



FINANCIAL PLAN AND PROGRAM OF SERVICES

PROPOSED FOR THE
FISCAL YEAR 2021-2022



**PROPOSED
FISCAL YEAR 2022
FINANCIAL PLAN
AND
PROGRAM OF SERVICES**

FOR THE FISCAL YEAR

Beginning July 1, 2021 and ending June 30, 2022

**TOWN OF WINDSOR
CONNECTICUT**



TOWN COUNCIL

Donald S. Trinks - Mayor
Joseph McAuliffe – Deputy Mayor
Nuchette M. Black-Burke
Lisa Rampulla Bress
James Dobler
James G. Govoni
Donald A. Jepsen, Jr.
Lenworth Walker
Kenneth M. Wilkos

TOWN MANAGER

Peter Souza

ASSISTANT TOWN MANAGER

Scott Colby

FY 2022 PROPOSED BUDGET SUMMARY

	FY 2021 Adopted Budget	FY 2022 Proposed Budget	\$ Change	% Change
Board of Education	72,551,800	74,366,390	1,814,590	2.50%
Town Operating Budget	33,606,550	35,464,750	1,858,200	5.53%
Sewer Service (MDC)	4,779,950	4,521,450	(258,500)	-5.41%
Debt Service	7,617,510	7,846,030	228,520	3.00%
Great Pond Improvement District	258,000	402,000	144,000	55.81%
Other Post-Employment Benefits (OPEB)	725,000	750,000	25,000	3.45%
Capital Projects & Open Space	2,610,000	2,720,000	110,000	4.21%
Total	\$122,148,810	\$126,070,620	\$3,921,810	3.21%

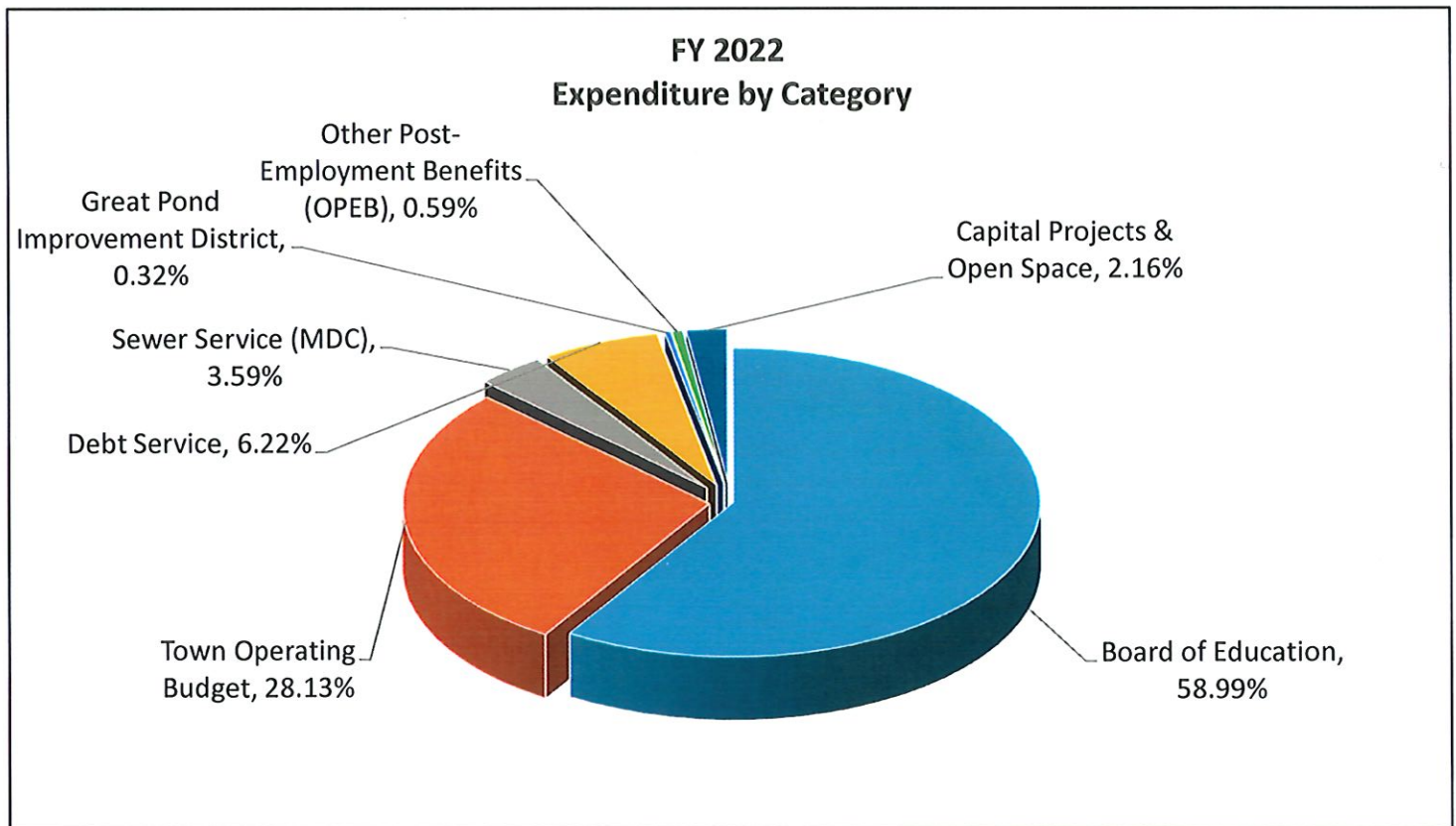


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A READER'S GUIDE TO THE BUDGET

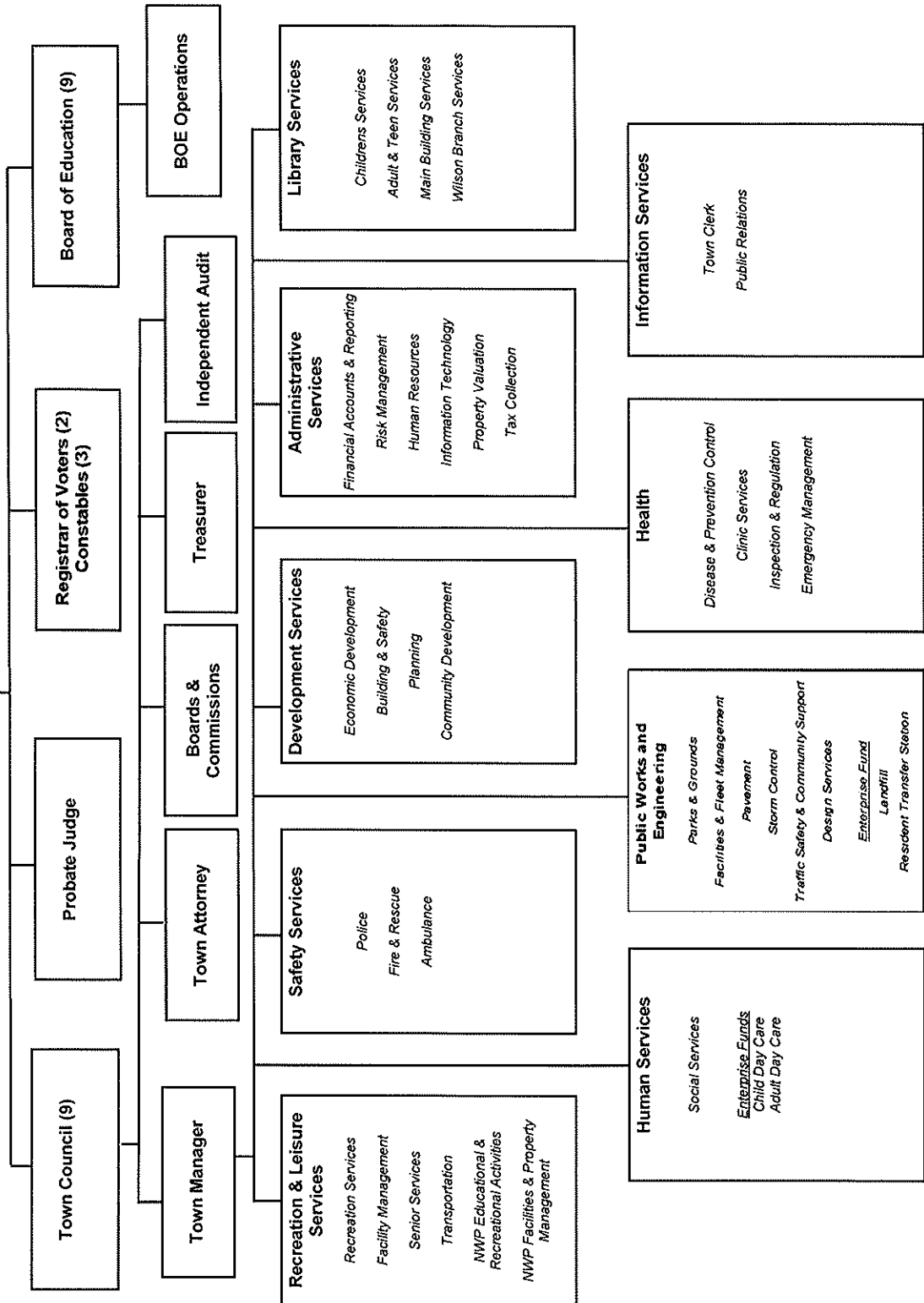
This budget is designed to serve as both a financial tool and a public communications forum. Consequently, we have worked to produce a document that is clear and complete with information that our readers want to know.

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 General Fund revenues and expenditures managed by the town, including an in-depth explanation of revenues. Section C (General Fund Expenditures) lists the General Fund impact of each general government service unit 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 2022 including the new capital projects budget as described on pages Q-10 and Q-11.
- 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 highlights, key statistics, performance measures, a fun fact, and goals.
- 4) **Non-General Fund Services.** Section S contains the budgets for the four town enterprise funds – the Windsor-Bloomfield Sanitary Landfill, the Caring Connection Adult Day Care Center, the Windsor Child Development Center, and the Resident Transfer Station. Each of these funds is dependent upon revenues generated from the users of these facilities. The budget for the Windsor's Office of Community Development is listed in Section L. The Community Development Office receives partial support from town tax dollars in addition to operating through grant funds and loan repayments.
- 5) **Appendices.** 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. Appendix I consists of a Glossary of Budget Terms that the reader may find helpful when using this document.

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

Voters of Windsor





First in Connecticut. First for its citizens.

March 26, 2021

Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to transmit the proposed Fiscal Year 2021-2022 Financial Plan and Program of Services. As we continue to move forward through the COVID-19 pandemic, I would like to extend a heartfelt thank you to members of the Town Council and Board of Education, along with employees and volunteers of both the town and school district for the extraordinary effort and dedication to serving our community and supporting one another. The ability to continue to provide leadership and quality responsive services through very different and challenging times is a testament to your individual and collective commitment to making our community the best it can be for all.

As staff moved through the budget preparation process, we worked to balance the multi-pronged goal of maintaining current services, reinvesting in our infrastructure, and meeting emerging service demands while mitigating an increase in the tax rate. The proposed FY 22 budget meets that challenge by being mindful of focusing on several goal areas:

- Diverse, Safe and Strong Neighborhoods and Families
- Competitive and Sustainable Economy
- Leadership and Engagement
- Environmental Sustainability and Stewardship.

Below are some of the actions included in the proposed budget:

- additional programming support for our seniors as well as funding for the Caring Connection adult day program
- increases emphasis on neighborhood appearances and safety through addressing unregistered or abandoned vehicles
- expands summer teen employment and leadership program
- acquisition of equipment to increase neighborhood traffic safety and enforcement efforts
- supports initiatives of the Citizen Advisory Task Force on Clean and Sustainable Energy
- continues focus on Diversity, Equity and Inclusion initiatives
- supports efforts to enhance police officer training and meet new accountability requirements
- brings new fire and ambulance facility on-line
- funds rescue equipment for volunteer fire department
- supports emergency medical services through a grant to Windsor Volunteer Ambulance
- strengthens public safety emergency services by adding a dispatch position
- allocates resources for community anti-littering campaign
- incrementally increases pay-as-you-go funding for street repaving and sidewalk repairs
- continues the planned incremental increase in our contribution to the Other Post Employment Benefit (OPEB) Trust for future retiree health insurance liabilities
- funds open space preservation.

In a continuation of our past efforts, resources have been allocated for certain part-time wage adjustments to meet state minimum wage rate increases and market conditions, as well as funding for diversity, equity and inclusion training and supervisor development.

The Board of Education’s proposed budget reflects a 2.50% increase over the adopted FY 21 budget. The Board’s proposed budget is being transmitted separately to the Town Council.

Overall the General Fund budget for FY 22 is proposed to be \$126,070,620, an increase of \$3,921,810 or 3.21% over the adopted FY 21 budget. Below is a breakdown of the primary General Fund budget categories comprising the proposed expenditure increase:

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Defined Benefit Retirement Expenses

Over the years, the Town Council has diligently funded our retirement plan based on the annual actuarial recommended contributions and recognized best practices. Similar to other public and private sector organizations, the town began to implement new nationally accepted mortality projections based on actuarial best practices in FY 21. The second year of the two year phase-in is reflected in the proposed FY 22 budget as well as a lower investment earnings assumption. These elements represent 42% of the \$556,300 increase in the pension / retirement category. Retirement costs are incorporated as part of the Personnel Services category in department budgets. Please note, as of 2011 and 2012 respectively, the Town and Board of Education required all new hires, except police officers, to participate in a deferred compensation retirement plan.

Great Pond Improvement District

The increase in the allocation for the Great Pond Improvement District is directly related to the grand list growth associated with the first phase of redevelopment activity on the former Combustion Engineering campus on Day Hill Road. Per the 2012 Interlocal Agreement, the annual improvement district tax revenue, above the base amount of \$78,000, shall be apportioned 50% to the town for General Fund use and 50% to the Special District Fund which shall be utilized to pay debt service for the district’s infrastructure. The October 2020 grand list is increasing

approximately \$8.6 million in assessed value due to the completion of phase 1. Property owners in the district are expected to pay \$288,000 in additional taxes for FY 22 with \$144,000 being available for General Fund use.

Revenues

Below is a table comparing major General Fund municipal aid categories between the adopted FY 21 budget and the FY 22 budget proposal. Education Cost Sharing is net of the Alliance District grant and the federal Elementary & Secondary School Emergency Relief Fund (ESSER II), which are both distributed directly to the Board of Education and are not part of General Fund revenues. Airport Development Zone funds are included in the FY 22 budget, as we received payments in the current fiscal year and are anticipating this program will be funded by the State in FY 22.

State Aid

	FY 21 Adopted Budget	FY 22 Governor's Proposed	Difference
Education Cost Sharing	11,547,660	11,547,660	-
Municipal Revenue Sharing	2,068,940	2,068,940	-
Special Education - Excess Costs	1,300,000	1,300,000	-
Airport Development Zone	-	150,000	150,000
State-Owned Property PILOT	27,300	27,300	-
Veteran's Tax Exemption	17,000	17,000	-
Totally Disabled Exemption	3,000	3,000	-
Total	14,963,900	15,113,900	150,000

Interest rates continue to be low. We are anticipating a blended interest rate of approximately 0.25% for FY 22. The lower interest environment results in \$200,000 less revenue than was budgeted for in FY 21. Other non-tax revenues such as interim motor vehicle tax collections, cell tower leases, and conveyance fees are forecasted to see increases over this year's budget, which helps to off-set part of the budgeted decreases in interest income.

Of the \$126,070,620 proposed General Fund revenues, \$106,105,100 will come from the current property tax levy, \$19,065,520 from other revenues including State Aid and \$900,000 from the Opening Cash category. Opening Cash is funded by use of General Fund reserves and effectively reduces or mitigates the increase in the proposed mill rate.

Grand List

The October 2020 net grand list increased in value by 1.85% as compared to October 2019. This increase in assessed value is largely the result of the new Amazon facility on Kennedy Road, new construction at Great Pond Village and the Verizon facility on Pigeon Hill Road, as well as incremental real estate value increases for Amazon on Day Hill Road and the Windsor Station apartments. Cigna, Aetna, Walgreens and Talcott Life all made significant reinvestments in personal property. After accounting for other adjustments, such as elderly exemptions and tax appeals to the Board of Assessment Appeals and the State of Connecticut Superior Court, the net change in taxable value used to calculate the mill rate is increasing 1.96% or \$61 million as compared to FY 21. This increase in assessed value provides approximately \$2.1 million in projected revenue.

Tax Rate & Impact

Based on the overall expenditures and revenues, the proposed mill rate is 33.71. The budgetary tax impact is 1.81%. This is in line with the median budgetary tax increase of 1.94% over the past five years.

Concluding Remarks

As we move forward out of the clouds of the COVID-19 pandemic, the proposed Fiscal Year 2022 Financial Plan and Program of Services builds upon the leadership and foresight of the current and past Town Councils to facilitate economic development and provide community stewardship. This budget provides for the continued provision of responsive quality public services, reinvesting in our infrastructure, and meeting emerging service demands.

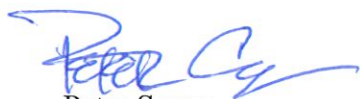
It is understood that some of our neighbors and businesses face continued challenges due to the impacts of the pandemic. While this budget provides a range of services to assist in meeting some of those challenges, I look forward to receiving guidance from the federal government on the use of funds allocated to municipalities under the recently approved American Rescue Plan. I am hopeful these resources will be able to address a combination of short and longer term community needs.

I remain optimistic that given our diverse tax base, a stable financial position and strong tradition of community stewardship and volunteerism, we will continue to come together to forge an even stronger Windsor as we march toward completing our 39th decade as a community in 2023 and prepare for our 400th anniversary in just 12 years.

I look forward to working with the town council to review the proposed budget and discuss how through a multi-year perspective we can approach the decisions necessary to create a financial plan that is responsive to the current economic climate and maintains the service levels and sense of community we are all so proud of.

In closing I would like to thank the dedicated members of the Finance Department, the town's leadership team and all the partners across the organization for their efforts in preparing this proposed Financial Plan and Program of Services for Fiscal Year 2021-2022.

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.

Long-Range Financial Planning

A multi-year financial forecast is prepared on an annual basis for review and discussion with the Finance Committee and Town Council. This process allows the town to look at issues such as budget sustainability, and provides an opportunity to institute revenue and budgetary changes in a timely manner. As part of financial planning, various policies are used to manage financial stability and strength of the Town. These policies have helped during budgetary challenges to meet increasing demands and taxpayer expectations with current economic trends and market influences. They include, but are not limited to, the Town's General Fund and Capital Project Fund policies on fund balance, Cash Management and Investment policy, Procurement policy, and Debt Management policy.

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 2022
BUDGET CALENDAR BY DEPARTMENT**

Date	Day	Step
February 1, 2021 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens
February 18, 2021	Thursday	Board of Education to submit to Town Council information regarding Public Act 13-60 (<i>tentative date</i>)
February 18, 2021	Thursday	Informational meeting on Proposed Budget (<i>hosted by staff</i>)
March 1, 2021	Monday	Town Council suggestions due to the BOE per Public Act 13-60 within 10 days of BOE submission
March 2021	<i>Tentative</i>	Board of Education to submit written responses to Town Council regarding suggestions made per Public Act 13-60.
March 10, 2021	Wednesday	Finance Committee Meeting (<i>tentative date</i>)
March 26, 2021	Friday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget)
March 30, 2021	Tuesday	Informational meeting on Proposed Budget (<i>hosted by staff</i>)
April 5, 2021 7:00 PM	Monday	Town Manager's Presentation of FY 22 Proposed Budget Public Hearing re: public opinion regarding budget as proposed by Town Manager Regular Town Council meeting
April 7, 2021 6:30-9 PM	Wednesday	Board of Education, Revenues, Public Works, Landfill Enterprise Fund, Resident Transfer Station Enterprise Fund
April 19, 2021 6:30-9 PM	Monday	Board of Education, Health Services, Information Services, Library, Human Services, Safety Services, Recreation & Leisure Services, Child and Adult Day Care Enterprise Funds
April 21, 2021 6:30-9 PM	Wednesday	Development Services, Community Development, Administrative Services, General Government, General Services/Capital Spending, Insurance Internal Service Fund, Town Support for Education
April 26, 2021 6:30-9 PM	Monday	Public Comment, Price Guide, Preliminary Deliberations
April 28, 2021 6:30-9 PM	Wednesday	Public Comment, Town Council final deliberations and vote
May 11, 2021	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
May 17, 2021	Monday	Regular Town Council Meeting; Council sets tax rate
June 21, 2021	Monday	Tax bill mailing completed
June 30, 2021	Wednesday	End of current fiscal year

Additional Community Budget Forums – unknown at this time

Windsor school vacation week is April 12-16, 2021

GENERAL FUND BALANCE SUMMARY
(budgetary basis)

	<u>FY 2021 Estimate</u>	<u>FY 2022 Proposed</u>
Revenues		
General Property Tax	\$ 104,314,100	\$ 107,919,200
Licenses and Permits	2,748,580	732,450
Fines and Penalties	34,000	34,000
Revenues from Use of Assets	450,000	420,000
State School Aid	12,847,660	12,847,660
State Grants in Lieu of Taxes	2,518,790	2,266,240
Other State Grants	184,240	40,000
Revenues from Other Agencies	163,370	126,370
Charges for Current Services	930,430	764,200
Other Revenues	20,500	20,500
Opening Cash	900,000	900,000
Total Revenues	125,111,670	126,070,620
Expenditures and Encumbrances		
General Government	1,040,790	1,098,590
Safety Services	10,907,320	11,632,090
Recreation & Leisure Services	2,004,080	2,194,900
Human Services	439,660	456,550
Health Services	400,330	558,930
Library Services	1,738,030	1,801,510
Development Services	1,369,400	1,437,150
Community Development	102,390	103,840
Public Works and Engineering	6,540,490	6,822,340
Information Services	543,050	581,530
Administrative Services	2,460,080	2,694,640
General Services	16,279,760	16,836,880
Board of Education	72,551,800	74,366,390
Town Support for Education	5,275,860	5,485,280
Total Expenditures and Encumbrances	121,653,040	126,070,620
Surplus (deficit)	3,458,630	-
Beginning Fund Balance, July 1	28,957,216	30,899,250
<u>Use of Fund Balance:</u>		
Opening Cash	(900,000)	(900,000)
9/9/2020		
Railroad Grade Crossing Quiet Zone Study	(46,000)	
1/4/2021		
Diversity, Equity and Inclusion Training	(35,000)	
1/19/2021		
Windsor Historical Society (John Mason statue relocation)	(15,000)	
2/1/2021		
Town Facilities FY 21 LED Lighting Project	(395,000)	
<u>Potential Year End Transfer Request</u>		
Transfer to Child Development Center for anticipated FY 21 operating loss	(225,000)	
<u>Return To Fund Balance:</u>		
11/16/2020		
Sage Park LED Lighting Conversion Project Close-out	99,404	
Estimate Ending Fund Balance, June 30	\$ 30,899,250	\$ 29,999,250

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. These funds can also be referred to what is considered "Major" and "Non-Major" funds. The Town maintains ten (10) individual governmental funds. The General Fund and the Capital Projects Fund are considered to be Major Funds. The other governmental funds are considered as Non-Major Governmental Funds. Non-Major Governmental Funds for the Town include the Community Development Block Grant Fund, Cafeteria Fund, Educational Grant Programs, J. Bartash Trust Fund, Treehouse Fund, Debt Service Fund, Other Special Revenue Fund and Open Space 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 tax revenue, 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 items (buildings, roads, equipment, 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 property tax revenue, 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 four 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 adult day care services to frail and elderly clients in the Greater Hartford area.

Insurance Internal Service Fund - Accounts for liability, auto and fire insurance, health and workers' compensation activity including premiums received and claims expended.

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.

BUDGETARY VERSUS GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP) IN THE UNITED STATES OF AMERICA BASIS OF ACCOUNTING

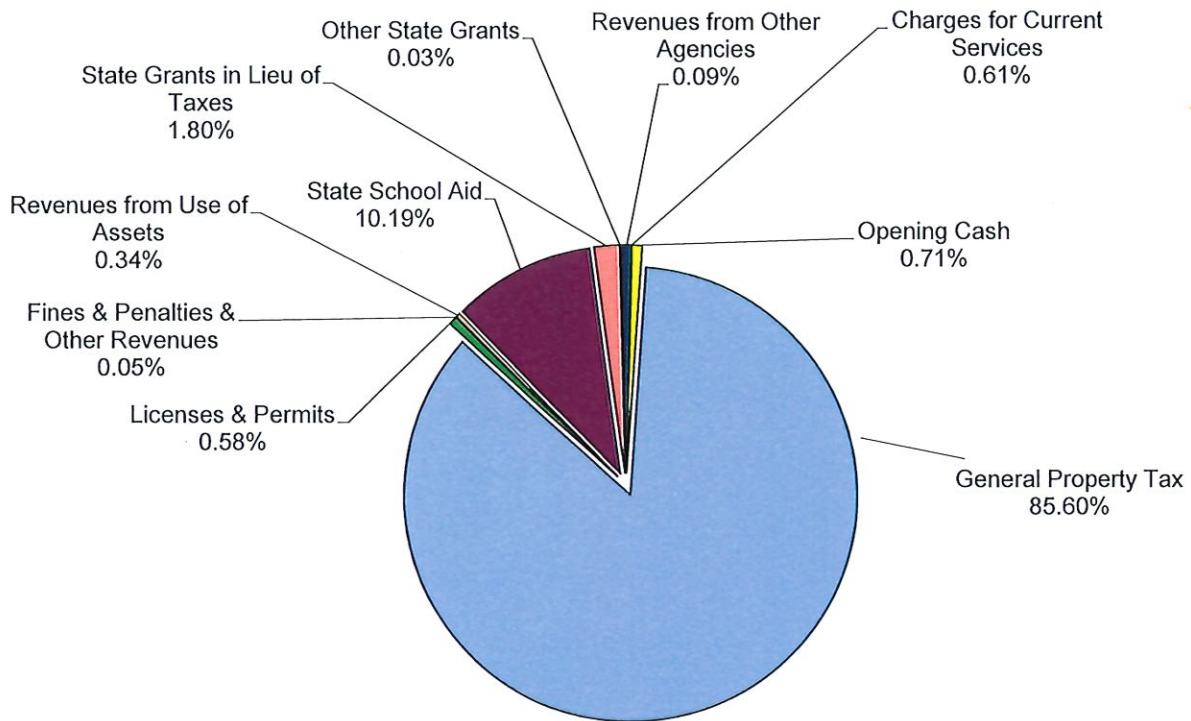
The differences between the budgetary and GAAP basis of accounting are:

- 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

Revenue Source	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
910 General Property Tax	\$101,117,016	\$103,986,430	\$104,314,100	\$107,919,200	-
915 Licenses and Permits	737,717	730,710	2,748,580	732,450	-
920 Fines and Penalties	32,815	34,000	34,000	34,000	-
925 Revenues from Use of Assets	1,501,133	610,000	450,000	420,000	-
930 State School Aid	13,070,201	12,847,660	12,847,660	12,847,660	-
935 State Grants In Lieu of Taxes	2,217,435	2,116,240	2,518,790	2,266,240	-
940 Other State Grants	38,905	40,000	184,240	40,000	-
950 Revenues from Other Agencies	134,619	118,370	163,370	126,370	-
955 Charges for Current Services	1,066,438	744,900	930,430	764,200	-
960 Other Revenues	63,761	20,500	20,500	20,500	-
965 Opening Cash	-	900,000	900,000	900,000	-
Total Revenues	\$119,980,039	\$122,148,810	\$125,111,670	\$126,070,620	-

FY 22 General Fund Revenues by Source



**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
910 GENERAL PROPERTY TAX					
51002 Current Levy	99,030,161	102,182,330	102,250,000	106,105,100	-
51004 Interim Motor Vehicle Tax	856,803	660,000	770,000	670,000	-
51006 Prior Year Levies	666,472	675,000	750,000	675,000	-
51008 Interest	560,542	465,000	540,000	465,000	-
51009 Liens & Penalties	3,038	4,100	4,100	4,100	-
	<u>101,117,016</u>	<u>103,986,430</u>	<u>104,314,100</u>	<u>107,919,200</u>	-
915 LICENSES AND PERMITS					
51200 Vendor's Licenses	880	1,000	500	500	-
51202 Animal Licenses	25,657	26,000	26,500	26,000	-
51203 Marriage Licenses	1,760	1,450	1,550	1,500	-
51204 Hunting & Fishing Licenses	124	230	150	170	-
51205 Engineering Permits	35,534	21,000	25,000	21,000	-
51206 Building Permits	633,039	642,000	2,620,000	642,000	-
51212 Lodging House Licenses	350	400	350	350	-
51213 Well Permits	300	100	500	400	-
51214 Food Permits	26,358	27,000	26,000	26,500	-
51216 Septic System Permits	3,565	3,500	5,000	4,000	-
51219 Pistol Permits	10,150	8,000	43,000	10,000	-
51221 Newsrack Permits/Location Fees	-	30	30	30	-
	<u>737,717</u>	<u>730,710</u>	<u>2,748,580</u>	<u>732,450</u>	-
920 FINES AND PENALTIES					
51401 Court Fines	18,556	20,000	20,000	20,000	-
51402 Parking Fines	14,259	14,000	14,000	14,000	-
	<u>32,815</u>	<u>34,000</u>	<u>34,000</u>	<u>34,000</u>	-
925 REVENUES FROM USE OF ASSETS					
51501 Unrestricted Interest	1,072,804	300,000	130,000	100,000	-
51504 Cell Tower Leases	309,499	310,000	320,000	320,000	-
51505 Rental of Town Property	118,830	-	-	-	-
	<u>1,501,133</u>	<u>610,000</u>	<u>450,000</u>	<u>420,000</u>	-
930 STATE SCHOOL AID					
51701 Special Ed. - Excess Costs	1,519,795	1,300,000	1,300,000	1,300,000	-
51710 Education Cost Sharing	11,550,406	11,547,660	11,547,660	11,547,660	-
	<u>13,070,201</u>	<u>12,847,660</u>	<u>12,847,660</u>	<u>12,847,660</u>	-
935 STATE GRANTS IN LIEU OF TAXES					
51905 PILOT - State Owned Property	27,298	27,300	29,230	27,300	-
51910 Airport Development Zone	102,696	-	399,800	150,000	-
51906 Totally Disabled Exemption	2,861	3,000	3,070	3,000	-
51907 Veterans Tax Exemption	16,449	17,000	17,750	17,000	-
52710 Municipal Revenue Sharing	2,068,131	2,068,940	2,068,940	2,068,940	-
	<u>2,217,435</u>	<u>2,116,240</u>	<u>2,518,790</u>	<u>2,266,240</u>	-
940 OTHER STATE GRANTS					
52107 Other State Grants	38,905	40,000	43,540	40,000	-
52109 Coronavirus Relief Funds	-	-	140,700	-	-
	<u>38,905</u>	<u>40,000</u>	<u>184,240</u>	<u>40,000</u>	-
950 REVENUES FROM OTHER AGENCIES					
52301 Windsor Housing Authority	11,453	11,450	11,450	11,450	-
52302 Payments In Lieu of Taxes	6,925	6,920	6,920	6,920	-
52303 Telephone Property Tax	116,241	100,000	145,000	108,000	-
	<u>134,619</u>	<u>118,370</u>	<u>163,370</u>	<u>126,370</u>	-

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
955 <u>CHARGES FOR CURRENT SERVICES</u>					
52500 Recording Legal Documents	150,810	138,000	155,000	142,000	-
52501 Vital Statistics	52,755	35,000	37,000	36,000	-
52502 Conveyance Fees	420,729	230,000	355,000	245,000	-
52504 Special Police Services/Alarm Fees	3,125	1,000	3,130	3,000	-
52505 Sale of Accident Reports & Photos	3,710	3,500	2,600	2,500	-
52506 Animal Pound Fees	1,162	1,000	1,000	1,000	-
52507 Town Planning & Zoning Comm. Fees	112,536	18,000	20,000	20,000	-
52508 Zoning Board of Appeals Fees	721	1,000	1,000	1,000	-
52509 Inland Wetlands Fees	2,998	5,000	4,000	5,000	-
52517 Special Education Tuition from Other Towns	216,774	185,000	235,000	185,000	-
52518 Library Fines & Fees	11,079	11,900	8,500	12,000	-
52519 Recreation Fees	15,895	39,500	35,950	36,700	-
52521 Dial-a-Ride Fees	6,266	7,000	5,000	7,000	-
52522 Health Service Fees	3,000	4,000	1,500	3,000	-
52525 Administrative Overhead	50,000	50,000	50,000	50,000	-
52530 Sale of Publications & Materials	5,628	7,000	7,000	7,000	-
52531 Miscellaneous Service Charges	8,700	8,000	8,250	8,000	-
52534 Assessment Abatement Policy	550	-	500	-	-
	<u>1,066,438</u>	<u>744,900</u>	<u>930,430</u>	<u>764,200</u>	<u>-</u>
960 <u>OTHER REVENUES</u>					
52701 Sale of Capital Assets	-	500	500	500	-
52704 Miscellaneous Other Revenues	63,761	20,000	20,000	20,000	-
	<u>63,761</u>	<u>20,500</u>	<u>20,500</u>	<u>20,500</u>	<u>-</u>
965 <u>MISCELLANEOUS REVENUES</u>					
52752 Opening Cash	-	900,000	900,000	900,000	-
GRAND TOTAL	<u>119,980,039</u>	<u>122,148,810</u>	<u>125,111,670</u>	<u>126,070,620</u>	<u>-</u>

REVENUE EXPLANATION

910 GENERAL PROPERTY TAX

This category accounts for approximately 85.60% of the town's General Fund revenues in FY 22.

	FY 2020		FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted	
51002 Current Levy	99,030,161	102,182,330	102,250,000	106,105,100	-	-
51004 Interim Motor Vehicle Tax	856,803	660,000	770,000	670,000	-	-
51006 Prior Year Levies	666,472	675,000	750,000	675,000	-	-
51008 Interest	560,542	465,000	540,000	465,000	-	-
51009 Liens & Penalties	3,038	4,100	4,100	4,100	-	-
	<u>101,117,016</u>	<u>103,986,430</u>	<u>104,314,100</u>	<u>107,919,200</u>	-	-

This section contains revenues received from property taxes paid by citizens and from taxes received on automobiles purchased after the tax list preparation date. Interest, lien and penalty fees are payments received on delinquent accounts.

FY 2022 MILL RATE CALCULATION

The Town of Windsor's proposed General Fund revenues for FY 22 total \$126,070,620. Of this amount, \$106,105,100 will come from the current property tax, \$19,065,520 from non-tax revenues, and \$900,000 from opening cash. The total estimated net taxable grand list is estimated at \$3,190,015,000, and the proposed collection rate is 98.80%. The required tax levy will be 33.71 mills, or \$33.71 for each \$1,000 of assessed value.

	Proposed	Adopted
Total Expenditures	126,070,620	
Less: Other Revenues	(19,065,520)	
Less: Opening Cash	(900,000)	
Current Property Tax Collection	106,105,100	
Divided by Estimated Rate of Collection	98.80%	
Adjusted Tax Levy	107,393,826	
Less: Pro Rata Assessor's Additions	(95,000)	
Plus: Senior Tax Relief	130,000	
Plus: Exemptions for Volunteer Firefighters	118,500	
Gross Tax Levy	107,547,326	
Divided by Estimated Taxable Grand List	3,190,015,000	
Mill Rate	33.71	

REVENUE EXPLANATION (continued)

915 LICENSES AND PERMITS

This category accounts for approximately 0.58% of the town's General Fund revenues in FY 22.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
51206 Building Permits	633,039	642,000	2,620,000	642,000	-
All Other Licenses & Permits	104,678	88,710	128,580	90,450	-
	<u>737,717</u>	<u>730,710</u>	<u>2,748,580</u>	<u>732,450</u>	<u>-</u>

Revenue received from building permit fees is expected to come in over budget for FY 21, mainly due to the new Amazon project on Kennedy Road. There is no increase proposed for building permit revenue for FY 22. The majority of other revenue sources (marriage licenses, food permits and hunting licenses) remain stable. Current rates for various licenses and permits are listed in Appendix G.

920 FINES AND PENALTIES

This category accounts for approximately 0.03% of the town's General Fund revenues in FY 22.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
51401 Court Fines	18,556	20,000	20,000	20,000	-
51402 Parking Fines	14,259	14,000	14,000	14,000	-
	<u>32,815</u>	<u>34,000</u>	<u>34,000</u>	<u>34,000</u>	<u>-</u>

Court fines are received by state courts and distributed to the town by the state. These fines include a surcharge for motor vehicle violations. The town does not have the authority to levy court fines. The revenue from these sources has been relatively stable over the last several years.

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 0.34% of the town's General Fund revenues in FY 22.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
51501 Unrestricted Interest	1,072,804	300,000	130,000	100,000	-
51504 Cell Tower Leases	309,499	310,000	320,000	320,000	-
51505 Rental of Town Property	118,830	-	-	-	-
	<u>1,501,133</u>	<u>610,000</u>	<u>450,000</u>	<u>420,000</u>	<u>-</u>

Unrestricted interest is the revenue received from the investment of cash receipts not immediately used to meet expenditures. The town expects to achieve an overall rate of return of approximately 0.30% for FY 21 and 0.25% for FY 22. Cell tower lease revenue is increasing due to contractual agreements. Starting in FY 21, Rental of Town Property revenue from the Child Day Care Enterprise Fund is being accounted for in the Milo Peck building special revenue fund.

930 STATE SCHOOL AID

This category accounts for approximately 10.19% of the town's General Fund revenues in FY 22.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
51701 Special Ed. - Excess Costs	1,519,795	1,300,000	1,300,000	1,300,000	-
51710 Education Cost Sharing	11,550,406	11,547,660	11,547,660	11,547,660	-
	<u>13,070,201</u>	<u>12,847,660</u>	<u>12,847,660</u>	<u>12,847,660</u>	<u>-</u>

This section consists of state grants for school operations that are a result of formulas established by the state. Revenue estimates for this category are obtained from the governor's proposed budget. The FY 21 estimate is anticipated to come in on budget. Guidance from the State indicates that the funding level for the Education Cost Sharing grant for FY 22 is expected to remain consistent with the FY 21 budgeted amount.

REVENUE EXPLANATION (continued)

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 1.80% of the Town's General Fund revenues in FY 22.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
51905 PILOT - State Owned Property	27,298	27,300	29,230	27,300	-
51910 Airport Development Zone	102,696	-	399,800	150,000	-
51906 Totally Disabled Exemption	2,861	3,000	3,070	3,000	-
51907 Veterans Tax Exemption	16,449	17,000	17,750	17,000	-
52710 Municipal Revenue Sharing	2,068,131	2,068,940	2,068,940	2,068,940	-
	<u>2,217,435</u>	<u>2,116,240</u>	<u>2,518,790</u>	<u>2,266,240</u>	<u>-</u>

This section contains grants and payments received by the town from the State of Connecticut, some of which are intended to replace lost property tax revenue. This category is expected to come in over budget by \$402,550 for FY 21, mostly due to Airport Development Zone funds received in excess of budget, and it is anticipated that this funding will be received in FY 22.

940 OTHER STATE GRANTS

This category accounts for approximately 0.03% of the Town's General Fund revenues in FY 22.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
52107 Other State Grants	38,905	40,000	43,540	40,000	-
52109 Coronavirus Relief Funds	-	-	140,700	-	-
	<u>38,905</u>	<u>40,000</u>	<u>184,240</u>	<u>40,000</u>	<u>-</u>

The Other State Grants category consists of a state reimbursement for a portion of the town support expenditures for health services to private schools in town. Also included in this category are one-time funds received from the State of Connecticut Office of Policy and Management and the Federal Emergency Management Agency (FEMA) to reimburse expenditures that were a result of the Covid-19 pandemic.

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.09% of the Town's General Fund revenues in FY 22.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
52301 Windsor Housing Authority	11,453	11,450	11,450	11,450	-
52302 Payments In Lieu of Taxes	6,925	6,920	6,920	6,920	-
52303 Telephone Property Tax	116,241	100,000	145,000	108,000	-
	<u>134,619</u>	<u>118,370</u>	<u>163,370</u>	<u>126,370</u>	<u>-</u>

Payments are received from the Windsor Housing Authority in lieu of taxes for Fitch Court as well as for properties located at 35 Mack Street and 40 Henry Street. A payment in lieu of taxes is received from the Connecticut Airport Authority for certain property located at the airport. The Telephone Property Tax consists of revenue received from telecommunications companies from State of Connecticut assessments on non-wireless telecommunications equipment.

REVENUE EXPLANATION (continued)

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 0.61% of the town's General Fund revenues in FY 22.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
52500 Recording Legal Documents	150,810	138,000	155,000	142,000	-
52501 Vital Statistics	52,755	35,000	37,000	36,000	-
52502 Conveyance Fees	420,729	230,000	355,000	245,000	-
52504 Special Police Services/Alarm Fees	3,125	1,000	3,130	3,000	-
52505 Sale of Accident Reports & Photos	3,710	3,500	2,600	2,500	-
52506 Animal Pound Fees	1,162	1,000	1,000	1,000	-
52507 Town Planning & Zoning Comm. Fees	112,536	18,000	20,000	20,000	-
52508 Zoning Board of Appeals Fees	721	1,000	1,000	1,000	-
52509 Inland Wetlands Fees	2,998	5,000	4,000	5,000	-
52517 Special Education Tuition from Other Towns	216,774	185,000	235,000	185,000	-
52518 Library Fines & Fees	11,079	11,900	8,500	12,000	-
52519 Recreation Fees	15,895	39,500	35,950	36,700	-
52521 Dial-a-Ride Fees	6,266	7,000	5,000	7,000	-
52522 Health Service Fees	3,000	4,000	1,500	3,000	-
52525 Administrative Overhead	50,000	50,000	50,000	50,000	-
52530 Sale of Publications & Materials	5,628	7,000	7,000	7,000	-
52531 Miscellaneous Service Charges	8,700	8,000	8,250	8,000	-
52534 Assessment Abatement Policy	550	-	500	-	-
	<u>1,066,438</u>	<u>744,900</u>	<u>930,430</u>	<u>764,200</u>	<u>-</u>

Revenues received from the overall Charges for Current Services category for FY 21 are expected to come in over budget by \$185,530. budgeted. This is mainly due to increased conveyance fee collections and additional revenue from special education tuition. For FY 22, revenues for the overall category are expected to increase approximately \$20,000. This is mainly due to a projected increase in conveyance fee collections.

960 OTHER REVENUES

This category accounts for approximately 0.02% of the town's General Fund revenues in FY 22.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
52701 Sale of Capital Assets	-	500	500	500	-
52704 Miscellaneous Other Revenues	63,761	20,000	20,000	20,000	-
	<u>63,761</u>	<u>20,500</u>	<u>20,500</u>	<u>20,500</u>	<u>-</u>

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 0.71% of the Town's General Fund revenues in FY 22.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
52752 Opening Cash	-	900,000	900,000	900,000	-
	<u>-</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>	<u>-</u>

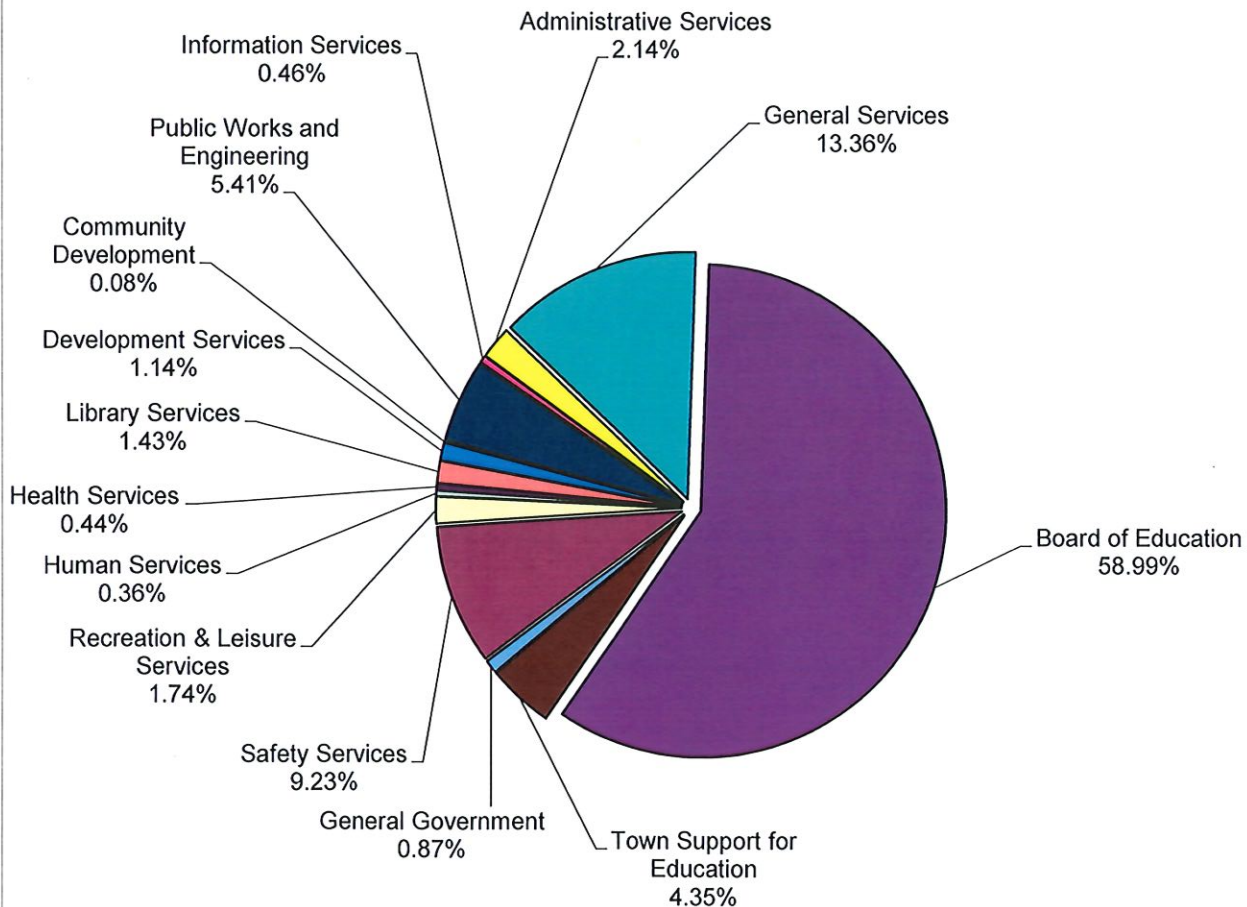
This section reflects the amount of fund balance at year-end that is appropriated for use in the following fiscal year. This reduces the amount of revenue that is raised through property taxes. For FY 20, the Opening Cash appropriation was not utilized. This was due to sufficient amounts received from General Property Taxes and Other Revenues, combined with operating expenditures coming in under budget.

Fiscal Year Ended June 30	Budgetary Fund Balance	Proposed or Adopted General Fund Expenditures	Fund Balance as a Percent of Expenditures
2022 Proposed	\$29,999,250	\$126,070,620	23.80%
2021 Estimate	30,899,250	122,148,810	25.30%
2020	28,957,216	118,719,040	24.39%
2019	26,827,311	115,219,930	23.28%
2018	23,807,490	110,862,990	21.47%
2017	21,892,324	110,862,990	19.75%
2016	20,666,186	106,384,140	19.43%
2015	19,935,850	104,538,160	19.07%
2014	18,599,141	100,313,850	18.54%
2013	18,501,393	98,884,600	18.71%
2012	16,265,164	97,339,890	16.71%

**ANNUAL BUDGET
GENERAL FUND
EXPENDITURES BY SERVICE UNIT**

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Government	941,056	1,072,220	1,040,790	1,098,590	-
Safety Services	10,349,434	10,990,950	10,907,320	11,632,090	-
Recreation & Leisure Services	1,938,528	2,080,890	2,004,080	2,194,900	-
Human Services	496,585	442,160	439,660	456,550	-
Health Services	495,297	534,710	400,330	558,930	-
Library Services	1,650,684	1,765,470	1,738,030	1,801,510	-
Development Services	1,298,223	1,402,520	1,369,400	1,437,150	-
Community Development	103,731	102,980	102,390	103,840	-
Public Works and Engineering	6,290,902	6,650,610	6,540,490	6,822,340	-
Information Services	531,533	563,930	543,050	581,530	-
Administrative Services	2,504,860	2,480,960	2,460,080	2,694,640	-
General Services	14,973,937	16,233,420	16,279,760	16,836,880	-
Board of Education	70,172,059	72,551,800	72,551,800	74,366,390	-
Town Support for Education	5,360,306	5,276,190	5,275,860	5,485,280	-
Total Expenditures:	117,107,135	122,148,810	121,653,040	126,070,620	-

FY 2022 General Fund Expenditures by Service Unit



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 22.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Operating	70,172,059	72,551,800	72,551,800	74,366,390	-

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 2020 Actual	FY 2021		FY 2022	
		Budget	Estimate	Proposed	Adopted
Town Support for Education	5,360,306	5,276,190	5,275,860	5,485,280	-
Total	5,360,306	5,276,190	5,275,860	5,485,280	-

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 22:

- state mandated aid to private schools for health and welfare services that is partly reimbursed as reflected in revenues in the Other State Grants category
- payment of principal and interest on debt-financed school construction projects
- the independent audit, town attorney and town treasurer services
- property, liability and workers compensation insurance and a portion of Risk Management administrative expenses
- retirement and other post-employment benefits services (OPEB) for non-certified employees
- school resource and youth engagement officers to help provide a safe learning environment by minimizing violence through police activities, counseling and other services in order to maximize positive interactions between police and youth
- provide and coordinate environmental education programs for school groups at Northwest Park and in school classrooms to promote environmental stewardship by tailoring education programs, special events and vacation camp programs for school-age children
- grounds maintenance and snow removal for the six schools.

Budget Commentary

The FY 21 expenditures are expected to come in slightly under budget by \$330. The FY 22 budget reflects an increase of \$209,090 or 4.0% as compared to the FY 21 budget mostly due to liability and property insurance, retirement benefits and youth protection services.

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TOWN SUPPORT FOR EDUCATION

	FY 2020	FY 2021		FY 2022	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
Aid to Private Education:					
St. Gabriel School	29,715	40,810	40,810	42,040	-
Trinity Christian	14,184	24,350	24,350	25,090	-
Madina Academy	12,534	19,570	19,570	25,160	-
Loomis Chaffee School	35,800	36,870	36,870	37,980	-
Subtotal - Aid to Private Schools	92,233	121,600	121,600	130,270	-
Debt Service:					
Principal	2,262,330	1,732,250	1,732,250	1,632,670	-
Interest	352,170	441,910	441,910	434,100	-
Subtotal - Debt Service	2,614,500	2,174,160	2,174,160	2,066,770	-
General Government:					
Audit Fee	26,800	28,140	28,140	29,860	-
Town Attorney (25% of town attorney retainer)	21,960	21,960	21,960	21,960	-
Town Treasurer (50%)	2,372	2,440	2,440	2,500	-
Subtotal - General Government	51,132	52,540	52,540	54,320	-
Risk Management:					
Automobile Liability (9%)	9,240	10,760	10,760	13,900	-
Comp. General Liability (66%)	148,670	178,370	178,370	189,830	-
Umbrella Liability (55%)	48,720	51,150	51,150	58,820	-
Football and Sports Accidents (100%)	15,000	15,000	15,000	18,000	-
School Board Errors & Omissions (100%)	29,130	30,000	30,000	31,500	-
Property Protection (73%)	167,800	179,550	179,550	206,520	-
Cyber Liability (70%)	10,710	11,200	11,200	12,880	-
Nurse (25%)	2,000	2,000	2,000	2,000	-
Workers Compensation (50%)	600,000	600,000	600,000	600,000	-
Excess Workers Comp. Premium (50%)	42,500	44,000	44,000	65,000	-
Risk Manager (40%)	59,844	65,140	65,140	67,090	-
Subtotal - Risk Management	1,133,614	1,187,170	1,187,170	1,265,540	-
Retirement Services:					
School Retirement	793,876	1,058,370	1,058,370	1,206,230	-
Other Post-Employment Benefits (OPEB)	225,000	225,000	225,000	225,000	-
Subtotal - Retirement Services	1,018,876	1,283,370	1,283,370	1,431,230	-
Youth Protection Services:					
Police - Support Services (school resource officer)	129,246	130,480	130,480	101,580	-
Police - Support Services (youth engagement officer)	97,379	98,280	98,280	203,180	-
Recreation & Leisure Services	81,268	83,800	83,800	85,520	-
Subtotal - Youth Protection Services	307,893	312,560	312,560	390,280	-
Public Works:					
Maintenance & Snow Removal	142,058	144,790	144,460	146,870	-
Subtotal - Public Works	142,058	144,790	144,460	146,870	-
TOTAL	5,360,306	5,276,190	5,275,860	5,485,280	-

SAFETY SERVICES

Safety Services provides the citizens of Windsor 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	9,287,571	9,910,160	9,786,610	10,404,860	-
Supplies	123,342	93,630	148,120	93,000	-
Services	346,687	377,030	356,300	383,370	-
Maintenance & Repair	582,120	569,450	569,900	622,240	-
Grants & Contributions	88,523	29,230	107,900	88,830	-
Capital Outlay	629,426	524,770	566,070	462,050	-
Energy & Utility	335,689	429,590	431,110	469,900	-
Total	11,393,358	11,933,860	11,966,010	12,524,250	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Safety Services	10,349,434	10,990,950	10,907,320	11,632,090	-
Town Support for Education	226,625	228,760	228,760	304,760	-
<i>Subtotal: Safety General Fund Budget</i>	<i>10,576,059</i>	<i>11,219,710</i>	<i>11,136,080</i>	<i>11,936,850</i>	<i>-</i>
State & Federal Grants	35,688	33,730	45,040	12,400	-
Donations & User Fees	1,402	2,300	2,720	2,000	-
Vehicle Maintenance	-	3,000	3,000	3,000	-
Use of Police Private Duty Account	726,379	675,120	703,000	570,000	-
WVA Special Revenue Fund	53,830	-	76,170	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>817,299</i>	<i>714,150</i>	<i>829,930</i>	<i>587,400</i>	<i>-</i>
Total	11,393,358	11,933,860	11,966,010	12,524,250	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	62.90	66.00	65.25	66.83	-
Regular Part Time Employees	0.99	1.08	1.08	1.44	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	63.89	67.08	66.33	68.27	-

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$32,150 or 0.3% mostly due to Police Department overtime costs and use of Police Private Duty funds for Body Worn Cameras. Also contributing to the overage were expenditures associated with town contributions to the Windsor Volunteer Ambulance as well as the Fire Department receiving a grant for the purchase of COVID-19 pandemic safety supplies. These are offset by the Police Department coming in under budget for partial year vacancies combined with hiring new officers at a lower rate, and staff out on military leave and workers compensation. The overall FY 22 Safety Services budget reflects an increase of \$590,390 or 4.9% mostly due to Personal Services. The FY 22 budget also includes new funding for several items as mentioned on each department's budget page.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,409,091	9,218,900	9,104,000	9,645,100	-
Supplies	114,739	92,100	117,400	93,000	-
Services	320,665	362,030	356,300	383,370	-
Maintenance & Repair	582,120	569,450	569,900	622,240	-
Grants & Contributions	34,693	29,230	31,730	88,830	-
Capital Outlay	552,437	291,650	298,880	331,650	-
Energy & Utility	335,689	427,590	429,110	467,900	-
Total	10,349,434	10,990,950	10,907,320	11,632,090	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	226,625	228,760	228,760	304,760	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	226,625	228,760	228,760	304,760	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	651,855	462,500	453,850	455,000	-
Supplies	8,603	1,530	30,720	-	-
Services	26,022	15,000	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	53,830	-	76,170	-	-
Capital Outlay	76,989	233,120	267,190	130,400	-
Energy & Utility	-	2,000	2,000	2,000	-
Total	817,299	714,150	829,930	587,400	-

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	9,287,571	9,910,160	9,786,610	10,404,860	-
Supplies	123,342	93,630	148,120	93,000	-
Services	346,687	377,030	356,300	383,370	-
Maintenance & Repair	582,120	569,450	569,900	622,240	-
Grants & Contributions	88,523	29,230	107,900	88,830	-
Capital Outlay	629,426	524,770	566,070	462,050	-
Energy & Utility	335,689	429,590	431,110	469,900	-
Total	11,393,358	11,933,860	11,966,010	12,524,250	-

SAFETY SERVICES
Budget Information
Fiscal Year 2018-2022

Expenditures

Expenditures by Category *	FY 2018		FY 2019		FY 2020		FY 2021		FY 2022	
	Actual		Actual		Actual		Budget	Estimate	Proposed	Adopted
Personal Services	8,797,397		8,960,045		9,287,571		9,910,160	9,786,610	10,404,860	-
Supplies	111,538		96,648		123,342		93,630	148,120	93,000	-
Services	463,260		375,718		346,687		377,030	356,300	383,370	-
Maintenance & Repair	429,855		590,943		582,120		569,450	569,900	622,240	-
Grants & Contributions	37,961		35,317		88,523		29,230	107,900	88,830	-
Capital Outlay	426,240		463,996		629,426		524,770	566,070	462,050	-
Energy & Utility	331,830		324,392		335,689		429,590	431,110	469,900	-
Total	10,598,081		10,847,059		11,393,358		11,933,860	11,966,010	12,524,250	-

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

Funding Sources

Funding Source	FY 2018		FY 2019		FY 2020		FY 2021		FY 2022	
	Actual		Actual		Actual		Budget	Estimate	Proposed	Adopted
General Fund	9,727,723		9,917,535		10,349,434		10,990,950	10,907,320	11,632,090	-
Town Support for Education	213,220		216,010		226,625		228,760	228,760	304,760	-
Subtotal: Safety General Fund Budget	9,940,943		10,133,545		10,576,059		11,219,710	11,136,080	11,936,850	-
Asset Forfeitures	-		-		-		-	-	-	-
State & Federal Grants	122,997		116,366		35,688		33,730	45,040	12,400	-
Donations & User Fees	3,222		691		1,402		2,300	2,720	2,000	-
Vehicle Maintenance	14,906		-		-		3,000	3,000	3,000	-
Use of Police Private Duty Acct.	516,013		596,457		726,379		675,120	703,000	570,000	-
WVA Special Revenue Fund	-		-		53,830		-	76,170	-	-
Subtotal: Special Revenue Funds	657,138		713,514		817,299		714,150	829,930	587,400	-
Total	10,598,081		10,847,059		11,393,358		11,933,860	11,966,010	12,524,250	-

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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,998,396	9,610,710	9,487,150	10,078,430	-
Supplies	63,609	67,520	73,710	66,890	-
Services	205,147	209,350	198,350	202,550	-
Maintenance & Repair	211,269	215,740	216,190	274,050	-
Grants & Contributions	15,872	16,650	16,650	16,650	-
Capital Outlay	490,912	401,320	442,620	313,600	-
Energy & Utility	192,419	237,010	237,710	243,290	-
Total	10,177,624	10,758,300	10,672,380	11,195,460	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Police	9,187,530	9,815,390	9,719,860	10,303,300	-
Town Support for Education	226,625	228,760	228,760	304,760	-
<i>Subtotal: Police General Fund Budget</i>	<i>9,414,155</i>	<i>10,044,150</i>	<i>9,948,620</i>	<i>10,608,060</i>	<i>-</i>
State & Federal Grants	35,688	33,730	15,040	12,400	-
Donations & User Fees/Reimb	1,402	2,300	2,720	2,000	-
Vehicle Maintenance	-	3,000	3,000	3,000	-
Use of Police Private Duty Account	726,379	675,120	703,000	570,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>763,469</i>	<i>714,150</i>	<i>723,760</i>	<i>587,400</i>	<i>-</i>
Total	10,177,624	10,758,300	10,672,380	11,195,460	-

Personnel Requirements

Full Time Equivalent (FTE)	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	61.90	65.00	64.25	65.83	-
Regular Part Time Employees	0.99	1.08	1.08	1.44	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	62.89	66.08	65.33	67.27	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$85,920 or 0.8% mostly due to savings in Personal Services as a result of partial year vacancies combined with hiring new officers at a lower rate, and staff out on military leave and workers compensation. These savings are offset in part by increased overtime costs. The FY 21 General Fund budget is expected to come in \$95,530 or 1.0% under budget due to the same reasons. The overall FY 22 budget reflects an increase of \$437,160 or 4.1% as compared to the FY 21 budget primarily due to Personal Services. The FY 22 General Fund budget, including Town Support for Education, reflects an increase of \$563,910 or 5.6% primarily due to Personal Services for contractual step increases and pension costs.

**Total Police Department
(Does not include Fire or Ambulance)**

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,119,916	8,919,450	8,804,540	9,318,670	-
Supplies	55,006	65,990	72,990	66,890	-
Services	179,125	194,350	198,350	202,550	-
Maintenance & Repair	211,269	215,740	216,190	274,050	-
Grants & Contributions	15,872	16,650	16,650	16,650	-
Capital Outlay	413,923	168,200	175,430	183,200	-
Energy & Utility	192,419	235,010	235,710	241,290	-
Total	9,187,530	9,815,390	9,719,860	10,303,300	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	226,625	228,760	228,760	304,760	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	226,625	228,760	228,760	304,760	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	651,855	462,500	453,850	455,000	-
Supplies	8,603	1,530	720	-	-
Services	26,022	15,000	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	76,989	233,120	267,190	130,400	-
Energy & Utility	-	2,000	2,000	2,000	-
Total	763,469	714,150	723,760	587,400	-

Total Expenditures (agrees to page F-4):

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,998,396	9,610,710	9,487,150	10,078,430	-
Supplies	63,609	67,520	73,710	66,890	-
Services	205,147	209,350	198,350	202,550	-
Maintenance & Repair	211,269	215,740	216,190	274,050	-
Grants & Contributions	15,872	16,650	16,650	16,650	-
Capital Outlay	490,912	401,320	442,620	313,600	-
Energy & Utility	192,419	237,010	237,710	243,290	-
Total	10,177,624	10,758,300	10,672,380	11,195,460	-

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 for the public and works with the community to provide information as required for problem identification and resolution.

Expenditures

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	984,460	932,050	1,023,620	-
Supplies	35,860	40,460	36,460	-
Services	45,650	45,650	45,650	-
Maintenance & Repair	60,860	60,860	74,760	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	2,230	-	-
Energy & Utility	126,290	126,290	131,990	-
Total	1,253,120	1,207,540	1,312,480	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,253,120	1,207,540	1,312,480	-
	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	1,253,120	1,207,540	1,312,480	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.00	6.66	7.00	-
Regular Part Time Employees	0.98	0.98	0.98	-
Temporary/Seasonal Employees	-	-	-	-
Total	7.98	7.64	7.98	-

Budget Commentary

The FY 21 General Fund expenditures are expected to come in \$45,580 or 3.6% under budget primarily due to a partial year vacancy for the Lieutenant position. The FY 22 General Fund budget reflects an increase of \$59,360 or 4.7%. This increase is due to Personal Services increases including pension costs.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management \$354,370

- Provide leadership and coordination of all department activities
- Continue to improve departmental access to the criminal justice system 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 \$958,110

- Provide data storage, retrieval and dissemination
- Provide information and analysis to support departmental management functions
- Provide timely responses to Freedom of Information Act requests
- Provide support for state and federal prosecution, probation and corrections efforts
- Coordinate and facilitate case closure for members of the public
- Provide criminal history information
- Issue 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,377,260	1,577,110	1,716,790	-
Supplies	5,300	5,300	5,500	-
Services	52,300	52,300	54,500	-
Maintenance & Repair	-	410	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	38,400	38,400	38,400	-
Energy & Utility	-	-	-	-
Total	1,473,260	1,673,520	1,815,190	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,206,100	1,406,360	1,472,030	-
Town Support for Education	228,760	228,760	304,760	-
<i>Subtotal: Police General Fund Budget</i>	<i>1,434,860</i>	<i>1,635,120</i>	<i>1,776,790</i>	<i>-</i>
Use of Police Private Duty Account	38,400	38,400	38,400	-
<i>Subtotal: Special Revenue Funds</i>	<i>38,400</i>	<i>38,400</i>	<i>38,400</i>	<i>-</i>
Total	1,473,260	1,673,520	1,815,190	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	10.64	11.00	-
Regular Part Time Employees	-	-	0.36	-
Temporary/Seasonal Employees	-	-	-	-
Total	9.00	10.64	11.36	-

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$200,260 or 13.6% primarily due to Personal Services related to the assignments of officers for Youth Engagement. These positions were previously budgeted for in Uniformed Patrol. The General Fund FY 22 budget (including Town Support For Education) reflects an increase of \$341,930 or 23.8% mostly due to Personal Services as a result of reallocating FTE's from Uniformed Patrol to staff a second Youth Engagement Officer. The FY 22 budget also includes new funding for the enforcement of junk car removal. The Capital Outlay expenditure is for the replacement of a vehicle and is funded by the Police Private Duty Special Revenue Account.

SUPPORT SERVICES

Products & Services

Criminal Investigations \$1,276,390

- Investigate felonies and other serious crimes, including but not limited to sexual assault, residential and commercial burglary, robbery, identity theft, computer crime, human trafficking, and serious assault with the goal of maintaining a clearance rate higher than the national average for all Part 1 crimes
- Provide crime prevention training presentations to residents and businesses with a concentration on at risk communities to prevent crimes such as identity theft and scams along with office security
- Primary liaison for intelligence sharing and gathering with local, state and federal law enforcement agencies.

Evidence & Court Duties \$167,650

- Provide forensic evidence interpretation and collaboration at major crime scenes. When needed work alongside the Connecticut State Police Major Crimes Division on major case investigations
- Assist with evidence collection and crime scene processing
- Liaison with Connecticut State Police Laboratory, State Toxicology Lab and state courts related to forensic evidence
- Assist in coordinating department and court activities including prisoner transport and court paperwork.

Recruitment/Training/Community \$66,390

- 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 the automated fingerprint identification system and record management system for the booking of prisoners and report writing
- Conduct pre-employment background investigations to ensure high quality, highly ethical police recruits
- Conduct Pistol Permit background investigations to ensure proper, legal, and suitable issuance of permits to carry a firearm
- Continue to work in conjunction with other town organizations (e.g., Chamber of Commerce, existing neighborhood watches) to educate individuals on crime prevention.

School and Youth Engagement \$304,760

- 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 such as hazardous material incidents, bombs, 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 school staff
- Assist in the development and implementation of the school mentoring and weekend community service programs
- Collaborate with middle and elementary schools to build rapport and trust with the town's youth
- Communicate and share information with school staff to better serve children and families in Windsor
- Assist Recreation Department with event planning and program implementation to increase positive police interactions with our youth
- Work with the Juvenile Review Board to provide appropriate services outside of the judicial system for juveniles who commit minor crimes.
- Youth Commission Liaison - Provide an ex-officio member to the Youth Commission assisting with the 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.

POLICE - UNIFORMED PATROL

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

Expenditures

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	6,110,320	5,833,810	6,105,090	-
Supplies	23,260	24,850	21,830	-
Services	92,150	81,150	95,150	-
Maintenance & Repair	118,230	118,230	140,730	-
Grants & Contributions	-	-	-	-
Capital Outlay	362,920	401,990	275,200	-
Energy & Utility	102,500	102,500	102,300	-
Total	6,809,380	6,562,530	6,740,300	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	6,135,630	5,879,170	6,193,300	-
<i>Subtotal: Police General Fund Budget</i>	<i>6,135,630</i>	<i>5,879,170</i>	<i>6,193,300</i>	<i>-</i>
State and Federal Grants	33,730	15,040	12,400	-
Donations	300	720	-	-
Vehicle Maintenance	3,000	3,000	3,000	-
Use of Police Private Duty Account	636,720	664,600	531,600	-
<i>Subtotal: Special Revenue Funds</i>	<i>673,750</i>	<i>683,360</i>	<i>547,000</i>	<i>-</i>
Total	6,809,380	6,562,530	6,740,300	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	40.00	37.95	38.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	40.00	37.95	38.00	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$246,850 or 3.6%. This is mostly due to partial year vacancies, staff out on military leave and workers compensation, and the reassignment of personnel to Support Services. The FY 21 Use of Police Private Duty Account includes \$133,000 for the purchase of 60 body worn cameras. The FY 21 General Fund is expected to come in under budget by \$256,460 or 4.2% due to the same reason. The FY 22 General Fund Budget reflects an increase of \$57,670 or 0.9% that includes new funding for police accountability training, drug testing and behavioral health assessments. This budget also includes increases for annual maintenance contract costs for the Body Worn Camera server and capital outlay traffic safety enforcement costs.

UNIFORMED PATROL

Products & Services

EMS and Public Assistance \$1,820,230

- First responders to over 3,200 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.

Traffic Control \$1,890,860

- Participate in regional traffic initiatives such as the North Central Accident Reconstruction team to increase staffing and capability to investigate serious motor vehicle crashes
- Use traffic accident data and citizen requests to help target specific traffic concerns and reduce accidents
- Partner with town departments in traffic planning and 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), seat belt use and distracted driving (cell phone calling/texting).
- Perform motor vehicle enforcement to curb aggressive and dangerous drivers.

Police Private Duty \$531,600

- 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
- Provide vehicle, technology & other capital purchases.

Protect Persons and Property \$2,295,360

- 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
- Liaison with the state court handling all departmental business with the court including but not limited to prisoner transport and court paperwork
- Maintain Windsor's low robbery rate with high visibility foot and business patrols
- Deploy bicycle patrols when weather permits to 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 to ensure 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.

Community Resource Officer \$202,250

- Resolve Quality of Life Issues: SeeClickFix, Town Ordinance Violations (Abandoned/Junk Car)
- Enhance Police-Business Outreach: Safety Presentations, Active Shooter Prevention and Response Training
- Enhance Police-Community Outreach: Collaborate with other Town Services (Social Services, Senior Services, Youth Services, Fire Marshall Office) to plan and participate in events throughout town.

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 based on the needs of the community.

Expenditures

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,015,940	1,021,470	1,108,250	-
Supplies	-	-	-	-
Services	12,000	12,000	-	-
Maintenance & Repair	34,400	34,440	56,310	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,062,340	1,067,910	1,164,560	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,062,340	1,067,910	1,164,560	-
	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	1,062,340	1,067,910	1,164,560	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.00	8.00	8.83	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	8.00	8.00	8.83	-

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$5,570 or 0.5% due to an increase in overtime costs partly offset by savings related to a disability leave. The FY 22 budget reflects an increase of \$102,220 or 9.6% as compared to the FY 21 budget due to Personal Services mostly as a result of adding a dispatcher position beginning in September 2021. The FY 22 budget also includes an increase for the annual maintenance contract costs for the new radio system.

COMMUNICATIONS

Products & Services

Communications \$1,164,560

- Serve as the first contact for citizens seeking a safety service response, including more than 11,000 911 calls for service
- Coordinate more than 38,000 calls for service per year
- Answer and redirect more than 58,000 phone calls into the Public Safety Dispatch Center
- 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 for 3,000 callers.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	122,730	122,710	124,680	-
Supplies	3,100	3,100	3,100	-
Services	7,250	7,250	7,250	-
Maintenance & Repair	2,250	2,250	2,250	-
Grants & Contributions	16,650	16,650	16,650	-
Capital Outlay	-	-	-	-
Energy & Utility	8,220	8,920	9,000	-
Total	160,200	160,880	162,930	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	158,200	158,880	160,930	-
Donations	2,000	2,000	2,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>2,000</i>	<i>2,000</i>	<i>2,000</i>	<i>-</i>
Total	160,200	160,880	162,930	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	0.10	0.10	0.10	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.10	1.10	1.10	-

Budget Commentary

The FY 21 General Fund expenditures are expected to come in over budget by \$680 or 0.4%. The FY 22 General Fund Budget reflects an increase of \$2,730 or 1.7% due to Personal Services.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances \$79,840

- Provide prevention and assertive enforcement efforts to maintain a low number of animal complaints in town
- 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
- Hold a number of high profile pet food drives to resupply the pet food pantry to supplement Windsor Residents' pet foods. Monetary donations are used to supplement medical costs for animals taken in at the pound. Organize low cost rabies vaccination clinic
- Maintains active Social Media presence to communicate directly with the public regarding wild and domestic animal safety and adoptions.
- Conduct survey to ensure voluntary compliance with dog licensures.

Operate Dog Pound/Animal Placement \$83,090

- 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	289,175	299,450	299,460	326,430	-
Supplies	59,733	26,110	74,410	26,110	-
Services	115,669	141,930	132,200	154,670	-
Maintenance & Repair	360,851	343,710	343,710	348,190	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	138,514	123,450	123,450	148,450	-
Energy & Utility	128,132	171,080	174,400	205,110	-
Total	1,092,074	1,105,730	1,147,630	1,208,960	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Fire and Rescue Services	1,092,074	1,105,730	1,117,630	1,208,960	-
State and Federal Grants	-	-	30,000	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	30,000	-	-
Total	1,092,074	1,105,730	1,147,630	1,208,960	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.00	1.00	1.00	1.00	-

Budget Commentary

The FY 21 overall expenditures are expected to come in over budget by \$41,900 or 3.8% mostly due to receiving a state grant and for purchasing COVID-19 pandemic safety supplies. The FY 22 budget reflects an increase of \$103,230 or 9.3% as compared to the FY 21 budget primarily due to Personal Services, Energy & Utility costs for the newly reconstructed fire station at 340 Bloomfield Avenue, and new funding for extrication equipment.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration \$511,110

- Respond to more than 600 emergency incidents
- Contract for water supply with the Metropolitan District Commission (MDC) for maintenance and service of 1,114 hydrants
- Manage, direct and monitor all fire department activities
- Prepare, administer and monitor the fire budget including maintenance contracts and new equipment purchases.

Fire Facilities & Building Maintenance \$231,760

- Maintain service and cleaning contracts for each station
- Provide all utility services for each station.

Apparatus Maintenance & Service \$139,160

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

Recruitment, Training and Retention \$104,100

- Provide certified firefighter training (Firefighter One) at entry-level status
- Provide advanced and specialized training for fire personnel
- Send personnel to regional fire seminars
- Send personnel to Connecticut Fire Academy and National Fire Academy
- Provide firefighter physicals, tests and immunizations
- Conduct an annual firefighter appreciation event including years of service awards and recognition of achievements of individual firefighters
- Provide shirts, jackets and/or hats on a regular basis for retention.

Fire Prevention, Equipment and Supplies \$222,830

- Support community fire prevention programs
- Support fire prevention week by conducting fire education programs at the schools in conjunction with the Fire Marshal's office
- Supply the Fire Marshal's office with education material and manpower for their yearlong educational efforts
- 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	25,871	25,750	25,750	26,150	-
Maintenance & Repair	10,000	10,000	10,000	-	-
Grants & Contributions	72,651	12,580	91,250	72,180	-
Capital Outlay	-	-	-	-	-
Energy & Utility	15,138	21,500	19,000	21,500	-
Total	123,660	69,830	146,000	119,830	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Ambulance Services	69,830	69,830	69,830	119,830	-
WVA Special Revenue Fund	53,830	-	76,170	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>53,830</i>	<i>-</i>	<i>76,170</i>	<i>-</i>	<i>-</i>
Total	123,660	69,830	146,000	119,830	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The FY 21 expenditures are expected to come in \$76,170 or 109.1% over budget due to an increased need of support from the town. The FY 22 budget is expected to have an increase of \$50,000 or 71.6% over the FY 21 budget in order to address the Windsor Volunteer Ambulance (WVA) projected operating loss in the new fiscal year.

AMBULANCE SERVICES

Products & Services

Emergency Medical Care \$119,830

- 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 Emergency Medical Services to maximize early system activation.

SAFETY SERVICES

FY 2021 Highlights

Police Department

FY 21 has seen the Windsor Police Department meet the challenge of building community support and involvement through outreach and continued focus on community policing. Officers continue to focus on community engagement through community policing initiatives and youth engagement.

There have been many changes in the Windsor Police Department in FY 21. The department successfully moved all police operations to the new police facility at 110 Addison Road. Making full use of our new facility, the department has already hosted numerous regional training events in our training room. In addition, the department also transitioned over to the town's new public safety radio system that provides interoperability with all town of Windsor services.

With several officers retiring and moving on from service, the police department has also brought out ten new members to the police officer ranks in FY 21. The department continues to provide a diverse work force that strengthens our ties within the community. With a young police force, FY 22 involve a focus on community involvement and officer development.

All department members attended a four hour training presented by the National Association of Black Law Enforcement Officers (NABLEO). The purpose of this training was to address the instructional needs of the Windsor Police Department as they relate to information in the areas of Fair and Impartial Policing, Cultural Competence, the historical perspective of how policing has affected minorities, and other related topics. This mini-conference provided members of the Police Department with additional tools, knowledge and skills for interacting with people, particularly in communities of color. In addition, it is hoped that the training program will promote a stronger sense of community connective-ness with residents. The goal was for department members to work together across disciplines in taking a more active role to identify best and worst practices in policing as well as to strategize potential problems occurring in their areas of involvement.

The COVID-19 pandemic has negatively impacted the ability to hold many of the community events hosted by the police department. We hope that FY 22 will allow us to resume our well attended functions moving forward.

Fire and Rescue Services

The COVID-19 pandemic had definite effects on the fire department. Calls for service in general decreased by 12% for the year. With the decrease in motor vehicle traffic there has been a substantial reduction in car accidents and car fires. With the lack of ability to meet in large groups, training has been completed virtually or in small groups. Within fire services, the use of Personal Protective Equipment (PPE) was used during all response calls in addition to the disinfecting of fire apparatus after calls. Also during this period, members have not been able to socialize at the firehouse. As this is one of the major attractions to joining the fire service, we hope that this restriction is short lived and members can enjoy each other's company at the fire houses once again.

A statewide formal recruitment effort for volunteer firefighters called "Do you have what it takes?" was completed several years ago in conjunction with a grant received by the Connecticut Fire Chiefs Association. The fire department continues these efforts with a recruitment and retention committee to manage these processes. In the past year, we received more than a dozen volunteer firefighter inquiries and have added nine new members. Also during this period, ten firefighters resigned. Currently the fire department has 73 active members.

In FY 21, volunteer firefighters responded to more than 630 fire and emergency service calls and logged more than 3,000 hours of training.

A new fire pumper was placed in service to replace a 25-year old vehicle at the Wilson Station and a new pumper is on order for the Poquonock Station.

SAFETY SERVICES

<i>Key Statistics</i>	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Number of Part I crimes	853	819	655	775	750
Number of motor vehicle accidents with injuries	90	80	92	53	70
Number of calls for service received by Dispatch	30,947	34,300	38,350	31,130	38,000
Number of Fire Department responses*	743	758	750	633	700
Number of structure fires	11	12	15	11	10

*The number of fire responses has dropped due to the elimination of responding to medical calls in the Poquonock district and the reduction in fire alarms.

<i>Performance Measures</i>	FY 2020 Actual	FY 2021 Target	FY 2021 Estimate	FY 2022 Target
Burglary rate per resident. U.S. rate for burglaries was 4.3 per 1,000 population	1.5	< 1.50	1.2	< 1.50
Part I violent crime rate per resident. U.S. rate Part 1 violent crime was 3.9 per 1,000 population	.59	< .35	1.1	< .50
Motor vehicle accidents with injuries per 1,000 residents	3.1	< 3.0	1.8	< 3.0

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

The Windsor Volunteer Fire Department has served the town for over 190 years.

On average, the Windsor Police Department Patrol Division drives approximately 400,000 miles during a given year responding to calls for service and patrolling the streets of Windsor. This mileage is equivalent to 69 trips to Los Angeles and back!

FY 2022 Goals

1. Resume community policing events throughout town to strengthen relationships and trust in policing.
2. Continue departmental accreditation through the CT Police Officer Standards and Training Council.
3. Provide additional officer training in areas of de-escalation and crisis management.
4. Continue to participate in the volunteer firefighter recruitment program via the Connecticut Fire Chief Association.
5. Host public safety community information event(s) with the Windsor Police Department, Windsor Volunteer Ambulance (WVA) and Windsor Volunteer Fire Department.
6. Move into new fire department and EMS building at 340 Bloomfield Avenue.

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
6002	Crisis Intervention Program	505	-	-	505	-	505
6004	Bullet Proof Vest Program	6,190	-	6,190	-	2,400	-
6012	State Reimbursements	18,982	8,850	8,850	18,982	10,000	18,982
6026	Car Seat Program	1,244	-	-	1,244	-	1,244
6301	Narcotic Seizures - Federal	-	-	-	-	-	-
6302	Federal Sharing	65,566	-	-	65,566	-	65,566
6305	Asset Forfeiture - State	6,596	-	-	6,596	-	6,596
6700	Animal Shelter	31,548	-	2,000	29,548	2,000	27,548
6702	K-9 Donations	3,456	200	-	3,656	-	3,656
6703	Donations	3,329	400	400	3,329	-	3,329
6800	Police Private Duty	790,191	550,000	703,000	637,191	570,000	617,191
6908	Vehicle Maintenance	8,052	2,000	3,000	7,052	3,000	8,052
6915	Just Start Grant	1,188	-	-	1,188	-	1,188
6916	Neighborhood Engagement Team	1,069	-	-	1,069	-	1,069
6919	3M Technology Grant	5,833	-	-	5,833	-	5,833
6923	Justice and Mental Health Collaboration Grant	17,305	-	-	17,305	-	17,305
6929	National Night Out	156	-	-	156	-	156
6930	Community Service Events	-	320	320	-	-	-
		961,210	561,770	723,760	799,220	566,400	778,220

#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 of 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 of 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.

#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.

#6703 - Donations - Funds for this account are received from private donors. Funds will be used to replace obsolete and non-operational fitness equipment.

#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, private construction contractors, public utilities and the Windsor School District. FY 21 also includes \$20,000 for traffic enforcement, \$133,000 for body worn cameras, \$80,000 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items. FY 22 includes \$20,000 for traffic enforcement, \$80,000 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items.

Police Department (cont.)

#6908 - Vehicle Maintenance - Funds are generated from the sale of unserviceable equipment and used to offset unexpected vehicle expenditures.

#6915 - Just Start Grant - Collaborative project to reduce juvenile arrests in schools.

#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.

#6919 - 3M Technology Grant - Funding provided to municipal departments from 3M to be used for the purpose of maintaining, repairing or replacing the LiveScan Booking Workstation (Fingerprint Capture Device).

#6923 - Justice and Mental Health Collaboration Grant - Funds are from the U.S. Department of Justice's Bureau of Justice Assistance. Funds are used to increase public safety and improve access to effective treatment for people with mental disorders involved with the criminal justice system. Grantees are given the opportunity to tailor their program to respond best to the particular needs of their community.

#6929 - National Night Out - Donated funds are used for supplies and food for this annual community-building event that promotes police-community partnerships and neighborhood camaraderie.

#6930 - Community Services Event - Donated funds are used for food and supplies for community events that promote police/community partnerships.

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
6903	Fire Department Donation	6,490	110	-	6,600	-	6,600
6904	COVID-19 Aid To Firefighters	-	30,000	30,000	-	N/A	N/A
Total 03 Funds		6,490	30,110	30,000	6,600	-	6,600

#6903 - Fire Department Donation - The Fire Department occasionally receives donations for recruitment and retention of it's volunteer members. These funds are used in support of General Funds budgeted for these activities. Activities include: an annual recognition dinner, recruitment information printing and mailings, and fire department clothing.

#6904 - COVID-19 Aid To Firefighters - The funds were received as part of the Coronavirus Aid, Relief, and Economic Security act (CARES) through Homeland Security to provide personal protective equipment (PPE) for firefighters.

Ambulance

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
6999	WVA Town Council Appropriations	76,170	-	76,170	-	-	-
Total 03 Funds		76,170	-	76,170	-	-	-

#6999 - WVA Town Council Appropriations - Funds were approved by Town Council to provide assistance to the Windsor Volunteer Ambulance Association in order to meet fiscal year 2020 operating expenses.

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Safety Services (Police)						
False Alarm Penalty - 1 st , 3 rd False Alarms	General Fund	Resolution	no penalty	5/05/2003		
False Alarm Penalty - 4 th and 5 th	General Fund	Resolution	\$50 each	5/05/2003		
False Alarm Penalty - 6 th and 7 th	General Fund	Resolution	\$75 each	5/05/2003		
False Alarm Penalty - 8 th and 9 th	General Fund	Resolution	\$100 each	5/05/2003		
False Alarm Penalty - 10 th and Each Additional	General Fund	Resolution	\$150 each	5/05/2003		
Fire, False Alarm - 1 st and 2 nd	General Fund	Resolution	no penalty	5/05/2003		
Fire, False Alarm - 3 rd	General Fund	Resolution	\$100 each	5/05/2003		
Fire, False Alarm - 4 th	General Fund	Resolution	\$200 each	5/05/2003		
Fire, False Alarm - 5 th	General Fund	Resolution	\$400 each	5/05/2003		
Fire, False Alarm - 6 th and Each Additional	General Fund	Resolution	\$500 each	5/05/2003		
Bingo Permit Fees:						
Class A	General Fund	Resolution	\$75	5/21/2018		
Class B	General Fund	Resolution	\$5 per day	5/21/2018		
Class C	General Fund	Resolution	\$50 per day	5/21/2018		
Bazaar and Raffle Permits:						
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		
Class V Raffle Permit	General Fund	Resolution	\$80	5/21/2018		
Class VI Raffle Permit	General Fund	Resolution	\$100	5/21/2018		
Class VII Raffle Permit	General Fund	Resolution	\$100	5/21/2018		
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	\$60	5/05/2003		
Quarantined Dog	General Fund	Resolution	\$15 per day	5/15/2012		
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	\$15	4/29/2020		
After 7 Days	General Fund	Ordinance	\$30	4/29/2020		
Fire Lane Parking Violation (first 7 days)	General Fund	Resolution	\$60	5/14/2019		
Fire Lane Parking Violation (after 7 days)	General Fund	Resolution	\$100	5/14/2019		
Massage Parlor Permit	General Fund	Ordinance	\$50	5/14/2019		
Masseur Filing Fee	General Fund	Ordinance	\$25	5/14/2019		

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Safety Services (Police) (cont.)						
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	\$336.92	4/29/2020		Change to \$352.93
Non-profit, Over 4 Hours	Special Revenue	Resolution	\$84.23 per hour	4/29/2020		Change to \$88.23 per hour
Board of Education/Municipal	Special Revenue	Resolution	\$84.23 per hour	4/29/2020		Change to \$88.23 per hour
Construction, 4 Hours or Less	Special Revenue	Resolution	\$388.92	4/29/2020		Change to \$404.93
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	\$777.84	4/29/2020		Change to \$809.85
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	\$1,166.76	4/29/2020		Change to \$1,214.78
Construction, Over 12 Hours	Special Revenue	Resolution	\$97.23 per hour \$15 per hour if cruiser is required	4/29/2020		Change to \$101.23 per hour
Vehicle Usage Fee	Special Revenue	Resolution		5/19/2008		
Impounded Vehicle Storage Fee	General Fund	Resolution	\$25 per day	6/04/2013		
Vendor Licenses - Individual	General Fund	Resolution	\$40	6/07/2016		
Vendor Licenses - Group up to 10	General Fund	Resolution	\$60	7/01/2015		
Vendor Licenses - Group over 10	General Fund	Resolution	\$7.50 each additional person over 10	6/07/2016		

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Fire						
Firefighter firewatch	Special Revenue	Resolution	\$25 per hour	5/11/2010		
Firefighter firewatch-municipal	Special Revenue	Resolution	\$20 per hour	5/11/2010		

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 2020	FY 2021		FY 2022	
	Actual **	Budget	Estimate	Proposed	Adopted
Personal Services	1,766,311	1,970,010	1,769,450	2,061,310	-
Supplies	242,010	221,310	159,730	199,550	-
Services	577,981	627,390	468,540	576,480	-
Maintenance & Repair	71,973	83,820	84,820	85,140	-
Grants & Contributions	14,000	14,000	14,000	14,000	-
Capital Outlay	-	3,500	-	-	-
Energy & Utility	175,256	202,260	186,020	217,480	-
Total	2,847,531	3,122,290	2,682,560	3,153,960	-

* 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 2020	FY 2021		FY 2022	
	Actual **	Budget	Estimate	Proposed	Adopted
General Fund - Recreation & Leisure Services	1,938,528	2,080,890	2,004,080	2,194,900	-
Town Support for Education	81,268	83,800	83,800	85,520	-
<i>Subtotal: Rec. Svcs General Fund Budget</i>	<i>2,019,796</i>	<i>2,164,690</i>	<i>2,087,880</i>	<i>2,280,420</i>	<i>-</i>
Grants	87,320	76,880	84,730	73,190	-
Private Contributions	21,276	26,700	29,200	29,200	-
User Fees	677,139	775,570	434,300	691,400	-
<i>Subtotal: Special Revenue Funds</i>	<i>785,735</i>	<i>879,150</i>	<i>548,230</i>	<i>793,790</i>	<i>-</i>
Transfer from Caring Connection	42,000	78,450	46,450	79,750	-
Total	2,847,531	3,122,290	2,682,560	3,153,960	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020	FY 2021		FY 2022	
	Actual **	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.81	9.75	9.62	9.60	-
Regular Part Time Employees	18.09	16.17	12.64	16.64	-
Temporary/Seasonal Employees	9.62	16.77	14.67	16.34	-
Total FTEs	37.52	42.69	36.93	42.58	-

** FY 20 Actual includes Senior Services and Transportation which moved to Recreation in FY 21.

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$439,730 or 14.1%. This is primarily due to reduced and canceled programs and lower program enrollments due to the COVID-19 pandemic. Reductions and cancellations of programs and their associated cost of Personal Services, Supplies, and Services account for \$330,920 of the overall decrease in Special Revenue Accounts. The FY 21 General Fund reflects a decrease of \$76,810 or 3.7% for the same reason. The FY 22 overall budget reflects an increase of \$31,380 or 1.0%. The FY 22 General Fund budget reflects an increase of \$114,010 or 5.5% in comparison to FY 21. This is primarily due to a 4.6% increase in Personal Services, due to increases in the state mandated minimum wage per hour and pension and 7.5% increase in Energy and Utility, specifically water.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual **	Budget	Estimate	Proposed	Adopted
Personal Services	1,234,400	1,354,090	1,277,640	1,436,040	-
Supplies	74,939	70,300	84,980	77,860	-
Services	408,212	397,620	389,900	406,300	-
Maintenance & Repair	60,980	74,320	75,270	75,640	-
Grants & Contributions	14,000	14,000	14,000	14,000	-
Capital Outlay	-	-	-	-	-
Energy & Utility	145,997	170,560	162,290	185,060	-
Total	1,938,528	2,080,890	2,004,080	2,194,900	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual **	Budget	Estimate	Proposed	Adopted
Personal Services	81,268	83,800	83,800	85,520	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	81,268	83,800	83,800	85,520	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual **	Budget	Estimate	Proposed	Adopted
Personal Services	450,643	532,120	408,010	539,750	-
Supplies	167,071	151,010	74,750	121,690	-
Services	169,769	229,770	78,640	170,180	-
Maintenance & Repair	10,993	9,500	9,550	9,500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	3,500	-	-	-
Energy & Utility	29,259	31,700	23,730	32,420	-
Total	827,735	957,600	594,680	873,540	-

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual **	Budget	Estimate	Proposed	Adopted
Personal Services	1,766,311	1,970,010	1,769,450	2,061,310	-
Supplies	242,010	221,310	159,730	199,550	-
Services	577,981	627,390	468,540	576,480	-
Maintenance & Repair	71,973	83,820	84,820	85,140	-
Grants & Contributions	14,000	14,000	14,000	14,000	-
Capital Outlay	-	3,500	-	-	-
Energy & Utility	175,256	202,260	186,020	217,480	-
Total	2,847,531	3,122,290	2,682,560	3,153,960	-

** FY 20 Actual includes Senior Services and Transportation which moved to Recreation in FY 21.

RECREATION AND LEISURE SERVICES

Budget Information

Fiscal Year 2018-2022

Expenditures

Expenditures by Category *	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual **	Budget	Estimate	Proposed	Adopted
Personal Services	1,294,448	1,407,387	1,766,311	1,970,010	1,769,450	2,061,310	-
Supplies	216,308	267,066	242,010	221,310	159,730	199,550	-
Services	559,081	573,817	577,981	627,390	468,540	576,480	-
Maintenance & Repair	61,739	49,209	71,973	83,820	84,820	85,140	-
Grants & Contributions	14,000	14,000	14,000	14,000	14,000	14,000	-
Capital Outlay	-	-	-	3,500	-	-	-
Energy & Utility	115,532	135,045	175,256	202,260	186,020	217,480	-
Total	2,261,108	2,446,524	2,847,531	3,122,290	2,682,560	3,153,960	-

* 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 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual **	Budget	Estimate	Proposed	Adopted
General Fund	1,494,259	1,535,427	1,938,528	2,080,890	2,004,080	2,194,900	-
Town Support for Education	71,450	79,770	81,268	83,800	83,800	85,520	-
Subtotal: Rec. Svcs. General Fund Budget	1,565,709	1,615,197	2,019,796	2,164,690	2,087,880	2,280,420	-
Grants	34,952	34,817	87,320	76,880	84,730	73,190	-
Private Contributions	12,209	23,716	21,276	26,700	29,200	29,200	-
User Fees	648,238	772,794	677,139	775,570	434,300	691,400	-
Subtotal: Special Revenue Funds	695,399	831,327	785,735	879,150	548,230	793,790	-
Transfer From Caring Connection	-	-	42,000	78,450	46,450	79,750	-
Total	2,261,108	2,446,524	2,847,531	3,122,290	2,682,560	3,153,960	-

** FY 20 Actual includes Senior Services and Transportation which moved to Recreation in FY 21.

RECREATION

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

Expenditures

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	868,270	795,920	916,660	-
Supplies	108,760	49,060	71,780	-
Services	152,260	53,840	144,560	-
Maintenance & Repair	14,720	14,070	14,720	-
Grants & Contributions	14,000	14,000	14,000	-
Capital Outlay	-	-	-	-
Energy & Utility	9,690	12,000	11,690	-
Total	1,167,700	938,890	1,173,410	-

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

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	707,850	691,720	736,640	-
Private Contributions	-	2,000	2,000	-
User Fees	459,850	245,170	434,770	-
<i>Subtotal: Special Revenue Funds</i>	<i>459,850</i>	<i>247,170</i>	<i>436,770</i>	<i>-</i>
Total	1,167,700	938,890	1,173,410	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.75	3.62	3.60	-
Regular Part Time Employees	5.83	5.60	5.60	-
Temporary/Seasonal Employees	10.75	10.06	10.98	-
Total FTEs	20.33	19.28	20.18	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$228,810 or 19.6%. This is primarily due to reduced program offerings and lower program enrollment due to the COVID-19 pandemic restrictions. These decreases are associated with programs that are budgeted within the Special Revenue accounts. The FY 21 General Fund budget is expected to be under budget by \$16,130 or 2.3% which includes a decrease in part-time staffing for the Teen Center closure due to the COVID-19 pandemic. The overall FY 22 budget is expected to increase by \$5,710 or 0.5% mostly due to Personal Services. The FY 22 General Fund budget reflects an increase of \$28,790 or 4.1% compared to the FY 21 budget primarily due to Personal Services, of which \$7,200 is attributed to the minimum hourly wage increase.

RECREATION

Products & Services

Aquatics \$208,720

- Provide various aquatic programs and open swim for more than 2,600 individuals and persons with disabilities
- Provide certified staff for the safety of swimmers
- Offer seven family events at the outdoor pools.

Leisure Opportunities \$256,850

- 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 experiences 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
- Continue lifetime sports series including outdoor winter activities, basketball, lacrosse, soccer, tennis and golf lessons for more than 500 residents
- Continue to facilitate local youth cross country and track programs
- Provide a collection of culinary arts programs for all ages
- Provide four Teen Extravaganza programs for Windsor Middle School students
- Provide staffing and activities for the 330 Windsor Avenue teen center
- Provide opportunities for children and youth birthday events.

Community Centers \$259,950

- Provide safe and enjoyable facilities
- Schedule facilities for use by more than 4,450 residents and sports groups
- Provide staffing for community center facilities.

Summer Activities \$310,220

- Provide summer programs for youth and teens that include archery, ropes challenge course, swim lessons and sports camps
- Provide all-day summer camp programs for ages 5-13
- Provide a theater experience for youth in the Cirillo Theater program
- Provide day trips and various activities for youth during summer vacation
- Provide family trips and outings.

Community Events \$137,670

- Provide town events to include *Flashlight Easter Egg Hunt, Movies in the Parks, 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	25,690	23,800	25,690	-
Services	342,550	341,500	341,500	-
Maintenance & Repair	9,500	8,100	9,500	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	90,310	94,870	98,030	-
Total	468,050	468,270	474,720	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	453,050	453,270	459,720	-
User Fees	15,000	15,000	15,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>	<i>-</i>
Total	468,050	468,270	474,720	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The overall and General Fund FY 21 expenditures are expected to come in \$220 higher than the original budget. The overall FY 22 budget reflects an increase of \$6,670 or 1.4% due to increased costs in Energy & Utility.

FACILITIES MANAGEMENT

Products & Services

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

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

330 Windsor Ave. Community Center \$32,440

- Provide support for utilities at 330 Windsor Avenue.

Outdoor Pools & Parks Amenities \$116,330

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

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	166,940	161,860	181,420	-
Supplies	14,800	10,900	25,850	-
Services	48,200	11,150	7,700	-
Maintenance & Repair	3,300	3,000	2,800	-
Grants & Contributions	-	-	-	-
Capital Outlay	3,500	-	-	-
Energy & Utility	5,710	5,710	5,640	-
Total	242,450	192,620	223,410	-

* 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 budget or the property tax rate.

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation	166,020	165,220	180,660	-
User Fees	76,430	27,400	42,750	-
<i>Subtotal: Special Revenue Funds</i>	<i>76,430</i>	<i>27,400</i>	<i>42,750</i>	<i>-</i>
Total	242,450	192,620	223,410	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.80	0.80	0.80	-
Regular Part Time Employees	2.02	2.02	2.18	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.82	2.82	2.98	-

Budget Commentary

The FY 21 overall expenditures are expected to be under budget by \$49,830 or 20.6%. This is due to the COVID-19 pandemic restrictions causing the cancellation of programs and the unavailability of instructors. The FY 21 General Fund budget is expected to come in \$800 or 0.5% under budget. The overall FY 22 budget reflects a reduction of \$19,040 or 7.9%. This is due to the anticipated limitations on program offerings and enrollments due to the COVID-19 pandemic through this summer and into late fall. The FY 22 General Fund budget reflects an increase of \$14,640 or 8.8%. This is primarily due to Personal Services for a new hire's hourly rate, as well as an increase in Supplies for at-home and virtual programs.

SENIOR SERVICES

Products & Services

Senior Center \$183,620

- Promote over-all health and wellness by providing a variety of physical activities including multiple levels of aerobic, Tai Chi, dance and Yoga classes, seated exercise, Massage Therapy, mindfulness and meditation, and a membership-based fitness center offering the Renew Active Benefit
- Promote technological skills by providing a senior computer lab with access to the Internet, a printer and photocopier, as well as instruction in various software programs including the use of Microsoft programs, Internet, social media and various gadgets such as smartphones and tablets
- 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, special occasions and themed events
- Promote senior-specific health care with a variety of health clinics for hearing, foot care, blood pressure, memory screenings, massage therapy sessions and mindfulness/meditation sessions
- Offer outdoor adventure programs including kayaking trips and a hiking club
- Provide a location for the hot lunch meal program Monday through Friday
- Coordinate and serve hot lunch program when CRT Congregate Meal is not available
- Operate a medical lending closet that loans equipment to residents free of charge
- Coordinate programs for senior center clubs
- Work with Social Services caseworkers and other town departments to provide comprehensive services
- Coordinate with the Health Department and the Social Services division to offer the annual senior health fair and flu shot clinic.

Volunteer Programs \$39,790

- More than 130 Windsor residents volunteer their time and efforts to enhance the lifestyles of seniors and adults with disabilities through the following activities:
 - Assist staff in the coordination of hundreds of out-of-town medical appointments per year
 - Provide front desk coverage and customer service throughout the 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 and vaccination clinics
 - Receive recognition at a volunteer event.

TRANSPORTATION

The Transportation Unit is responsible for providing safe, reliable rides for 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 Care Center and other excursions.

Expenditures

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	257,350	206,290	270,570	-
Supplies	1,720	5,120	2,610	-
Services	5,550	5,650	5,550	-
Maintenance & Repair	27,500	27,800	28,320	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	44,850	19,510	44,240	-
Total	336,970	264,370	351,290	-

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

Funding Sources

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

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation	216,430	168,290	233,450	-
Grants	42,090	49,630	38,090	-
<i>Subtotal: Special Revenue Funds</i>	<i>42,090</i>	<i>49,630</i>	<i>38,090</i>	<i>-</i>
Transfer from Caring Connection	78,450	46,450	79,750	-
Total	336,970	264,370	351,290	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.20	1.20	1.20	-
Regular Part Time Employees	4.77	1.48	4.77	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	5.97	2.68	5.97	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$72,600 or 21.5%. This is due primarily to the decrease in Personal Services and Energy and Utilities due to lower Dial-A-Ride and Caring Connection ridership because of the COVID-19 pandemic. The FY 21 General Fund is expected to come in under budget by \$48,140 or 22.2% for the same reasons. The overall FY 22 budget reflects an increase of \$14,320 or 4.2% due to Personal Services. The FY 22 General Fund budget reflects an increase of \$17,020 or 7.9% due to Personal Services, including increases to part-time staff hourly wages.

TRANSPORTATION

Products & Services

Senior Transportation \$351,290

- Provide transportation for Windsor's seniors and adults with disabilities to in-town and out-of-town medical appointments Monday through Friday
- Provide scheduled trips to grocery stores, department stores, pharmacies, banking, hairdressers, the Windsor Senior Center, 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
- Support Windsor Senior Housing with transportation between housing sites and the main office for social functions.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	160,920	138,530	167,250	-
Supplies	18,680	22,920	21,650	-
Services	21,410	15,050	26,060	-
Maintenance & Repair	1,500	4,500	2,500	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,920	2,360	2,360	-
Total	204,430	183,360	219,820	-

* 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.

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	158,590	147,060	178,670	-
Grants	34,790	35,100	35,100	-
User Fees	11,050	1,200	6,050	-
<i>Subtotal: Special Revenue Funds</i>	<i>45,840</i>	<i>36,300</i>	<i>41,150</i>	<i>-</i>
Total	204,430	183,360	219,820	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	0.48	0.24	0.48	-
Temporary/Seasonal Employees	2.50	2.50	2.51	-
Total	3.98	3.74	3.99	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$21,070 or 10.3%. This is due to the decreased number of programs offered due to the COVID-19 pandemic. The FY 21 General Fund expenditures are expected to be under budget by \$11,530 or 7.3% due to staff reductions associated with canceled programs. The overall FY 22 budget reflects an increase of \$15,390 or 7.5%. The FY 22 General Fund budget reflects an increase of \$20,080 or 12.7% mainly due to Personal Services and Services, attributed to the expansion of the Summer Teen Employment Program (STEP).

YOUTH SERVICES BUREAU

Products & Services

- Positive Youth Development* \$140,720
- Offer a variety of after-school programs for middle school and high-school youth
 - Provide various activity programs for out-of-school days
 - Provide high school Youth-in-Action leadership program
 - Provide enrichment field trips for middle school youth in the after-school program and high school youth in leadership program
 - Provide social skills, development and support for at-risk youth referred to the high school Youth-In-Action program
 - Provide six one-week social skills development programs for high school students
 - Provide a seven-week summer teen employment development program (STEP)
 - Provide opportunities for community service
 - Provide Annual Youth Summit for 75 high school students.

- Family Events* \$10,120
- Coordinate with recreation to present various family special events
 - Present three school-year special events led by the Youth-in-Action participants
 - Host three summer block parties coordinated by STEP participants
 - Provide family engagement programs such as art therapy workshops and circle groups
 - Continue regional partnerships with Windsor Locks and Suffield Youth Services to present forums and workshops on topic related to youth matters.

- Prevention Programs* \$28,510
- Coordinate 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 Amplify (Local Prevention Council) in developing an annual Youth Conference with several other towns in the region
 - Collaborate with Social Services to offer suicide prevention awareness and activities to youth
 - Partner with Windsor Schools District to host community forums to families on topics related to substance abuse and mental health.

- Juvenile Justice* \$40,470
- Coordinate community service, intervention and family assessments for juvenile offenders
 - Serve on Juvenile Review Board (JRB)
 - Coordinate truancy and defiance of school referrals with school district
 - Provide outreach and referrals to families of at-risk-youth referred to the Juvenile Review Board.
 - Provide case management to JRB families.

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 at a number of locations.

Expenditures

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	335,890	293,110	339,620	-
Supplies	39,410	35,830	37,800	-
Services	37,190	22,570	30,590	-
Maintenance & Repair	2,800	2,850	2,800	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,600	-	320	-
Total	416,890	354,360	411,130	-

* 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.

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	113,290	110,910	125,430	-
Town Support for Education	83,800	83,800	85,520	-
<i>Subtotal: Rec. Services General Fund Budget</i>	<i>197,090</i>	<i>194,710</i>	<i>210,950</i>	<i>-</i>
Private Contributions	26,700	27,200	27,200	-
User Fees	193,100	132,450	172,980	-
<i>Subtotal: Special Revenue Funds</i>	<i>219,800</i>	<i>159,650</i>	<i>200,180</i>	<i>-</i>
Total	416,890	354,360	411,130	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	-
Regular Part Time Employees	2.64	2.87	3.18	-
Temporary/Seasonal Employees	2.98	1.70	2.27	-
Total FTEs	7.12	6.07	6.95	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$62,530 or 15.0%. This is primarily due to the decreased number of program offerings and the limited number of program enrollments permitted due to the COVID-19 pandemic. The FY 21 General Fund expenditures are expected to come in \$2,380 or 2.1% under budget. The overall FY 22 budget reflects a decrease of \$5,760 or 1.4%. This is also due to the anticipated limitation on program offerings and enrollments due to the COVID-19 pandemic through this summer and into the late fall. The FY 22 General Fund budget reflects an increase of \$12,140 or 10.7% due to Personal Services.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Visitor Services \$78,920

- Provide customer service to respond to general inquiries, resolve visitor issues, and assist registration for programs and community garden plots
- Coordinate development and installation of aids for park visitors to enjoy use of 12 miles of walking trails, including wayfinding signage, trail markers and maps, trailside benches, overlooks and boardwalks
- Develop content for printed and digital media to engage the community in exploring Northwest Park and local nature
- Provide and administer reservations for private events held in the picnic pavilion and warming shed
- Install and maintain devices to enhance accessibility of trails, such as guide ropes and braille signs for the visually impaired and wheelchair accessible surfaces
- Offer a variety of products for sale in the Nature Center Gift Shop that enhance discovery and appreciation of the local natural environment.

Educational Exhibits and Information \$124,240

- Develop and maintain environmental education exhibits and information in the Nature Center for over 24,000 visitors per year
- Care for live animals and their habitats on exhibit in the nature center or used in programming
- Display and care for heritage breed domestic livestock and poultry in the animal barn to highlight the connection between historic agriculture practices and natural resources
- Develop outdoor exhibits and educational signage to increase public awareness, understanding, and appreciation of the park's environmental and historical features
- Develop and maintain educational displays and signage to enhance public use and benefit from special features including the animal barn, demonstration organic garden, maple sugarhouse, sensory trail, community gardens, and outdoor living skills area
- Maintain the Libby and Gordon Taylor Tobacco Museum and Archives to preserve and showcase the history of tobacco agriculture in Connecticut.

Environmental Education Programs \$207,970

- Develop and present more than 200 environmental education hikes, workshops, and events annually for community groups and families or individuals of all ages
- Plan and provide over 120 full day sessions of environmentally themed summer camp for school aged children each year
- Develop and teach field trip programs annually for every grade K-5 classroom in Windsor public schools that align with the national and state science standards and the Windsor curriculum calendar; offer customized science field trips for all grade levels at local schools
- Plan and coordinate training opportunities for Windsor teens to develop work skills and environmental knowledge as junior counselors in summer camps or STEP interns working on trails at Northwest Park
- Provide public learning opportunities to build outdoor recreation skills such as canoeing, cross country skiing, outdoor cooking, and overnight camping
- Present outreach programs and activities for corporate and civic meetings, environmental organizations, and community festivals and events
- Provide training and coordination for corporate and community volunteer groups completing service projects at Northwest Park; provide guidance and coordination for scouts planning major projects to enhance the park
- Provide training and ongoing education of 15-20 volunteer animal feeders who provide essential daily care for the resident farm animals at the park.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	180,640	173,740	185,790	-
Supplies	12,250	12,100	14,170	-
Services	20,230	18,780	20,520	-
Maintenance & Repair	24,500	24,500	24,500	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	48,180	51,570	55,200	-
Total	285,800	280,690	300,180	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	265,660	267,610	280,330	-
Private Contributions	-	-	-	-
User Fees	20,140	13,080	19,850	-
<i>Subtotal: Special Revenue Funds</i>	<i>20,140</i>	<i>13,080</i>	<i>19,850</i>	<i>-</i>
Total	285,800	280,690	300,180	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	-
Regular Part Time Employees	0.43	0.43	0.43	-
Temporary/Seasonal Employees	0.54	0.41	0.58	-
Total FTEs	2.47	2.34	2.51	-

The overall FY 21 expenditures are expected to come in under budget by \$5,110 or 1.8%. This is due to Personal Services for reduced facility rentals as a result of the COVID-19 pandemic. The FY 21 General Fund budget is expected to come in over budget by \$1,950 or 0.7% due to increased water usage. The overall FY 22 budget reflects an increase of \$14,380 or 5.0%. The FY 22 General Fund budget reflects an increase of \$14,670 or 5.5% compared to the FY 21 budget. These increases are primarily due to Personal Services and Energy & Utility.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance \$141,410

- Manage all park land for the safety, educational use and the enjoyment of the public
- Maintain over 12 miles of hiking trails, gravel roadways and paved surfaces
- Monitor and maintain health of all natural areas to support native plants and wildlife; mow grasslands or thickets as prescribed in the park land management plan
- Maintain landscaping beds, lawn trees, and display gardens; prepare 21 community garden plots
- Maintain the security and safety of all grounds, trails, and structures
- Maintain picnic pavilion and warming shed; support access and use by approximately 24,000 visitors per year during private rental events
- Maintain access and function of special features such as the playground, dog park, and livestock pens
- Oversee mandatory and volunteer community service programs; coordinate the Youth Conservation Corps (YCC) to complete overall trail maintenance.

Building Operation/Maintenance \$158,770

- Provide the community and staff with attractive, safe and well-maintained facilities
- 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
- Maintain fire, security and HVAC systems
- Maintain all park vehicles and heavy equipment
- Develop and oversee a preventative maintenance program for all park facilities.

RECREATION AND LEISURE SERVICES

FY 2021 Highlights

As a result of the COVID-19 pandemic, the past year has presented each of us with challenges that seemed unfathomable. But these challenges also presented us with an opportunity to come together as one community. The Recreation and Leisure Services Department staff worked at preparing, adapting, and implementing programs and special events in a whole new way. Children, youth and families virtually tapped into programs and services, as well as participated in our family engagement activities.

To increase our engagement level with residents, staff conducted program surveys. When determining reopening facilities and programs, survey results were taken into consideration, and all divisions redesigned their written communication, web page, and social media sites.

Recreation

All three pools were open this past summer. Modified schedules were implemented to match COVID-19 pandemic precautions and community use demands. Pool operations were adjusted to allow for touchless processing and entry. Pool capacity for open swim, family swim, and swim lessons were reduced based on social distancing precautions and guidelines.

Special events were moved outdoors, and more than 500 participants enjoyed the drive-thru 1,001 Pumpkins and Holiday Lights of Joy events. Throughout the year, Recreation and YSB staff produced and distributed "activity bags" for elementary and middle school-aged children. This program was featured in the S&S Worldwide company newsletter.

While Summerfun and sport camp programs were also modified, more than 130 children still participated in these programs. Programs were held at various parks, the L.P. Wilson Community Center, the Community Center at 330 Windsor Avenue, and Clover Street Elementary School. Of particular note was the school year Youth Theatre program. Only weeks away from their final production of 'Beauty and the Beast,' the COVID-19 pandemic struck, and in-person programs were ended. Without skipping a beat, theatre instructors met this challenge head-on with Zoom rehearsals, and with the assistance of WINTV, the performance went on.

Senior & Transportation Services

Senior Services offered various innovative outdoor, drive-thru and virtual programs throughout the year. Drive-thru and virtual programs included a traveling ice cream truck (the Dial-a-Ride bus transformed), brown bag sandwich luncheon, and breakfast. Other programs included outdoor Bingo and coffee hour, Zoom programs such as arts and crafts, fitness, trivia, Coffee Connections, and educational interests.

In December 2020, Windsor seniors attended "It's a Wonderful Life", a Statewide Virtual Senior Center Holiday Bash. The event featured VIP Greetings from around the state, seasonal music, ballroom dancing performances, and holiday vignettes celebrating diverse cultures and traditions. More than over 1,000 people from around the state attended the virtual event. This event was sponsored by the CT Healthy Living Collective, Connecticut Community Care, CASCP, AARP, and senior centers. Windsor Senior Transportation drivers delivered treat bags to go along with this event.

A variety of community engagement initiatives were implemented. Social phone calls were made to seniors, pen pal connections developed, cheer bags were delivered, and greeting cards mailed.

Transportation Services implemented various Public Health practices and installation of equipment on the buses. Seating capacity was limited at 3-4 passengers per bus, sneeze guards were installed, and electrostatic sprayers with a hospital-grade (chlorine-free) disinfectant was used to sanitize all surfaces. Transportation drivers delivered 500 face masks, 310 personal care packages, 100 social activity bags, and approximately 3,000 Community Renewal Team meals to Windsor seniors. A grocery shopping schedule was developed for non-peak times to Geissler's and Stop-n-Shop.

RECREATION AND LEISURE SERVICES

FY 2021 Highlights (continued)

Youth Services Bureau (YSB)

In previous summers, 15 high school students would participate in the Summer Teen Employment Program (STEP). Due to the COVID-19 pandemic restrictions, 12 high-school students participated in 2020. The STEP participants completed projects that included marking approximately 8.1 miles of trails, mulching sugar maples, removing bittersweet vines at Northwest Park, and other beautification tasks at parks and recreation facilities. STEP also provided each intern 10 hours a week of work ethic training and other academic and professional success tools.

During FY 21, the YSB regional collaboration with the Windsor Locks and the Suffield Youth Services Bureau flourished. This partnership included a series of documentaries and panel discussions that raised awareness of the impact that social media has on our lives, the effects of technology on the brain, cyberbullying, and exploring the causes and consequences of anxiety. The newly introduced community project, 'Spread the Love' campaign, was implemented and was featured on local news channels. This program was a collaboration between the YSB, the recreation division and Windsor Girls Scout Troop #1149 and Windsor Boys Scout Troop #149.

The YSB staff implemented programs like 'Do It Yourself' (DIY) family kits and Talk Without Text conversations to encourage family connections. Kits were offered monthly to encourage families to turn off technology to spend quality time together. Kit themes included baking, origami cranes, duct tape, The Kindness Project, no-sew blankets, and canvas painting. The kits were free, including delivery and over 300 families participated.

Northwest Park

Northwest Park educators successfully led six weeks of Camp Foxfire sessions for children ages 6-14 during the summer of 2020. The program content was adjusted to maximize the learning experience while adhering to COVID-19 pandemic state restrictions. End of program surveys reflected a satisfaction rate of 90% and above.

Visitation at the park increased during the warmer seasons as people were eager to be outside. Park ground areas and restrooms remained open throughout the year, and many area residents discovered the joy and benefits of observing nature.

Due to limitations on social gatherings, the Friends of Northwest Park presented the 39th annual Country Fair event as a month-long series of activities and challenges offered online. Contestants submitted photo entries to compete for prizes in chalk art, pumpkin carving, garden produce, and nature photography competitions, among many others. Virtual programs of all sorts were developed this year to serve residents who could not attend in-person workshops. Social media and the town website served as platforms for video tours, expert lectures, interactive contests, and sharing of nature sightings. Hybrid programs combined video instruction with hands-on activities in the home. The park's popular monthly homeschool series was adapted to COVID-19 pandemic precautions. Educators increased the number of time slots for each topic to accommodate an increase in homeschool families wishing to experience environmental education.

RECREATION AND LEISURE SERVICES

<i>Key Statistics</i>	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Number of recreational activities offered	722	730	406	150	730
Number of clinic health visits at the Senior Center provided by Seabury Visiting Nurse	163	195	66	0	100
Number of rides the Transportation Unit provides annually (includes Caring Connection)	24,571	24,100	12,432	6,500	15,000
Number of elementary school-age children registrations for after-school & vacation programs	5,125	5,265	2,960	1,300	5,265
Number of school children attending environmental education classes at Northwest Park	3,880	4,370	2,144	550	4,500
Number of participants at Northwest Park community events and programs	6,200	6,722	3,000	900	4,500
Number of middle school and high school youth registrations for after-school and vacation programs	908	968	542	250	960
Number of participants at Youth Services Bureau community events	1,900	2,300	2,800	2,320	2,550
Number of meals served to senior and disabled persons through the Elderly Nutrition program	9,967	11,747	8,186	3,000	7,000
Number of pieces of medical equipment borrowed from the lending closet	221	198	152	65	125

<i>Performance Measures</i>	FY 2020 Actual	FY 2021 Target	FY 2021 Estimate	FY 2022 Target
Retention rate for youth participants in after-school programs	40%	85%	N/A	85%
Achieve a "good" or "very good" overall satisfaction rating by 85% of those who responded to the annual senior citizen survey	91%	91%	91%	90%
Total number of clubs led by senior center volunteers	26	27	5	25
Achieve a 90% average satisfaction rating for overall service by those who responded to the annual senior transportation survey	94%	96%	95%	95%
Achieve a 90% average satisfaction rating regarding on time service on the senior transportation annual survey	93%	96%	96%	96%
Number of new recreation programs offered	63	6	7	6
Percentage of program participant Recreation Department survey respondents that rate department programs as "good" or "very good"	95%	90%	95%	90%

RECREATION AND LEISURE SERVICES

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

During the 2020 maple syrup season, Northwest Park volunteers collected approximately 2,410 gallons of sap to produce 60 gallons of maple syrup.

FY 2022 Goals

1. Investigate and plan for the execution of a second youth assessment to identify barriers and needs addressing behavioral health.
2. Implement four new evening or weekend programs for adults 55 and older based on the results of the 2021 programming survey.
3. Implement two strategies to increase staff engagement and satisfaction.
4. Complete and present engineering and design plan for Welch Pool Facility and Goslee Pool Facility.
5. Implement expanded Summer Teen Employment Program.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	FY 2021			FY 2022			
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
2002	Cirillo Youth Theatre	(4,641)	9,000	2,800	1,559	15,500	13,900	3,159
2004	Fran Elligers Memorial Fund	1,026	-	-	1,026	350	-	1,376
2007	Teen-O-Rama	(60,428)	142,250	247,820	(165,998)	395,000	422,380	(193,378)
2009	O'Brien Field Rental	5,400	-	-	5,400	1,600	-	7,000
2010	Positive Youth Development	23,202	5,000	1,200	27,002	7,000	6,050	27,952
2016	Passage Program	3,008	-	-	3,008	-	-	3,008
2018	Live-n-Learn	8,106	4,100	9,550	2,656	15,700	13,490	4,866
2045	Dog Park	4,243	-	2,000	2,243	-	2,000	243
2077	Youth Services Bureau	-	18,990	18,990	-	18,990	18,990	-
2078	YSB Enhancement Grant	-	10,770	10,770	-	10,770	10,770	-
2079	Local Prevention Council	-	5,340	5,340	-	5,340	5,340	-
2204	Northwest Park Nature Camp/Clubs	89,627	87,120	80,890	95,857	123,250	112,170	106,937
2207	Friends of Northwest Park Grant	2,683	10,000	10,000	2,683	10,000	10,000	2,683
2208	Northwest Park Shop	7,191	2,000	1,500	7,691	8,000	5,000	10,691
2210	NWP Environ. Education Programs	13,257	16,500	50,060	(20,303)	32,000	55,810	(44,113)
2211	Northwest Park Tobacco Museum	74	17,200	17,200	74	17,200	17,200	74
2300	Windsor Senior Center	15,069	11,990	27,400	(341)	23,590	42,750	(19,501)
2325	NWNP Facilities	22,614	10,500	13,080	20,034	19,800	19,850	19,984
2326	Elderly Transportation Grant	-	9,340	9,340	-	-	-	-
2330	Dial-a-Ride Matching Grant	-	38,090	38,090	-	38,090	38,090	-
3889	NCAAA* Grant	2,200	-	2,200	-	-	-	-
4022	River Walkways	19,961	-	-	19,961	-	-	19,961
		152,592	398,190	548,230	2,552	742,180	793,790	(49,058)

*North Central Area Agency on Aging

#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.

#2009 - O'Brien Field Rental - Fees collected from user groups of the field. Fees will be used to offset future maintenance costs.

#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.)

- #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 the fundraising efforts of the committee.
- #2077 - Youth Services Bureau - Funds from the State of Connecticut Department of Education administration and direct services for youth.
- #2078 - 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.
- #2079 - Local Prevention Council - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #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 public workshops and classes. The funds from this account are used for part-time wages (clerical staff 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.
- #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.
- #2325 - NWP Facilities - Funds from this account are used to purchase general supplies used by facility rental groups.
- #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. These funds were not expected for FY 21 but were received, however, with the State uncertainty, FY 22 grant has not been budgeted.
- #2330 - 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.
- #3889 - NCAAA Grant - Funds from this account support weekend and evening transportation services for the senior center.
- #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.

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
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	\$400 - \$650		4/29/2020	
Adult Dance	Special Revenue	Resolution	\$100 - \$150 per course		4/29/2020	
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 Volleyball League	Special Revenue	Resolution	\$300 - \$600		5/11/2014	
AM Aerobics	Special Revenue	Resolution	\$75 - \$150 per session		4/29/2020	
Archery	Special Revenue	Resolution	\$55 - \$110 per session		4/29/2020	
Arts and Crafts	Special Revenue	Resolution	\$30 - \$80 per course		6/07/2016	\$40 - \$100 per Session
Baseball Clinic	Special Revenue	Resolution	\$100 - \$175 per session		4/29/2020	
Basketball Clinic	Special Revenue	Resolution	\$100 - \$175 per session		4/29/2020	
Movie Night	Special Revenue	Resolution	\$2 - \$7		4/11/2007	
Counselor in Training Program	Special Revenue	Resolution	\$60 - \$100 per 4 wk. session		5/10/2011	
CPR/First Aid	Special Revenue	Resolution	\$145 - \$160		5/13/2016	
CPR/First Aid Recertification	Special Revenue	Resolution	\$115 - \$125		5/13/2016	
Culinary Arts Program	Special Revenue	Resolution	\$25 - \$200		5/14/2019	
Dance Movement Workshop	Special Revenue	Resolution	\$60 - \$130 per session		5/11/2015	
Extended Playground Hours	Special Revenue	Resolution	\$30 - \$35 per session		4/29/2020	\$35 - \$45 per session
Family Trips (In-State/Out-of-State)	Special Revenue	Resolution	\$50 - \$1,500		5/19/2008	
Field Hockey Clinic	Special Revenue	Resolution	\$90 - \$155		5/13/2015	
Foreign Languages	Special Revenue	Resolution	\$45 - \$110		5/15/2017	\$145 - \$165 per-week
Full Day Playground	Special Revenue	Resolution	\$135 - \$150 per week		5/14/2019	
Full Day Playground with Transportation	Special Revenue	Resolution	\$105 - \$175 per week		4/29/2020	
Full Day Playground with Swim Lesson	Special Revenue	Resolution	\$285 - \$305 per session		5/14/2019	\$285 - \$315 per session
Golf	Special Revenue	Resolution	\$90 - \$155		5/13/2015	
Gymnastics	Special Revenue	Resolution	\$110 - \$145 per week		5/15/2017	
Hotshots	Special Revenue	Resolution	\$60 - \$75		6/07/2016	
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	
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		5/10/2016	
Lacrosse Clinic	Special Revenue	Resolution	\$90 - \$155		5/13/2014	
Late Pickup Fee	Special Revenue	Resolution	\$10 per 15 minutes		6/07/2016	
Life Guard Training	General Fund	Resolution	\$325 per course plus books		5/19/2014	
Membership Pass Replacement Fee	Special Revenue	Resolution	\$5 per replacement		5/11/2004	
Model Making and Crafts	Special Revenue	Resolution	\$45 - \$90		5/15/2017	
Nutrition and Wellness Programs	Special Revenue	Resolution	\$50 - \$150		5/13/2014	
Outdoor Adventure	Special Revenue	Resolution	\$60 - \$250		5/15/2014	
Painting Class	Special Revenue	Resolution	\$45 - \$125		5/15/2017	

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
RECREATION & LEISURE SERVICES (cont.)					
Passage	Special Revenue	Resolution	\$45 - \$75 per session	5/15/2017	
PM Aerobics	Special Revenue	Resolution	\$60 - \$120 per session	6/07/2016	
PM Low Impact Aerobics	Special Revenue	Resolution	\$60 - \$120 per session	6/07/2016	
Pool Parties	General Fund	Resolution	\$275/Resident per party; \$375/Non-resident per party	5/15/2017	\$290/Resident per party; \$390/Non-resident per party
Pre-School Dance	Special Revenue	Resolution	\$75 - \$150 per session	5/10/2017	
Schools Out Special	Special Revenue	Resolution	\$30 - \$35 per day	4/29/2020	\$30 - \$40 per day
SKI Club	Special Revenue	Resolution	\$275 - \$475	3/15/2017	
Skyhawks/Mini Hawks	Special Revenue	Resolution	\$90 - \$155	5/13/2014	
Soccer Clinic	Special Revenue	Resolution	\$65 - \$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	5/11/2015	
Special Needs - Youth Program	Special Revenue	Resolution	\$60 per session	4/29/2020	
Special Needs Camp	Special Revenue	Resolution	\$99 per week	4/27/2015	
Student Open Basketball	General Fund	Resolution	\$10	4/27/2015	
Student Open Gym. Drop-In Fee - Resident	Special Revenue	Resolution	\$1	5/10/2011	
Summer Youth Theater	Special Revenue	Resolution	\$180 - \$250	4/29/2020	
Summer Youth Theater - Non-resident	Special Revenue	Resolution	\$220 - \$295	4/29/2020	
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	6/07/2016	
Swim Lessons - Two Children	General Fund	Resolution	\$45 Mon-Thurs per two week session (make up lessons Fri)	6/07/2016	
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	
Taking the Lead	Special Revenue	Resolution	\$20 - \$80	4/11/2007	
Tai Chi Chuan	Special Revenue	Resolution	\$60 - \$100 per session	5/05/2015	
Tennis Camp	Special Revenue	Resolution	\$60-\$160 per session	5/15/2012	
Tennis Classes (4 sessions)	Special Revenue	Resolution	\$60 - \$160 per session	4/29/2020	
Tumbling	Special Revenue	Resolution	\$60 - \$120 per session (winter)	5/13/2014	
Water Aerobics	Special Revenue	Resolution	\$60 - \$120	6/07/2016	
Windsor Instructional Basketball	Special Revenue	Resolution	\$50 - \$60	7/01/2015	

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
RECREATION & LEISURE SERVICES (cont.)						
Windsor Sports Academy	Special Revenue	Resolution	\$90 - \$155	5/13/2014		
Windsor Youth Theater	Special Revenue	Resolution	\$175 - \$200	4/29/2020		
Windsor Youth Theater - Non-resident	Special Revenue	Resolution	\$215 - \$245	4/29/2020		
Yoga	Special Revenue	Resolution	\$80 - \$120 per session	5/14/2019		
Youth Band	Special Revenue	Resolution	\$150 - \$200 plus bus fee	5/13/2014		
Indoor Swim Lessons	Special Revenue	Resolution	\$54 per session	4/29/2020		
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	\$115 - \$125	7/01/2015		
Full Day Playground, Swim Lessons And Transportation	Special Revenue	Resolution	\$260 - \$300	6/07/2016		
Half Day Playground	Special Revenue	Resolution	\$95 - \$120	5/15/2017		
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	\$270 - \$350	6/07/2016		
S.T.E.M	Special Revenue	Resolution	\$75 - \$280	4/23/2018		
Indoor Archery	Special Revenue	Resolution	\$50-\$75	7/01/2015		
Softball Clinic	Special Revenue	Resolution	\$100 - \$200 per session	4/29/2020		
Volleyball Clinic	Special Revenue	Resolution	\$100 - \$200 per session	4/29/2020		
R.J.S.E Elementary School Age	Special Revenue	Resolution	\$185 - \$200 per month	4/29/2020		
R.J.S.E Middle School Age	Special Revenue	Resolution	\$185 - \$200 per month	4/29/2020		
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 - \$735 per party	6/07/2016		
Park Pavilion Rental (Washington/Sharshon)	Special Revenue	Resolution	\$25 per 4 hours	4/11/2007		
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		
O'Brien Field Use:						
Field Use Fee: Resident	Special Revenue	Resolution	\$25 per hour	3/02/2015		
Field Use Fee: Non-resident	Special Revenue	Resolution	\$125 per hour	3/02/2015		
Stadium Lights	Special Revenue	Resolution	\$50 per hour	3/02/2015		
Scoreboard/PSA	Special Revenue	Resolution	\$25 per hour	3/02/2015		
Field Marshal	Special Revenue	Resolution	\$15 per hour	3/02/2015		

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
RECREATION & LEISURE SERVICES (cont.)					
Senior Services					
Sit and Stretch	Special Revenue	Resolution	\$30 - \$40 per session	4/27/2009	
Sit and Stretch - Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	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 per class	4/27/2009	
Strength, Stretch and Balance with Yoga	Special Revenue	Resolution	\$30-40 per session	6/07/2016	
Strength, Stretch and Balance with Yoga - Drop-in	Special Revenue	Resolution	\$5-7 per class	6/07/2016	
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 per class	5/10/2011	
Chair Yoga	Special Revenue	Resolution	\$30-40 per session	4/29/2020	
Chair Yoga	Special Revenue	Resolution	\$5-7 per class	4/29/2020	
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 per class	4/27/2009	
Tai Chi Advanced	Special Revenue	Resolution	\$40 - \$55 per session	4/27/2009	
Tai Chi Advanced - Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	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	\$86 - \$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	\$35 - \$45	5/14/2019	
Fitness Center Membership - 6 Months	Special Revenue	Resolution	\$50 - \$60	5/14/2019	
Fitness Center Membership - 1 Year	Special Revenue	Resolution	\$80 - \$90	5/14/2019	
Senior Center Membership Fee - 1 Year	Special Revenue	Resolution	\$10	4/11/2007	
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 - \$80	5/14/2019	
Fitness Center Membership - Non-resident - 6 months	Special Revenue	Resolution	\$100 - \$120	5/14/2019	
Fitness Center Membership - Non-resident - 1 Year	Special Revenue	Resolution	\$160 - \$180	5/14/2019	
Zumba Gold	Special Revenue	Resolution	\$40 - \$85 per session	5/11/2010	
Zumba Gold - Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	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 per class	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 per class	5/11/2010	

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
RECREATION & LEISURE SERVICES (cont.)					
Youth Services Bureau					
<i>Counseling Fee Schedule:</i>					
Up to \$21,000	Special Revenue	Resolution	See chart below	5/11/2004	
Over \$21,000	Special Revenue	Resolution	\$10	4/27/2009	
Summer Adventures	Special Revenue	Resolution	\$25	4/27/2009	
Teen Adventure Club	Special Revenue	Resolution	\$100 - \$230 per week	4/27/2009	
Youth Adventures After School	Special Revenue	Resolution	\$25 - \$50 per session	7/01/2015	
Leader-in-Training Program	Special Revenue	Resolution	\$90 - \$110	5/15/2017	
Teen Zone	Special Revenue	Resolution	\$100 per session	5/15/2017	
Adventure Schools Out Special	Special Revenue	Resolution	\$150 - \$800	6/07/2016	
	Special Revenue	Resolution	\$20 - \$30	5/19/2008	
Northwest Park					
			\$2/person to \$1,500/person depending on activity		
Public Programs	Special Revenue	Resolution		5/15/2012	
Pavilion Full Day Rental - Resident	Special Revenue	Resolution	\$150 + \$100 sec. deposit	11/05/2018	\$175 + \$100 sec. deposit
Pavilion Full Day Rental - Non-resident	Special Revenue	Resolution	\$200 + \$100 sec. deposit	11/05/2018	\$225 + \$100 sec. deposit
Pavilion Half Day Rental - Resident	Special Revenue	Resolution	\$175 + \$100 sec. deposit	11/05/2018	\$200 + \$100 sec. deposit
Pavilion Half Day Rental - Non-resident	Special Revenue	Resolution	\$100 + \$100 sec. deposit	11/05/2018	\$125 + \$100 sec. deposit
Pavilion Half Day Rental - Commercial	Special Revenue	Resolution	\$150 + \$100 sec. deposit	11/05/2018	\$175 + \$100 sec. deposit
Warming Shed Full Day Rental - Resident	Special Revenue	Resolution	\$125 + \$100 sec. deposit	11/05/2018	\$150 + \$100 sec. deposit
Warming Shed Full Day Rental - Non-resident	Special Revenue	Resolution	\$100 + \$100 sec. deposit	11/05/2018	\$125 + \$100 sec. deposit
Warming Shed Full Day Rental - Commercial	Special Revenue	Resolution	\$150 + \$100 sec. deposit	11/05/2018	\$175 + \$100 sec. deposit
Warming Shed Half Day Rental - Resident	Special Revenue	Resolution	\$60 + \$100 sec. deposit	11/05/2018	\$75 + \$100 sec. deposit
Warming Shed Half Day Rental - Non-resident	Special Revenue	Resolution	\$110 + \$100 sec. deposit	11/05/2018	\$125 + \$100 sec. deposit
Warming Shed Half Day Rental - Commercial	Special Revenue	Resolution	\$85 + \$100 sec. deposit	11/05/2018	\$100 + \$100 sec. deposit
Community Gardens	Special Revenue	Resolution	\$60 per season + \$50 sec. deposit	4/29/2020	
Community Gardens - Non-resident	General Fund	Resolution	\$75 per season + \$50 sec. deposit	4/29/2020	
Interpretive Center Rental - Resident	General Fund	Resolution	\$60 per 2 hours + \$100 sec. deposit	4/27/2009	
Interpretive Center Rental - Non-resident	General Fund	Resolution	\$80 per 2 hours + \$100 sec. deposit	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	\$115 - \$160 per hour
School Programs - Non-Windsor	Special Revenue	Resolution	\$85 per hour and up	5/15/2012	\$125 - \$185 per hour
Camp Foxfire - Half Day - Resident	Special Revenue	Resolution	\$165 - \$195 per week	4/29/2020	\$175 - \$250
Camp Foxfire - Half Day - Non-resident	Special Revenue	Resolution	\$15 greater than resident fee	4/29/2020	
Camp Foxfire - Whole Day - Resident	Special Revenue	Resolution	\$260 - \$395 per week	4/29/2020	\$275 - \$500
Camp Foxfire - Whole Day - Non-resident	Special Revenue	Resolution	\$25 greater than resident fee	4/29/2020	
Late Registration Fee	Special Revenue	Resolution	\$10 - \$15	6/07/2016	
Non-resident registration period for all Northwest Park nature camp programs will begin one week following registrations.					
Note: Children ages 2 and under can participate in community events at no charge.					
Non-resident registration period for all Northwest Park summer camp programs will begin two weeks following resident registrations.					

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 2020	FY 2021		FY 2022	
	Actual **	Budget	Estimate	Proposed	Adopted
Personal Services	403,805	426,820	428,530	441,230	-
Supplies	6,109	7,950	10,290	8,600	-
Services	38,071	8,250	11,550	13,250	-
Maintenance & Repair	23,316	500	500	750	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	33,238	6,490	8,000	8,500	-
Total	504,539	450,010	458,870	472,330	-

* 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 2020	FY 2021		FY 2022	
	Actual **	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	496,585	442,160	439,660	456,550	-
Grants	5,973	6,000	16,830	12,900	-
Donations	1,981	1,850	2,380	2,880	-
User Fees	-	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>7,954</i>	<i>7,850</i>	<i>19,210</i>	<i>15,780</i>	<i>-</i>
Total	504,539	450,010	458,870	472,330	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020	FY 2021		FY 2022	
	Actual **	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.01	3.17	3.17	3.17	-
Regular Part Time Employees	2.72	2.81	2.81	2.81	-
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	5.73	5.98	5.98	5.98	-

** FY 20 Actual includes cost for the Milo Peck facility maintenance that has been moved to the Child Development budget beginning with FY 21 and does not include Senior Services and Transportation which moved to Recreation in FY 21.

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$8,860 or 2.0%. This is due to the timing of receiving the North Central Area Agency on Aging (NCAAA) grant funding. The FY 21 General Fund expenditures are expected to be under budget by \$2,500 or 0.6% as a result of allocating grant funds in the part-time line. The overall FY 22 budget reflects an increase of \$22,320 or 5.0% primarily due to personal services combined with planned increased usage of grant funding. The FY 22 General Fund budget reflects an increase of \$14,390 or 3.3%, as compared to the FY 21 budget primarily due to an increase in Personal Services.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	399,054	425,470	421,460	437,250	-
Supplies	5,656	4,950	5,350	5,600	-
Services	35,921	5,250	4,850	5,450	-
Maintenance & Repair	23,316	500	500	750	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	32,638	5,990	7,500	7,500	-
Total	496,585	442,160	439,660	456,550	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	4,751	1,350	7,070	3,980	-
Supplies	453	3,000	4,940	3,000	-
Services	2,150	3,000	6,700	7,800	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	600	500	500	1,000	-
Total	7,954	7,850	19,210	15,780	-

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	403,805	426,820	428,530	441,230	-
Supplies	6,109	7,950	10,290	8,600	-
Services	38,071	8,250	11,550	13,250	-
Maintenance & Repair	23,316	500	500	750	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	33,238	6,490	8,000	8,500	-
Total	504,539	450,010	458,870	472,330	-

** FY 20 Actual includes cost for the Milo Peck facility maintenance that has been moved to the Child Development budget beginning with FY 21 and does not include Senior Services and Transportation which moved to Recreation in FY 21.

HUMAN SERVICES Budget Information Fiscal Year 2018-2022

Expenditures

Expenditures by Category *	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual **	Budget	Estimate	Proposed	Adopted
Personal Services	771,667	805,779	403,805	426,820	428,530	441,230	-
Supplies	21,171	29,217	6,109	7,950	10,290	8,600	-
Services	100,692	64,313	38,071	8,250	11,550	13,250	-
Maintenance & Repair	58,787	66,761	23,316	500	500	750	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	7,719	1,660	-	-	-	-	-
Energy & Utility	74,744	73,510	33,238	6,490	8,000	8,500	-
Total	1,034,780	1,041,240	504,539	450,010	458,870	472,330	-

* 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 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual **	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	816,801	847,198	496,585	442,160	439,660	456,550	-
Grants	52,522	56,917	5,973	6,000	16,830	12,900	-
Donations	4,121	-	1,981	1,850	2,380	2,880	-
User Fees	87,706	65,445	-	-	-	-	-
Subtotal: Special Revenue Funds	144,349	122,362	7,954	7,850	19,210	15,780	-
Total	961,150	969,560	504,539	450,010	458,870	472,330	-

** FY 18 - FY 20 Actuals include costs for the Milo Peck facility maintenance that has been moved to the Child Development budget beginning with FY 21 and does not include Senior Services and Transportation which moved to Recreation in FY 21.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	426,820	428,530	441,230	-
Supplies	7,950	10,290	8,600	-
Services	8,250	11,550	13,250	-
Maintenance & Repair	500	500	750	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	6,490	8,000	8,500	-
Total	450,010	458,870	472,330	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	442,160	439,660	456,550	-
Grants	6,000	16,830	12,900	-
Donations	1,850	2,380	2,880	-
<i>Subtotal: Special Revenue Funds</i>	<i>7,850</i>	<i>19,210</i>	<i>15,780</i>	<i>-</i>
Total	450,010	458,870	472,330	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.17	3.17	3.17	-
Regular Part Time Employees	2.81	2.81	2.81	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.98	5.98	5.98	-

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$8,860 or 2.0%. This is due to the timing of receiving the North Central Area Agency on Aging (NCAAA) grant funding. The FY 21 General Fund expenditures are expected to be under budget by \$2,500 or 0.6% as a result of allocating grant funds in the part-time line. The overall FY 22 budget reflects an increase of \$22,320 or 5.0% primarily due to personal services combined with planned increased usage of grant funding. The FY 22 General Fund budget reflects an increase of \$14,390 or 3.3%, as compared to the FY 21 budget primarily due to an increase in Personal Services.

SOCIAL SERVICES

Products & Services

Casework Services \$198,480

- Provide casework services and advocacy to seniors, adults with disabilities, families and individuals who reside in Windsor
- Provide information and referral services about local, state and federal social services programs to Windsor residents who may call or come in for service information
- Provide counseling, education and eligibility enrollment choices related to Medicare, Medicare supplements, Medicare Advantage plans, prescription drug plans and Medicare Savings plans
- Triage and provide relocation support on interagency referrals from police, fire, EMS, mobile crisis and the health department
- Serve as the Municipal Veteran's Service contact and Municipal Agent for the elderly

Support Services \$144,990

- Plan and lead programs for the monthly *Diabetic Support Group*
- Complete State of CT Renters' Rebate applications for qualifying Windsor residents
- Participate in the Juvenile Review Board
- Collaborate with agencies, civic organizations and town departments to provide outreach and basic needs programs
- Facilitate the Windsor Citizens Assisting Residents Everywhere by Sharing (CARES) group made up of volunteers who take on a wide variety of community projects
- Provide grandparents raising grandchildren with support, training, and resources together with Trinity Health of New England
- Host educational programs on topics relevant to adults, seniors, families and low-income residents with a focus on nutrition, mental health, financial issues and other life skills
- Represent the town on state and regional committees. Advocate on the local, state and federal level for people in need of social services programs.

Basic Human Needs Programs \$128,860

- Manage the Windsor Food Bank, Mobile Foodshare, Groceries to Go and Groceries to Go Home Delivery programs providing supplemental nutritious food to individuals and households in need
- Manage the annual turkey distribution program
- Organize and plan semi-monthly SNAP (food stamp) enrollment meetings in collaboration with Foodshare
- Determine eligibility and process applications for Windsor Fuel Bank and Operation Fuel. Assist clients with enrollment in energy assistance programs. Assist with negotiating payment arrangements to avoid shutoff of water and utilities
- Partner with the Windsor Food and Fuel Bank to support ongoing food drives as well as fuel and basic needs assistance
- Chair the monthly Windsor Hunger Action Team meetings.

HUMAN SERVICES

FY 2021 Highlights

The Social Services team made numerous adaptations to existing services as well as introducing new services to better accommodate the increased financial and basic needs of Windsor residents during the COVID-19 pandemic.

- Partnered with the United Way to facilitate a COVID-19 Response Fund resulting in financial assistance to 22 qualifying Windsor households suffering economic distress due to the pandemic. The Windsor Chamber of Commerce raised \$5,000 that provided additional funding to assist 35 more households in partnership with United Way and Social Services.
- With the closure of the L.P. Wilson Community Center, both the Weekend Wheels and Groceries to Go programs provided no-contact deliveries from March through May to participant's homes. Groceries to Go delivered six times averaging 90 deliveries per delivery with the assistance of senior transportation and recreation staff. Weekend Wheels made 90 deliveries weekly during the same timeframe.
- There was no break in service at the Windsor Food Bank as a result of the COVID-19 pandemic. Staff quickly created a drive-up service that provided safety for both clients and staff allowing the food bank to remain open while the L.P. Wilson Community Center facility was closed. Temporary policies for collecting signatures/documentation for the food bank application process were established with the authorization of Foodshare to facilitate increased access to the service. To date, the drive-up service is still in use.
- The annual turkey distribution was modified to a drive-thru format similar to other food distributions across the region. The new format successfully served 195 households.
- On four Fridays during the month of October, social services and other town employees volunteered at the Mayor's United Food Distribution in a partnership with the Towns of Bloomfield and West Hartford. Approximately 3,000 food distributions were made to those in need.
- Since the onset of the pandemic, Foodshare has offered two grant opportunities. Social Service applied for both rounds of funding on behalf of the Windsor Food and Fuel Bank and received the maximum amount available each time. A \$2,500 grant allowed staff to purchase supplies associated with adapting the food bank to a drive-up format such as signage, barriers, decals, tables, and a pop-up tent. The second successful grant application from Foodshare's *Feeding America's COVID-19 Response Fund* awarded the department \$25,000 that was used to purchase a mini-van. Having the smaller vehicle (in addition to the box truck) is valuable for smaller donation pick-ups and home deliveries.
- In response to referrals from the Health Department, staff has made approximately 20 home deliveries of food to quarantined residents that did not have assistance from family or neighbors available to them. The department has also assisted with COVID-19 vaccine registrations.
- Temporary modifications for the use of the Windsor Food and Fuel Bank's EFSP/CARES grant funding were proposed by staff to better accommodate the increased financial needs of Windsor residents during the pandemic.

In partnership with the Health Department, Social Services assisted eight clients with relocation services.

Staff completed orientation and training before completing 55 applications in 30 days for Windsor residents who qualified for the State of Connecticut Renters Rebate program. This service was previously provided by the Windsor Housing Authority personnel.

HUMAN SERVICES

<i>Key Statistics</i>	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Number of times the food bank was utilized annually (duplicated number of households)	2,640	3,329	3,335	3,350	3,350
Participants in support groups and special events (duplicated number of actual participants per group)	325	252	132	110	110
Telephone and walk-in contacts related to case management	5,234	4,467	5,318	5,300	5,300
Inquiries and requests for energy assistance from Social Services staff	1,368	1,347	1,392	1,500	1,500

<i>Performance Measures</i>	FY 2020 Actual	FY 2021 Target	FY 2021 Estimate	FY 2022 Target
Total number of volunteer hours contributed to all social services programs	7,763	10,350	1,056	3,500
Achieve a "good" or "very good" rating of at least 80% of those clients participating in supplemental nutrition food programs	N/A	99%	99%	99%

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

A COVID-19 silver lining is the adaptation of our annual turkey distribution to a drive-thru format. This modification and new format worked better than our traditional process, and we plan on continuing to use a drive-thru format moving forward.

FY 2022 Goals

1. Social Services will implement electronic forms for inter-departmental use to streamline the referral process.
2. Electronic solutions to improve the town's "At Risk Registry" will be explored.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
3816	Human Services Assistance Fund	59,822	870	3,000	-	3,000	54,692
3840	Operation Fuel Partnering	10,456	1,370	3,000	1,000	3,000	6,826
3864/3866	NCAAA*SS Grant Groceries To Go	3,230	4,300	7,530	2,300	2,300	-
3894	NCAAA*SS Grant Grandparents	-	3,300	3,300	4,600	4,600	-
3867	Windsor Community Service Council	4,372	1,420	1,980	2,680	2,680	3,812
3901	Social Services Donations	650	560	400	-	200	610
		78,530	11,820	19,210	10,580	15,780	65,940

*North Central Area Agency on Aging

#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.

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

#3864/3866 - NCAAA Grant-Social Services - Funds from this account support part-time hours and supplies for the Groceries To Go program.

#3894 - NCAAA Grant-Social Services - Funds from this account support part-time hours and supplies for the Grandparent and Kinship Circle program.

#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 and support for part-time staff.

#3901 - Social Services Donations- Funds are used to support programs of the Social Services division.

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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	457,053	489,790	604,420	609,870	-
Supplies	29,889	21,970	29,180	22,410	-
Services	106,014	103,470	115,580	109,170	-
Maintenance & Repair	1,530	1,950	1,950	1,950	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	8,003	10,200	11,430	12,140	-
Total	602,489	627,380	762,560	755,540	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	495,297	534,710	400,330	558,930	-
Grants	54,608	49,020	315,970	149,710	-
User Fees	52,584	43,650	46,260	46,900	-
<i>Subtotal: Special Revenue Funds</i>	<i>107,192</i>	<i>92,670</i>	<i>362,230</i>	<i>196,610</i>	<i>-</i>
Total	602,489	627,380	762,560	755,540	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.79	4.00	4.00	4.00	-
Regular Part Time Employees	1.10	1.10	1.10	1.10	-
Temporary/Seasonal Employees	0.32	0.26	1.80	1.20	-
Total	5.21	5.36	6.90	6.30	-

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$135,180 or 21.5% due to the cost of additional part time temporary staff and contractual nursing services offset by the receipt of grant funding related to the COVID-19 pandemic. The FY 21 General Fund expenditures are expected to be under budget by \$134,380 or 25.1% due to the unexpected grant funding received related to COVID-19. The overall FY 22 budget reflects an increase of \$128,160 or 20.4% as compared with the FY 21 budget due primarily to Personal Services cost increases as well as pandemic related grant funding. The FY 22 General Fund budget reflects an increase of \$24,220 or 4.5% due primarily to salary and benefit cost increases and \$5,000 in funding for a new community health awareness and prevention program with a focus on children and families. For FY 21 and FY 22 a shifting of staff between department programs as well as some additional temporary staff were needed as a result of the COVID-19 pandemic.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	453,021	485,170	345,910	501,930	-
Supplies	4,172	4,850	4,050	5,290	-
Services	29,098	33,260	38,130	38,340	-
Maintenance & Repair	1,530	1,950	1,950	1,950	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	7,476	9,480	10,290	11,420	-
Total	495,297	534,710	400,330	558,930	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	4,032	4,620	258,510	107,940	-
Supplies	25,717	17,120	25,130	17,120	-
Services	76,916	70,210	77,450	70,830	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	527	720	1,140	720	-
Total	107,192	92,670	362,230	196,610	-

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	457,053	489,790	604,420	609,870	-
Supplies	29,889	21,970	29,180	22,410	-
Services	106,014	103,470	115,580	109,170	-
Maintenance & Repair	1,530	1,950	1,950	1,950	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	8,003	10,200	11,430	12,140	-
Total	602,489	627,380	762,560	755,540	-

HEALTH SERVICES Budget Information Fiscal Year 2018-2022

Expenditures

Expenditures by Category *	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	431,522	425,036	457,053	489,790	604,420	609,870	-
Supplies	30,824	35,978	29,889	21,970	29,180	22,410	-
Services	129,064	87,927	106,014	103,470	115,580	109,170	-
Maintenance & Repair	1,568	1,229	1,530	1,950	1,950	1,950	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	952	-	-	-	-	-	-
Energy & Utility	6,378	9,375	8,003	10,200	11,430	12,140	-
Total	600,308	559,545	602,489	627,380	762,560	755,540	-

* 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 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	472,361	463,033	495,297	534,710	400,330	558,930	-
Grants	100,766	70,448	54,608	49,020	315,970	149,710	-
User Fees	27,181	26,064	52,584	43,650	46,260	46,900	-
Subtotal: Special Revenue Funds	127,947	96,512	107,192	92,670	362,230	196,610	-
Total	600,308	559,545	602,489	627,380	762,560	755,540	-

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	286,990	194,640	131,710	-
Supplies	4,150	3,350	4,200	-
Services	52,820	54,820	55,030	-
Maintenance & Repair	1,850	1,850	1,850	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	6,660	6,660	7,020	-
Total	352,470	261,320	199,810	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	326,470	224,240	170,560	-
Grants	-	7,830	-	-
Private Contributions	-	-	-	-
Reimbursements	-	-	-	-
User Fees	26,000	29,250	29,250	-
<i>Subtotal: Special Revenue Funds</i>	<i>26,000</i>	<i>37,080</i>	<i>29,250</i>	<i>-</i>
Total	352,470	261,320	199,810	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.30	1.50	0.86	-
Regular Part Time Employees	0.90	0.73	0.75	-
Temporary/Seasonal Employees	0.26	0.20	0.20	-
Total	3.46	2.43	1.81	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$91,150 or 25.9% due primarily to a shift in staffing between the department programs as a result of the COVID-19 pandemic. The overall FY 22 budget reflects a decrease of \$152,660 or 43.3% due to the anticipated continued shift of staff time to other programs within the Health Department. The FY 22 General Fund budget is projected to be lower than the FY 21 General Fund for this program by \$155,910 or 47.8% due to the same reasons stated above.

INSPECTION AND REGULATION

Products & Services

- | | | | |
|--------------------|----------|---|----------|
| <i>Food Safety</i> | \$42,720 | <i>Emergency & Hazardous Situations</i> | \$15,480 |
|--------------------|----------|---|----------|
- Issue permits and inspect 151 permanent food service establishments
 - Issue permits to approximately 130 temporary food operations conducted at 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 foodborne disease
 - Monitor all food recalls
 - Conduct educational sessions and updates for food service managers, employees, and civic groups.
- | | | | |
|----------------------------------|---------|--|--|
| <i>Drinking Water Protection</i> | \$3,410 | | |
|----------------------------------|---------|--|--|
- 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.
- | | | | |
|-----------------------------|----------|-------------------------|----------|
| <i>Waste Water Disposal</i> | \$13,340 | <i>Mosquito Control</i> | \$34,840 |
|-----------------------------|----------|-------------------------|----------|
- 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 Department of Transportation compliance with glycol discharge from Bradley International Airport to Rainbow and Seymour Hollow Brooks.
- 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 50 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.
- | | | | |
|--------------------------------|----------|---------------------------------|---------|
| <i>Public Health Nuisances</i> | \$77,660 | <i>Environmental Assessment</i> | \$9,260 |
|--------------------------------|----------|---------------------------------|---------|
- Receive and investigate more than 325 complaints and issue over 80 abatement orders as necessary including, but not limited to, property maintenance, housing, refuse and litter, hazardous materials, air pollution, odors and noise
 - Maintain a vacant property nuisance abatement program.
- 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.
- | | | | |
|--|---------|--|--|
| <i>Institutional Health and Safety</i> | \$3,100 | | |
|--|---------|--|--|
- Inspect for compliance with state regulations and licensing requirements and investigate any complaints of unsanitary conditions at 11 public and private schools, 5 day care centers, 1 migrant labor camp, 18 public/semi-public swimming pools and spas, 9 youth resident and day camps, 4 group homes, parks and public playgrounds, 1 school infirmary, 6 hotels and motels, and salons.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	141,810	330,850	396,530	-
Supplies	5,470	13,480	5,470	-
Services	4,370	10,710	9,370	-
Maintenance & Repair	100	100	100	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,070	3,300	3,650	-
Total	153,820	358,440	415,120	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	145,050	115,100	304,170	-
Grants	7,130	242,340	109,310	-
Private Contributions	-	-	-	-
Reimbursements	-	-	-	-
User Fees	1,640	1,000	1,640	-
<i>Subtotal: Special Revenue Funds</i>	<i>8,770</i>	<i>243,340</i>	<i>110,950</i>	<i>-</i>
Total	153,820	358,440	415,120	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.20	1.90	2.45	-
Regular Part Time Employees	0.07	0.15	0.30	-
Temporary/Seasonal Employees	-	1.56	1.00	-
Total	1.27	3.61	3.75	-

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$204,620 or 133.0% due to a shift in staffing between the department programs, additional temporary staff and grant funding as a result of the COVID-19 pandemic. The FY 22 General Fund budget reflects an increase of \$159,120 or 109.7% as compared to the FY 21 budget due to grant funding related to the pandemic and an anticipated continued shift in staffing to this program.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment \$203,370

- 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
- Continue working with the Families and Community Partnership Advisory Committee with the goal of improving student success for all our children through the collaboration of educators, parents and community partners
- 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.
- Speak with the Lion's Club members and other groups/town departments as needed to address their questions regarding the COVID-19 pandemic.

Epidemiological Investigations \$122,120

- Review, record and follow-up as necessary all cases of state-mandated Reportable Diseases and Laboratory Reportable Significant Findings occurring in Windsor residents (e.g., AIDS, chickenpox, COVID-19, diphtheria, hepatitis, influenza deaths, lead poisoning in children and adults, Lyme disease, measles, meningococcal disease, rabies, SARS, MERS-CoV, Ebola, Zika virus, 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 \$89,630

- Provide information and training related to Weapons of Mass Destruction and bioterrorism (BT), including pandemic flu, smallpox, anthrax, SARS and other potential BT agents
- Focus on increasing public access to Automated External Defibrillators (AEDs) in the community through the Heart Start program including updating the AED plans as necessary
- Initiate Controlling High Blood Pressure Program including BP Screenings supported in part by DPH Preventive Health and Health Services Block Grant
- As members of the Hunger Action Team, collaborate with town departments, the board of education and regional partners/agencies to address the nutritional needs of Windsor's families
- 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 ski helmet program that makes helmets available in the department for people of all ages
- 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 on the town's Wellness Committee and WinWellness program planning
- Collaborate with Windsor High School to mentor students interested in careers in public health or health care
- Collaborate with community partners with planning and implementation of the Project Santa Toy Drive and toy giveaway program.
- Precept UConn Nursing students and develop objectives for public health clinical rotation.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	57,750	75,530	78,110	-
Supplies	11,810	11,810	11,810	-
Services	4,820	9,820	4,820	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	74,380	97,160	94,740	-

* 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.

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	58,370	55,970	78,730	-
Grants	-	25,180	-	-
Private Contributions	-	-	-	-
Reimbursements	-	-	-	-
User Fees	16,010	16,010	16,010	-
<i>Subtotal: Special Revenue Funds</i>	<i>16,010</i>	<i>41,190</i>	<i>16,010</i>	<i>-</i>
Total	74,380	97,160	94,740	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.50	0.60	0.69	-
Regular Part Time Employees	0.13	0.22	0.05	-
Temporary/Seasonal Employees	-	0.04	-	-
	0.63	0.86	0.74	-

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$22,780 or 30.6% due to a shift in staff time between programs offset by unexpected grant funding related to the COVID-19 pandemic. The FY 22 General Fund expenditures are proposed to be \$20,360 or 34.9% more than FY 21 budget due to the anticipated continued shift in staff time between programs for next fiscal year.

CLINIC SERVICES

Products & Services

- Health Screenings* *\$17,960*
- Due to COVID-19 Pandemic the Senior Health Fair was not held. However, a Senior Flu Vaccine was held and 68 senior citizens were vaccinated
 - Collaborate with the Senior Center to conduct blood pressure screenings each month at LP Wilson Community Center. Promote screenings to Windsor Primary Care Providers.

- Immunization Clinics* *\$59,810*
- Administer approximately 500 doses of seasonal flu vaccine to Windsor citizens 18 years of age and older, town emergency responders, town staff and local business partners
 - Monitor flu vaccine supplies and assist in the distribution of these supplies to local and regional medical providers
 - Participate as a member of the Connecticut Immunization Coalition, to improve vaccination rates and plan for statewide flu immunizations
 - Collaborate with local physicians and clinics and hospitals to assist customers in getting required immunizations for school and travel
 - Continue newly established electronic billing and increase number of contracted insurance providers to expand accessibility of flu vaccine to Windsor citizens.

- Health Services* *\$16,970*
- Provide public health information to residents seeking access to health services by responding to their questions and referring them to health care providers and other health services
 - Confer with state and local health care professionals and health agencies on issues related to the provision 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	3,240	3,400	3,520	-
Supplies	540	540	930	-
Services	41,460	40,230	39,950	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,470	1,470	1,470	-
Total	46,710	45,640	45,870	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	4,820	5,020	5,470	-
Grants	41,890	40,620	40,400	-
Private Contributions	-	-	-	-
Reimbursements	-	-	-	-
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>41,890</i>	<i>40,620</i>	<i>40,400</i>	<i>-</i>
Total	46,710	45,640	45,870	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 21 General Fund expenditures are expected to come in \$200 or 4.1% over budget due primarily to the cost of the Everbridge notification system coming in higher than projected. The overall FY 22 proposed budget reflects a decrease of \$840 or 1.8% due to anticipating receiving less grant funding for public health emergency preparedness. The FY 22 General Fund budget reflects an increase of \$650 or 13.5% over the FY 21 General Fund budget due primarily to an expected increase in supplies and the Everbridge notification system in contractual services.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response

\$10,190

- 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.
- Drill conducted as part of the Senior Flu Vaccine Clinic in preparation for administering COVID Vaccines.

Local Homeland Security

\$35,680

- Participate in Local Public Health Preparedness Planning & Coordination (LHPPC) efforts (bioterrorism planning) for Mass Dispensing Area (MDA) Region 3 (Hartford County)
- 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
- Participate in the update of 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 three regional drills and exercises
- Participate in training & utilization of Connecticut's Health Alert Network (HAN) and maintain a local HAN system
- Participate in the annual Centers for Disease Control and Prevention (CDC) Operational Readiness Review (ORR) of all emergency plans for MDA Region 3 (Hartford County)
- Conduct and participate in drills and exercises designed to test local, regional, state and national public health preparedness plans
- Serve as MDA Region 3 (Hartford County) 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 2021 Highlights

The COVID-19 pandemic encapsulates the year 2021! The Windsor Health Department faced several challenges as the COVID-19 pandemic continued through FY 21. In response, the department's focus continued with contact tracing, vaccination clinics, employee health as well as enforcement of Centers for Disease Control and Prevention (CDC), CT Department of Public Health (CTDPH), Connecticut Department of Economic Development (CTDECD) and Governor Lamont's executive orders.

Health Department staff took on additional responsibilities in the wake of the COVID-19 pandemic, including but not limited to contact tracing, modifications of routine food inspections to include regular walk-throughs, hand delivering and emailing reopening guidance to food establishments, barbershops and salons, responding to COVID-19 related complaints, COVID-19 vaccination clinic operations, updating the department website periodically to reflect current guidance and serving as a community resource. The Health Department's new web page layout is more user-friendly and easier to use which allows the user to find pertinent information in a more efficient manner.

Contact Tracing is a strategy used to reduce the ongoing transmission of COVID-19. The CT DPH and Windsor Health Department collaborated to ensure that all residents who tested positive were contacted within 48 hours of their test results. The Health Department again hosted UCONN Nursing students who were invaluable with the contact tracing efforts as well as additional help from volunteers with a nursing background.

In order to ensure that the Windsor Health Department would be able to administer the COVID-19 Vaccine, equipment was procured and applications were completed. The Windsor Health Department was one of three health departments/districts approved in Region 3 (Hartford County) and was able to offer COVID-19 Vaccine Clinics in December. Currently, a COVID-19 vaccine clinic is hosted in each town weekly with the number of vaccinations dependent on the amount of COVID-19 vaccine that is received from the State of Connecticut.

Windsor and South Windsor Health Departments have collaborated this year with disease prevention activities and offered multiple flu vaccine clinics. Over 25 clinics were offered at community sites, schools and private offices – 550 Windsor and South Windsor residents were vaccinated. Two drive-thru clinics were offered for the first time – one in Windsor and one in South Windsor.

The health department continued to provide blood pressure screenings through the Self-Monitoring Blood Pressure Grant which was started back in FY 20. Once CTDPH gave permission to use video-conferencing the program commenced with speakers presenting their material via ZOOM. There were a few regular participants, and a number of persons viewed the taped session that was available on the Town of Windsor website.

The health department continued with the disbursement of personal protective equipment that was started at the end of FY 20. The PPE was provided by the State of Connecticut and distributed to various medical and dental practices throughout town

On a brighter note, The Lower Farmington River has had its fish consumption advisory rescinded due to PFAS contamination in December. With the fish consumption advisory lifted, this now allows individuals to consume their catch as they would prior to the PFAS incidents.

The focus of Emergency Management this year was the support of COVID prevention and vaccination activities. These activities included the acquisition of PPE, assessment of all town buildings for proper spacing and barriers to prevent transmission and guidance to town staff on best practices. In addition we supported local small businesses by distributing PPE supplied by the state from the town hall as part of the national effort to keep local businesses in operation.

HEALTH SERVICES

<i>Key Statistics</i>	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Number of total flu shots administered	532	572	565	550	600
Number of residential larvicide packets distributed	69	128	50	100	120
Number of public nuisance complaints received*	387	377	302	330	380
Number of persons participating in Blood Pressure Program	n/a	n/a	45	50	60
Number of mandatory reportable diseases, emergency illnesses and health conditions reported and reviewed**	696	614	274	500	500
Number of COVID-19 Positive Cases	n/a	n/a	583	1,146+	750
Number of animals tested for rabies/number tested positive	6/0	5/0	2/0	4/0	4/0
Number of children reported as having blood lead levels exceeding 5ug/dL ***	7	2	0	1	1
Number of housing units relocated under the Uniform Relocation Act	5	2	8	10	10
Number of housing complaints resulting in corrective actions	21	24	30	20	25
Number of bicycle helmets sold	31	47	74	90	95

* 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.

<i>Performance Measures</i>	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Estimate	FY 2022 Target
Percentage of required food service inspections performed	100%	60%	100%	60%	100%
Acknowledgement time for SeeClickFix complaints	0.5 days	0.8 days	0.5 days	0.5 days	0.5 days

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

In 2002 Windsor was paired with the Town of South Windsor as Mass Distributing Area #31 (MDA #31) as part of a statewide effort to develop plans for vaccinating our residents in an emergency situation, (such as Anthrax.) Since then, we collaborated with monthly meetings where emergency vaccination or distribution plans were created and tested in both towns, supplies for setting up clinics were secured and all logistics reviewed and monitored by the state on a regular basis. Although the state modified MDA model, our partnership with South Windsor has remained strong and proved to be invaluable this past year during the COVID-19 pandemic as we collaborated to provide testing and vaccines to the residents of both towns.

HEALTH SERVICES

FY 2022 Goals

1. Expand the internship program within the health department to include opportunities in public health nursing and environmental health throughout the year.
2. Continue with COVID-19 related activities including but not limited to contact tracing, employee health and vaccination clinics.
3. Emergency Management will continue to support the COVID prevention and vaccination efforts.
4. Develop and offer a new community health awareness and prevention program with the focus on families and children.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
3805	CPR Classes	469	-	-	600	600	469
3808	Clinic Services	18,370	16,010	16,010	16,010	16,010	18,370
3814	Bike & Ski Safety Equipment	3,491	1,150	1,000	1,040	1,040	3,641
3877	Regional Emergency Planning	280	-	280	-	-	-
3893	Public Health Emergency Preparedness/BT	-	35,680	35,680	35,680	35,680	-
3896	Emergency Mgmt Performance Grant	(8,879)	8,880	4,660	4,660	4,720	(4,719)
3897	Property Maintenance Remediation/Relocation	57,389	44,700	29,250	12,000	29,250	55,589
3900/3903	Public Health Block Grant	6,290	7,130	13,420	7,130	7,130	-
3902	COVID-19 Pandemic Crisis Response Grant	410	31,470	31,880	-	-	-
3905	ELC Enhancing Covid Grant	-	42,480	22,260	42,480	62,180	520
3906	COVID-19 Pandemic Grant	-	7,400	7,400	-	-	-
3907	Coronavirus Relief Fund State Grant	-	240,390	200,390	-	40,000	-
		77,820	435,290	362,230	119,600	196,610	73,870

#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.

#3877 - 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.

#3893 - Public Health Emergency Preparedness/Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via CRCOG. 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 CRCOG. Grant funds must be spent per a budget submitted to and approved by CRCOG each year.

#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/Relocation - 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. In addition, funds from this project are used for the Uniform Relocation Assistance Act (URAA).

#3900/3903 - 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 runs October 1st through September 30th.

#3902- COVID-19 Pandemic Crisis Response Grant - This grant money is from the Connecticut Department of Public Health and is to be used for the support of COVID-19 pandemic related response activities.

#3905 - ELC Enhancing Covid Grant - This grant money is from the Connecticut Department of Public Health and is intended to enhance local efforts in supporting COVID-19 pandemic surveillance and prevention of further coronavirus transmission. The grant period runs through November 2022.

#3906 - COVID-19 Pandemic Grant - This grant is from the Connecticut Department of Public Health and is to be used for COVID-19 vaccination clinic costs. Funds are used for hiring vaccinators and clinic equipment purchases.

#3907 - Coronavirus Relief Fund State Grant - This grant is from the State of Connecticut Coronavirus Relief Fund and is to be used for public health and safety personnel costs.

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
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 <u>Two</u> of the Above	Special Revenue	Resolution	\$55	6/04/2013	
Any <u>Three</u> of the Above	Special Revenue	Resolution	\$60	6/04/2013	
Any <u>Four</u> 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	
Bicyclist/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	\$30	7/01/2015	
High Dose Flu Shots	Special Revenue	Resolution	\$45	7/01/2015	
Pneumonic Shots	Special Revenue	Resolution	\$55	5/10/2011	
Tuberculosis Testing (PPD)	Special Revenue	Resolution	\$10	7/01/2015	
Food Service Permits:					
Caterer	General Fund	Resolution	\$200 per facility	4/27/2009	
Mobile Vendors	General Fund	Resolution	\$200	5/19/2008	
Re-inspections	General Fund	Resolution	\$150	4/27/2009	
Class 1	General Fund	Resolution	\$100	2/20/2018	
Class 2	General Fund	Resolution	\$200	2/20/2018	
Class 3	General Fund	Resolution	\$225	2/20/2018	
Class 4	General Fund	Resolution	\$300	2/20/2018	
Daycare	General Fund	Resolution	\$200	2/20/2018	
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	5/19/2008	
Septic Permits:					
New System Construction: Less than 2,000 gallons Per Day (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$175	7/01/2015	
New System Construction: Greater than 2,000 Gallons Per Day (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$350	7/01/2015	
Existing System Repair: Existing System (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$125	7/01/2015	
19-13-B100a Building Addition/Use Change Review	General Fund	Resolution	\$65	5/13/2014	
Soil Tests	General Fund	Resolution	\$175	5/13/2014	

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Health Services (cont.)					
Other Fees:					
Property Maintenance Fines	Special Revenue	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	\$15	4/26/2000	

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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,225,141	1,339,290	1,275,930	1,372,240	-
Supplies	229,607	197,150	201,330	198,640	-
Services	76,578	67,910	107,160	67,910	-
Maintenance & Repair	91,510	81,350	81,350	81,350	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	1,805	8,000	8,000	4,000	-
Energy & Utility	101,623	134,280	128,760	135,370	-
Total	1,726,264	1,827,980	1,802,530	1,859,510	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,650,684	1,765,470	1,738,030	1,801,510	-
Grants	4,321	-	-	-	-
Donations	28,487	22,510	24,500	22,000	-
User Fees	42,772	40,000	40,000	36,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>75,580</i>	<i>62,510</i>	<i>64,500</i>	<i>58,000</i>	<i>-</i>
Total	1,726,264	1,827,980	1,802,530	1,859,510	-

Personnel Requirements

Full Time Equivalent (FTE)	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.67	9.00	8.52	9.00	-
Regular Part Time Employees	9.17	9.61	9.23	9.61	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	17.84	18.61	17.75	18.61	-

Budget Commentary

The FY 21 overall budget is expected to come in under budget by \$25,450 or 1.4% due to salary and utility savings from partial year vacancies and reduced hours of operation offset by additional contractual expense for cleaning and disinfecting requirements during the pandemic. The FY 21 General Fund budget is expected to come in under budget by \$27,440 or 1.6% for the same reason. The overall FY 22 budget reflects an increase of \$31,530 or 1.7% while the General Fund budget reflects an increase of \$36,040 or 2.0% due primarily to salary and benefit costs and \$2,000 of funding towards materials related to diversity, equity, and inclusion.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,225,141	1,339,290	1,275,930	1,372,240	-
Supplies	192,683	160,640	162,830	162,640	-
Services	41,958	49,910	89,160	49,910	-
Maintenance & Repair	87,982	81,350	81,350	81,350	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	1,297	-	-	-	-
Energy & Utility	101,623	134,280	128,760	135,370	-
Total	1,650,684	1,765,470	1,738,030	1,801,510	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	36,924	36,510	38,500	36,000	-
Services	34,620	18,000	18,000	18,000	-
Maintenance & Repair	3,528	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	508	8,000	8,000	4,000	-
Energy & Utility	-	-	-	-	-
Total	75,580	62,510	64,500	58,000	-

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,225,141	1,339,290	1,275,930	1,372,240	-
Supplies	229,607	197,150	201,330	198,640	-
Services	76,578	67,910	107,160	67,910	-
Maintenance & Repair	91,510	81,350	81,350	81,350	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	1,805	8,000	8,000	4,000	-
Energy & Utility	101,623	134,280	128,760	135,370	-
Total	1,726,264	1,827,980	1,802,530	1,859,510	-

LIBRARY SERVICES
Budget Information
Fiscal Year 2018-2022

Expenditures

Expenditures by Category *	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,184,729	1,203,687	1,225,141	1,339,290	1,275,930	1,372,240	-
Supplies	201,946	197,513	229,607	197,150	201,330	198,640	-
Services	141,793	101,916	76,578	67,910	107,160	67,910	-
Maintenance & Repair	30,166	86,605	91,510	81,350	81,350	81,350	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	2,152	19,621	1,805	8,000	8,000	4,000	-
Energy & Utility	109,584	113,705	101,623	134,280	128,760	135,370	-
Total	1,670,370	1,723,047	1,726,264	1,827,980	1,802,530	1,859,510	-

* 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 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,603,893	1,640,776	1,650,684	1,765,470	1,738,030	1,801,510	-
Grants	3,793	19,621	4,321	-	-	-	-
Donations	25,553	31,817	28,487	22,510	24,500	22,000	-
User Fees	37,131	30,833	42,772	40,000	40,000	36,000	-
Subtotal: Special Revenue Funds	66,477	82,271	75,580	62,510	64,500	58,000	-
Total	1,670,370	1,723,047	1,726,264	1,827,980	1,802,530	1,859,510	-

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	851,640	806,590	894,910	-
Supplies	111,050	117,180	112,540	-
Services	12,250	11,050	12,250	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	974,940	934,820	1,019,700	-

* 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 donating organization's stipulations. We anticipate that donations will be used for some programs, publicity and materials for loan. User Fees include revenue from book sales, select library fees and replacement fees for lost books. Funds will be spent on replacing lost books, purchasing video and audio items and purchasing paper and cartridges for public printers.

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	952,430	910,320	997,700	-
Grants	-	-	-	-
Donations	9,510	11,500	9,000	-
User Fees	13,000	13,000	13,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>22,510</i>	<i>24,500</i>	<i>22,000</i>	<i>-</i>
Total	974,940	934,820	1,019,700	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.75	6.00	-
Regular Part Time Employees	4.64	4.26	4.64	-
Temporary/Seasonal Employees	-	-	-	-
Total	10.64	10.01	10.64	-

Budget Commentary

The FY 21 General Fund expenditures are expected to come in under budget by \$42,110 or 4.4% due to salary savings from partial year vacancies, reduced hours of operation and temporary elimination of one service desk. The FY 22 overall budget reflects an increase of \$44,760 or 4.6% due to salary and benefit costs and \$2,000 of funding towards materials related to diversity, equity, and inclusion.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More \$486,580

- Select, acquire and catalog over 9,000 novels, non-fiction titles, audiobooks, DVDs, compact discs and downloadable audio and electronic books
- Provide and maintain access to over 80,000 digital items
- Subscribe to over 120 magazines and daily newspapers in print and nearly 200 in digital formats
- Assist users in accessing and placing holds on materials from a collection of 3.5 million items through LCI, a 30-member library consortium
- Lend and ensure prompt return and reshelving of library materials
- Maintain a database of over 12,000 active Windsor cardholders
- Offer renewal of borrowed materials by email, phone, in person or online
- Offer a friendly reception to users who visit the library
- Provide helpful, accurate and consistent lending services to patrons and staff by managing the flow of nearly 270,000 loans per year
- Assist patrons with managing their library card accounts and payment of fines and fees via cash, personal checks, credit or debit cards
- Manage 30,000 holds and share materials with other libraries through the statewide lending and delivery system
- Solicit input and concerns from patrons and seek appropriate solutions
- Provide online access to a Connecticut State supported service, ResearchIT.CT, which funds access to databases containing over 8,000 full text periodicals
- Provide free scanning service as well as access and assistance to computer, fax machine and photocopier users for a modest charge
- Proctor exams for long-distance learners and process over 40 passport applications for residents
- Assist patrons with special needs to access library materials by providing curbside pick-up and homebound delivery service
- Provide nearly 1,000 free and discounted passes to over 30 area venues.

Information, Research and Referral \$431,810

- Maintain a collection of research materials for direct use by customers
- Offer one-on-one or small group training for patrons interested in learning new technology
- Provide in-depth research and referral services for 57,000 reference requests in person, by phone, email, social media and through one-on-one instruction
- Assist patrons with the 35 public computers in the adult and teen areas that give users access to the internet, the library catalog and a collection of informational databases which receive over 16,000 "hits"
- Troubleshoot, maintain and upgrade 88 public and staff computers at the Main Library
- Provide wireless Internet and printing access throughout the public library building
- Maintain a library website that offers users frequently updated information about the Main Library and Wilson Branch Library programs
- Recruit, train, supervise and provide opportunities for adults and teens to volunteer over 3,000 hours annually.

Cultural & Recreational Programs \$101,310

- Plan, conduct and host nearly 150 adult and 100 teen cultural, educational and recreational programs each year such as book discussions, author visits and other instructional enrichment programs
- Partner with Windsor Public Schools, Senior Services and local businesses to provide community outreach programs
- Provide teens with materials, programs and information that encourage teen involvement in the community
- Continue the federal and state tax form distribution program, that provides access to hard copy and online tax forms and publications for Windsor citizens
- Raise community awareness of library services via press releases, an online newsletter with 1,500 subscribers, brochures, library website and over 3,000 social media followers
- Provide meeting space for library and community programs, quiet study use and small group meetings. The five main library meeting rooms are booked over 3,700 times over the course of the year.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	31,630	31,630	32,420	-
Supplies	26,000	24,050	26,000	-
Services	37,650	79,650	37,650	-
Maintenance & Repair	68,310	68,310	68,310	-
Grants & Contributions	-	-	-	-
Capital Outlay	4,000	4,000	4,000	-
Energy & Utility	107,300	101,670	108,000	-
Total	274,890	309,310	276,380	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	258,890	293,310	260,380	-
Grants	-	-	-	-
Donations	-	-	-	-
User Fees	16,000	16,000	16,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>16,000</i>	<i>16,000</i>	<i>16,000</i>	<i>-</i>
Total	274,890	309,310	276,380	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.79	0.79	0.79	-
Temporary/Seasonal Employees	-	-	-	-
Total	0.79	0.79	0.79	-

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$34,420 or 12.5% due, in large part, to additional cleaning and disinfecting requirements during the pandemic. The FY 22 General Fund budget reflects an increase of \$1,490 or 0.6% due to salary and utility costs.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance \$276,380

- Provide lighting, heat, air conditioning, telephones, elevator and water for nearly 200,000 annual visits to the Main Library
- Clean and maintain library seven days per week
- Maintain the library's computer system, which is comprised of the online catalog, user database and database of library materials
- Provide printers, photocopiers and a 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	277,670	259,430	262,380	-
Supplies	32,820	32,820	32,820	-
Services	10,630	9,120	10,630	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	321,120	301,370	305,830	-

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

Funding Sources

Donations include funds donated and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the donating organization's stipulations. 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	311,120	291,370	295,830	-
Grants	-	-	-	-
Donations	7,000	7,000	7,000	-
User Fees	3,000	3,000	3,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>10,000</i>	<i>10,000</i>	<i>10,000</i>	<i>-</i>
Total	321,120	301,370	305,830	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	1.77	2.00	-
Regular Part Time Employees	1.95	1.95	1.95	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.95	3.72	3.95	-

Budget Commentary

The FY 21 overall budget is expected to come in under budget by \$19,750 or 6.2% due primarily to salary savings from partial year vacancies. The FY 22 General Fund budget reflects a decrease of \$15,290 or 4.9% due to salary and benefit savings from the retirement of one full time employee.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More \$126,790

- Select, purchase and re-shelve over 3,000 children's items each year and ensure the collection is accurate, relevant and in good condition
- Continue to reorganize materials to facilitate easier patron access.

Information, Research and Referral \$107,860

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

Cultural and Recreational Events/Programs \$71,180

- Provide nearly 350 regularly scheduled programs for children birth to six that feature interactive play, stories, songs, crafts and games to encourage early literacy and school readiness.
- Operate a 1,000 Books Before Kindergarten reading program to reach nearly 350 young children and their families
- Provide summer reading programs, school vacation programs and special events for over 10,000 children
- Provide library tours and visits to Windsor public and area private schools to highlight library resources and programs for children of all ages
- Partner with Family Resource Centers, area daycare centers and school district's Family and Community Engagement staff on initiatives that promote literacy
- Provide programs and drop-in opportunities for children and families to explore over 30 different instruments in the Kidspace Music Makerspace.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	178,350	178,280	182,530	-
Supplies	27,280	27,280	27,280	-
Services	7,380	7,340	7,380	-
Maintenance & Repair	13,040	13,040	13,040	-
Grants & Contributions	-	-	-	-
Capital Outlay	4,000	4,000	-	-
Energy & Utility	26,980	27,090	27,370	-
Total	257,030	257,030	257,600	-

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

Funding Sources

Donations include funds donated and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the donating organization's stipulations. 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	243,030	243,030	247,600	-
Grants	-	-	-	-
Donations	6,000	6,000	6,000	-
User Fees	8,000	8,000	4,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>14,000</i>	<i>14,000</i>	<i>10,000</i>	<i>-</i>
Total	257,030	257,030	257,600	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	2.23	2.23	2.23	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.23	3.23	3.23	-

Budget Commentary

The overall and General Fund FY 21 budget expenditures are expected to come in on budget. The FY 22 General Fund budget reflects an increase of \$4,570 or 1.9% due primarily to salary and benefit costs.

WILSON BRANCH SERVICES

Products & Services

Books and More \$94,550

- Lend and ensure prompt return and re-shelving of nearly 30,000 library items
- 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 2,000 bestsellers, paperbacks, high-interest factual titles and audiovisual materials.

Information, Research and Referral \$46,590

- Assist over 10,000 library patrons by providing information, computer assistance and community referrals
- Troubleshoot, maintain and upgrade 23 public and staff computers as well as wireless service
- Provide access to resources such as the internet, word processing, the library catalog and a large selection of databases to 9,800 computer users.

Cultural and Recreational Events/Programs \$56,970

- Provide cultural enrichment programs for adults and children
- Operate a tutoring program to reach children in grades 1-8 three afternoons and one evening each week during the school year
- Offer 17 unique intergenerational programs that are family focused.

Building Security and Maintenance \$59,490

- 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 2021 Highlights

In accordance with the Governor's COVID-19 guidelines, the Windsor Public Library was one of the first libraries in the state to re-open to the public on June 22 and one of only a few to open both its main library and its branch. Curbside pick-up was available during the shut-down and continues to be used by many patrons every day.

Meagan Schiebel became the new Children's Services Librarian in January, replacing Shana Shea, who left to pursue a career in marketing. Meg has several years of experience, most recently as Head of Youth Services at the Meriden Public Library. She holds a Master's degree in Library and Information Science from the University of Wisconsin. Alexandra Remy was hired as Reference/Teen Librarian in December to replace Andy Geary, who left to become Youth Librarian in Tolland. Alex comes to us from the Springfield City Library where she served as Reference/Teen Librarian and then as Branch Supervisor. She holds a Master's degree in Library and Information Science from Simmons College. Christine Gorton was selected to become the new Library Assistant in December after the retirement of Laura Pastula. Chris has worked part time at the Wilson branch and main library as both a Clerk III and a cataloguer since 2006. She holds a Bachelor's degree in Finance from Central Conn. State University and has previous experience in banking and in the non-profit sector.

The Wilson Branch Library tutoring program went virtual in December thanks to the generous support of two local agencies. Public Allies Connecticut provided help staffing the program during COVID-19 and the State of CT Youth Violence Prevention Program purchased laptops needed to connect students virtually with volunteer tutors from their respective homes.

The Windsor Human Relations Commission coordinated the installation of a large "End Racism Now" mural on the pavement directly in front of the main library.

Staff created Maker Kits for patrons to check out in response to limited accessibility to the Mezzanine Maker Space during the pandemic. Kits include tools and supplies for crafts such as sewing, loom weaving, spinning, photography, videography and several other themes to spark creativity at home.

When much of Windsor lost power for several days after storm Isaias hit in August, hundreds of citizens came to the library to charge their cell phones, use a computer or read a book and enjoy the air conditioning.

In-person programming was replaced this year with those that are self-directed such as scavenger hunts or sidewalk hop-scotch, take home such as adult or children's craft kits, virtual such as performers, book clubs or storytimes on social media and hybrid such as picking up materials from the library and following the instructor on Zoom to learn to do or make something new. Many of these programs were funded by the Windsor Library Association.

A shared technology plan was created between the main library and the Wilson branch to guide new purchases and replacement of existing equipment at both locations.

Staff partnered with the Windsor Public Schools to duplicate a collection of titles for students in grades K-12 that are culturally and historically responsive.

Part time staff at the main library and Wilson branch were cross-trained to provide greater flexibility in scheduling of public desks, uniformity of library policies and procedures and enhancement of overall customer service. This training proved to be a huge benefit in the successful re-opening of both libraries.

LIBRARY SERVICES

<i>Key Statistics</i>	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Volunteer hours per week	69	60	55	10*	50**
Total circulation of items	257,014	268,760	204,323	180,000*	260,000**
Circulation per capita	8.90	9.34	7.11	6.26*	9.04**
Ebook/Audiobook Downloads	11,763	17,922	23,578	22,000*	19,000**
Library visits	257,779	254,089	173,497	120,000*	250,000**
Computer users	48,115	47,547	29,475	15,600*	46,000**

<i>Performance Measures</i>	FY 2020 Actual	FY 2021 Target	FY 2021 Estimate	FY 2022 Target
Volunteer hours per capita is more than the statewide average	Windsor 0.09 Statewide 0.06	0.13	0.01	0.09
Circulation per capita exceeds statewide average	Windsor 7.11 Statewide 5.45	9.38	6.26	9.04
Library visits per capita exceed statewide average	Windsor 6.03 Statewide 3.70	8.90	4.17	8.70
Computer users exceed the statewide average	Windsor 1.02 Statewide 0.61	1.73	0.54	1.60

Note: Windsor's population of 28,733 and statewide per capita numbers are from Connecticut Public Library Annual Report 2019/2020.

*impact of reduced services and hours of operation during the COVID-19 pandemic

**assuming services and hours of operation are fully restored

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

Virtual programming brought presenters from across the globe to library patrons at home during the COVID-19 pandemic. Examples included Pluma Canjibara, from Puerto Rico, who talked about the Can-Jibaro indigenous people of Boriken; Tyrell Cooper, from Virginia, who joined others across the country on a panel discussion on systemic racism; and New York Times columnist, Perri Klass, who joined us from Florence, Italy to talk about the connection between crafting and positive mental health. Each month, as many as 2,000 people view or take part in virtual programming hosted by our libraries.

LIBRARY SERVICES

FY 2022 Goals

1. Reinstate services at both libraries. Consider relevancy, recommended changes, policies and procedures surrounding them, staffing needed to provide them and timeline for re-introducing them by August 2021.
2. Determine programs that would continue to be best offered virtually rather than in-person once services are fully restored. Identify space(s) at main library and branch most suitable to hosting virtual programs as well as technologies and other resources needed to host them by December 2021.
3. Consider feasibility of starting a Summer Youth Program to develop a more diverse workforce by hiring young adults who might not otherwise consider pursuing library science as a career. Develop a budget, identify grant opportunities, training needs, duties, scheduling parameters and impact on other staff by March 2022.
4. Partner with 30 member libraries of Library Connection, our regional consortium, to enhance customer service by introducing a mobile app that extends resources and services digitally to patrons by August 2021.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2021			FY 2022			
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
2501	Library Copy Machine Fund	55,831	9,000	20,000	44,831	12,000	16,000	40,831
2502	Windsor Library Association Grant	4,994	1,600	-	6,594	1,600	-	8,194
2503	Main Library Non-Print Materials	38,239	11,300	16,000	33,539	16,000	16,000	33,539
2504	Wilson Library Non-Print	13,622	2,700	4,000	12,322	3,500	4,000	11,822
2505	Connecticut	13,134	-	-	13,134	-	-	13,134
2507	Cary Nearing Book Project	2,528	-	2,500	28	-	-	28
2509	State Library Grant	8,681	-	-	8,681	-	-	8,681
N/A	Library Association Donation***	-	22,000	22,000	-	22,000	22,000	-
		137,029	46,600	64,500	119,129	55,100	58,000	116,229

***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 - Connecticut - 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 from the state to be used for the purchase of print material.

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.

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
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		
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 - Before/After Hours	Special Revenue	Resolution	\$45 per hour	4/29/2020		
Main Library - Meeting Rm #1	Special Revenue	Resolution	\$45 per hour	4/29/2020		
Main Library - Meeting Rm #2	Special Revenue	Resolution	\$20 per hour	4/29/2020		
Visitor Computer Pass	Special Revenue	Resolution	\$1 per session: free with library card	4/23/2018		
Overdue Books/Nonprint	General Fund	Resolution	\$0.20 per day	4/29/2020		
Overdue Books/Nonprint (max fine)	General Fund	Resolution	\$10	4/29/2020		
Overdue Kits	General Fund	Resolution	\$1 per day	4/29/2020		
Overdue Kits (max fine)	General Fund	Resolution	\$10	4/29/2020		
Passport Acceptance Fee	Special Revenue	Resolution	\$35	5/14/2019		
Projection System In Meeting Room #1	Special Revenue	Resolution	\$50	4/23/2018		
Desktop Projection System in Meeting Rm #2	Special Revenue	Resolution	\$20	4/23/2018		
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		

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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,222,705	1,296,290	1,272,760	1,330,320	-
Supplies	4,290	8,430	5,630	8,460	-
Services	49,453	71,460	57,700	63,980	-
Maintenance & Repair	8,359	10,500	17,470	18,880	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,997	-	-	-	-
Energy & Utility	13,428	15,840	16,320	15,510	-
Total	1,301,232	1,402,520	1,369,880	1,437,150	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	1,298,223	1,402,520	1,369,400	1,437,150	-
Special Revenue Funds	3,009	-	480	-	-
<i>Subtotal: Other Funds</i>	<i>3,009</i>	<i>-</i>	<i>480</i>	<i>-</i>	<i>-</i>
Total	1,301,232	1,402,520	1,369,880	1,437,150	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	10.87	11.08	10.93	11.00	-
Regular Part Time Employees	0.19	0.25	0.08	0.35	-
Temporary/Seasonal Employees	0.15	0.16	0.20	0.20	-
Total	11.21	11.49	11.21	11.55	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$32,640 or 2.3% primarily due to Personal Services for partial year vacancies for a full time position in Planning and a part time position in Building Safety. The overall FY 22 budget reflects an increase of \$34,630 or 2.5% as compared to the FY 21 budget due to Personal Services.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,222,705	1,296,290	1,272,760	1,330,320	-
Supplies	4,290	8,430	5,150	8,460	-
Services	46,444	71,460	57,700	63,980	-
Maintenance & Repair	8,359	10,500	17,470	18,880	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,997	-	-	-	-
Energy & Utility	13,428	15,840	16,320	15,510	-
Total	1,298,223	1,402,520	1,369,400	1,437,150	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	480	-	-
Services	3,009	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	3,009	-	480	-	-

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,222,705	1,296,290	1,272,760	1,330,320	-
Supplies	4,290	8,430	5,630	8,460	-
Services	49,453	71,460	57,700	63,980	-
Maintenance & Repair	8,359	10,500	17,470	18,880	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,997	-	-	-	-
Energy & Utility	13,428	15,840	16,320	15,510	-
Total	1,301,232	1,402,520	1,369,880	1,437,150	-

DEVELOPMENT SERVICES
Budget Information
Fiscal Year 2018-2022

Expenditures

Expenditures by Category *	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,139,408	1,176,273	1,222,705	1,296,290	1,272,760	1,330,320	-
Supplies	4,153	8,185	4,290	8,430	5,630	8,460	-
Services	60,750	73,753	49,453	71,460	57,700	63,980	-
Maintenance & Repair	845	3,741	8,359	10,500	17,470	18,880	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	960	-	2,997	-	-	-	-
Energy & Utility	13,260	14,027	13,428	15,840	16,320	15,510	-
Total	1,219,376	1,275,979	1,301,232	1,402,520	1,369,880	1,437,150	-

* 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 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,219,376	1,275,979	1,298,223	1,402,520	1,369,400	1,437,150	-
Special Revenue Funds	-	-	3,009	-	480	-	-
<i>Subtotal: Other Funds</i>	-	-	3,009	-	480	-	-
Total	1,219,376	1,275,979	1,301,232	1,402,520	1,369,880	1,437,150	-

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	662,300	648,440	672,910	-
Supplies	5,970	3,080	5,970	-
Services	30,180	19,530	22,420	-
Maintenance & Repair	4,800	11,880	13,180	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	11,430	11,790	11,430	-
Total	714,680	694,720	725,910	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	714,680	694,720	725,910	-
Special Revenue Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	714,680	694,720	725,910	-

Personnel Requirements

Full Time Equivalents	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.08	6.08	6.00	-
Regular Part Time Employees	0.25	0.08	0.35	-
Temporary/Seasonal Employees	-	-	-	-
Total	6.33	6.16	6.35	-

Budget Commentary

The FY 21 expenditures are expected to come in under budget by \$19,960 or 2.8% mostly due to Personal Services for a part time vacancy. The FY 22 budget reflects an increase of \$11,230 or 1.6% mostly due to Personal Services.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm Losses \$683,250

- Conduct 5,000 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 2,300 permit applications
- Provide reference, research and consultation services on code issues to design professionals and their clients, building owners and occupants
- Assist with property research for realtors, lawyers and mortgage lenders
- 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
- 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 \$42,660

- Conduct investigations of fires, alarms and building failures to determine the causes, origins, circumstances and responsibilities of fire
- 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 towns.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	193,060	193,060	198,860	-
Supplies	300	270	230	-
Services	26,470	26,360	26,510	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,460	1,600	1,130	-
Total	221,290	221,290	226,730	-

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

Funding Sources

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

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	221,290	221,290	226,730	-
Special Revenue Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	221,290	221,290	226,730	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.16	0.20	0.20	-
Total	1.16	1.20	1.20	-

Budget Commentary

The FY 21 expenditures are expected to come in on budget. The FY 22 budget reflects an increase of \$5,440 or 2.5% as compared to FY 21 due to Personal Services.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion \$61,210

- Provide ombudsman services to Windsor businesses to assist them in being as competitive as possible
- Assist existing businesses in securing 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 \$113,370

- 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
- Investigate and pursue appropriate grant funding opportunities related to economic development and redevelopment
- Facilitate a review of the town's economic strategies.

Business Recruitment and Development \$52,150

- Contact prospective businesses to promote relocation to Windsor
- Assist potential new businesses in finding appropriate sites, securing financing, achieving town board and commission approvals and opening their facilities 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	440,930	431,260	458,550	-
Supplies	2,160	2,280	2,260	-
Services	14,810	11,810	15,050	-
Maintenance & Repair	5,700	5,590	5,700	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,950	2,930	2,950	-
Total	466,550	453,870	484,510	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	466,550	453,390	484,510	-
Special Revenue Funds	-	480	-	-
<i>Subtotal: Other Funds</i>	-	480	-	-
Total	466,550	453,870	484,510	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	3.85	4.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	3.85	4.00	-

Budget Commentary

The General Fund FY 21 expenditures are expected to come in under budget by \$13,160 or 2.8% mostly due to Personal Services for a partial year full time vacancy. The FY 22 budget reflects an increase of \$17,960 or 3.8% primarily due to Personal Services.

PLANNING

Products & Services

Plan Review & Design Development \$310,100

- Monitor federal, state and local plans and programs to maximize their benefit and minimize their liability 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 being submitted to the Town Planning & Zoning Commission (TPZC) to ensure compliance with the master plan, 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
- Prepare for 2020 Census and provide local review and input as required.

Geographic Information System \$53,310

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

Support Boards & Commissions \$121,100

- 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.

Development Services

FY 2021 Highlights

Building Safety

Throughout the course of the COVID-19 pandemic and subsequent restrictions, the Building Department and Fire Marshal's Office have continued to provide in-person inspections in a safe (socially distanced) and timely manner to ensure construction projects continue to move forward efficiently and compliantly. Many consultations were conducted virtually to provide the high standard of customer service that developers and businesses have come to expect from the Town of Windsor. Major projects include:

Projects completed since last budget publication:

- 110 Addison Road, building renovation creating the new Windsor Police Department
- 4 Batchelder Road, Howe and Batchelder Dormitories additions and renovations
- 99 Day Hill Road, renovation to Windsor Public Works headquarters
- 275 Broad Street, front patio and porte co-chere on the Windsor Town Hall
- 2000 Day Hill Road, eight apartment buildings with 228 units at the Preserve at Great Pond.

FY 2021 permit highlights:

- 1215 Kennedy Road, 3.8 million sq. ft. Amazon fulfillment center
- 100 Helmsford Way, renovation for Amazon delivery facility
- 44 Baker Hollow Road, 22.5K sq. ft. addition to OSF
- 4 Batchelder Road, a 15K sq. ft. addition and renovation to the NEO Theatre at Loomis Chaffee School
- 995 Day Hill Road, building renovation for Windsor Federal
- 340 Bloomfield Avenue, addition and renovation to former Windsor Safety Complex into the town's central Fire Station and EMS facility
- 827 Marshall Phelps Road, addition to SSA
- 725 Marshall Phelps Road, office renovation to Hurley Metals
- 20 International Drive, building renovation for new tenant Arbon
- Numerous tenant fit-outs, heating and cooling equipment upgrades, roofs, decks, and residential renovations and additions.

The Fire Marshal's Office used 2020 as an opportunity to re-imagine what fire prevention and public education could look like in Windsor and created a "Virtual Fire Prevention" experience including videos, live virtual events, social media campaigns, and other education resources which were used in public and private schools both in Windsor and across the country. The Fire Marshal's Office is working with businesses to update the hazardous materials reports and fire department preplans for manufacturing and storage facilities. The Fire Marshal's Office also worked with other town departments to update response protocols.

Economic Development

Economic development incentives were negotiated with Amazon.com to build a second fulfillment center which will create 1,000 full-time jobs and enhance the local tax base.

Partnered with the Chamber of Commerce to assist local businesses in responding to the COVID-19 pandemic by disseminating information about new and existing resources. Assisted in a survey of local businesses. Participated in weekly business roundtables. Posted and emailed new program information.

Worked with Planning, Health and Building Safety staff to refine/streamline procedures for review and approval of outdoor dining and retail in compliance with State guidelines in response to the COVID-19 pandemic. Provided information on approval process via email to 30 restaurants.

As part of the Bradley Development League, undertook the update of the league's website as part of several strategic initiatives to increase awareness of economic development in the four communities surrounding Bradley International Airport.

Development Services

FY 2021 Highlights (continued)

Planning

In FY 21, several major projects were approved, including: a 3.7 million sq. ft. Amazon fulfillment center at 1201 Kenndy Road; a 145,000 sq. ft. headquarters addition for OSF Flavors at 44 Baker Hollow Road; a 107,000 sq. ft. soccer dome and outdoor soccer/baseball facility at 777 Day Hill Road; and a 75,000 sq. ft. hotel at 903 Day Hill Road.

Other noteworthy projects include: converting the 170,000 sq. ft. Arrow recycling facility at 100 Helmsford Way into an Amazon parcel delivery station; renovating/adding to the Batchelder and Howe dorms and Neo Theater at Loomis Chaffee School; repealing and replacing the Great Pond Form-Based Code; updating the Day Hill Corridor chapter of the Plan of Conservation and Development; and a comprehensive update of the Subdivision Regulations.

Development Services

<i>Key Statistics</i>	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Total construction value of building permits issued	\$82,057,327	\$95,604,062	\$61,788,449	\$371,145,210	\$76,277,020
Building permit fees collected	\$775,580	\$1,162,424	\$633,039	\$2,620,000	\$642,000
Existing business contacts by Economic Development staff	15	10	200	200	200
Prospective business contacts made by staff	16	18	16	15	15
Fees in-lieu of open space collected	\$3,000	\$3,000	\$3,000	\$3,000	\$0
Acres of open space preserved	95	0	6	0	70
Dwelling units approved by P&Z	0	232	0	4	200
Non-residential floor area approved by P&Z (square feet)	22,000	560,600	4,243,400	348,200	200,000
IWWC, HDC & P&Z applications	101	112	68	70	100
Equivalent number of household energy needs met by solar installations	266	80	95	100	100

<i>Performance Measures</i>	FY 2020 Actual	FY 2021 Target	FY 2021 Estimate	FY 2022 Target
Percentage of residential permits receiving follow-up inspections ensuring safety and code compliance of completed project	59%	80%	65%	80%
Average turnaround time for commercial permits, <i>measured in calendar days</i>	4	2	2	2
Percentage of multi-family residential buildings that are fully code compliant	50%	75%	55%	75%
Number of fire and life safety in-person and virtual programs conducted by Fire Marshal's Office	34	70	39	50

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

In 2020, Fire Prevention Month went "virtual." The Fire Marshal's Office created a webpage for teachers, families and kids to use to learn more about fire safety. A video tour of a fire station and a firetruck, a video of a firefighter getting dressed up in gear, and 19 "Storytime with Firefighter Lauri" videos were available as well as a curated list of other links, resources, and games. These videos had over 6,000 views on Youtube and the homepage saw over 1,000 views.

DEVELOPMENT SERVICES

FY 2022 Goals

1. The Development Services Department will facilitate the implementation of the second phase of Great Pond Village.
2. The Planning Department will complete the state mandated affordable housing plan and incorporate it into an update in the residential development chapter of the Plan of Conservation and Development, moving towards completion of the entire POCD by 2025.
3. Economic and Community Development will promote new investment in the Wilson neighborhood by leveraging its status as a Federal Opportunity Zone.
4. Economic and Community Development will facilitate small business recovery assistance in cooperation with local and regional partners which will seek to link local businesses to resources and opportunities.
5. Planning and Community Development will facilitate planning for the development of the proposed Wilson Gateway Park on the former Redevelopment Parcel based on Town Council guidance.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2021			FY 2022			
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
1707	Earth Day	480	-	480	-	-	-	-
		480	-	480	-	-	-	-

#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.

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
DEVELOPMENT SERVICES						
Building Inspection						
Building Permit		General Fund	Resolution	\$35 for 1 st \$1,000 \$13 per \$1,000	4/23/2018	
Building Permit - After 1 st \$1,000		General Fund	Resolution	\$35 for 1 st \$1,000 (after 1 st \$1,000)	6/21/1999	
Building Permit Fee Reduction Policy		General Fund	Resolution	Based on financial impacts identified as part of the project review policy	1/17/2006	
Significant fiscal impact projects per CGS 12-655 (b)		General Fund	Resolution			
Biotechnology firms defined by CT Bioscience Cluster		General Fund	Resolution		5/05/2003	
Approval of any fee reduction is at the sole discretion of the Town Council		General Fund	Resolution		5/05/2003	
Square Footage Price Used to Calculate Cost of a New Home		General Fund	Resolution	\$75 per sq. ft.		
Re-inspection Fee on Contractor Projects		General Fund	Resolution	\$25 per inspection		
Working Without Permits		General Fund	Resolution	A fee equal to double the permit fee		
ZBA Residential Application Fee		General Fund	ZBA	\$150 plus \$50 per each additional variance on same application	4/23/2018	
ZBA Commercial/Industrial Application Fee		General Fund	ZBA	\$175 plus \$50 per each additional variance on 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						
Assessment Abatement Policy:						
Application Filing Fee		General Fund	Resolution	\$500	5/15/2012	
- Economic Development assessment abatement incentive		General Fund	Ordinance	\$50	5/15/2012	
Application Filing Fee		General Fund	Resolution	\$500	5/15/2012	
- assessment rehabilitation abatement incentive		General Fund	Ordinance	\$50	5/15/2012	
Community 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	
Fire Prevention						
Blasting Permit		General Fund	P.A. 09-3	\$60	5/15/2017	
Storing Explosives		General Fund	P.A. 09-3	\$100	5/15/2017	
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	7/01/2006	
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 Less than 500 ft: \$250 500 to 1000 ft: \$500 More than 1000 ft: \$750	7/01/2008	
Linear Foot Fee		General Fund	CGS 22a-36 to 22a-45	\$250	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 start 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	5/19/2006	
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	5/19/2006	
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	5/19/2006	
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	5/19/2006	
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	5/19/2006	

NOTE: A \$60 Conservation Fund fee must be added to the cost of all land use applications.

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
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		
Residential Subdivision	General Fund	Resolution	\$300 + \$100 for each lot to be disturbed	2/17/2009		
	General Fund	Resolution	\$300 + \$100 for each acre of area to be disturbed			
Commercial, Industrial, Residential (multi-family) or other use	General Fund	Resolution	\$35	9/14/2004		
Plan of Conservation & Development	General Fund	TP&Z	\$150 base fee plus			
	General Fund	TP&Z	\$100 per lot or D.U. plus \$25 per 1,000 sq. ft.			
	General Fund	TP&Z	Gross Non-Residential Floor Area	5/10/2011		
PUD - Concept Plan	General Fund	TP&Z	\$150 base fee plus	5/19/2008		
Site Development Flat Fee:	General Fund	TP&Z	\$20 per 1,000 sq. ft.	5/19/2008		
plus commercial floor area - max 49,999 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	General Fund	TP&Z	\$150 base fee plus			
Traditional Neighborhood Design Developments	General Fund	TP&Z	\$100 per lot or D.U.	5/10/2011		
	General Fund	TP&Z	\$150 base fee plus			
Special Use - 1st Use	General Fund	TP&Z	\$100 per lot or D.U.	5/19/2008		
Special Use - Subsequent Applications with	General Fund	TP&Z	\$150 base fee plus			
Additional Lots	General Fund	TP&Z	\$100 per lot or D.U.	5/19/2008		
Zone Map Revision	General Fund	TP&Z	\$150 Base fee plus \$100 per acre			
Zoning Text Amendment	General Fund	TP&Z	"except for zone changes to AG"	5/19/2008		
Subdivision Text Amendment	General Fund	TP&Z	\$250	5/15/2012		
Revisions to Subdivisions	General Fund	TP&Z	\$250	5/15/2012		
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		
Burial on Unpaved Street	General Fund	TP&Z	\$150	5/19/2008		
Design Development - Concept plan	General Fund	TP&Z	\$100 base fee plus			
	General Fund	TP&Z	\$60 per Lot or D.U.	10/14/2003		
Design Development - Detailed plan	General Fund	TP&Z	\$100 base fee plus			
Traditional Neighborhood Design Development Concept Plan	General Fund	TP&Z	\$100 per Lot or D.U.	10/14/2003		
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	\$10,000	5/10/2011		
Amendment to Plan of Development	General Fund	TP&Z	\$50	5/10/2011		
Custom GIS map	General Fund	Resolution	\$250	5/15/2012		
Digital GIS Table Data	General Fund	Resolution	\$10 to \$25 + hourly labor	5/10/2011		
	General Fund	Resolution	Media costs plus hourly labor for data			
Digital GIS Map Data	General Fund	Resolution	conversion, if required	5/10/2011		
	General Fund	Resolution	Media costs plus hourly labor for data			
	General Fund	Resolution	conversion, if required	5/10/2011		
Paper MIS Data	General Fund	Resolution	\$0.50 per page + hourly labor for data			
	General Fund	Resolution	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		
Zoning 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		

COMMUNITY DEVELOPMENT

The Office of Community Development encourages neighborhood investment through a variety of initiatives, assists with the redevelopment of targeted properties, and solicits and administers grant funds.

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	88,868	108,960	108,960	111,340	-
Supplies	1,197	850	850	850	-
Services	20,762	48,500	53,130	46,880	-
Loans	69,072	207,000	230,730	222,930	-
Energy & Utility	660	750	750	750	-
Total	180,559	366,060	394,420	382,750	-

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

Funding Sources

In addition to General Fund budget, other funding sources may become available. The Office of Community Development actively pursues grant funding. In addition, it has revolving funds which generate program income for the activity from which such income was derived.

Funding Source	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund	103,731	102,980	102,390	103,840	-
Small Cities Funds	-	-	-	200,000	-
Loan Repayment Fund	76,828	263,080	292,030	78,910	-
<i>Subtotal: Other Funds</i>	<i>76,828</i>	<i>263,080</i>	<i>292,030</i>	<i>278,910</i>	<i>-</i>
Total	180,559	366,060	394,420	382,750	-

Personnel Requirements

Full Time Equivalents (FTE's)	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.78	1.00	1.00	1.00	-
Regular Part Time Employees	0.49	0.50	0.50	0.50	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.27	1.50	1.50	1.50	-

Budget Commentary

The overall FY 21 expenditures are expected to increase by \$28,360 or 7.7% and the General Fund portion has a slight decrease of \$590 or 0.6%. Expenditure increase is due to a growth of housing rehabilitation loans and associated contractual services costs. The FY 22 overall budget reflects an increase of \$16,690 or 4.6% and the General Fund portion has an increase of \$860 or 0.8%. Personal Services and Loans are the main drivers for the non-General Fund increase. This budget assumes that the Community Development Office will be awarded a Small Cities grant of \$400,000 to be spent over the course of two years.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	88,267	92,680	93,590	98,640	-
Supplies	1,046	850	850	850	-
Services	13,758	8,700	7,200	3,600	-
Loans	-	-	-	-	-
Energy & Utility	660	750	750	750	-
Total	103,731	102,980	102,390	103,840	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Loans	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	601	16,280	15,370	12,700	-
Supplies	151	-	-	-	-
Services	7,004	39,800	45,930	43,280	-
Loans	69,072	207,000	230,730	222,930	-
Energy & Utility	-	-	-	-	-
Total	76,828	263,080	292,030	278,910	-

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	88,868	108,960	108,960	111,340	-
Supplies	1,197	850	850	850	-
Services	20,762	48,500	53,130	46,880	-
Loans	69,072	207,000	230,730	222,930	-
Energy & Utility	660	750	750	750	-
Total	180,559	366,060	394,420	382,750	-

**COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2018-2022**

Expenditures

Expenditures by Category *	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	104,278	103,800	88,868	108,960	108,960	111,340	-
Supplies	727	391	1,197	850	850	850	-
Services	2,713	9,460	20,762	48,500	53,130	46,880	-
Loans	26,143	21,910	69,072	207,000	230,730	222,930	-
Grants & Contributions Energy & Utility	- 660	- 660	- 660	- 750	- 750	- 750	- 750
Total	134,521	136,221	180,559	366,060	394,420	382,750	-

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

Funding Sources

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	104,278	103,800	103,731	102,980	102,390	103,840	-
Small Cities Funds	5,821	-	-	-	-	200,000	-
Loan Repayment Fund	24,422	32,421	76,828	263,080	292,030	78,910	-
<i>Subtotal: Other Funds</i>	<i>30,243</i>	<i>32,421</i>	<i>76,828</i>	<i>263,080</i>	<i>292,030</i>	<i>278,910</i>	<i>-</i>
Total	134,521	136,221	180,559	366,060	394,420	382,750	-

COMMUNITY DEVELOPMENT

Products & Services

Neighborhood and Grant Activities \$104,690

- Solicit and administer grant funds including Community Development Block Grant (CDBG) - Small Cities funds
- Provide staff support to the Wilson/Deerfield Advisory Committee, Human Relations Commission, and the Fair Rent Commission
- Address quality of life issues in neighborhoods through various 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 outreach efforts such as holding educational forums and posting notices.

Housing Rehabilitation Program \$241,180

- 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
- Leverage additional resources for housing rehabilitation by referring clients to Social Services Energy and Utility Assistance Program, and to other community agencies.

Small Business Loan Program \$36,880

- Assist with the town's effort to facilitate small business development and reinvestment in targeted sites by providing financial and technical assistance to small businesses in coordination with Economic Development.

COMMUNITY DEVELOPMENT

FY 2021 Highlights

The Community Development Team has exceeded its FY 21 goals for the Housing Rehabilitation program. Throughout the year, the department has worked on a total of 11 projects. Of these, five began in FY 20 and were completed in FY 21, four began and were completed in FY 21, and two are expected to be completed in FY 22. The total amount expected to be lent is \$230,730, with an average loan amount of \$21,000. Loans are provided to income-eligible households. The scope of work includes cost-effective energy conservation measures, correction of code violations, removal or encapsulation of hazardous material including lead based paint, asbestos, removal of underground fuel tanks, modifications for handicap accessibility and emergency repairs to critical systems.

Referred 16 home owners to the appropriate agency for a variety of energy-related needs including energy audits, furnace cleaning, or conversion from oil to gas.

Provided staff support to the Human Relations Commission with an expanding number of initiatives, including a year-long online discussion series on race, the End Racism Now street mural, a food drive to benefit meals on wheels, and a community vigil for the Black Lives Matter movement.

Provided staff support to the Wilson/Deerfield Advisory Committee. During the year, the committee has welcomed new members and has had a key role in advising the town regarding the disposition of the Wilson redevelopment parcel and the former Wolcott School.

Administered the Neighborhood Assistance Act (NAA) Tax Credit program that assisted local non-profit organizations to leverage donations from the corporate community.

COMMUNITY DEVELOPMENT

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS As Of 6/30/2020

<u>Type of Loan</u>	<u>Principal Balances</u>
Amortized Payment Loans: <i>Housing Rehab. & Downpayment Assistance</i>	\$58,177
Deferred Payment Loans: <i>Housing Rehabilitation</i>	2,223,804
Forgiveness Loans: <i>Housing Rehabilitation</i>	2,485
Amortized Economic Development Loans:	<u>53,769</u>
Sub-total	<u>\$2,338,235</u>
Allowance for uncollectible loans	<u>(500,000)</u>
Loans Receivable, net	<u>\$1,838,235</u>

<i>Performance Measures</i>	FY 2020 Actual	FY 2021 Target	FY 2021 Estimate	FY 2022 Target
Number of housing rehabilitation completed projects	3	8	9	9
Number of small business loans	0	2	0	1

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

In FY 21, over 60% of all housing rehab projects were brought into compliance and/or confirmed as compliant with lead regulations.

FY 2022 Goals

1. Continue the successful Housing Rehabilitation program utilizing revolving loan funds generated by repayments of prior loans.
2. Expand the program's ability to meet the need to rehabilitate housing stock by applying for additional grant funds from the Connecticut Department of Housing.
3. Build relationships and seek partners to maximize CDBG funds and to improve the town's housing rehab and small business loan programs.
4. Assist one business with a small business loan from revolving loan funds generated by repayment of prior loans.

PUBLIC WORKS AND ENGINEERING

The mission of the Department of Public Works and Engineering 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,910,220	4,513,320	4,372,570	4,648,890	-
Supplies	372,708	467,870	470,910	478,360	-
Services	694,421	1,033,200	1,069,970	1,063,210	-
Maintenance & Repair	674,675	670,940	672,230	665,230	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	348,059	51,000	51,000	51,000	-
Energy & Utility	1,033,195	1,167,700	1,121,230	1,106,260	-
Total	7,033,278	7,904,030	7,757,910	8,012,950	-

* 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 and Engineering program pages for explanations of funding sources.

Funding Source	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	6,290,902	6,650,610	6,540,490	6,822,340	-
Charges to Other Departments	106,575	110,700	105,000	110,000	-
Town Support for Education	142,058	144,790	144,460	146,870	-
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>6,539,535</i>	<i>6,906,100</i>	<i>6,789,950</i>	<i>7,079,210</i>	<i>-</i>
State Grants - Town Aid Road Improvements	162,565	590,000	590,000	590,000	-
Facilities Revenues	312,778	209,530	179,560	145,340	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	-
<i>Subtotal: Other Funds</i>	<i>493,743</i>	<i>817,930</i>	<i>787,960</i>	<i>753,740</i>	<i>-</i>
State Grants - LoCIP (Capital Outlay Fund)	-	180,000	180,000	180,000	-
Total	7,033,278	7,904,030	7,757,910	8,012,950	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	35.68	38.15	37.20	38.15	-
Regular Part Time Employees	3.37	2.96	2.96	2.96	-
Temporary/Seasonal Employees	2.17	3.00	3.00	3.00	-
Total	41.22	44.11	43.16	44.11	-

Budget Commentary

The overall FY 21 expenditures are expected to be under budget \$161,120 or 2.0% primarily as a result of Personal Services and Energy & Utility savings. The FY 21 General Fund expenditures are expected to be under budget by \$125,120 or 1.9%. The overall FY 22 budget reflects an increase of \$108,920 or 1.4% primarily due to Personal Services. The FY 22 General Fund budget reflects an increase of \$171,730 or 2.6% mostly due to Personal Services.

PUBLIC WORKS AND ENGINEERING EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,772,374	4,378,580	4,241,160	4,512,620	-
Supplies	277,595	282,320	285,960	292,810	-
Services	529,455	379,200	411,160	409,210	-
Maintenance & Repair	601,180	617,540	625,940	627,630	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	348,059	51,000	51,000	51,000	-
Energy & Utility	762,239	941,970	925,270	929,070	-
Total	6,290,902	6,650,610	6,540,490	6,822,340	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	109,741	103,840	103,510	105,920	-
Supplies	32,317	35,950	35,950	35,950	-
Services	-	5,000	5,000	5,000	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	106,575	110,700	105,000	110,000	-
Total	248,633	255,490	249,460	256,870	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	28,105	30,900	27,900	30,350	-
Supplies	62,796	149,600	149,000	149,600	-
Services	164,966	649,000	653,810	649,000	-
Maintenance & Repair	73,495	53,400	46,290	37,600	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	164,381	115,030	90,960	67,190	-
Total	493,743	997,930	967,960	933,740	-

Total Expenditures (agrees with page M-1):

Expenditures by Category	2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,910,220	4,513,320	4,372,570	4,648,890	-
Supplies	372,708	467,870	470,910	478,360	-
Services	694,421	1,033,200	1,069,970	1,063,210	-
Maintenance & Repair	674,675	670,940	672,230	665,230	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	348,059	51,000	51,000	51,000	-
Energy & Utility	1,033,195	1,167,700	1,121,230	1,106,260	-
Total	7,033,278	7,904,030	7,757,910	8,012,950	-

**PUBLIC WORKS AND ENGINEERING
BUDGET INFORMATION
Fiscal Year 2018-2022**

Expenditures

Expenditures by Category *	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,783,191	3,863,936	3,910,220	4,513,320	4,372,570	4,648,890	-
Supplies	334,655	359,594	372,708	467,870	470,910	478,360	-
Services	751,869	1,208,584	694,421	1,033,200	1,069,970	1,063,210	-
Maintenance & Repair	524,768	621,965	674,675	670,940	672,230	665,230	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	75,119	75,978	348,059	51,000	51,000	51,000	-
Energy & Utility	1,014,502	1,023,136	1,033,195	1,167,700	1,121,230	1,106,260	-
Total	6,484,104	7,153,193	7,033,278	7,904,030	7,757,910	8,012,950	-

* 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 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	5,695,168	5,968,153	6,290,902	6,650,610	6,540,490	6,822,340	-
Charges to Other Departments	102,660	105,852	106,575	110,700	105,000	110,000	-
Town Support for Education	110,805	113,053	142,058	144,790	144,460	146,870	-
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>5,908,633</i>	<i>6,187,058</i>	<i>6,539,535</i>	<i>6,906,100</i>	<i>6,789,950</i>	<i>7,079,210</i>	<i>-</i>
State Grants - Town Aid Road Improvements	302,531	267,528	162,565	590,000	590,000	590,000	-
Facilities Revenues & User Fees	237,052	377,934	312,778	209,530	179,560	145,340	-
Reimbursements	4,821	3,106	-	-	-	-	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400	18,400	-
<i>Subtotal: Other Funds</i>	<i>562,804</i>	<i>666,968</i>	<i>493,743</i>	<i>817,930</i>	<i>787,960</i>	<i>753,740</i>	<i>-</i>
State Grants- LoCIP (Capital Outlay Fund)	12,667	299,167	-	180,000	180,000	180,000	-
Total	6,484,104	7,153,193	7,033,278	7,904,030	7,757,910	8,012,950	-

ADMINISTRATION

Public works administration provides leadership and guidance for the various Public Works service units including providing engineering oversight to Design Services, asset management of the town's infrastructure, and oversight of the active ongoing maintenance and repair operations performed by the Public Works service units.

Expenditures

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	608,350	531,380	628,830	-
Supplies	3,400	3,400	3,400	-
Services	3,000	3,000	3,000	-
Maintenance & Repair	7,360	7,360	7,360	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	7,000	7,000	7,000	-
Total	629,110	552,140	649,590	-

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

Funding Sources

The Town Engineer provides engineering support to Landfill related activities. The General Fund is therefore compensated for a portion of the engineer's salary with charges to the Landfill Enterprise Fund budgeted at \$18,400.

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	610,710	533,740	631,190	-
Town Support for Education	-	-	-	-
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>610,710</i>	<i>533,740</i>	<i>631,190</i>	<i>-</i>
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	-
<i>Subtotal: Other Funds</i>	<i>18,400</i>	<i>18,400</i>	<i>18,400</i>	<i>-</i>
Total	629,110	552,140	649,590	-

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.15	3.20	4.15	-
Regular Part Time Employees	1.25	1.25	1.25	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.40	4.45	5.40	-

Budget Commentary

The FY 21 expenditures are expected to come in under budget by \$76,970 or 12.2% mostly due to savings in Personal Services for a partial vacancy. The FY 22 budget reflects an increase of \$20,480 or 3.3% due to Personal Services.

ADMINISTRATION

Products & Services

Executive Management \$631,190

- Provide leadership and coordination of all department activities
- Oversee the asset management of the town's infrastructure including roadways, sidewalks, stormwater drainage, street lights, and traffic signals
- Manage and direct the ongoing maintenance and repair operations performed by the department
- Oversee the in-house design and construction administration of the town's capital projects
- Aid in the development of the town's Capital Improvement Program (CIP)
- Provide administrative support for the approval and processing of purchases made by the department
- Promote public awareness of department activities and goals
- Maintain and develop professional relationships with local, state, and federal agencies
- Provide liaison support with public and private utility companies.

Landfill Issues \$18,400

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

DESIGN SERVICES

Design Services oversees the asset management of the town's non-building infrastructure including roads, sidewalks, stormwater drainage systems, street lights, and traffic signals. It also provides engineering services to design and administer the construction of town capital projects as well as assist the Development Services group in guiding private development in accordance with the Plan of Development (POD) and the Capital Improvements Program (CIP).

Expenditures

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	576,920	568,010	582,620	-
Supplies	3,900	3,900	3,900	-
Services	30,200	47,200	34,400	-
Maintenance & Repair	9,400	9,400	9,400	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,050	4,050	4,050	-
Total	624,470	632,560	634,370	-

* 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 on the property tax rate.

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	624,470	632,560	634,370	-
Special Revenue Funds	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	624,470	632,560	634,370	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	5.00	-
Regular Part Time Employees	0.65	0.65	0.65	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.65	5.65	5.65	-

Budget Commentary

The FY 21 expenditures are expected to come in over budget by \$8,090 or 1.3% mostly due to an increase in Contractual Services. The FY 22 budget reflects an increase of \$9,900 or 1.6% due to Personal Services and Contractual Services.

DESIGN SERVICES

Products & Services

Road Improvements \$126,880

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

Professional and Technical Advice \$95,160

- 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's Department of Energy and Environmental Protection (DEEP) regulatory compliance.

Information Services \$63,440

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

Stormwater Management \$114,190

- 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 and Sediment Control Ordinance, Stormwater Management ordinance, Illicit Discharges and Connections ordinance, MS4, and associated requirements.

Capital Improvements \$126,880

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

Traffic Safety & Traffic Calming \$95,160

- Coordinate the town-wide safety markings program
- Ensure proper installation and replacement of traffic and street signs
- Oversee the inspection and maintenance of town-owned street lights
- Coordinate the inspection and maintenance of town-owned traffic signals
- Perform traffic engineering investigations
- Confer with State of Connecticut Department of Transportation as traffic liaison
- Review traffic impacts from proposed private developments
- 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.

Floodplain Management \$12,660

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

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

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,241,050	1,196,810	1,304,860	-
Supplies	114,500	118,650	118,650	-
Services	50,600	50,600	50,600	-
Maintenance & Repair	1,200	1,200	1,200	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	7,100	11,800	11,800	-
Total	1,414,450	1,379,060	1,487,110	-

* 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 on the property tax rate.

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	1,269,660	1,234,600	1,340,240	-
Town Support for Education	144,790	144,460	146,870	-
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>1,414,450</i>	<i>1,379,060</i>	<i>1,487,110</i>	<i>-</i>
Reimbursements	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total	1,414,450	1,379,060	1,487,110	-

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	11.75	11.75	11.75	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	3.00	3.00	3.00	-
Total	14.75	14.75	14.75	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$35,390 or 2.5% primarily due to disability and retirement savings in Personal Services. The overall FY 22 budget reflects an increase of \$72,660 or 5.1%, primarily due to Personal Services. The FY 22 General Fund budget reflects an increase of \$70,580 or 5.6% for Personal Services and Energy & Utility.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas \$464,210

- Mow approximately 95 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 \$44,800

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

Improve Turf Areas \$74,690

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

Maintain Parks Equipment \$77,670

- Maintain and repair equipment used in the maintenance of parks and grounds.

Veterans Cemetery Maintenance \$22,410

- Install cemetery headstones and other related maintenance.

Prepare Fields for Recreational Use \$56,760

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

Maintain Safe Playground Equipment \$29,880

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

Maintain Medians & Planted Areas \$179,250

- 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, other town-maintained planted beds and cul-de-sac islands. This includes maintaining the shrubs and trees as well as mowing the grass on approximately 3,500 feet of International Drive.

Maintain Safe Healthy Trees \$268,870

- 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, Banners, and Benches \$37,350

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

Public Property Litter \$32,870

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

Maintain Public Trail Areas \$40,340

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

Install & Maintain Ice Rinks \$11,140

- Maintain ice rinks at Welch Park, and Sharshon Park, as weather permits.

Town Support for Education \$146,870

- 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 systems 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	400,110	396,810	418,670	-
Supplies	27,280	26,170	29,720	-
Services	109,990	119,760	115,800	-
Maintenance & Repair	313,780	315,070	308,070	-
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	2,000	2,000	-
Energy & Utility	499,500	448,330	433,360	-
Total	1,352,660	1,308,140	1,307,620	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	1,032,430	1,023,580	1,052,280	-
Charges to Other Departments	110,700	105,000	110,000	-
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>1,143,130</i>	<i>1,128,580</i>	<i>1,162,280</i>	<i>-</i>
Facilities Revenues	209,530	179,560	145,340	-
<i>Subtotal: Special Revenue Funds</i>	<i>209,530</i>	<i>179,560</i>	<i>145,340</i>	<i>-</i>
Total	1,352,660	1,308,140	1,307,620	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	-
Regular Part Time Employees	0.50	0.50	0.50	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.50	3.50	3.50	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$44,520 or 3.3% primarily due to savings in Energy & Utility costs. The overall FY 22 budget reflects a decrease of \$45,040 or 3.3% as compared to the FY 21 budget due to the reallocation of Energy & Utility costs to the Police Department for Addison Road. The FY 22 General Fund budget reflects an increase of \$19,850 or 1.9% for the same reasons.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center \$282,180

- 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 Facilities \$218,050

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

330--332 Windsor Ave. Community Center \$135,960

- 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 \$102,610

- 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, Libraries, Fire Stations, Milo Peck Discovery Center, and Roger Wolcott \$268,700

- 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 \$147,510

- Respond to requests from civic groups for community event support such as Shad Derby, the Lion's Arts and Craft Fair and the Windsor Chamber of Commerce 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 the office of Registrar of Voters with setup of polling places for elections and referendums.

Administration of Building Improvements \$152,610

- 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	397,250	393,070	406,460	-
Supplies	60,340	60,340	62,240	-
Services	573,110	573,110	573,110	-
Maintenance & Repair	99,200	99,200	99,200	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,129,900	1,125,720	1,141,010	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	564,900	560,720	576,010	-
State Grants - Town Aid Road Improvements	385,000	385,000	385,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>385,000</i>	<i>385,000</i>	<i>385,000</i>	<i>-</i>
State Grants - LoCIP (Capital Outlay Fund)	180,000	180,000	180,000	-
Total	1,129,900	1,125,720	1,141,010	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	4.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	4.00	4.00	-

Budget Commentary

The FY 21 overall and General Fund expenditures are expected to be under budget by \$4,180 or 0.4% due to savings in Personal Services. The overall FY 22 budget reflects an increase of \$11,110 or 1.0% as compared to the FY 21 budget, primarily due to an increase in Personal Services. The FY 22 General Fund reflects the same increase of \$11,110 or 2.0% due to Personal Services.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks \$146,050

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

Localized Pavement Repairs \$114,110

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

Pavement Preventive Maintenance/Snow Materials
\$158,610

- Perform thin overlays and other related maintenance measures on certain street sections
- Purchase additional materials for storm control.

Mill & Repave Streets \$547,690

- Coordinate and oversee the milling and repaving part of the town's pavement management program. This type of work is done in two phases with the milling of the street surface being performed first followed by the repaving of the roadway. Streets to be milled and repaved are selected based on pavement condition, traffic volume, geographic location and cost.

Repair Curbing, Driveways & Lawns \$147,200

- Replace damaged or worn curbing at various locations throughout town
- Repair lawns and driveway aprons damaged during snow removal.

Repair Dirt Roads \$15,980

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

Pavement Management System Maint. \$11,370

- Provide consultation for pavement management system 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

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	402,790	402,010	399,970	-
Supplies	30,050	30,050	30,050	-
Services	43,500	43,500	43,500	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	476,340	475,560	473,520	-

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

Funding Sources

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

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	456,340	455,560	453,520	-
State Grants - Town Aid Road Improvements	20,000	20,000	20,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>20,000</i>	<i>20,000</i>	<i>20,000</i>	<i>-</i>
Total	476,340	475,560	473,520	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	4.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	4.00	4.00	-

Budget Commentary

The overall and General Fund FY 21 expenditures are expected to come in under budget by \$780 or 0.2%. The FY 22 budget reflects a decrease of \$2,820 or 0.6% compared to the FY 21 adopted budget due to Personal Services.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins and Adjust Manholes \$284,110

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

Clean Detention Ponds \$11,840

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

Maintain Channels of Brooks \$6,160

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

New Drainage Systems \$11,840

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

Maintain Stormwater Drainage Pipe \$94,710

- Maintain 98 miles of stormwater pipe in the town right-of-ways
- 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 \$4,740

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

Catch Basin Sand and Litter Removal & Inspection \$60,120

- 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	291,510	290,490	288,130	-
Supplies	13,800	13,800	15,800	-
Services	158,800	168,800	178,800	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	545,380	545,380	545,380	-
Total	1,009,490	1,018,470	1,028,110	-

* 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.

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	969,490	978,470	988,110	-
State Grants - Town Aid Road Improvements	40,000	40,000	40,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>40,000</i>	<i>40,000</i>	<i>40,000</i>	<i>-</i>
Total	1,009,490	1,018,470	1,028,110	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	-

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$8,980 or 0.9%. The FY 22 budget reflects an increase of \$18,620 or 1.8% compared to the FY 21 budget due primarily to a cost increase in Services for traffic signal maintenance.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings \$51,410

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

Traffic & Safety Signing \$82,250

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

Streetlights \$514,060

- Fund utility costs for 3,731 streetlights
- Maintain 836 town-owned streetlights
- Repair/replace damaged or aging streetlights
- Inspect/accept new streetlights in subdivisions
- Monitor and inspect contractor repairs.

Traffic Signals \$123,380

- Fund utility costs for 60 traffic signals and flashers
- Maintain traffic signals and school signs
- Conduct annual safety tests and monitor repairs
- Maintain 29 town-owned traffic signals and flashers.

Community Events \$75,060

- 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
 - Lion's Arts & Crafts Fairs
 - Block parties.

Guiderails & Barricades \$20,570

- Maintain and repair four miles of guiderails.

State-Mandated Evictions and Auctions \$13,370

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

Election Setup \$18,510

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

24-Hour Emergency Response \$30,840

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

Clean Streets \$67,860

- Sweep and remove sand and litter from 155 miles of roads and from town and Board of Education parking areas
- Sweep streets in support of street resurfacing as well as community events.

Sanitary Waste Removal \$30,800

- Removal of waste from town facilities and litter receptacles.

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

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	366,800	365,450	380,750	-
Supplies	63,000	63,000	63,000	-
Services	64,000	64,000	64,000	-
Maintenance & Repair	240,000	240,000	240,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	49,000	49,000	49,000	-
Energy & Utility	104,670	104,670	104,670	-
Total	887,470	886,120	901,420	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	887,470	886,120	901,420	-
State Grants - Town Aid Road Improvements	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	887,470	886,120	901,420	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.25	3.25	3.25	-
Regular Part Time Employees	0.56	0.56	0.56	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.81	3.81	3.81	-

Budget Commentary

The FY 21 overall and General Fund expenditures are expected to come in under budget by \$1,350 or 0.2%. The FY 22 overall budget reflects an increase of \$13,950 or 1.6% as compared to the FY 21 budget due to Personal Services.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance \$641,500

- 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 \$210,920

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

Vehicle & Equipment Procurement \$49,000

- Procure vehicles and equipment for public works and other town departments.

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

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	228,540	228,540	238,600	-
Supplies	151,600	151,600	151,600	-
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	380,140	380,140	390,200	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	235,140	235,140	245,200	-
State Grants - Town Aid Road Improvements	145,000	145,000	145,000	-
<i>Subtotal: Special Revenue Funds</i>	<i>145,000</i>	<i>145,000</i>	<i>145,000</i>	<i>-</i>
Total	380,140	380,140	390,200	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 21 expenditures are expected to come in on budget. The overall FY 22 budget reflects an increase of \$10,060 or 2.6% due to Personal Services.

STORM CONTROL

Products & Services

Clear, Safe Pavement Surfaces \$390,200

- Respond immediately, 24-hours-a-day, to hazardous road conditions reported by the Windsor Police Department or others
- Plow and sand over 150 miles of roads, 189 cul-de-sacs, 39 acres of public parking lots, and all town-owned sidewalks along streets and at town buildings
- Maintain snow plowing and ice control vehicles and attachments including 25 snowplows, 20 material spreaders, 3 payloaders and 3 sets of sidewalk plows and 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.

PUBLIC WORKS AND ENGINEERING

FY 2021 Highlights

Public Works and Engineering

During FY 21, Public Works coordinated the milling and paving of approximately 7 miles of roadway including Willowcrest Drive, Southwood Drive, Nod Road, West Wolcott Avenue, Grant Circle, Addison Road, Marshall Phelps Road, Kennedy Road, Mayflower Road, Pilgrim Drive, Alden Road, Standish Road, Bradford Drive and Priscilla Road. Prior to the milling and paving, Public Works staff performed drainage improvements on these streets. The work included piping repairs and the replacement of tops and other portions of approximately 200 catch basins. Public works staff also paved all, or portions of, Old River Street, Emerson Drive and Thrall Road. Public Works/Engineering also coordinated and oversaw crack sealing on more than 4 lane miles of town streets.

Public Works coordinated and supervised the cleaning of approximately 2,200 storm drainage catch basins as a stormwater management preventative maintenance item and to maintain compliance with the town's Municipal Separate Storm Sewer System (MS4) permit. We also performed the sweeping of over 150 miles of town roads as an additional preventative maintenance measure. Public Works also cleared and graded several storm drainage detention basins within the town to improve their effectiveness.

The Engineering Department oversaw the preparation of construction documents, bidding and the completion of construction of the Deerfield Road Rehabilitation project, the Archer Road Rehabilitation project, the Island Road Reconstruction project, Windsor High School Tennis Court Rehabilitation project, and the repair to concrete stairs at Lennox Avenue/Moorlands Street. The Deerfield Road and Archer Road construction projects are funded through the Connecticut Department of Transportation's Local Transportation Capital Improvement Program (LOTICIP), which provides 100% state funding toward the nearly \$3 million of construction costs for both construction projects.

Design oversight projects initiated this year include the Broad Street Road Diet project, the International Drive Rehabilitation project, the Sage Park Fields Improvement project, the Railroad Quiet Zone Study and the Public Works Fuel Station Improvements project.

Facility Management

The Police Station project at 110 Addison Road was completed in Fall 2020. The project was completed on time and under budget.

The new Fire and Emergency Management Services project at 340 Bloomfield Avenue is under construction and expected to be complete in early fall. The actual construction cost is 20% lower than design estimates.

The Sage Park Middle School Roof Replacement project was designed and delivered to the state Bureau of School Facilities for 52% state funding approval. The construction work is anticipated for summer 2021.

The design for improvements to the town's aquatic facilities, including renovation of pool houses at Goslee Pool and Welch Park Pool, is ongoing through summer 2021.

The replacement of HVAC systems for Wilson Fire Station, the roof at Poquonock Fire Station and barn renovations to seven barns located at Northwest Park were completed this year.

PUBLIC WORKS AND ENGINEERING

FY 2021 Highlights (continued)

Traffic Safety and Community Support

Public Works/Engineering oversaw the removal of the obsolete fire station traffic signal and the installation of new solar powered flashing fire station warning signs as part of the 340 Bloomfield Avenue Fire and Emergency Medical Services building renovation project.

Developed specifications for, and performed detailed technical reviews of, consultant plans for four traffic signals as part of the proposed large 1201 Kennedy Road distribution center.

Public Works oversaw the removal and replacement of eight streetlight poles and one traffic signal control box that were knocked down and destroyed in vehicle crashes.

<i>Key Statistics</i>	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Pavement management activities such as milling & paving and crack filling	\$814,000	\$1,175,000	\$1,240,000	\$3,500,000	\$2,690,000
Snow control services from the General Fund and grant funding	\$355,239	\$396,653	\$271,294	\$479,340	\$489,400
Public outreach efforts including meetings and direct mailings	8	6	7	8	8
Total value of construction engineering projects awarded	\$2,988,000	\$1,800,000	\$4,690,000	\$1,600,000	\$2,500,000

<i>Performance Measures</i>	FY 2020 Actual	FY 2021 Target	FY 2021 Estimate	FY 2022 Target
Number of center-line miles of streets milled and paved	5.5	6.5	6.5	7.0
Average number of days to close SeeClickFix complaints regarding pothole or pavement issues	8.5	9.0	9.0	8.5
Percentage of catch basins cleaned in accordance with the target of 2,200 per year	100%	100%	100%	100%
Value of change orders as a % of original contract	5.0%	5.0%	4.0%	4.0%

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

The Public Works Department is responsible for the snow removal and treatment of town roads and sidewalks within our community. Our snow fighting services include:

- 16 plow routes comprising over 150 center-line miles of roadway
- plowing approximately 20 miles of sidewalk along town properties
- clearing over 38 parking lots and 30 sidewalk locations at town facilities
- placing and maintaining sand/salt barrels, for public use, at 7 locations in town
- using an average of 2,500 tons of salt annually to aid in our snow fighting efforts.

PUBLIC WORKS AND ENGINEERING

FY 2022 Goals

1. Complete the construction of the International Drive Rehabilitation project, phase 1, funded through the state Local Transportation Capital Improvement Grant Program.
2. Complete the design and construction of athletic field improvements at Sage Park Middle School.
3. Complete the preliminary design of the Broad Street Road Diet Project and continue to explore grant opportunities for construction.
4. Work with the Board of Education to complete the installation of the Sage Park Middle School air conditioning system.
5. Monitor and document ongoing elements of General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems (MS4 General Permit) administered by the Connecticut Department of Energy & Environmental Protection (DEEP).
6. Work with the Public Building Commission to complete the construction of the new Fire and EMS department improvements at 340 Bloomfield Avenue.
7. Complete the installation of the Day Hill Road Adaptive Traffic Signal System, funded by a Congestion Mitigation and Air Quality program grant.
8. Pursue the installation of solar arrays at 100 Addison Road, 340 Bloomfield Avenue and Poquonock firehouse through power purchase agreements.
9. Continue to explore alternative means of pavement preservation and rehabilitation, to provide cost-effective use of pavement management funding such as cold-in-place pavement recycling and infrared asphalt restoration.
10. With the Public Building Commission's guidance, complete design of the replacement of HVAC systems for the Milo Peck Child Development Center.

SPECIAL REVENUE FUNDS

Public Works and Engineering

Project #	Project Name	FY 2021			FY 2022			
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
1980	Stony Hill School	3,065	-	4,220	(1,155)	-	4,450	(5,606)
2014	330 Windsor Avenue Maintenance	52,873	133,740	97,600	89,013	127,320	106,420	109,913
4009	Town Aid Road Improvements	1,146,767	403,000	590,000	959,767	403,000	590,000	772,767
4012	Local Cap. Improve. - Recording Fees	141,097	-	-	141,097	-	-	141,097
4018	Veterans Cemetery	(1,215)	1,500	-	285	-	-	285
4100	Rental Revenue (Properties)	3,854	19,940	14,450	9,344	24,040	15,450	17,934
4101	Train Station/Freight House	52,291	32,050	18,390	65,951	33,590	19,020	80,521
4102	Roger Wolcott Building	92,388	57,480	57,480	92,388	59,200	59,200	92,388
4103	Addison Road	44,900	-	44,900	-	N/A	N/A	N/A
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		1,541,721	647,710	827,040	1,362,391	647,150	794,540	1,215,001

#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.

#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.

#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), Luddy Carriage House (town green) and the Lang House (Northwest Park). The Chamber of Commerce is located in the Luddy House.

#4101 - **Train Station/Freight House** - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. Both buildings are presently being used by Windsor 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/100 Addison Road** - This account was originally used to pay for the lease and other related expenses for the facility at 147 Addison Road 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. As of January 2017 this account is being used to pay the utilities at 100 Addison Road.

#4800 - **Landfill Reuse Planning** - A citizen's group worked with a consultant to develop a reuse plan, which primarily incorporated various active and passive recreational uses. The balance shown represents the amount unspent during this planning effort.

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	\$60 per 10th of mile	5/15/2017
Subdivision Street With Base Course Only	General Fund	Resolution	\$230/10th of mile, plus \$30/cul de sac	5/15/2017
Subdivision Street With Paved Top Course	General Fund	Resolution	\$115/10th of mile, plus \$30/cul de sac	5/15/2017
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
Stormwater 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	6/03/1992
Excavation - All Permits	General Fund	Resolution	\$50	9/23/1991
Additional Charge Per Excavation 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

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.				

INFORMATION SERVICES

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

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	395,822	427,030	443,320	462,580	-
Supplies	82,011	81,840	94,910	79,410	-
Services	116,049	135,360	94,580	120,840	-
Maintenance & Repair	31,391	32,500	32,500	32,500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,204	5,300	5,150	5,300	-
Total	629,477	682,030	670,460	700,630	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	531,533	563,930	543,050	581,530	-
Other General Fund Accounts	38,927	49,500	49,500	49,500	-
<i>Subtotal: Info. Services Gen. Fund</i>	<i>570,460</i>	<i>613,430</i>	<i>592,550</i>	<i>631,030</i>	<i>-</i>
Grants	7,500	7,500	28,810	7,500	-
User Fees	33,517	43,100	43,100	44,100	-
<i>Subtotal: Special Revenue Funds</i>	<i>41,017</i>	<i>50,600</i>	<i>71,910</i>	<i>51,600</i>	<i>-</i>
Other Funds	18,000	18,000	6,000	18,000	-
Total	629,477	682,030	670,460	700,630	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.81	4.08	4.21	4.23	-
Regular Part Time Employees	0.10	-	-	-	-
Temporary/Seasonal Employees	-	0.07	0.26	0.07	-
Total	3.91	4.15	4.47	4.30	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$11,570 or 1.7%. This is primarily due to savings in the Services line related to projected election expenditures offset by election grants and not producing *There's a lot to do in Windsor* magazine. The FY 21 General Fund expenditures are expected to come in under budget by \$20,880 or 3.7% due again to savings in the Services line. The overall FY 22 budget reflects an increase of \$18,600 or 2.7% as compared to the FY 21 budget due primarily to Personal Services. The FY 22 General Fund budget reflects an increase of \$17,600 or 3.1% due to Personal Services.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	395,822	424,430	434,570	459,980	-
Supplies	42,019	31,840	29,750	30,910	-
Services	58,097	70,360	41,580	53,340	-
Maintenance & Repair	31,391	32,000	32,000	32,000	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,204	5,300	5,150	5,300	-
Total	531,533	563,930	543,050	581,530	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	33,772	44,000	44,000	44,000	-
Services	5,155	5,500	5,500	5,500	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	38,927	49,500	49,500	49,500	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	2,600	8,750	2,600	-
Supplies	6,220	6,000	21,160	4,500	-
Services	52,797	59,500	47,500	62,000	-
Maintenance & Repair	-	500	500	500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	59,017	68,600	77,910	69,600	-

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	395,822	427,030	443,320	462,580	-
Supplies	82,011	81,840	94,910	79,410	-
Services	116,049	135,360	94,580	120,840	-
Maintenance & Repair	31,391	32,500	32,500	32,500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,204	5,300	5,150	5,300	-
Total	629,477	682,030	670,460	700,630	-

INFORMATION SERVICES

Budget Information

Fiscal Year 2018-2022

Expenditures

Expenditures by Category *	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	339,033	346,175	395,822	427,030	443,320	462,580	-
Supplies	68,473	76,576	82,011	81,840	94,910	79,410	-
Services	139,024	124,076	116,049	135,360	94,580	120,840	-
Maintenance & Repair	9,762	36,000	31,391	32,500	32,500	32,500	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	28,000	-	-	-	-	-
Energy & Utility	4,684	4,201	4,204	5,300	5,150	5,300	-
Total	560,976	615,028	629,477	682,030	670,460	700,630	-

* 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 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	458,130	474,865	531,533	563,930	543,050	581,530	-
Other General Fund Accounts	41,249	46,334	38,927	49,500	49,500	49,500	-
<i>Subtotal: Info. Services Gen. Fund</i>	<i>499,379</i>	<i>521,199</i>	<i>570,460</i>	<i>613,430</i>	<i>592,550</i>	<i>631,030</i>	<i>-</i>
Grants	5,000	6,500	7,500	7,500	28,810	7,500	-
User Fees	38,597	69,329	33,517	43,100	43,100	44,100	-
<i>Subtotal: Special Revenue Funds</i>	<i>43,597</i>	<i>75,829</i>	<i>41,017</i>	<i>50,600</i>	<i>71,910</i>	<i>51,600</i>	<i>-</i>
<i>Other Funds</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>	<i>6,000</i>	<i>18,000</i>	<i>-</i>
Total	560,976	615,028	629,477	682,030	670,460	700,630	-

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, and providing information and notary services.

Expenditures

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	287,950	293,820	301,010	-
Supplies	19,040	32,910	16,480	-
Services	50,550	48,800	51,850	-
Maintenance & Repair	32,500	32,500	32,500	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,300	3,150	3,300	-
Total	393,340	411,180	405,140	-

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

Funding Sources

In addition to the General Fund budget, funds are generated through copier user fees and grants for document preservation. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	342,740	339,270	353,540	-
Other General Fund Accounts	-	-	-	-
<i>Subtotal: Info. Services General Fund</i>	<i>342,740</i>	<i>339,270</i>	<i>353,540</i>	<i>-</i>
Grants	7,500	28,810	7,500	-
User Fees	43,100	43,100	44,100	-
<i>Subtotal: Special Revenue Funds</i>	<i>50,600</i>	<i>71,910</i>	<i>51,600</i>	<i>-</i>
Other Funds	-	-	-	-
Total	393,340	411,180	405,140	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.07	0.26	0.07	-
Total	3.07	3.26	3.07	-

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$17,840 or 4.5% due primarily to an unexpected election grant related to the pandemic. The FY 21 General Fund expenditures are anticipated to be under budget by \$3,470 or 1.0% due primarily to projected elections expenditures offset by election grants. The overall FY 22 budget reflects a net increase of \$11,800 or 3.0% as compared to the FY 21 budget due to increases in Personal Services. The FY 22 General Fund expenditures reflects an increase of \$10,800 or 3.2% due primarily to Personnel Services.

TOWN CLERK

Products & Services

Public Records \$186,310

- 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 online image and land index
- Protect original maps that are on file in the clerk's office by making them available to users as electronic images
- Identify, preserve and manage historic records.

Licensing & Vital Statistics \$59,560

- Issue marriage licenses, dog and kennel licenses, and sportsmen licenses through the State of Connecticut sporting license web portal
- 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 2,500 certified copies during the fiscal year.
- Issue burial and cremation permits and maintain a Windsor cemetery burial database.



Archer (Griskewicz) is our 2020 Win Wag Photo Contest Winner in the Adult Dog Category. This event experienced a 30% increase in entries with a total 95 residents submitting photos.

Elections Support \$66,860

- Administer absentee ballots
- Manage a permanent absentee ballot database and outreach to voters with disabilities
- 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 the Registrars of Voters as needed.

Notary/Trade Names/Veteran Records \$11,970

- 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 official database
- Maintain records and a database of Veterans discharge records.

Information Assistance \$80,440

- 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 citizens needing assistance on the phone
- Provide assistance to staff with researching board and commission minutes, town ordinances and state statutes.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	139,080	149,500	161,570	-
Supplies	62,800	62,000	62,930	-
Services	84,810	45,780	68,990	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,000	2,000	2,000	-
Total	288,690	259,280	295,490	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	221,190	203,780	227,990	-
Other General Fund Accounts	49,500	49,500	49,500	-
Subtotal: Info. Services General Fund	270,690	253,280	277,490	-
Grants	-	-	-	-
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Other Funds	18,000	6,000	18,000	-
Total	288,690	259,280	295,490	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.08	1.21	1.23	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.08	1.21	1.23	-

Budget Commentary

The General Fund FY 21 expenditures are expected to come in under budget by \$17,410 or 7.9% due to savings in Services primarily due to not producing the *There's a lot to do in Windsor* magazine. The FY 22 proposed overall budget reflects an increase of \$6,800 or 2.4% as compared to the FY 21 budget due primarily to increases in Personal Services offset in part by the savings in Services.

PUBLIC RELATIONS

Products & Services

Support to Town Manager \$35,050

- Prepare semi-monthly Town Manager Reports 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 \$67,580

- Supervise Social Services, Caring Connection and Windsor Discovery staff to achieve exemplary levels of service to the residents
- Train and advise staff in event planning and town-wide marketing
- 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 \$192,860

- 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* and *WinCal.org*
- Monitor town social media platforms
- 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, and other public relations materials promoting town services
- Collaborate with the Windsor 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 communication 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 Windsor 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 Mass Dispensing Area #31.



Members of our COVID-19 Communications Team coordinated a Facebook LIVE feed from the tour route to the town's website and was commentated by Fire Inspector Lauri Volkert. The live feed had more than 3,000 views. In addition, our website drew significant traffic at 5,225 pageviews (of which 3,044 were unique) and we received 1,407 likes and 357 loves on posts related to the event.

INFORMATION SERVICES

FY 2021 Highlights

As part of the town's Unified Command structure that was activated in response to the COVID-19 pandemic, a communications team comprised of staff from public relations, information technology, the town manager's and fire marshal's offices coordinated the town's external and internal marketing and information distribution efforts. This included; social media, website creation of Windsor forward COVID updates for residents and businesses, promotion of our virtual town hall services, videos on mask making and safe PPE usage, hand washing, public health updates, mayor updates to address citizen concerns and correct misinformation, state and federal funding programs and highlights of how town departments were adapting services as a result of COVID-19. This team also coordinated the *Windsor Together Tour* held in April to lift community spirit during the state-wide shut down.

Other high profile marketing efforts this year focused on the 2020 Census and the 2020 Presidential Election (absentee ballots, safety of polling locations, location of ballot drop box, etc.) and the production of a virtual Memorial Day observance with crowd sourced video clips from residents.

The most impressive growth of the townofwindsorct social media platforms is seen when comparing data from January 2020 to December 2020. During this time, our Facebook account has seen a 296% growth in the average amount of people reached by our posts, a 378% growth in the amount of people that engage, or take action with our posts, and a 76% increase in followers. For the same time-frame on Twitter, we've seen a 530% increase in the amount of tweets we send out, an 85% increase in impressions, or the amount of people that see our tweets, and a 218% increase in profile visits.

As COVID-19 broke out nationwide, town hall was briefly closed to public access for the first time. Throughout the eleven week closure, the Town Clerk's office continued to offer departmental services by meeting customers and residents at the door of town hall to provide needed services. During that time the Town Clerk's office assisted 635 customers in-person. As a consequence of COVID, the office experienced an increase, as compared to the previous fiscal year, with property conveyances (+ 53), recording death certificates (+ 225), issuing marriage licenses (+ 34) and dog licenses (+ 101). In a collaborative effort, the Town Clerk's office offered mutual aid to the City of Hartford Vital Records Office that was quarantined due to staff testing positive for COVID in early May. In eleven business days, the Town Clerk's office recorded 151 death certificates for Hartford and generated \$11,820 in unanticipated income for Windsor. However, the greatest impact on the office was preparation for the 2020 Presidential Election. A Special Act, allowing all voters to vote by absentee ballot, was passed to protect the health and safety of voters. Efforts were made by the Town Clerk's office to ensure that all voters were able to successfully cast their absentee ballot. The Town Clerk, jointly with the Public Relations Department, created a series of videos to educate voters how to successfully vote by absentee ballot. A historic 7,389 voters in Windsor cast their vote for President by absentee ballot.

Election Activity:

Voters went to the polls twice in 2020.

Governor Lamont's Executive Order No. 7HH suspended in-person budget referendum votes. Accordingly, the Town Council approved and adopted the FY 21 budget.

On August 11, 2020, the State held both the Presidential Preference Primary (postponed from April) and the State Primary. The Democratic turnout was 2,354 (37.34%) and the Republican turnout was 680 (23.54%). On November 3, 2020, 17,777 registered voters out of 22,004 participated in the 2020 Presidential Election for a 80.79% turnout.

Land Activity & Revenues:

Sales of single family homes increased in 2020 spurred by low interest rates and the need for homes offering more space to accommodate people working from home for the first time. Conveyance tax revenue saw a decrease from the previous year due to fewer large commercial land transfers. During FY 20, 5,543 land documents were recorded, generating \$147,042 in recording fees and \$420,730 in Conveyance Tax.

The FY 20 Targeted Historic Document Grant was awarded to the town for the maximum amount of \$7,500 to restore the Tax Assessor's 1920-1926 grand lists and Board of Finance meeting records that were in poor condition. Approximately 1,800 pages of documents were restored. Multiple, unanticipated election grants were awarded from the Secretary of the State and from the Center for Tech & Civic Life to ensure the health and safety of voters and election workers during the global pandemic.

INFORMATION SERVICES

<i>Key Statistics</i>	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Land Recordings	5,546	5,457	5,543	5,500	5,400
Dog Licenses	2,629	2,552	2,653	2,610	2,600
Birth, Death & Marriage Certificates Recorded	832	882	1,028	900	850
Certified Vital Records Issued*	855	882	2,519	1,500	900
Notarized Documents	1,481	1,543	1,144	1,300	1,450
Sportsman Licenses	287	266	262	260	260
Citizen Academy Participants	13	12	14	N/A	15
Referendum Participation	2,579	2597	n/a**	2,800	2,750

*Count represents each individual transaction and not total certified copies issued.

**Executive Order No.7 HH restricted in-person budget votes due to COVID.

<i>Performance Measures</i>	FY 2020 Actual	FY 2021 Target	FY 2021 Estimate	FY 2022 Target
Number of business days to assemble land record books from receipt of documents	1.0 day	1.0 day	1.0 day	1.0 day
Number of calendar days by which land documents are returned to the appropriate party	2.0 days	2.0 days	3.0 days	2.0 days
Number of business days to prepare revenue reports to the state. (State requirement is 15 calendar days) *Timeline also includes Finance Department check processing time	7.0 days	7.0 days	7.0 days	7.0 days
Number of business days to prepare revenue reports to the town departments	2.0 days	2.0 days	2.0 days	2.0 days
Percentage of requests for copies of land documents or vital records that are responded to within 24 hours	98%	97%	98%	98%
Number of Twitter followers (townofwindsorct)	915	1,100	1,200	1,300
Total "follows" on Facebook (townofwindsorct)	1,633	1,850	3,150	3,500

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

The "plan" for the *Windsor Together Tour* held in April 2020 was to lift community spirit with a caravan of town departmental and emergency response vehicles travelling through as many neighborhoods as we could. The response included members of the community waving signs, beeping horns, cheering, and shouting "thank you – stay safe" from house windows and doorways. Not only did this heartfelt event raise the community's spirits, it also ended up lifting the employees' spirits too.

FY 2022 Goals

1. Determine the financial feasibility of scanning the archived public building plans presently stored in the lower archive room as a collaborative multi-year plan with the Building Inspection Services to incorporate digital images into Laserfiche and/or Muncipity for staff and public use.
2. Continue to implement a multi-year plan to preserve the town's historical records.
3. Increase participation in the Citizen's Academy program by changing the timing of the program and begin developing outreach to academy alumni as another method of encouraging citizen involvement in town activities, meetings, and boards and commissions.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2021			FY 2022			
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
1304	Town Clerk Copier	114,923	34,000	36,600	112,323	34,000	36,600	109,723
1306	Historic Preservation	16,197	6,500	6,500	16,197	6,500	7,500	15,197
1308	Preservation Microfilming Grant	-	7,500	7,500	-	7,500	7,500	-
1421	Election COVID-19 Pandemic Grant	-	21,310	21,310	-	N/A	N/A	N/A
		131,120	69,310	71,910	128,520	48,000	51,600	124,920

#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 Connecticut 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 Connecticut State Library Historic Documents Preservation Grant program.

#1421 - Election COVID-19 Pandemic Grant - This account is used for processing, mailing and counting the high number of no-excuse absentee ballots issued to voters as a result of the COVID-19 pandemic.

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
INFORMATION SERVICES					
Town Clerk					
Animal Licenses:					
Spayed Female or Neutered Male Dog	General Fund	CGS 22-340	\$8	5/05/2003	
Unspayed 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 - ages 12 - 15	General Fund	CGS 26-28	\$11	6/07/2016	
Junior Hunting - ages 16 - 17	General Fund	CGS 26-28	\$10	5/15/2017	
Fishing	General Fund	CGS 26-28	\$28	4/14/2010	
Hunting & Fishing	General Fund	CGS 26-28	\$40	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	
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	CGS 7-34a	\$10	4/23/2018	
Community Investment Preservation	General Fund	PA-05-228	\$40	4/23/2018	
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	\$60	4/23/2018	
Trade Names - First Page	General Fund	CGS 7-34a	\$10	7/02/2018	
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	\$30	7/02/2018	
Maps (Indexing)	General Fund	CGS 7-31	\$20	7/02/2018	
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	\$20	7/02/2018	
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	
			Cost of hourly salary for formatting and cost of storage device		
CD - Computer Stored Public Record	General Fund	CGS 1-212	\$1	4/27/2009	
Lamination of Wallet Size Items	General Fund	Resolution	\$1	3/21/1988	
Photocopies:					
Land Records - Per Page	Special Revenue	P.A. 00-92	\$1 per page	10/01/2000	

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Town Clerk (cont.)						
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	\$50	7/02/2018		
Marriage Certificate	General Fund	PA 07-133	\$20 per document	10/01/2009		
Burial and Cremation Permit	General Fund	CGS 7-74	\$5 per document	7/02/2018		

ADMINISTRATIVE SERVICES

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

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,018,275	2,126,030	2,111,060	2,229,560	-
Supplies	75,358	65,530	66,240	63,400	-
Services	334,480	294,290	287,070	321,130	-
Maintenance & Repair	65,251	74,100	74,000	77,820	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	101,087	42,000	42,000	102,000	-
Energy & Utility	15,185	18,090	18,790	18,900	-
Total	2,609,636	2,620,040	2,599,160	2,812,810	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	2,504,860	2,480,960	2,460,080	2,694,640	-
Town Support for Education	59,843	65,140	65,140	67,090	-
<i>Subtotal: General Fund Budget</i>	<i>2,564,703</i>	<i>2,546,100</i>	<i>2,525,220</i>	<i>2,761,730</i>	<i>-</i>
Insurance Internal Service Fund	30,000	36,200	36,200	37,340	-
Enterprise Funds	13,340	13,340	13,340	13,340	-
Special Revenue Funds	1,593	24,400	24,400	400	-
<i>Subtotal: Other Funds</i>	<i>44,933</i>	<i>73,940</i>	<i>73,940</i>	<i>51,080</i>	<i>-</i>
Total	2,609,636	2,620,040	2,599,160	2,812,810	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	14.99	17.00	16.80	17.00	-
Regular Part Time Employees	0.80	1.91	1.99	2.25	-
Temporary/Seasonal Employees	0.53	0.97	0.84	0.97	-
Total	16.32	19.88	19.63	20.22	-

Budget Commentary

The FY 21 overall budget is expected to come in under budget by \$20,880 or 0.8% mostly due to Personal Services in the Human Resources and the Tax Collector departments for partial year vacancies. The overall FY 22 budget is expected to increase \$192,770 or 7.4% and is primarily due to increases in Personal Services, Services and Capital Outlay costs in the General Fund offset by a decrease in Special Revenue funding because a delinquent tax sale is not scheduled to take place in FY 22. The FY 22 General Fund budget reflects an increase of \$213,680 or 8.6% mostly due to Personal Services (including part time hours added in Accounting and Human Resources), Services for Information Technology licensing costs and funding for Diversity, Equity and Inclusion Initiatives; and Capital Outlay as a result of a proposed telephone system upgrade and site addition.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,930,961	2,028,570	2,013,600	2,129,060	-
Supplies	74,145	62,250	62,960	62,690	-
Services	319,131	257,170	250,350	305,470	-
Maintenance & Repair	65,251	73,800	73,700	77,520	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	101,087	42,000	42,000	102,000	-
Energy & Utility	14,285	17,170	17,470	17,900	-
Total	2,504,860	2,480,960	2,460,080	2,694,640	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	57,314	61,260	61,260	63,160	-
Supplies	620	680	680	710	-
Services	1,009	1,980	1,580	1,920	-
Maintenance & Repair	-	300	300	300	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	900	920	1,320	1,000	-
Total	59,843	65,140	65,140	67,090	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	30,000	36,200	36,200	37,340	-
Supplies	593	2,600	2,600	-	-
Services	14,340	35,140	35,140	13,740	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	44,933	73,940	73,940	51,080	-

Total Expenditures (agrees with page O-1):

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,018,275	2,126,030	2,111,060	2,229,560	-
Supplies	75,358	65,530	66,240	63,400	-
Services	334,480	294,290	287,070	321,130	-
Maintenance & Repair	65,251	74,100	74,000	77,820	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	101,087	42,000	42,000	102,000	-
Energy & Utility	15,185	18,090	18,790	18,900	-
Total	2,609,636	2,620,040	2,599,160	2,812,810	-

ADMINISTRATIVE SERVICES
Budget Information
Fiscal Year 2018-2022

Expenditures

Expenditures by Category *	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,909,724	1,948,089	2,018,275	2,126,030	2,111,060	2,229,560	-
Supplies	51,038	77,133	75,358	65,530	66,240	63,400	-
Services	217,714	247,545	334,480	294,290	287,070	321,130	-
Maintenance & Repair	61,068	65,343	65,251	74,100	74,000	77,820	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	49,318	37,455	101,087	42,000	42,000	102,000	-
Energy & Utility	15,395	16,291	15,185	18,090	18,790	18,900	-
Total	2,304,257	2,391,856	2,609,636	2,620,040	2,599,160	2,812,810	-

* 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 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	2,204,760	2,267,018	2,504,860	2,480,960	2,460,080	2,694,640	-
Town Support for Education	56,069	59,199	59,843	65,140	65,140	67,090	-
<i>Subtotal: Adm. Services Gen. Fund</i>	<i>2,260,829</i>	<i>2,326,217</i>	<i>2,564,703</i>	<i>2,546,100</i>	<i>2,525,220</i>	<i>2,761,730</i>	<i>-</i>
Insurance Internal Service Fund	30,000	30,000	30,000	36,200	36,200	37,340	-
Enterprise Funds	13,340	13,340	13,340	13,340	13,340	13,340	-
Other Funds	88	22,299	1,593	24,400	24,400	400	-
<i>Subtotal: Other Funds</i>	<i>43,428</i>	<i>65,639</i>	<i>44,933</i>	<i>73,940</i>	<i>73,940</i>	<i>51,080</i>	<i>-</i>
Total	2,304,257	2,391,856	2,609,636	2,620,040	2,599,160	2,812,810	-

FINANCIAL ACCOUNTING AND REPORTING

The Financial Accounting and Reporting division is responsible for oversight of the town's financial activities and records. In addition, it provides fiscal and related services to employees, vendors and other departments. This division also appraises the town manager, staff, town council and public of the overall fiscal status and performance of the town.

Expenditures

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	730,120	730,590	772,210	-
Supplies	17,470	18,310	17,660	-
Services	37,070	35,430	39,200	-
Maintenance & Repair	59,330	59,230	61,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,570	4,570	4,570	-
Total	848,560	848,130	894,640	-

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

Funding Sources

The General Fund is the primary funding source for the Accounting Department. A small portion for cash management and record keeping required is funded by the Insurance Internal Service Fund under the self-insurance program.

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	833,560	833,130	879,640	-
Insurance Internal Service Fund	15,000	15,000	15,000	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>	<i>-</i>
Total	848,560	848,130	894,640	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	-
Regular Part Time Employees	0.36	0.36	0.58	-
Temporary/Seasonal Employees	0.77	0.77	0.77	-
Total	7.13	7.13	7.35	-

Budget Commentary

The FY 21 overall and General Fund expenditures are expected to come in under budget by \$430 or 0.1%. The FY 22 General Fund budget is expected to increase by \$46,080 or 5.5% and is mostly due to Personal Services, including the addition of part time hours for administrative and records management activities.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis \$382,830

- Ensure the town's financial activities and records are properly accounted for and maintained
- Maintain the town's general ledger
- Provide financial information and assistance to internal and external customers
- Prepare vendor payments and related expenditure reports
- Administer non-tax cash receipts and accounts receivable reports for town services
- Prepare various monthly, quarterly and annual financial statements for town management and other town committees and boards
- Prepare year-end financial statements and the town's comprehensive annual financial report (CAFR).

Audit \$114,060

- Manage the audit and assist the independent auditor during field work
- Prepare all documentation required by the independent auditor
- Adhere to Generally Accepted Accounting Principles (GAAP) and General Accounting Standards Board (GASB) recommendations
- Ensure best practices are in place
- Adhere to and review internal controls to ensure that proper controls are in place and policies and procedures are being followed.

Payroll & Benefits \$136,010

- Process weekly payroll by compiling payroll data such as hours worked, leave taken, insurance, union dues and state & federal tax liabilities
- Coordinate the preparation and issuance of paychecks/direct deposits and applicable vendor payments
- Coordinate and calculate pension benefits, retirement insurance programs, and 457 plan contributions to various savings plans
- Prepare and distribute W2 and 1095 tax forms.

Cash Management \$31,910

- Monitor the cash position of the town, including the board of education, pursuant to the town's investment policy
- Execute short and long-term investment strategies to maximize the return on available funds
- Oversee and monitor the town's retirement and other post-employment investments and funding of the plans
- Reconcile bank statements to the town's general ledger monthly.

Debt Management \$14,300

- Manage the issuance of general obligation bonds and bond anticipation notes pursuant to the town's debt management policy
- Prepare the official statement required for the issuance of debt
- Prepare rating agency presentations and meet with them to attain rating for bond sales.

Budgeting \$215,530

- Coordinate the preparation of the town's annual General Fund and related budgets
- Monitor revenues and expenditures for all town funds on an on-going basis
- Prepare multi-year financial forecasts
- 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. 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	381,820	370,350	403,230	-
Supplies	3,550	3,630	3,770	-
Services	85,600	83,920	108,840	-
Maintenance & Repair	10,720	10,720	12,770	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,470	2,470	2,850	-
Total	484,160	471,090	531,460	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	477,960	464,890	524,120	-
Insurance Internal Service Fund	6,200	6,200	7,340	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>6,200</i>	<i>6,200</i>	<i>7,340</i>	<i>-</i>
Total	484,160	471,090	531,460	-

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.80	3.00	-
Regular Part Time Employees	0.35	0.38	0.47	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.35	3.18	3.47	-

Budget Commentary

The FY 21 expenditures are expected to come in under budget by \$13,070 or 2.7% due to a partial year vacancy. The FY 22 General Fund budget reflects an increase of \$46,160 or 9.7% as compared to the FY 21 budget due to Personal Services, including the addition of part time hours, as well as an increase in Services for Diversity, Equity and Inclusion initiatives.

HUMAN RESOURCES

Products & Services

Recruitment and Selection \$92,370

- Recruit and select qualified applicants through advertising and the posting of 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 in compliance with Equal Employment Opportunity reporting requirements.

Employee Relations \$86,510

- 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), coordinate grievance and labor board hearings and contract negotiations
- Provide advice and direction to administrative staff on personnel policies and regulations
- Provide assistance with employee counseling, discipline issues and coordination of grievance processing
- Update administrative and personnel policies in accordance with legal developments, governmental mandates and best practices.

Employee Benefits Administration \$97,520

- Research enhancements and cost saving measures and make recommendations as needed
- Monitor benefit trends and analyze impact of benefit modifications
- Educate employees about existing town benefits and ongoing 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 \$110,720

- Conduct orientation of 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 and other training programs.

Unemployment Compensation \$38,140

- Provide funding for unemployment compensation, perform claims research, attend hearings and follow appeals processes.

Classification and Salary Administration \$60,620

- 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 \$45,580

- 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) 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	388,680	388,680	410,480	-
Supplies	5,000	5,000	5,000	-
Services	89,300	89,300	110,800	-
Maintenance & Repair	3,000	3,000	3,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	42,000	42,000	102,000	-
Energy & Utility	4,500	4,500	4,730	-
Total	532,480	532,480	636,010	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	519,140	519,140	622,670	-
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	13,340	13,340	13,340	-
Other Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>13,340</i>	<i>13,340</i>	<i>13,340</i>	<i>-</i>
Total	532,480	532,480	636,010	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	-

Budget Commentary

The overall and General Fund FY 21 expenditures are expected to come in on budget. The FY 22 General Fund budget is expected to increase \$103,530 or 19.9% primarily due to Personal Services, Services and Capital Outlay. The addition of remote access and virtual meeting licensing is resulting in increases to Services. Capital Outlay reflects an increase as a result of a proposed telephone system upgrade and site addition.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support \$194,010

- Provide departments with short and long-term consultation in evaluating, maintaining and updating department specific applications
- Support information systems and applications
- Desktop and Virtual licensing
- Assist departments in developing and maintaining electronic content and communications
- Administer technology purchasing
- Support the police department's state, internal and mobile applications
- Provide mapping applications to assessor, development services and police departments
- Provide database development and administration.

Enterprise Systems and Security \$240,000

- 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 Internet infrastructure maintenance, management and security
- Provide infrastructure support for the phone system
- Provide remote connectivity and access.

Support Services \$100,000

- 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 \$102,000

- Purchase, deploy/redeploy and upgrade town hardware, computers, printers and peripherals.
- Upgrade the existing town phone system that services town hall, the library, LPW, Milo Peck, DPW, NWP and the transfer station.
- Add the 330 Windsor Ave Facility to the system.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	153,170	153,160	157,850	-
Supplies	1,690	1,670	1,770	-
Services	4,950	2,300	4,800	-
Maintenance & Repair	750	750	750	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,300	3,000	2,500	-
Total	162,860	160,880	167,670	-

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

Funding Sources

Funding sources for FY 18 consist of the General Fund, Town Support for Education and the Insurance Internal Service Fund

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	82,720	80,740	85,580	-
Town Support for Education	65,140	65,140	67,090	-
<i>Subtotal: Risk Mngt. General Fund Budget</i>	<i>147,860</i>	<i>145,880</i>	<i>152,670</i>	<i>-</i>
Insurance Internal Service Fund	15,000	15,000	15,000	-
Enterprise Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>	<i>-</i>
Total	162,860	160,880	167,670	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$1,980 or 1.2% due primarily to savings in Services as a result of not attending a conference. The overall FY 22 budget reflects an increase of \$4,810 or 3.0% due mostly to Personal Services.

RISK MANAGEMENT

Products and Services

Insurance \$50,300

- Manage the insurance program with assistance from the Insurance Commission and town's agent of record
- Coordinate the town's claims-related activities cooperatively with insurers and third party administrators
- 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 \$25,150

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

Employee Safety \$67,070

- Provide safety training programs in conjunction with the Town of Windsor Safety Team concerning regulatory compliance and safe operating procedures
- Manage self-insured workers compensation program to ensure proper and efficient handling of claims
- Continue to be the Coordinator of the AED Program until the Public Health Nurse is available.

Loss Control \$25,150

- Inspect and evaluate various town properties for loss exposures
- Investigate property and liability losses to develop corrective actions
- Review standard operating procedures for safety and 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 and 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	241,370	241,370	247,030	-
Supplies	4,870	4,680	4,800	-
Services	28,760	27,900	29,860	-
Maintenance & Repair	300	300	300	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,270	2,270	2,270	-
Total	277,570	276,520	284,260	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	277,170	276,120	283,860	-
Other Funds	400	400	400	-
<i>Subtotal: Other Funds</i>	<i>400</i>	<i>400</i>	<i>400</i>	<i>-</i>
Total	277,570	276,520	284,260	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	-
Regular Part Time Employees	0.50	0.50	0.50	-
Temporary/Seasonal Employees	-	-	-	-
Total	2.50	2.50	2.50	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$1,050 or 0.4% due primarily to cancellation of training classes. The FY 22 General Fund budget reflects an increase of \$6,690 or 2.4% as compared to the FY 21 budget due to an increase in Personal Services and Contractual Services.

PROPERTY VALUATION

Products and Services

Property Valuation \$210,460

- Develop and maintain valuations for 12,156 real estate, 26,359 motor vehicle and 1,258 personal property accounts
- Maintain and enhance the town Geographic Information System (GIS)/Assessment web site.

Exemptions & Benefits \$73,800

- Administer various exemptions to over 2,600 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 town-wide municipal services.

Expenditures

Expenditures by Category *	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	230,870	226,910	238,760	-
Supplies	32,950	32,950	30,400	-
Services	48,610	48,220	27,630	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,980	1,980	1,980	-
Total	314,410	310,060	298,770	-

* 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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	290,410	286,060	298,770	-
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Special Revenue Fund	24,000	24,000	-	-
<i>Subtotal: Other Funds</i>	<i>24,000</i>	<i>24,000</i>	<i>-</i>	<i>-</i>
Total	314,410	310,060	298,770	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	-
Regular Part Time Employees	0.70	0.75	0.70	-
Temporary/Seasonal Employees	0.20	0.07	0.20	-
Total	2.90	2.82	2.90	-

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$4,350 or 1.4% due to not hiring a temporary full-time tax clerk for the July 2020 collection period because of the extended tax bill due date. The overall FY 22 proposed budget reflects a decrease of \$15,640 or 5.0% as compared to the FY 21 budget. This is primarily due to the increase in Personal Services in the General Fund offset by expenditures for a delinquent property tax sale not included in the FY 22 budget. The FY 22 General Fund budget reflects an increase of \$8,360 or 2.9% and is primarily due to an increase in Personal Services.

TAX COLLECTION

Products and Services

Current Tax Collection \$75,350

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

Delinquent Tax Collection \$157,910

- 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 tax sales in an attempt to collect the balance of the total tax levy.

Parking Tickets \$2,960

- Collect parking tickets fees for the police department.

Tax Billing Preparation \$62,550

- Prepare consolidated tax statements for leasing companies and banks acting as escrow agents in anticipation of annual tax billing
- Mail more than 40,000 tax bills.

ADMINISTRATIVE SERVICES

FY 2021 Highlights

Tax Collection

The Tax Office will be conducting a delinquent property tax sale in the Spring of 2021 in an effort to clear numerous delinquent real estate taxes. The accounts fitting the criteria for the sale had taxes, interest and fees of nearly \$550,000 at the start of the process. We also continue to assist delinquent taxpayers with setting up payment arrangements to bring their accounts current within a mutually acceptable time frame.

Finance and Accounting

During FY 21, the town received a "clean audit" from the appointed auditing firm RSM US, LLP for the fiscal year 2020. Related to the audit and during FY 21, the town received the national Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 35th consecutive year for the submission of the Town of Windsor's FY 19 Comprehensive Annual Financial Report. In addition, in November 2020 the town was awarded the GFOA's Distinguished Budget Presentation award for the submission of the Town of Windsor's FY 21 Budget document.

During the COVID-19 pandemic, the department was able to maintain service delivery continuity as well as responded quickly to emerging payroll related federal laws and requirements. In addition, the department applied for Federal Emergency Management Agency (FEMA) grants and for State of Connecticut Coronavirus Relief Funding for reimbursement for unanticipated pandemic expenditures resulting in revenues of \$382,700.

Finance staff worked with our financial advisor from Hilltop Securities and the underwriting firm of Raymond James to refinance \$12.1 million in existing general obligation debt. The average interest rate, or "coupon" on the existing debt of 2.73% was lowered to 1.76% for the new refunding issue, and we were also able to shorten the average duration or "life" of the new bond issue by one year. The total debt service savings achieved is \$537,000 over the life of the new bonds as compared to the refunded bonds. The refinancing was structured so that the majority of the savings will be experienced in fiscal years 2025, 2026 and 2027.

Risk Management

Telemedicine is available to all employees. This is the newest form of visiting a doctor for a minor worker compensation injury using a webcam or a smart phone, without having to spend hours waiting at a facility. The Board of Education initiated using telemedicine in March, 2020. The Town of Windsor was the first municipality in the state to provide telemedicine to all its employees.

The town's Risk Manager, Marty Maynard, continues to work to earn his CRIS (Construction Risk Insurance Specialist) designation from the International Risk Management Institute through successfully passing five courses and exams. The Risk Manager received the Certified Connecticut Municipal Official (CCMO) designation in July 2020. He is presently working on the Certified Master of Worker Compensation designation.

A vendor for the Certificate of Insurance program has been chosen and Risk Management continues to work with the vendor to determine standards, minimum limits for various vendors and fully engage the program in FY 21 and FY 22.

Human Resources

The Human Resources (HR) office collaborated with the Town Manager's office and consultants to administer the employee engagement survey achieving a 74.4% participation rate. HR also assisted with communicating the results to departments and implementing action plans.

During FY 21, HR completed negotiations with the Public Works and Clerical bargaining units, implemented the contract changes, and participated in preparation for and bargaining successor agreements with the Windsor Police Department Employee Association and the Public Safety Dispatchers.

Human Resources staff prepared a Request for Proposal (RFP) and coordinated the process to select a consultant to conduct Diversity, Equity and Inclusion training for town employees and coordinated the training sessions.

As a result of the COVID-19 pandemic, HR researched and prepared a variety of related policies and procedures.

ADMINISTRATIVE SERVICES

FY 2021 Highlights (continued)

Information Technology

Transitioned all voice and data systems to the new police facility at 110 Addison Road.

Pivoted a portion of our user base from internal to remote. Eighty-five employees have the ability to work remotely. We average 35 remote session daily, up from one last year.

Converted all town meetings from in person to virtual.

Property Valuation

Completed and signed the October 1, 2019 Grand List on January 31, 2020.

Conducted a visual field review of business personal property accounts which resulted in a net gain in assessed value and increased revenue to the town.

Personal property audits were conducted with the services of an outside vendor resulting in a \$65,000 net tax gain to the town. Six audits were completed and additional audits will be completed in FY 22.

ADMINISTRATIVE SERVICES

<i>Key Statistics</i>	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Number of staff and public desktops supported	Staff 260 Public 70	Staff 260 Public 70	Staff 260 Public 70	Staff 260 Public 70	Staff 260 Public 70
Mobile devices accessing town applications	130	157	225	160	225
Average investment yield	1.00%	2.00%	1.10%	.30%	.25%
Bonded debt per capita	\$1,381	\$1,914	\$2,226	\$2,402	\$2,344
Debt as a percent of total budget	6.1%	7.0%	6.6%	6.4%	6.2%
Investment income for the General Fund	\$641,530	\$1,215,270	\$1,072,800	\$130,000	\$100,000
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	40,520	40,292	40,516	41,022	40,274
Total loss time claims	28	20	15	13	13
Total Worker Compensation claims	173	133	340**	250**	150**
Number of full time positions posted	16	22	21	14	10
Number of job applications processed	1,345	1,891	1,090	900	800
Full time employee turnover rate*	9.5%	9.4%	7.6%	11.9%	6.0%

*Turnover includes retirements.

**Includes COVID-19 exposure reports

<i>Performance Measures</i>	FY 2020 Actual	FY 2021 Target	FY 2021 Estimate	FY 2022 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	99.13%	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	13	12	12	10
Time to hire from job posting closing date to job offer	6.5 weeks	6.2 weeks	6.0 weeks	6.0 weeks
Percent of full time employees completing trial period (measures quality of hire)	100%	100%	100%	100%

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

On average the Tax Collector's Office receives approximately 50% of tax payments mailed directly to the tax office, and by residents paying in-person or making use of the payment drop box in the town hall parking lot. The other 50% of payments are collected through bank and mortgage companies and the on-line credit card and ACH payment system. Over the last 5 years, use of the online payment system has increased from approximately 1,800 transactions in FY 16 to more than 10,000 transactions in FY 20. So far at the midway point in FY 21, we have already received over 8,500 transactions through our online payment system.

ADMINISTRATIVE SERVICES

FY 2022 Goals

1. Promote telemedicine to employees for minor injuries in order to cut down on wait time at the facility.
2. Continue to review and propose changes to the town's procurement policy to align with current procurement practices and process improvements, including standardization of forms.
3. Continue developing accounts payable electronic payments to town vendors through ACH versus paying them with printed checks.
4. Execute the transition plan of information technology to new Fire & Emergency Medical Services facility.
5. Upgrade the existing town phone system that services town hall, the library, L.P. Wilson, Milo Peck Child Development Center, Public Works, Northwest Park and the transfer station. Add the 330 Windsor Avenue facility to the system.
6. Continue to coordinate and assist with implementation of recommendations based on the results of the employee engagement survey.
7. Update the employee onboarding program and continue Diversity, Equity, Inclusion training.
8. Implement an online safety training program for all employees to meet the needs of the organization as well complying with state and federal safety regulations.

SPECIAL REVENUE FUNDS

Administrative Services

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
1650	Assessor's Coin-Op Copiers	8,423	400	400	8,423	400	8,423
1651	Delinquent Property Tax Sale	5,394	24,000	24,000	5,394	-	5,394
		13,817	24,400	24,400	13,817	400	13,817

#1650 - Assessor's Coin-Op Copiers - Revenues are generated by 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 is scheduled to be conducted by the tax collector in the Spring of 2021 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale will be applied to clear the back taxes and release the tax liens. This fund listed above represents the estimated expenses and expense recoveries from the buyers for this sale.

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
OTHER					
<i>Financial Reporting</i>					
Bad Check Fee	General Fund	SS52-565a(t)	\$25	6/04/2013	

GENERAL GOVERNMENT

General Government programs provide funds 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, Independent Audit, Intergovernmental Services and Community Services.

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Town Council	13,898	18,080	17,320	19,230	-
Boards and Commissions	13,966	15,480	15,420	18,480	-
Probate Court	5,235	9,170	9,170	9,170	-
Elections	103,603	157,640	139,200	134,990	-
Counsel and Legal Advice	198,829	174,040	192,150	174,040	-
Town Manager's Office	428,887	507,060	486,690	543,180	-
Town Treasurer's Office	2,702	2,810	2,810	2,870	-
Independent Audit	26,510	28,370	28,370	30,750	-
Intergovernmental Services	46,834	47,260	37,350	47,260	-
Community Services	100,592	112,310	112,310	118,620	-
Total General Fund	941,056	1,072,220	1,040,790	1,098,590	-
Town Support for Education and Charges to Other Departments	51,132	52,540	52,540	54,320	-
Special Revenue & Other Funds	10,815	16,490	43,350	16,490	-
Total Expenditures	1,003,003	1,141,250	1,136,680	1,169,400	-

Budget Commentary

The FY 21 General Fund expenditures are expected to come in under budget by \$31,430 or 2.9% mostly due to savings in the Town Managers Office as well as Elections for receipt of a COVID-19 grant, offset by an increase in the Counsel and Legal Advice budget for workers compensation litigation. The FY 22 General Fund budget reflects an increase of \$26,370 or 2.5% as compared to the FY 21 budget due to reduction in the Elections budget, with three elections in the prior year versus two elections in FY 22, offset by increases in the Town Manager's Office for a new Clean Energy initiatives and anti-littering campaign.

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	492,016	615,900	601,040	602,080	-
Supplies	18,743	28,180	10,340	25,230	-
Services	314,164	300,120	300,320	336,810	-
Maintenance & Repair	3,257	3,200	3,200	3,200	-
Grants & Contributions	100,592	112,310	112,310	118,620	-
Capital Outlay	-	-	-	-	-
Energy & Utility	12,284	12,510	13,580	12,650	-
Total	941,056	1,072,220	1,040,790	1,098,590	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,372	2,440	2,440	2,500	-
Supplies	-	-	-	-	-
Services	48,760	50,100	50,100	51,820	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	51,132	52,540	52,540	54,320	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	3,210	-	-
Supplies	-	-	22,540	-	-
Services	10,490	10,890	12,000	10,890	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	325	5,600	5,600	5,600	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	10,815	16,490	43,350	16,490	-

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	494,388	618,340	606,690	604,580	-
Supplies	18,743	28,180	32,880	25,230	-
Services	373,414	361,110	362,420	399,520	-
Maintenance & Repair	3,257	3,200	3,200	3,200	-
Grants & Contributions	100,917	117,910	117,910	124,220	-
Capital Outlay	-	-	-	-	-
Energy & Utility	12,284	12,510	13,580	12,650	-
Total	1,003,003	1,141,250	1,136,680	1,169,400	-

**GENERAL GOVERNMENT
Budget Information
Fiscal Year 2018-2022**

Expenditures

Expenditures by Category *	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	409,294	460,051	494,388	618,340	606,690	604,580	-
Supplies	19,824	27,068	18,743	28,180	32,880	25,230	-
Services	429,463	401,603	373,414	361,110	362,420	399,520	-
Maintenance & Repair	3,200	3,220	3,257	3,200	3,200	3,200	-
Grants & Contributions	116,976	110,541	100,917	117,910	117,910	124,220	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	10,959	11,230	12,284	12,510	13,580	12,650	-
Total	989,716	1,013,713	1,003,003	1,141,250	1,136,680	1,169,400	-

* 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 2018	FY 2019	FY 2020	FY 2021		FY 2022	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	926,294	952,939	941,056	1,072,220	1,040,790	1,098,590	-
Town Support For Education	51,229	49,780	51,132	52,540	52,540	54,320	-
<i>Subtotal: Gen. Govt. Gen. Fund</i>	<i>977,523</i>	<i>1,002,719</i>	<i>992,188</i>	<i>1,124,760</i>	<i>1,093,330</i>	<i>1,152,910</i>	<i>-</i>
Special Rev. & Other Funds	12,193	10,994	10,815	16,490	43,350	16,490	-
Total	989,716	1,013,713	1,003,003	1,141,250	1,136,680	1,169,400	-

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	841	-	-	-	-
Supplies	1,008	1,400	1,320	1,400	-
Services	7,049	12,620	10,570	13,630	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	5,000	4,060	5,430	4,200	-
Total	13,898	18,080	17,320	19,230	-

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

Funding Sources

The town's required expenditures for Town Council are funded solely by the General Fund.

Products and Services

The Town Council is the town's legislative and policy making body composed of nine volunteers elected at large for terms of two years. The mayor is selected by the other members of the council. Responsibilities include:

- establishment and review of policies and measures that promote the health, safety and welfare of all Windsor residents
- appropriation of funds for town services and programs
- appointment of a town manager, town attorney, clerk of the council, town treasurer and members of various boards and commissions.

Budget Commentary

The FY 21 General Fund expenditures are expected to come in under budget by \$760 or approximately 4.2% due to less travel & meeting and recruitment expenses. The FY 22 budget reflects an increase of \$1,150 or 6.4% as compared to the FY 21 budget due to Town Council election-related expenses.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,334	-	3,310	-	-
Supplies	5,030	1,930	3,780	1,930	-
Services	4,612	12,820	11,470	15,820	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	325	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	990	1,130	1,130	1,130	-
Total	14,291	15,880	19,690	18,880	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Boards and Commissions	13,966	15,480	15,420	18,480	-
Special Revenue Funds	325	400	4,270	400	-
Total	14,291	15,880	19,690	18,880	-

Products and Services

There are currently 23 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 Connecticut General Statutes and local ordinances.

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$3,810 or 24.0% due to receiving a grant for a street mural promoting community awareness of racial injustice issues. The FY 22 budget reflects an increase of \$3,000 or 18.9% compared to the FY 21 budget due to Diversity, Equity and Inclusion promotional events to be held throughout the year.

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	5,235	9,170	9,170	9,170	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	5,235	9,170	9,170	9,170	-

* 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 state court system.

Products and Services

The Probate Court of the District of Windsor was established 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, 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.

The district prepares the budget based on projected costs. The participating towns get invoiced based on actual costs.

Budget Commentary

The FY 21 expenditures are expected to come in on budget. The town's share of the district court's budget for FY 22 is \$9,170, which is 45% of the district court budget of \$20,375. The district Probate Court requests a proportionate share as per Connecticut General Statutes 45a-8, which will be allocated between the towns of Windsor, East Windsor and South Windsor that it serves. The district court budget of \$20,375 is for the municipal share of the court's entire budget and does not include costs for personnel which the state pays. It also includes such items as materials and supplies, storage and network support. The figures from the Assessor's Grand List of October 1, 2020 were utilized to obtain Windsor's 45% proportionate figure of \$9,170.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	85,471	122,750	124,750	103,750	-
Supplies	9,299	23,130	26,530	18,180	-
Services	3,064	5,560	4,810	6,860	-
Maintenance & Repair	3,200	3,200	3,200	3,200	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,569	3,000	2,900	3,000	-
Total	103,603	157,640	162,190	134,990	-

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

Funding Sources

Election expenditures are funded by the general fund and various grant funds.

Funding Source:	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Elections	103,603	157,640	139,200	134,990	-
Special Revenue Funds	-	-	22,990	-	-
Total	103,603	157,640	162,190	134,990	-

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 21,000 registered voters. Funds are included for registrars, poll workers, supplies and the costs of the annual enumeration (counting of voters).

Budget Commentary

The overall FY 21 expenditures are expected to come in over budget by \$4,550 or 1.8% due to Supplies and Personal Services in order to safeguard the polling locations during the COVID-19 pandemic. The funding for these costs are from the use of a COVID-19 pandemic state grant. The FY 22 General Fund expenditures reflect a decrease of \$22,650 or 14.4% due to two elections anticipated for FY 22 versus three for FY 21. The FY 21 budget included a state primary, presidential election, and a budget referendum. The FY 22 budget includes a municipal election and a budget referendum.

	Month/Year	FY 2021 Budget	FY 2021 Estimate	FY 2022
Elections				
Municipal	Nov 2021			✓
Budget Referendum	May 2021/2022	✓	✓	✓
State Primary/Presidential Primary	Aug 2020	✓	✓	
Presidential/State Election	Nov 2020	✓	✓	

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	220,789	196,000	214,110	196,000	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	220,789	196,000	214,110	196,000	-

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

Funding Sources

Funding Source:	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Counsel & Legal Advice	198,829	174,040	192,150	174,040	-
Town Support for Education	21,960	21,960	21,960	21,960	-
Total: General Fund Budget	220,789	196,000	214,110	196,000	-

Products and Services

The town attorney is the legal advisor of the town council, board of education, town manager, other town officials and 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 or boards and 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 FY 21 expenditures are expected to come in over budget by \$18,110 or 9.2% as a result of workers compensation litigation. The FY 22 budget is flat compared to the FY 21 budget.

The breakdown of the budget is as follows:

	FY 21 Budget	FY 22 Proposed
Retainer	\$87,820	\$87,820
Litigation - Town Attorney	48,000	48,000
Litigation - Other (property tax appeals, workers compensation, outside legal council, etc.)	55,070	55,070
Conflict contingency	5,000	5,000
Membership fees	110	110
Total Cost	\$196,000	\$196,000

TOWN MANAGER'S OFFICE

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	399,998	490,720	473,760	495,840	-
Supplies	3,406	1,720	1,250	3,720	-
Services	22,031	10,680	7,940	39,680	-
Maintenance & Repair	57	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,395	3,940	3,740	3,940	-
Total	428,887	507,060	486,690	543,180	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Exempt - Town Manager	1.00	1.00	1.00	1.00	-
Regular Full Time Employees	1.50	2.00	2.00	2.00	-
Regular Part Time Employees	0.15	0.40	0.50	0.50	-
Total FTEs	2.65	3.40	3.50	3.50	-

Products and Services

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 and 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 to deliver superior services, to strive for continuous improvement and to recommend increasingly efficient uses of resources.

Community

- guide the balanced growth of Windsor by the promotion of economic development
- represent Windsor among other towns, states and regional organizations to exchange effective ideas and to promote policies
- serve residents by keeping the community informed of town matters, encouraging dialogue between citizens and municipal officers and improving the quality and range of public service.

Budget Commentary

The FY 21 expenditures are expected to come in under budget by \$20,370 or 4.0%. This is primarily due to Personal Services. The FY 22 budget reflects an increase of \$36,120 or approximately 7.1% mostly due to a new Clean Energy initiatives and anti-littering campaign.

TREASURER

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	4,744	4,870	4,870	4,990	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	330	380	380	380	-
Total	5,074	5,250	5,250	5,370	-

* 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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Treasurer	2,702	2,810	2,810	2,870	-
Town Support for Education	2,372	2,440	2,440	2,500	-
Total: Gen. Fund Budget	5,074	5,250	5,250	5,370	-

Products and Services

The town treasurer is appointed for a two-year term by the Town Council. Responsibilities of this office include:

- countersigning of all town and board of education checks.

Budget Commentary

The FY 21 expenditures are expected to come in at budget. The FY 22 budget reflects an increase of \$120 or 2.3% as compared to the FY 21 budget due to Personal Services.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	63,800	67,000	67,000	71,100	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	63,800	67,000	67,000	71,100	-

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

Funding Sources

Audit expenditures are funded by the General Fund, Town Support for Education and charges to the Enterprise Funds.

Funding Source	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund – Audit	26,510	28,370	28,370	30,750	-
Town Support for Education	26,800	28,140	28,140	29,860	-
<i>Subtotal: Gen. Fund Budget</i>	<i>53,310</i>	<i>56,510</i>	<i>56,510</i>	<i>60,610</i>	<i>-</i>
<u>Charges to:</u>					
Landfill & Resident Transfer Station Enterprise Funds	4,490	4,490	4,490	4,490	-
Caring Connection Enterprise Fund	3,000	3,000	3,000	3,000	-
Child Day Care Enterprise Fund	3,000	3,000	3,000	3,000	-
<i>Subtotal: Other Funds</i>	<i>10,490</i>	<i>10,490</i>	<i>10,490</i>	<i>10,490</i>	<i>-</i>
Total	63,800	67,000	67,000	71,100	-

Products and Services

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
- 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 overall FY 21 expenditures are expected to come in on budget. These expenditures are costs incurred for the audit of the FY 20 financial statements. The overall FY 22 budget reflects an increase of \$4,100 or 6.1% as compared to the FY 21 budget. The FY 22 budget represents the first year of a two year extension of the prior three year audit service agreement.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	46,834	47,260	37,350	47,260	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	46,834	47,260	37,350	47,260	-

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

Funding Sources

Intergovernmental Services expenditures are funded solely by the General Fund.

Products and Services

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:

- 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 Capitol Region Council of Governments
- contributions to the Connecticut Conference of Municipalities for membership
- contributions to the Greater Hartford Transit District.

Budget Commentary

	FY 2021	FY 2022
	Budget	Budget
Capitol Region Council of Governments	\$23,620	\$23,620
Connecticut Conference of Municipalities	18,990	18,990
Greater Hartford Transit District	4,650	4,650
Total	47,260	47,260

Budget Commentary

The overall FY 21 expenditures are expected to come in under budget by \$9,910 or 21% due to an unexpected refund of annual dues to the Connecticut Conference of Municipalities. The overall FY 22 budget remains the same as the adopted FY 21 budget.

COMMUNITY SERVICES

Expenditures

Expenditures by Category*	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	100,592	117,910	117,910	124,220	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	100,592	117,910	117,910	124,220	-

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

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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Community Services	100,592	112,310	112,310	118,620	-
Use of Police Private Duty Account	-	5,600	5,600	5,600	-
<i>Subtotal: Special Revenue Funds</i>	<i>-</i>	<i>5,600</i>	<i>5,600</i>	<i>5,600</i>	<i>-</i>
Total	100,592	117,910	117,910	124,220	-

	<u>Budget</u>	<u>Proposed</u>		<u>Budget</u>	<u>Proposed</u>
	<u>FY 2021</u>	<u>FY 2022</u>		<u>FY 2021</u>	<u>FY 2022</u>
Archer Memorial A.M.E. Zion Church Supports Windsor Freedom Trail activities given that Windsor has six official Freedom Trail sites on the Connecticut Freedom Trail. <i>Requested \$3,500</i>	\$3,500	\$3,500	Fire Explorers Provides personal development and teamwork programs to Windsor youth. <i>Requested \$10,000</i>	\$10,000	\$10,000
Ascend Mentoring Provides mentoring and support services for Windsor's at risk youth and their families. <i>Requested \$3,000</i>	\$3,000	\$3,000	First School Society Supports maintenance efforts at the Palisado Cemetery. <i>Requested \$810</i>	\$810	\$810
Celebrate Wilson Supports an event in the Wilson section of town. <i>Requested \$1,000</i>	\$1,000	\$1,000	First Town Downtown Supports community efforts to revitalize downtown businesses. <i>Requested \$20,000</i>	\$20,000	\$20,000
Cable Television - WIN-TV Contributes to WIN-TV, Windsor's local cable station. <i>Requested \$6,000</i>	\$5,000	\$6,000	Hartford Interval House Provides services to Windsor residents who are victims of domestic violence. <i>Requested \$5,000</i>	\$2,500	\$5,000
Community Health Resources Supports mental health services for Windsor residents. <i>Requested \$12,500</i>	\$12,500	\$12,500			
Farmington River Watershed Supports the restoration and conservation of the natural resources of this watershed. <i>Requested \$2,070</i>	\$1,860	\$2,070			

COMMUNITY SERVICES (continued)

	<u>Budget</u>	<u>Proposed</u>		<u>Budget</u>	<u>Proposed</u>
	<u>FY 2021</u>	<u>FY 2022</u>		<u>FY 2021</u>	<u>FY 2022</u>
Holiday Observance Supports the commemoration of Veterans Day and Memorial Day. <i>Requested \$7,600</i>	\$6,450	\$7,600	Tourism Grant to Chamber of Commerce Promotes tourism and increases small business opportunities. <i>Requested \$15,000</i>	\$15,000	\$15,000
Network Against Domestic Abuse Provides free support services to Windsor residents who are victims of domestic abuse. <i>Requested \$1,350</i>	\$1,350	\$1,350	Voices Against Lyme Disease Based in Windsor, brings awareness and education to families, individuals and communities. <i>Requested \$4,000</i>	\$2,000	\$2,500
North Central Regional Mental Health Helps determine and monitors local mental health services. <i>Requested \$2,040</i>	\$2,040	\$2,040	Volunteer Appreciation Provides support for the annual Town of Windsor volunteer brunch. <i>Requested \$9,500</i>	\$9,500	\$9,500
Police Cadets Provides personal development and teamwork programs to Windsor youth. <i>Requested \$10,750</i>	\$10,500	\$10,750	Windsor Art Center Provides aesthetic and educational experiences for the region's residents and visitors. <i>Requested \$2,000</i>	\$1,800	\$2,000
Riverfront Recapture Supports a regional effort to restore access to the Connecticut River. <i>Requested \$1,500</i>	\$1,000	\$1,500	Windsor Historical Society Supports outreach and education efforts to families and schools. <i>Requested \$1,000</i>	\$1,000	\$1,000
Shad Derby Supports the activities of the Shad Fest Bureau. <i>Requested \$7,100</i>	\$7,100	\$7,100			

SPECIAL REVENUE FUNDS

Boards and Commissions

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
5250	One Book One Windsor	-	-	-	-	-	-
5252	Bridge Builder's Award	-	-	-	-	-	-
5253	Community Day Events	100	-	100	-	-	-
5257	HRC Scholarship Fund	692	-	-	692	400	292
5258	Hartford Found. For Public Giving	-	4,170	4,170	-	-	-
6800	Police Private Duty	-	5,600	5,600	-	5,600	-
		792	9,770	9,870	692	6,000	292

#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.
 #5253 - Community Day Events - A week of community activities including poetry and storytelling, community day and a dinner. These events are organized by the Human Relations Committee.
 #5257 - HRC (Human Relations Commission) Scholarship Fund - Funds raised through various activities to be used for scholarships for Windsor High School students.
 #5258 - Hartford Foundation For Public Giving - Grant funds received from the state were used to paint a street mural to promote community awareness of racial injustice issues.
 #6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for the Shad Derby event.

Elections

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
1421	Election Covid Grant	-	22,990	22,990	-	N/A	N/A
		-	22,990	22,990	-	-	-

#1421 - Election Covid Grant - This account was used for safeguarding the seven polling locations to protect the health of voters and election workers during the COVID-19 pandemic.

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Registrars						
Voter List						
Electronic Voter List Tape (Subject to Approval of Registrars of Voters)		General Fund	CGS 1-15	\$0.50 per page	4/27/2009	
		General Fund	CGS 1-212	\$0.03 per name	4/27/2009	

GENERAL SERVICES

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

	FY 2020	FY 2021		FY 2022	
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Proposed</u>	<u>Adopted</u>
Expenditures					
Debt Service - Principle	4,010,000	4,637,250	4,637,250	4,524,330	-
Debt Service - Interest	771,140	806,100	806,100	1,254,930	-
Sewer Services	4,411,600	4,779,950	4,779,950	4,521,450	-
Great Pond Improvement District Transfer	93,500	258,000	246,560	402,000	-
Workers Comp. & Liability Insurance	1,135,920	1,156,530	1,156,530	1,234,530	-
Retiree Health Insurance and Actuarial Costs	811,973	866,200	863,980	923,000	-
Other Post-Employment Benefits (OPEB)	500,000	500,000	500,000	525,000	-
Revaluation	20,000	10,000	10,000	10,000	-
Recycling Services	467,452	469,390	469,390	561,640	-
Capital Projects	2,430,000	2,410,000	2,410,000	2,520,000	-
Tax Refunds - Prior Year	7,582	20,000	80,000	20,000	-
Caring Connection Transfer	114,770	120,000	120,000	140,000	-
Open Space	200,000	200,000	200,000	200,000	-
Total Expenditures	14,973,937	16,233,420	16,279,760	16,836,880	-

Budget Commentary

The FY 21 expenditures are expected to come in over budget by \$46,340 or 0.3%, mainly due to a tax appeal settlement. The FY 22 budget is proposed to increase \$603,460 or 3.7%. This amount includes increased funding for capital projects of \$110,000, increased funding for workers compensation and liability insurance of \$78,000, as well as a planned increase for other post-employment benefits (OPEB) of \$25,000. Sewer Services is proposed to decrease \$258,500 and is due to an increase in use of reserves in the Metropolitan District Commission (MDC) operating budget. The FY 22 Caring Connection transfer reflects an increase of \$20,000 as compared to FY 21 for the purpose of providing a balanced program budget.

DEBT SERVICE

Debt Services are costs associated with bonds and notes sold by the town for a variety of projects. Principle is the amount allocated annually to reduce the total debt for the town. Interest is the annual cost of all borrowings.

Expenditures

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Debt Service – Principal	6,369,500	6,505,000	6,157,000	-
Debt Service – Interest	2,091,730	1,581,170	2,013,900	-
Total Debt Service	8,461,230	8,086,170	8,170,900	-

Funding Sources

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund – General Services	5,443,350	5,443,350	5,779,260	-
Use of Debt Service Fund Balance	843,720	468,660	324,870	-
Town Support for Education	2,174,160	2,174,160	2,066,770	-
Total	8,461,230	8,086,170	8,170,900	-

2021-2022 DEBT SUMMARY

Appendix F illustrates detailed debt schedules and summaries of principal and interest payments on all bonded projects as of June 30, 2021. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be \$74,830,000.

	Total Debt	Less Anticipated Grants	Net Debt	FY 2022 Payments		
				Principle	Interest	Total
Town	59,782,000	-	59,782,000	4,524,330	1,579,800	6,104,130
Schools *	15,048,000	-	15,048,000	1,632,670	434,100	2,066,770
TOTAL	74,830,000	-	74,830,000	6,157,000	2,013,900	8,170,900

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

Budget Commentary

The FY 21 General Fund expenditures will come in on budget. The FY 22 proposed budget is based on planned FY 21 capital projects to be financed in the Spring of 2021 through general obligation bonds as well as short-term borrowing. The overall general fund portion of debt service is proposed to increase by \$228,520 or 3.0% with the anticipated use of debt service reserves in the amount of \$324,870.

SEWER SERVICE

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 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. This budget provides funds for the payment of 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.

Expenditures

Expenditure by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Sewer Services - Annual Ad Valorem	4,779,950	4,779,950	4,521,450	-
Sewer Services	4,779,950	4,779,950	4,521,450	-

Funding Sources

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	4,779,950	4,779,950	4,521,450	-
Total	4,779,950	4,779,950	4,521,450	-

Budget Commentary

The FY 21 general fund expenditures will come in on budget. The FY 22 General Fund budget is expected to decrease \$258,500 or 5.4% as compared to the FY 21 budget. This decrease is based on the 2021 MDC calendar year budget 2021.

History of MDC Ad Valorem Tax

FY	Amount	Change	% Change
2022	4,521,450	(258,500)	-5.4%
2021	4,779,950	368,350	8.3%
2020	4,411,600	237,800	5.7%
2019	4,173,800	390,800	10.3%
2018	3,783,000	287,250	8.2%

GREAT POND IMPROVEMENT DISTRICT TRANSFER

Great Pond Village is a multi-phased mixed-use development. In April of 2012, the Town of Windsor entered into an interlocal agreement with the Great Pond Village Improvement District which states that the town will participate with the infrastructure improvements. New taxes attributed to the expansion and growth of the Great Pond development will be shared equally. The town will keep 50% of the new taxes collected and the district will receive the other 50%, which will 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 include real estate and personal property. There is no revenue sharing for motor vehicle taxes.

Expenditures

Expenditure by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Great Pond Improvement District Transfer	258,000	246,560	402,000	-

Funding Sources

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	258,000	246,560	402,000	-
Total	258,000	246,560	402,000	-

Estimated taxes collected for Great Pond Village	FY 21 Budget	FY 21 Estimate	FY 22 Budget
Real Estate & Personal Property	594,090	571,214	881,680
Total Estimated	594,090	571,214	881,680
Less: Non-Incremental Taxes	(78,095)	(78,095)	(78,095)
Total incremental taxes	515,995	493,119	803,585
Allocation Percentage:	50%	50%	50%
Town Share	258,000	246,560	402,000
District Share (Transfer to Great Pond Special District Fund)	258,000	246,560	402,000

Budget Commentary

The FY 21 expenditure will come in under budget by \$11,440 or 4.4%. The FY 22 General Fund budget is expected to increase approximately \$144,000, or 55.8% as compared to the FY 21 budget, and is due to the increased assessed value of real property at Great Pond.

WORKER'S COMPENSATION & LIABILITY INSURANCE

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 are covered by some form of insurance. Due to prohibitive costs, 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 an Insurance Internal Service Fund out of which premiums, administrative costs and claims are paid. The Insurance Internal Service Fund receives revenue during the year from the General Fund and the town's two fire districts, 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).

Expenditures

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Worker's Comp & Liability Insurance	2,286,600	2,286,600	2,441,580	-

Funding Sources

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	1,156,530	1,156,530	1,234,530	-
Town Support for Education	1,122,030	1,122,030	1,198,450	-
Fire District	8,040	8,040	8,600	-
<i>Subtotal: General Fund</i>	2,286,600	2,286,600	2,441,580	-
Insurance Internal Service Fund	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	2,286,600	2,286,600	2,441,580	-

The FY 22 General Services, Fire District and Town Support for Education amounts are allocated as follows:

	General Services	Town Support For Education	Fire District	Total
Auto	140,600	13,900	-	154,500
Comprehensive General Liability	97,800	189,830	3,100	290,730
Catastrophe Coverage (umbrella)	47,830	58,820	300	106,950
Public Official's Liability	31,700	-	-	31,700
Football and Sports Accidents	-	18,000	-	18,000
Employee Protection	154,500	-	-	154,500
Heart & Hypertension	-	-	-	-
School Board Errors & Omissions	-	31,500	-	31,500
Property Protection	71,280	206,520	5,100	282,900
Employee Security	6,900	-	-	6,900
Cyber Liability	5,420	12,880	100	18,400
Statutory	7,500	-	-	7,500
Nurse	6,000	2,000	-	8,000
Workers Comp.	600,000	600,000	-	1,200,000
Excess Workers Comp.	65,000	65,000	-	130,000
Total	1,234,530	1,198,450	8,600	2,441,580

Budget Commentary

The FY 21 expenditures are expected to come in on budget. The overall FY 22 Worker's Compensation and Liability Insurance budget is expected to increase \$154,980 or 6.8% as compared to the overall FY 21 budget. The increase is due to anticipated claims in the current year as well as prior year claims and expected increases in the market nationwide. The Windsor and Wilson fire districts will provide \$8,600 for costs associated with their insurance coverage.

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

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Budget	Adopted
Retiree Health Benefits	985,000	985,000	1,030,000	-
Retirement Plan Actuarial Costs	97,200	94,980	98,000	-
Total	1,082,200	1,079,980	1,128,000	-

Funding Sources

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Budget	Adopted
General Fund - General Services	866,200	863,980	923,000	-
Retiree Copays	216,000	216,000	205,000	-
Insurance Internal Service Fund	-	-	-	-
Total	1,082,200	1,079,980	1,128,000	-

Funded By General Fund - General Services - FY 2022

Retiree Health Benefits \$825,000

- 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 \$40,500

- Provides funding for annual pension plan actuarial valuations, participant statements, pension benefit calculations and audit disclosures to comply with GASB (Governmental Accounting Standards Board) statements dealing with retirement services and plan management financial analysis.

OPEB (Other Post Employment Benefits) \$13,800

- Provides funding for biennial OPEB actuarial valuation and annual audit disclosures to comply with Government Accounting Standards Board (GASB) statements dealing with other post-employment benefits.

Retirement Plan Investment Consultant Costs \$43,700

- Provides funding for investment consultant to manage defined benefit plan investments.

Budget Commentary

The FY 21 General Fund budget amount of \$1,082,200 includes funding for retiree health, dental and prescription drug benefits as well as defined benefit retirement plan actuarial and investment advisor costs. The retiree health benefit budget amount is transferred to the Insurance Internal Service Fund where retiree as well as active employee costs reside and from where deductibles and claims are paid. The FY 22 budget proposes an increase of \$45,800 or 4.2% and is due to expected claims activity and enrollment changes.

OTHER POST-EMPLOYMENT BENEFITS (OPEB)

Other Post-Employment Benefits (OPEB) are a form of deferred compensation consisting primarily of health insurance benefits for retirees, their spouses and beneficiaries. The town pre-funds future retiree health benefits into a trust fund. Pre-funding allows actuaries to use more favorable actuarial assumptions in the valuation process, resulting in a lower liability. Additionally, a trust fund allows for assets to accumulate and earn better rates of return from higher yielding investments, as compared to those from general operating funds. Higher returns help to pay OPEB cost and increases financial and budgetary flexibility.

Expenditures

Expenditure by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Other Post-Employment Benefits	725,000	725,000	750,000	-

Funding Sources

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	500,000	500,000	525,000	-
Town Support for Education	225,000	225,000	225,000	-
Total	725,000	725,000	750,000	-

Budget Commentary

The FY 21 expenditures will come in on budget. The FY 22 budget reflects an increase of \$25,000 or 3.5% as compared to the FY 21 budget. FY 22 will be the eighth year the town has contributed towards funding the town's long-term OPEB obligation. The balance in the OPEB trust fund is projected to be approximately \$5,000,000 on June 30, 2021.

REVALUATION

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, 2018 and was implemented in FY 20.

Expenditures

Expenditure by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Revaluation	10,000	10,000	10,000	-

Funding Sources

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund	10,000	10,000	10,000	-
Total	10,000	10,000	10,000	-

Budget Commentary

The funding for the revaluation account for FY 22 is \$10,000. The next mandated revaluation will occur for the grand list dated October 1, 2023.

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 through this program.

Expenditures

Expenditure by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Recycling	469,390	469,390	561,640	-

Funding Sources

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund	469,390	469,390	561,640	-
Total	469,390	469,390	561,640	-

Funded By General Fund - General Services - FY 2022

Curbside Collection Services *\$482,300*

- Contract for the curbside collection of recyclable materials for approximately 9,650 Windsor households

Leaf Collection Services *\$68,340*

- Collect 1,000 tons of residential leaves in paper bags and barrels during an eight week period in the fall

Contract Administration & Public Education *\$11,000*

- Contract with the Resident 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 the status of residential and commercial recycling programs in Windsor on a quarterly and annual basis to the State of Connecticut Department of Energy and Environmental Protection.

Budget Commentary

The FY 21 expenditures are expected to come in on budget. The FY 22 budget reflects an increase of \$92,250 or 19.7% and is based on the first year of a new five year contract for curbside collection services and a 3.0% 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 debt financing, 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

Expenditure by Category	FY 2021		FY 2022	
	Adopted Budget	Estimate	Proposed	Adopted
Capital Projects – Town	9,545,400	9,545,400	5,601,100	-
Capital Projects – Schools	5,067,800	5,067,800	4,126,900	-
Total Capital Projects	14,613,200	14,613,200	9,728,000	-

Funding Sources

Funding Source	FY 2021		FY 2022	
	Adopted Budget	Estimate	Proposed	Adopted
General Services – Capital Projects	2,410,000	2,410,000	2,520,000	-
Town Support for Education	-	-	-	-
<i>Subtotal – General Fund</i>	<i>2,410,000</i>	<i>2,410,000</i>	<i>2,520,000</i>	<i>-</i>
Other Funds	12,203,200	12,203,200	7,208,000	-
Total	14,613,200	14,613,200	9,728,000	-

Budget Commentary

The town and school projects included in the proposed FY 22 Capital Improvement Program are summarized in the total above. Details can be found on page Q-11. On this page, "Other Funds" include new borrowing authorizations, state and federal grants, appropriations from the General Fund unassigned fund balance, appropriations from the Capital Projects Fund assigned fund balance and other town funds. The general fund allocation for FY 22 will fund pavement management, sidewalks repairs, fleet replacement as well as school facility and technology improvements.

Anticipated FY 2022 Capital Improvement Projects

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2022						
Pavement Management Program	1,085,000	905,000		180,000		
Sidewalk and Curb Replacement Program	160,000	160,000				
Stormwater Management Improvements	270,000		270,000			
Public Safety Equipment Fund	500,000	500,000				
Fleet and Public Works Equipment Replacement	735,000	735,000				
Tree Replacement Program	30,000					30,000
Historic Monument and Ancient Cemetery Preservation	50,000					50,000
Town Facility Improvements - DPW Fuel Station Improvements (Construction)	762,000		762,000			
Town Facility Improvements - Senior and Transportation Services Renovation	230,000		230,000			
Town Facility Improvements - L.P. Wilson HVAC Improvements and Replacement Project	200,000		200,000			
Town Hall Domestic Water Piping Replacement	54,000					54,000
Chafee House Roof Replacement	134,000					134,000
Day Hill Road Ped. Circulation Enhancements (Marshall Phelps to Heimsford Way, Design)	23,400			952,000		23,400
International Drive Rehabilitation (Construction - Phase I)	952,000					
River Street Roadway Rehabilitation (Pocahontas Ave. to Old River Rd., Design)	58,700					58,700
Pigeon Hill Rehabilitation (Lamberton Rd. to Addison Rd., Design)	63,000					63,000
Riverfront Trail Project - Windsor Center to E. Barber St.	120,000					120,000
East Granby Road Relocation (Design)	60,000					60,000
Athletic Field Improvements - Sage Park Middle School West Field Improvements (Construction)	1,712,400		1,712,400			
Wilson Gateway Park (Design)	114,000					114,000
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Sage Park Middle School - Alternative Energy and Efficiencies Upgrades (Construction - Phase II)	2,108,000		2,108,000			
BOE - Clover Street School - ADA Code and Restroom Renovations (Design)	120,000	120,000				
BOE - L.P. Wilson - Main Hall Restroom Renovation (Design)	41,000					41,000
BOE - Clover Street School - Roof Replacement (Design)	45,500					45,500
Subtotal FY 2022	9,728,000	2,520,000	5,282,400	1,132,000	-	793,600
FY 2022 Projects Anticipated to Require Voter Approval						
None	-	-	-	-	-	-
Subtotal FY 2022	-	-	-	-	-	-
GRAND TOTAL FY 2022	9,728,000	2,520,000	5,282,400	1,132,000	-	793,600

¹ Capital Projects Fund Assigned Balance (Total = \$425,600)

² General Fund Unassigned Balance (Total = \$366,000)

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) and can vary significantly from year to year.

Expenditures

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Tax Refunds Prior Year	20,000	80,000	20,000	-

Funding Sources

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund	20,000	80,000	20,000	-
Total	20,000	80,000	20,000	-

Budget Commentary

The FY 21 expenditure is projected to come in over budget by \$60,000 due to a large tax appeal settlement. No increase is proposed for FY 22.

CARING CONNECTION TRANSFER

Over the past several fiscal years, an appropriation from either the General Fund unassigned fund balance or from General Services has been made to the Caring Connection to address the difference between program revenues and operating expenses.

Expenditures

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Transfer to Caring Connection	120,000	120,000	140,000	-

Funding Sources

Funding Source	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
General Fund	120,000	120,000	140,000	-
Total	120,000	120,000	140,000	-

Budget Commentary

A transfer from General Services of \$120,000 was adopted for the FY 21 budget. The amount requested for FY 22 is \$140,000 in order to address the projected operating loss in the new fiscal year.

OPEN SPACE

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.

Expenditures - General Fund Transfer to the Open Space Fund

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Open Space	200,000	200,000	200,000	-

Expenditures - Open Space Special Revenue Fund

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Open Space	15,000	-	12,000	-

Budget Commentary

Expenditures for FY 21 and FY 22 are intended for professional services related to property survey and appraisals. The projected fund balance in the Open Space Fund as of June 30, 2021 is projected to be approximately \$777,000.

SPECIAL REVENUE FUNDS

General Services

Project #	Project Name	FY 2021			FY 2022			
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
1630	Revaluation	76,291	10,000	2,400	83,891	10,000	-	93,891
1640	OPEB Actuarial Valuation	26,340	14,700	26,300	14,740	13,800	28,540	-
1703	Open Space Fund	574,259	203,000	-	777,259	200,000	12,000	965,259
1709	Great Pond Special District Fund	3,291	246,560	246,560	3,291	402,000	402,000	3,291
1710	Mill Brook Open Space	20,298	-	-	20,298	-	10,000	10,298
		700,479	474,260	275,260	899,479	625,800	452,540	1,072,739

#1630 - Revaluation - This fund provides the revenue needed to conduct the next revaluation, which is due to occur for the Grand List dated October 1, 2023. The funding for the revaluation account for FY 22 is proposed at \$20,000. This will allow the balance to accumulate and provide the necessary funds to pay for the next revaluation.

#1640 - Other Post-Employment Benefits (OPEB) Actuarial Analysis - This fund provides the revenue needed to conduct the biennial OPEB program actuarial analysis and plan valuation. The funding source for this is the General Fund.

#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.

#1709 - Great Pond Village Special District Fund - This fund provides the revenue needed to facilitate the transfer of tax increment revenues to the Great Pond Village Improvement District pursuant to the interlocal agreement with the town.

#1710 - Mill Brook Open Space Fund - This fund is intended to be used to pay for improvements to the Mill Brook Open Space parcel.

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 and/or 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 \$600,000 retention limit. The town purchases insurance for claims in excess of \$600,000. The funds are also used for third party claims, administrative services, excess insurance policy premiums 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. The current policy has a \$1,000,000 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. The current policy has a \$100,000,000 limit and a \$50,000 deductible.

General Liability - A broad form of liability insurance to protect the insured against claims for bodily injury and property damage arising from the insured premises, operations, products, completed operations or contractual liability. The current policy has a limit of \$1,000,000 per occurrence and a \$3,000,000 aggregate per location.

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. The current self-insured retention is \$600,000 for both the Board of Education employees and town operations. The Excess Insurer which provides coverage over the retention has statutory limits (state limits).

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. The current coverage for F/P & E/D has a limit of \$1,000,000 and a \$2,500 deductible.

Catastrophe Coverage/Umbrella - Protects the insured against claims in excess of the limits of the primary General Liability, Automobile Liability, Police Professional, Public Officials Liability and School Board Errors and Omissions policies. The current coverage limits are \$15,000,000 per occurrence and aggregate with a self-insured retention of \$10,000.

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

Police Professional Liability - Coverage for alleged violations of civil rights (i.e., false arrest, excessive force) by the town's law enforcement employees. The current coverage limits are \$1,000,000 per person, per occurrence and aggregate with a \$10,000 deductible.

Cyber Liability - This coverage protects the town and the board of education from network security liability, privacy liability, network extortion, malicious internet media, regulatory proceedings and provides for a data breach fund. The current coverage limits are \$1,000,000 per occurrence with a \$10,000 deductible.

Football and Sports Accident - Insures against excess losses resulting directly and independently of all other causes from accidental bodily injury to insured players, managers and coaches sustained while participating in a scheduled game, tournament or practice session and/or while traveling directly to or from such game or practice session. The current coverage limits depend on the injury sustained.

Volunteer Firefighter Accident - Provides accident and specified sickness coverage for Emergency Service personnel. The current coverage limits vary per accident or sickness.

Fiduciary Liability - Provides coverage for pension plan administrators against liability from alleged mismanagement of the town employee's pension fund. The current coverage limit is \$1,000,000 annual aggregate with a \$5,000 deductible.

School Board Errors & Omissions - Coverage against claims arising out of any actual or alleged breach of duty, neglect, error, misstatement, misleading statement or omission committed solely in the performance of duties by an employee of the board of education. The current coverage limits are \$1,000,000 per occurrence and aggregate with a \$35,000 deductible.

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. The current coverage limits are replacement value on properties with a \$15,000 deductible, property coverage is for \$280,852,492. 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.

Inland Marine (including Watercraft Coverage) - Physical damage coverage for portable equipment including contractors and fire department equipment, computers, valuable papers, accounts receivable and watercraft. The current coverage limits and deductibles vary per type of property insured.

Nurse Professional Liability - A form of liability insurance to protect town and school nurses against claims of alleged malpractice. The current policy has a \$1,000,000 limit.

Landfill Premises Liability - A form of liability insurance to protect the town from claims at and on the landfill premises. The current policy has a \$1,000,000 limit.

Fire Department Insurance – Provides all lines of coverage for the town's fire department, the two fire districts and the four social companies within the fire department. The current policy has a \$10,000,000 limit with an aggregate of \$20,000,000 with very low deductibles.

Workplace Violence Insurance - This provides additional coverage for all public facilities in the event of an incident. There is 1st party and 3rd party liability coverage to supplement the existing liability and property policies and to cover items not normally covered by our existing policies. Currently there is a limit of 3 million dollars.

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 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
PUBLIC LIABILITY					
Comprehensive Gen. Liability/Auto	370,760	404,750	404,750	445,230	-
Catastrophe Coverage (umbrella)	88,580	93,000	93,000	106,950	-
Public Officials' Liability	28,560	29,360	29,360	31,700	-
Football and Sports Accident	15,000	15,000	15,000	18,000	-
<i>SubTotal - Public Liability</i>	<i>502,900</i>	<i>542,110</i>	<i>542,110</i>	<i>601,880</i>	<i>-</i>
EMPLOYEE PROTECTION					
Volunteer Firemen Accident	91,370	94,300	94,300	100,900	-
Police Professional Liability	31,000	31,930	31,930	35,100	-
Pension Fiduciary Liability	14,300	14,590	14,590	16,000	-
School Board Errors & Omissions	29,130	30,000	30,000	31,500	-
Heart and Hypertension	-	-	-	-	-
Special Medical Claims	2,000	2,120	2,120	2,500	-
<i>SubTotal - Employee Protection</i>	<i>167,800</i>	<i>172,940</i>	<i>172,940</i>	<i>186,000</i>	<i>-</i>
PROPERTY PROTECTION					
Property including Flood/Earth	208,000	222,560	222,560	256,000	-
Inland Marine including Watercraft	2,100	2,250	2,250	2,600	-
Boiler	19,760	21,140	21,140	24,300	-
<i>SubTotal - Property Protection</i>	<i>229,860</i>	<i>245,950</i>	<i>245,950</i>	<i>282,900</i>	<i>-</i>
SECURITY					
Cyber Liability	15,300	16,000	16,000	18,400	-
Employee Blanket Bond (Crime)	6,240	6,550	6,550	6,900	-
<i>SubTotal - Security</i>	<i>21,540</i>	<i>22,550</i>	<i>22,550</i>	<i>25,300</i>	<i>-</i>
STATUTORY					
Constable's Bond	5,750	5,750	5,750	6,000	-
Tax Collector's Bond	1,250	1,300	1,300	1,500	-
Nurse Professional	8,000	8,000	8,000	8,000	-
<i>SubTotal - Statutory</i>	<i>15,000</i>	<i>15,050</i>	<i>15,050</i>	<i>15,500</i>	<i>-</i>
Total - Liability Insurance	937,100	998,600	998,600	1,111,580	-

Funding Sources

Funding Source	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - General Services	498,030	512,530	512,530	569,530	-
Town Support for Education	431,270	478,030	478,030	533,450	-
Fire District	7,800	8,040	8,040	8,600	-
Total General Fund Budget	937,100	998,600	998,600	1,111,580	-

Budget Commentary

The overall FY 22 liability insurance budget is projected to increase \$112,980 or 11.3% over the FY 21 budget due to industry standards and coverage allocations. The FY 21 estimate is expected to come in on budget. Based on current and recent past events, the insurance market has been increasing premiums in the public sector from 15% to as much as 30% in certain liability coverage and property insurance.

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.

Expenditures

Expenditure by Category	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Workers Compensation	1,200,000	1,200,000	1,200,000	1,200,000	-
Excess Workers Comp. Premium	85,000	88,000	88,000	130,000	-
Total - Workers Compensation	1,285,000	1,288,000	1,288,000	1,330,000	-

Funding Sources

Funding Source	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - General Services	642,500	644,000	644,000	665,000	-
Town Support for Education	642,500	644,000	644,000	665,000	-
Total - General Fund Budget	1,285,000	1,288,000	1,288,000	1,330,000	-

Budget Commentary

Each year the town allocates funds to be used to pay claims below the \$600,000 retention limit. The town's excess insurance provides protection for single claims in which cost exceeds \$600,000. The funds are also used for third party claims, administrative services, excess insurance policy premiums and costs associated with centralized safety and training. The excess insurance reflects an increase due to the excess worker compensation market hardening nationwide with the presumption of COVID by state governments along with market correction nationwide.

EMPLOYEE/RETIREE BENEFITS INSURANCE INTERNAL SERVICE FUND

This program accounts for the town's health insurance costs 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).

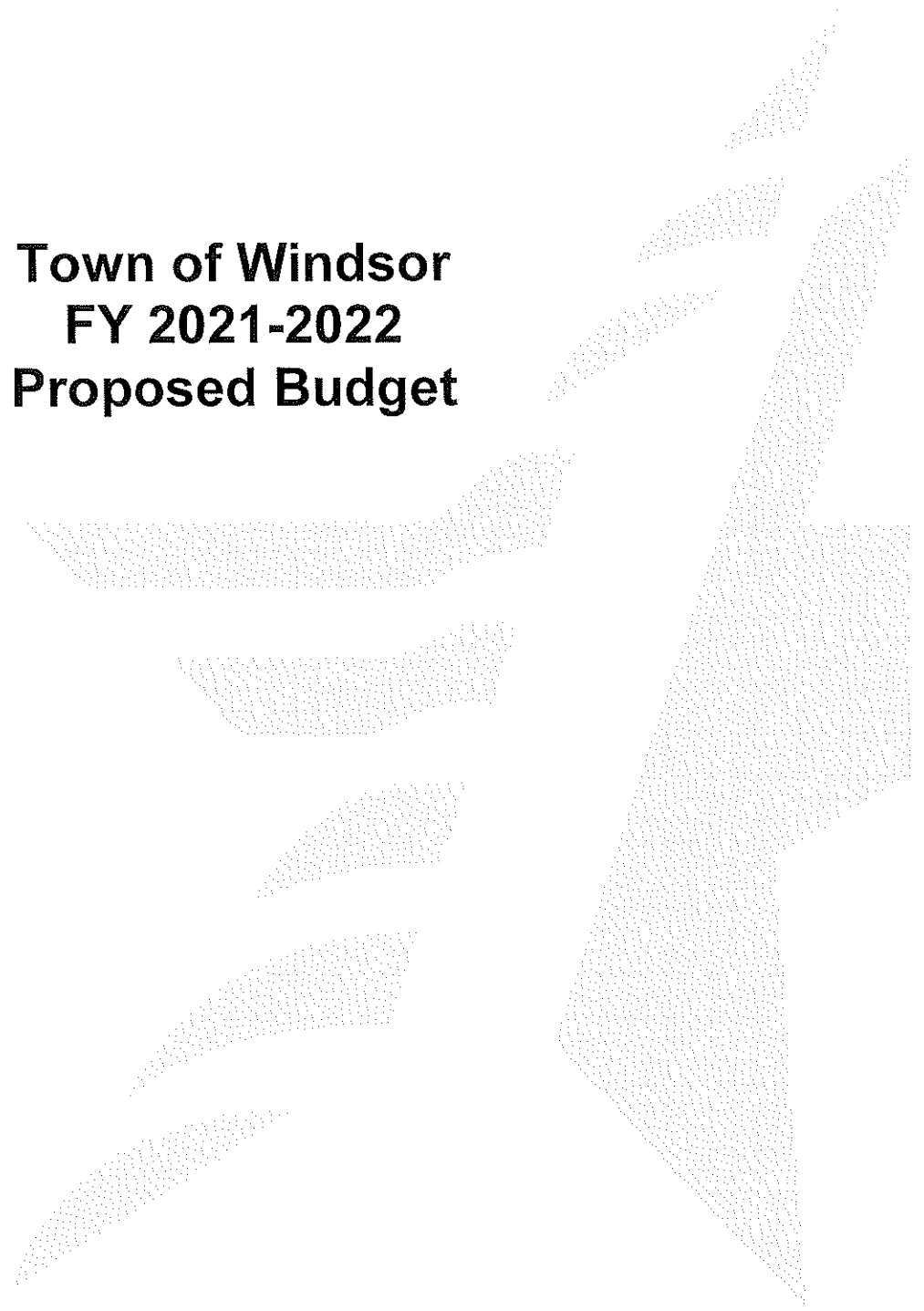
BENEFITS	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Cost:					
Health	2,760,217	3,350,000	3,200,000	3,500,000	-
Prescriptions	553,194	583,000	520,000	600,000	-
Dental	159,468	212,000	200,000	205,000	-
Disability	132,304	130,000	140,000	130,000	-
Life	41,212	42,000	45,000	45,000	-
<i>Total Benefit Cost</i>	3,646,395	4,317,000	4,105,000	4,480,000	-
Less Reimbursements:					
Employee Copay Health/Dental/Prescription	(663,350)	(633,000)	(650,000)	(685,000)	-
Retiree Copay Health/Dental/Prescription	(200,648)	(216,000)	(200,000)	(205,000)	-
Prescription Rebates	(75,387)	(45,000)	(66,000)	(66,000)	-
Insurance Fund Balance	-	-	-	(43,990)	-
Landfill Allocated Costs	(55,710)	(55,480)	(55,480)	(56,210)	-
Resident Transfer Station	(13,200)	(13,140)	(13,140)	(12,410)	-
Child Day Care Allocated Costs	(131,940)	(146,000)	(128,920)	(146,000)	-
Adult Day Care Allocated Costs	(29,320)	(29,200)	(29,200)	(29,200)	-
<i>Total Reimbursements</i>	(1,169,555)	(1,137,820)	(1,142,740)	(1,243,810)	-
Total General Fund Contribution	2,476,840	3,179,180	2,962,260	3,236,190	-

Budget Commentary

The FY 21 employee and retiree total benefit costs are expected to come in under budget by \$212,000 or 4.9%. This is due to lower than expected health, prescription drug and dental claims expenditures. The FY 21 employee and retiree general fund costs, after deducting employee and retiree copays and enterprise fund contributions, are expected to be \$216,920 or 6.8% under budget. The FY 22 total benefit costs are increasing \$163,000 or 3.8% based on medical, prescription and disability claims trend and an increase in the stop loss insurance premium. This increase is mitigated slightly by a decrease in dental costs due to better than expected claims experience. The total FY 22 general fund contribution is increasing \$57,010 or 1.8% over the FY 21 budget after deducting employee and retiree copays, use of insurance fund balance and enterprise fund contributions.

Landfill Enterprise Fund

**Town of Windsor
FY 2021-2022
Proposed Budget**



LANDFILL ENTERPRISE FUND

INTRODUCTION

From 1972 through July 2014, the Windsor-Bloomfield Sanitary Landfill served the solid waste disposal needs of the towns of Windsor and Bloomfield. During the summer of 2010, a final landform was approved by the State Department of Energy and Environmental Protection (DEEP) and substantially completed in July 2014. The landfill did not have the capacity to take additional external wastes through FY 15 and was closed to customers on July 1, 2014. Enhanced-operations at the Windsor Transfer Station began on July 1, 2014.

The retained earnings of the Enterprise Fund, which were approximately \$8 million in FY 02, ultimately increased to more than \$30 million several years ago, enough to meet the immediate closure and long term post-closure costs for the landfill.

Closure and capping efforts are expected to continue through FY 22 and into the first half of FY 23 and include work within the wetlands area and finishing detention basins, surface water let-down structures, and perimeter roads. Work in FY 23 is also expected to include the capping of the tornado debris area which is off the waste footprint and is east of Huckleberry Road. These projects must all 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 provides complete coverage to the entire waste footprint and was fully-completed before the end of FY 19.

Ongoing application of intermediate cover to areas of the site continues as this is a necessary component of the capping process prior to the direct application of the clay cap.

The capping process requires that an impervious material be placed and compacted to the required depth and density. Consulting engineers provide quality assurance oversight to confirm that the State DEEP approved capping specifications are met in order to reduce the amount of storm water infiltration into the solid waste. Next, a layer of highly-organic topsoil is spread over the clay and finished with hydro-seed. This vegetative support layer allows grass to grow on the top of the landfill which reduces the potential for erosion. During months when placement of the clay cap is not feasible, landfill staff works on "ancillary" capping projects such as the spreading of intermediate cover and surface re-grading, drainage basin maintenance, road construction and, if weather permits, the screening of large rocks from the main clay stockpile.

A fully-completed cap has been applied to approximately 41 acres which includes the entire landfill with the exception of the southeastern corner and the landfill's outer slopes. The lower impervious cap layer has been applied to the southeastern corner as well. We will continue placing topsoil in the Northwestern portion of the landfill when the winter weather breaks in late spring of 2021. We will begin placing a second lift of clay on the southeast corner, and then the outer slopes, once the topsoil has been applied.

During FY 19, town staff and DEEP came to an agreement over a conceptual approach which will address the aesthetic concerns regarding the wetlands adjacent to the landfill. Town received a preliminary cost estimate of approximately \$1,100,000 to perform this work. Preliminary permits were obtained, and a geotechnical study was performed in the Fall of 2020 so that the final design work can be completed over the winter of 2020-2021. Assuming that the remaining permits and approvals are successfully obtained in the Spring of 2021, the actual work may potentially occur during the summer of 2021. To that end, the majority of this work is included in the Services line of the proposed FY 22 budget.

Financial Summary

No operational revenues have been budgeted since FY 15. Since January 2015, the town has submitted reimbursement requests for closure-related expenses that totaled approximately \$949,649 as part of a \$2,000,000 closure grant that was awarded many years ago by the State of Connecticut. The town has

received approximately 90% of the requested funds (\$854,685) with the remaining 10% to be received after the entire capping process has been completed and certified by the State DEEP. It is anticipated that approximately \$290,000 will be received in FY 21 which is reflected on the line item entitled "CT DEEP Reimbursement Grant" on page S-3. The FY 22 budget includes a reimbursement from the grant in the amount of \$648,000, which represents 90% of the remaining balance of the grant (approximately \$723,700). This request will be primarily for the expense related to the wetlands work that is expected to occur early in FY 22. This expense is included in the Contractual Services line, and the expense of purchasing topsoil continues to be reflected in the Supplies line of this budget. It is expected that the entire balance of the \$2M grant will be depleted at the conclusion of FY 22.

Estimated Year-End Balance Available for Future Obligations

As planned, the Landfill Fund draws down from the retained earnings in order to fund the landfill capping project. The FY 21 budget assumed that there would be an annual net loss of \$1,402,370. The FY 21 estimate of a \$1,324,420 loss is \$77,950 better than budget. At the end of calendar year 2022, our goal is to have the entire clay cap installed. The estimated June 30, 2022 retained earnings balance available for future obligations is expected to be \$19,839,367.

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

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
<u>Operating Revenue</u>					
Other Revenues	-	-	-	-	-
CT DEEP Reimbursement Grant *	-	252,000	290,000	648,000	-
Total Operating Revenue	-	252,000	290,000	648,000	-
<u>Non-Operating Revenue</u>					
Interest Income	372,939	300,000	150,000	70,000	-
Total Non-Operating Revenue	372,939	300,000	150,000	70,000	-
Total Revenue	372,939	552,000	440,000	718,000	-
<u>Expenses</u>					
Personal Services	417,187	446,470	445,230	470,870	-
Supplies	284,123	709,000	547,940	523,450	-
Services	391,451	497,630	480,280	1,439,900	-
Maintenance & Repairs	31,969	146,000	140,270	108,270	-
Energy & Utility	27,567	36,130	37,820	38,700	-
Administrative Overhead	50,000	50,000	50,000	50,000	-
Grants & Contributions	-	3,000	3,000	3,000	-
Capital Outlay	-	-	-	54,000	-
Insurance & Permit Fees	30,705	31,500	30,710	32,250	-
Total Expenses	1,233,002	1,919,730	1,735,250	2,720,440	-
<u>Non-Operating Expenses</u>					
Depreciation	35,741	34,640	29,170	22,730	-
Total Non-Operating Expenses	35,741	34,640	29,170	22,730	-
Total Expenses	1,268,743	1,954,370	1,764,420	2,743,170	-
Annual Net Operating Income/(loss)	(895,804)	(1,402,370)	(1,324,420)	(2,025,170)	-
<u>Estimated End of Year Balances</u>					
Available for Future Obligations	23,188,957	21,611,750	21,864,537	19,839,367	-

*Connecticut Department of Energy and Environmental Protection

Personnel Requirements	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	3.80	3.80	3.80	3.85	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	3.80	3.80	3.80	3.85	-

LANDFILL OPERATIONS, CLOSURE & POST-CLOSURE

Products and Services

Landfill Capping Activities \$851,630

- Perform grading of immediate cover over the waste materials and compact the clay cover over the intermediate cover
- Install, grade and seed the topsoil over the clay cover
- Install storm water drainage structures on the landfill
- Maintain and repair storm water basins on the site.

Landfill Wetlands Project \$1,100,000

- Install underground piping to divert groundwater from wetlands as recommended by CTDEEP.

Landfill Gas Collection System \$22,000

- Make ongoing maintenance to the gas collection system including relaying condensate header lines and repairing well casings as necessary
- Disposal of landfill condensate generated by the collection system
- Ongoing, long-term monitoring of the landfill gas collection system.

Engineering \$310,400

- 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 (DEEP) federal EPA requirements
- Assist with closure of landfill cells
- Collect and analyze storm water samples as required by storm water regulations
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells, in addition to gas collection wells and equipment.

Equipment Purchase, Maintenance & Fueling \$187,270

- Inspect, repair and maintain heavy equipment
- Perform scheduled preventive maintenance & oil sampling on equipment to detect major failures before they occur
- Purchase new site pickup truck to replace an existing 23-year old site truck.

Administrative \$92,840

- Conduct regular site inspections to ensure compliance with federal and state regulations
- Maintain records according to the DEEP and the EPA regulatory requirements
- Maintain all federal and state landfill permits
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations. Continue compliance with the DEEP consent agreement including:
 - testing leachate discharges
 - managing site monitoring programs
 - continuing analysis of decomposition gases
 - conducting overall landfill engineering projects
 - complying with federal environmental requirements
 - updating the landfill capacity analysis
 - assisting with closure of landfill cells.

Property Maintenance \$74,050

- Perform ground maintenance on approximately 200 acres of landfill property
- Maintain 13,900 feet of perimeter fence line
- Mow and plant grassed and capped areas
- Plow access roads, recycling and transfer station areas
- Provide preventive maintenance for all structures and facilities.

Administrative Overhead \$50,000

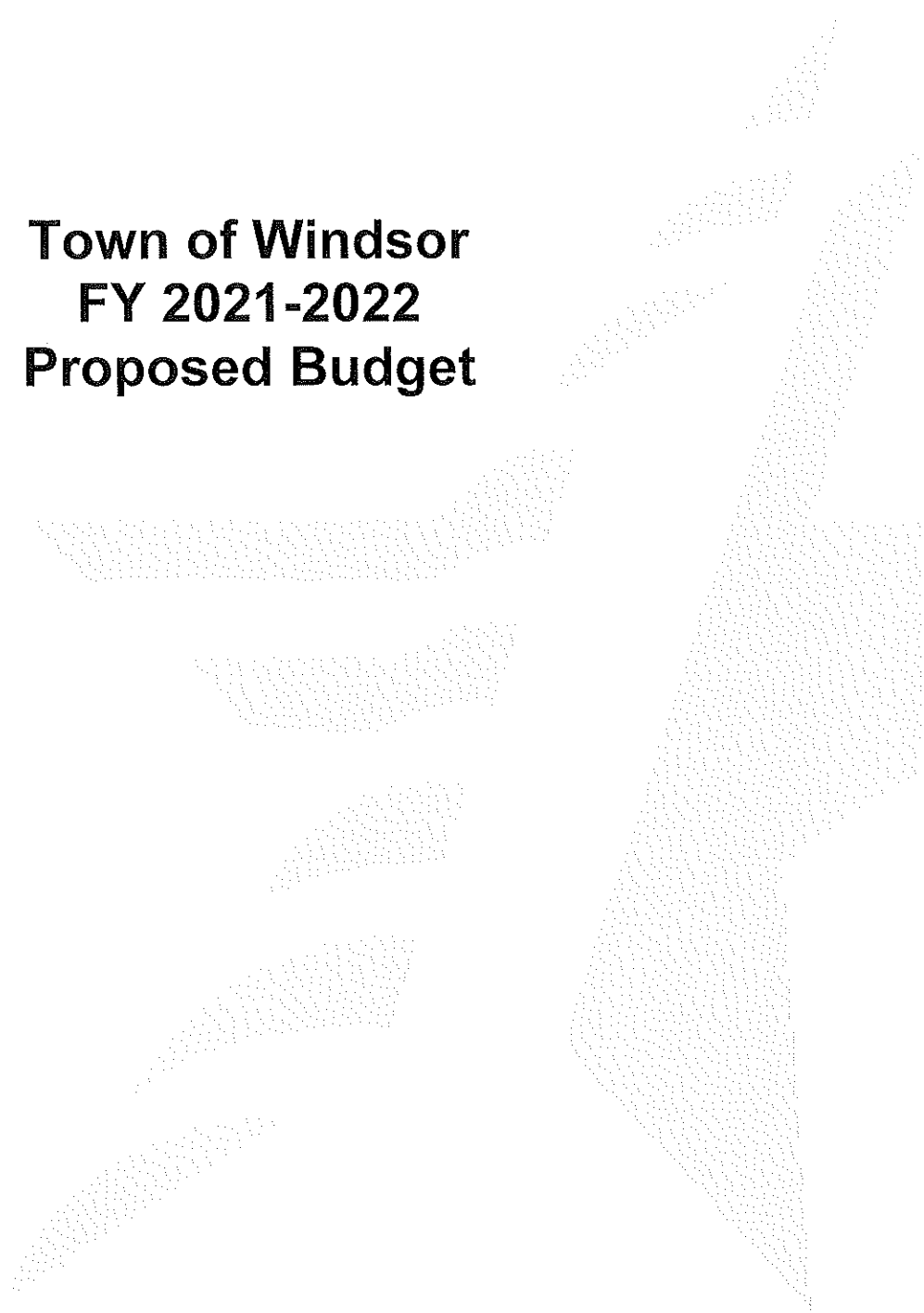
- Payment made to the town for services provided to the landfill by General Fund employees.

Insurance \$32,250

- Liability insurance for on-site premises.

Resident Transfer Station Enterprise Fund

**Town of Windsor
FY 2021-2022
Proposed Budget**



RESIDENT TRANSFER STATION ENTERPRISE FUND

INTRODUCTION

Prior to July 1, 2014, the purpose of the transfer station was to provide residents with a highly-competitive low-cost outlet for their wastes which were ultimately disposed on-site in the landfill. Since then, materials have been transported out of town at an additional cost and have been subject to the higher disposal fees that other disposal sites charge within our region. In addition, landfill airspace was fully exhausted during the fourth quarter of FY20 and construction and demolition materials can no longer be deposited within the landfill. The ability for the town to internalize the disposal of those wastes had a positive impact in excess of \$500,000 in avoided disposal costs since the transfer station began "stand-alone" operations in July, 2014.

Services

The FY 22 budget proposes the continuation of services including residential drop off of municipal solid waste ("MSW"), metal recycling, electronic recycling, appliances, propane tanks, mattresses, 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 waste items and construction and demolition materials are accepted at the transfer station as well.

The facility is available exclusively to residents of Windsor and Bloomfield. Presently, the hours of operation are as follows: Monday & Friday 8:00am-2:45pm, Tuesday and Wednesday 10:00am-2:45pm, and Saturday 8:00am-3:45pm. Staff is recommending that no changes to hours of operation occur for FY 22.

Since the Transfer station began "stand-alone" operations in FY 15, the town has utilized temporary staffing agencies to provide additional help as needed throughout the fiscal year. The proposed budget presents an increase in FY 22 Full Time Equivalents (FTE's) to account for the additional part-time scale clerk/monitor who will work 18-20 hours per week for the full fiscal year. Accordingly, a corresponding reduction in the Contractual Services line is realized during that same time period as well.

Fees

Until the conclusion of FY 18, patrons of the transfer station enjoyed fees that had remained unchanged since July 2014. In FY 19 and FY 20, a series of small "stepped" increases were implemented to make up for the price increases that had occurred within the local marketplace since 2014. No increases were implemented in FY 21 as a result of those fees.

Recent news regarding the future of MIRA, along with continued global recycling issues, continue to create an uneasiness within the local solid waste marketplace. This trend is expected to continue into the foreseeable future until the future of MIRA's plant on Murphy Road has been decided. The proposed FY 22 budget includes increases of \$3.50 per ton (up to \$93.50/ton) for MSW and bulky waste disposal fees. Taken alone, these external disposal price increases would result in a significant net annual loss to the Transfer Station. In order to maintain the goal of a positive net annual balance, the proposed FY 22 budget includes price increases to several materials managed at the Transfer Station. The proposed changes to our Transfer Station tipping fees are detailed below.

Results from our last two request for proposal (RFP) solicitations yielded two-year results approximately 12.7% higher for MSW and Bulky Waste materials (from \$83 to \$93.50) than in FY 2020, when our last price increase occurred. In addition to these higher disposal fees, the cost to transport these wastes has increased during that same time period as well.

The current fee for a resident to purchase an annual permit is \$160.00. A "half-year" permit is also available for \$85.00. For residents who do not have a permit, the side-window fee of \$6.00 for up to three bags (or 100 lbs) of kitchen-type MSW. Additional bags are currently charged at \$3.00 each. Town staff has proposed that permits be raised to \$170 and \$90 respectively and that the side window transactions be raised an additional \$1.00 (to \$7.00) for FY 22.

The Transfer Station currently charges \$80.00 per ton for the disposal of brush and \$155.00 per ton for bulky wastes. Town staff has proposed that these fees be increased to \$100 per ton and \$175 per ton respectively. These tipping fees are well-aligned with the fees at other disposal facilities within our local marketplace. Mattresses that qualify under the Connecticut Mattress Recycling Program have not been charged a fee since the site began participation in the program in early FY 18.

Oversized wastes are charged a "volume-based" fee (see price guide), and the fee is set to cover the costs to manage, transport and dispose of these materials. The fees for these items are currently \$20 (for chairs) and \$30 (for sofas) respectively. Freon-containing appliances, propane tanks, and tires are subject to a fee to cover the costs to properly manage and dispose of these wastes. Town staff has proposed that fees for passenger tires be raised from \$4 to \$6 each and propane tanks be raised from \$4 to \$6 each as well. These costs continue to be lower than most of the fees for these materials at other disposal sites in our area.

In January of 2018, China launched "National Sword", a step intended to block the imports of illegal and low-quality wastes and recyclables into China. This has had a severe global impact on the recyclables market which ultimately affects Windsor at the local level. Recyclables that once had value, continue to be an economic liability. Minimal changes in the recyclables market are expected during FY 22.

This global condition created an additional expense to the transfer station, and new recycling fees were established in FY 20 for patrons of the transfer station who chose to use the recycling roll-off instead of recycling their materials curbside at their homes. These fees are currently \$5.00 per car, and \$10.00 per truckload. These fees continue to be in-line with similar charges at other facilities within our region and are proposed to remain the same for FY 22.

Financial Summary

It is anticipated that the total revenues for the Resident Transfer Station Enterprise fund will be approximately \$374,430 for FY 21. This exceeds the budget by \$96,180, and is driven primarily by an increase in the receipt of construction and demolition materials mostly due to the COVID-19 pandemic. As expected, total expenses for FY 21 are also higher than budget, and are estimated to be \$369,610 or \$92,200 over budget. The resulting net income of \$4,820 is \$3,980 higher the FY 21 budget.

The proposed FY 22 budget incorporates all of the above-mentioned changes to our fee structure. If the additional proposed price increases are implemented, the FY 22 revenues are anticipated to be \$335,670 and expenses are \$332,930 resulting in a \$2,740 surplus for the year.

As has always been the case, it is important to note that due to the volatility of the recyclables market, and additional uncertainty related to regional solid waste disposal issues, the economics of the Transfer Station Enterprise Fund could rise or fall sharply due to broader trends that are beyond the control of the town. If the global recyclable markets rebound to former levels, the transfer station enterprise fund could show a positive annual balance and would be further supported by the current fee schedule. On the other hand, if scrap metal or other markets dip below current levels, the opposite would hold true.

Staff continues to look for ways to gain operational efficiencies that could potentially provide future savings related to our transportation and disposal costs in order to keep our fees as low as possible for our residents.

**TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Proposed	FY 2022 Adopted
Operating Revenue					
Charges for Services	169,656	145,210	234,840	189,210	-
Permits & Other Revenues	134,069	127,040	138,590	145,460	-
Total Operating Revenue	303,725	272,250	373,430	334,670	
Non-Operating Revenue:					
Interest Income	7,750	6,000	1,000	1,000	-
Total Revenue	311,475	278,250	374,430	335,670	-
Operating Expenses:					
Personal Services	72,938	89,190	89,340	93,380	-
Supplies	9,404	5,820	6,110	6,720	-
Services	39,487	21,480	24,700	24,500	-
Services (disposal of MSW)	55,264	51,900	66,610	64,120	-
Services (disposal of bulky & oversize)	59,774	95,730	171,130	131,900	-
Capital Outlay	-	-	-	-	-
Energy & Utility	15,312	13,290	11,720	12,310	-
Total Operating Expenses	252,179	277,410	369,610	332,930	-
Annual Income/(Loss)	59,296	840	4,820	2,740	-
Net Assets (Retained Earnings),					
Beginning of Year	481,085	499,154	540,381	545,201	-
Net Assets (Retained Earnings),					
End of Year	540,381	499,994	545,201	547,941	-
Personnel Requirements					
	FY 2020	FY 2021	FY 2021	FY 2022	
Full Time Equivalent (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.20	0.20	0.20	0.15	-
Regular Part Time Employees	0.88	1.11	0.99	1.33	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.08	1.31	1.19	1.48	-

**TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
OPERATING REVENUES BY SOURCE**

	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Proposed	FY 2022 Adopted
<u>Residential Bulky & Oversize Waste</u>					
Oversize Waste (typically per item)	12,580	11,800	11,760	11,760	-
Construction & Demolition Debris (per ton)	157,076	133,410	223,080	177,450	-
<i>Sub-total Residential Bulky & Oversize Waste</i>	<i>169,656</i>	<i>145,210</i>	<i>234,840</i>	<i>189,210</i>	-
<u>Permit Fees & Other Revenues</u>					
Permit Fees	47,335	48,740	51,340	54,550	-
Fee for "Side Window" Transactions	20,232	19,500	21,940	25,600	-
Sale of Scrap Metal & Cardboard	16,260	17,160	13,430	13,430	-
Curbside Recyclables Rebate	-	-	-	-	-
Fees for Items not Disposed (Tires, Propane, Textiles, etc.)	10,884	11,600	16,700	16,700	-
Yard Waste Revenues (Non-Disposed)	28,358	19,040	24,180	24,180	-
Recycling Administrative Payment	11,000	11,000	11,000	11,000	-
<i>Sub-total Permit Fees & Other Revenues</i>	<i>134,069</i>	<i>127,040</i>	<i>138,590</i>	<i>145,460</i>	-
TOTAL OPERATING REVENUES	303,725	272,250	373,430	334,670	-

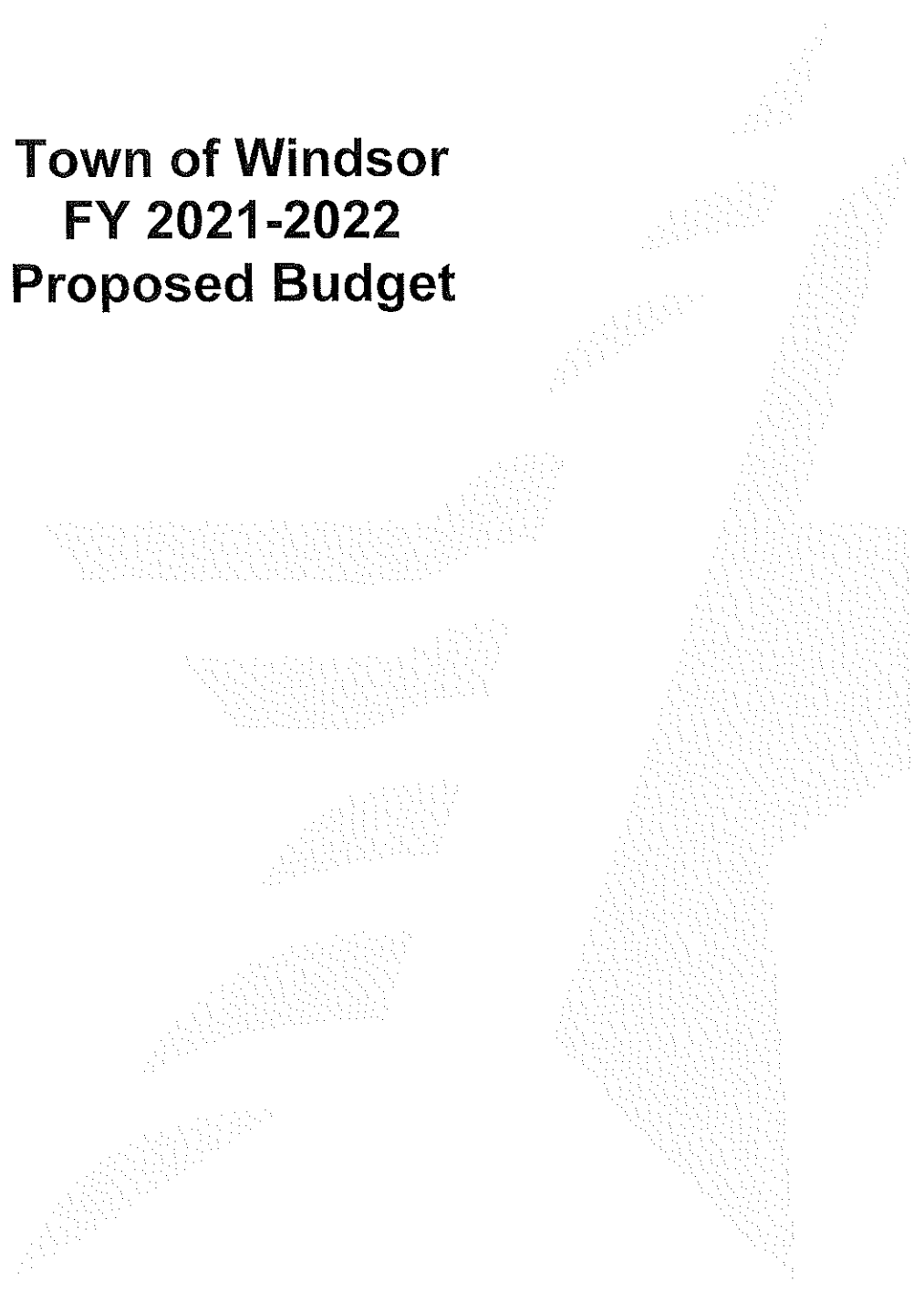
**RESIDENT TRANSFER STATION
Products and Services**

<i>Solid Waste Management</i>	<i>\$108,310</i>
<ul style="list-style-type: none"> • Process permit holders and approximately 4,200 single-time users through the transfer station • Process approximately 317 residential permit renewal applications • Conduct regular site inspections to ensure compliance with federal and state regulations • Coordinate the handling and processing of roll-off containers at the transfer station with the hauling contractor • Weigh and process 7,900 residential vehicles per year bringing bulky and oversized waste to the facility. • Coordinate the processing of yard waste at the site. 	
<i>Recycling Service</i>	<i>16,840</i>
<ul style="list-style-type: none"> • Collect and market recyclable materials - metal, textiles, paint, 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). 	
<i>Solid Waste Transportation & Disposal Expense</i>	<i>207,780</i>
<ul style="list-style-type: none"> • Transportation and Disposal expenses for MSW, bulky and oversized wastes hauled away from the facility. 	

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
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	\$160/year; or \$85 each half year	5/14/2019	Change to \$170/year; or \$90 each half year	
Demolition and Bulky Waste	04-4-48-480	Resolution	\$155 per ton	5/14/2019	Change to \$175 per ton	
Recycling Drop-Off Tires	04-4-48-480	Resolution	\$5 per car; or \$10 per truckload	5/14/2019		
Contaminated Soil	04-4-48-480	Resolution	\$4.00/tire	5/13/2014	Change to \$6.00 each	
Special Waste	04-4-48-480	Resolution	\$20 - \$70 per ton	5/11/2004		
Sale of Leaf Compost	04-4-48-480	Resolution	\$65 - \$80 per ton	5/11/2004		
Commercial Scrap Metal	04-4-48-480	Resolution	\$5-\$15 per cubic yd	10/07/1996		
Scrap Metal, Requiring Removal of Refrigerant Gases	04-4-48-480	Resolution	\$0 up to \$25 per ton	5/06/2002		
Oversized MSW (per item)	04-4-48-480	Resolution	\$15 per small appliance	1/01/2015		
Sale of Wood Mulch	04-4-48-480	Resolution	\$25 per large appliance	5/15/2017		
Penalty for Disposal of Unacceptable Waste Items	04-4-48-480	Resolution	\$0 - \$50 per item	10/07/1996		
		Resolution	\$3-\$12 per cubic yd	5/13/2014		
		Resolution	\$20 - \$50 per item			
One-time transaction	04-4-48-480	Resolution	\$6.00 up to 3 bags/cans	5/14/2019	Change to \$7.00 up to 3 bags/cans, remains \$3.00 for single bag/can	
Propane Tanks	04-4-48-480	Resolution	\$3.00 for single bag/can	5/13/2014	Change to \$6.00 each	
Tree Waste	04-4-48-480	Resolution	\$4.00 each	5/14/2019	Change to \$100.00 per ton	
Leaves	04-4-48-480	Resolution	\$80.00 per ton	5/13/2014		
		Resolution	\$0 - \$40 per ton			

Adult Day Care Enterprise Fund

**Town of Windsor
FY 2021-2022
Proposed Budget**



ADULT DAY CARE ENTERPRISE FUND

INTRODUCTION

Established in 1987, the Caring Connection was created by innovators in the field of eldercare. In alignment with its core values the Town of Windsor responded to the need for a caregiving service that supported frail elders and their family caregivers. At that time, adult day centers were an untested and generally unknown venue in which to provide care for frail, older adults. For 33 years, the talented staff of the Caring Connection has cared for elder citizens from Windsor and surrounding towns with professionalism and compassion. The Caring Connection, a medical model adult day center certified with commendation by the Connecticut Association of Adult Day Centers, Inc. and the Connecticut Department of Social Services, offers clients skilled nursing, therapeutic recreation, healthy nutrition, family counseling, personal care, socialization, and transportation. Foot care is also available via a foot care service for an additional fee. Space is allocated for speech, physical and occupational therapists to provide their services as ordered by physicians.

During FY 21 with the onset of COVID-19 pandemic, the Caring Connection was challenged in an unprecedented way never duplicated in her previous 33 year history. The center closed from March 16 – August 4, 2020. Part time staff were furloughed during that time. Approved remote services were offered to our clients who are part of the Connecticut Home Care program for Elders in conjunction with Department of Social Services and The CT Association of Adult Day Services best practices. This included meal delivery and daily telephone checks to the clients, delivering activity pages, emails and bi weekly zoom sessions for all clients. The center re-opened with a mask wearing, socially distanced environment. Former as well as new clients happily began attending, thrilled to be back engaging with peers in meaningful activity and having fun all while being cared for by our nursing staff and enjoying good nutrition services. At this time outside vendors and partners like our creative arts therapist, entertainers, therapy dog, and community organizations such as Loomis Chaffee and the Discovery Center all had to be put on hold in the traditional sense however we have been able to have some visits virtually through zoom.

The Caring Connection's financial challenges continue. The yearly loss is predicted to be \$160,990 in FY 21. Total Revenues are down by 35% or \$114,160. Decreases in expenditures to personal services transportation costs and contractual services all related to the impact of a lower census. Total Expenditures are down by 16.9% or \$76,020.

Overall FY 22 revenues are projected to be \$305,450 which is \$20,410 or 6.3% lower than the FY 21 budget based on our current average daily census post COVID-19 pandemic. Total FY 22 proposed expenditures are expected to be \$6,480 lower than FY21 budgeted expenditures due primarily to reductions in some personnel hours as a result of the lower census and a reduction in rent as a result of LED utility savings. The FY 22 budget is projected to have a \$136,780 shortfall between revenues and expenses.

Mid – November 2020, the Caring Connection proudly rolled out our first official logo in purple and teal illustrating a heart and hand joined together along with our tag line "We change how you live, not where you live." FY 21 marketing efforts have been largely virtual, but our soup and cracker drive for the Windsor Food Bank was a huge success. Approximately 100 bags of food were received from more than 30 cars at this drive thru event. Each car received a slice of pie and marketing materials promoting our services. While continuing to build on our social media presence in FY 22 we look forward to more opportunities to get recognition with our new logo at in person events once we are able to resume those. Our community partners are a core part of the foundation of our FY 22 marketing proposal including surrounding senior centers and communities, physician offices and social/caseworkers with emphasis in Windsor, Hartford, Bloomfield and Windsor Locks. We also plan to open our space to the community when we are able for our 2nd annual Windsor Food Bank Soup and Cracker drive and monthly "Third Thursdays" Open House "Drop-In" events targeting the caregiver population. We look forward to resuming our Intergenerational relationships between the Caring Connection, the Child Development Center, Loomis Chaffee School and Windsor High, all valuable opportunities that embellish our program and keep our clients connected in the community. Despite COVID this past year clients actively worked to make and donate 35 fleece tied blankets to support Windsor's Project Santa. We look forward to FY 22 when we can once again donate our blankets to this very wonderful community project.

**TOWN OF WINDSOR
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Proposed	FY 2022 Adopted
Operating Revenue:					
Charges For Services	229,474	302,560	193,500	284,250	-
Permits & Other Revenues	16,578	20,000	15,000	18,000	-
Total Operating Revenue	246,052	322,560	208,500	302,250	-
Non-Operating Revenue:					
Donations	3,225	3,000	3,000	3,000	-
Interest Income	657	300	200	200	-
Total Non-Operating Revenue	3,882	3,300	3,200	3,200	-
Total Revenue	249,934	325,860	211,700	305,450	-
Operating Expenses:					
Personal Services	215,395	238,130	208,710	241,310	-
Supplies	11,463	10,650	16,750	11,200	-
Services	25,837	41,500	19,800	34,050	-
Marketing	8,127	6,000	6,000	6,000	-
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,422	3,710	3,710	3,830	-
Administrative Overhead	-	-	-	-	-
Rent	69,090	69,090	69,090	65,090	-
Transfer Payment to GF Transportation Unit	42,000	78,450	46,450	79,750	-
Other	-	1,000	2,000	1,000	-
Total Operating Expenses	375,334	448,530	372,510	442,230	-
Non-Operating Expenses:					
Depreciation	1,740	180	180	-	-
Total Non-Operating Expenses	1,740	180	180	-	-
Total Expenses	377,074	448,710	372,690	442,230	-
Annual Income/(Loss)	(127,140)	(122,850)	(160,990)	(136,780)	-
Net Assets (Retained Earnings), Beginning of Year	4,346	4,346	46,976	5,986	-
Transfer In - General Fund - General Services	114,770	120,000	120,000	140,000	-
Transfer In - General Fund - Unassigned Fund Balance	55,000	-	-	-	-
Net Assets (Retained Earnings), End of Year	\$ 46,976	\$ 1,496	\$ 5,986	\$ 9,206	\$ -

Personnel Requirements

	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Proposed	FY 2022 Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	1.97	2.00	2.00	2.00	-
Regular Part Time Employees	1.84	2.20	1.27	1.93	-
Total	3.81	4.20	3.27	3.93	-

ADMINISTRATION

Administration coordinates the overall operation of the enterprise fund including financial management, education, community outreach, marketing, case management and supervision of paid and volunteer personnel.

Expenditures

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	102,460	97,780	101,480	-
Supplies	2,660	2,260	2,200	-
Services	12,060	4,800	6,050	-
Marketing	6,000	6,000	6,000	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,710	3,710	3,830	-
Administration	-	-	-	-
Rent Expense	69,090	69,090	65,090	-
Other	1,000	2,000	1,000	-
Total Expenses	196,980	185,640	185,650	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	0.30	0.16	0.20	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.30	1.16	1.20	-

Budget Commentary

The FY 21 estimate is expected to come in under budget by \$11,340 or 5.8% due to a COVID-19 pandemic closing, resulting in staff furloughs and reduced contractual services. The FY 22 proposed budget is projected to be \$11,330 or 5.8% less than the FY 21 adopted budget due to lower costs because of the reduced census and less rent expense due to LED utility savings.

ADMINISTRATION

Products & Services

- Administration* *\$165,330*
- Develop the budget and monitor the 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
 - 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.
 - Produce the monthly newsletter
 - Oversee the Therapeutic Recreation program including planning and development of the monthly calendar, leading select activities, assisting without trips
 - Complete all required client therapeutic recreation goals, assessments, and care plans.
 - Inventory and order all supplies for art, music and therapeutic recreation programs.

- Intake, Assessment, and Case Management* *\$14,320*
- Conduct interviews of prospective clients, 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
 - Produce a monthly newsletter in conjunction with nursing, therapeutic recreation and transportation services
 - 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.

- Marketing* *\$6,000*
- Develop outreach efforts and market the program to the community and the private sector.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	125,880	108,200	125,430	-
Supplies	6,390	12,890	7,000	-
Services	22,080	13,250	22,600	-
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	154,350	134,340	155,030	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	1.55	1.02	1.31	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.55	2.02	2.31	-

Budget Commentary

The FY 21 estimate is expected to be under budget by \$20,010 or 13.0% due to a COVID-19 pandemic closing, resulting in staff furloughs and reduced contractual services. The FY 22 proposed budget is projected to be \$680 or 0.4% higher than the FY 21 adopted budget primarily due to an increase in supplies and contractual services.

NURSING

Products & Services

Skilled/Non-Skilled Nursing \$110,450

- 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.
- Assist with the planning and development of the monthly calendar, leading select activities, assisting with "out trips."

Case Management \$17,270

- 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, \$27,310

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	9,790	2,730	14,400	-
Supplies	1,600	1,600	2,000	-
Services	7,360	1,750	5,400	-
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	18,750	6,080	21,800	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.35	0.09	0.42	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	0.35	0.09	0.42	-

Budget Commentary

The FY 21 estimate is expected to come in under budget by \$12,670 or 67.6% due to a COVID-19 pandemic closing, resulting in staff furloughs and reduced contractual services. The FY 22 proposed budget is projected to be \$3,050 or 16.3% higher than the FY 21 adopted budget due to the allocation of additional personal services of a trained activity professional to enhance this vital part of the program allowing for the reduction of contractual services.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming \$21,800

- Assist in developing, planning and implementing a therapeutic recreation program designed to meet clients' cognitive, social, physical and spiritual needs
- Involve clients in ongoing intergenerational community programs with Windsor schools, Loomis Chaffee school and the Child Development Center programs
- Assist with Integrating 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 ongoing therapeutic music therapy, and creative arts programs.

TRANSPORTATION

Transportation Services provides safe, accessible and assisted transportation for all handicapped and disabled adults.

Expenditures

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Transfer Payment to GF Transportation Unit	78,450	46,450	79,750	-
Total Expenses	78,450	46,450	79,750	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 21 estimate is projected to come in under budget by \$32,000 or 40.8% due to the COVID-19 pandemic and lower than expected census. The FY 22 proposed budget reflects an increase of \$1,300 or 1.7% due to transportation salary cost increases as well as an increase in communication costs.

TRANSPORTATION

Products & Services

Daily Transportation \$79,750

- Transfer payment to the General Fund to pay for services provided by the Transportation Unit in Human Services.

FY 2021 Highlights

The Caring Connection Adult Day Health Center continues to maintain its excellent reputation as a municipally-operated, community-based health center. 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. FY 19 was our re-accreditation year when the Center had a deficiency-free review with commendation.

Clients, caregivers and the Caring Connection facility continued to receive benefits from outside funding sources in FY 21 including:

- The Home Care for Elders Program (Connecticut Community Care, Inc.)
- The North Central Area Agency on Aging (IIBB/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
- The Reynolds Foundation
- Memorial donations.

The Fiscal Year 2021 highlights include:

- donations and fundraisers by Caring Connection staff, clients and their families to the Windsor Food Bank organizations and Project Santa
- act as a site for UCONN Nursing School
- more robust social media presence including the use of sponsored Facebook posts to boost the visibility of our February open house event
- more than 40 guests visited the Caring Connection to learn more about our programs and services at a successful open house event. Of those, six were professional referral sources, and four to five were perspective clients who attended with family members.
- new logo creation and roll-out
- more than 30 cars drove through our First Annual Windsor Food Bank *Soup & Cracker Drive*. Following their generous donation, each driver was presented with a sweet treat and a packet of information promoting Caring Connection services
- created a six foot socially distanced and mask wearing safe environment to meet client needs during the pandemic
- remote services to CCCI clients requesting during shut down and per family choice once re-opened and two-week pivot of services following the winter holidays.

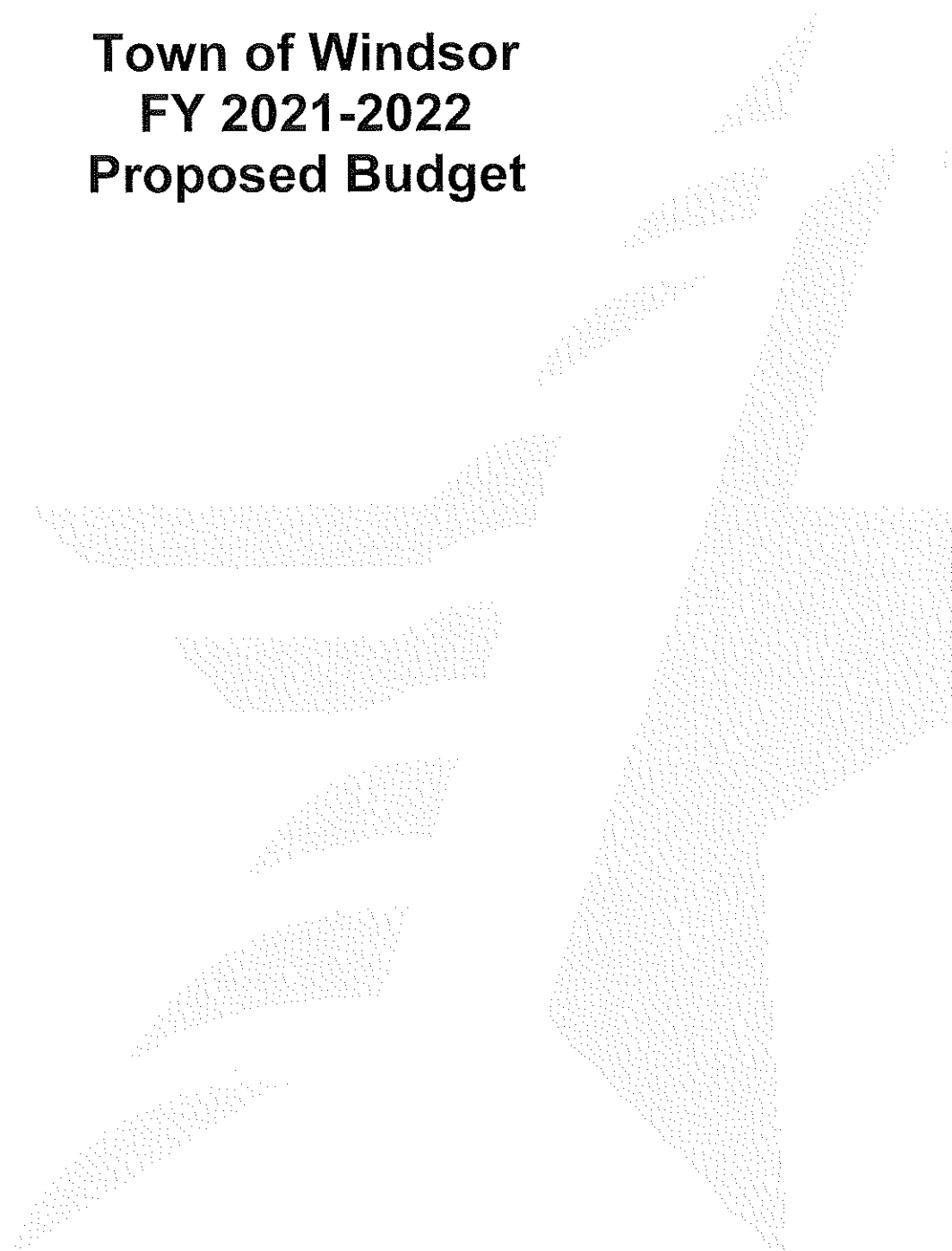


The Caring Connection's first annual Soup and Cracker Drive to support the Windsor Food Bank provided both a community service and marketing opportunity for the center.

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Adult Day Care						
Daily Care	08-3-32-343	Resolution	\$90.00 per day	4/29/2020		
Half Daily Care	08-3-32-343	Resolution	\$60.00 per half day	4/29/2020		
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 Development Enterprise Fund

**Town of Windsor
FY 2021-2022
Proposed Budget**



CHILD DEVELOPMENT ENTERPRISE FUND

INTRODUCTION

The National Association for the Education of Young Children (NAEYC) Accredited Windsor Discovery Center and Montessori School, located at the Milo W. Peck Building, has provided extraordinary educational learning experiences for over 40 years. During the school year, the center will serve more than 58 children from 48 families in the following programs: Infant/Toddler Care, Montessori Toddler, Montessori Primary, Montessori Kindergarten and Elementary after school care. For the summer months, we offer a variety of summer programs that have separate enrollments serving an average of 68 children per week ages 18 months to 10 years.

Our website provides weekly inquiries from prospective families. As in the previous year, we will accept applications for the upcoming school year in January 2021 via the website. Due to the uncertainty of the pandemic, we are experiencing a decline in inquiries for older children, but families of infants and toddlers still call looking for spaces. Maintaining our open status on 211 Info-line keeps families informed of operations and current vacancies.

The Infant Toddler and Toddler Montessori programs are going strong. Both programs have waiting lists for the 2021-2022 school year. These programs did not have a reduction in capacity regulated by the Office of Early Childhood (OEC) due to COVID-19 restrictions but did experience fluctuations in enrollment throughout the year. Based on current enrollment and spaces available for siblings we do not anticipate more than one opening in the Infant Program for the 21-22 school year. The full-day Montessori Toddler Program will be filled with returning students and internal moves from the infant program, while the half-day program will have just a few vacancies.

The Primary Montessori program and the elementary programs experienced a significant decline in enrollment due to the COVID-19 pandemic and the OEC restrictions. The restrictions required a reduction in capacity from 20-14 students per group, resulting in additional staffing. In the fall of 2020 the group size was raised to 16, but unfortunately neither of these programs reached capacity this year. We are optimistic we will be able to recover in the younger programs for the 2021-2022 school year while it may take up to two years to recapture elementary families.

The FY 21 adopted budget assumed a loss of \$59,570. Due to the Pandemic the enrollment was reduced by the OEC, in the Primary Montessori program, summer programs and the elementary program by 20%. These programs suffered an additional loss due to the uncertainty of viral spread among children. We added a distance learning program to meet the family's needs in the elementary program. As a result of the COVID-19 Pandemic the Child Development fund has an estimated loss of \$416,730 for FY21.

An operating loss of \$144,360 is projected for the Child Development Fund for FY 22. The FY 22 budget was developed with the assumption of returning to full capacity in most programs, with a reduction of services in the Elementary Program. It is estimated to take up to two years to recover in the elementary program. In the event the OEC does not lift some/all of the restrictions we may experience a greater loss. Our marketing efforts continue to generate waiting lists in some of the programs. Parent referrals, the birth of siblings and word of mouth continue to be a driving force in our enrollment.

We will continue to offer the full and half day programs five days per week in the Primary and Toddler Montessori classrooms, full-time infant/toddler care, and after school care for elementary students at the Discovery Center. The FY 22 proposed revenues include a 2% fee increase for all programs. The FY 22 projected expenditures are based on current staffing patterns.

**TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	798,521	1,175,380	660,930	1,154,480	-
Permits & Other Revenues	10,851	-	20,200	200	-
Total Operating Revenue	809,372	1,175,380	681,130	1,154,680	-
Non-Operating Revenue:					
Donations	-	-	-	-	-
Interest Income	5,455	5,000	250	250	-
Total Non-Operating Revenue	5,455	5,000	250	250	-
Total Revenue	814,827	1,180,380	681,380	1,154,930	-
Operating Expenses:					
Personal Services	847,871	1,015,540	900,000	1,066,390	-
Supplies	16,791	20,600	18,620	24,000	-
Services	46,199	51,090	27,950	55,160	-
Marketing	2,846	8,000	5,000	8,000	-
Maintenance & Repairs	17,643	10,300	10,140	10,300	-
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	14,382	12,590	13,570	13,610	-
Administrative Overhead	-	-	-	-	-
Rent	118,830	118,830	118,830	118,830	-
Other (bad debt)	48	2,000	3,000	2,000	-
Total Operating Expenses	1,064,610	1,238,950	1,097,110	1,298,290	-
Non-Operating Expenses:					
Depreciation	1,000	1,000	1,000	1,000	-
Total Non-Operating Expenses	1,000	1,000	1,000	1,000	-
Total Expenses	1,065,610	1,239,950	1,098,110	1,299,290	-
Annual Income/(Loss)	(250,783)	(59,570)	(416,730)	(144,360)	-
Net Assets (Retained Earnings), Beginning of Year	401,679	328,529	337,896	146,166	-
Transfer In - General Fund - Fund Balance	187,000	-	225,000	-	-
Net Assets (Retained Earnings), End of Year	337,896	268,959	146,166	1,806	-
Personnel Requirements					
	FY 2020	FY 2021		FY 2022	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	9.17	11.00	9.83	11.00	-
Regular Part Time Employees	6.15	7.66	6.07	7.11	-
Temporary/Seasonal Employees	0.23	-	-	-	-
Total	15.55	18.66	15.90	18.11	-

INFANT/TODDLER PROGRAMS

The Windsor Montessori School and Discovery Center offers three programs for children between the ages of six weeks and three years. Full day infant/toddler child care and Montessori Toddler care. A half day school year program is also offered for Montessori Toddler. During the summer months an eight week half-day program is offered.

Expenditures

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	456,940	420,230	494,390	-
Supplies	5,150	4,650	6,000	-
Services	14,770	8,240	15,790	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	1,000	1,500	1,000	-
Total Expenses	477,860	434,620	517,180	-

Personnel Requirements

Full Time Equivalent (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.33	6.00	-
Regular Part Time Employees	2.38	2.58	2.83	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	8.38	7.91	8.83	-

Budget Commentary

The FY 21 expenditures are expected to come in under budget by \$43,240 or 9.0% due to full-time vacancy savings in addition to supplies and services as a result of the COVID-19 pandemic. The FY 22 proposed budget reflects an increase of \$39,320 or 8.2% as compared to the FY 21 adopted budget due to Personal Services as well as program needs.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler \$227,850
• Conduct a year-round, full time program for 8 children age six weeks to twenty months.

Montessori Toddler \$289,330
• Provide four half-day spaces and four extended day school year spaces for children eighteen months to three years (10 Month Program)

• Provide one full-day, year-round program for eight children ages eighteen months to three years
• Provide an eight-week half-day summer program for 4 toddlers. 4 Toddlers will have the option to remain full time during the summer months.

PRESCHOOL/KINDERGARTEN PROGRAMS

The Windsor Montessori School and Discovery Center provides the Montessori Method of education and development in a thoughtfully prepared learning environment for children three through five years of age. The school year programs and summer programs are offered on a half day or full day schedules. During the school year, a total of 60 children are served in these programs with an additional enrollment during the summer months.

Expenditures

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	404,610	337,850	424,060	-
Supplies	11,330	10,250	13,200	-
Services	32,500	18,120	34,740	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	1,000	1,500	1,000	-
Total Expenses	449,440	367,720	473,000	-

Personnel Requirements

Full Time Equivalent (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.83	3.58	3.83	-
Regular Part Time Employees	3.32	1.56	2.97	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	7.15	5.14	6.80	-

Budget Commentary

The FY 21 expenditures are expected to come in under budget by \$81,720 or 18.2% due primarily to a shift in programs needs as a result of the COVID-19 pandemic. The FY 22 proposed budget reflects an increase of \$23,560 or 5.2%. This increase is due primarily to Personal Services.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori \$406,860

- Provide a Montessori educational experience for children ages thirty-two months through five years on a full or half-day schedule from September to June.

Preschool Summer Program \$66,140

- Conduct a nine-week theme-based preschool summer program for children ages three and four.

ELEMENTARY PROGRAMS

The Windsor Montessori School and Discovery 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 nine weeks during the summer months for children entering kindergarten through fourth grade.

Expenditures

Expenditures by Category	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	153,990	141,920	147,940	-
Supplies	4,120	3,720	4,800	-
Services	11,820	6,590	12,630	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total Expenses	169,930	152,230	165,370	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.17	0.92	1.17	-
Regular Part Time Employees	1.96	1.93	1.31	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.13	2.85	2.48	-

Budget Commentary

The FY 21 expenditures are expected to come in under budget by \$17,700 or 10.4% as a result of the COVID-19 pandemic. The FY 22 proposed budget reflects a decrease of \$4,560 or 2.7% as compared to the FY 21 budget due to a change in program offerings.

ELEMENTARY PROGRAMS

Products & Services

Before and After School Elementary \$90,230

- Provide an after-school program for kindergarten 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, John F. Kennedy, and Poquonock Elementary schools, Sage Park Middle School and local private schools.

Elementary Summer Program \$35,840

- Provide a nine-week full-day summer experience for children entering into first-fourth grades that includes educational and recreational field trips, swimming, arts and crafts activities, archery, science and nature experiences, cooking and non-competitive games.

K-1 Summer Program \$39,300

- Conduct a nine-week summer program experience for children ages five through seven.

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 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	10,300	10,140	10,300	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	-	-	-	-
Rent Expense	118,830	118,830	118,830	-
Energy & Utility	12,590	13,570	13,610	-
Other	-	-	-	-
Total Expenses	141,720	142,540	142,740	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021		FY 2022	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 21 expenditures are expected to come in over budget by \$820 or 0.6% due to energy and utility costs. The FY 22 budget reflects an increase of \$1,020 or 0.7% due the same reason noted above.

FACILITIES MANAGEMENT

Products & Services

Management \$118,830

- Pay rental fee to the Town of Windsor special revenue fund for Milo Peck building.

Support Services \$23,910

- Provide for general maintenance and telecommunication costs.

Child Development Enterprise Fund

FY 2021 Highlights

The Windsor Montessori School and Discovery Center continue to offer a variety of programs and services for families attending the center and the community-at-large.

Our programming inside and out of the building was significantly different. Due to the pandemic, we did not participate in offsite field-trips nor did we host events for families or the community. We held music class on the lawn, had animal presentations from Northwest Park, outside water games, additional archery lessons, and weekly treats from Menchies. Families also had an opportunity to purchase a Subway lunch every Friday during the summer months.

Staff had the opportunity to attend The American Montessori Society national professional development conference although virtual still very powerful. As a result of the COVID-19 pandemic we've had the opportunity to connect with other Montessorians virtually to share program design ideas, distance learning opportunities, and fiscal operations.

The June 2020 Kindergarten Ceremony was changed to accommodate social distancing and COVID-19 regulations. We held a drive-by Kindergarten celebration. In the event we have the same restrictions, we will do a drive-up celebration for our 2021 graduates as well.

Although our community involvement was different this year we still participated in Connecticut Children's Medical Centers PJ Day for the Kids. This is an annual event with a mission to not only raise money but to honor the brave kids fighting cancer and serious illnesses at Connecticut Children's Medical Center. Students and staff wore their PJs for the kids and we raised \$175 for this worthy cause.

In partnership with the Windsor Historical Society, we hosted a huge tag sale raising \$2,165. During the event, marketing materials were available to visitors and staff volunteering at the event were on hand to talk to families about our program.

In October 2020 we began using *Bright Wheel*, a cloud based software program and app that integrates everything we need to document attendance, learning assessments, online bill pay for parents, communicate in real time with staff and families, complete daily reports, share photos, calendars and more. This system allows the school to run with greater efficiency.

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Child Day Care						
Infant/Toddler	05-3-3-31-340	Resolution	\$1,465 per month	4/29/2020	\$1,495.00	
Elementary Before & After School	05-3-3-31-340	Resolution	\$495 per month	5/11/2010	Remove Before School Care	
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	Remove Before School Care	
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	\$98 per month	5/15/2012	\$100.00	
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	\$175 per month	5/15/2012	\$178.00	
Elementary After 3 day/Month	05-3-3-31-340	Resolution	\$230 per month	5/15/2012	\$235.00	
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	\$330 per month	5/15/2012	\$337.00	
Elementary Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$240 per week	2/19/2019	\$245.00	
Elementary Summer Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$260 per week	2/19/2019	\$265.00	
Montessori Toddler Camp - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	\$175 per week	2/19/2019	\$178.00	
K-1 Camp - 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$240 per week	2/19/2019	\$245.00	
K-1 Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$260 per week	2/19/2019	\$265.00	
Montessori Toddler	05-3-3-31-340	Resolution	\$643 per month	4/29/2020	\$655.00	
Montessori Toddler Extended Day 8:15 AM - 4:45 PM	05-3-3-31-340	Resolution	\$1,400 per month	4/29/2020	\$1,428.00	
Montessori Toddler Full Day	05-3-3-31-340	Resolution	\$1,465 per month	4/29/2020	\$1,495.00	
Montessori ½ Day	05-3-3-31-340	Resolution	\$617 per month	4/29/2020	\$630.00	
Montessori Extended Day	05-3-3-31-340	Resolution	\$1,122 per month	4/29/2020	\$1,144.00	
Montessori Full Day	05-3-3-31-340	Resolution	\$1,243 per month	4/29/2020	\$1,268.00	
After Hours - 5:30 PM - 6:00 PM	05-3-3-31-340	Resolution	\$12.00 per day	4/29/2020	Remove Program	
Late Payment Fee (assessed on 25th of month)	05-3-3-31-340	Resolution	\$10	7/01/2015		
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	\$15.00 per hour	4/29/2020		
Daily Rate Drop In Care	05-3-3-31-340	Resolution	\$75.00 per day 5 or more hours	4/29/2020		
Registration Fees	05-3-3-31-340	Resolution	\$25 per program	5/14/2019		
Summer Camp Preschool - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$290 per week	2/19/2019	\$295.00	
Summer Camp Preschool - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	\$165 per week	2/19/2019	\$170.00	
Sibling Discount (applies to lowest tuition) 2nd Child	05-3-3-31-340	Resolution	10%	6/07/1982		
Sibling Discount (applies to lowest tuition) 3rd Child	05-3-3-31-340	Resolution	20%	7/01/2015		

APPENDICES

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APPENDIX “A”
Capital Improvement Program
2022-2027

Town of Windsor
FY 2021 – 2022
Proposed Budget

**TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2022 – FY 2027**

Relationship between Operating Budget and CIP

The Town of Windsor prepares a Capital Improvement Program (CIP) separate from its operating budget. The operating budget provides for general municipal service delivery, including personnel services costs, supplies, contractual services and certain capital equipment. Revenues for the operating budget are derived primarily from property taxes, intergovernmental sources and user fees.

The Capital Improvement Program is a financial plan that adds to, supports, or improves capital assets, physical infrastructure, or productive capacity of the town. Capital projects typically have the following characteristics: expenditures that take place over two or more years; continuing appropriations beyond a single fiscal year; debt financing 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 physical assets. Revenues for capital projects can be derived from debt financing, current property tax revenues, state and federal grants or private sources.

A proposed Capital Improvement Program (CIP) is submitted to the Town Council, Town Planning and Zoning Commission and Capital Improvements Committee for review. 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 in the spring.

Schedules of the Town's debt capacity, principal and interest payments through maturity, and current bond rating are located in our Comprehensive Annual Financial Report. The principal and interest payments related to FY 22 are included in Appendix F of this document. These schedules provide information to assess the affordability of the Town's current levels of outstanding debt and the ability to issue additional debt in the future.

The following pages represent the schedule of projects in the CIP. The General Fund contribution corresponds to the Capital Projects budget in the General Services section of the budget on pages Q-10 and Q-11.

Draft FY22-FY27 Capital Improvement Program

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2022						
Pavement Management Program	1,085,000	905,000		180,000		
Sidewalk and Curb Replacement Program	160,000	160,000				
Stormwater Management Improvements	270,000		270,000			
Public Safety Equipment Fund	500,000	500,000				
Fleet and Public Works Equipment Replacement	735,000	735,000				
Tree Replacement Program	30,000					30,000
Historic Monument and Ancient Cemetery Preservation	50,000					50,000
Town Facility Improvements - DPW Fuel Station Improvements (Construction)	762,000		762,000			
Town Facility Improvements - Senior and Transportation Services Renovation	230,000		230,000			
Town Facility Improvements - LP Wilson HVAC Improvements and Replacement Project (Design)	200,000		200,000			
Town Hall Domestic Water Piping Replacement	54,000					54,000
Charfee House Roof Replacement	134,000					134,000
Day Hill Road Pad, Circulation Enhancements (Marshall Phelps to Helmsford Way, Design)	23,400					23,400
International Drive Rehabilitation (Construction - Phase 1)	952,000			952,000		
River Street Roadway Rehabilitation (Pocunook to Old River, Design)	58,700					58,700
Pigeon Hill Road Rehabilitation (Lamberton Rd to Addison Rd, Design)	63,000					63,000
Riverfront Trail Project - Windsor Center to E. Barber	120,000					120,000
East Granby Road Relocation (Design)	60,000					60,000
Athletic Field Improvements - Sage Park Middle School West Field Improvements (Construction)	1,712,400		1,712,400			
Wilson Gateway Park (Design)	114,000					114,000
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Sage Park Middle School - Energy Efficiencies Upgrades (Construction - Phase 2)	2,108,000		2,108,000			
BOE - Clover Street School - ADA Code and Restroom Renovations (Design)	120,000	120,000				
BOE - L.P. Wilson - Main Hall Restroom Renovation (Design)	41,000					41,000
BOE - Clover Street School - Roof Replacement (Design)	45,500					45,500
Subtotal FY 2022	9,728,000	2,520,000	5,282,400	1,132,000		793,600

FY 2022 Projects Anticipated to Require Voter Approval

None

Subtotal FY 2022

GRAND TOTAL FY 2022

9,728,000 2,520,000 5,282,400 1,132,000 793,600

¹ Capital Projects Fund Assigned Fund Balance (Total = \$425,600)

² General Fund Unassigned Fund Balance (Total = \$368,000)

Draft FY22-FY27 Capital Improvement Program

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2023						
Pavement Management Program	1,085,000	905,000		180,000		
Sidewalk and Curb Replacement Program	175,000	175,000				
Fleet and Public Works Equipment Replacement	740,000	740,000				
Public Safety Equipment Fund	292,000	292,000				
Pavement Resurfacing at Town Facilities & Schools	263,000		263,000			
Pigeon Hill Road Rehabilitation (Lamberton to Addison Rd. Construction)	662,000		662,000			
River Street Roadway Rehabilitation (Poquonock to Old River. Construction)	644,200		644,200			
Day Hill Road Capacity Improvements - Lane Widening from Addison Road to I-91 (Design)	449,000		449,000			
Day Hill Road Pedestrian Circulation Enhancements (Marshall Phelps to Helmsford. Construction)	263,000		263,000			
Palisado Avenue Corridor Improvements and Wall Repairs (Design)	161,000	161,000				
Town Facility Improvements - Milo Peck HVAC, Electrical, and Energy Improvements (Construction)	2,038,000		2,038,000			
Athletic Field Master Plan Implementation - Sharon Park Improvements (Design)	113,000					113,000
Town Facility Improvements - NW Park Parking Lot Renovations	194,900					194,900
Wilson Gateway Park (Construction)	1,500,000		1,500,000			
Wilson Fire Station - Replace Brush Truck	213,000	213,000				
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Sage Park Middle School - Energy Efficiencies Upgrades (Construction - Phase 3)	2,195,000		2,195,000			
Subtotal FY 2023	11,088,100	2,586,000	8,014,200	180,000	-	307,900
FY 2023 Projects Anticipated to Require Voter Approval						
Broad Street Road Diet (Construction)	4,605,700			4,605,700		
Town Facility Improvements - Outdoor Pool Improvements (Weich and Goslee Facility Renovations, Const.)	3,655,000		3,655,000			
Subtotal FY 2023	8,260,700	-	3,655,000	4,605,700	-	-
GRAND TOTAL FY 2023	19,348,800	2,586,000	11,669,200	4,785,700	-	307,900

¹ Capital Projects Fund Assigned Fund Balance (Total = \$307,900)

Draft FY22-FY27 Capital Improvement Program

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2024						
Pavement Management Program	1,110,000	930,000		180,000		
Sidewalk and Curb Replacement Program	180,000	180,000				
Stormwater Management Improvements	325,000		325,000			
Fleet and Public Works Equipment Replacement	750,000	750,000				
Tree Replacement Program	35,000					35,000 ¹
Historic Monument and Ancient Cemetery Preservation	100,000					100,000 ²
Day Hill Road Ped. Circulation Enhancements (Old Day Hill Road, Design)	26,000					26,000 ¹
International Drive Rehabilitation (Construction - Phase 2)	997,000			997,000		
Construct Sidewalks - Local Roads Within 1 Mile of School	165,000		165,000			
Street Reconstruction - Basswood Road (Design)	210,000		210,000			
Chaffee House Roof Replacement	134,000	134,000				
Town Facility Improvements - LP Wilson HVAC Improvements and Replacement (Construction)	2,130,800		2,130,800			
Town Facility Improvements - 330 Windsor Ave. Energy Recovery Improvements (Design)	29,000					29,000 ¹
Athletic Field Improvements - Clover Street School Field Improvements (Design)	90,000	90,000				
Athletic Field Improvements - O'Brien Field Turf Replacement (Design)	65,000					65,000 ¹
Public Safety Equipment Fund - Replace Engine 1	997,000	500,000				497,000 ³
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Clover Street School - ADA Code and Restroom Renovations (Construction)	1,349,800		1,349,800			
BOE - Windsor High School - HVAC Systems Replacement (Design)	286,000		219,500			66,500 ¹
Subtotal FY 2024	9,079,800	2,684,000	4,400,100	1,177,000	-	818,500

FY 2024 Projects Anticipated to Require Voter Approval

None	-	-	-	-	-	-
Subtotal FY 2024	-	-	-	-	-	-

GRAND TOTAL FY 2024

	9,079,800	2,684,000	4,400,100	1,177,000	-	818,500
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¹ Capital Projects Fund Assigned Fund Balance (Total = \$265,100)

² General Fund Unassigned Fund Balance (Total = \$100,000)

³ Public Safety Equipment Fund (Total = \$497,000)

Draft FY22-FY27 Capital Improvement Program

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2025						
Pavement Management Program	1,110,000	930,000		180,000		
Sidewalk and Curb Replacement Program	200,000	200,000				
Fleet and Public Works Equipment Replacement	750,000	750,000				
Pavement Resurfacing at Town Facilities & Schools	281,000		281,000			
Town Facility Improvements - 330 Windsor Ave. - Energy Recovery Improvements (Construction)	325,000		325,000			
Town Hall Roof Replacement Project (Design)	29,400	29,400				
Day Hill Road Ped. Circulation Enhancements (Old Day Hill Road, Construction)	282,500		282,500			
Street Reconstruction - Basswood Road (Construction)	2,143,000		2,143,000			
Baker Hollow Road Reconstruction (Design)	150,000	150,000				
Construct Sidewalks - Arterial Roads	76,000					76,000 ¹
River Street - Repair Culvert and Stream Bed (Design)	92,400					92,400 ¹
Athletic Field Master Plan - Sharsnon Park Improvements (Construction)	637,000		637,000			
Athletic Field Improvement - O'Brien Field Turf Replacement (Construction)	1,481,000		1,481,000			
Public Safety Fund - Wilson Firehouse Interior Renovations and Roof Replacement	300,000	300,000				
Public Safety Fund - FD Utility / Mobile Cascade Vehicle Replacement	224,000	224,000				
BOE - Technology Equipment Upgrades	105,000	105,000				
BOE - Windsor High School Roof Replacement Project (Design)	292,000		292,000			
BOE - Windsor High School Fieldhouse Renovation (Design)	66,000					66,000 ¹
Subtotal FY 2025	8,544,300	2,688,400	5,441,500	180,000	-	234,400
FY 2025 Projects Anticipated to Require Voter Approval						
BOE - Windsor High School HVAC Systems Replacement (Construction)	3,673,000	-	3,673,000	-	-	-
Subtotal FY 2025	3,673,000	-	3,673,000	-	-	-
GRAND TOTAL FY 2025	12,217,300	2,688,400	9,114,500	180,000	-	234,400

¹ Capital Projects Fund Assigned Fund Balance (Total = \$234,400)

Draft FY22-FY27 Capital Improvement Program

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2026						
Pavement Management Program	1,120,000	940,000		180,000		
Sidewalk and Curb Replacement Program	230,000	230,000				
Stormwater Management Improvements	330,000		330,000			
Fleet and Public Works Equipment Replacement	785,000	785,000				
Tree Replacement Program	40,000					40,000 ¹
Public Safety Equipment - Ladder, Truck, Replacement	1,404,000	500,000	790,000			114,000 ²
Wilson Route 159 Corridor Enhancement Program (Phase II)	1,231,000			1,231,000		
Intersection Improvements - Capen Street at Sage Park Road (Design)	114,000	114,000				
Town Hall Roof Replacement (Construction)	553,000		553,000			
River Street - Repair Culvert and Stream Bed (Construction)	672,900		672,900			
BOE - Technology Equipment Upgrades	110,000	110,000				
BOE - Clover Street Roof Replacement (Construction)	2,225,000		2,225,000			
BOE - L.P. Wilson - Main Hall Restroom Renovation (Construction)	878,800		878,800			
BOE - Windsor High School Fieldhouse Renovation (Construction)	1,003,000		1,003,000			
Subtotal FY 2026	10,696,700	2,679,000	6,452,700	1,411,000	-	154,000

FY 2026 Projects Anticipated to Require Voter Approval

None	-	-	-	-	-	-
Subtotal FY 2026	-	-	-	-	-	-

GRAND TOTAL FY 2026

¹ Capital Projects Fund Assigned Fund Balance (Total = \$40,000)

² Public Safety Equipment Fund (\$114,000)

Draft FY22-FY27 Capital Improvement Program

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2027						
Pavement Management Program	1,120,000	940,000		180,000		
Sidewalk and Curb Replacement Program	230,000	230,000				
Fleet and Public Works Equipment Replacement	785,000	785,000				
Pavement Resurfacing at Town Facilities & Schools	299,000		299,000			
Wilson Route 159 Corridor Enhancement Program (Phase II)	1,279,000			1,279,000		
Intersection Improvements - Capen Street at Sage Park Road (Design)	753,000		753,000			
Freight House Repointing of Brick and Stone Exterior Walls	191,000					191,000
Train Station Boiler Replacement	212,000		212,000			
Veterans Memorial Cemetery Expansion & Enhancements	208,000	208,000				
Athletic Field Master Plan - Clover Street School Field Improvements (Construction)	657,000		657,000			
Athletic Field Master Plan - Welch Park Improvements (Design)	41,000					41,000
Public Safety Equipment Fund	500,000	500,000				
BOE - Technology Equipment Upgrades	110,000	110,000				
Subtotal FY 2027	6,385,000	2,773,000	1,921,000	1,459,000	-	232,000
FY 2027 Projects Anticipated to Require Voter Approval						
BOE - Windsor High School Roof Replacement Project (Construction)	7,996,000		7,996,000			
Subtotal FY 2027	7,996,000	-	7,996,000	-	-	-
GRAND TOTAL FY 2027	14,381,000	2,773,000	9,917,000	1,459,000	-	232,000
¹ Capital Projects Fund Assigned Fund Balance (Total = \$232,000)						
Total CIP Program	75,451,400	15,930,400	46,835,900	10,144,700	-	2,540,400

APPENDIX “B”
Special Revenue Funds

Town of Windsor
FY 2021 – 2022
Proposed Budget

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
6002	Crisis Intervention Program	505	-	-	-	-	505
6004	Bullet Proof Vest Program	6,190	-	6,190	2,400	2,400	-
6012	State Reimbursements	18,982	8,850	8,850	10,000	10,000	18,982
6026	Car Seat Program	1,244	-	-	-	-	1,244
6301	Narcotic Seizures - Federal	-	-	-	-	-	-
6302	Federal Sharing	65,566	-	-	-	-	65,566
6305	Asset Forfeiture - State	6,596	-	-	-	-	6,596
6700	Animal Shelter	31,548	-	2,000	-	2,000	27,548
6702	K-9 Donations	3,456	200	-	-	-	3,656
6703	Donations	3,329	400	400	-	-	3,329
6800	Police Private Duty	790,191	550,000	703,000	550,000	570,000	617,191
6908	Vehicle Maintenance	8,052	2,000	3,000	4,000	3,000	8,052
6915	Just Start Grant	1,188	-	-	-	-	1,188
6916	Neighborhood Engagement Team	1,069	-	-	-	-	1,069
6919	3M Technology Grant	5,833	-	-	-	-	5,833
6923	Justice and Mental Health Collaboration Grant	17,305	-	-	-	-	17,305
6929	National Night Out	156	-	-	-	-	156
6930	Community Service Events	-	320	320	-	-	-
		961,210	561,770	723,760	566,400	587,400	778,220

#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 of 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 of 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.

#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.

#6703 - Donations - Funds for this account are received from private donors. Funds will be used to replace obsolete and non-operational fitness equipment.

#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, private construction contractors, public utilities and the Windsor School District. FY 21 also includes \$20,000 for traffic enforcement, \$133,000 for body worn cameras, \$80,000 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items. FY 22 includes \$20,000 for traffic enforcement, \$80,000 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items.

Police Department (cont.)

- #6908 - Vehicle Maintenance - Funds are generated from the sale of unserviceable equipment and used to offset unexpected vehicle expenditures.
- #6915 - Just Start Grant - Collaborative project to reduce juvenile arrests in schools.
- #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
- #6919 - 3M Technology Grant - Funding provided to municipal departments from 3M to be used for the purpose of maintaining, repairing or replacing the LiveScan Booking Workstation (Fingerprint Capture
- #6923 - Justice and Mental Health Collaboration Grant - Funds are from the U.S. Department of Justice's Bureau of Justice Assistance. Funds are used to increase public safety and improve access to effective treatment for people with mental disorders involved with the criminal justice system. Grantees are given the opportunity to tailor their program to respond best to the particular needs of their community.
- #6929 - National Night Out - Donated funds are used for supplies and food for this annual community-building event that promotes police-community partnerships and neighborhood camaraderie.

Fire Department

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
6903	Fire Department Donation	5,725	500	-	6,225	-	6,225
6904	COVID-19 Aid To Firefighters	-	30,000	30,000	-	N/A	N/A
		5,725	30,500	30,000	6,225	-	6,225

- #6903 - Fire Department Donation - The Fire Department occasionally receives donations for recruitment and retention of its volunteer members. These funds are used in support of General Funds budgeted for these activities. Activities include: an annual recognition dinner, recruitment information printing and mailings, and fire department clothing.
- #6904 - COVID-19 Aid To Firefighters - The funds were received as part of the Coronavirus Aid, Relief, and Economic Security act (CARES) through Homeland Security to provide personal protective equipment (PPE) for firefighters.

Ambulance

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
6999	WVA Town Council Appropriations	76,170	-	76,170	-	-	-
	Total 03 Funds	76,170	-	76,170	-	-	-

- #6999 - WVA Town Council Appropriations - Funds were approved by Town Council to provide assistance to the Windsor Volunteer Ambulance Association in order to meet fiscal year 2020 operating expenses.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
2002	Cirillo Youth Theatre	(4,641)	9,000	2,800	1,559	15,500	3,159
2004	Fran Elligers Memorial Fund	1,026	-	-	1,026	350	1,376
2007	Teen-O-Rama	(60,428)	142,250	247,820	(165,998)	395,000	(193,378)
2009	O'Brien Field Rental	5,400	-	-	5,400	1,600	7,000
2010	Positive Youth Development	23,202	5,000	1,200	27,002	7,000	27,952
2016	Passage Program	3,008	-	-	3,008	-	3,008
2018	Live-n-Learn	8,106	4,100	9,550	2,656	15,700	4,866
2045	Dog Park	4,243	-	2,000	2,243	-	243
2077	Youth Services Bureau	-	18,990	18,990	-	18,990	-
2078	YSB Enhancement Grant	-	10,770	10,770	-	10,770	-
2079	Local Prevention Council	-	5,340	5,340	-	5,340	-
2204	Northwest Park Nature Camp/Clubs	89,627	87,120	80,890	95,857	123,250	106,937
2207	Friends of Northwest Park Grant	2,683	10,000	10,000	2,683	10,000	2,683
2208	Northwest Park Shop	7,191	2,000	1,500	7,691	8,000	10,691
2210	NWP Environ. Education Programs	13,257	16,500	50,060	(20,303)	32,000	(44,113)
2211	Northwest Park Tobacco Museum	74	17,200	17,200	74	17,200	74
2300	Windsor Senior Center	15,069	11,990	27,400	(341)	23,590	(19,501)
2325	NWP Facilities	22,614	10,500	13,080	20,034	19,800	19,984
2326	Elderly Transportation Grant	-	9,340	9,340	-	-	-
2330	Dial-a-Ride Matching Grant	-	38,090	38,090	-	38,090	-
3889	NCAAA* Grant	2,200	-	2,200	-	-	-
4022	River Walkways	19,961	-	-	19,961	-	19,961
		152,592	398,190	548,230	2,552	742,180	(49,058)

*North Central Area Agency on Aging

#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.

#2009 - O'Brien Field Rental - Fees collected from user groups of the field. Fees will be used to offset future maintenance costs.

#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.)

- #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 the fundraising efforts of the committee.
- #2077 - Youth Services Bureau - Funds from the State of Connecticut Department of Education administration and direct services for youth.
- #2078 - 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.
- #2079 - Local Prevention Council - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #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 public workshops and classes. The funds from this account are used for part-time wages (clerical staff 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.
- #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.
- #2325 - NWP Facilities - Funds from this account are used to purchase general supplies used by facility rental groups.
- #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. These funds were not expected for FY 21 but were received, however, with the State uncertainty, FY 22 grant has not been budgeted.
- #2330 - 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.
- #3889 - NCAAAA Grant - Funds from this account support weekend and evening transportation services for the senior center.
- #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 2021			FY 2022			
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
3816	Human Services Assistance Fund	59,822	870	3,000	57,692	-	3,000	54,692
3840	Operation Fuel Partnering	10,456	1,370	3,000	8,826	1,000	3,000	6,826
3864/3866	NCAAAA*SS Grant Groceries To Go	3,230	4,300	7,530	-	2,300	2,300	-
3894	NCAAAA*SS Grant Grandparents	-	3,300	3,300	-	4,600	4,600	-
3867	Windsor Community Service Council	4,372	1,420	1,980	3,812	2,680	2,680	3,812
3901	Social Services Donations	650	560	400	810	-	200	610
		78,530	11,820	19,210	71,140	10,580	15,780	65,940

*North Central Area Agency on Aging

#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.
 #3840 - Operation Fuel Partnering - Funds are from the Operation Fuel Grant. These funds are used to support the Social Services Division.
 #3864 - NCAAAA Grant - Social Services - Funds from this account support part-time staff hours and supplies for the Groceries to Go program.
 #3894 - NCAAAA Grant - Social Services - Funds from this account support part-time staff hours and supplies for the Grandparents and Kinship Circle program.
 #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 and support for part-time staff.
 #3901 - Social Services Donations- Funds are used to support programs of the Social Services division.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
3805	CPR Classes	469	-	-	469	600	469
3808	Clinic Services	18,370	16,010	16,010	18,370	16,010	18,370
3814	Bike & Ski Safety Equipment	3,491	1,150	1,000	3,641	1,040	3,641
3877	Regional Emergency Planning	280	-	280	-	-	-
3893	Public Health Emergency Preparedness/	-	35,680	35,680	-	35,680	-
3896	Emergency Mgmt Performance Grant	(8,879)	8,880	4,660	(4,659)	4,720	(4,719)
3897	Property Maintenance Remediation/Rel	57,389	44,700	29,250	72,839	29,250	55,589
3900/3903	Public Health Block Grant	6,290	7,130	13,420	-	7,130	-
3902	COVID-19 Pandemic Crisis Response (410	31,470	31,880	-	-	-
3905	ELC Enhancing Covid Grant	-	42,480	22,260	20,220	42,480	520
3906	COVID-19 Pandemic Grant	-	7,400	7,400	-	-	-
3907	Coronavirus Relief Fund State Grant	-	240,390	200,390	40,000	40,000	-
		77,820	435,290	362,230	150,880	196,610	73,870

#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.

#3877 - 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.

#3893 - Public Health Emergency Preparedness/Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via CRCOG. 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 CRCOG. Grant funds must be spent per a budget submitted to and approved by CRCOG each year.

#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/Relocation - 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. In addition, funds from this project are used for the Uniform Relocation Assistance Act (URAA).

#3900/3903 - 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 runs October 1st through September 30th.

#3902 - COVID-19 Pandemic Crisis Response Grant - This grant money is from the Connecticut Department of Public Health and is to be used for the support of COVID-19 pandemic related response activities.

#3905 - ELC Enhancing Covid Grant - This grant money is from the Connecticut Department of Public Health and is intended to enhance local efforts in supporting COVID-19 pandemic surveillance and prevention of further coronavirus transmission. The grant period runs through November 2022.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2021			FY 2022			
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
2501	Library Copy Machine Fund	55,831	9,000	20,000	44,831	12,000	16,000	40,831
2502	Windsor Library Association Grant	4,994	1,600	-	6,594	1,600	-	8,194
2503	Main Library Non-Print Materials	38,239	11,300	16,000	33,539	16,000	16,000	33,539
2504	Wilson Library Non-Print	13,622	2,700	4,000	12,322	3,500	4,000	11,822
2505	Connecticut	13,134	-	-	13,134	-	-	13,134
2507	Cary Nearing Book Project	2,528	-	2,500	28	-	-	28
2509	State Library Grant	8,681	-	-	8,681	-	-	8,681
N/A	Library Association Donation***	-	22,000	22,000	-	22,000	22,000	-
		137,029	46,600	64,500	119,129	55,100	58,000	116,229

***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 - Connecticut - 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. For FY20 no funding is expected to be received.

#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 the state to be used for the purchase of print material. For FY20 no funding is expected to be received.

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 2021			FY 2022		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
1707	Earth Day	480	-	480	-	-	-
		480	-	480	-	-	-

#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.

SPECIAL REVENUE FUNDS

Public Works and Engineering

Project #	Project Name	FY 2021			FY 2022			
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
1980	Stony Hill School	3,065	-	4,220	(1,155)	-	4,450	(5,605)
2014	330 Windsor Avenue Maintenance	52,873	133,740	97,600	89,013	127,320	106,420	109,913
4009	Town Aid Road Improvements	1,146,767	403,000	590,000	959,767	403,000	590,000	772,767
4012	Local Cap. Improve. - Recording Fees	141,097	-	-	141,097	-	-	141,097
4018	Veterans Cemetery	(1,215)	1,500	-	285	-	-	285
4100	Rental Revenue (Properties)	3,854	19,940	14,450	9,344	24,040	15,450	17,934
4101	Train Station/Freight House	52,291	32,050	18,390	65,951	33,590	19,020	80,521
4102	Roger Wolcott Building	92,388	57,480	57,480	92,388	59,200	59,200	92,388
4103	Addison Road	44,900	-	44,900	-	N/A	N/A	N/A
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		1,541,721	647,710	827,040	1,362,391	647,150	794,540	1,215,001

#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.

#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 preventative maintenance (such as crack filling), and catch basin cleaning.

#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), Luddy Carriage House (town green) and the Lang House (Northwest Park). The Chamber of Commerce is located in the Luddy House.

#4101 - Train Station/Freight House - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. Both buildings are presently being used by Windsor 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/100 Addison Road - This account was originally used to pay for the lease and other related expenses for the facility at 147 Addison Road 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. As of January 2017 this account is being used to pay the utilities at 100 Addison Road.

#4800 - Landfill Reuse Planning - A citizen's group worked with a consultant to develop a reuse plan, which primarily incorporated various active and passive recreational uses. The balance shown represents the amount unspent during this planning effort.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2021			FY 2022			
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
1304	Town Clerk Copier	114,923	34,000	36,600	112,323	34,000	36,600	109,723
1306	Historic Preservation	16,197	6,500	6,500	16,197	6,500	7,500	15,197
1308	Preservation Microfilming Grant	-	7,500	7,500	-	7,500	7,500	-
1421	Election COVID-19 Pandemic Grant	-	21,310	21,310	-	N/A	N/A	N/A
		131,120	69,310	71,910	128,520	48,000	51,600	124,920

#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.

#1421 - Election COVID-19 Pandemic Grant - This account is used for processing, mailing and counting the high number of no-excuse absentee ballots issued to voters as a result of the COVID-19 pandemic.

Administrative Services

Project #	Project Name	FY 2021			FY 2022			
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/22)
1650	Assessor's Coin-Op Copiers	8,423	400	400	8,423	400	400	8,423
1651	Delinquent Property Tax Sale	5,394	24,000	24,000	5,394	-	-	5,394
		13,817	24,400	24,400	13,817	400	400	13,817

#1650 - Assessor's Coin-Op Copiers - Revenues are generated by 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 is scheduled to be conducted by the tax collector in the Spring of 2021 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale will be applied to clear the back taxes and release the tax liens. This fund listed above represents the estimated expenses and expense recoveries from the buyers for this sale.

SPECIAL REVENUE FUNDS

Boards and Commissions

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
1421	Election Covid Grant	-	22,990	22,990	-	N/A	N/A
5250	One Book One Windsor	-	-	-	-	-	-
5252	Bridge Builder's Award	-	-	-	-	-	-
5253	Community Day Events	100	-	100	-	-	-
5257	HRC Scholarship Fund	692	-	-	692	-	292
5258	Hartford Found. For Public Giving	-	4,170	4,170	-	-	-
6800	Police Private Duty	-	5,600	5,600	-	5,600	-
		792	32,760	32,860	692	5,600	292

#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.

#5253 - Community Day Events - A week of community activities including poetry and storytelling, community day and a dinner. These events are organized by the Human Relations Committee.

#5257 - Human Relations Commission Scholarship Fund - Funds raised through various activities to be used for scholarships for Windsor High School students.

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for the Shad Derby event.

Elections

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
1421	Election Covid Grant	-	22,990	22,990	-	N/A	N/A
		-	22,990	22,990	-	-	-

#1421 - Election Covid Grant - This account was used for safeguarding the seven polling locations to protect the health of voters and election workers during the COVID-19 pandemic.

SPECIAL REVENUE FUNDS

General Services

Project #	Project Name	FY 2021			FY 2022		
		Beginning Balance (7/1/20)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/21)	Projected Revenue	Budgeted Expenditures
1630	Revaluation	76,291	10,000	2,400	83,891	10,000	93,891
1640	OPEB Actuarial Valuation	26,340	14,700	26,300	14,740	13,800	28,540
1703	Open Space Fund	574,259	203,000	-	777,259	200,000	965,259
1709	Great Pond Special District Fund	3,291	246,560	246,560	3,291	402,000	3,291
1710	Mill Brook Open Space	20,298	-	-	20,298	-	10,298
		700,479	474,260	275,260	899,479	625,800	1,072,739

#1630 - **Revaluation** - This fund provides the revenue needed to conduct the next revaluation, which is due to occur for the Grand List dated October 1, 2023. The funding for the revaluation account for FY 22 is proposed at \$20,000. This will allow the balance to accumulate and provide the necessary funds to pay for the next revaluation.

#1640 - **Other Post-Employment Benefits (OPEB) Actuarial Analysis** - This fund provides the revenue needed to conduct the biennial OPEB program actuarial analysis and plan valuation. The funding source for this is the General Fund.

#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.

#1709 - **Great Pond Village Special District Fund** - This fund provides the revenue needed to facilitate the transfer of tax increment revenues to the Great Pond Village Improvement District pursuant to the interlocal agreement with the town.

#1710 - **Mill Brook Open Space Fund** - This fund is intended to used to pay for improvements to the Mill Brook Open Space parcel.

SPECIAL REVENUE FUNDS

Not Allocated to Specific Service Unit

Project #	Project Name	Beginning Balance (7/1/20)	FY 2021			FY 2022		
			Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
2100	L.P. Wilson Fund	88,270	537,820	488,200	137,890	541,110	511,670	167,330
5200	Community Use of Schools	66,475	3,000	15,000	54,475	30,000	30,000	54,475
0375	375th Anniversary	7,162	-	7,160	-	-	-	-
7225	Milo Peck Building	-	118,830	117,020	1,810	118,830	118,830	1,810
		161,907	659,650	627,380	194,175	689,940	660,500	223,615

#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 capital 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).

#0375 - 375th Anniversary - Revenues are from the sale of commemorative items and from donations for the 375th anniversary celebration. Remaining funds to be used for construction of a commemorative bench from a historical elm tree removed from the town green.

#7225 - Milo Peck Building - This is the town's portion of expenses for facility maintenance/utilities at the Milo Peck building and for the use of the space. The balance will be used for maintenance projects as needed.

APPENDIX “C”
Summary of Personal Services

Town of Windsor
FY 2021 – 2022
Proposed Budget

SUMMARY OF PERSONAL SERVICES

GENERAL FUND POSITIONS

	FY 2021 Adopted	FY 2022 Proposed
ADMINISTRATIVE SERVICES		
Full Time	16.89	16.89
Part-time FTE	2.71	3.05
DEVELOPMENT SERVICES		
Full-time	11.08	11.00
Part-time FTE	0.41	0.55
RECREATION & LEISURE SERVICES		
Full-time	9.42	9.27
Part-time FTE	15.09	14.77
HUMAN SERVICES		
Full-time	3.17	3.17
Part-time FTE	2.76	2.76
HEALTH SERVICES		
Full-time	4.00	4.00
Part-time FTE	1.36	1.10
INFORMATION SERVICES		
Full-time	4.08	4.23
Part-time FTE	0.07	0.07
LIBRARY SERVICES		
Full-time	9.00	9.00
Part-time FTE	9.61	9.61
PUBLIC WORKS and ENGINEERING		
Full-time	38.15	38.15
Part-time FTE	5.96	5.96
SAFETY SERVICES		
Full-time	66.00	66.83
Part-time FTE	1.08	1.44
GENERAL GOVERNMENT		
Full-time	3.00	3.00
Part-time FTE	0.40	0.50
COMMUNITY DEVELOPMENT		
Full-time	1.00	1.00
TOTAL GENERAL FUND		
Full-time	165.79	166.54
Part-time FTE	39.45	39.81
Total	205.24	206.35

NON-GENERAL FUND POSITIONS

RECREATION - Special Revenue Fund & Transfer from Caring Connection for Transportation		
Full-time	0.33	0.33
Part-time FTE	17.85	17.68
HUMAN SERVICES - Special Revenue		
Part-time FTE	0.05	0.05
HEALTH SERVICES - Special Revenue Fund		
Part-time FTE	-	1.20
INSURANCE INTERNAL SVS FUND		
Full-time	0.11	0.11
Part-time FTE	0.17	0.17
COMMUNITY DEVELOPMENT		
Part-time FTE	0.50	0.50
ENTERPRISE FUNDS		
Full-time	17.00	17.00
Part-time FTE	10.97	10.37
TOTAL NON-GENERAL FUND		
Full-time	17.44	17.44
Part-time FTE	29.54	29.97
Total	46.98	47.41

APPENDIX “D”
Employee Pay Plans

Town of Windsor
FY 2021 – 2022
Proposed Budget

APPENDIX D

TOWN OF WINDSOR
TEAMSTERS LOCAL 671 PAY PLAN A
FY 2021-2022

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1	40,374	44,373
GRADE 2 Clerk Typist I Laborer Mechanic's Assistant	42,088	46,630
GRADE 3	44,510	48,957
GRADE 4	46,738	51,409
GRADE 5	49,072	53,974
GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator	51,523	56,677
GRADE 7 Account Clerk I Engineering Aide Police Records Clerk Records and Information Clerk Tax Clerk	54,098	59,511
GRADE 8 Account Clerk II Public Property Maintainer II	56,804	62,485
GRADE 9 Administrative Clerk Assistant Town Clerk Community Development Assistant Weigh Station Clerk	59,649	65,601
GRADE 10 Landfill Operator Public Property Maintainer III Secretary	61,455	68,880
GRADE 11 Mechanic Electrician	66,062	72,326
GRADE 12 Crew Leader Senior Engineering Aide	69,043	75,939
GRADE 13 Mechanic Crew Leader Public Works Inspector Town Forester	72,497	79,742

APPENDIX D

**TOWN OF WINDSOR
TEAMSTERS LOCAL 671 PAY PLAN B *
FY 2021 - 2022**

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1 Clerk Typist I Library Clerk Switchboard Operator/Receptionist	46,547	52,831
GRADE 2 Account Clerk I Engineering Aide Police Records Clerk Records and Information Clerk	50,050	56,807
GRADE 3 Tax Clerk Administrative Clerk	52,303	59,364
GRADE 4 Account Clerk II Assistant Town Clerk Community Development Assistant Weighing Station Clerk	54,395	61,738
GRADE 5 Secretary	56,843	64,516

* Employees hired after 9/1/16

**PART TIME SCALE CLERK PAY PLAN
FY 2021 – 2022**

	7/1/2020	7/1/2021
Part-time Scale Clerk	\$15.5 - \$21.00/hour	\$15.15 - \$21.00/hour

APPENDIX D

**TOWN OF WINDSOR, CONNECTICUT
 UPSEU LOCAL 424, UNIT 10 PAY PLAN
 FY 2020 – 2021
 (Pending Contract Negotiations)**

PAY GRADE	STEPS				
	1	2	3	4	5
CIVILIAN DISPATCHER	55,547	59,091	62,310	65,529	68,746

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 500 Hours
Part-time Civilian Dispatcher	20.94/Hour	26.15/Hour	28.78/Hour	31.37/Hour

APPENDIX D

**TOWN OF WINDSOR, CONNECTICUT
POLICE PAY PLAN
FY 2020-2021
(Pending Contract Negotiations)**

STEPS

PAY GRADE	A	B	C	D	E	F	G	H
<u>Pay Grade P1*</u>								
Police Officer P1-A	66,933	68,589	71,372	74,269	77,283	80,420	83,683	88,821
Police Officer P1-B	70,647	73,514	76,498	79,603	82,833	86,195	89,692	93,333
<u>Pay Grade P2</u>								
Detective			81,349	85,531	89,942	94,591	99,125	
<u>Pay Grade P3</u>								
Sergeant			88,719	93,306	98,130	103,234	108,757	
<u>Pay Grade P4</u>								
Police Lieutenant			100,348	105,567	111,065	116,867		
<u>Pay Grade DW1</u>								
Animal Control Officer			64,760	67,614	70,530	73,698		

*P1-A - Officers hired after 11/7/16
P1-B - Officers hired before 11/7/16

APPENDIX D

FY 2021 - 2022 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

TITLE	PAY GRADE	PAY RANGE	
		Minimum	Maximum
Administrative And Technical Staff			
Administrative Aide	1	36,615	49,425
No positions in Grade	2	41,190	55,605
Engineering Assistant Library Assistant Management Analyst	3	46,340	62,555
Caseworker Communications & Community Outreach Specialist Librarian Information Technology Librarian	4	52,130	70,375
Accountant Assistant Building Official Children's Services Librarian Community Development Coordinator* Deputy Town Clerk Engineer Environmental Educator Executive Assistant Fire Inspector Human Resources Analyst Information Technology Specialist Payroll & Benefits Analyst Recreation Program Specialist Transportation Coordinator	5	58,645	79,170
Supervisors and Advanced Technical Staff			
Assistant Assessor Assistant Town Planner Assistant Building & Facilities Manager Environmental Planner Human Resources Generalist Lending Services Manager Project Engineer – Traffic Public Health Nurse Sanitarian Social Worker Youth Services Coordinator	6	61,200	85,425

APPENDIX D

FY 2021 - 2022 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

TITLE	PAY GRADE	PAY RANGE	
		Minimum	Maximum
Assistant Recreation Manager Fire Department Administrator Head of Reference and Tech. Services Systems Applications Specialist Lead Social Worker Library Branch Manager Northwest Park Manager Project Engineer Senior Center Coordinator Social Services Coordinator	7	68,650	96,105
Assistant to the Town Manager Building Official Fire Marshal Management Information Supervisor Risk Manager Solid Waste Manager* Tax Collector	8	77,230	108,120
Assessor Assistant Town Engineer Assistant Finance Director Building and Facilities Manager Public Works Operations Manager Town Clerk	9	86,880	121,630
Directors and Managers			
Assistant Town Manager Director of Human Services Director of Recreation & Leisure Services Economic Development Director Library Director Police Captain Town Planner	10	89,045	130,380
Coordinator of Information Technology Director of Health Services Director of Human Resources Finance Director	11	94,900	138,420
Chief of Police Director of Public Works/Town Engineer	12	99,645	145,340

*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 2021-2022

<u>CLASSIFICATION</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
Early Childhood Manager Caring Connection Manager	38,690	85,600
Early Childhood Educator II Adult Day Care Professional	33,800	66,410
Early Childhood Educator I Adult Day Care Associate	27,040	45,960

APPENDIX D

PART-TIME AND SEASONAL PAY PLAN FOR FY 2021-2022

<u>PAY GRADE</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
<u>GRADE I</u>	\$12.00*	\$14.30
Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant		
<u>GRADE II</u>	\$12.00 *	\$14.82
Clerical Aide II Early Childhood Aide I Janitor Library Clerk I Library Monitor Lifeguard I Parts Runner Program Aide Recreation Leader II Senior Student Aide		
<u>GRADE III</u>	\$12.00 *	\$16.48
Clerical Aide III Early Childhood Aide II Library Clerk II Lifeguard II Recreation Specialist Maintenance Assistant Tax Collection Aide Undergraduate Intern Recreation Specialist		
<u>GRADE IV</u>	\$12.00 *	\$18.33
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 Citizen's Bus Driver		

APPENDIX D

PAY GRADE	MINIMUM	MAXIMUM
<u>GRADE IV – Cont'd</u>		
Senior Maintenance Assistant Traffic Safety Specialist		
<hr/>		
<u>GRADE V</u>	\$12.00 *	\$20.15
Administrative Aide Code Enforcement Office Head Lifeguard Senior Center Activities Specialist Senior Transportation Lead Driver Youth Theater Director		
<hr/>		
<u>GRADE VI</u>	\$15.34	\$27.60
Adult Day Care Professional Code Inspector Director of Aquatics Director of Special Programs Naturalist Substitute Librarian Accounting Assistant		
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<u>GRADE VII</u>	\$18.07	\$35.82
Supernumerary Police Officer		

- Minimum in pay plan to reflect the State of Connecticut minimum wage increase to \$13.00 as of 8/1/21.

**APPENDIX “E”
Code of Accounts**

**Town of Windsor
FY 2021 – 2022
Proposed Budget**

**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	40070 Training Overtime	41125 Retirement Expense - Town
40015 Elected/Appointed Officials	40090 Overtime	41126 Retirement Expense -BOE
40020 Regular Part Time	41010 FICA	41128 457b ICMA Plan
40040 Temporary Full Time	41020 Medicare	41129 401a ICMA Plan
40050 Temporary Part Time	41110 Clothing Allowance	41170 Workers' Compensation
40060 Holiday Overtime	41120 Pension Police - MERF	41190 Other Comp
		41200 Combined insurance

SUPPLIES

- 42140 Books and Periodicals - technical books, newspaper subscriptions, library books and media, special reports and other publications
- 42190 Rentals - use of land, use of buildings, equipment leases, copier leases
- 42220 Materials and Supplies - office supplies, non-inventoried supplies, items with a useful life of less than one year, food
- 42222 Police Department Vest & Equipment – vest and equipment for police officers
- 42240 Postage - postage stamps, regular and bulk mailing

SERVICES

- 43110 Travel and Meeting Expenses - local, regional and national meetings (including transportation, lodging, meals and registration fees), business expenses related to the activity of the department
- 43120 Advertising & Marketing - notices of public hearings, invitations to bid, recruitment ads, publishing ordinances
- 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
- 43145 Credit Card Fees – fees charged to the Town for customer payments via credit cards
- 43150 Recruitment and Training - special training schools, tuition, educational seminars, recruitment examinations, interviews and in-service training courses
- 43160 OPEB - Other Post Employment Benefits costs
- 43170 MDC - Sewers - Metropolitan District Commission sewer service fees
- 43180 Contractual Services - cleaning/custodial services, unemployment compensation, recycling, trash removal, police and fire fighter physicals, drug testing, property and facility services not provided by employees, aid to private education, mosquito management, protective inspections, tax mailing services, transportation/bus, veterinary, transcription, attorney, auditors, investment/pension consultants, bond counsel, health/workers comp/general liability consultant, professional engineering services, GIS consultant, software consultant, marketing and graphic design consultant, etc.
- 43190 Printing - printing, photocopying, microfilming
- 43200 -
- 43215 Board of Education Schools - BOE payroll and all other costs associated with BOE expenditures

CODE OF ACCOUNTS
AGGREGATED EXPENDITURE CLASSIFICATIONS

SERVICES (continued)

- 43300 Debt Service - Principal - principal payments for outstanding bond issues
- 43350 Debt Service - Interest - interest payments for outstanding bond issues
- 43400 - Insurance Premium Expense - premium fees for health, general liability and workers compensation
- 43406 insurance
- 43450 TPA Fees - third party administration fees
- 43460 Direct Expenditures - self-funded cost for health and risk management costs
- 43515 Refunds To Taxpayers - prior year tax refunds
- 48000 Administrative Overhead - enterprise fund fees for town administration services
- 48020 Rent Expense To Town - lease of building
- 48503 Transfer To Special Revenue - transfer funds from the general fund to special revenue fund
- 49150 Architectural & Engineering Services - consulting, technical services associated with projects

MAINTENANCE AND REPAIR

- 44210 Repairs & Maintenance - repairs for town buildings, roads, streets, drains and sidewalks
- 44250 Repairs & Maintenance, Vehicles and Heavy Equipment - vehicles and heavy equipment, all parts attached to vehicles and heavy equipment
- 44270 Other Equipment Maintenance - radios, electronic devices, office equipment and all other equipment not elsewhere classified
- 44280 Equipment Maintenance & Service Contracts - annual equipment maintenance & service contracts, annual license fees

GRANTS AND CONTRIBUTIONS

- 45160 Grants and Contributions - Windsor volunteer ambulance, community contributions, annual dog payment to the state, recreation scholarships

CAPITAL OUTLAY

- 46300 Furniture and Equipment - office furniture and related items
- 46310 Vehicles - vehicles, heavy equipment, heavy equipment attachments
- 46320 Other Capital Equipment - all other not elsewhere classified (lawnmowers)
- 46330 Land - acreage
- 46340 Structures - buildings, structures and parts thereof

ENERGY AND UTILITY COSTS

- 47100 Electricity - electric power usage in operations of buildings, facilities, street lights and traffic signals
- 47200 Natural Gas - gas service provided as fuel for heating buildings and facilities
- 47210 Heating Oil - used for heating buildings and facilities
- 47310 Regular 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 - water service paid to the Metropolitan District Commission for town-owned properties
- 47500 Communications - telephone services, iPad, cellphone, other electronic devices

**APPENDIX “F”
Debt Management**

**Town of Windsor
FY 2021 – 2022
Proposed Budget**

DEBT MANAGEMENT POLICY

Windsor continues to maintain an outstanding credit rating of AAA by Standard and Poor's Corporation, which is the same 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, management policies and practices, debt burden, and fiscal performance. The town adheres to certain fundamental policies with respect to the incurrence of debt, in order to maintain its debt burden in line with available resources:

- a) total debt service requirement maintained to within a range of 6% - 8% of total operating expenditures
- b) forecasted future annual debt service requirements not to exceed 8% of annual general fund operating expenditures when any new bonds are issued
- c) total amount of bonds issued will not exceed 50% of the legal debt limit
- d) unassigned fund balance for the General Fund maintained between 15% - 20% of annual General Fund operating expenditures.

The town's legal debt limit is based upon tax collections for the most recently completed fiscal year including interest and lien fees, and net of state reimbursements for revenue losses. As of June 30, 2020, Windsor's base for establishing its debt limit is \$99,119,148. 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.

The town's net direct debt and net overlapping indebtedness totals \$135,151,550 and the total debt limit is \$693,834,036, as presented in the FY 2020 Town of Windsor Consolidated Annual Financial Report.

APPENDIX F

Town of Windsor Debt Schedule FY 2021

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2020	PROJECTED ADDITIONS	REFUNDED	RETIREMENTS	BALANCE 6/30/2021
General Purpose									
2012 Public Improvements	2.00%	2012	5/1/2024	4,490,000	365,000	-	365,000	-	-
2013 Public Improvements	1.25% - 2.00%	2013	5/1/2025	4,085,000	1,708,000	-	1,708,000	-	-
2014 Public Improvements	2.00% - 3.00%	2014	4/15/2024	3,690,000	1,470,000	-	1,470,000	-	-
2014 Refinancing	2.00% - 4.00%	2014	8/15/2022	3,355,000	1,955,000	-	-	1,090,000	865,000
2015 Public Improvements	2.00% - 2.50%	2015	6/15/2027	3,165,000	1,830,000	-	1,290,000	270,000	270,000
2016 Public Improvements	2.00%	2016	6/15/2028	3,755,000	2,505,000	-	-	315,000	2,190,000
2017 Public Improvements	2.00% - 4.00%	2017	6/1/2037	4,260,000	3,621,000	-	1,278,000	213,000	2,130,000
2017 Refinancing	2.00% - 4.00%	2017	7/15/2023	5,657,000	2,277,000	-	-	801,000	1,476,000
2018 Public Improvements	2.00% - 5.00%	2018	6/15/2033	3,135,000	2,745,000	-	1,705,000	205,000	835,000
2019 Public Improvements	2.00% - 5.00%	2019	6/15/2039	8,085,000	7,681,000	-	-	404,000	7,277,000
2020 Public Improvements	2.00% - 5.00%	2020	6/30/2040	14,140,000	14,140,000	-	-	710,000	13,430,000
2020 Refinancing	0.25% - 4.00%	2020	7/15/2033	7,965,000	-	7,965,000	-	786,000	7,179,000
2021 Debt Financing - Estimated Principle	TBD	2021	TBD	-	-	7,835,000	-	-	7,835,000
Sub-total				65,782,000	40,297,000	15,800,000	7,816,000	4,794,000	43,487,000
Schools									
2013 School Improvements	1.25% - 2.00%	2013	5/1/2025	950,000	397,000	-	397,000	-	-
2014 School Improvements	2.00% - 3.00%	2014	4/15/2024	1,330,000	550,000	-	550,000	-	-
2014 Refunding	2.00% - 4.00%	2014	8/15/2022	915,000	520,000	-	-	325,000	195,000
2015 School Improvements	2.00% - 2.50%	2015	6/15/2027	2,205,000	1,290,000	-	930,000	180,000	180,000
2016 School Improvements	2.00%	2016	6/15/2028	530,000	340,000	-	-	45,000	295,000
2017 School Improvements	2.00% - 4.00%	2017	6/1/2037	1,685,000	1,439,000	-	517,000	82,000	840,000
2017 Refinancing	2.00% - 4.00%	2017	7/15/2023	3,568,000	938,000	-	-	399,000	539,000
2018 School Improvements	2.00% - 5.00%	2018	6/15/2033	3,630,000	3,120,000	-	1,910,000	245,000	965,000
2019 School Improvements	2.00% - 5.00%	2019	6/15/2039	1,915,000	1,819,000	-	-	96,000	1,723,000
2020 Public Improvements	2.00% - 5.00%	2020	6/30/2040	1,430,000	1,430,000	-	-	70,000	1,360,000
2020 Refinancing	0.25% - 4.00%	2020	7/15/2033	4,500,000	-	4,500,000	-	269,000	4,231,000
2021 Debt Financing - Estimated Principle	TBD	2021	TBD	-	-	4,720,000	-	-	4,720,000
Sub-total				22,658,000	11,843,000	9,220,000	4,304,000	1,711,000	15,048,000
Grand-Total				88,440,000	52,140,000	25,020,000	12,120,000	6,505,000	58,535,000

APPENDIX F

**Town of Windsor
Debt Schedule FY 2021 - FY 2022**

Principal Payments

	<u>Town Projects</u>	<u>FY 2021</u>	<u>FY 2022</u>
2014	Refunding Issue	1,090,000	327,000
2015	Road & Facility Improvements; Tower Ladder Truck	270,000	270,000
2016	Road & Facility Improvements	315,000	310,000
2017	Road & Facility Improvements	213,000	213,000
2017	Refunding Issue	801,000	835,000
2018	Road & Facility Improvements	205,000	205,000
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	404,000	404,000
2020	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	710,000	710,000
2020	Refunding Issue	786,000	728,000
2021	2021 Debt Financing - Estimated Principal	-	522,330
	Total Principal - Town Projects	4,794,000	4,524,330
	 <u>School Projects</u>		
2014	Refunding Issue	325,000	53,000
2015	Road & Facility Improvements; Tower Ladder Truck	180,000	180,000
2016	Road & Facility Improvements	45,000	45,000
2017	Road & Facility Improvements	82,000	82,000
2017	Refunding Issue	399,000	295,000
2018	Road & Facility Improvements	245,000	245,000
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	96,000	96,000
2020	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	70,000	70,000
2020	Refunding Issue	269,000	252,000
2021	2021 Debt Financing - Estimated Principal	-	314,670
	Total Principal - School Projects	1,711,000	1,632,670
	Grand Total - Principal	6,505,000	6,157,000

Interest Payments

	<u>Town Projects</u>	<u>FY 2021</u>	<u>FY 2022</u>
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchas	3,650	-
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipmer	13,666	-
2014	Road & Facility Improvements; Emergency Dispatch Console	14,938	-
2014	Refunding Issue	47,680	26,425
2015	Road & Facility Improvements; Tower Ladder Truck	26,263	5,400
2016	Road & Facility Improvements	50,100	43,800
2017	Road & Facility Improvements	87,330	60,173
2017	Refunding Issue	54,950	26,405
2018	Road & Facility Improvements	65,106	29,938
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	241,035	220,835
2020	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	686,035	413,710
2020	Refunding Issue	8,019	149,715
2021	2021 Debt Financing - Estimated Interest	-	603,400
	Total Interest - Town Projects	1,298,772	1,579,800
	 <u>School Projects</u>		
2013	Ellsworth School Roof	3,178	-
2014	Road & Facility Improvements; Emergency Dispatch Console	5,588	-
2014	Refunding Issue	12,145	6,475
2015	Road & Facility Improvements; Tower Ladder Truck	18,363	3,600
2016	Road & Facility Improvements	6,800	5,900
2017	Road & Facility Improvements	34,570	23,740
2017	Refunding Issue	22,650	10,245
2018	Road & Facility Improvements	74,900	34,750
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	57,090	52,290
2020	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	43,786	41,540
2020	Refunding Issue	3,329	66,730
2021	2021 Debt Financing - Estimated Interest	-	188,830
	Total Interest - School Projects	282,398	434,100
	Grand Total - Interest	1,581,170	2,013,900

APPENDIX “G”
Price Guide

Town of Windsor
FY 2021 – 2022
Proposed Budget

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
DEVELOPMENT SERVICES					
Building Inspection					
Building Permit	General Fund	Resolution	\$35 for 1 st \$1,000 \$13 per \$1,000 (after 1 st \$1,000)	4/23/2018	
Building Permit - After 1 st \$1,000	General Fund	Resolution		6/21/1999	
Building Permit Fee Reduction Policy	General Fund	Resolution	Based on financial impacts identified as part of the project review policy	1/17/2006	
Significant fiscal impact projects per CGS 12-65b (b)					
Biotechnology firms defined by CT Bioscience Cluster					
Approval or any fee reduction is at the sole discretion of the Town Council					
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	\$150 plus \$50 per each additional variance on same application	4/23/2018	
ZBA Commercial/Industrial Application Fee	General Fund	ZBA	\$175 plus \$50 per each additional variance on 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					
Assessment Abatement Policy:					
Application Filing Fee	General Fund	Resolution	\$500	5/15/2012	
- Economic Development assessment abatement incentive					
Application Filing Fee	General Fund	Ordinance	\$50	5/15/2012	
- assessment rehabilitation abatement incentive					
Community 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	
Fire Prevention					
Blasting Permit	General Fund	P.A. 09-3	\$60	5/15/2017	
Storing Explosives	General Fund	P.A. 09-3	\$100	5/15/2017	
Commercial Amusement Fee	General Fund	Resolution	\$100 fee & \$1,000 bond	6/29/1981	
Inland Wetlands					
Summary Rulings:					
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	\$35 per lot includes \$80 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 Rulings:					
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	\$800 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	7/01/2005	
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.					

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
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		
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		
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 out 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 \$50 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 2021	Last Action	FY 2022 Proposed
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	\$30	7/01/2015		
High Dose Flu Shots	Special Revenue	Resolution	\$45	7/01/2015		
Pneumonic Shots	Special Revenue	Resolution	\$65	5/10/2011		
Tuberculosis Testing (PPD)	Special Revenue	Resolution	\$10	7/01/2015		
Food Service Permits:						
Caterer	General Fund	Resolution	\$200 per facility	4/27/2009		
Mobile Vendors	General Fund	Resolution	\$200	5/19/2008		
Re-Inspections	General Fund	Resolution	\$150	4/27/2009		
Class 1	General Fund	Resolution	\$100	2/20/2018		
Class 2	General Fund	Resolution	\$200	2/20/2018		
Class 3	General Fund	Resolution	\$225	2/20/2018		
Class 4	General Fund	Resolution	\$300	2/20/2018		
Daycare	General Fund	Resolution	\$200	2/20/2018		
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	5/19/2008		
Septic Permits:						
New System Construction: Less than 2,000 gallons Per Day (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$175	7/01/2015		
New System Construction: Greater than 2,000 Gallons Per Day (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$350	7/01/2015		
Existing System Repair: Existing System (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$125	7/01/2015		
19-13-B100a Building Addition/Use Change Review	General Fund	Resolution	\$65	5/13/2014		
Soil Tests	General Fund	Resolution	\$175	5/13/2014		

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
HEALTH SERVICES (cont.)						
<i>Other Fees:</i>						
Property Maintenance Fines	Special Revenue	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	\$15	4/26/2000		

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
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		
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 - Before/After Hours	Special Revenue	Resolution	\$45 per hour	4/29/2020		
Main Library - Meeting Rm #1	Special Revenue	Resolution	\$45 per hour	4/29/2020		
Main Library - Meeting Rm #2	Special Revenue	Resolution	\$20 per hour	4/29/2020		
Visitor Computer Pass	Special Revenue	Resolution	\$1 per session; free with library card	4/23/2018		
Overdue Books/Nonprint	General Fund	Resolution	\$0.20 per day	4/29/2020		
Overdue Books/Nonprint (max fine)	General Fund	Resolution	\$10	4/29/2020		
Overdue Kits	General Fund	Resolution	\$1 per day	4/29/2020		
Overdue Kits (max fine)	General Fund	Resolution	\$10	4/29/2020		
Passport Acceptance Fee	Special Revenue	Resolution	\$35	5/14/2019		
Projection System in Meeting Room #1	Special Revenue	Resolution	\$50	4/23/2018		
Desktop Projection System in Meeting Rm #2	Special Revenue	Resolution	\$20	4/23/2018		
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		

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Safety Services (Police)					
False Alarm Penalty - 1 st , 3 False Alarms	General Fund	Resolution	no penalty	5/05/2003	
False Alarm Penalty - 4 th and 5 th	General Fund	Resolution	\$50 each	5/05/2003	
False Alarm Penalty - 6 th and 7 th	General Fund	Resolution	\$75 each	5/05/2003	
False Alarm Penalty - 8 th and 9 th	General Fund	Resolution	\$100 each	5/05/2003	
False Alarm Penalty - 10 th and Each Additional	General Fund	Resolution	\$150 each	5/05/2003	
Fire, False Alarm - 1 st and 2 nd	General Fund	Resolution	no penalty	5/05/2003	
Fire, False Alarm - 3 rd	General Fund	Resolution	\$100 each	5/05/2003	
Fire, False Alarm - 4 th	General Fund	Resolution	\$200 each	5/05/2003	
Fire, False Alarm - 5 th	General Fund	Resolution	\$400 each	5/05/2003	
Fire, False Alarm - 6 th and Each Additional	General Fund	Resolution	\$500 each	5/05/2003	
Bingo Permit Fees:					
Class A	General Fund	Resolution	\$75	5/21/2018	
Class B	General Fund	Resolution	\$5 per day	5/21/2018	
Class C	General Fund	Resolution	\$50 per day	5/21/2018	
Bazaar and Raffle Permits:					
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	
Class V Raffle Permit	General Fund	Resolution	\$80	5/21/2018	
Class VI Raffle Permit	General Fund	Resolution	\$100	5/21/2018	
Class VII Raffle Permit	General Fund	Resolution	\$100	5/21/2018	
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	
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	\$15	4/29/2020	
After 7 Days	General Fund	Ordinance	\$30	4/29/2020	
Fire Lane Parking Violation (first 7 days)	General Fund	Resolution	\$50	5/14/2019	
Fire Lane Parking Violation (after 7 days)	General Fund	Resolution	\$100	5/14/2019	
Massage Parlor Permit	General Fund	Ordinance	\$50	5/14/2019	
Masseur Filing Fee	General Fund	Ordinance	\$25	5/14/2019	

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Safety Services (Police) (cont.)						
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	3/20/1976		
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	\$336.92	4/29/2020		Change to \$352.93
Non-profit, Over 4 Hours	Special Revenue	Resolution	\$84.23 per hour	4/29/2020		Change to \$88.23 per hour
Board of Education/Municipal	Special Revenue	Resolution	\$84.23 per hour	4/29/2020		Change to \$88.23 per hour
Construction, 4 Hours or Less	Special Revenue	Resolution	\$388.92	4/29/2020		Change to \$404.93
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	\$777.84	4/29/2020		Change to \$809.85
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	\$1,166.76	4/29/2020		Change to \$1,214.78
Construction, Over 12 Hours	Special Revenue	Resolution	\$97.23 per hour	4/29/2020		Change to \$101.23 per hour
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	6/07/2016		
Vendor Licenses - Group up to 10	General Fund	Resolution	\$60	7/01/2015		
Vendor Licenses - Group over 10	General Fund	Resolution	\$7.50 each additional person over 10	6/07/2016		

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Fire						
Firefighter firewatch	Special Revenue	Resolution	\$25 per hour	5/11/2010		
Firefighter firewatch-municipal	Special Revenue	Resolution	\$20 per hour	5/11/2010		

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
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	\$60 per 10th of mile	5/15/2017	
Subdivision Street With Base Course Only	General Fund	Resolution	\$230/10th of mile, plus \$30/cul de sac	5/15/2017	
Subdivision Street With Paved Top Course	General Fund	Resolution	\$115/10th of mile, plus \$30/cul de sac	5/15/2017	
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					
<i>(Erosion & Sediment permit fees shall be reduced when Inland Wetland fees are also collected for the same activity)</i>					
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	
Stormwater 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 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	
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.					

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
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	\$400 - \$650	4/29/2020	
Adult Dance	Special Revenue		Resolution	\$100 - \$150 per course	4/29/2020	
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 Volleyball League	Special Revenue		Resolution	\$300 - \$600	5/11/2014	
AM Aerobics	Special Revenue		Resolution	\$75 - \$150 per session	4/29/2020	
Archery	Special Revenue		Resolution	\$55 - \$110 per session	4/29/2020	
Arts and Crafts	Special Revenue		Resolution	\$30 - \$80 per course	6/07/2016	\$40 - \$100 per Session
Baseball Clinic	Special Revenue		Resolution	\$100 - \$175 per session	4/29/2020	
Basketball Clinic	Special Revenue		Resolution	\$100 - \$175 per session	4/29/2020	
Movie Night	Special Revenue		Resolution	\$2 - \$7	4/11/2007	
Counselor in Training Program	Special Revenue		Resolution	\$80 - \$100 per 4 wk. session	5/10/2011	
CPR/First Aid	Special Revenue		Resolution	\$145 - \$160	5/13/2016	
CPR/First Aid Recertification	Special Revenue		Resolution	\$115 - \$125	5/13/2016	
Culinary Arts Program	Special Revenue		Resolution	\$25 - \$200	5/14/2019	
Dance Movement Workshop	Special Revenue		Resolution	\$60 - \$130 per session	5/11/2015	
Extended Playground Hours	Special Revenue		Resolution	\$30 - \$35 per session	4/29/2020	\$35 - \$45 per session
Family Trips (In-State/Out-of-State)	Special Revenue		Resolution	\$50 - \$1,500	5/19/2008	
Field Hockey Clinic	Special Revenue		Resolution	\$90 - \$155	5/13/2015	
Foreign Languages	Special Revenue		Resolution	\$45 - \$110	5/15/2017	
Full Day Playground	Special Revenue		Resolution	\$135 - \$150 per week	5/14/2019	\$145 - \$165 per week
Full Day Playground with Transportation	Special Revenue		Resolution	\$135 - \$175 per week	4/29/2020	
Full Day Playground with Swim Lesson	Special Revenue		Resolution	\$285 - \$305 per session	5/14/2019	\$285 - \$315 per session
Golf	Special Revenue		Resolution	\$80 - \$155	5/13/2015	
Gymnastics	Special Revenue		Resolution	\$110 - \$145 per week	5/15/2017	
Hotshots	Special Revenue		Resolution	\$60 - \$75	6/07/2016	
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	
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 - Family - 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	5/19/2014	
Karate	Special Revenue		Resolution	\$35 - \$45 per month	4/27/2009	
Kindergarten Dance	Special Revenue		Resolution	\$75 - \$150 per session	5/10/2016	
Lacrosse Clinic	Special Revenue		Resolution	\$90 - \$155	5/13/2014	
Late Pickup Fee	Special Revenue		Resolution	\$10 per 15 minutes	6/07/2016	
Life Guard Training	General Fund		Resolution	\$325 per course plus books	5/19/2014	
Membership Pass Replacement Fee	Special Revenue		Resolution	\$5 per replacement	5/11/2004	
Model Making and Crafts	Special Revenue		Resolution	\$45 - \$90	5/19/2017	
Nutrition and Wellness Programs	Special Revenue		Resolution	\$60 - \$150	5/19/2014	
Outdoor Adventure	Special Revenue		Resolution	\$80 - \$250	5/15/2014	
Painting Class	Special Revenue		Resolution	\$45 - \$125	5/19/2017	

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
RECREATION & LEISURE SERVICES (cont.)						
Passage	Special Revenue	Resolution		\$45 - \$75 per session	5/15/2017	
PM Aerobics	Special Revenue	Resolution		\$60 - \$120 per session	6/07/2016	
PM Low Impact Aerobics	Special Revenue	Resolution		\$60 - \$120 per session	6/07/2016	
Pool Parties	General Fund	Resolution		\$275/Resident per party, \$375/Non-resident per party	5/15/2017	\$290/Resident per party, \$390/Non-resident per party
Pre-School Dance	Special Revenue	Resolution		\$75 - \$150 per session	5/10/2017	
Schools Out Special	Special Revenue	Resolution		\$30 - \$35 per day	4/29/2020	\$30 - \$40 per day
Ski Club	Special Revenue	Resolution		\$275 - \$475	5/15/2017	
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	5/11/2015	
Special Needs - Youth Program	Special Revenue	Resolution		\$60 per session	4/29/2020	
Special Needs Camp	Special Revenue	Resolution		\$99 per week	4/27/2015	
Student Open Basketball	General Fund	Resolution		\$10	4/27/2015	
Student Open Gym, Drop-in Fee - Resident	Special Revenue	Resolution		\$1	5/10/2011	
Summer Youth Theater	Special Revenue	Resolution		\$180 - \$250	4/29/2020	
Summer Youth Theater - Non-resident	Special Revenue	Resolution		\$220 - \$295	4/29/2020	
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	6/07/2016	
Swim Lessons - Two Children	General Fund	Resolution		\$48 Non-Thurs per two week session (make up lessons Fri)	6/07/2016	
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 - 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	
Taking the Lead	Special Revenue	Resolution		\$20 - \$80	4/11/2007	
Tai Chi Chuan	Special Revenue	Resolution		\$60 - \$100 per session	5/05/2015	
Tennis Camp	Special Revenue	Resolution		\$60-\$160 per session	5/15/2012	
Tennis Classes (4 sessions)	Special Revenue	Resolution		\$60 - \$120 per session (winter)	4/29/2020	
Tumbling	Special Revenue	Resolution		\$60 - \$120	5/13/2014	
Water Aerobics	Special Revenue	Resolution		\$60 - \$120	6/07/2016	
Windsor Instructional Basketball	Special Revenue	Resolution		\$50 - \$60	7/01/2015	

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
RECREATION & LEISURE SERVICES (cont.)						
Windsor Sports Academy	Special Revenue	Resolution		\$80 - \$155	5/13/2014	
Windsor Youth Theater	Special Revenue	Resolution		\$175 - \$200	4/29/2020	
Windsor Youth Theater - Non-resident	Special Revenue	Resolution		\$215 - \$245	4/29/2020	
Yoga	Special Revenue	Resolution		\$80 - \$120 per session	5/14/2019	
Youth Band	Special Revenue	Resolution		\$150 - \$200 plus bus fee	5/13/2014	
Indoor Swim Lessons	Special Revenue	Resolution		\$4 per session	4/29/2020	
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		\$115 - \$125	7/01/2015	
Full Day Playground, Swim Lessons And Transportation	Special Revenue	Resolution		\$260 - \$300	6/07/2016	
Half Day Playground	Special Revenue	Resolution		\$85 - \$120	5/15/2017	
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		\$270 - \$350	6/07/2016	
S.T.E.M	Special Revenue	Resolution		\$75 - \$280	4/23/2018	
Indoor Archery	Special Revenue	Resolution		\$50-\$75	7/01/2015	
Softball Clinic	Special Revenue	Resolution		\$100 - \$200 per session	4/29/2020	
Volleyball Clinic	Special Revenue	Resolution		\$100 - \$200 per session	4/29/2020	
R.I.S.E Elementary School Age	Special Revenue	Resolution		\$186 - \$200 per month	4/29/2020	
R.I.S.E Middle School Age	Special Revenue	Resolution		\$185 - \$200 per month	4/29/2020	
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 - \$735 per party	6/07/2016	
Park Pavilion Rental (Washington/Sharshon)	Special Revenue	Resolution		\$25 per 4 hours	4/11/2007	
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	5/19/2011	
Windsor Jesters	General Fund	Resolution		\$140 per month	4/24/2006	
O'Brien Field Use:						
Field Use Fee: Resident	Special Revenue	Resolution		\$25 per hour	3/02/2015	
Field Use Fee: Non-resident	Special Revenue	Resolution		\$125 per hour	3/02/2015	
Stadium Lights	Special Revenue	Resolution		\$50 per hour	3/02/2015	
Scoreboard/PSA	Special Revenue	Resolution		\$25 per hour	3/02/2015	
Field Marshal	Special Revenue	Resolution		\$15 per hour	3/02/2015	

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
RECREATION & LEISURE SERVICES (cont.)					
Senior Services					
Sit and Stretch	Special Revenue	Resolution	\$30 - \$40 per session	4/27/2009	
Sit and Stretch - Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	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 per class	4/27/2009	
Strength, Stretch and Balance with Yoga	Special Revenue	Resolution	\$30-40 per session	6/07/2016	
Strength, Stretch and Balance with Yoga - Drop-in	Special Revenue	Resolution	\$5-7 per class	6/07/2016	
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 per class	5/10/2011	
Chair Yoga	Special Revenue	Resolution	\$30-40 per session	4/29/2020	
Chair Yoga	Special Revenue	Resolution	\$5-7 per class	4/29/2020	
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 per class	4/27/2009	
Tai Chi Advanced	Special Revenue	Resolution	\$40 - \$55 per session	4/27/2009	
Tai Chi Advanced - Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	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	\$35 - \$45	5/14/2019	
Fitness Center Membership - 6 Months	Special Revenue	Resolution	\$50 - \$60	5/14/2019	
Fitness Center Membership - 1 Year	Special Revenue	Resolution	\$80 - \$90	5/14/2019	
Senior Center Membership Fee - 1 Year	Special Revenue	Resolution	\$10	4/11/2007	
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 - \$80	5/14/2019	
Fitness Center Membership - Non-resident - 6 months	Special Revenue	Resolution	\$100 - \$120	5/14/2019	
Fitness Center Membership - Non-resident - 1 Year	Special Revenue	Resolution	\$160 - \$180	5/14/2019	
Zumba Gold	Special Revenue	Resolution	\$40 - \$55 per session	5/11/2010	
Zumba Gold - Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	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 per class	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 per class	5/11/2010	

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
RECREATION & LEISURE SERVICES (cont.)					
Youth Services Bureau					
<i>Counseling Fee Schedule:</i>					
Up to \$21,000	Special Revenue	Resolution	See chart below	5/11/2004	
Over \$21,000	Special Revenue	Resolution	\$10	4/27/2009	
Summer Adventures	Special Revenue	Resolution	\$25	4/27/2009	
Teen Adventure Club	Special Revenue	Resolution	\$100 - \$230 per week	4/27/2009	
Youth Adventures After School	Special Revenue	Resolution	\$25 - \$50 per session	7/01/2015	
Leader-in-Training Program	Special Revenue	Resolution	\$90 - \$110	5/15/2017	
Teen Zone	Special Revenue	Resolution	\$100 per session	5/15/2017	
Adventure Schools Out Special	Special Revenue	Resolution	\$150 - \$800	6/07/2016	
	Special Revenue	Resolution	\$20 - \$30	5/19/2008	
Northwest Park					
			\$2/person to \$1,500/person depending on activity		
Public Programs	Special Revenue	Resolution		5/15/2012	
Pavilion Full Day Rental - Resident	Special Revenue	Resolution	\$150 + \$100 sec. deposit	11/05/2018	\$175 + \$100 sec. deposit
Pavilion Full Day Rental - Non-resident	Special Revenue	Resolution	\$200 + \$100 sec. deposit	11/05/2018	\$225 + \$100 sec. deposit
Pavilion Half Day Rental - Commercial	Special Revenue	Resolution	\$175 + \$100 sec. deposit	11/05/2018	\$200 + \$100 sec. deposit
Pavilion Half Day Rental - Resident	Special Revenue	Resolution	\$100 + \$100 sec. deposit	11/05/2018	\$125 + \$100 sec. deposit
Pavilion Half Day Rental - Non-resident	Special Revenue	Resolution	\$150 + \$100 sec. deposit	11/05/2018	\$175 + \$100 sec. deposit
Pavilion Half Day Rental - Commercial	Special Revenue	Resolution	\$125 + \$100 sec. deposit	11/05/2018	\$150 + \$100 sec. deposit
Warming Shed Full Day Rental - Resident	Special Revenue	Resolution	\$100 + \$100 sec. deposit	11/05/2018	\$125 + \$100 sec. deposit
Warming Shed Full Day Rental - Non-resident	Special Revenue	Resolution	\$150 + \$100 sec. deposit	11/05/2018	\$175 + \$100 sec. deposit
Warming Shed Full Day Rental - Commercial	Special Revenue	Resolution	\$125 + \$100 sec. deposit	11/05/2018	\$150 + \$100 sec. deposit
Warming Shed Half Day Rental - Resident	Special Revenue	Resolution	\$60 + \$100 sec. deposit	11/05/2018	\$75 + \$100 sec. deposit
Warming Shed Half Day Rental - Non-resident	Special Revenue	Resolution	\$110 + \$100 sec. deposit	11/05/2018	\$125 + \$100 sec. deposit
Warming Shed Half Day Rental - Commercial	Special Revenue	Resolution	\$85 + \$100 sec. deposit	11/05/2018	\$100 + \$100 sec. deposit
Community Gardens	Special Revenue	Resolution	\$60 per season + \$50 sec. deposit	4/29/2020	
Community Gardens - Non-resident	General Fund	Resolution	\$75 per season + \$50 sec. deposit	4/29/2020	
Interpretive Center Rental - Resident	General Fund	Resolution	\$60 per 2 hours + \$100 sec. deposit	4/27/2009	
Interpretive Center Rental - Non-resident	General Fund	Resolution	\$80 per 2 hours + \$100 sec. deposit	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	\$115 - \$160 per hour
School Programs - Non-Windsor	Special Revenue	Resolution	\$85 per hour and up	5/15/2012	\$125 - \$185 per hour
Camp Foxfire - Half Day - Resident	Special Revenue	Resolution	\$165 - \$195 per week	4/29/2020	\$175 - \$250
Camp Foxfire - Half Day - Non-resident	Special Revenue	Resolution	\$15 greater than resident fee	4/29/2020	
Camp Foxfire - Whole Day - Resident	Special Revenue	Resolution	\$260 - \$395 per week	4/29/2020	\$275 - \$500
Camp Foxfire - Whole Day - Non-resident	Special Revenue	Resolution	\$25 greater than resident fee	4/29/2020	
Late Registration Fee	Special Revenue	Resolution	\$10 - \$15	6/07/2016	
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.					
Non-resident registration period for all Northwest Park summer camp programs will begin two weeks following resident registrations.					

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
INFORMATION SERVICES					
Town Clerk					
Animal Licenses:					
Spayed Female or Neutered Male Dog	General Fund	CGS 22-340	\$8	5/05/2003	
Unspayed 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 - ages 12 - 15	General Fund	CGS 26-28	\$11	6/07/2016	
Junior Hunting - ages 16 - 17	General Fund	CGS 26-28	\$10	5/15/2017	
Fishing	General Fund	CGS 26-28	\$28	4/14/2010	
Hunting & Fishing	General Fund	CGS 26-28	\$40	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	
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	CGS 7-34a	\$10	4/23/2018	
Community Investment Preservation	General Fund	PA-05-228	\$40	4/23/2018	
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	\$60	4/23/2018	
Trade Names - First Page	General Fund	CGS 7-34a	\$10	7/02/2018	
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	\$30	7/02/2018	
Maps (Indexing)	General Fund	CGS 7-31	\$20	7/02/2018	
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	\$20	7/02/2018	
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	
State 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	
Photocopies:					
Land Records - Per Page	Special Revenue	P.A. 00-92	\$1 per page	10/01/2000	

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Town Clerk (cont.)						
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	\$50	7/02/2018		
Marriage Certificate	General Fund	PA 07-133	\$20 per document	10/01/2009		
Burial and Cremation Permit	General Fund	CGS 7-74	\$5 per document	7/02/2018		

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
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		

Fines and Fees	Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
OTHER					
<i>Financial Reporting</i>					
Bad Check Fee	General Fund	SS52-565a(i)	\$25	6/04/2013	

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Adult Day Care						
Daily Care		08-3-32-343	Resolution	\$90.00 per day	4/29/2020	
Half Daily Care		08-3-32-343	Resolution	\$60.00 per half day	4/29/2020	
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	

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
Child Day Care						
Infant/Toddler	05-3-3-31-340	Resolution	\$1,465 per month	4/29/2020	\$1,495.00	
Elementary Before & After School	05-3-3-31-340	Resolution	\$495 per month	5/11/2010	Remove Before School Care	
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	Remove Before School Care	
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	\$98 per month	5/15/2012	\$100.00	
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	\$175 per month	5/15/2012	\$178.00	
Elementary After 3 Day/Month	05-3-3-31-340	Resolution	\$230 per month	5/15/2012	\$235.00	
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	\$330 per month	5/15/2012	\$337.00	
Elementary Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$240 per week	2/19/2019	\$245.00	
Elementary Summer Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$260 per week	2/19/2019	\$265.00	
Montessori Toddler Camp - 6:45 AM - 12:00 PM	05-3-3-31-340	Resolution	\$175 per week	2/19/2019	\$178.00	
K-1 Camp - 6:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$240 per week	2/19/2019	\$245.00	
K-1 Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$260 per week	2/19/2019	\$265.00	
Montessori Toddler	05-3-3-31-340	Resolution	\$643 per month	4/29/2020	\$655.00	
Montessori Toddler Extended Day 8:15 AM - 4:45 PM	05-3-3-31-340	Resolution	\$1,400 per month	4/29/2020	\$1,428.00	
Montessori Toddler Full Day	05-3-3-31-340	Resolution	\$1,465 per month	4/29/2020	\$1,495.00	
Montessori 1/2 Day	05-3-3-31-340	Resolution	\$617 per month	4/29/2020	\$630.00	
Montessori Extended Day	05-3-3-31-340	Resolution	\$1,122 per month	4/29/2020	\$1,144.00	
Montessori Full Day	05-3-3-31-340	Resolution	\$1,243 per month	4/29/2020	\$1,268.00	
After Hours - 5:30 PM - 6:00 PM	05-3-3-31-340	Resolution	\$12.00 per day	4/29/2020	Remove Program	
Late Payment Fee (assessed on 25th of month)	05-3-3-31-340	Resolution	\$10	7/01/2015		
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	\$15.00 per hour	4/29/2020		
Daily Rate Drop in Care	05-3-3-31-340	Resolution	\$75.00 per day, 5 or more hours	4/29/2020		
Registration Fees	05-3-3-31-340	Resolution	\$25 per program	5/14/2019		
Summer Camp Preschool - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$290 per week	2/19/2019	\$295.00	
Summer Camp Preschool - 6:30 AM - 12:00 PM	05-3-3-31-340	Resolution	\$165 per week	2/19/2019	\$170.00	
Sibling Discount (applies to lowest tuition) 2nd Child	05-3-3-31-340	Resolution	10%	6/07/1982		
Sibling Discount (applies to lowest tuition) 3rd Child	05-3-3-31-340	Resolution	20%	7/01/2015		

Fines and Fees		Fund	Authority	FY 2021	Last Action	FY 2022 Proposed
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	\$160/year; or \$85 each half year	5/14/2019	Change to \$170/year; or \$90 each half year	
Demolition and Bulky Waste	04-4-48-480	Resolution	\$155 per ton	5/14/2019	Change to \$175 per ton	
Recycling Drop-Off	04-4-48-480	Resolution	\$5 per car, or \$10 per truckload	5/14/2019		
Tires	04-4-48-480	Resolution	\$4.00/tire	5/13/2014	Change to \$6.00 each	
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	\$15 per small appliance \$25 per large appliance	1/01/2015		
Oversized MSW (per item)	04-4-48-480	Resolution	\$0 - \$50 per item	5/15/2017		
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	\$6.00 up to 3 bags/cans \$3.00 for single bag/can	5/14/2019	Change to \$7.00 up to 3 bags/cans, remains \$3.00 for single bag/can	
Propane Tanks	04-4-48-480	Resolution	\$4.00 each	5/13/2014	Change to \$6.00 each	
Treewaste	04-4-48-480	Resolution	\$80.00 per ton	5/14/2019	Change to \$100.00 per ton	
Leaves	04-4-48-480	Resolution	\$0 - \$40 per ton	5/13/2014		

APPENDIX “H”
Charter Provisions Concerning
Annual Budget

Town of Windsor
FY 2021 – 2022
Proposed Budget

CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

CHAPTER 8. FINANCE AND TAXATION

Sec. 8-1. Departmental estimates.

It shall be the duty of the town manager to compile preliminary estimates for the annual budget. The head of each department, office or agency of the town supported wholly or in part from town funds, or for which a specific town appropriation is made (except the board of education) shall, at least ninety (90) days before the end of the fiscal year file with the town manager, on forms provided by the town manager a detailed estimate of the expenditures to be made by said department or agency and the revenue (other than tax revenues) to be collected thereby in the ensuing fiscal year.

Sec. 8-2. Duties of town manager on budget.

Not later than thirty (30) days before the date of the annual budget meeting of the town, the town manager shall present to the council:

- (a) Estimates of revenue, presenting in parallel columns the itemized receipts collected in the last-completed fiscal year, the receipts estimated to be collected during the remainder of the current fiscal year and estimates of the receipts to be collected in the ensuing fiscal year;
- (b) Itemized estimates of expenditures, presenting in parallel columns the actual expenditures for each department, office or agency for the last-completed fiscal year, the expenditures as estimated for the current fiscal year and the manager's recommendations of the amounts to be appropriated for the ensuing fiscal year. The town manager shall present reasons for these recommendations. The president of the board of education shall have the same duties and follow the same procedure with respect to the budget for the board of education;
- (c) A program previously considered and acted upon by the Town Planning and Zoning Commission, in accordance with section 8-24 of the general statutes, as amended, concerning municipal improvements, of proposed capital projects for the ensuing fiscal year and for the fiscal years thereafter. Estimates of the cost of such projects shall be submitted by each department, office or agency annually in the form and manner prescribed by the town manager. The town manager shall prepare a six-year capital improvements program and shall recommend to the town council those projects to be undertaken during the first year of such program and the method of financing the same. The town council will establish by ordinance a capital improvement committee with at least one representative from the Public Building Commission to advise and assist the town manager in preparing said program for the second through the sixth year of such program.
- (d) Nothing herein shall preclude the town council from approving any capital project not included in the above described program.
- (e) Times of performance specified in this section are not of the essence, but are goals to be achieved for the orderly processing of the town budget.

Sec. 8-3. Powers and duties of council on budget.

The format of the supporting documentation for the estimates presented to the town council under sections 8-2 (a) and 8-2 (b) shall be determined by the town council before January 15. The town council shall hold one or more public hearings not later than fifteen (15) days before the annual budget meeting at which any elector or taxpayer may have an opportunity to be heard regarding appropriations for the ensuing fiscal year. Following receipt of the estimates from the town manager and the president of the board of education and the holding of such public hearing or hearings, the town council shall prepare a budget which complies with any minimum standards or requirements of the state tax department and shall recommend the same to the town

APPENDIX H

budget meeting of the town. Sufficient copies of said budget shall be made so as to be available for general distribution in the office of the town clerk and the town manager, and at least five (5) days prior to said annual budget meeting the town council shall cause to be published in a newspaper having circulation in the town a summary of the budget showing anticipated revenues by major sources, proposed expenditures by functions or departments, and the amount to be raised by taxation. The budget shall become effective when approved by said annual budget meeting and an official copy shall be filed with the town clerk.

CHAPTER 9. THE TOWN MEETING

Sec. 9-1. Annual budget meeting and special meetings.

(a) Upon town council approval of its recommended annual budget, it shall set a date for an adjourned town meeting vote on the voting machines. If any budget recommendation fails to pass, the council shall make adjustments and resubmit such adjusted budget recommendations to a vote on the voting machines until approved by the voters at which time the final budget shall be considered adopted.

This procedure for the adoption for the annual town budget shall be in lieu of the petition procedures set forth in *Connecticut General Statutes* § 7-7.

(b) Special town meetings shall be called by the town council when required under the terms of this Charter. The procedure for calling a special town meeting shall be as provided in the *Connecticut General Statutes*.

Sec. 9-2. Procedure.

All town meetings shall be called to order by the town clerk or in the absence of the town clerk, by the town manager or the mayor of the council. A moderator shall be elected and all business conducted in the manner now or hereafter provided by the general statutes, except as in this charter otherwise provided. It shall be the duty of the town clerk to serve as clerk of all town meetings but in the absence of the town clerk, an acting clerk may be designated by the meeting.

Sec. 9-3. Appropriation - manner of approval.

(a) Any appropriation in excess of one (1) per cent of the tax levy in the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation, the issuance of bonds or notes in excess of two (2) per cent of the tax levy for the fiscal year in which the borrowing is made except notes in anticipation of taxes to be paid within the fiscal year in which issued and any ordinance providing for the sale of real estate of the town valued in excess of ten thousand dollars (\$10,000.00) used or reserved for town purposes or any appropriation for the purchase of real estate valued in excess of ten thousand dollars (\$10,000.00) for such purposes, shall become effective only after it has been adopted at a town meeting by the vote of a majority of those present and entitled to vote at such meeting, except that any appropriation in excess of three (3) percent of the tax levy for the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation and any bond issue or issuance of notes or other borrowing in excess of three (3) percent of the tax levy for the fiscal year for which the borrowing is made in any fiscal year shall only require approval by referendum vote on the voting machines at any regular or special election. The town meeting shall not act upon any proposal for the sale or purchase of real estate or the issuance of bonds or other borrowing, except upon the recommendation of the town council contained in a resolution of said town council nor act upon any appropriation which has not been acted upon by the town council. The town meeting shall not increase the amount of any appropriation above the amount recommended by the town council or make any appropriation not recommended by the town council and shall not increase the amount of any bond issue above the amount recommended by the council.

(b) The annual budget shall be adopted in accordance with the procedures set forth in § 9-1.

(c) If the voters disapprove the budget appropriation recommended by the town council, the annual budget appropriation for the then existing fiscal year shall be continued until the new budget appropriation is adopted.

APPENDIX “I”
Glossary

Town of Windsor
FY 2021 – 2022
Proposed Budget

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,

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action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

ENTERPRISE FUND: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

EXPENDITURES: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FULL FAITH AND CREDIT: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds.)

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE: The excess of a fund's assets over its liabilities. A negative fund balance is sometimes called a deficit.

GENERAL FUND: The fund supported by taxes, fees and other revenues that may be used for any lawful purpose.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

GRANT: A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

MATURITIES: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MILL: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

MODIFIED ACCRUAL BASIS: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

OBJECT OF EXPENDITURE: Expenditure classifications based upon the types of categories of goods and services purchased. Typical objects of expenditures include:

- personal services (salaries and wages);
- contracted services (maintenance contracts);
- supplies and materials; and
- capital outlays.

OPERATING BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

OPERATING TRANSFER: Routine and/or recurring transfers of assets between funds.

REVENUE: The term designates an increase to a fund's assets which:

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- 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.