9th	General Fund	Resolution	$100 each	5/05/2003
False Alarm Penalty - 10th and Each Additional	General Fund	Resolution	$150 each	5/05/2003
Fire, False Alarm - 1st and 2nd	General Fund	Resolution	no penalty	5/05/2003
Fire, False Alarm - 3rd	General Fund	Resolution	$100 each	5/05/2003
Fire, False Alarm - 4th	General Fund	Resolution	$200 each	5/05/2003
Fire, False Alarm - 5th	General Fund	Resolution	$400 each	5/05/2003
Fire, False Alarm - 6th and Each Additional	General Fund	Resolution	$500 each	5/05/2003
Class I Raffle Permit	General Fund	Resolution	$50	7/01/1980
Class II Raffle Permit	General Fund	Resolution	$20	7/01/1980
Class III Raffle Permit	General Fund	Resolution	$20 per day	7/01/1980
Class IV Raffle Permit	General Fund	Resolution	$5	7/01/1980
Sale of Dog	General Fund	CGS 22-332(b)	$5	7/01/2008
Redeem Dog	General Fund	Resolution	$15	10/01/1986
Plus Advertising Fee	General Fund	Resolution	$15	4/25/2001
Plus Boarding Fee	General Fund	Resolution	$15 per day	5/05/2003
Pick up of Unwanted Dog	General Fund	Resolution	$50	5/05/2003
Quarantined Dog	General Fund	Resolution	$15 per day	5/15/2012
Fingerprinting	General Fund	Resolution	$10	5/05/2003
Records Check	General Fund	Resolution	$5	4/11/2007
Handicapped Parking Violation	General Fund	Ordinance	$95	4/27/2005
After 7 Days	General Fund	Ordinance	$190	4/27/2005
Failure to Install/Maintain Designated Space	General Fund	Ordinance	$90	3/31/1986
Continued Failure	General Fund	Ordinance	$90 per day	3/31/1986
Parking Violation	General Fund	Ordinance	$25	5/05/2003
After 7 Days	General Fund	Ordinance	$50	5/05/2003
Junk Car Permits	General Fund	Resolution	$50	4/01/1997
New Pistol Permit	General Fund	Resolution	$70	5/10/2011
News rack Permit Application Fee	General Fund	Resolution	$25	4/11/2007
News rack Location Fee	General Fund	Resolution	$12 per location	4/11/2007
Sale of Accident and Other Reports	General Fund	Resolution	$0.50 per page	1/06/1992
Fee for Indigent Person	General Fund	Resolution	$0	3/20/1978
Photocopy - Reports	General Fund	Resolution	$0.50 per page	1/06/1992
Traffic Safety Specialist	Special Revenue	Resolution	$9.00 - $15.60 per hour	5/13/2014
Police Private Duty Officer:				
Non-profit, 4 Hours or Less	Special Revenue	Resolution	$296.08	5/13/2014
Non-profit, Over 4 Hours	Special Revenue	Resolution	$74.02 per hour	5/13/2014
Board of Education/Municipal	Special Revenue	Resolution	$74.02 per hour	5/13/2014
Construction, 4 Hours or Less	Special Revenue	Resolution	$347.24	5/13/2014
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	$694.48	5/13/2014
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	$1,041.72	5/13/2014
Construction, Over 12 Hours	Special Revenue	Resolution	$86.81 per hour	5/13/2014
Vehicle Usage Fee	Special Revenue	Resolution	$15 per hour if cruiser is required	5/19/2008
Impounded Vehicle Storage Fee	General Fund	Resolution	$25 per day	6/04/2013
Vendor Licenses - Individual	General Fund	Resolution	$40 per person	5/19/2008
Vendor Licenses - Group up to 10	General Fund	Resolution	$60 per person	5/19/2008
Vendor Licenses - Group over 10	General Fund	Resolution	$7.50 per person	5/19/2008

Fines and Fees	Fund	Authority	FY 2015	Last Action
Fire				
Firefighter firewatch	Special Revenue	Resolution	$25 per hour	5/11/2010
Firefighter firewatch-municipal	Special Revenue	Resolution	$20 per hour	5/11/2010
PUBLIC WORKS				
Cemetery Markers - Install Veteran Stones	Special Revenue	Resolution	$100	4/27/2009
Installation of Street Signs - Regulatory and Other	General Fund	Resolution	$250 per sign	4/27/2009
Installation of Street Signs - Stop Signs	General Fund	Resolution	$250 per sign	4/27/2009
Storage of Evicted Materials	General Fund	Resolution	Fees charged by the moving vendor &/or storage facility	4/27/2009
Snow Plowing and/or sanding each time on unaccepted street in subdivision(s)				
Sanding Per Subdivision Street	General Fund	Resolution	$50 per 10th of mile	4/27/2009
Subdivision Street With Base Course Only	General Fund	Resolution	$200/10th of mile, plus $25/cul de sac	4/27/2009
Subdivision Street With Paved Top Course	General Fund	Resolution	$25/cul de sac	12/03/1990
RECREATION & LEISURE SERVICES				
Non-Resident Fee	Special Revenue	Resolution	$10 fee per program unless otherwise noted	4/27/2005
Adult Basketball League	Special Revenue	Resolution	$300 - $600	5/11/2004
Adult Dance	Special Revenue	Resolution	$70 - $130 per course	5/11/2010
Adult Open Basketball	General Fund	Resolution	$35 annual pass	4/11/2007
Adult Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	$2	5/19/2008
Adult Open Gym, Drop-In Fee - Non-Resident	Special Revenue	Resolution	$5	5/19/2008
Adult Open Volleyball	General Fund	Resolution	$30 annual pass	5/11/2010
Adult Toning and Boxing Program	Special Revenue	Resolution	$65 - $150	5/11/2004
Adult Volleyball League	Special Revenue	Resolution	$300 - $600	5/11/2004
AM Aerobics	Special Revenue	Resolution	$55 - $110 per session	5/10/2011
Archery	Special Revenue	Resolution	$55 - $90 per session	5/10/2011
Arts and Crafts	Special Revenue	Resolution	$25 - $65 per course	5/19/2008
Baseball Clinic	Special Revenue	Resolution	$90 - $155	5/13/2014
Basketball Clinic	Special Revenue	Resolution	$90 - $155	5/10/2011
Ceramics	Special Revenue	Resolution	$55 - $150 per session	5/10/2011
Movie Night	Special Revenue	Resolution	$2 - $7	4/11/2007
Computer Training	Special Revenue	Resolution	$75 - $115	5/13/2014
Counselor in Training Program	Special Revenue	Resolution	$80 - $100 per 4 wk session	5/10/2011
CPR/First Aid	Special Revenue	Resolution	$145 -$160	5/13/2014
CPR/First Aid Recertification	Special Revenue	Resolution	$115 -$125	5/13/2014
Culinary Arts Program	Special Revenue	Resolution	$100 - $150	5/19/2008
Dance Movement Workshop	Special Revenue	Resolution	$60 - $130 per session	5/11/2010
Diving Lessons - Adult	General Fund	Resolution	$60 - $75	5/05/2003
Diving Lessons - Child	General Fund	Resolution	$45 - $60	5/05/2003
Extended Playground Hours	Special Revenue	Resolution	$25 - $30 per week	5/13/2014
Family Trips (In-State/Out-of-State)	Special Revenue	Resolution	$50 - $1,500	5/19/2008
Field Hockey Clinic	Special Revenue	Resolution	$90 - $155	5/13/2014
Foreign Languages	Special Revenue	Resolution	$30 - $75	4/27/2009
Full Day Playground	Special Revenue	Resolution	$100 - $115 per week	5/13/2014
Full Day Playground with Transportation	Special Revenue	Resolution	$119 - $139 per week	5/10/2011
Full Day Playground with Swim Lesson	Special Revenue	Resolution	$235 - $250 per 2 wk session	5/10/2011
Golf	Special Revenue	Resolution	$90 - $155	5/13/2014
Gymnastics	Special Revenue	Resolution	$90 - $155 per 3 wk session	5/13/2014
Hotshots	Special Revenue	Resolution	$55 - $65	5/10/2011
Indoor Playscape Drop-In - Non-resident	Special Revenue	Resolution	$2 per person per visit	5/11/2004
Indoor Playscape Drop-In fee - Resident	Special Revenue	Resolution	$1 per person per visit	5/11/2004
Indoor Playscape Pass - Non-resident	Special Revenue	Resolution	$60-$70 per family from September - May	5/13/2014
Indoor Playscape Pass - Resident	Special Revenue	Resolution	$30 -$40 per family from September - May	5/13/2014
Indoor Swim Pass - Adult - Winter	Special Revenue	Resolution	$2.25 - $4.25 per hour	4/27/2009
Indoor Swim Pass - Adult - Non-resident - Winter	Special Revenue	Resolution	$2.25 - $4.25 per hour	4/27/2009

Fines and Fees	Fund	Authority	FY 2015	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Indoor Swim Pass - Family - Winter	Special Revenue	Resolution	$60 per 2 hours a week for 8 weeks	4/27/2009
Indoor Swim Pass - Family- Non-resident - Winter	Special Revenue	Resolution	$60 per 2 hours a week for 8 weeks	4/27/2009
Indoor Swim Pass - Senior Citizen - Winter	Special Revenue	Resolution	$2.00 - $4.00 per hour	4/27/2009
Indoor Swim Pass - Senior Citizen - Non-resident	Special Revenue	Resolution	$2.00 - $4.00 per hour	4/27/2009
Intensive Special Needs Program	Special Revenue	Resolution	$100 - $200 per session	5/13/2014
Karate	Special Revenue	Resolution	$35 -$45 per month	4/27/2009
Kindergarten Dance	Special Revenue	Resolution	$75 - $150 per session	5/10/2011
Lacrosse Clinic	Special Revenue	Resolution	$90 - $155	5/13/2014
Late Pickup Fee	Special Revenue	Resolution	$5 per 15 minutes	4/27/2005
Life Guard Training	General Fund	Resolution	$325 per course plus books	5/19/2008
Membership Pass Replacement Fee	Special Revenue	Resolution	$5 per replacement	5/11/2004
Model Making and Crafts	Special Revenue	Resolution	$40 - $80	5/13/2014
Nutrition and Wellness Programs	Special Revenue	Resolution	$50 - $150	5/13/2014
Outdoor Adventure	Special Revenue	Resolution	$80 -$250	5/15/2012
Painting Class	Special Revenue	Resolution	$45 - $75	4/27/2009
Passage (fifth grade)	Special Revenue	Resolution	$45 per session	5/05/2003
PM Aerobics	Special Revenue	Resolution	$50 - $100 per session	5/05/2003
PM Low Impact Aerobics	Special Revenue	Resolution	$50 - $100 per session	5/05/2003
Pool Parties	General Fund	Resolution	$250/Resident per party; $350/Non-resident per party	5/19/2008
Pre-School Dance	Special Revenue	Resolution	$75 - $150 per session	5/10/2011
Quilting	Special Revenue	Resolution	$45 - $75	4/11/2007
Schools Out Special	Special Revenue	Resolution	$25-$30 per day	5/13/2014
Ski Club	Special Revenue	Resolution	$225 - $430	5/10/2011
Skyhawks/Mini Hawks	Special Revenue	Resolution	$90 - $155	5/13/2014
Soccer Clinic	Special Revenue	Resolution	$85 - $160	4/27/2009
Special Events - One Day	Special Revenue	Resolution	Free - $10	4/11/2007
Special Needs - Adults Program	Special Revenue	Resolution	$25 per quarter	5/11/2004
Special Needs - Youth Program	Special Revenue	Resolution	$55 per session	5/11/2004
Special Needs Camp	Special Revenue	Resolution	$99 per week	4/27/2009
Student Ceramics	Special Revenue	Resolution	$35 - $110	5/05/2003
Student Open Basketball	General Fund	Resolution	$10	4/27/2009
Student Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	$1	5/10/2011
Summer Youth Theater	Special Revenue	Resolution	$100 - $180	5/19/2008
Summer Youth Theater - Non-resident	Special Revenue	Resolution	$140 - $225	5/19/2008
Super Saturdays	Special Revenue	Resolution	$25	5/11/2004
Swim Daily Fee - Non Resident - Adult	General Fund	Resolution	$5 per day	6/21/1999
Swim Daily Fee - Non-Resident - Child	General Fund	Resolution	$3 per day	6/21/1999
Swim Daily Fee - Non-Resident - Senior	General Fund	Resolution	$3 per day	4/25/2001
Swim Daily Fee - Resident - Adult	General Fund	Resolution	$2.50 per day	6/21/1999
Swim Daily Fee - Resident - Child	General Fund	Resolution	$1.50 per day	6/21/1999
Swim Daily Fee - Resident - Senior	General Fund	Resolution	$1.50 per day	4/25/2001
Swim Lessons - Adult	General Fund	Resolution	$50	5/11/2004
Swim Lessons - Child	General Fund	Resolution	$30 Mon-Thurs per two week session (make up lessons Fri)	4/27/2005
Swim Lessons - Family (maximum)	General Fund	Resolution	$62	4/27/2005
Swim Lessons - Two Children	General Fund	Resolution	$46 Mon-Thurs per two week session (make up lessons Fri)	4/27/2005
Swim Lessons - Non-residents	General Fund	Resolution	$40 per child two week sessions (make up lesson on Friday)	4/27/2009
Swim Pass - Non-resident - Adult (17 and over)	General Fund	Resolution	$70	5/05/2003
Swim Pass - Non-resident - Child (16 and under)	General Fund	Resolution	$50	5/05/2003
Swim Pass - Non-resident - Family	General Fund	Resolution	$120	5/05/2003
Swim Pass - Non-resident - Senior Citizen	General Fund	Resolution	$50	5/05/2003
Swim Pass - Resident - Adult (17 and over)	General Fund	Resolution	$35	5/05/2003
Swim Pass - Resident - Child (16 and under)	General Fund	Resolution	$25	5/05/2003
Swim Pass - Resident - Family	General Fund	Resolution	$60	5/05/2003
Swim Pass - Resident - Senior Citizen	General Fund	Resolution	$25	5/11/2004
Swing and Swim	Special Revenue	Resolution	$45 - $50 per session	5/05/2003

Fines and Fees	Fund	Authority	FY 2015	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Taking the Lead	Special Revenue	Resolution	$20 - $80	4/11/2007
Tai Chi Chuan	Special Revenue	Resolution	$60 - $100 per session	5/05/2003
Tennis Camp	Special Revenue	Resolution	$60-$160 per session	5/15/2012
Tennis Classes (4 sessions)	Special Revenue	Resolution	$40 - $75 varying number of sessions	5/13/2014
Tumbling	Special Revenue	Resolution	$60 - $120 per session (winter)	5/13/2014
Water Aerobics	Special Revenue	Resolution	$55 - $110	5/10/2011
Windsor Instructional Basketball	Special Revenue	Resolution	$50	5/13/2014
Windsor Sports Academy	Special Revenue	Resolution	$90 - $155	5/13/2014
Windsor Youth Theater	Special Revenue	Resolution	$100 - $180	5/19/2008
Windsor Youth Theater - Non-resident	Special Revenue	Resolution	$140 - $225	5/19/2008
Yoga	Special Revenue	Resolution	$60 - $80 per session	4/11/2007
Youth Band	Special Revenue	Resolution	$150- $200 plus bus fee	5/13/2014
Indoor Swim Lessons	Special Revenue	Resolution	$40	4/27/2009
Kiddie Express	Special Revenue	Resolution	$10 - $25	4/27/2009
Windsor Challenge Course - Youth Group	Special Revenue	Resolution	$200 - $5,000 depending on group size	5/15/2012
Windsor Challenge Course - Adult Group	Special Revenue	Resolution	$300 - $5,800 depending on group size	5/15/2012
Windsor Challenge Course - Corporate Group	Special Revenue	Resolution	$500 - $6,500 depending on package and group size	5/15/2012
Indoor Driving Range	Special Revenue	Resolution	$8 - $15	4/27/2009
Youth Wrestling	Special Revenue	Resolution	$45 - $75	4/27/2009
Babysitting Course	Special Revenue	Resolution	$85 - $100	5/13/2014
Full Day Playground, Swim Lessons And Transportation	Special Revenue	Resolution	$250	4/27/2009
Half Day Playground	Special Revenue	Resolution	$65 - $85	5/11/2010
Indoor Golf - Resident	Special Revenue	Resolution	$10 per half hour/$15 per hour	6/04/2013
Indoor Golf - Non-resident	Special Revenue	Resolution	$15 per half hour/$20 per hour	6/04/2013
Scuba Classes	Special Revenue	Resolution	$75 - $300	4/27/2009
Indoor Archery	Special Revenue	Resolution	$25 - $50	4/27/2009
Softball Clinic	Special Revenue	Resolution	$40 - $150	5/15/2012
Volleyball Clinic	Special Revenue	Resolution	$40 - $100	5/15/2012
R.I.S.E Elementary School Age	Special Revenue	Resolution	$175 - $180 per month	5/13/2014
R.I.S.E Middle School Age	Special Revenue	Resolution	$75 - $180 per month	5/13/2014
Rentals:				
Auditorium	General Fund	Resolution	$80 per hour	5/11/2010
Cafeteria	General Fund	Resolution	$75 per hour	5/11/2010
Classrooms	General Fund	Resolution	$30 - $45 per hour	5/11/2010
Gymnasium (full)	General Fund	Resolution	$75 per hour	5/11/2010
Indoor Playscape Party - Resident	Special Revenue	Resolution	$125 - $450 per party	7/16/2013
Indoor Playscape Party - Non-resident	Special Revenue	Resolution	$195 - $650 per party	7/16/2013
Northern Connecticut Ballet	General Fund	Resolution	$1,000 per month	5/10/2011
Park Pavilion Rental (Washington/Sharshon)	Special Revenue	Resolution	$25 per 4 hours	4/11/2007
Rental of Storage Space at L.P. Wilson facility	General Fund	Resolution	$1.50 - $2.00 per sq. ft.	5/11/2004
Soccer Field Permits - Not Sponsored	General Fund	Resolution	$25 per 4 hours	5/15/2012
Softball Field Permits - Co-Sponsored	General Fund	Resolution	$25 per 4 hours	5/15/2012
Softball Field Permits - Not Sponsored	General Fund	Resolution	$25 per 4 hours	5/15/2012
Tournament Permit	General Fund	Resolution	$100 per field	5/10/2011
Windsor Jesters	General Fund	Resolution	$140 per month	4/24/2006
Youth Services Bureau				
Counseling Fee Schedule:			See chart below	5/11/2004
Up to $21,000	Special Revenue	Resolution	$10	4/27/2009
Over $21,000	Special Revenue	Resolution	$25	4/27/2009
Summer Adventures	Special Revenue	Resolution	$100 - $230 per week	4/27/2009
Teen Adventure Club	Special Revenue	Resolution	$10 - $20 per session	5/11/2004
Youth Adventures After School	Special Revenue	Resolution	$65 - $80	5/10/2011
Leader-in-Training Program	Special Revenue	Resolution	$25 - $75 per session	7/16/2013

Fines and Fees	Fund	Authority	FY 2015	Last Action
Youth Services Bureau (cont.)				
Adventure Schools Out Special	Special Revenue	Resolution	$20 - $30	5/19/2008
Northwest Park				
Public Programs	Special Revenue	Resolution	$2/person to $1,500/person depending on activity	5/15/2012
Pavilion Full Day Rental - Resident	General Fund	Resolution	$50	4/11/2007
Pavilion Rental - Non-resident	General Fund	Resolution	$100 + $100 sec. deposit	5/06/2002
Pavilion Half Day Rental - Resident	General Fund	Resolution	$25	4/11/2007
Pavilion Half Day Rental - Non-resident	General Fund	Resolution	$50 + $100 sec. deposit	4/11/2007
Warming Shed Full Day Rental - Resident	General Fund	Resolution	$45 + $100 security deposit for inside and outside rental	5/15/2012
Warming Shed Full Day Rental - Non-resident	General Fund	Resolution	$150 + $100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Resident	General Fund	Resolution	$25 + $100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Non-resident	General Fund	Resolution	$75 + $100 security deposit for inside and outside rental	5/15/2012
Community Gardens	General Fund	Resolution	$35 per season	4/27/2009
Community Gardens - Non-resident	General Fund	Resolution	$45 per season	4/24/2006
Interpretive Center Rental - Resident	General Fund	Resolution	$60 per 2 hours + $100 security deposit	4/27/2009
Interpretive Center Rental - Non-resident	General Fund	Resolution	$80 per 2 hours + $100 sec dep.	5/19/2008
XC Ski Rental	Special Revenue	Resolution	$10 resident; $15 non-resident	5/15/2012
School Programs - Excluding Windsor BOE	Special Revenue	Resolution	$75 per hour and up	5/15/2012
School Programs - Non-Windsor	Special Revenue	Resolution	$85 per hour and up	5/15/2012
Nature Camp - Half Day - Resident	Special Revenue	Resolution	$85 per week	4/27/2005
Nature Camp - Half Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/15/2012
Nature Camp - Whole Day - Resident	Special Revenue	Resolution	$155 - $310 per week	5/15/2012
Nature Camp - Whole Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/15/2012
Non-resident registration period for all Northwest Park nature camp programs will begin one week following resident registrations.				
Note: Children ages 2 and under can participate in community events at no charge.				
HUMAN SERVICES				
Senior Services				
Sit and Stretch	Special Revenue	Resolution	$30 - $40	4/27/2009
Sit and Stretch-Drop-In	Special Revenue	Resolution	$5 - $7	4/27/2009
Shape Up and Workout	Special Revenue	Resolution	$40 -$50 per session	4/27/2009
Shape Up and Workout Drop-In	Special Revenue	Resolution	$5 - $7	4/27/2009
Enrichment Programs	Special Revenue	Resolution	$5-$15	4/27/2009
Ballroom Dancing	Special Revenue	Resolution	$50 - $70 per session	5/10/2011
Ballroom Dancing, Drop-In	Special Revenue	Resolution	$5 - $7	5/10/2011
Computer Classes	Special Revenue	Resolution	$15 - $30 per course	4/27/2009
Computer Classes - Non-resident	Special Revenue	Resolution	$23 - $38 per course	4/27/2009
Special Events - One Day	Special Revenue	Resolution	$2-$15	4/27/2009
Extended Trips	Special Revenue	Resolution	Going Rate	5/10/2011
Parties	Special Revenue	Resolution	$2 - $ 30 per party	4/27/2009
Tai Chi Beginner	Special Revenue	Resolution	$40 - $55 per session	4/27/2009
Tai Chi Beginner-Drop-in	Special Revenue	Resolution	$5 - $7	4/27/2009
Tai Chi Advanced	Special Revenue	Resolution	$40 - $55	4/27/2009
Tai Chi Advanced-Drop-in	Special Revenue	Resolution	$5 - $7	4/27/2009
Trips Day	Special Revenue	Resolution	Going Rate	5/10/2011
Water Aerobics	Special Revenue	Resolution	$64 - $98 per session	4/27/2009
Water Aerobics - Non-resident	Special Revenue	Resolution	$96 - $114 per session	4/27/2009
Yoga	Special Revenue	Resolution	$32 - $44 per session	4/27/2009
Yoga - Drop-in	Special Revenue	Resolution	$5 - $7 per class	4/27/2009
Fitness Center Membership - 3 Months	Special Revenue	Resolution	$30	4/11/2007
Fitness Center Membership - 6 Months	Special Revenue	Resolution	$45	4/11/2007
Fitness Center Membership - 1 Year	Special Revenue	Resolution	$75	4/11/2007
Senior Center Membership Fee - 1 Year	Special Revenue	Resolution	$10	4/11/2007

Fines and Fees	Fund	Authority	FY 2015	Last Action
Senior Services (cont.)				
Senior Center Membership Fee - Non-resident - 1 Year	Special Revenue	Resolution	$20	4/11/2007
Fitness Center Membership - Non-resident - 3 months	Special Revenue	Resolution	$60	4/27/2009
Fitness Center Membership - Non-resident - 6 months	Special Revenue	Resolution	$90	4/27/2009
Fitness Center Membership - Non resident - 1 Year	Special Revenue	Resolution	$150	4/27/2009
Zumba Gold	Special Revenue	Resolution	$40 - $55 per session	5/11/2010
Zumba Gold Drop In	Special Revenue	Resolution	$5 - $7	5/11/2010
Yoga for Beginners	Special Revenue	Resolution	$25 - $35 per session	5/11/2010
Yoga for Beginners Drop In	Special Revenue	Resolution	$5 - $7	5/11/2010
Personal Training	Special Revenue	Resolution	$40 - $50 per class	5/11/2010
Seated Qi Gong	Special Revenue	Resolution	$40 -$55 per session	5/11/2010
Seated Qi Gong Drop In	Special Revenue	Resolution	$5 - $7	5/11/2010
INFORMATION SERVICES				
Town Clerk				
Animal Licenses:				
Spayed Female or Neutered Male Dog	General Fund	*CGS 22-340*	$8	5/05/2003
Unsprayed Female or Unneutered Male Dog	General Fund	*CGS 22-340*	$19	4/27/2005
New Owner of Already Licensed Dog	General Fund	*CGS 22-338*	$1	10/01/1989
Hunting & Fishing Licenses - Resident:				
Hunting	General Fund	*CGS 26-28*	$19	4/14/2010
Junior Hunting	General Fund	*CGS 26-28*	$11	4/14/2010
Fishing	General Fund	*CGS 26-28*	$28	4/14/2010
Hunting & Fishing	General Fund	*CGS 26-28*	$38	4/14/2010
Trapping	General Fund	*CGS 26-28*	$34	4/14/2010
Pheasant Tags	General Fund	*CGS 26-28*	$28	10/01/2009
Resident - Over 65 - Lifetime	General Fund	*CGS 26-28*	$0	4/24/2006
Handicapped	General Fund	*CGS 26-28*	$0	1/01/1992
Junior Trapping	General Fund	*CGS 26-28*	$11	4/14/2010
Hunting & Fishing Licenses - Non-resident:				
Hunting	General Fund	*CGS 26-28*	$91	4/14/2010
Junior Hunting	General Fund	*CGS 26-28*	$28	10/01/2009
Fishing	General Fund	*CGS 26-28*	$55	4/14/2010
Hunting & Fishing	General Fund	*CGS 26-28*	$110	4/14/2010
Three Day Fishing	General Fund	*CGS 26-28*	$22	4/14/2010
Legal Documents: Land Records:				
First Page Fee	General Fund	CGS 7-34a	$10	7/01/1989
Historic Preservation Fee	General Fund	*PA-00-146*	$3	7/01/2000
Open Land Preservation	General Fund	*PA-05-228*	$40	7/01/2009
MERS - Release & Assignment of Mortgage	General Fund	*PA -13-247*	$159	07/15//2013
MERS - All Other Documents	General Fund	*PA-13-247*	$159	7/15/2013
Legal Documents - Each Additional Page	General Fund	*CGS 7-34a*	$5	7/01/1989
Foreclosure Registration Act (Vacant Property Registration)	General Fund	*PA-11-201*	$53	10/01/2011
Trade Names - First Page	General Fund	*CGS 7-34a*	$5	7/01/1989
Trade Names - Each Additional Page	General Fund	*CGS 7-34a*	$5	7/01/1989
Subdivision Maps (Indexing, 3 or more Parcels)	General Fund	*CGS 35-1*	$20	5/19/2008
Maps (Indexing)	General Fund	*CGS 7-31*	$10	5/19/2008
Sales Ratio	General Fund	*CGS 7-34a*	$2	7/01/1982
Documents With No Known Last Address of Grantee	General Fund	*CGS 7-34a*	$5	7/01/1982
Notary Public - Certificate of Appointment	General Fund	*CGS 3-94*	$10	7/01/1982
Notary Public - Notarization of Signature	General Fund	Resolution	$2 per signature	4/27/2009
Local Conveyance Tax	General Fund	*CGS 12-494*	$0.0025 times sale price	5/05/2003
Sale of Publications and Materials:				
Agenda, Including Minutes and Backup	General Fund	Resolution	$71.50 per year	5/10/2011
Agenda, With Minutes	General Fund	Resolution	$33 per year	5/10/2011
Agenda Only	General Fund	Resolution	$16.50 per year	5/10/2011
CD - Computer Stored Public Record	General Fund	*CGS 1-212*	Cost of hourly salary for formatting and cost of storage device	4/27/2009
Lamination of Wallet Size Items	General Fund	Resolution	$1	3/21/1988

Fines and Fees	Fund	Authority	FY 2015	Last Action
Town Clerk (cont.)				
Photocopies:				
Land Records - Per Page	Special Revenue	P.A. 00-92	$1 per page	10/01/2000
Miscellaneous - Per Page	Special Revenue	P.A. 89-251	$0.50 per page	4/27/2009
Certification of a Photocopied Document	Special Revenue	PA 07-133	$2 per document	5/19/2008
Photocopy document to be certified - per page (excludes .50 Copy Fee)	Special Revenue	P.A. 00-92	$1 per page	10/01/2000
Hand Held Scanners	General Fund	P.A. 09-229	$20 per visit	5/11/2010
Street Map	General Fund	Resolution	$2 MDC map; or free street map	5/05/2003
Town Charter	General Fund	Resolution	$10	6/21/1999
Town Code of Ordinances - Binder	General Fund	Resolution	$75	4/27/2005
Town Code of Ordinances - No Binder	General Fund	Resolution	$60	4/27/2005
Town Code Supplemental Service	General Fund	Resolution	$1 per 2 sided page	6/21/1999
Vital Statistics:				
Birth Certificate – Certified	General Fund	PA 07-133	$20 per document	10/01/2009
Birth Certificate - Certified - Wallet Size	General Fund	*CGS 7-74*	$15 per document	10/01/2009
Death Certificate – Certified	General Fund	PA 07-133	$20 per document	10/01/2009
Marriage License	General Fund	*CGS 7-73*	$30	7/01/1992
Marriage Certificate	General Fund	PA 07-133	$20 per document	10/01/2009
Burial and Cremation Permit	General Fund	*CGS 7-74*	3 per document	5/19/2008
OTHER				
Registrars				
Voter List	General Fund	*CGS 1-15*	$0.50 per page	4/27/2009
Electronic Voter List Tape (Subject to Approval of Registrars of Voters)	General Fund	CGS 1-212	$0.03 per name	4/27/2009
Financial Reporting				
Bad Check Fee	General Fund	SS52-565a(i)	$25	6/04/2013
Assessment Abatement Policy				
Application Filing Fee - Economic Development assessment abatement incentive	General Fund	Resolution	$500	5/15/2012
Application Filing Fee - assessment rehabilitation abatement incentive	General Fund	Ordinance	$50	5/15/2012
TOWN HALL ROOM RENTAL				
Roger Ludlow Room North - Capacity 40	General Fund	Resolution	$35 per hour	4/24/2006
Roger Ludlow Room South - Capacity 40	General Fund	Resolution	$35 per hour	4/24/2006
Roger Ludlow Rooms North and South	General Fund	Resolution	$55/hr or $200/half day	4/24/2006
Council Chambers - Capacity 200 - 300	General Fund	Resolution	$75/hr or $300/half day	4/24/2006
Council Chambers w/Full Production/Technical Director	General Fund	Resolution	$250/hr $600/half day	4/24/2006
Additional Services:				
Monitor & VCR/DVD Player	General Fund	Resolution	$30	4/27/2005
One Microphone and PA System	General Fund	Resolution	$55 per hour	4/27/2005
Council Chambers Video Projector	General Fund	Resolution	$50 per hour	4/24/2006
An additional 50% charge will apply for room/equipment reservations after regular business hours or on weekends. EXCEPTION: Council Member's request for facilities, use by a Board or Commission, or town government-related program.				
ENTERPRISE FUNDS				
Adult Day Care				
Daily Care	08-3-32-343	Resolution	$81.60 per day	5/19/2008
Half Daily Care	08-3-32-343	Resolution	$50 per half day	4/24/2006
Hourly Day Care Services	08-3-32-343	Resolution	$20 per hour	5/13/2014
Late Fee	08-3-32-343	Resolution	$25 per 15 minutes	4/27/2005
Child Day Care				
Infant/Toddler	05-3-3-31-340	Resolution	$1,400 per month	5/15/2012
Elementary Before & After School	05-3-3-31-340	Resolution	$495 per month	5/11/2010
Elementary After School	05-3-3-31-340	Resolution	$395 per month	5/15/2012
Elementary Before School	05-3-3-31-340	Resolution	$340 per month	5/15/2012
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	$98 per month	5/15/2012
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	$175 per month	5/15/2012
Elementary After 3 day/Month	05-3-3-31-340	Resolution	$230 per month	5/15/2012
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	$330 per month	5/15/2012
Elementary Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$210 per week	5/13/2014

Fines and Fees	Fund	Authority	FY 2015	Last Action
Child Day Care (cont.)				
Elementary Summer Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	$235 per week	5/13/2014
Montessori Toddler Camp 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	$160 per week	5/13/2014
K-1 Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$210 per week	5/13/2014
K-1 Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	$235 per week	5/13/2014
Montessori Toddler	05-3-3-31-340	Resolution	$605 per month	5/15/2012
Montessori ½ Day	05-3-3-31-340	Resolution	$580 per month	5/15/2012
Montessori Extended Day	05-3-3-31-340	Resolution	$1,070 per month	5/15/2012
Montessori Full Day	05-3-3-31-340	Resolution	$1,185 per month	5/15/2012
After Hours - 5:30 PM - 7:00 PM	05-3-3-31-340	Resolution	$8.50 per day	5/19/2008
Late Payment Fee (assessed on 25th of month)	05-3-3-31-340	Resolution	$30	5/10/2011
Finance Charge for Late Payments	05-3-3-31-340	Resolution	10% monthly on unpaid balances	5/10/2011
Hourly Rate	05-3-3-31-340	Resolution	$8 per hour	5/10/2011
Registration Fees	05-3-3-31-340	Resolution	$20 per year	5/11/2010
Summer Camp Preschool - 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$240 per week	5/13/2014
Summer Camp Preschool - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	$270 per week	5/13/2014
Summer Camp Preschool - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	$145 per week	5/13/2014
Sibling Discount (applies to lowest tuition)	05-3-3-31-340	Resolution	10%	6/07/1982
Landfill & Resident Transfer Station				
Commercial/Out-of-Town Business Vehicle Permit	04-4-48-480	Resolution	$30 - $70 per vehicle depending on gvw	6/08/1992
Residential Permits	04-4-48-480	Resolution	$145/year; or $75 each half year	5/13/2014
Demolition and Bulky Waste	04-4-48-480	Resolution	$140 per ton	5/13/2014
Small Business Recycling Drop-Off	04-4-48-480	Resolution	$40 per ton	7/01/1991
Tires	04-4-48-480	Resolution	$4.00/tire	5/13/2014
Contaminated Soil	04-4-48-480	Resolution	$20 - $70 per ton	5/11/2004
Special Waste	04-4-48-480	Resolution	$65 - $80 per ton	5/11/2004
Sale of Leaf Compost	04-4-48-480	Resolution	$5-$15 per cubic yd	10/07/1996
Commercial Scrap Metal	04-4-48-480	Resolution	$0 up to $25 per ton	5/06/2002
Scrap Metal, Requiring Removal of Refrigerant Gases	04-4-48-480	Resolution	$20 per small appliance $30 per large appliance	5/13/2014
Oversized MSW (per item)	04-4-48-480	Resolution	$10 - $50 per item	5/13/2014
Sale of Wood Mulch	04-4-48-480	Resolution	$3-$12 per cubic yd	10/07/1996
Penalty for Disposal of Unacceptable Waste Items	04-4-48-480	Resolution	$20 - $50 per item	5/13/2014
One-time transaction	04-4-48-480	Resolution	$4.00 up to 3 bags/cans $2.00 for single bag/can	5/13/2014
Propane Tanks	04-4-48-480	Resolution	$4.00 each	5/13/2014
Treewaste	04-4-48-480	Resolution	$68.00 per ton	5/13/2014
Leaves	04-4-48-480	Resolution	$0 - $40 per ton	5/13/2014

APPENDIX "H"
Charter Provisions Concerning Annual Budget

Town of Windsor
FY 2014 – 2015
Adopted Budget

CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

CHAPTER 8. FINANCE AND TAXATION

Sec. 8-1. Departmental estimates.

It shall be the duty of the town manager to compile preliminary estimates for the annual budget. The head of each department, office or agency of the town supported wholly or in part from town funds, or for which a specific town appropriation is made (except the board of education) shall, at least ninety (90) days before the end of the fiscal year file with the town manager, on forms provided by the town manager a detailed estimate of the expenditures to be made by said department or agency and the revenue (other than tax revenues) to be collected thereby in the ensuing fiscal year.

Sec. 8-2. Duties of town manager on budget.

Not later than thirty (30) days before the date of the annual budget meeting of the town, the town manager shall present to the council:

(a) Estimates of revenue, presenting in parallel columns the itemized receipts collected in the last-completed fiscal year, the receipts estimated to be collected during the remainder of the current fiscal year and estimates of the receipts to be collected in the ensuing fiscal year;

(b) Itemized estimates of expenditures, presenting in parallel columns the actual expenditures for each department, office or agency for the last-completed fiscal year, the expenditures as estimated for the current fiscal year and the manager's recommendations of the amounts to be appropriated for the ensuing fiscal year. The town manager shall present reasons for these recommendations. The president of the board of education shall have the same duties and follow the same procedure with respect to the budget for the board of education;

(c) A program previously considered and acted upon by the Town Planning and Zoning Commission, in accordance with section 8-24 of the general statutes, as amended, concerning municipal improvements, of proposed capital projects for the ensuing fiscal year and for the fiscal years thereafter. Estimates of the cost of such projects shall be submitted by each department, office or agency annually in the form and manner prescribed by the town manager. The town manager shall prepare a six-year capital improvements program and shall recommend to the town council those projects to be undertaken during the first year of such program and the method of financing the same. The town council will establish by ordinance a capital improvement committee with at least one representative from the Public Building Commission to advise and assist the town manager in preparing said program for the second through the sixth year of such program.

(d) Nothing herein shall preclude the town council from approving any capital project not included in the above described program.

(e) Times of performance specified in this section are not of the essence, but are goals to be achieved for the orderly processing of the town budget.

Sec. 8-3. Powers and duties of council on budget.

The format of the supporting documentation for the estimates presented to the town council under sections 8-2 (a) and 8-2 (b) shall be determined by the town council before January 15. The town council shall hold one or more public hearings not later than fifteen (15) days before the annual budget meeting at which any elector or taxpayer may have an opportunity to be heard regarding appropriations for the ensuing fiscal year. Following receipt of the estimates from the town manager and the president of the board of education and the holding of such public hearing or hearings, the town council shall prepare a budget which complies with any minimum standards or requirements of the state tax department and shall recommend the same to the town

budget meeting of the town. Sufficient copies of said budget shall be made so as to be available for general distribution in the office of the town clerk and the town manager, and at least five (5) days prior to said annual budget meeting the town council shall cause to be published in a newspaper having circulation in the town a summary of the budget showing anticipated revenues by major sources, proposed expenditures by functions or departments, and the amount to be raised by taxation. The budget shall become effective when approved by said annual budget meeting and an official copy shall be filed with the town clerk.

CHAPTER 9. THE TOWN MEETING

Sec. 9-1. Annual budget meeting and special meetings.

(a) Upon town council approval of its recommended annual budget, it shall set a date for an adjourned town meeting vote on the voting machines. If any budget recommendation fails to pass, the council shall make adjustments and resubmit such adjusted budget recommendations to a vote on the voting machines until approved by the voters at which time the final budget shall be considered adopted.

This procedure for the adoption for the annual town budget shall be in lieu of the petition procedures set forth in *Connecticut General Statutes* § 7-7.

(b) Special town meetings shall be called by the town council when required under the terms of this Charter. The procedure for calling a special town meeting shall be as provided in the *Connecticut General Statutes.*

Sec. 9-2. Procedure.

All town meetings shall be called to order by the town clerk or in the absence of the town clerk, by the town manager or the mayor of the council. A moderator shall be elected and all business conducted in the manner now or hereafter provided by the general statutes, except as in this charter otherwise provided. It shall be the duty of the town clerk to serve as clerk of all town meetings but in the absence of the town clerk, an acting clerk may be designated by the meeting.

Sec. 9-3. Appropriation - manner of approval.

(a) Any appropriation in excess of one (1) per cent of the tax levy in the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation, the issuance of bonds or notes in excess of two (2) per cent of the tax levy for the fiscal year in which the borrowing is made except notes in anticipation of taxes to be paid within the fiscal year in which issued and any ordinance providing for the sale of real estate of the town valued in excess of ten thousand dollars ($10,000.00) used or reserved for town purposes or any appropriation for the purchase of real estate valued in excess of ten thousand dollars ($10,000.00) for such purposes, shall become effective only after it has been adopted at a town meeting by the vote of a majority of those present and entitled to vote at such meeting, except that any appropriation in excess of three (3) percent of the tax levy for the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation and any bond issue or issuance of notes or other borrowing in excess of three (3) percent of the tax levy for the fiscal year for which the borrowing is made in any fiscal year shall only require approval by referendum vote on the voting machines at any regular or special election. The town meeting shall not act upon any proposal for the sale or purchase of real estate or the issuance of bonds or other borrowing, except upon the recommendation of the town council contained in a resolution of said town council nor act upon any appropriation which has not been acted upon by the town council. The town meeting shall not increase the amount of any appropriation above the amount recommended by the town council or make any appropriation not recommended by the town council and shall not increase the amount of any bond issue above the amount recommended by the council.

(b) The annual budget shall be adopted in accordance with the procedures set forth in § 9-1.

(c) If the voters disapprove the budget appropriation recommended by the town council, the annual budget appropriation for the then existing fiscal year shall be continued until the new budget appropriation is adopted.

APPENDIX "I"
Glossary

Town of Windsor
FY 2014 – 2015
Adopted 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,

action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

ENTERPRISE FUND: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

EXPENDITURES: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FULL FAITH AND CREDIT: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds.)

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE: The excess of a fund's assets over its liabilities. A negative fund balance is sometimes called a deficit.

GENERAL FUND: The fund supported by taxes, fees and other revenues that may be used for any lawful purpose.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

GRANT: A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

MATURITIES: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MILL: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each $1,000 of property valuation.

MODIFIED ACCRUAL BASIS: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

OBJECT OF EXPENDITURE: Expenditure classifications based upon the types of categories of goods and services purchased. Typical objects of expenditures include:

- personal services (salaries and wages);
- contracted services (maintenance contracts);
- supplies and materials; and
- capital outlays.

OPERATING BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

OPERATING TRANSFER: Routine and/or recurring transfers of assets between funds.

REVENUE: The term designates an increase to a fund's assets which:
- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

REVENUE ESTIMATE: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

TAX LEVY: The total amount to be raised by general property taxes.

TAX RATE: The amount of taxes (mills) levied for each $1,000 of assessed valuation.