



Citizen's Guide to the Windsor Town Budget

In Windsor, the method we use to determine our town budget is an open process. Every adult citizen who is registered to vote – property owners and those who rent – is welcome to participate in determining the town budget.

This is where your involvement is important because your vote really does count. What you think makes a difference, right here in your home town. Please take the time to vote on your town's budget.

This guide provides basic information about the budget process and, while understanding the process may not change how you feel about taxes, it can help you take part in the ongoing conversation about taxes and the services they pay for.



Budget Workshops for Windsor Residents



Thursday, February 2, 2017: 6:30 PM	Town Hall	Informational Budget Meeting for Windsor residents presented by Town Manager
Thursday, March 2, 2017: 6:30 PM	Town Hall	Informational Budget Meeting for Windsor residents presented by Town Manager
Tuesday, March 28, 2017: 6:30 PM	Town Hall	Informational Budget Meeting for Windsor residents presented by Town Manager
The following Community Budget Forums are being sponsored by Windsor CT Votes and the Windsor League of Women Voters. Town Manager Peter Souza and Superintendent Craig Cooke will provide the latest budget information and answer questions from residents.		
Thursday, April 20, 2017: 10:00 AM	L.P. Wilson Community Center/Senior Center	Community Budget Forum
Wednesday, May 3, 2017: 6:30 PM	Poquonock School	Community Budget Forum
Thursday, May 4, 2017: 7:00 PM	Community Center at 330 Windsor Avenue	Community Budget Forum

Get involved with the process

Creating a budget that maintains important services, provides a good education for our children and doesn't raise taxes to unacceptably high levels is not an easy thing to do and it simply can't be done without citizen input. The town manager and the town council want to know what you think as they prepare our town budget.

You don't need a background in accounting or a degree in public policy. You do need to have enough interest in Windsor's future to come out and voice your concerns, needs and opinions.

You can do that in a number of ways. First, you can attend any town council meeting and make yourself heard. If you aren't comfortable with speaking before a group, you can send a note or email the town manager or any member of the town council outlining your ideas and concerns. What's most important is to be heard.

Windsor Town Council

c/o Windsor Town Hall
275 Broad Street
Windsor, CT 06095
towncouncil@townofwindsorct.com

Peter Souza, Town Manager

Windsor Town Hall
275 Broad Street
Windsor, CT 06095
townmanager@townofwindsorct.com
860-285-1800

Your input is appreciated and will be considered.

Remember, everyone has a stake in this process. If you don't pay real estate taxes because you rent, your landlord does pay taxes and that will eventually affect you. If you don't have children in the Windsor School system, you should still have an interest in the quality of our schools because good schools are part of the foundation of every successful community and have a positive affect on the value of your home.

Seniors and Veterans – You may be eligible for reduced taxes ...

A Guide to Tax Reductions and Benefits Available to Qualified Windsor Residents is a pamphlet that describes a variety of exemptions and benefits available to individuals meeting the income and/or age guidelines as determined by State of Connecticut regulations. To get your copy or to learn more, visit the town's website at townofwindsorct.com or call the Town Assessor's office at 860-285-1816.



As is true for virtually every community in Connecticut, education is our town's largest expense. **Over the past five years, our education expenditures have risen by an average of just 1.8% per year.**



Windsor Public Schools is financially responsible for Windsor students who chose to attend regional, magnet or special education programs outside of our district. By the 2014 school year that had grown to 691 students. **But in 2015, 20 more students returned to our schools than left and in 2016, 18 more students selected our schools as a better alternative.**

How our town budget works

Beginning in December each year, town employees begin to review programs and services to estimate how much it will cost to operate the town in the 12 months beginning July 1. That money comes from property taxes, federal and state grants and from town agencies that collect fees.

At the same time, the town makes an estimate of how much it will have to spend to maintain and/or enhance the services that residents and businesses expect.

Also during this period, the board of education and the Windsor school's administrative staff estimate how much it will cost to operate the schools and school-related services for the next year.

The town manager then takes the estimate of the income the town expects along with the estimates of spending from the town staff and the board of education and presents them to the town council. This is called the **Town Manager's Proposed Budget** and it is really just a starting point.

Next, the town council examines the budget and conducts budget hearings with all town departments throughout the month of April to discuss and suggest changes. When the town council approves the final budget, it is put up for a vote at what is called an Adjourned Town Meeting Referendum, more commonly known as the **"budget referendum."**

The voters in Windsor are then asked to approve – or disapprove – the budget. If voters don't approve the budget, town staff and the Board of Education, through the town manager, modify and resubmit their proposals to the town council and then once again, to the voters. Only after the voters have approved the budget can it become the income and spending plan for the town.

The Mill Rate: Calculating your taxes



One "mill" produces one dollar for each \$1,000 of property assessment. For example: If your house has a current fair market value of \$200,000. (The assessment is 70% of its current market value: \$140,000.) The current Mill Rate is 31.52.

$$140,000 \div 1,000 = 140$$

$$140 \times 31.52 = \$4,412.80$$

Since Fiscal Year 15, the town's Mill Rate has increased by just over 1 Mill. (The FY 15 Mill Rate was 30.47, the FY 16 Mill Rate was 30.92 and the FY 17 Mill Rate is 31.52.)

The budget is about choices

In making budget choices, the town council has to face certain realities. There are many new services that we would all like the town to provide but that we simply can't afford. In fact, we may not be able to afford some things that we have enjoyed in the past.

There are certain expenses that must be included in the budget at some level. For instance, we must have police services, street maintenance and schools. This is a question of the level of service delivery that our residents desire.

Windsor's General Fund Expenditures Budget for Fiscal Year 2017 Totals \$110,862,990

General Government	\$991,110
Safety Services	\$9,965,720
Recreation & Leisure Services	\$1,450,120
Human Services	\$810,580
Health	\$471,410
Library Services	\$1,612,660
Development Services	\$1,800,720
Community Development	\$93,860
Public Works	\$5,346,700
Information Services	\$447,510
Administrative Services	\$2,224,840
General Services	\$13,351,070
Board of Education	\$67,471,330
Town Support for Education	\$4,825,360

If we choose to reduce what we are willing to pay for these and other essential services too far, it could impact service levels.

There are other "fixed" costs in the town's budget that continue to rise, and that the town is obligated to absorb. High on the list are fuel costs, the MDC's fees for sewer service, utilities, salaries that are mandated by collective bargaining agreements, and health insurance costs for town and school employees.



The Town's Household Budget

Your Household	The Town
Mortgage or rent	Debt service
Taxes	Mandates, required services
Utilities, food, gas	Utilities, gas, salaries, benefits
Savings account	Fund balance, reserves
Maintenance projects	Capital Improvement Plan (CIP)
Phone, Cable, Internet	Technology, replacement equipment
"Nice-to-have" items	Enhanced services/programs



Our town's budget increases each year to meet rising expenses and service demands. In the past 5 years, our total budget has increased by an average of **2.6% per year**.

The budget is about fiscal responsibility and looking ahead

The reality is that the choices we make as to how much income we can expect and how much we can spend this year, have an affect on future years as well. If, for instance, we elected to reduce the size of our public works department to the point where we could no longer maintain one or more of our parks or town buildings, we would be placing the extra cost of reclaiming those facilities on some future year's budget.

The reverse is also true. If we include a new service of some kind in our budget now, we could be obligating ourselves as a community to continue it in future years.

The taxes we pay on real estate, automobiles and other personal property have a long-term influence on our town. We must be aware of our residents' ability and willingness to pay for services. If our tax rate is perceived as being too high, residents living on fixed incomes will move away and those shopping for new homes will avoid us. Businesses, that now pay approximately 40% of all town taxes, may relocate to areas that are cheaper. The vitality and diversity that make our town such a good place to live would quickly disappear.

We must also remember that 14% of the town's revenues come from the State of Connecticut, so if changes are made at the state level it could have an impact on our town's overall budget.

Like any household or business, we have to be careful about what we borrow. We must repay money that we, as a community, made a decision to borrow in the past. The money used to renovate Windsor High School and the Windsor Public Library are good examples of this.

Also like any family, we need to maintain a savings account. For the town, that's called our Fund Balance and it represents revenues that we have collected over the years but did not spend. It is tempting to dip into those savings to cover our ongoing expenses but that may not be fiscally responsible because the size of our Fund Balance is closely watched by the financial community and various government agencies. If our Fund Balance gets too low, our credit rating will be affected and it may cost us more to borrow in the future.

We've been careful about our town's saving account

We are one of only 15 Connecticut towns with a Standard and Poors AAA rating. The highest credit rating available. This helps reduce long-term borrowing costs.



Our challenge then, is to figure out just how much we can spend on each service the town provides.

After the town manager presents his budget to the town council in late March, the council will begin evening meetings with various town departments. The public is always welcome at these meetings, which are televised on WGTW, Channel 96. Once the town council votes on a final budget, it sets the date of the budget referendum.

Windsor's Revenues for Fiscal Year 2017 Total \$110,862,990

General Property Tax	\$92,250,720
Licenses and Permits	\$628,560
Fines and Penalties	\$38,000
Revenues from Use of Assets	\$548,830
State School Aid	\$13,008,110
State Grants In Lieu of Taxes	\$2,543,740
Other State Grants	\$47,200
Revenues from Other Agencies	\$111,830
Charges for Current Services	\$760,500
Other Revenues	\$25,500
Opening Cash (use of reserve fund)	\$900,000

The town's website, townofwindsorct.com is also a great resource for learning more about the budget. You can view a videocast of budget meetings live or view archived meetings and stay updated on meeting schedules to keep pace with the process.

For complete definitions of both expenditures and revenues, visit townofwindsorct.com/budget



The number of students attending the Windsor Public Schools has decreased over the last five years. However, that year-to-year trend is no longer true.

In 2013, the Windsor Public Schools had **139 fewer students than in 2012**

In 2014, the Windsor Public Schools had **107 fewer students than in 2013**

In 2015, the Windsor Public Schools had **42 more students than in 2014**

In 2016, the Windsor Public Schools have **just one less student than in 2015**