TOWN OF WINDSOR

First in Connecticut. First for its citizens.

FINANCIAL PLAN AND PROGRAM OF SERVICES

PROPOSED FOR THE FISCAL YEAR 2022-2023

PROPOSED

FISCAL YEAR 2023

FINANCIAL PLAN

AND

PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2022 and ending June 30, 2023

TOWN OF WINDSOR
CONNECTICUT

TOWN COUNCIL

Donald S. Trinks – Mayor
Lisa Rampulla Bress – Deputy Mayor
Nuchette M. Black-Burke
James Dobler
Ronald Eleveld
Kristin Gluck-Hoffman
Kenneth Smith
Jody Terranova
Lenworth Walker

TOWN MANAGER

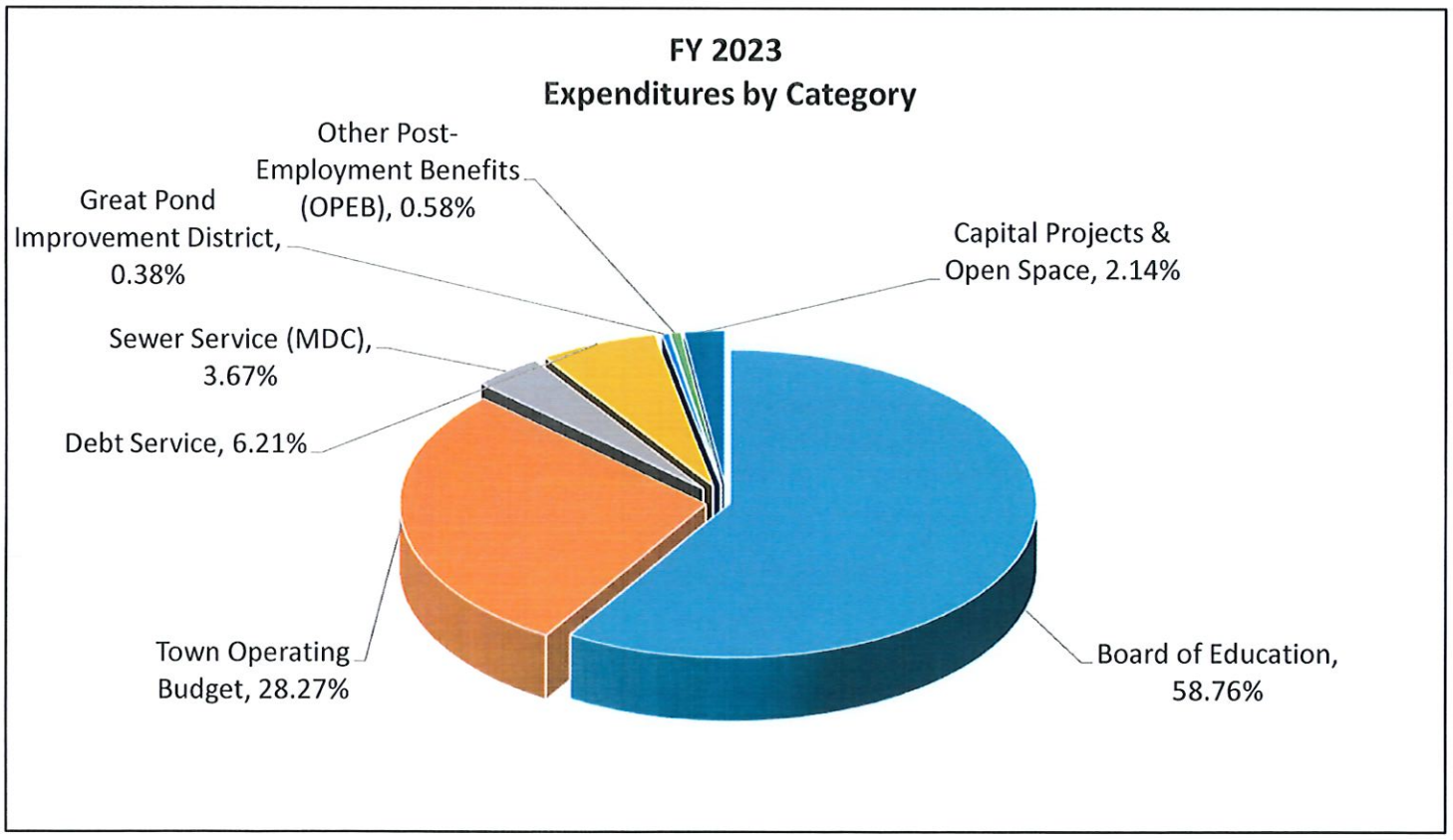
Peter Souza

ASSISTANT TOWN MANAGER

Scott Colby

FY 2023 PROPOSED BUDGET SUMMARY

	FY 2022 Adopted Budget	FY 2023 Proposed Budget	$ Change	% Change
Board of Education	74,366,390	76,484,440	2,118,050	2.85%
Town Operating Budget	35,281,750	36,797,050	1,515,300	4.29%
Sewer Service (MDC)	4,521,450	4,772,150	250,700	5.54%
Debt Service	7,846,030	8,081,410	235,380	3.00%
Great Pond Improvement District	402,000	488,250	86,250	21.46%
Other Post-Employment Benefits (OPEB)	750,000	750,000	0	0.00%
Capital Projects & Open Space	2,620,000	2,786,000	166,000	6.34%
Total	**$125,787,620**	**$130,159,300**	**$4,371,680**	**3.48%**



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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.

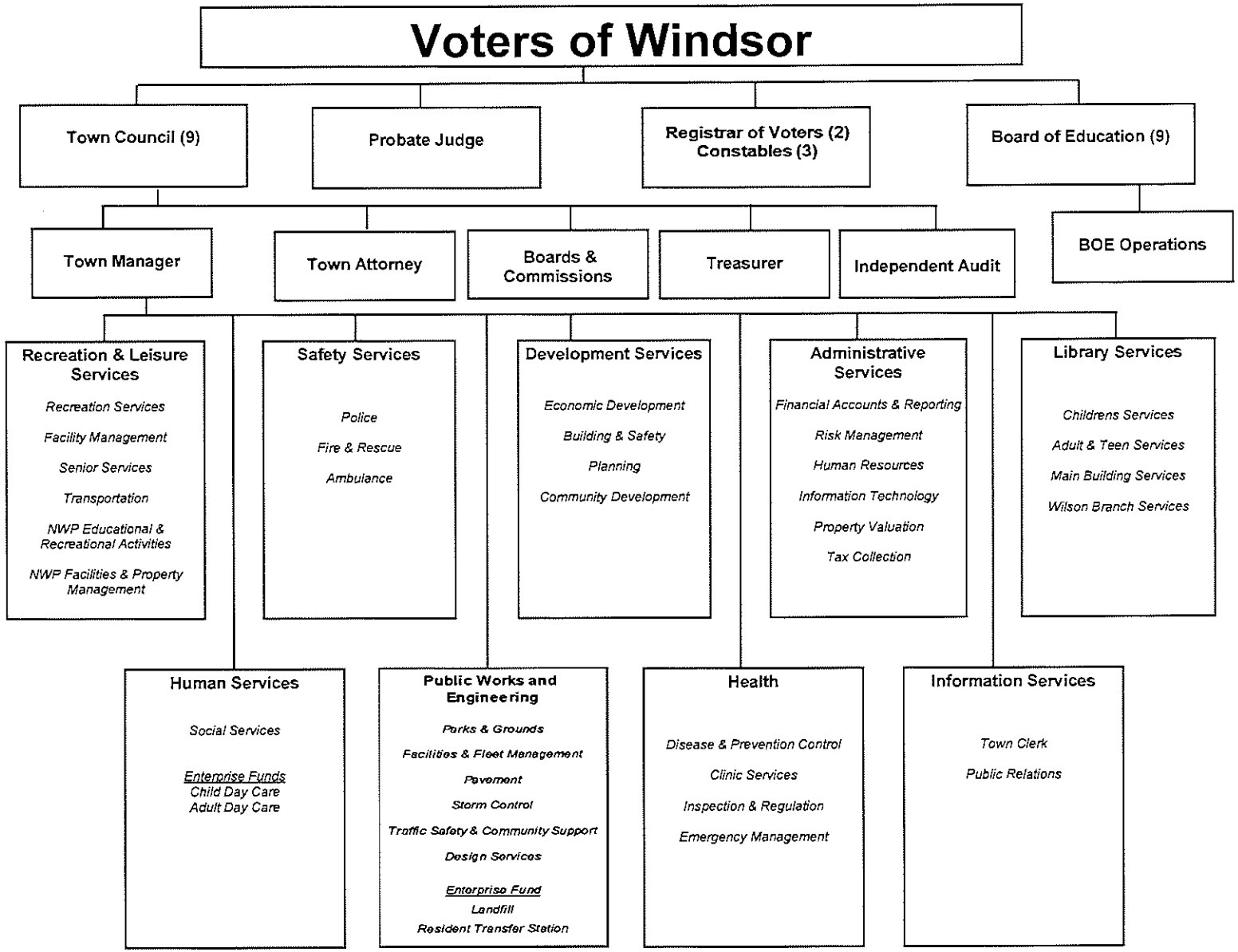
2) ***Financial Summary.*** Sections A (Summary of Town Funds) and B (General Fund Revenues) provide a summary of all General Fund revenues and expenditures managed by the town, including an in-depth explanation of revenues. Section C (General Fund Expenditures) lists the General Fund impact of each 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 2023 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
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Probate Judge
Registrar of Voters (2)
Constables (3)
Board of Education (9)
Town Manager
Town Attorney
Boards & Commissions
Treasurer
Independent Audit
BOE Operations
Recreation & Leisure Services
Recreation Services
Facility Management
Senior Services
Transportation
NWP Educational & Recreational Activities
NWP Facilities & Property Management
Safety Services
Police
Fire & Rescue
Ambulance
Development Services
Economic Development
Building & Safety
Planning
Community Development
Administrative Services
Financial Accounts & Reporting
Risk Management
Human Resources
Information Technology
Property Valuation
Tax Collection
Library Services
Childrens Services
Adult & Teen Services
Main Building Services
Wilson Branch Services
Human Services
Social Services
Enterprise Funds
Child Day Care
Adult Day Care
Public Works and Engineering
Parks & Grounds
Facilities & Fleet Management
Pavement
Storm Control
Traffic Safety & Community Support
Design Services
Enterprise Fund
Landfill
Resident Transfer Station
Health
Disease & Prevention Control
Clinic Services
Inspection & Regulation
Emergency Management
Information Services
Town Clerk
Public Relations

TOWN OF WINDSOR
First in Connecticut. First for its citizens.

March 25, 2022

Honorable Mayor, Town Council and Citizens of Windsor,

In accordance with the Town Charter, I am pleased to present the proposed Fiscal Year 2022-2023 (FY 23) Financial Plan and Program of Services. As the Town of Windsor adapts to a new environment based on the recent global pandemic, national economic uncertainties, inflationary pressures, supply shortages and world unrest, I would like to once again extend my appreciation for the continued dedication of town employees as well as the Town Council and the Board of Education members. Over the last several months we have worked collaboratively to develop a sound budget proposal that addresses the diverse and varied needs of our community. The main objective in preparing the FY 23 budget was to preserve and improve upon current level of services to meet emerging needs while mitigating an increase to the tax rate.

Along with continued funding for previously established initiatives in prior year budgets, the proposed FY 23 General Fund budget also includes additional funding for:

- clean and sustainable energy efforts
- volunteer firefighter recruitment and retention programs
- Windsor Volunteer Ambulance
- technology improvements and annual service contracts
- reinvestment in capital assets

In addition, this budget provides the organization with the ability to address increased service demands in several areas and initiate succession planning by adding staffing resources in the following areas:

- police department (full time half year police officer)
- public works (1 full time Maintainer)
- assessor's office (transition a part time position to full time)
- social services (transition a part time position to full time)
- senior services (transition of a part time position to full time)

The Board of Education's proposed budget reflects a 2.85% increase over the adopted FY 22 budget. The Board's proposed budget is being transmitted separately to the Town Council.

Overall the General Fund budget for FY 23 is proposed to be $130,159,300, an increase of $4,371,680 or 3.48% over the adopted FY 22 budget. Below is a breakdown of the primary General Fund budget categories comprising the proposed expenditure increase:

FY 2023 Proposed Budget Summary

	FY 22 Adopted Budget	FY 23 Proposed Budget	$ Change	% Change
Board of Education	74,366,390	76,484,440	2,118,050	2.85%
Town Operating Budget	35,281,750	36,797,050	1,515,300	4.29%
Sewer Service (MDC)	4,521,450	4,772,150	250,700	5.54%
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Great Pond Improvement District	402,000	488,250	86,250	21.46%
Other Post-Employment Benefits (OPEB)	750,000	750,000	0	0.00%
Capital Projects & Open Space	2,620,000	2,786,000	166,000	6.34%
Total	**$125,787,620**	**$130,159,300**	**$4,371,680**	**3.48%**

Revenues

Below is a table comparing major General Fund municipal aid categories between the adopted FY 22 budget and Governor Lamont's FY 23 budget proposal. Education Cost Sharing is net of the Alliance District grant and the federal Elementary & Secondary School Emergency Relief Funds (ESSER II), which are both distributed directly to the Board of Education and are not part of General Fund revenues. For FY 23, an anticipated reduction in Special Education Excess Cost funding is offset by additional funds proposed from Municipal Revenue Sharing grants as well as the state-owned property payment in lieu of taxes:

	FY 22 Adopted Budget	FY 23 Governor's Proposed	$ Change
Education Cost Sharing	11,547,660	11,547,660	-
Municipal Revenue Sharing	2,068,940	2,432,540	363,600
Special Education Excess Costs	1,300,000	1,000,000	(300,000)
Airport Development Zone	150,000	193,000	43,000
State Owned Property PILOT	27,300	75,490	48,190
Veterans Tax Exemption	17,000	17,000	-
Totally Disabled Exemption	3,000	3,000	-
Total	**$15,113,900**	**$15,268,690**	**$154,790**

We are expecting interest rates to begin to increase over the coming months and into the new fiscal year. This is based on recent and anticipated future Federal Reserve monetary policy action that will affect interest rates we receive with our local banking relationships. We are taking a measured approach and expect to achieve a blended interest rate of approximately 0.65% for FY 23. Based on this approach, we have forecasted to receive approximately $360,000 in additional interest income than was budgeted for in FY 22. Other non-tax revenues such as interim motor vehicle tax collections, cell tower leases, and conveyance fees are projected to see increases over this year's budget, which helps to off-set any budgeted decreases in other revenue line items.

Of the $130,159,300 proposed General Fund revenues, $110,453,290 will come from the current property tax levy and $19,706,010 from other revenues including State Aid. The FY 23 Town Manager's budget proposal does not assume any funding to come from the Opening Cash category, as per Town Council direction.

Grand List

The October 2021 net grand list increased in value by $104 million or 3.24% as compared to the October 2020 grand list. This increase in assessed value is largely the result of the completion of the tax agreement for the Amazon facility on Day Hill Road, the new Amazon facility on Kennedy Road, new construction at Great Pond Preserve apartments and new homes at Poquonock Commons. Although significant re-investments in personal property were made by Triumph Actuation Systems, Barnes Aerospace, MCI Communications Services, Cannon Financial and Dell Equipment Funding, these investments were not enough to offset depreciation and the loss of other equipment accounts as the personal property portion of the grand list decreased approximately $40 million or 8.0% as a result. The motor vehicle portion of the grand list increased by nearly $63 million or 28% over the October 2020 grand list. The number of registered vehicles increased in town according to data received from the Connecticut Department of Motor Vehicles, and assessments increased due to the higher sales values of both new and used vehicles as reflected in the JD Power pricing guide.

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 assessed value used to calculate the mill rate is increasing 3.3% or $106 million as compared to FY 22. This increase in taxable assessed value provides approximately $3.6 million in additional projected revenue.

Motor Vehicle Mill Rate Cap

Governor Lamont's budget as introduced in February proposes to lower the State-wide mill rate cap on motor vehicles from 45 to 29 mills. Also included in this proposal is changing the method local assessors use to value motor vehicles. The current method of average retail value would be converted to manufacturer's suggested retail price, with a 20-year depreciation schedule. Lowering the mill rate would mitigate the tax liability on motor vehicles, but could result in a loss of tax revenue to the municipality or a shift in the tax burden to real estate and personal property. The Governor's budget proposes to include reimbursement grants to municipalities to cover any loss of revenue, however, it is not clear if the amount the town would receive would be substantial enough to cover the loss of tax revenue over time. Given the fact that the General Assembly is not slated to decide on the Governor's proposal until late in the spring, the proposed budget does not take into account a 29 mill cap on motor vehicles.

Tax Rate & Impact

Based on the overall expenditures and revenues, the proposed mill rate is 33.97. The budgetary tax impact is 2.10%. This is in line with the median budgetary tax increase of 1.88% over the past five years. If Opening Cash was increased from zero to $1 million, the mill rate percentage change would be reduced to 1.17%.

Concluding Remarks

The proposed Fiscal Year 2023 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.

In addition to having a diverse tax base and a strong financial position, the town has the unique opportunity to utilize the American Rescue Funds (ARF) to meet a variety of short and long term community needs. While the proposed budget does not include the specific allocation of these funds, the Town Council may wish to consider the future use of those funds as the proposed budget is reviewed.

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 2022-2023.

Respectfully Submitted,

Peter P. 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 2023
BUDGET CALENDAR BY DEPARTMENT

Date	Day	Step
February 7, 2022 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens
February 17, 2022	Thursday	Informational meeting on Proposed Budget (*hosted by staff)*
February 18, 2022	Friday	Board of Education to submit to Town Council information regarding Public Act 13-60 *(tentative date)*
March 7, 2022	Monday	Town Council suggestions due to the BOE per Public Act 13-60 within 10 days of BOE submission
March 2022	*Tentative*	Board of Education to submit written responses to Town Council regarding suggestions made per Public Act 13-60.
March 14, 2022	Monday	Finance Committee Meeting *(tentative date)*
March 25, 2022	Friday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget)
March 29, 2022	Tuesday	Informational meeting on Proposed Budget *(hosted by staff)*
April 4, 2022 7:00 PM	Monday	Town Manager's Presentation of FY 23 Proposed Budget Public Hearing re: public opinion regarding budget as proposed by Town Manager Regular Town Council meeting
April 6, 2022 6:30-9 PM	Wednesday	Board of Education, Revenues, Public Works, Landfill Enterprise Fund, Resident Transfer Station Enterprise Fund
April 18, 2022 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 20, 2022 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 25, 2022 6:30-9 PM	Monday	Public Comment, Price Guide, Preliminary Deliberations
April 27, 2022 6:30-9 PM	Wednesday	Public Comment, Town Council final deliberations and vote
May 10, 2022	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
May 16, 2022	Monday	Regular Town Council Meeting; Council sets tax rate
June 24, 2022	Friday	Tax bill mailing completed
June 30, 2022	Thursday	End of current fiscal year

Note: Windsor School Vacation Week 4/11 – 4/15

GENERAL FUND BALANCE SUMMARY
(budgetary basis)

	FY 2022 Estimate	FY 2023 Proposed
Revenues		
General Property Tax	$ 107,204,100	$ 112,297,390
Licenses and Permits	1,361,600	747,850
Fines and Penalties	24,000	24,000
Revenues from Use of Assets	415,000	793,000
State School Aid	12,547,660	12,547,660
State Grants in Lieu of Taxes	2,906,150	2,721,030
Other State Grants	58,400	43,500
Revenues from Other Agencies	129,870	138,370
Charges for Current Services	1,251,510	826,500
Other Revenues	20,000	20,000
Opening Cash	2,000,000	0
Total Revenues	127,918,290	130,159,300
Expenditures and Encumbrances		
General Government	1,127,830	1,219,070
Safety Services	11,029,100	12,114,540
Recreation & Leisure Services	2,140,470	2,297,220
Human Services	455,650	516,110
Health Services	530,370	581,980
Library Services	1,781,900	1,849,810
Development Services	1,430,060	1,502,270
Community Development	103,840	104,820
Public Works and Engineering	6,686,840	7,106,290
Information Services	575,240	620,440
Administrative Services	2,625,590	2,795,110
General Services	16,765,430	17,152,220
Board of Education	74,366,390	76,484,440
Town Support for Education	5,483,850	5,814,980
Total Expenditures and Encumbrances	125,102,560	130,159,300
Surplus (deficit)	2,815,730	-
Beginning Fund Balance, July 1	33,441,794	32,882,524
Use of Fund Balance:		
Opening Cash	(2,000,000)	-
7/6/2021		
Fire Department Extrication Equipment	(25,000)	
8/2/2021		
Chaffee House Roof Replacement & Painting Project	(120,000)	
Phone System Replacement Project	(60,000)	
10/18/2021		
O'Brien Field Track Replacement Project	(550,000)	
3/7/2022		
330 Windsor Ave. Gymnasium HVAC Improvements	(330,000)	
3/21/2022		
Day Hill Road Traffic Signal Modernization Project	(260,000)	
Potential Year End Transfer Request		
Transfer to Adult Day Care for anticipated FY 22 operating loss	(30,000)	
Estimate Ending Fund Balance, June 30	$ 32,882,524	$ 32,882,524

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 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 Special Revenue Funds, Capital Project Fund and Debt Service Fund.

General Fund - The General Fund is the major operating fund of the town government and it covers the vast majority of town operations. The General Fund accounts for property 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.

Adult Education - Accounts for educational programs that are state-mandated or enrichment based.

Student Activities Fund - Accounts for monies used to support co-curricular and extracurricular activities outside of the regular classroom that directly add value to the formal or stated curriculum.

Performance Bonds - Accounts for guarantees from contractors to ensure obligations to the town are completed.

Town Escrow - Accounts for grants received and kept by the town until they are transferred to the ultimate party.

Scholarship Funds – Accounts for bequests made to the Board of Education or town to be used for financial awards to students.

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

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.

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

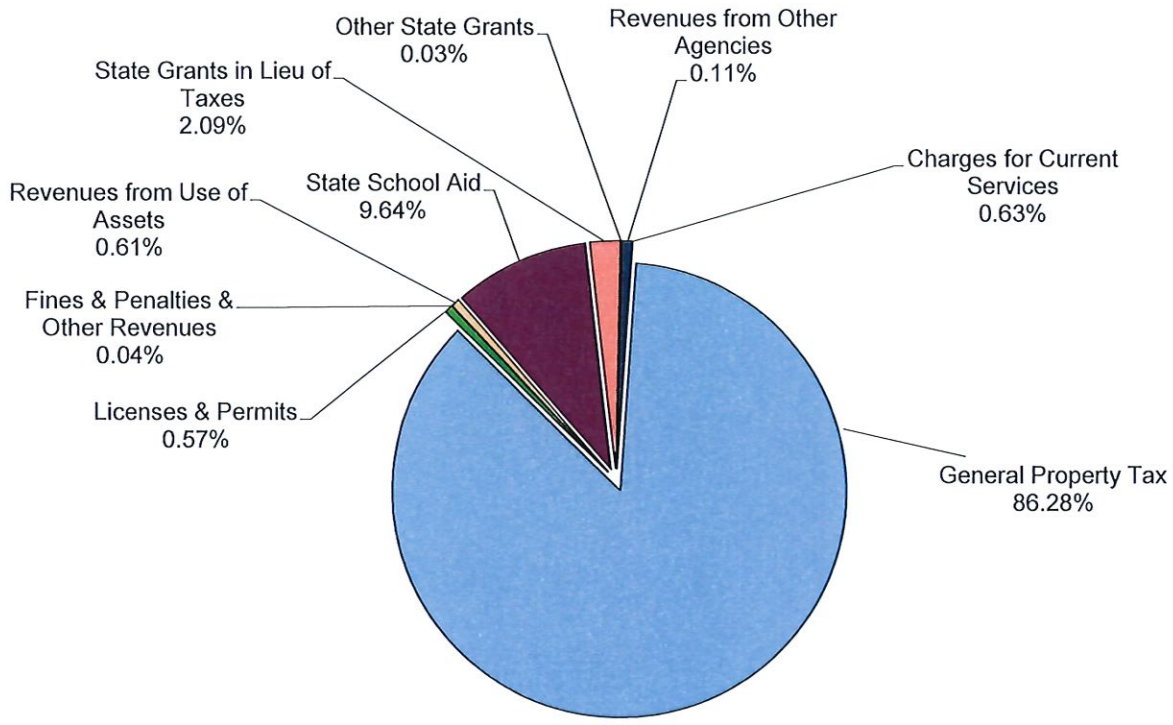
The differences between the budgetary and GAAP basis of accounting are:

- 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

		FY 2021	FY 2022		FY 2023	
	Revenue Source	Actual	Budget	Estimate	Proposed	Adopted
910	General Property Tax	$105,227,339	$106,536,200	$107,204,100	$112,297,390	-
915	Licenses and Permits	2,949,565	732,450	1,361,600	747,850	-
920	Fines and Penalties	17,854	34,000	24,000	24,000	-
925	Revenues from Use of Assets	454,783	420,000	415,000	793,000	-
930	State School Aid	12,615,711	12,847,660	12,547,660	12,547,660	-
935	State Grants In Lieu of Taxes	2,516,046	2,266,240	2,906,150	2,721,030	-
940	Other State Grants	184,245	40,000	58,400	43,500	-
950	Revenues from Other Agencies	163,698	126,370	129,870	138,370	-
955	Charges for Current Services	1,160,078	764,200	1,251,510	826,500	-
960	Other Revenues	25,069	20,500	20,000	20,000	-
965	Opening Cash	-	2,000,000	2,000,000	-	-
	Total Revenues	$125,314,388	$125,787,620	$127,918,290	$130,159,300	-

FY 23 General Fund Revenues by Source



ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
910	GENERAL PROPERTY TAX					
51002	Current Levy	102,718,051	104,722,100	104,750,000	110,453,290	-
51004	Interim Motor Vehicle Tax	799,465	670,000	1,120,000	700,000	-
51006	Prior Year Levies	929,681	675,000	790,000	675,000	-
51008	Interest	775,073	465,000	540,000	465,000	-
51009	Liens & Penalties	5,069	4,100	4,100	4,100	-
		105,227,339	106,536,200	107,204,100	112,297,390	-
915	LICENSES AND PERMITS					
51200	Vendor's Licenses	675	500	300	300	-
51202	Animal Licenses	26,475	26,000	23,000	24,000	-
51203	Marriage Licenses	1,680	1,500	1,300	1,500	-
51204	Hunting & Fishing Licenses	185	170	170	170	-
51205	Engineering Permits	28,013	21,000	43,250	35,000	-
51206	Building Permits	2,822,574	642,000	1,250,000	642,000	-
51212	Lodging House Licenses	350	350	350	350	-
51213	Well Permits	600	400	1,200	1,000	-
51214	Food Permits	25,183	26,500	25,000	26,500	-
51216	Septic System Permits	5,610	4,000	5,000	5,000	-
51219	Pistol Permits	38,220	10,000	12,000	12,000	-
51221	Newsrack Permits/Location Fees	-	30	30	30	-
		2,949,565	732,450	1,361,600	747,850	-
920	FINES AND PENALTIES					
51401	Court Fines	10,132	20,000	12,000	12,000	-
51402	Parking Fines	7,722	14,000	12,000	12,000	-
		17,854	34,000	24,000	24,000	-
925	REVENUES FROM USE OF ASSETS					
51501	Unrestricted Interest	131,351	100,000	75,000	458,000	-
51504	Cell Tower Leases	323,432	320,000	340,000	335,000	-
		454,783	420,000	415,000	793,000	-
930	STATE SCHOOL AID					
51701	Special Ed. - Excess Costs	1,132,583	1,300,000	1,000,000	1,000,000	-
51710	Education Cost Sharing	11,483,128	11,547,660	11,547,660	11,547,660	-
		12,615,711	12,847,660	12,547,660	12,547,660	-
935	STATE GRANTS IN LIEU OF TAXES					
51905	PILOT - State Owned Property	27,298	27,300	75,490	75,490	-
51910	Airport Development Zone	399,796	150,000	198,200	193,000	-
51906	Totally Disabled Exemption	3,074	3,000	3,260	3,000	-
51907	Veterans Tax Exemption	17,747	17,000	16,700	17,000	-
52710	Municipal Revenue Sharing	2,068,131	2,068,940	2,612,500	2,432,540	-
		2,516,046	2,266,240	2,906,150	2,721,030	-
940	OTHER STATE GRANTS					
52107	Other State Grants	43,545	40,000	58,400	43,500	-
52109	Coronavirus Relief Funds	140,700	-	-	-	
		184,245	40,000	58,400	43,500	-
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	145,320	108,000	111,500	120,000	-
		163,698	126,370	129,870	138,370	-

ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE

Category / Account No.		FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
955	CHARGES FOR CURRENT SERVICES					
52500	Recording Legal Documents	218,652	142,000	190,000	175,000	-
52501	Vital Statistics	39,757	36,000	37,500	36,000	-
52502	Conveyance Fees	465,559	245,000	650,000	275,000	-
52504	Special Police Services/Alarm Fees	6,200	3,000	9,300	8,000	-
52505	Sale of Accident Reports & Photos	2,709	2,500	3,200	2,500	-
52506	Animal Pound Fees	1,822	1,000	1,700	1,000	-
52507	Town Planning & Zoning Comm. Fees	35,628	20,000	24,810	20,000	-
52508	Zoning Board of Appeals Fees	552	1,000	1,000	1,000	-
52509	Inland Wetlands Fees	5,738	5,000	3,000	5,000	-
52517	Special Education Tuition from Other Towns	256,276	185,000	212,000	185,000	-
52518	Library Fines & Fees	9,958	12,000	12,000	12,000	-
52519	Recreation Fees	43,876	36,700	36,000	37,000	-
52521	Dial-a-Ride Fees	7,738	7,000	4,000	6,500	-
52522	Health Service Fees	600	3,000	1,500	1,500	-
52525	Administrative Overhead	50,000	50,000	50,000	50,000	-
52530	Sale of Publications & Materials	6,213	7,000	6,500	6,000	-
52531	Miscellaneous Service Charges	8,250	8,000	8,000	5,000	-
52534	Assessment Abatement Policy	550	-	1,000	-	-
		1,160,078	764,200	1,251,510	826,500	-
960	OTHER REVENUES					
52701	Sale of Capital Assets	-	500	-	-	-
52704	Miscellaneous Other Revenues	25,069	20,000	20,000	20,000	-
		25,069	20,500	20,000	20,000	-
965	MISCELLANEOUS REVENUES					
52752	Opening Cash	-	2,000,000	2,000,000	-	-
	GRAND TOTAL	125,314,388	125,787,620	127,918,290	130,159,300	-

REVENUE EXPLANATION

910 GENERAL PROPERTY TAX

This category accounts for approximately 86.28% of the town's General Fund revenues in FY 23.

		FY 2021	FY 2022		FY 2023	
		Actual	Budget	Estimate	Proposed	Adopted
51002	Current Levy	102,718,051	104,722,100	104,750,000	110,453,290	-
51004	Interim Motor Vehicle Tax	799,465	670,000	1,120,000	700,000	-
51006	Prior Year Levies	929,681	675,000	790,000	675,000	-
51008	Interest	775,073	465,000	540,000	465,000	-
51009	Liens & Penalties	5,069	4,100	4,100	4,100	-
		105,227,339	106,536,200	107,204,100	112,297,390	-

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 2023 MILL RATE CALCULATION

The Town of Windsor's proposed General Fund revenues for FY 23 total $130,159,300. Of this amount, $110,453,290 will come from the current property tax and $19,706,010 from non-tax revenues. The total estimated net taxable grand list is estimated at $3,295,521,000, and the proposed collection rate is 98.80%. The required tax levy will be 33.97 mills, or $33.97 for each $1,000 of assessed value.

	Proposed	Adopted
Total Expenditures	130,159,300	
Less: Other Revenues	(19,706,010)	
Less: Opening Cash	-	
Current Property Tax Collection	110,453,290	
Divided by Estimated Rate of Collection	98.80%	
Adjusted Tax Levy	111,794,828	
Less: Pro Rata Assessor's Additions	(95,000)	
Plus: Senior Tax Relief	130,000	
Plus: Exemptions for Volunteer Firefighters	118,500	
Gross Tax Levy	111,948,328	
Divided by Estimated Taxable Grand List	3,295,521,000	
Mill Rate	33.97	

REVENUE EXPLANATION (continued)

915 LICENSES AND PERMITS

This category accounts for approximately 0.57% of the town's General Fund revenues in FY 23.

		FY 2021	FY 2022		FY 2023	
		Actual	Budget	Estimate	Proposed	Adopted
51206	Building Permits	2,822,574	642,000	1,250,000	642,000	-
	All Other Licenses & Permits	126,991	90,450	111,600	105,850	-
		2,949,565	732,450	1,361,600	747,850	-

Revenue received from building permit fees is expected to come in over budget for FY 22, mainly due to several new commercial building projects. There is no increase proposed for building permit revenues for FY 23. 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 0.02% of the town's General Fund revenues in FY 23.

		FY 2021	FY 2022		FY 2023	
		Actual	Budget	Estimate	Proposed	Adopted
51401	Court Fines	10,132	20,000	12,000	12,000	-
51402	Parking Fines	7,722	14,000	12,000	12,000	-
		17,854	34,000	24,000	24,000	-

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.

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 0.61% of the town's General Fund revenues in FY 23.

		FY 2021	FY 2022		FY 2023	
		Actual	Budget	Estimate	Proposed	Adopted
51501	Unrestricted Interest	131,351	100,000	75,000	458,000	-
51504	Cell Tower Leases	323,432	320,000	340,000	335,000	-
		454,783	420,000	415,000	793,000	-

Unrestricted interest is the revenue received from the investment of cash receipts not immediately being used to meet expenditures. We are expecting interest revenue to begin to increase for the new budget year due to improving interest rates. We expect to achieve an overall rate of return of approximately 0.13% for FY 22 and 0.65% for FY 23. Cell tower lease revenue is increasing due to contractual agreements.

930 STATE SCHOOL AID

This category accounts for approximately 9.64% of the town's General Fund revenues in FY 23.

		FY 2021	FY 2022		FY 2023	
		Actual	Budget	Estimate	Proposed	Adopted
51701	Special Ed. - Excess Costs	1,132,583	1,300,000	1,000,000	1,000,000	-
51710	Education Cost Sharing	11,483,128	11,547,660	11,547,660	11,547,660	-
		12,615,711	12,847,660	12,547,660	12,547,660	-

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 Governor Lamont's proposed budget. The FY 22 estimate is anticipated to come in under budget by $300,000 due to less revenue received from the Special Education - Excess Costs grant. Guidance from the State indicates that the funding level for the Education Cost Sharing grant for FY 23 is expected to remain consistent with the FY 22 budgeted amount.

REVENUE EXPLANATION (continued)

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 2.09% of the Town's General Fund revenues in FY 23.

		FY 2021	FY 2022		FY 2023	
		Actual	Budget	Estimate	Proposed	Adopted
51905	PILOT - State Owned Property	27,298	27,300	75,490	75,490	-
51910	Airport Development Zone	3,074	150,000	198,200	193,000	-
51906	Totally Disabled Exemption	17,747	3,000	3,260	3,000	-
51907	Veterans Tax Exemption	399,796	17,000	16,700	17,000	-
52710	Municipal Revenue Sharing	2,068,131	2,068,940	2,612,500	2,432,540	-
		2,516,046	2,266,240	2,906,150	2,721,030	-

This category contains grants and payments received by the town from the State of Connecticut, some of which are intended to replace lost property tax revenue. FY 22 is expected to be over budget by $639,910, and FY 23 revenue is anticipated to increase $454,790. Both increases are due to additional Municipal Revenue Sharing funds.

940 OTHER STATE GRANTS

This category accounts for approximately 0.03% of the Town's General Fund revenues in FY 23.

		FY 2021	FY 2022		FY 2023	
		Actual	Budget	Estimate	Proposed	Adopted
52107	Other State Grants	43,545	40,000	58,400	43,500	-
52109	Coronavirus Relief Funds	140,700	-	-	-	-
		184,245	40,000	58,400	43,500	-

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. No new revenue is expected for FY 22 or FY 23 from Coronavirus Relief funds.

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.11% of the Town's General Fund revenues in FY 23.

		FY 2021	FY 2022		FY 2023	
		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	145,320	108,000	111,500	120,000	-
		163,698	126,370	129,870	138,370	-

This category includes payments 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 0.63% of the town's General Fund revenues in FY 23.

		FY 2021	FY 2022		FY 2023	
		Actual	Budget	Estimate	Proposed	Adopted
52500	Recording Legal Documents	218,652	142,000	190,000	175,000	-
52501	Vital Statistics	39,757	36,000	37,500	36,000	-
52502	Conveyance Fees	465,559	245,000	650,000	275,000	-
52504	Special Police Services/Alarm Fees	6,200	3,000	9,300	8,000	-
52505	Sale of Accident Reports & Photos	2,709	2,500	3,200	2,500	-
52506	Animal Pound Fees	1,822	1,000	1,700	1,000	-
52507	Town Planning & Zoning Comm. Fees	35,628	20,000	24,810	20,000	-
52508	Zoning Board of Appeals Fees	552	1,000	1,000	1,000	-
52509	Inland Wetlands Fees	5,738	5,000	3,000	5,000	-
52517	Special Education Tuition from Other Towns	256,276	185,000	212,000	185,000	-
52518	Library Fines & Fees	9,958	12,000	12,000	12,000	-
52519	Recreation Fees	43,876	36,700	36,000	37,000	-
52521	Dial-a-Ride Fees	7,738	7,000	4,000	6,500	-
52522	Health Service Fees	600	3,000	1,500	1,500	-
52525	Administrative Overhead	50,000	50,000	50,000	50,000	-
52530	Sale of Publications & Materials	6,213	7,000	6,500	6,000	-
52531	Miscellaneous Service Charges	8,250	8,000	8,000	5,000	-
52534	Assessment Abatement Policy	550	-	1,000	-	-
		1,160,078	764,200	1,251,510	826,500	-

Revenues received from the overall Charges for Current Services category for FY 22 are expected to come in over budget by $487,310. This is mainly due to increased conveyance fee collections and additional revenue from special education tuition. For FY 23, revenues for the overall category are expected to increase approximately $62,300. This is mainly due to a projected increase in conveyance fee collections and fees collected from recording legal documents.

960 OTHER REVENUES

This category accounts for approximately 0.02% of the town's General Fund revenues in FY 23.

		FY 2021	FY 2022		FY 2023	
		Actual	Budget	Estimate	Proposed	Adopted
52701	Sale of Capital Assets	-	500	-	-	-
52704	Miscellaneous Other Revenues	25,069	20,000	20,000	20,000	-
		25,069	20,500	20,000	20,000	-

This section contains miscellaneous receipts such as the sale of capital assets and miscellaneous refunds. These items cannot be anticipated and are therefore budgeted at historic levels. No revenues will be budgeted for Sale of Capital Assets for FY 23 and going foward, as these revenues are recorded in the Vehicle and Equipment Replacement account in the capital projects fund.

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.00% of the Town's General Fund revenues in FY 23.

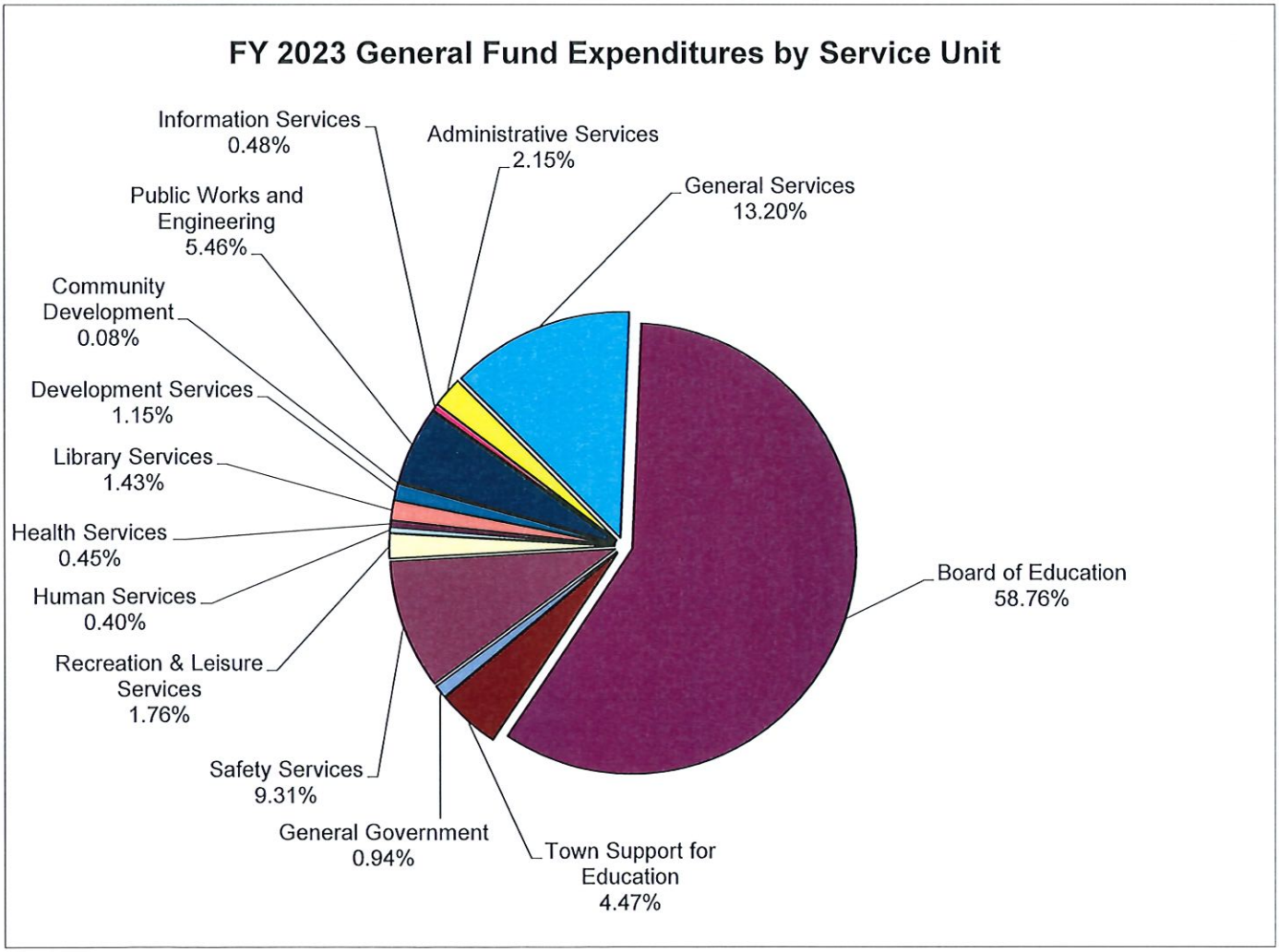
		FY 2021	FY 2022		FY 2023	
		Actual	Budget	Estimate	Proposed	Adopted
52752	Opening Cash	-	2,000,000	2,000,000	-	-
		-	2,000,000	2,000,000	-	-

This section reflects the amount of fund balance at year-end that is appropriated for use in the following fiscal year. This reduces the amount of revenue that is raised through property taxes. For FY 21, 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. No revenue from Opening Cash is proposed for FY 23, as per Town Council directive.

Fiscal Year Ended June 30	Budgetary Fund Balance	Proposed or Adopted General Fund Expenditures	Fund Balance as a Percent of Expenditures
2023 Proposed	$32,882,524	$130,159,300	25.26%
2022 Estimate	32,882,524	125,787,620	26.14%
2021	33,441,794	122,148,810	27.38%
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%

ANNUAL BUDGET
GENERAL FUND
EXPENDITURES BY SERVICE UNIT

	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Government	1,060,348	1,098,590	1,127,830	1,219,070	-
Safety Services	10,418,499	11,542,090	11,029,100	12,114,540	-
Recreation & Leisure Services	1,958,675	2,181,900	2,140,470	2,297,220	-
Human Services	438,704	456,550	455,650	516,110	-
Health Services	393,137	558,930	530,370	581,980	-
Library Services	1,673,613	1,801,510	1,781,900	1,849,810	-
Development Services	1,343,938	1,437,150	1,430,060	1,502,270	-
Community Development	102,980	103,840	103,840	104,820	-
Public Works and Engineering	6,381,129	6,822,340	6,686,840	7,106,290	-
Information Services	559,240	581,530	575,240	620,440	-
Administrative Services	2,476,771	2,634,640	2,625,590	2,795,110	-
General Services	16,127,759	16,716,880	16,765,430	17,152,220	-
Board of Education	72,001,891	74,366,390	74,366,390	76,484,440	-
Town Support for Education	5,256,530	5,485,280	5,483,850	5,814,980	-
Total Expenditures:	120,193,214	125,787,620	125,102,560	130,159,300	-



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 23.

	FY 2021	FY 2022		FY 2023	
	Actual	Budget	Estimate	Proposed	Adopted
Operating	72,001,891	74,366,390	74,366,390	76,484,440	-

TOWN SUPPORT FOR EDUCATION

This budget provides funds to meet the cost of town services for Windsor schools. These services include State 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 State of Connecticut State Statute.

Expenditure Summary	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Town Support for Education	5,256,530	5,485,280	5,483,850	5,814,980	-
Total	5,256,530	5,485,280	5,483,850	5,814,980	-

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 23:

- state mandated town contributions to private schools for health and welfare services that is partially reimbursed from the state (reflected in General Fund 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 intended 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 Town of Windsor schools.

Budget Commentary

The FY 22 expenditures are expected to come in under budget by $1,430. The FY 23 budget reflects an increase of $329,700 or 6.0% as compared to the FY 22 budget mostly due to debt financing for school-related capital projects and for costs associated with risk management.

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TOWN SUPPORT FOR EDUCATION

	FY 2021 ACTUAL	FY 2022 BUDGET	FY 2022 ESTIMATED	FY 2023 PROPOSED	FY 2023 ADOPTED
Aid to Private Education:					
St. Gabriel School	33,393	42,040	42,040	43,300	-
Trinity Christian	14,320	25,090	25,090	25,840	-
Madina Academy	25,335	25,160	25,160	25,910	-
Loomis Chaffee School	36,870	37,980	37,980	39,120	-
Subtotal - Aid to Private Schools	109,918	130,270	130,270	134,170	-
Debt Service:					
Principal	1,732,250	1,632,670	1,632,670	1,855,000	-
Interest	441,910	434,100	434,100	506,380	-
Subtotal - Debt Service	2,174,160	2,066,770	2,066,770	2,361,380	-
General Government:					
Audit Fee	28,140	29,860	29,860	31,800	-
Town Attorney (25% of town attorney retainer)	21,960	21,960	21,960	21,960	-
Town Treasurer (50%)	2,431	2,500	2,500	2,560	-
Subtotal - General Government	52,531	54,320	54,320	56,320	-
Risk Management:					
Automobile Liability (9%)	10,760	13,900	13,900	15,020	-
Comp. General Liability (66%)	178,370	189,830	189,830	207,230	-
Umbrella Liability (55%)	51,150	58,820	58,820	65,880	-
Football and Sports Accidents (100%)	15,000	18,000	18,000	21,000	-
School Board Errors & Omissions (100%)	30,000	31,500	31,500	33,100	-
Property Protection (73%)	179,550	206,520	206,520	223,040	-
Cyber Liability (70%)	11,200	12,880	12,880	22,540	-
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%)	44,000	65,000	65,000	76,500	-
Risk Manager (40%)	62,712	67,090	65,680	69,890	-
Subtotal - Risk Management	1,184,742	1,265,540	1,264,130	1,336,200	-
Retirement Services:					
School Retirement	1,074,000	1,206,230	1,206,230	1,150,950	-
Other Post-Employment Benefits (OPEB)	225,000	225,000	225,000	225,000	-
Subtotal - Retirement Services	1,299,000	1,431,230	1,431,230	1,375,950	-
Youth Protection Services:					
Police - Support Services (school resource officer)	130,754	101,580	101,580	104,510	-
Police - Support Services (youth engagement officer)	98,486	203,180	203,180	209,050	-
Recreation & Leisure Services	83,800	85,520	85,500	87,430	-
Subtotal - Youth Protection Services	313,040	390,280	390,260	400,990	-
Public Works:					
Maintenance & Snow Removal	123,139	146,870	146,870	149,970	-
Subtotal - Public Works	123,139	146,870	146,870	149,970	-
TOTAL	5,256,530	5,485,280	5,483,850	5,814,980	-

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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	9,415,114	10,404,860	9,784,070	10,723,530	-
Supplies	153,047	93,000	95,540	97,790	-
Services	316,211	383,370	378,180	429,900	-
Maintenance & Repair	547,849	622,240	691,420	740,160	-
Grants & Contributions	34,957	38,830	115,000	85,710	-
Capital Outlay	655,225	422,050	524,830	434,250	-
Energy & Utility	355,656	469,900	423,270	539,110	-
Total	11,478,059	12,434,250	12,012,310	13,050,450	-

* 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 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Safety Services	10,418,499	11,542,090	11,029,100	12,114,540	-
Town Support for Education	229,240	304,760	304,760	313,450	-
Subtotal: Safety General Fund Budget	*10,647,739*	*11,846,850*	*11,333,860*	*12,427,990*	-
State & Federal Grants	27,273	12,400	24,680	5,000	-
Donations & User Fees	1,294	2,000	4,600	200	-
Vehicle Maintenance	8,052	3,000	3,000	5,000	-
Use of Police Private Duty Account	793,701	570,000	570,000	612,260	-
WVA Special Revenue Fund	-	-	76,170	-	-
Subtotal: Special Revenue Funds	*830,320*	*587,400*	*678,450*	*622,460*	-
Total	11,478,059	12,434,250	12,012,310	13,050,450	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	65.25	66.83	61.72	67.48	-
Regular Part Time Employees	1.08	1.44	1.82	1.44	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	66.33	68.27	63.54	68.92	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $421,940 or 3.4% mostly due to savings in the Police Department for Personal Services for partial year vacancies and staff out on workers compensation and disability leave. The FY 22 General Fund budget is expected to come in $512,990 or 4.4% under budget due to the same reasons. The overall FY 23 budget reflects an increase of $616,200 or 5.0% as compared to the FY 22 budget primarily due to Personal Services including a new officer position equating to 0.48 FTE's for the year and for increased funding for firefighter recruitment and retention efforts. The FY 23 increases also include funding needed to pay for the first full year of the public safety radio system annual maintenance contract as well as a $50,000 increase in contributions for the Windsor Volunteer Ambulance. The FY 23 General Fund budget, including Town Support for Education, reflects an increase of $581,140 or 4.9% due to the same reasons.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	8,659,617	9,645,100	9,034,310	9,926,820	-
Supplies	125,542	93,000	94,940	97,590	-
Services	316,211	383,370	378,180	429,900	-
Maintenance & Repair	547,849	622,240	691,420	740,160	-
Grants & Contributions	34,957	38,830	38,830	85,710	-
Capital Outlay	379,729	291,650	368,150	295,250	-
Energy & Utility	354,594	467,900	423,270	539,110	-
Total	10,418,499	11,542,090	11,029,100	12,114,540	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	229,240	304,760	304,760	313,450	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	229,240	304,760	304,760	313,450	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	526,257	455,000	445,000	483,260	-
Supplies	27,505	-	600	200	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	76,170	-	-
Capital Outlay	275,496	130,400	156,680	139,000	-
Energy & Utility	1,062	2,000	-	-	-
Total	830,320	587,400	678,450	622,460	-

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	9,415,114	10,404,860	9,784,070	10,723,530	-
Supplies	153,047	93,000	95,540	97,790	-
Services	316,211	383,370	378,180	429,900	-
Maintenance & Repair	547,849	622,240	691,420	740,160	-
Grants & Contributions	34,957	38,830	115,000	85,710	-
Capital Outlay	655,225	422,050	524,830	434,250	-
Energy & Utility	355,656	469,900	423,270	539,110	-
Total	11,478,059	12,434,250	12,012,310	13,050,450	-

SAFETY SERVICES
Budget Information
Fiscal Year 2019-2023

Expenditures

Expenditures by Category *	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	8,960,045	9,287,571	9,415,114	10,404,860	9,784,070	10,723,530	-
Supplies	96,648	123,342	153,047	93,000	95,540	97,790	-
Services	375,718	346,687	316,211	383,370	378,180	429,900	-
Maintenance & Repair	590,943	582,120	547,849	622,240	691,420	740,160	-
Grants & Contributions	35,317	88,523	34,957	38,830	115,000	85,710	-
Capital Outlay	463,996	629,426	655,225	422,050	524,830	434,250	-
Energy & Utility	324,392	335,689	355,656	469,900	423,270	539,110	-
Total	10,847,059	11,393,358	11,478,059	12,434,250	12,012,310	13,050,450	-

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

Funding Sources

Funding Source	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund	9,917,535	10,349,434	10,418,499	11,542,090	11,029,100	12,114,540	-
Town Support for Education	216,010	226,625	229,240	304,760	304,760	313,450	-
Subtotal: Safety General Fund Budget	*10,133,545*	*10,576,059*	*10,647,739*	*11,846,850*	*11,333,860*	*12,427,990*	-
Asset Forfeitures	-	-	-	-	-	-	-
State & Federal Grants	116,366	35,688	27,273	12,400	24,680	5,000	-
Donations & User Fees	691	1,402	1,294	2,000	4,600	200	-
Vehicle Maintenance	-	-	8,052	3,000	3,000	5,000	-
Use of Police Private Duty Acct.	596,457	726,379	793,701	570,000	570,000	612,260	-
WVA Special Revenue Fund	-	53,830	-	-	76,170	-	-
Subtotal: Special Revenue Funds	*713,514*	*817,299*	*830,320*	*587,400*	*678,450*	*622,460*	-
Total	10,847,059	11,393,358	11,478,059	12,434,250	12,012,310	13,050,450	-

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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	9,116,242	10,078,430	9,457,640	10,386,100	-
Supplies	78,185	66,890	66,830	68,080	-
Services	179,967	202,550	201,830	207,810	-
Maintenance & Repair	207,575	274,050	347,710	377,260	-
Grants & Contributions	15,609	16,650	16,650	16,650	-
Capital Outlay	528,532	298,600	379,100	310,800	-
Energy & Utility	219,014	243,290	237,050	279,990	-
Total	10,345,124	11,180,460	10,706,810	11,646,690	-

* 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 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Police	9,312,837	10,288,300	9,822,050	10,710,780	-
Town Support for Education	229,240	304,760	304,760	313,450	-
Subtotal: Police General Fund Budget	*9,542,077*	*10,593,060*	*10,126,810*	*11,024,230*	-
State & Federal Grants	-	12,400	2,400	5,000	-
Donations & User Fees/Reimb	1,294	2,000	4,600	200	-
Vehicle Maintenance	8,052	3,000	3,000	5,000	-
Use of Police Private Duty Account	793,701	570,000	570,000	612,260	-
Subtotal: Special Revenue Funds	*803,047*	*587,400*	*580,000*	*622,460*	-
Total	10,345,124	11,180,460	10,706,810	11,646,690	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	64.25	65.83	60.72	66.48	-
Regular Part Time Employees	1.08	1.44	1.82	1.44	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	65.33	67.27	62.54	67.92	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $473,650 or 4.2% mostly due to savings in Personal Services for partial year vacancies and staff out on workers compensation and disability leave. The FY 22 General Fund budget is expected to come in $466,250 or 4.4% under budget due to the same reasons. The overall FY 23 budget reflects an increase of $466,230 or 4.2% as compared to the FY 22 budget primarily due to Personal Services for wage and salary step increases, adding a new officer position for part of the year and funding to increase an FY 22 partial year dispatch position to a full year in FY 23. The FY 23 increases also include additional funding needed to pay for the first full year of the public safety radio system annual maintenance contract. The FY 23 General Fund budget, including Town Support for Education, reflects an increase of $431,170 or 4.1% due to the same reasons.

Total Police Department
(Does not include Fire or Ambulance)

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	8,360,745	9,318,670	8,707,880	9,589,390	-
Supplies	77,953	66,890	66,230	67,880	-
Services	179,967	202,550	201,830	207,810	-
Maintenance & Repair	207,575	274,050	347,710	377,260	-
Grants & Contributions	15,609	16,650	16,650	16,650	-
Capital Outlay	253,036	168,200	244,700	171,800	-
Energy & Utility	217,952	241,290	237,050	279,990	-
Total	9,312,837	10,288,300	9,822,050	10,710,780	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	229,240	304,760	304,760	313,450	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	229,240	304,760	304,760	313,450	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	526,257	455,000	445,000	483,260	-
Supplies	232	-	600	200	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	275,496	130,400	134,400	139,000	-
Energy & Utility	1,062	2,000	-	-	-
Total	803,047	587,400	580,000	622,460	-

Total Expenditures (agrees to page F-4):

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	9,116,242	10,078,430	9,457,640	10,386,100	-
Supplies	78,185	66,890	66,830	68,080	-
Services	179,967	202,550	201,830	207,810	-
Maintenance & Repair	207,575	274,050	347,710	377,260	-
Grants & Contributions	15,609	16,650	16,650	16,650	-
Capital Outlay	528,532	298,600	379,100	310,800	-
Energy & Utility	219,014	243,290	237,050	279,990	-
Total	10,345,124	11,180,460	10,706,810	11,646,690	-

POLICE - ADMINISTRATION AND RECORDS

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

Expenditures

	FY 2022		FY 2023	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	1,023,620	1,021,390	1,047,890	-
Supplies	36,460	35,100	36,180	-
Services	45,650	44,930	46,210	-
Maintenance & Repair	74,760	124,320	82,030	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	76,500	-	-
Energy & Utility	131,990	139,450	145,290	-
Total	1,312,480	1,441,690	1,357,600	-

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

Funding Sources

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

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,312,480	1,441,690	1,357,600	-
	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Total	1,312,480	1,441,690	1,357,600	-

Personnel Requirements

	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.00	6.83	7.00	-
Regular Part Time Employees	0.98	0.98	0.98	-
Temporary/Seasonal Employees	-	-	-	-
Total	7.98	7.81	7.98	-

Budget Commentary

The FY 22 General Fund expenditures are expected to come in $129,210 or 9.8% over budget primarily due to costs for replacement of cell tower air conditioning units and security improvements at town facilities. The FY 23 General Fund budget reflects an increase of $45,120 or 3.4% as compared to the FY 22 budget due to Personal Services.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management *$366,540*

- Provide leadership and coordination of all department activities
- Improve departmental access to the criminal justice system information
- Assist and direct the coordination of information dissemination
- 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 *$991,060*

- 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
- Assist in providing oversight and guidance 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,716,790	1,488,480	1,757,230	-
Supplies	5,500	5,500	5,700	-
Services	54,500	54,500	56,500	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	38,400	38,400	41,200	-
Energy & Utility	-	-	-	-
Total	1,815,190	1,586,880	1,860,630	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Police	1,472,030	1,243,720	1,505,980	-
Town Support for Education	304,760	304,760	313,450	-
Subtotal: Police General Fund Budget	*1,776,790*	*1,548,480*	*1,819,430*	-
Use of Police Private Duty Account	38,400	38,400	41,200	
Subtotal: Special Revenue Funds	*38,400*	*38,400*	*41,200*	-
Total	1,815,190	1,586,880	1,860,630	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	11.00	9.50	11.00	-
Regular Part Time Employees	0.36	0.36	0.36	-
Temporary/Seasonal Employees	-	-	-	-
Total	11.36	9.86	11.36	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $228,310 or 12.6% primarily due to Personal Services related to partial year vacancies and reassignments to Uniformed Patrol. The overall FY 23 budget (including Town Support For Education) reflects an increase of $45,440 or 2.5% as compared to the FY 22 budget mostly due to Personal Services as a result of wage and salary step increases. 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 *$1,307,420*

- 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 *$171,740*

- Provide forensic evidence interpretation and collaboration at major crime scenes. Work alongside the Connecticut State Police Major Crimes Division on major case investigations when needed
- 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 *$68,020*

- Manage department training including mandated recertification, Fair and Impartial Policing, Diversity, Equity and Inclusion, De-Escalation and Crisis Intervention training
- 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
- 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
- Enahance community involvement through outreach with National Night Out, Community Block Parties, and Coffee with a Cop events
- 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 *$313,450*

- 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. Topics include bullying, bangs, diversity, drugs, personal safety, sexual assault, etc. to school-age children at the high school, middle school, 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	6,105,090	5,770,700	6,329,850	-
Supplies	21,830	23,130	22,800	-
Services	95,150	95,150	97,850	-
Maintenance & Repair	140,730	164,830	168,130	-
Grants & Contributions	-	-	-	-
Capital Outlay	260,200	260,200	269,600	-
Energy & Utility	102,300	89,900	125,800	-
Total	6,725,300	6,403,910	7,014,030	-

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

Funding Sources

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

Funding Source	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Police	6,178,300	5,866,310	6,432,970	-
Subtotal: Police General Fund Budget	*6,178,300*	*5,866,310*	*6,432,970*	-
State and Federal Grants	12,400	2,400	5,000	-
Donations	-	600	-	-
Vehicle Maintenance	3,000	3,000	5,000	-
Use of Police Private Duty Account	531,600	531,600	571,060	-
Subtotal: Special Revenue Funds	*547,000*	*537,600*	*581,060*	-
Total	6,725,300	6,403,910	7,014,030	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	38.00	34.92	38.48	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	38.00	34.92	38.48	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $321,390 or 4.8% mostly due to partial year vacancies and staff out on workers compensation and disability leave. The FY 22 General Fund is expected to come in under budget by $311,990 or 5.0% due to the same reasons. The FY 23 General Fund Budget reflects an increase of $254,670 or 4.1% as compared to the FY 22 budget mostly due to Personal Services for wage and salary step increases and a new officer position equating to 0.48 FTE's for the year.

UNIFORMED PATROL

Products & Services

EMS and Public Assistance *$1,893,480*

- 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 *$1,951,360*

- 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 prevent aggressive and dangerous drivers.

Police Private Duty *$571,060*

- Provide police services at special events such as carnivals, parades and sporting events
- Provide traffic control to increase worker and motorist safety at and around construction and other roadway work sites
- Provide vehicle, technology & other capital purchases.

Protect Persons and Property *$2,387,740*

- 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 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 *$210,390*

- 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 Marshal's Office) to plan and participate in events throughout town.

POLICE - COMMUNICATIONS

The Communications division is the first contact for citizens in need of emergency services or responders. They dispatch and coordinate public safety responses based on the needs of the community.

Expenditures

Expenditures by Category *	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,108,250	1,077,830	1,132,980	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	56,310	56,310	123,600	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,164,560	1,134,140	1,256,580	-

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

Funding Sources

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

Funding Source	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Police	1,164,560	1,134,140	1,256,580	-
	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Total	1,164,560	1,134,140	1,256,580	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	8.83	8.70	9.00	-
Regular Part Time Employees	-	0.28	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	8.83	8.98	9.00	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $30,420 or 2.6% due to savings related to a disability leave. The overall FY 23 budget reflects an increase of $92,020 or 7.9% as compared to the FY 22 budget mostly due to additional funding needed to pay for the first full year of the public safety radio system annual maintenance contract and increases in Personal Services related to wage and step increases. In addition a partial year FY 22 dispatch position is being funded for the full year in FY 23.

COMMUNICATIONS

Products & Services

Communications *$1,256,580*

- Serve as the first contact for citizens seeking a safety service response, constisting of more than 11,000 9-1-1 calls for service
- Coordinate approximately 38,000 calls for service per year
- Answer and redirect over 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 approximately 3,000 callers annually.

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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	124,680	99,240	118,150	-
Supplies	3,100	3,100	3,400	-
Services	7,250	7,250	7,250	-
Maintenance & Repair	2,250	2,250	3,500	-
Grants & Contributions	16,650	16,650	16,650	-
Capital Outlay	-	4,000	-	-
Energy & Utility	9,000	7,700	8,900	-
Total	162,930	140,190	157,850	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Police	160,930	136,190	157,650	-
Donations	2,000	4,000	200	-
Subtotal: Special Revenue Funds	*2,000*	*4,000*	*200*	-
Total	162,930	140,190	157,850	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	1.00	0.77	1.00	-
Regular Part Time Employees	0.10	0.20	0.10	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.10	0.97	1.10	-

Budget Commentary

The FY 22 General Fund expenditures are expected to come in under budget by $22,740 or 14.0% due to a partial year vacancy. The FY 23 General Fund budget reflects a decrease of $3,280 or 2.0% as compared to the FY 22 budget mostly due to Personal Services related to a new hire.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances *$77,440*

- 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 a 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
- Maintain 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 *$80,410*

- 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	298,872	326,430	326,430	337,430	-
Supplies	74,862	26,110	28,710	29,710	-
Services	110,500	154,670	150,200	194,140	-
Maintenance & Repair	330,390	348,190	343,710	362,900	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	126,693	123,450	145,730	123,450	-
Energy & Utility	121,788	205,110	164,720	236,300	-
Total	1,063,105	1,183,960	1,159,500	1,283,930	-

* 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.

Funding Source	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Fire and Rescue Services	1,035,832	1,183,960	1,137,220	1,283,930	-
State and Federal Grants	27,273	-	22,280	-	-
Subtotal: Special Revenue Funds	*27,273*	-	*22,280*	-	-
Total	1,063,105	1,183,960	1,159,500	1,283,930	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.00	1.00	1.00	1.00	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $24,460 or 2.1% due to lower than expected Energy & Utility costs as a result of moving into the renovated Fire/EMS facility at 340 Bloomfield Avenue later than originally anticipated. The FY 22 General Fund expenditures are expected to come in $46,740 or 3.9% under budget for the same reason. The overall FY 23 budget reflects an increase of $99,970 or 8.4% as compared to the FY 22 budget primarily due to Personal Services, increased funding for firefighter recruitment and retention efforts, and operational costs associated with the newly renovated facility at 340 Bloomfield Avenue.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration *$574,940*

- Respond to an estimated 600 emergency incidents annually
- 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 department budget including maintenance contracts and new equipment purchases.

Fire Facilities & Building Maintenance *$179,340*

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

Apparatus Maintenance & Service *$144,830*

- 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 *$127,250*

- 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 for 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 hats on a regular basis for retention.

Fire Prevention, Equipment and Supplies *$257,570*

- 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 staff for their on-going educational efforts
- Maintain and service all fire support equipment
- Replace equipment as needed to offset attrition and wear.

AMBULANCE SERVICES

Ambulance Services are contracted 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	25,744	26,150	26,150	27,950	-
Maintenance & Repair	9,884	-	-	-	-
Grants & Contributions	19,348	22,180	98,350	69,060	-
Capital Outlay	-	-	-	-	-
Energy & Utility	14,854	21,500	21,500	22,820	-
Total	69,830	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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Ambulance Services	69,830	69,830	69,830	119,830	-
WVA Special Revenue Fund	-	-	76,170	-	-
Subtotal: Special Revenue Funds	-	-	*76,170*	-	-
Total	69,830	69,830	146,000	119,830	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The overall FY 22 expenditures are expected to come in $76,170 or 109.1% over budget due to the drawing down and depletion of the $130,000 appropriation made by the Town Council in FY 20 for this use. The FY 22 General Fund expenditures are expected to come in on budget. The overall FY 23 budget reflects an increase of $50,000 as compared to the FY 22 budget to assist towards the projected operating loss in the upcoming 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.

SAFETY SERVICES

FY 2022 Highlights

Police Department

The Windsor Police Department participated in a regional Auto Theft Task Force during the second quarter of FY 22 to address the regional increase in motor vehicle thefts. During this period, the Task Force recovered more than 100 stolen vehicles and 10 firearms, along with making over 90 criminal arrests for stolen vehicles and other criminal acts.

Officers continue to focus on motor vehicle safety and lead the State in per capita traffic stops. Windsor officers led the state in FY 20 with 6,545 car stops for a per capita rate of 282 stops per 1,000 driving age residents to compare these efforts with other communities in Connecticut. The next closest community had a per capita rate of 197 stops per 1,000 driving age residents. The department is on track to again lead the state in traffic enforcement, making over 9,000 traffic stops during FY 22.

In FY 22, the police department received grant funds to assist our public safety dispatchers with improving consistency and efficiency in gathering essential information. The software assists dispatchers by using validated questions and scripts to help ensure that emergency responders en route have the information they need and that callers in distress receive clear instructions.

With several officers retiring and moving on from service, the police department continues to recruit and hire new members to the police officer ranks in FY 22. The Department continues to provide a diverse work force that strengthens our ties within the community. An example of this is the hiring of our first Arabic speaking officer. With a young police force, FY 23 will involve a focus on community involvement and officer development.

Fire and Rescue Services

The COVID-19 pandemic had clear impacts on the fire department. We made the hard decision to close the firehouses to our members with the exception of emergency responses and maintenance to our equipment. With the lack of ability to meet in large groups, training was 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 were not able to socialize at the firehouse. The restrictions as of March 2022 have been lifted and the firehouses are now open for regular usage. We still encourage masking and social distancing to our members.

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. However during this period, 10 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 pumper at the Wilson Station and a new pumper is on order for the Poquonock Station.

Renovation and expansion of 340 Bloomfield Avenue was completed. The town fire department and the Windsor Emergency Medical Services (EMS) moved into the facility during the fall and early winter.

SAFETY SERVICES

Key Statistics	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target
Number of Part I crimes	728	681	742	668	650
Number of motor vehicle accidents with injuries	86	70	47	112	100
Number of calls for service received by Dispatch	32,654	30,825	38,857	40,000	41,000
Number of Fire Department responses*	758	750	651	700	700
Number of structure fires	12	15	6	12	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.*

Performance Measures	FY 2021 Actual	FY 2022 Target	FY 2022 Estimate	FY 2023 Target
Burglary rate per resident. (U.S. rate for burglaries was 4.3 per 1,000 population)	.75	< 1.50	1.02	< 1.50
Part I violent crime rate per resident. (U.S. rate Part 1 violent crime was 3.9 per 1,000 population)	1.22	< .50	1.19	< 1.00
Motor vehicle accidents with injuries per 1,000 residents	1.6	< 3.0	3.7	< 3.0

A fun fact about the value of our services…

The Windsor Volunteer Fire Department has members from the ages of 18 to 78 that respond to calls for service.

You've probably seen many new faces at the Windsor Police Department. 66% of our police officers (rank of officer) have five years or less of experience.

FY 2023 Goals

1. Host a community forum for residents related to policing in this age of police accountability.
2. Obtain departmental accreditation through the CT Police Officer Standards and Training Council.
3. Implement a quality assurance program to follow best practices for Public Safety Dispatch.
4. Strenghten the membership of the fire department with a renewed effort towards recruitment and retention.
5. Host public safety community information event(s) with the Windsor Police Department, Windsor Volunteer Ambulance (WVA) and Windsor Volunteer Fire Department.

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
6002	Crisis Intervention Program	505	-	-	505	-	-	505
6004	Bullet Proof Vest Program	6,185	2,400	2,400	6,185	5,000	5,000	6,185
6012	State Reimbursements	18,982	-	-	18,982	-	-	18,982
6026	Car Seat Program	1,244	-	-	1,244	-	-	1,244
6301	Narcotic Seizures - Federal	-	-	-	-	-	-	-
6302	Federal Sharing	66,590	-	-	66,590	-	-	66,590
6305	Asset Forfeiture - State	6,596	-	-	6,596	-	-	6,596
6700	Animal Shelter	30,486	200	4,000	26,686	200	200	26,686
6702	K-9 Donations	3,856	-	-	3,856	-	-	3,856
6703	Donations	3,927	600	600	3,927	-	-	3,927
6800	Police Private Duty	614,842	572,000	570,000	616,842	550,000	612,260	554,582
6908	Vehicle Maintenance	-	4,000	3,000	1,000	5,000	5,000	1,000
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	418	-	-	418	-	-	418
		779,182	**579,200**	**580,000**	**778,382**	**560,200**	**622,460**	**716,122**

#6002 - Crisis Intervention Program - Funds provided from 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 provided by individuals and businesses. Funds are used to replace materials and supplies related to safety in car seating within

#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 - Funds are received from private donations. The funds are used for maintenance and capital items to enhance the program.

#6702 - K-9 Donations - Funds for this account were received from a private donation.

#6703 - Donations - Funds for this account are received from private donors.

#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 22 expenditures include $20,000 for traffic enforcement, $80,000 for vehicle replacement, $25,000 for information technology equipment, and $20,000 for other capital replacement items. FY 23 expenditures include $20,000 for traffic enforcement, $84,000 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 and 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 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
6903	Fire Department Donation	6,671	-	-	6,671	-	-	6,671
6904	COVID-19 Aid To Firefighters	-	22,280	22,280	-	N/A	N/A	N/A
	Total 03 Funds	**6,671**	**22,280**	**22,280**	6,671	-	-	**6,671**

#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 Fund monies 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 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
6999	WVA Town Council Appropriatons	76,170	-	76,170	-	-	-	-
	Total 03 Funds	**76,170**	-	**76,170**	-	-	-	-

#6999 - WVA Town Council Appropriations - Funds 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 2022	Last Action	FY 2023 Proposed
Safety Services (Police)					
False Alarm Penalty - 1st 3 False Alarms	General Fund	Resolution	no penalty	5/05/2003	
False Alarm Penalty - 4th and 5th	General Fund	Resolution	$50 each	5/05/2003	Change to $100 each
False Alarm Penalty - 6th and 7th	General Fund	Resolution	$75 each	5/05/2003	Change to $150 each
False Alarm Penalty - 8th and 9th	General Fund	Resolution	$100 each	5/05/2003	Change to $200 each
False Alarm Penalty - 10th and Each Additional	General Fund	Resolution	$150 each	5/05/2003	Change to $250 each
Fire, False Alarm - 1st and 2nd	General Fund	Resolution	no penalty	5/05/2003	
Fire, False Alarm - 3rd	General Fund	Resolution	$100 each	5/05/2003	
Fire, False Alarm - 4th	General Fund	Resolution	$200 each	5/05/2003	
Fire, False Alarm - 5th	General Fund	Resolution	$400 each	5/05/2003	
Fire, False Alarm - 6th and Each Additional	General Fund	Resolution	$500 each	5/05/2003	
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 2022	Last Action	FY 2023 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	Change to $15.38 - $20.38 per hour
Police Private Duty Officer:					
Non-profit, 4 Hours or Less	Special Revenue	Resolution	$352.93	4/28/2021	Change to $362.14
Non-profit, Over 4 Hours	Special Revenue	Resolution	$88.23 per hour	4/28/2021	Change to $90.54
Board of Education/Municipal	Special Revenue	Resolution	$88.23 per hour	4/28/2021	Change to $90.54
Construction, 4 Hours or Less	Special Revenue	Resolution	$404.93	4/28/2021	Change to $414.14
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	$809.85	4/28/2021	Change to $828.28
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	$1,214.78	4/28/2021	Change to $1,242.42
Construction, Over 12 Hours	Special Revenue	Resolution	$101.23 per hour	4/28/2021	Change to $103.54
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 2022	Last Action	FY 2023 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,635,544	2,054,340	1,989,560	2,190,870	-
Supplies	162,725	198,550	183,760	197,110	-
Services	484,505	571,450	564,160	606,730	-
Maintenance & Repair	97,399	85,140	89,280	87,410	-
Grants & Contributions	14,000	14,000	14,000	14,000	-
Capital Outlay	24,000	-	1,140	-	-
Energy & Utility	177,962	217,480	205,310	230,060	-
Total	2,596,135	3,140,960	3,047,210	3,326,180	-

* 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.

Funding Source	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Recreation & Leisure Services	1,958,675	2,181,900	2,140,470	2,297,220	-
Town Support for Education	83,800	85,520	85,500	87,430	-
Subtotal: Rec. Svcs General Fund Budget	*2,042,475*	*2,267,420*	*2,225,970*	*2,384,650*	-
Grants	81,503	73,190	131,180	121,800	-
Private Contributions	24,044	29,200	26,040	26,040	-
User Fees	399,044	691,400	607,630	732,190	-
Subtotal: Special Revenue Funds	*504,591*	*793,790*	*764,850*	*880,030*	-
Transfer from Caring Connection	*49,069*	*79,750*	*56,390*	*61,500*	-
Total	2,596,135	3,140,960	3,047,210	3,326,180	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	9.62	9.60	9.60	10.60	-
Regular Part Time Employees	11.91	16.64	16.67	17.07	-
Temporary/Seasonal Employees	14.67	16.18	18.48	15.63	-
Total FTEs	36.20	42.42	44.75	43.30	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $93,750 or 3.0%. This is primarily due to reduced and canceled programs as well as lower program enrollments due to the COVID-19 pandemic. Reductions and cancellations of programs and associated Personal Services, Supplies and Services costs account for $52,320 of the overall decrease in the use of Special Revenue Funds. The FY 22 General Fund expenditures are expected to come in under budget by $41,430 or 1.9% for the same reasons and from the use of grants received for elderly transportation. The FY 23 overall budget reflects an increase of $185,220 or 5.9% primarily due to Personal Services, Services and Energy & Utility. The FY 23 General Fund budget reflects an increase of $115,320 or 5.3% in comparison to FY 22 due to Personal Services.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,204,569	1,429,070	1,387,450	1,509,970	-
Supplies	95,034	76,860	76,670	83,450	-
Services	390,346	401,270	402,990	407,480	-
Maintenance & Repair	87,532	75,640	79,780	77,910	-
Grants & Contributions	14,000	14,000	14,000	14,000	-
Capital Outlay	-	-	1,140	-	-
Energy & Utility	167,194	185,060	178,440	204,410	-
Total	1,958,675	2,181,900	2,140,470	2,297,220	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	83,800	85,520	85,500	87,430	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	83,800	85,520	85,500	87,430	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	347,175	539,750	516,610	593,470	-
Supplies	67,691	121,690	107,090	113,660	-
Services	94,159	170,180	161,170	199,250	-
Maintenance & Repair	9,867	9,500	9,500	9,500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	24,000	-	-	-	-
Energy & Utility	10,768	32,420	26,870	25,650	-
Total	553,660	873,540	821,240	941,530	-

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,635,544	2,054,340	1,989,560	2,190,870	-
Supplies	162,725	198,550	183,760	197,110	-
Services	484,505	571,450	564,160	606,730	-
Maintenance & Repair	97,399	85,140	89,280	87,410	-
Grants & Contributions	14,000	14,000	14,000	14,000	-
Capital Outlay	24,000	-	1,140	-	-
Energy & Utility	177,962	217,480	205,310	230,060	-
Total	2,596,135	3,140,960	3,047,210	3,326,180	-

RECREATION AND LEISURE SERVICES
Budget Information
Fiscal Year 2019-2023

Expenditures

Expenditures by Category *	FY 2019 Actual**	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,407,387	1,766,311	1,635,544	2,054,340	1,989,560	2,190,870	-
Supplies	267,066	242,010	162,725	198,550	183,760	197,110	-
Services	573,817	577,981	484,505	571,450	564,160	606,730	-
Maintenance & Repair	49,209	71,973	97,399	85,140	89,280	87,410	-
Grants & Contributions	14,000	14,000	14,000	14,000	14,000	14,000	-
Capital Outlay	-	-	24,000	-	1,140	-	-
Energy & Utility	135,045	175,256	177,962	217,480	205,310	230,060	-
Total	2,446,524	2,847,531	2,596,135	3,140,960	3,047,210	3,326,180	-

* 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 budget or the property tax rate.

Funding Source	FY 2019 Actual**	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund	1,535,427	1,938,528	1,958,675	2,181,900	2,140,470	2,297,220	-
Town Support for Education	79,770	81,268	83,800	85,520	85,500	87,430	-
Subtotal: Rec. Svcs. General Fund Budget	*1,615,197*	*2,019,796*	*2,042,475*	*2,267,420*	*2,225,970*	*2,384,650*	-
Grants	34,817	87,320	81,503	73,190	131,180	121,800	-
Private Contributions	23,716	21,276	24,044	29,200	26,040	26,040	-
User Fees	772,794	677,139	399,044	691,400	607,630	732,190	-
Subtotal: Special Revenue Funds	*831,327*	*785,735*	*504,591*	*793,790*	*764,850*	*880,030*	-
Transfer From Caring Connection	-	42,000	49,069	79,750	56,390	61,500	-
Total	2,446,524	2,847,531	2,596,135	3,140,960	3,047,210	3,326,180	-

** FY 19 Actuals do not include costs for Senior Services and Transportation.

RECREATION

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

Expenditures

Expenditures by Category *	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	916,660	898,080	946,730	-
Supplies	71,780	56,310	66,260	-
Services	144,560	115,670	152,230	-
Maintenance & Repair	14,720	14,470	14,920	-
Grants & Contributions	14,000	14,000	14,000	-
Capital Outlay	-	1,140	-	-
Energy & Utility	11,690	11,490	11,490	-
Total	1,173,410	1,111,160	1,205,630	-

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

Funding Source	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Recreation Services	736,640	737,480	767,370	-
Private Contributions	2,000	-	-	-
User Fees	434,770	373,680	438,260	-
Subtotal: Special Revenue Funds	*436,770*	*373,680*	*438,260*	-
Total	1,173,410	1,111,160	1,205,630	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	3.60	3.60	3.60	-
Regular Part Time Employees	5.60	5.60	6.00	-
Temporary/Seasonal Employees	10.98	10.85	10.58	-
Total FTEs	20.18	20.05	20.18	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $62,250 or 5.3%. This is primarily a result of reduced program offerings and lower program enrollment due to the COVID-19 pandemic restrictions. These decreases are associated with programs that are budgeted in Special Revenue Funds. The FY 22 General Fund budget is expected to come in over budget by $840 or 0.1%. The overall FY 23 budget is expected to increase by $32,220 or 2.7% mostly due to Personal Services. The FY 23 General Fund budget reflects an increase of $30,730 or 4.2% compared to the FY 22 budget primarily due to Personal Services, of which $1,380 is attributed to the hourly minimum wage increase.

RECREATION

Products & Services

Aquatics *$213,660*

- 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 four family events at the outdoor pools.

Leisure Opportunities *$272,320*

- Offer four 6-week sessions of evening pre-school programs in dance and arts and crafts
- Present 15 preschool morning classes in music, dance, crafts, hot shot basketball and acting
- Provide outdoor winter activities
- Provide theater experiences for more than 300 youth
- Provide instructional sports opportunities for Windsor residents
- Coordinate adult programs such as dance, adult fitness, badminton, tennis, volleyball, basketball and yoga
- Provide day and overnight trips for Windsor residents
- Provide after-school programming and transportation for elementary students
- Provide programs for elementary and middle school children during school vacation week
- Continue lifetime sports series including outdoor winter activities, basketball, lacrosse, soccer, tennis and badminton for more than 500 residents
- Continue to facilitate cross country and track programs for local youth
- 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 *$261,880*

- 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 *$320,140*

- Provide summer programs for youth and teens which 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 *$137,630*

- Provide town events to include *Movies in the Parks, Winter Wonderland, Night of 1001 Pumpkins, Family Bingo Nights* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-
Supplies	25,690	25,690	27,690	-
Services	341,500	340,950	342,950	-
Maintenance & Repair	9,500	10,650	9,650	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	98,030	99,200	104,070	-
Total	474,720	476,490	484,360	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Recreation Services	459,720	461,490	469,360	-
User Fees	15,000	15,000	15,000	-
Subtotal: Special Revenue Funds	*15,000*	*15,000*	*15,000*	-
Total	474,720	476,490	484,360	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The overall and General Fund FY 22 expenditures are expected to come in over budget by $1,770 or 0.4% due to an outdoor pool motor replacement. The overall FY 23 budget reflects an increase of $9,640 or 2.0% 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 *$34,360*

- Provide support for utilities at 330 Windsor Avenue.

Outdoor Pools & Parks Amenities *$124,050*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	181,420	173,070	225,160	-
Supplies	25,850	16,600	17,400	-
Services	7,700	20,770	34,040	-
Maintenance & Repair	2,800	2,800	3,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,640	5,640	5,640	-
Total	223,410	218,880	285,240	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Recreation Services	180,660	169,500	222,660	-
User Fees	42,750	49,380	62,580	-
Subtotal: Special Revenue Funds	*42,750*	*49,380*	*62,580*	-
Total	223,410	218,880	285,240	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	0.80	0.80	1.80	-
Regular Part Time Employees	2.18	2.18	1.29	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.98	2.98	3.09	-

Budget Commentary

The FY 22 overall expenditures are expected to come in under budget by $4,530 or 2.0%. This is due to a part time vacancy. The FY 22 General Fund budget is expected to come in under budget by $11,160 or 6.2% for the same reason. The overall FY 23 budget reflects an increase of $61,830 or 27.7%. This is due to an increase in Personal Services and Services, including contractual services, programs and instructor-led classes. The FY 23 General Fund budget reflects an increase of $42,000 or 23.2%. This is primarily due to an increase in Personal Services for converting a part time position into a full time position.

SENIOR SERVICES

Products & Services

Senior Center *$237,080*

- Promote overall health and wellness by providing a variety of physical activities including multiple levels of aerobics, Tai Chi, dance and Yoga classes, seated exercise, massage therapy, mindfulness and meditation, a membership-based fitness center offering the Renew Active® program, as well as evidence-based programming, such as Tai Ji Quan: Moving for Better Balance®
- 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 devices 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 Community Renewal Team (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 *$48,160*

- At this time, a limited number of 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	270,570	230,530	272,530	-
Supplies	2,610	2,630	3,050	-
Services	5,550	5,550	5,400	-
Maintenance & Repair	28,320	28,360	29,340	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	44,240	29,110	44,060	-
Total	351,290	296,180	354,380	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Recreation Services	233,450	182,360	241,450	-
Grants	38,090	57,430	51,430	-
Subtotal: Special Revenue Funds	*38,090*	*57,430*	*51,430*	-
Transfer from Caring Connection	79,750	56,390	61,500	-
Total	351,290	296,180	354,380	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	1.20	1.20	1.20	-
Regular Part Time Employees	4.77	3.43	4.17	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	5.97	4.63	5.37	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $55,110 or 15.7%. This is due primarily to the decrease in Personal Services and Energy & Utility due to lower Dial-A-Ride and Caring Connection ridership caused by the COVID-19 pandemic, as well as grants received for elderly transportation. The FY 22 General Fund expenditures are expected to come in under budget by $51,090 or 21.9% for the same reasons. The FY 23 General Fund budget reflects an increase of $8,000 or 3.4% primarily due to Personal Services.

TRANSPORTATION

Products & Services

Senior Transportation *$354,380*

- 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 programs sponsored by the Senior Center
- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	160,280	187,700	185,640	-
Supplies	20,650	28,560	29,560	-
Services	21,030	36,770	26,920	-
Maintenance & Repair	2,500	3,500	3,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,360	2,360	4,280	-
Total	206,820	258,890	249,400	-

* 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.

Funding Source	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Recreation Services	165,670	179,090	172,980	-
Grants	35,100	73,750	70,370	-
User Fees	6,050	6,050	6,050	-
Subtotal: Special Revenue Funds	*41,150*	*79,800*	*76,420*	-
Total	206,820	258,890	249,400	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	0.48	1.86	1.86	-
Temporary/Seasonal Employees	2.35	4.88	1.88	-
Total	3.83	7.74	4.74	-

Budget Commentary

The overall FY 22 expenditures are expected to come in over budget by $52,070 or 25.2% due to the expansion of the Summer Teen Employment Program (STEP) and the Youth-In-Action Program (YIA). The YIA program is funded by a grant from the Hartford Foundation for Public Giving. The FY 22 General Fund expenditures are expected to come in over budget by $13,420 or 8.1% due to costs associated with the expansion of STEP. The overall FY 23 budget reflects an increase of $42,580 or 20.6% due to costs associated with the Youth-In-Action program and is offset by a grant. The FY 23 General Fund budget reflects an increase of $7,310 or 4.4% mainly due to Personal Services and Energy & Utility.

YOUTH SERVICES BUREAU

Products & Services

Positive Youth Development *$159,620*

- 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 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 eight-week social skills development programs for adolescent boys, girls, and parents
- Provide a seven-week summer teen employment development program (STEP)
- Provide opportunities for community service
- Provide Annual Teen Summit for 75 high school students.

Family Events *$12,470*

- Coordinate with Recreation department 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 topics related to youth matters.

Prevention Programs *$32,430*

- 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 a collection of prevention campaigns
- Partner with Windsor School District to host community forums to families on topics related to substance abuse and mental health.

Juvenile Justice *$44,880*

- 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 JRB
- 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

	FY 2022		FY 2023	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	339,620	314,840	365,290	-
Supplies	37,800	39,800	38,550	-
Services	30,590	28,650	25,220	-
Maintenance & Repair	2,800	2,800	3,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	320	100	250	-
Total	411,130	386,190	432,310	-

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

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget. Other funding comes from contracts with Windsor and other school districts for environmental education programs, fees for various general programs, contributions from the Connecticut Valley Tobacco Historical Society and the Friends of Northwest Park.

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	125,430	127,200	130,870	-
Town Support for Education	85,520	85,500	87,430	-
Subtotal: Rec. Services General Fund Budget	*210,950*	*212,700*	*218,300*	-
Private Contributions	27,200	26,040	26,040	-
User Fees	172,980	147,450	187,970	-
Subtotal: Special Revenue Funds	*200,180*	*173,490*	*214,010*	-
Total	411,130	386,190	432,310	-

Personnel Requirements

	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	-
Regular Part Time Employees	3.18	3.15	3.30	-
Temporary/Seasonal Employees	2.27	2.15	2.57	-
Total FTEs	6.95	6.80	7.37	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $24,940 or 6.1% due to decreased Special Revenue program enrollments caused by the COVID-19 pandemic. The FY 22 General Fund expenditures are expected to come over budget by $1,770 or 1.4% due to Personal Services. The overall FY 23 budget reflects a increase of $21,180 or 5.2% due to Personal Services. The FY 23 General Fund budget reflects an increase of $5,440 or 4.3% due to Personal Services.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Visitor Services *$93,020*

- 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 *$129,150*

- 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 *$210,140*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	185,790	185,340	195,520	-
Supplies	14,170	14,170	14,600	-
Services	20,520	15,800	19,970	-
Maintenance & Repair	24,500	26,700	24,500	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	55,200	57,410	60,270	-
Total	300,180	299,420	314,860	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Recreation Services	280,330	283,350	292,530	-
Private Contributions	-	-	-	-
User Fees	19,850	16,070	22,330	-
Subtotal: Special Revenue Funds	*19,850*	*16,070*	*22,330*	-
Total	300,180	299,420	314,860	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	1.50	1.50	1.50	-
Regular Part Time Employees	0.43	0.45	0.45	-
Temporary/Seasonal Employees	0.58	0.60	0.60	-
Total FTEs	2.51	2.55	2.55	-

The overall FY 22 expenditures are expected to come in under budget by $760 or 0.3%. The FY 22 General Fund budget is expected to come in over budget by $3,020 or 1.1% due to Personal Services. The overall FY 23 budget reflects an increase of $14,680 or 4.9% due to Personal Services and Energy & Utility. The FY 23 General Fund budget reflects an increase of $12,200 or 4.4% compared to the FY 22 budget for the same reasons.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance *$150,800*

- 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 as well as 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 *$164,060*

- 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 2022 Highlights

Recreation

Recreation Services implemented seven new programs in the areas of sports, virtual gaming, fitness and performing arts. The addition of a badminton program was the highlight of these latest programs. This activity provided an opportunity for intergenerational programming for both youth and adults to learn basic strokes, grip, movement and footwork techniques.

Recreation Services was able to bring back special events. Recreation took the lead in presenting the annual Night of 1,001 Pumpkins and Winter Wonderland. Recreation staff evaluated and retooled the events due to the COVID-19 pandemic. The events were moved outdoors to provide a safer environment for participants, and over 800 individuals enjoyed the two special events. Activities included a pumpkin patch, arts & crafts, over 10,000 holiday lights, inflatable Frosty the Snowman projecting clips from the original Frosty the Snowman movie and refreshments.

During FY 22, the Recreation Services Summer Fun Camp collaborated with the Windsor Board of Education to provide free breakfast and lunch to campers. More than 1,200 children benefited from this service. In addition, the end of summer program survey reflected 100% of the parents felt very comfortable with the COVID-19 safety modifications implemented into the Summer Fun Camp program.

Recreation Services offered 89% of its targeted programming for 2022, of which 91% were returned to in-person.

Senior & Transportation Services

Senior Services experienced an eventful year, even throughout the ongoing COVID-19 pandemic. Many indoor activities resumed in early October 2021, including the popular Early Bird Suppers, evening bingo, CRT daily lunches, weekly massage therapy sessions, pickleball, foot care services, grandparents' bingo, birthday celebrations and dance groups. Staff continued to provide virtual programs and outdoor adventures like kayaking and hiking trips. In addition, the Senior Fitness Center reopened on November 2, 2021.

Seniors enjoyed new programs and support groups this year, such as a bereavement group, wellness and mental health supports and social gatherings. Popular excursions that were offered included trips to see the UCONN women's basketball team, Radio City Music Hall and the Rockettes, as well as an extended trip to Atlantic City.

This year, a very successful outdoor Health & Wellness Fair was presented while the Health Department offered its annual Flu Shot Clinic. In collaboration with the Commission on Aging and Persons with Disabilities and UCONN nursing students, Senior Center staff helped to create a Senior Resource Booklet. The booklet was printed in hardcopy and is also available electronically.

In October, the Senior Center was recognized by the North Central Area Agency on Aging as a Designated Focal Point for Aging Services in the community. Focal Points are locations that meet a specialized standard of providing vital information on programs and resource information to the community.

In December, Windsor Senior Center patrons donated a Christmas tree decorated with all hand-made ornaments to the Wadsworth Atheneum Festival of Trees to support their fundraising efforts. We were happy to learn that the tree was purchased and donated to the Helen & Harry Gray Cancer Center at Hartford Hospital as its final destination.

Transportation Services continued following CDC and FTA public health practices on our buses. Continued mask wearing and physical distancing were adhered to, limiting seating at 6-7 passengers per bus. Electrostatic sprayers with a hospital-grade (chlorine-free) disinfectant was being used to sanitize all surfaces. Transportation provided free transportation to COVID-19 vaccine and test appointments. New scheduling requirements led to lower wait-times for reserving out of town medical rides. Transportation Services continued its full slate of services, including rides to the Caring Connection Adult Day Care.

RECREATION AND LEISURE SERVICES

FY 2022 Highlights (continued)

Youth Services Bureau (YSB)
The Youth Services Bureau was awarded a $70,060 two-year grant from the Hartford Foundation of Public Giving to deploy resources to young residents impacted by the COVID-19 pandemic. The grant will enhance the Youth in Action high school leadership program and focus on students' loss of learning during the COVID-19 pandemic, specifically those who have lost school credit due to accumulated unexcused absences.

Twenty high school student interns were hired for the 2021 Summer Teen Employment Program (STEP). YSB was able to bring back the Community Block Party Series that provides interns with opportunities to build their work skills while promoting family fun and community spirit in a substance-free environment.

In collaboration with Windsor High School, students attended a virtual assembly raising awareness about the risks of vaping.

The Youth Commission sponsored several virtual family trivia nights and two high school scholarships for students continuing their education in the behavioral health field.

Northwest Park
Environmental educators at the park resumed programs for Windsor Public School classes this year after an 18-month hiatus during the COVID-19 pandemic. Five new program offerings were designed in alignment with the Windsor science pacing guide. Hands-on lessons with natural artifacts and project-based learning activities support state and national science learning standards for grades K-5 and provide a partnership of educational support to Windsor teachers.

The Friends of Northwest Park celebrated their 40th anniversary in 2021 with monthly activities for the community. A unique mix of on-site and virtual contests, games and events offered something for everyone. In addition, a free concert in October delighted an indoor/outdoor audience.

New, professionally designed information panels were installed to provide an attractive greeting to visitors at the park entrance and Nature Center, as well as to improve access to hiking trails and enhance special features, such as the Demonstration Organic Garden. Six new interpretive panels installed in the Sensory Garden encourage exploration of the natural world through sight, sound, smell and touch, and the short, accessible pathway has been refurbished with guide ropes and braille inserts.

The number of facility rentals by private groups increased more than 30% above pre-COVID-19 pandemic levels this year. The smaller of the park's two picnic shelters accounted for the increased demand, as many small groups from local clubs and business teams sought safe outdoor spaces for in-person meetings.

RECREATION AND LEISURE SERVICES

Key Statistics	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target
Number of recreational activities offered	730	406	200	650	750
Number of clinic health visits at the Senior Center provided by Seabury Visiting Nurse	195	66	N/A	N/A	750
Number of rides the Transportation Unit provides annually (includes Caring Connection)	24,100	12,432	11,720	14,000	14,500
Number of elementary school-age children registrations for after-school & vacation programs	5,265	2,960	1,200	4,500	5,000
Number of school children attending environmental education classes at Northwest Park	4,370	2,144	652	3,200	4,500
Number of participants at Northwest Park community events and programs	6,722	3,000	1,329	1,200	4,500
Number of middle school and high school youth registrations for after-school and vacation programs	968	542	400	760	800
Number of participants at Youth Services Bureau community events	2,300	2,800	N/A	2,000	2,500
Number of meals served to senior and disabled persons through the Elderly Nutrition program	11,747	8,186	5,504	5,640	7,000
Number of medical equipment items borrowed from the lending closet	198	152	90	150	175

Performance Measures	FY 2021 Actual	FY 2022 Target	FY 2022 Estimate	FY 2023 Target
Retention rate for youth participants in after-school programs	N/A	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	N/A	90%	90%	90%
Total number of clubs led by senior center volunteers	18	25	20	23
Achieve a 90% average satisfaction rating for overall service by those who responded to the annual senior transportation survey	N/A	95%	94%	95%
Achieve a 90% average satisfaction rating regarding on-time service on the senior transportation annual survey	N/A	96%	94%	96%
Number of new recreation programs offered	56	6	7	8
Percentage of Recreation department program participant survey respondents that rate department programs as "good" or "very good"	98%	90%	97%	90%

RECREATION AND LEISURE SERVICES

A fun fact about the value of our services…

Recreation and Leisure Services offered 160 virtual programs during the COVID-19 pandemic,

FY 2023 Goals

1. Initiate renovations to pool facilities.
2. Expand and improve upon transportation for seniors to the outdoor pools.
3. Collaborate with Windsor School District on at least one community event/forum.
4. Present at least three programs of interest through Senior Services on Saturdays in the areas of fitness, health & nutrition and enrichment.
5. Develop and install new interpretive displays in the animal barn to improve the educational value of the heritage breed farm animals on display at Northwest Park.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
2002	Youth Theatre	(2,196)	11,900	8,300	1,404	15,000	11,000	5,404
2004	Fran Elligers Memorial Fund	1,026	350	-	1,376	350	-	1,726
2007	Teen-A-Rama	(77,453)	355,450	368,520	(90,523)	489,500	428,550	(29,573)
2009	O'Brien Field Rental	7,054	2,000	-	9,054	2,000	-	11,054
2010	Positive Youth Development	22,412	7,000	6,050	23,362	6,050	6,050	23,362
2016	Passage Program	3,008	-	-	3,008	-	-	3,008
2018	Live-n-Learn	10,173	13,400	11,860	11,713	16,700	13,710	14,703
2045	Dog Park	4,243	-	-	4,243	-	-	4,243
2077	Youth Services Bureau	-	18,910	18,910	-	18,910	19,330	(420)
2078	YSB Enhancement Grant	-	10,670	10,670	-	10,670	10,670	-
2079	Local Prevention Council	-	9,140	9,140	-	5,340	5,340	-
2080	YSB Hartford Foundation for Public Giving	-	35,030	35,030	-	35,030	35,030	-
2204	Northwest Park Nature Camp/Clubs	95,466	117,470	88,740	124,196	125,490	122,170	127,516
2207	Friends of Northwest Park Grant	2,683	11,000	11,000	2,683	11,000	11,000	2,683
2208	Northwest Park Shop	7,133	4,000	2,500	8,633	8,000	5,000	11,633
2210	NWP Environ. Education Programs	7,947	37,500	56,210	(10,763)	49,000	60,800	(22,563)
2211	Northwest Park Tobacco Museum	1,478	10,230	15,040	(3,332)	15,040	15,040	(3,332)
2300	Windsor Senior Center	2,672	34,000	46,500	(9,828)	34,000	59,700	(35,528)
2325	NWP Facilities	26,896	18,900	16,070	29,726	25,200	22,330	32,596
2326	Elderly Transportation Grant	9,320	9,340	9,340	9,320	9,340	9,340	9,320
2330	Dial-a-Ride Matching Grant	8,080	38,090	38,090	8,080	38,090	38,090	8,080
2333	CT Healthy Living - Tai Chi	-	2,880	2,880	-	2,880	2,880	-
3889	NCAAA* Grant	4,000	10,000	10,000	4,000	4,000	4,000	4,000
4022	River Walkways	19,961	-	-	19,961	-	-	19,961
		153,903	**757,260**	**764,850**	**146,313**	**921,590**	**880,030**	**187,873**

*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 from 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. Examples of expenditures include staffing, basketballs, exercise & fitness equipment and contracted services, such as speakers and magicians.

#2009 - O'Brien Field Rental - Fees are collected from user groups of the field and are 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. Examples of expenditures associated with this fund include staffing, equipment, materials and supplies and instructors.

#2018 - Live-n-Learn Program - Revenues are from adult program fees. Expenditures include staffing, fitness equipment, bus rentals for trips to museums, baseball games and other similar activities.

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 to provide 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.

#2080 - YSB Hartford Foundation for Public Giving - This grant will enhance the Youth in Action high school leadership program and focuses on students' loss of learning during the COVID-19 pandemic, specifically those who have lost school credit due to accumulated unexcused absences.

#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 inventory and exhibit development and upkeep, which is managed by Northwest Park staff and volunteers.

#2210 - Northwest Park Environmental Education - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and pubic workshops and classes. The funds from this account are used for part-time wages (clerical 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 museum brochures. Northwest Park is responsible for facility upkeep, as well as 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.

#2333 - CT Healthy Living - Tai Chi - Funds are used to provide evidence-based therapeutic movement through Tai Chi programs to seniors.

#2330 - Dial-a-Ride Matching Grant - Funds received from this grant are 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 2022	Last Action	FY 2023 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	$40
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	$40
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	$40 - $100 per session	4/28/2021	$60-$150, cost of materials, staffing cost
Baseball Clinic	Special Revenue	Resolution	$100 - $175 per session	4/29/2020	$110-$200, instructor fee
Basketball Clinic	Special Revenue	Resolution	$100 - $175 per session	4/29/2020	$125-$200, instructor fee
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	$100-$150, cost of materials & staffing cost
CPR/First Aid	Special Revenue	Resolution	$145 - $160	5/13/2016	$155-$170, Cost of materials & Instructor fee
CPR/First Aid Recertification	Special Revenue	Resolution	$115 - $125	5/13/2016	$125-$135, Cost of materials & Instructor fee
Culinary Arts Program	Special Revenue	Resolution	$25 - $200	5/14/2019	
Dance Movement Workshop	Special Revenue	Resolution	$60 - $130 per session	5/11/2015	$75-$150, instructor fee
Extended Playground Hours	Special Revenue	Resolution	$35 - $45 per session	4/28/2021	$50-$60 per session, staffing cost
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	$110-$200, instructor fee
Fly Badminton Club Session	Special Revenue	NEW	$60-$120 per session		New
Foreign Languages	Special Revenue	Resolution	$45 - $110	5/15/2017	$100-$400 per course
Full Day Playground	Special Revenue	Resolution	$145 - $165 per week	4/28/2021	$150-$175, increase of materials, trips & buses, staffing cost
Full Day Playground with Transportation	Special Revenue	Resolution	$135 - $175 per week	4/29/2020	$150-$225, increase of materials, trips & buses, staffing cost
Full Day Playground with Swim Lesson	Special Revenue	Resolution	$285 - $315 per session	4/28/2021	$290-$325, increase of materials, trips & buses, staffing cost
Golf	Special Revenue	Resolution	$90 - $155	5/13/2015	
Gymnastics	Special Revenue	Resolution	$110 - $145 per week	5/15/2017	$125-$225 per week, instructor fee
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	$45-$55 per month, instructor fee
Kindergarten Dance	Special Revenue	Resolution	$75 - $150 per session	5/10/2016	
Lacrosse Clinic	Special Revenue	Resolution	$90 - $155	5/13/2014	$125-$200, instructor fee
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	$350 per course, cost of materials & Instructor fee
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	$50-$350 per course
Outdoor Adventure	Special Revenue	Resolution	$80 -$250	5/15/2014	
Painting Class	Special Revenue	Resolution	$45 - $125	5/15/2017	

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	$70-$140 per session, staffing cost
PM Low Impact Aerobics	Special Revenue	Resolution	$60 - $120 per session	6/07/2016	$70-$140 per session, staffing cost
Pool Parties	General Fund	Resolution	$290/Resident per party; $390/Non-resident per party	4/28/2021	
Pre-School Dance	Special Revenue	Resolution	$75 - $150 per session	5/10/2017	
Schools Out Special	Special Revenue	Resolution	$30 - $40 per day	4/28/2021	$40-$50, cost of materials & staffing fee
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	$100-$225, instructor fee
Special Events - One Day	Special Revenue	Resolution	Free - $10	4/11/2007	
Special Needs - Adults Program	Special Revenue	Resolution	$25 per session	5/11/2015	$40-$75, cost of materials, trips and staffing cost
Special Needs - Youth Program	Special Revenue	Resolution	$60 per session	4/29/2020	$60-$100, cost of materials, trips and staffing cost
Special Needs Camp	Special Revenue	Resolution	$99 per week	4/27/2015	$150-$175, cost of materials & staffing cost
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	$40-$50, cost of materials & staffing fee
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	$46 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	$80-$140 per session, staffing cost
Windsor Instructional Basketball	Special Revenue	Resolution	$50 - $60	7/01/2015	

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	$175-$250, based on show
Windsor Youth Theater - Non-resident	Special Revenue	Resolution	$215 - $245	4/29/2020	$215-$295, based on show
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	$60-$75 per session, cost of staffing
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	$75-$150, cost of materials & instructor fee
Babysitting Course	Special Revenue	Resolution	$115 - $125	7/01/2015	$125-$150, cost of materials & Instructor fee
Full Day Playground, Swim Lessons And Transportation	Special Revenue	Resolution	$260 - $300	6/07/2016	$315-$350, cost of busing & staffing cost
Half Day Playground	Special Revenue	Resolution	$95 - $120	5/15/2017	$110-$140, cost of materials, staffing cost
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		$75 - $280	4/23/2018	
Indoor Archery	Special Revenue	Resolution	$50-$75	7/01/2015	$75-$90, cost of materials and instructor fee
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	$185 - $200 per month	4/29/2020	$190-$220, cost of materials, staffing cost
R.I.S.E Middle School Age	Special Revenue	Resolution	$185 - $200 per month	4/29/2020	$190-$220, cost of materials, staffing cost
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 Marshall	Special Revenue	Resolution	$15 per hour	3/02/2015	

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	
Tai Ji Quan Moving For Better Balance	Special Revenue		$35 - $55 per session		New
Tai Ji Quan Moving For Better Balance - Drop-in	Special Revenue		$5 - $7 per class		New
Pickleball Membership	Special Revenue		$20 - $60		New
Pickleball Drop-in	Special Revenue		$2 - $4		New
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 2022	Last Action	FY 2023 Proposed
RECREATION & LEISURE SERVICES (cont.)					
Youth Services Bureau					
Counseling Fee Schedule:			See chart below	5/11/2004	
Up to $21,000	Special Revenue	Resolution	$10	4/27/2009	
Over $21,000	Special Revenue	Resolution	$25	4/27/2009	
Summer Adventures	Special Revenue	Resolution	$100 - $230 per week	4/27/2009	
Teen Adventure Club	Special Revenue	Resolution	$25 - $50 per session	7/01/2015	
Youth Adventures After School	Special Revenue	Resolution	$90 - $110	5/15/2017	
Leader-in-Training Program	Special Revenue	Resolution	$100 per session	5/15/2017	
Teen Zone	Special Revenue	Resolution	$150 - $800	6/07/2016	
Adventure Schools Out Special	Special Revenue	Resolution	$20 - $30	5/19/2008	
Northwest Park					
Public Programs	Special Revenue	Resolution	$2/person to $1,500/person depending on activity	5/15/2012	
Pavilion Full Day Rental - Resident	Special Revenue	Resolution	$175 + $100 sec. deposit	4/28/2021	
Pavilion Full Day Rental - Non-resident	Special Revenue	Resolution	$225 + $100 sec. deposit	4/28/2021	
Pavilion Full Day Rental - Commercial	Special Revenue	Resolution	$200 + $100 sec. deposit	4/28/2021	
Pavilion Half Day Rental - Resident	Special Revenue	Resolution	$125 + $100 sec. deposit	4/28/2021	
Pavilion Half Day Rental - Non-resident	Special Revenue	Resolution	$175 + $100 sec. deposit	4/28/2021	
				4/28/2021	
Warming Shed Full Day Rental - Resident	Special Revenue	Resolution	$125 + $100 sec. deposit	4/28/2021	
Warming Shed Full Day Rental - Non-resident	Special Revenue	Resolution	$175 + $100 sec. deposit	4/28/2021	
Warming Shed Full Day Rental - Commercial	Special Revenue	Resolution	$150 + $100 sec. deposit	4/28/2021	
Warming Shed Half Day Rental - Resident	Special Revenue	Resolution	$75 + $100 sec. deposit	4/28/2021	
Warming Shed Half Day Rental - Non-resident	Special Revenue	Resolution	$125 + $100 sec. deposit	4/28/2021	
Warming Shed Half Day Rental - Commercial	Special Revenue	Resolution	$100 + $100 sec. deposit	4/28/2021	
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	$115 - $160 per hour and up	4/28/2021	
School Programs - Non-Windsor	Special Revenue	Resolution	$125 - $185 per hour and up	4/28/2021	
Camp Foxfire - Half Day - Resident	Special Revenue	Resolution	$175 - $250 per week	4/28/2021	
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	$275 - $500 per week	4/28/2021	
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 two week following resident registrations.					
Note: Children ages 2 and under can participate in community events at no charge.					

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

	FY 2021	FY 2022		FY 2023	
Expenditures by Category *	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	421,925	441,230	447,250	502,730	-
Supplies	10,595	8,600	8,400	10,260	-
Services	9,808	13,250	8,500	12,170	-
Maintenance & Repair	-	750	500	500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	6,584	8,500	8,000	8,900	-
Total	448,912	472,330	472,650	534,560	-

* 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.

	FY 2021	FY 2022		FY 2023	
Funding Source	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	438,704	456,550	455,650	516,110	-
Grants	7,834	12,900	14,320	15,490	-
Donations	2,374	2,880	2,680	2,960	-
User Fees	-	-	-	-	-
Subtotal: Special Revenue Funds	*10,208*	*15,780*	*17,000*	*18,450*	-
Total	448,912	472,330	472,650	534,560	-

Personnel Requirements

	FY 2021	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.17	3.17	3.17	4.17	-
Regular Part Time Employees	2.81	2.81	2.84	2.08	-
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	5.98	5.98	6.01	6.25	-

Budget Commentary

The overall FY 22 expenditures are expected to come in over budget by $320 or 0.1%. This is due to the timing of the use of the North Central Area Agency on Aging (NCAAA) grant funding. The FY 22 General Fund expenditures are expected to be under budget by $900 or 0.2% as a result of allocating grant funds to various line items such as Energy and Utilities. The overall FY 23 budget reflects an increase of $62,230 or 13.2% primarily due to moving a part time position to a full time position combined with planned increased usage of grant funding. The FY 23 General Fund budget reflects an increase of $59,560 or 13.0% as compared to the FY 22 budget primarily due to Personal Services and the aforementioned items.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	416,231	437,250	437,250	495,360	-
Supplies	9,571	5,600	5,400	6,200	-
Services	6,818	5,450	5,500	6,150	-
Maintenance & Repair	-	750	500	500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	6,084	7,500	7,000	7,900	-
Total	438,704	456,550	455,650	516,110	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	5,694	3,980	10,000	7,370	-
Supplies	1,024	3,000	3,000	4,060	-
Services	2,990	7,800	3,000	6,020	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	500	1,000	1,000	1,000	-
Total	10,208	15,780	17,000	18,450	-

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	421,925	441,230	447,250	502,730	-
Supplies	10,595	8,600	8,400	10,260	-
Services	9,808	13,250	8,500	12,170	-
Maintenance & Repair	-	750	500	500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	6,584	8,500	8,000	8,900	-
Total	448,912	472,330	472,650	534,560	-

HUMAN SERVICES
Budget Information
Fiscal Year 2019-2023

Expenditures

Expenditures by Category *	FY 2019 Actual **	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	805,779	403,805	421,925	441,230	447,250	502,730	-
Supplies	29,217	6,109	10,595	8,600	8,400	10,260	-
Services	64,313	38,071	9,808	13,250	8,500	12,170	-
Maintenance & Repair	66,761	23,316	-	750	500	500	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	1,660	-	-	-	-	-	-
Energy & Utility	73,510	33,238	6,584	8,500	8,000	8,900	-
Total	1,041,240	504,539	448,912	472,330	472,650	534,560	-

* 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 2019 Actual **	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Human Services	847,198	496,585	438,704	456,550	455,650	516,110	-
Grants	56,917	5,973	7,834	12,900	14,320	15,490	-
Donations	-	1,981	2,374	2,880	2,680	2,960	-
User Fees	65,445	-	-	-	-	-	-
Subtotal: Special Revenue Funds	*122,362*	*7,954*	*10,208*	*15,780*	*17,000*	*18,450*	-
Transfer From Caring Connection	71,680	-	-	-	-	-	-
Total	1,041,240	504,539	448,912	472,330	472,650	534,560	-

** FY 19 Actuals include costs for the Milo Peck facility maintenance that were moved to the Child Development budget and Senior Services and Transportation which moved to Recreation.

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

	FY 2022		FY 2023	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	441,230	447,250	502,730	-
Supplies	8,600	8,400	10,260	-
Services	13,250	8,500	12,170	-
Maintenance & Repair	750	500	500	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	8,500	8,000	8,900	-
Total	472,330	472,650	534,560	-

* 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.

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	456,550	455,650	516,110	-
Grants	12,900	14,320	15,490	-
Donations	2,880	2,680	2,960	-
Subtotal: Special Revenue Funds	*15,780*	*17,000*	*18,450*	-
Total	472,330	472,650	534,560	-

Personnel Requirements

	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.17	3.17	4.17	-
Regular Part Time Employees	2.81	2.84	2.08	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.98	6.01	6.25	-

Budget Commentary

The overall FY 22 expenditures are expected to come in over budget by $320 or 0.1%. This is due to the timing of use of the North Central Area Agency on Aging (NCAAA) grant funding. The FY 22 General Fund expenditures are expected to be under budget by $900 or 0.2% as a result of allocating grant funds to various line items such as energy and utilities. The overall FY 23 budget reflects an increase of $62,230 or 13.2% primarily due to moving a part-time position to a full-time position combined with planned increased usage of grant funding. The FY 23 General Fund budget reflects an increase of $59,560 or 13.0%, as compared to the FY 22 budget primarily due to the aforementioned items.

SOCIAL SERVICES

Products & Services

Casework Services *$219,320*

- 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 units and the health department
- Serve as the Municipal Veteran's Service contact and Municipal Agent for the elderly
- Coordinate and provide ongoing oversight to relocation cases in collaboration with the town's health department
- Collaborates with the Town of Windsor Youth Service Bureau by providing staff support to the Youth-led group called *Teens Thriving Today.*

Basic Human Needs Programs *$157,240*

- 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.

Support Services *$158,000*

- 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
- Monitor the Town of Windsor At-Risk Registry that identifies Windsor residents who might require extra assistance during an emergency.

FY 2022 Highlights

The Social Services team prioritized outreach efforts throughout the community in the past year to promote services and programs available to everyone in the community. Several were developed as a result of our employee engagement efforts. They include:

- facilitating a visit from the UniteCT mobile bus at the Hopewell Baptist Church to assist residents with utility and rent relief
- participating in the Youth Services Block Party to provide information to residents
- hosting our first Caregivers Community Block Party attended by more than 150 residents
- assisting more than 35 residents during open enrollment season at four Medicare seminars and two Anthem Blue Cross and Blue Shield seminars
- collaborating with Diligence Training, a homegrown business owned by a Windsor High School alumnus, on the Windsor Breast Cancer Awareness Walk attended by approximately 100-110 people and raising $700 for the Hartford Hospital Breast Health & Outreach Fund
- participating with the Windsor Board of Education's family and community engagement forum *ReSELience: Owning the Power of Your Story*, a presentation on the value of social and emotional learning presented by Kristen Hopkins, CEO of Dangers of the Mind and Windsor High School alumnus
- forming a new youth support group entitled *Teens Thriving Today* together with The Windsor Youth Services Bureau. This all-inclusive youth-led support group offers space for teens ages 14 to16 to meet people, learn something from peers, eat snacks, and have fun while in a supportive environment.

Utilized the town's *Everbridge* notification system to provide a timely and efficient communication to all food bank clients with emergency notifications such as weather closings, application deadlines or special program reminders such as registration for the annual turkey distribution.

As of August 1, 2021, which marked the ending of the State of CT rental moratorium, the Social Services department has seen an increase in rental assistance calls for service. In total, the department has received more than 20 housing calls from residents looking for resources to prevent any negative action towards their housing status or who were in the process of being evicted.

The Windsor Food and Fuel Bank is a valuable partner to the Social Services Department and Windsor is fortunate to have these hard-working and compassionate volunteers in its corner. In 2021 the WFFB assisted 15 Windsor families with rental assistance. In 2020 there were only two requests.

The Social Services department continues to assist residents that are in arrears with rent and utilities through the UniteCT program for financial assistance. As of March 3, 2022, 302 Windsor households received funds for assistance ($265,102 utility and $1,080,277 rent.) 237 applications are pending.

The Social Services team submitted a successful grant application on behalf of the Windsor Food and Fuel Bank, and was awarded the maximum grant amount of $10,000 through the *Pantry Transformation program* being administered by Connecticut Foodshare and funded by the Elizabeth Ferry Speer Foundation. The funds are slated to be used for physical transformations to the Food Bank area, including improvements to the office and waiting area, new furniture, an information center, and painting.

The state-funded Renters Rebate program was completed by the Social Services team for the second consecutive year. This year, 75 Renters Rebate applications for Windsor residents were processed, which is an increase from the 55 completed last year.

Together with the Health department, Social Services continues to play an integral role in coordinating and monitoring relocation cases in accordance with both state and federal Uniform Relocation Act guidelines. This included swift action to assist four Fitch Court residents following a flooding event in August, 2021.

HUMAN SERVICES

Key Statistics	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target
Number of times the food bank was utilized annually (duplicated number of households)	3,329	3,335	2,486	3,100	3,100
Participants in support groups and special events (duplicated number of actual participants per group)	252	132	37	232	232
Telephone and walk-in contacts related to case management	4,467	5,318	5,539	5,696	5,750
Inquiries and requests for energy assistance from Social Services staff	1,347	1,392	1,550	1,726	1,800

Performance Measures	FY 2021 Actual	FY 2022 Target	FY 2022 Estimate	FY 2023 Target
Total number of volunteer hours contributed to all social services programs	1,165	3,500	1,165	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…

During a Grandparent event, the grandchildren painted rocks as a community project. The rocks were delivered to participants of Groceries to Go (G2G) which is a supplemental food distribution program for seniors. Why paint a rock many would ask? Painted rocks, sometimes called a kindness stone is simply a rock that someone has decorated with an inspirational message. The purpose of these rocks is to sprinkle positivity around the community. Nine grandchildren and five Windsor High School students painted rocks. They were excited to know that the rocks were going to be delivered to someone. 25 rocks were packaged and delivered to G2G home-delivery participants.

FY 2023 Goals

1. Collaborate with other town departments and community organizations to plan a series of mental health programming for the community.
2. Improve client accessibility to department resources in new office location at the L.P. Wilson Community Center.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
3816	Human Services Assistance Fund	60,756	-	3,000	57,756	-	3,000	54,756
3840	Operation Fuel Partnering	12,494	2,800	3,000	12,294	1,000	3,000	10,294
3866/3500	NCAAA*SS Grant Groceries To Go	2,470	1,140	3,610	-	4,720	4,720	-
3894/3510	NCAAA*SS Grant Grandparents	1,370	3,340	4,710	-	4,770	4,770	-
3867	Windsor Food and Fuel Bank	3,794	2,680	2,680	3,794	2,760	2,760	3,794
3901	Social Services Donations	810	-	-	810	-	200	610
		81,694	**9,960**	**17,000**	**74,654**	**13,250**	**18,450**	**69,454**

*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.

#3866/3500 - NCAAA Grant-Social Services - Funds from this account support part-time hours and supplies for the Groceries To Go program.

#3894/3510 - NCAAA Grant-Social Services - Funds from this account support part-time hours and supplies for the Grandparent and Kinship Circle program.

#3867 - Windsor Food and Fuel Bank (formally known as " 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	580,372	609,870	650,530	647,230	-
Supplies	56,354	22,410	24,790	25,680	-
Services	116,129	109,170	163,620	109,690	-
Maintenance & Repair	3,828	1,950	1,950	1,950	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	10,829	12,140	12,140	12,140	-
Total	767,512	755,540	853,030	796,690	-

* 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 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Health Services	393,137	558,930	530,370	581,980	-
Grants	299,299	149,710	224,310	162,640	-
Donations	-	-	2,500	-	
User Fees	75,076	46,900	95,850	52,070	-
Subtotal: Special Revenue Funds	*374,375*	*196,610*	*322,660*	*214,710*	-
Total	767,512	755,540	853,030	796,690	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	4.00	4.00	4.00	4.00	-
Regular Part Time Employees	1.10	1.10	1.13	1.10	-
Temporary/Seasonal Employees	1.80	1.20	2.27	1.94	-
Total	6.90	6.30	7.40	7.04	-

Budget Commentary

The overall FY 22 expenditures are expected to come in over budget by $97,490 or 12.9% 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 22 General Fund expenditures are expected to be under budget by $28,560 or 5.1% due to the use of grant funding. The overall FY 23 budget reflects an increase of $41,150 or 5.4% as compared with the FY 22 budget due primarily to Personal Services as well as pandemic related grant funding. The FY 23 General Fund budget reflects an increase of $23,050 or 4.1% due primarily to Personal Services.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	347,556	501,930	473,370	523,870	-
Supplies	4,322	5,290	5,160	5,400	-
Services	27,304	38,340	38,470	39,340	-
Maintenance & Repair	3,828	1,950	1,950	1,950	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	10,127	11,420	11,420	11,420	-
Total	393,137	558,930	530,370	581,980	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	232,816	107,940	177,160	123,360	-
Supplies	52,032	17,120	19,630	20,280	-
Services	88,825	70,830	125,150	70,350	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	702	720	720	720	-
Total	374,375	196,610	322,660	214,710	-

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	580,372	609,870	650,530	647,230	-
Supplies	56,354	22,410	24,790	25,680	-
Services	116,129	109,170	163,620	109,690	-
Maintenance & Repair	3,828	1,950	1,950	1,950	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	10,829	12,140	12,140	12,140	-
Total	767,512	755,540	853,030	796,690	-

HEALTH SERVICES
Budget Information
Fiscal Year 2019-2023

Expenditures

Expenditures by Category *	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	425,036	457,053	580,372	609,870	650,530	647,230	-
Supplies	35,978	29,889	56,354	22,410	24,790	25,680	-
Services	87,927	106,014	116,129	109,170	163,620	109,690	-
Maintenance & Repair	1,229	1,530	3,828	1,950	1,950	1,950	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	9,375	8,003	10,829	12,140	12,140	12,140	-
Total	559,545	602,489	767,512	755,540	853,030	796,690	-

* 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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Health Services	463,033	495,297	393,137	558,930	530,370	581,980	-
Grants	70,448	54,608	299,299	149,710	224,310	162,640	-
Donations	-	-	-	-	2,500	-	-
User Fees	26,064	52,584	75,076	46,900	95,850	52,070	-
Subtotal: Special Revenue Funds	*96,512*	*107,192*	*374,375*	*196,610*	*322,660*	*214,710*	-
Total	559,545	602,489	767,512	755,540	853,030	796,690	-

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

	FY 2022		FY 2023	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	131,710	134,290	136,990	-
Supplies	4,200	4,200	4,300	-
Services	55,030	98,780	54,370	-
Maintenance & Repair	1,850	1,850	1,850	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	7,020	7,020	7,020	-
Total	199,810	246,140	204,530	-

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

Funding Sources

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

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	170,560	173,140	176,530	-
Grants	-	-	-	-
Private Contributions	-	-	-	-
Reimbursements	-	-	-	-
User Fees	29,250	73,000	28,000	-
Subtotal: Special Revenue Funds	*29,250*	*73,000*	*28,000*	-
Total	199,810	246,140	204,530	-

Personnel Requirements

	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.86	0.86	0.86	-
Regular Part Time Employees	0.75	0.78	0.75	-
Temporary/Seasonal Employees	0.20	0.20	0.20	-
Total	1.81	1.84	1.81	-

Budget Commentary

The overall FY 22 expenditures are expected to come in over budget by $46,330 or 23.2% due primarily to the increased activity for property maintenance remediation and relocation. The overall FY 23 budget reflects an increase of $4,720 or 2.4% due primarily to Personal Services. The FY 23 General Fund budget is projected to be higher than the FY 22 General Fund for this program by $5,970 or 3.5% due primarily to Personal Services.

INSPECTION AND REGULATION

Products & Services

Food Safety *$42,870*

- Issue permits and inspect 131 permanent food service establishments
- Issue permits to approximately 41 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.

Drinking Water Protection *$3,490*

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

Waste Water Disposal *$13,680*

- 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.

Public Health Nuisances *$80,180*

- Receive and investigate more than 300 complaints and issue over 75 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.

Institutional Health and Safety *$3,230*

- 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, 16 public/semi-public swimming pools and spas, 2 youth resident and day camps, 4 group homes, parks and public playgrounds, 1 school infirmary, 6 hotels and motels, and salons.

Emergency & Hazardous Situations *$16,000*

- Coordinate with Fire and the CT Department of Energy & Environmental Protection (DEEP) in the investigation and mitigation of hazardous material incidents
- Respond to potential bio-terror incidents (63 since 2002) as a member of the town's Biohazard Assessment Response Team
- Exercise oversight of cleanup of industrial wastes and coordinate with CT DEEP and the U.S. Environmental Protection Agency (EPA),
- Assist the Windsor Volunteer Fire Department (WVFD) and the Fire Marshal at fire scenes, when requested
- Provide administrative, planning and staffing support for emergency management operations, including the town's Emergency Operations Center, shelter management, decontamination, public health emergency response planning for bioterrorism (BT), and other all-hazard response and mitigation activities.
- Review, approve and monitor relocation cases together with Social Services.

Mosquito Control *$35,710*

- 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.

Environmental Assessment *$9,370*

- 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.

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

	FY 2022		FY 2023	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	396,530	429,980	421,590	-
Supplies	5,470	7,530	6,430	-
Services	9,370	17,870	9,510	-
Maintenance & Repair	100	100	100	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,650	3,650	3,650	-
Total	415,120	459,130	441,280	-

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

Funding Sources

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

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	304,170	272,410	318,090	-
Grants	109,310	183,720	121,590	-
Private Contributions	-	2,500	-	-
Reimbursements	-	-	-	-
User Fees	1,640	500	1,600	-
Subtotal: Special Revenue Funds	*110,950*	*186,720*	*123,190*	-
Total	415,120	459,130	441,280	-

Personnel Requirements

	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.45	2.45	2.45	-
Regular Part Time Employees	0.30	0.30	0.30	-
Temporary/Seasonal Employees	1.00	1.98	1.66	-
Total	3.75	4.73	4.41	-

Budget Commentary

The overall FY 22 expenditures are expected to come in over budget by $44,010 or 10.6% due to additional temporary staff and grant funding related to the COVID-19 pandemic. The FY 22 General Fund budget is projected to come in under budget by $31,760 or 10.4% due to unanticipated additional grant funding received. The overall FY 23 expenditures are expected to increase by $26,160 or 6.3% as compared with the FY 22 budget due to various grant funding as a result of the pandemic. The FY 23 General Fund budget reflects an increase of $13,920 or 4.6% as compared to the FY 22 budget due primarily to Personal Services.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment *$228,000*

- 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.

Epidemiological Investigations *$124,280*

- 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 *$89,000*

- 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
- Continue 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 employee 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. Sixteen UCONN CIEN Students rotated through Caring Connection, Health Department, Sage Park Middle School and the Senior Center
- Collaborate with Public Relations to raise public awareness of testing, vaccinations, and other COVID-19 related information.

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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	78,110	82,730	84,390	-
Supplies	11,810	12,650	14,000	-
Services	4,820	6,320	5,320	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	94,740	101,700	103,710	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Health Services	78,730	79,350	81,240	-
Grants	-	-	-	-
Private Contributions	-	-	-	-
Reimbursements	-	-	-	-
User Fees	16,010	22,350	22,470	-
Subtotal: Special Revenue Funds	*16,010*	*22,350*	*22,470*	-
Total	94,740	101,700	103,710	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	0.69	0.69	0.69	-
Regular Part Time Employees	0.05	0.05	0.05	-
Temporary/Seasonal Employees	-	0.09	0.08	-
	0.74	0.83	0.82	-

Budget Commentary

The overall FY 22 expenditures are expected to come in $6,960 or 7.3% over budget due to the increased costs regarding flu vaccines, supplies and temporary part-time asssistance. The FY 23 General Fund reflects an increase of $2,510 or 3.2% over the FY 22 budget due to Personal Services.

CLINIC SERVICES

Products & Services

Health Screenings *$18,940*

- Due to COVID-19 Pandemic the Senior Health Fair was held outside. The Senior Flu Vaccine Clinic was also held and 121 senior citizens were vaccinated.
- Due to the COVID-19 Pandemic and the risk of exposure, blood pressure screenings were not held at the Senior Center each month.

Immunization Clinics *$66,890*

- 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.
- Plan and implement COVID-19 Vaccine clinics to meet the needs of South Windsor and Windsor residents and workforce including public and private schools and childcare facilities. Clinics were hosted off-site with a large number of recipients while other recipients were incorporated into weekly clinics. These weekly clinics have been held at both Windsor Community Centers as well as Windsor and South Windsor schools, Windsor Housing Authority, Windsor Mosque and other community sites over the summer. Windsor Health Department was also able to meet the needs of South Windsor and Windsor homebound residents who needed COVID-19 vaccines.

Health Services *$17,880*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	3,520	3,530	4,260	-
Supplies	930	410	950	-
Services	39,950	40,650	40,490	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,470	1,470	1,470	-
Total	45,870	46,060	47,170	-

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

Funding Sources

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

Funding Source	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Health Services	5,470	5,470	6,120	-
Grants	40,400	40,590	41,050	-
Private Contributions	-	-	-	
Reimbursements	-	-	-	
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	*40,400*	*40,590*	*41,050*	-
Total	45,870	46,060	47,170	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 22 General Fund expenditures are expected to come in on budget. The overall FY 23 proposed budget reflects an increase of $1,300 or 2.8% due to increased costs for public health emergency preparedness. The FY 23 General Fund budget reflects an increase of $650 or 11.9% over the FY 22 budget due primarily Personal Services and an increase in contractual services for the Everbridge notification system.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response *$11,490*

- 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-19 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 2022 Highlights

The COVID-19 pandemic continued into FY 2022 with the Delta and Omicron variants. 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 assumed responsibilities during the COVID-19 pandemic, including but not limited to, delivering and emailing mask and vaccination guidance to food establishments and local businesses, site visits to barbershops and salons, responding to COVID-19 related complaints and managing COVID-19 vaccination clinic operations. Updating the department website to reflect current changes and events and serving as a community resource remains a high priority. The Health Department did return to their regular routine food inspections schedule, and in person housing complaint investigations.

The Windsor Health Department maintained its partnership with the South Windsor Health Department for both COVID-19 vaccination clinics as well as Influenza vaccination clinics. The Windsor Health Department offered 19 Flu Vaccine Clinics and vaccinated nearly 600 individuals. Clinics were held publicly as well as private businesses, schools and Windsor Public Schools.

After the initial COVID-19 vaccine efforts ended mid-year, the focus shifted to administering vaccines to persons who were more vaccine-hesitant. With grant support, student interns were hired and educational and promotional vaccine information was distributed to increase interest. Mobile clinics were offered throughout Windsor including the libraries, parks, restaurants, apartment complexes and the Farmers Market.

The COVID Booster Vaccine was approved during the Fall 2021 and the Windsor Health Department once again offered weekly clinics in Windsor and South Windsor in November and also held clinics for South Windsor and Windsor Public School staff as well as Loomis Chaffee. COVID booster vaccine clinics have continued in Windsor into 2022.

The Windsor Health Department has also worked closely with the Connecticut Department of Public Health Griffin Hospital VAX Van to increase vaccine access for children, 5-11 year olds, and youth, 12 and older. The VAX Van offers the Pfizer vaccine which was approved for use in children and youth.

Contact tracing also continued with a strong collaboration with the Connecticut Department of Public Health's statewide contact tracing division.

The Health Department again hosted UCONN Nursing students and initiated a rotation with the Caring Connection, the Windsor Health Department, Windsor Senior Services and Windsor Public Schools. The students were able to experience a breadth of community health nursing from a variety of roles.

The Health Department continued to provide blood pressure screenings through the Self-Monitoring Blood Pressure Grant which was initiated in FY 20. For health and safety reasons, the Hypertension Workshops were offered via video-conferencing. While there were few live participants, a number of persons viewed the archived copies of the workshops. This grant will continue into FY 23 with plans to explore partnerships to incorporate in local business's Wellness Programs.

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. The town has also distributed masks and COVID-19 test kits on-site and at off-site locations with volunteer support.

The focus of Emergency Management this year was the support of COVID-19 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

Key Statistics	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target
Number of total flu shots administered	572	565	565	585	600
Number of residential larvicide packets distributed	128	50	38	50	50
Number of public nuisance complaints received*	377	302	270	300	300
Number of persons participating in Blood Pressure Program	n/a	45	115	75	75
Number of mandatory reportable diseases, emergency illnesses and health conditions reported and reviewed**	614	274	208	250	240
Number of COVID-19 Positive Cases	n/a	584	2,294	3,500	2,500
Number of COVID-19 Vaccine Clinics	n/a	n/a	72	50	10
Number of COVID-19 Vaccines Administered	n/a	n/a	7,369	2,500	1,000
Number of animals tested for rabies/number tested positive	5/0	2/0	0/0	1/0	2/0
Number of children reported as having blood lead levels exceeding 5ug/dL ***	0	0	0	3	1
Number of housing units relocated under the Uniform Relocation Act	2	8	4	10	8
Number of housing complaints resulting in corrective actions	24	30	10	35	25
Number of bicycle helmets sold	47	74	164	100	100

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

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

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

Performance Measures	FY 2021 Actual	FY 2022 Target	FY 2022 Estimate	FY 2023 Target
Percentage of required food service inspections performed	60%	100%	85%	100%
Acknowledgement time for SeeClickFix complaints	0.5 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 the MDA model, our partnership with South Windsor has remained strong and proved to be invaluable during the COVID-19 pandemic as we collaborated to provide testing and vaccines to the residents of both towns.

HEALTH SERVICES

FY 2023 Goals

1. Evaluate the health and wellness information on the Town of Windsor's website to ensure the information is relevant, accurate and current.

2. Continue with COVID-19 pandemic related activities including but not limited to contact tracing, employee health and vaccination clinics.

3. Emergency Management will continue to support the COVID-19 prevention and vaccination efforts.

4. Update all permit holders contact information to ensure the ability to provide pertinent updates and information.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
3805	CPR Classes	469	-	-	469	600	600	469
3808	Clinic Services	55,565	22,350	22,350	55,565	22,470	22,470	55,565
3814	Bike & Ski Safety Equipment	4,281	500	500	4,281	1,000	1,000	4,281
3877	Regional Emergency Planning	440	-	440	-	-	-	-
3893/3910	Public Health Emergency Preparedness/BT	-	35,680	35,680	-	35,680	35,680	-
3896	Emergency Mgmt Performance Grant	(10,587)	4,270	4,470	(10,787)	4,470	5,370	(11,687)
3897	Property Maintenance Remediation/Relocation	82,750	35,000	73,000	44,750	10,000	28,000	26,750
3903/3911	Public Health Block Grant	2,000	2,330	4,330	-	7,130	7,130	-
3905	ELC-1 Enhancing Covid Grant	25,690	63,730	62,170	27,250	-	27,250	-
3907	Coronavirus Relief Fund State Grant	54,670	2,500	57,170	-	-	-	-
3908	COVID-19-Hartford Foundation Vaccine Equity	25,050	-	25,050	-	-	-	-
3909	COVID-19-CT DPH Vaccine Equity	-	17,500	17,500	-	-	-	-
3912	ELC-2 Enhancing Covid Grant	-	53,600	20,000	33,600	53,610	87,210	-
		240,328	237,460	322,660	155,128	134,960	214,710	75,378

#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.

#3893/3910 - 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).

#3903/3911 - 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.

#3905 - ELC-1 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.

#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.

#3908 - COVID-19 - Hartford Foundation Vaccine Equity Grant - This grant is from the Hartford Foundation for Public Giving for vaccine equity and outreach efforts.

#3909 - COVID-19 - Vaccine Equity Partnership Grant - This grant is from the Connecticut Department of Public Health for vaccine equity and outreach.

#3912 - ELC-2 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 March 2022 - May 2023.

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	Change to $15
Ski Helmets	Special Revenue	Resolution	$25	6/04/2013	Change to $30
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 Inpsction)	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 2022	Last Action	FY 2023 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,242,234	1,372,240	1,362,890	1,442,780	-
Supplies	211,833	198,640	222,920	196,240	-
Services	73,167	67,910	59,210	67,910	-
Maintenance & Repair	92,487	81,350	81,350	81,350	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	4,000	8,000	8,000	-
Energy & Utility	100,060	135,370	124,760	133,030	-
Total	1,719,781	1,859,510	1,859,130	1,929,310	-

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

Funding Sources

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

Funding Source	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Library Services	1,673,613	1,801,510	1,781,900	1,849,810	-
Grants	285	-	19,050	20,000	-
Donations	24,350	22,000	22,180	22,000	-
User Fees	21,533	36,000	36,000	37,500	-
Subtotal: Special Revenue Funds	*46,168*	*58,000*	*77,230*	*79,500*	-
Total	1,719,781	1,859,510	1,859,130	1,929,310	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	8.52	9.00	8.79	9.00	-
Regular Part Time Employees	9.23	9.61	9.85	9.61	-
Temporary/Seasonal Employees	-	-	-	0.68	-
Total	17.75	18.61	18.64	19.29	-

Budget Commentary

The overall FY 22 budget is expected to come in just under budget. The FY 22 General Fund budget is expected to come in under budget by $19,610 or 1.1% due in large part to a partial year Children's Services Librarian vacancy and electricity savings from exit lighting conversion to LED. The overall FY 23 budget reflects an increase of $69,800 or 3.8% as compared to the FY 22 budget due primarily to Personal Services, with grant funding to be used for a young adult intern program aimed at developing a more diverse library workforce. The FY 23 General Fund budget reflects an increase of $48,300 or 2.7% due primarily to Personal Services.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,242,234	1,372,240	1,362,890	1,422,780	-
Supplies	185,278	162,640	164,690	162,740	-
Services	53,554	49,910	48,210	49,910	-
Maintenance & Repair	92,487	81,350	81,350	81,350	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	100,060	135,370	124,760	133,030	-
Total	1,673,613	1,801,510	1,781,900	1,849,810	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	20,000	-
Supplies	26,555	36,000	58,230	33,500	-
Services	19,613	18,000	11,000	18,000	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	4,000	8,000	8,000	-
Energy & Utility	-	-	-	-	-
Total	46,168	58,000	77,230	79,500	-

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,242,234	1,372,240	1,362,890	1,442,780	-
Supplies	211,833	198,640	222,920	196,240	-
Services	73,167	67,910	59,210	67,910	-
Maintenance & Repair	92,487	81,350	81,350	81,350	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	4,000	8,000	8,000	-
Energy & Utility	100,060	135,370	124,760	133,030	-
Total	1,719,781	1,859,510	1,859,130	1,929,310	-

LIBRARY SERVICES
Budget Information
Fiscal Year 2019-2023

Expenditures

Expenditures by Category *	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,203,687	1,225,141	1,242,234	1,372,240	1,362,890	1,442,780	-
Supplies	197,513	229,607	211,833	198,640	222,920	196,240	-
Services	101,916	76,578	73,167	67,910	59,210	67,910	-
Maintenance & Repair	86,605	91,510	92,487	81,350	81,350	81,350	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	19,621	1,805	-	4,000	8,000	8,000	-
Energy & Utility	113,705	101,623	100,060	135,370	124,760	133,030	-
Total	1,723,047	1,726,264	1,719,781	1,859,510	1,859,130	1,929,310	-

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

Funding Sources

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

Funding Source	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Library Services	1,640,776	1,650,684	1,673,613	1,801,510	1,781,900	1,849,810	-
Grants	19,621	4,321	285	-	19,050	20,000	-
Donations	31,817	28,487	24,350	22,000	22,180	22,000	-
User Fees	30,833	42,772	21,533	36,000	36,000	37,500	-
Subtotal: Special Revenue Funds	*82,271*	*75,580*	*46,168*	*58,000*	*77,230*	*79,500*	-
Total	1,723,047	1,726,264	1,719,781	1,859,510	1,859,130	1,929,310	-

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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	894,910	893,950	956,400	-
Supplies	112,540	112,720	112,540	-
Services	12,250	11,850	12,250	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,019,700	1,018,520	1,081,190	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Library Services	997,700	996,340	1,039,190	-
Grants	-	-	20,000	-
Donations	9,000	9,180	9,000	-
User Fees	13,000	13,000	13,000	-
Subtotal: Special Revenue Funds	*22,000*	*22,180*	*42,000*	-
Total	1,019,700	1,018,520	1,081,190	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	6.00	6.00	6.00	-
Regular Part Time Employees	4.64	4.64	4.64	-
Temporary/Seasonal Employees	-	-	0.68	-
Total	10.64	10.64	11.32	-

Budget Commentary

The FY 22 General Fund expenditures are expected to come in under budget by $1,360 or 0.1% due to salary savings after the COVID-19 pandemic protocol resulted in the temporary elimination of one service desk. The FY 23 overall budget reflects an increase of $61,490 or 6.0% due to Personal Services with grant funding to be used for a young adult intern program aimed at developing a more diverse library workforce. The FY 23 General Fund budget reflects an increase of $41,490 or 4.2% due primarily to Personal Services.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More *$515,900*

- 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 re-shelving 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
- 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 23 area venues.

Information, Research and Referral *$457,700*

- 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 *$107,590*

- Plan, conduct and host nearly 150 adult and 100 teen cultural, educational and recreational in-person, virtual or "hybrid" programs each year such as book discussions, hands-on workshops, guest speakers 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 six 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	32,420	32,420	33,310	-
Supplies	26,000	39,100	21,100	-
Services	37,650	37,900	37,650	-
Maintenance & Repair	68,310	68,310	68,310	-
Grants & Contributions	-	-	-	-
Capital Outlay	4,000	8,000	8,000	-
Energy & Utility	108,000	101,670	107,660	-
Total	276,380	287,400	276,030	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Library Services	260,380	252,350	259,030	-
Grants	-	19,050	-	-
Donations	-	-	-	-
User Fees	16,000	16,000	17,000	-
Subtotal: Special Revenue Funds	*16,000*	*35,050*	*17,000*	-
Total	276,380	287,400	276,030	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 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 22 expenditures are expected to come in over budget by $11,020 or 4.0% due, in large part, to an American Rescue Plan Act (ARPA) grant used to purchase solar charging stations, washable furniture, upgraded air filters and other supplies needed during the pandemic. The FY 23 General Fund budget reflects a decrease of $1,350 or 0.5% due to anticipated electricity savings after conversion of exit lighting to LED.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance *$276,030*

- 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, scanner 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	262,380	253,990	265,870	-
Supplies	32,820	39,820	32,820	-
Services	10,630	2,120	10,630	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	305,830	295,930	309,320	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Library Services	295,830	285,930	299,320	-
Grants	-	-	-	-
Donations	7,000	7,000	7,000	-
User Fees	3,000	3,000	3,000	-
Subtotal: Special Revenue Funds	*10,000*	*10,000*	*10,000*	-
Total	305,830	295,930	309,320	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	2.00	1.79	2.00	-
Regular Part Time Employees	1.95	2.19	1.95	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.95	3.98	3.95	-

Budget Commentary

The FY 22 overall budget is expected to come in under budget by $9,900 or 3.2% due primarily to salary savings from a partial year vacancy of the full time Children's Services Librarian position. The FY 23 General Fund budget reflects an increase of $3,490 or 1.2% due to Personal Services.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More *$128,350*

- Select and purchase over 3,000 children's items each year and ensure the collection of over 40,000 items is accurate, relevant and in good condition
- Continue to reorganize materials to facilitate easier patron access.

Information, Research and Referral *$109,120*

- 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 internet access computers as well as three AWE Early Literacy educational game computers.

Cultural and Recreational Events/Programs *$71,850*

- Provide over 400 programs for children birth through fifth grade and their caregivers including regularly scheduled programs 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 over 100 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 and daycare centers 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	182,530	182,530	187,200	-
Supplies	27,280	31,280	29,780	-
Services	7,380	7,340	7,380	-
Maintenance & Repair	13,040	13,040	13,040	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	27,370	23,090	25,370	-
Total	257,600	257,280	262,770	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Library Services	247,600	247,280	252,270	-
Grants	-	-	-	-
Donations	6,000	6,000	6,000	-
User Fees	4,000	4,000	4,500	-
Subtotal: Special Revenue Funds	*10,000*	*10,000*	*10,500*	-
Total	257,600	257,280	262,770	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 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 22 budget expenditures are expected to come in just under budget. The FY 23 General Fund budget reflects an increase of $4,670 or 1.9% due primarily to Personal Services.

WILSON BRANCH SERVICES

Products & Services

Books and More *$96,100*

- Lend and ensure prompt return and re-shelving of nearly 16,000 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
- Provide free scanning service as well as access and assistance to fax machine and photocopier for a modest charge.

Information, Research and Referral *$47,630*

- Assist over 10,000 library patrons by providing information, computer assistance, one-on one training and community referrals
- Troubleshoot, maintain and upgrade 23 public and staff computers, 11 laptops 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 4,500 computer users
- Recruit, train, supervise and provide opportunities for adults and teens to volunteer over 700 hours annually.

Cultural and Recreational Events/Programs *$58,230*

- 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 *$60,810*

- 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 2022 Highlights

Library hours were fully restored at the main library in October 2021, extending use of the meeting rooms until 9 PM on weekday evenings for library programs and meetings of outside groups.

Teens at both libraries helped create gardens intended to provide the Windsor Food and Fuel Bank with fresh produce. Raised beds at the Wilson Branch, donated by the Windsor Garden Club, were filled with compost donated by Blue Earth Compost and seedlings grown and donated by Loomis Chaffee students. Teens volunteering through the Youth Services Bureau harvested and delivered produce throughout the summer. Teens at the main library grew dozens of plants simultaneously in an indoor hydroponic garden.

Library staff received CPR/AED training in October 2021. Both libraries are equipped with new AED (Automated External Defibrillator) machines.

A full-day "Training Palooza", spearheaded by the library's professional development task team, was held in the spring. Designed to build connection among a talented staff, the Palooza invited both full and part time employees to do short conference-style presentations on topics that ranged from book repair to meditation to backyard birds. This initiative grew out of results from the town's employee engagement survey.

Both libraries collaborated with the Windsor Health Department by hosting several Moderna COVID-19 vaccine clinics.

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The additional $2,000 budgeted in FY 22 for EDI (Equity, Diversity, Inclusion) was used to fund activities during Hispanic Heritage Month, an African American Heritage database and materials to the collections that focus on diversity.

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After operating virtually last year, the Wilson Branch Tutoring program returned to in-person instruction this fall. Librarian Celestia Simmons, with a long career at both public and school libraries, became the new tutoring coordinator.

Both libraries participated in the Windsor Historical Society's Centennial Celebration events. The Wilson Branch provided free books and bookmarks at the September 25th event at the L.P. Wilson Community Center. Main Library staff supplied crafts and historical photographs for residents to engage with during the October 9th event on the Palisado Green.

New Nature Backpacks available for check out at the branch invited children and their families to learn about and explore the natural environment.

To enhance professional and career development, an online Training Portal was created by librarians on staff to help their colleagues learn more about Library and Information Science. The portal contains asynchronous webinars and courses that can be accessed from any device at any time, allowing staff the flexibility to learn when it best suits them.

In response to the growing need from the public for technology assistance, "Gadgets to the Geeks" moved to weekly afternoon rather than bi-weekly evening classes.

Windsor Library and Windsor Senior Services staff partnered for a 10-week Aging Mastery Program (AMP) through the National Council on Aging. Students taking the class were exposed to a different topic related to aging well each week for fun, interactive learning and set goals for positive actions upon graduation from AMP.

Both libraries hosted a new Adult Winter Reading Program this year. The program encouraged adults to kick the winter blues by reading and then to showcase what they'd read to help others get new reading ideas. Participants in the program received coupons for a free hot chocolate at The Bean @226 and became eligible for a prize drawing.

Kidspace staff attracted hundreds of children and their families to dozens of programs held outdoors on the town green throughout the summer and fall. Examples included visits from baby goats and llamas, a storyteller with fairytales from around the world and a "Pirate Experience" featuring a large pirate ship, outdoor games like "walk the plank" and a treasure chest of prizes.

LIBRARY SERVICES

Key Statistics	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target
Volunteer hours per week	60	55*	27*	45*	50
Total circulation of items	268,760	204,323*	220,946*	227,230*	230,000
Circulation per capita	9.34	7.11*	6.9*	7.72*	7.81
Ebook/Audiobook Downloads	17,922	23,578*	24,209*	25,000*	26,000
Library visits	254,089	173,497*	125,674*	145,550*	155,000
Computer users	47,547	29,475*	18,239*	20,730*	21,000

Performance Measures	FY 2021 Actual	FY 2022 Target	FY 2022 Estimate	FY 2023 Target
Volunteer hours per capita is more than the statewide average	Windsor 0.05 Statewide 0.04	0.09	0.07	0.08
Circulation per capita exceeds statewide average	Windsor 6.90 Statewide 4.31	9.04	7.72	7.81
Library visits per capita exceed statewide average	Windsor 4.30 Statewide 1.30	8.70	4.94	5.26
Computer users exceed the statewide average	Windsor 0.51 Statewide 0.12	1.60	0.70	0.71

Note: Windsor's population of 29,413 and statewide per capita numbers are from Connecticut Public Library Annual Report 2020/2021.

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

A fun fact about the value of our services…

A copy of **Tarzan of the Apes** by Edgar Rice Burroughs, due on April 22, 1980, was returned in the main library book drop on November 9, 2021 – more than 41 years overdue – making it, quite possibly, the longest overdue item in Windsor Library history!

LIBRARY SERVICES

FY 2023 Goals

1. Survey patrons at the Main Library about services they use most frequently and the ease of accessing them within the building. Examine results and consider options such as relocating staff, service desks and public computers to improve customer service by April 2023.

2. Research and consult with Senior Services staff to determine optimal strategies to use when providing technology assistance to the growing number of patrons with memory loss who are seeking help from librarians by January 2023.

3. Implement Librarians in Training program to develop a more diverse workforce by hiring young adults who might not otherwise consider pursuing library science as a career. Work with the Windsor High School Guidance Department to market the program, utilize state grants to fund it and employ two students by September, 2022.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
2501	Library Copy Machine Fund	62,691	12,000	16,000	58,691	12,000	16,000	54,691
2502	Windsor Library Association Grant	6,614	1,600	-	8,214	1,600	-	9,814
2503	Main Library Non-Print Materials	41,454	16,000	16,000	41,454	17,000	17,000	41,454
2504	Wilson Library Non-Print	11,610	3,500	4,000	11,110	3,800	4,500	10,410
2505	Connecticard	30,653	17,800	-	48,453	20,000	20,000	48,453
2507	Cary Nearing Book Project	180	-	180	-	-	-	-
2509	State Library Grant	8,681	-	-	8,681	-	-	8,681
N/A	Library Association Donation***	-	22,000	22,000	-	22,000	22,000	-
1920	COVID 19 - ARPA State Library Grant	19,050	-	19,050	-	-	-	-
		180,933	**72,900**	**77,230**	**176,603**	**76,400**	**79,500**	**173,503**

***Not included in town system

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

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

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

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

#2505 - Connecticard - 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.

#1920 - COVID 19 - American Rescue Plan Act (ARPA) State Library Grant - Revenues from the state to be used for the purchase of public health related items (air filters, sanitizers, vinyl furniture, etc.) in response to the COVID-19 pandemic.

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	Resoultion	$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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,266,862	1,330,320	1,357,760	1,387,960	-
Supplies	4,898	8,460	6,890	8,760	-
Services	46,625	63,980	62,370	65,990	-
Maintenance & Repair	11,485	18,880	18,780	23,190	-
Grants & Contributions	-	-	520,000	-	-
Capital Outlay	-	-	950	-	-
Energy & Utility	14,068	15,510	15,560	16,370	-
Total	1,343,938	1,437,150	1,982,310	1,502,270	-

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

Funding Sources

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

Funding Source	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Development Services	1,343,938	1,437,150	1,430,060	1,502,270	-
Special Revenue Funds	-	-	1,000	-	-
American Rescue Funds (ARF)	-	-	551,250	-	-
Subtotal: Other Funds	-	-	*552,250*	-	-
Total	1,343,938	1,437,150	1,982,310	1,502,270	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	10.93	11.00	10.92	11.00	-
Regular Part Time Employees	0.08	0.35	0.25	0.25	-
Temporary/Seasonal Employees	0.20	0.20	0.75	0.30	-
Total	11.21	11.55	11.92	11.55	-

Budget Commentary

The overall FY 22 expenditures are expected to come in over budget by $545,160 or 37.9% primarily due to the use of American Rescue Funds (ARF) for the Small Business and Nonprofit Recovery Grant Program. The General Fund expenditures for FY 22 are expected to be under budget by $7,090 or 0.5% due to Personal Services. The overall FY 23 budget reflects an increase of $65,120 or 4.5% as compared to the FY 22 budget mostly due to Personal Services.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,266,862	1,330,320	1,326,970	1,387,960	-
Supplies	4,898	8,460	5,680	8,760	-
Services	46,625	63,980	62,120	65,990	-
Maintenance & Repair	11,485	18,880	18,780	23,190	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	950	-	-
Energy & Utility	14,068	15,510	15,560	16,370	-
Total	1,343,938	1,437,150	1,430,060	1,502,270	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	30,790	-	-
Supplies	-	-	1,210	-	-
Services	-	-	250	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	520,000	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	552,250	-	-

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,266,862	1,330,320	1,357,760	1,387,960	-
Supplies	4,898	8,460	6,890	8,760	-
Services	46,625	63,980	62,370	65,990	-
Maintenance & Repair	11,485	18,880	18,780	23,190	-
Grants & Contributions	-	-	520,000	-	-
Capital Outlay	-	-	950	-	-
Energy & Utility	14,068	15,510	15,560	16,370	-
Total	1,343,938	1,437,150	1,982,310	1,502,270	-

DEVELOPMENT SERVICES
Budget Information
Fiscal Year 2019-2023

Expenditures

Expenditures by Category *	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,176,273	1,222,705	1,266,862	1,330,320	1,357,760	1,387,960	-
Supplies	8,185	4,290	4,898	8,460	6,890	8,760	-
Services	73,753	49,453	46,625	63,980	62,370	65,990	-
Maintenance & Repair	3,741	8,359	11,485	18,880	18,780	23,190	-
Grants & Contributions	-	-	-	-	520,000	-	-
Capital Outlay	-	2,997	-	-	950	-	-
Energy & Utility	14,027	13,428	14,068	15,510	15,560	16,370	-
Total	1,275,979	1,301,232	1,343,938	1,437,150	1,982,310	1,502,270	-

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

Funding Sources

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

Funding Source	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund	1,275,979	1,298,223	1,343,938	1,437,150	1,430,060	1,502,270	-
Special Revenue Funds	-	3,009	-	-	1,000	-	-
American Relief Funds	-	-	-	-	551,250	-	-
Subtotal: Other Funds	-	*3,009*	-	-	*552,250*	-	-
Total	1,275,979	1,301,232	1,343,938	1,437,150	1,982,310	1,502,270	-

BUILDING SAFETY

Building Safety provides plan review, testing and inspection services for new and existing buildings, fire safety education and customer support in an on-going effort to enhance the value and character of the community while ensuring the safety of each citizen.

Expenditures

Expenditures by Category *	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	672,910	661,160	702,030	-
Supplies	5,970	4,120	6,170	-
Services	22,420	29,870	22,420	-
Maintenance & Repair	13,180	13,180	15,190	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	500	-	-
Energy & Utility	11,430	11,430	12,250	-
Total	725,910	720,260	758,060	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Development Services	725,910	719,260	758,060	-
Special Revenue Funds	-	1,000	-	-
Subtotal: Other Funds	-	*1,000*	-	-
Total	725,910	720,260	758,060	-

Personnel Requirements

Full Time Equivalents	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	6.00	5.92	6.00	-
Regular Part Time Employees	0.35	0.25	0.25	-
Temporary/Seasonal Employees	-	0.10	0.10	-
Total	6.35	6.27	6.35	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $5,650 or 0.8% mostly due to Personal Services for a partial year vacancy. The overall and General Fund FY 23 budget reflects an increase of $32,150 or 4.4% mostly due to Personal Services and enhanced data analytic software to support our Community Risk Reduction program.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm Losses *$712,570*

- 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 70 public education programs to the community related to fire safety and code compliance, in partnership with private and other government agencies (state & local)
- 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 *$45,490*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	198,860	243,370	201,590	-
Supplies	230	470	230	-
Services	26,510	22,550	26,800	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	520,000	-	-
Capital Outlay	-	450	-	-
Energy & Utility	1,130	1,200	1,130	-
Total	226,730	788,040	229,750	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Development Services	226,730	236,790	229,750	-
Special Revenue Funds	-	-	-	-
American Rescue Funds	-	551,250	-	-
Subtotal: Other Funds	-	*551,250*	-	-
Total	226,730	788,040	229,750	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.20	0.63	0.20	-
Total	1.20	1.63	1.20	-

Budget Commentary

The overall FY 22 expenditures are expected to come in over budget by $561,310 or 247.6%. This increased spending is due primarily to implementation of the American Rescue Funds (ARF) for Small Business and Nonprofit Recovery Grant Program which was authorized by the Town Council in November 2021. The proposed overall FY 23 budget reflects an increase of $3,020 or 1.3% as compared to the FY 22 budget due to Personal Services.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion *$62,010*

- 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 *$114,880*

- 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 *$52,860*

- 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), AdvanceCT 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	458,550	453,230	484,340	-
Supplies	2,260	2,300	2,360	-
Services	15,050	9,950	16,770	-
Maintenance & Repair	5,700	5,600	8,000	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,950	2,930	2,990	-
Total	484,510	474,010	514,460	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Development Services	484,510	474,010	514,460	-
Special Revenue Funds	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	484,510	474,010	514,460	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	4.00	4.00	4.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	0.02	-	-
Total	4.00	4.02	4.00	-

Budget Commentary

The General Fund FY 22 expenditures are expected to come in under budget by $10,500 or 2.2% mostly due to Services and Personal Services. The FY 23 budget reflects an increase of $29,950 or 6.2% primarily due to Personal Services.

PLANNING

Products & Services

Plan Review & Design Development *$330,010*

- 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 *$55,570*

- Continue updating the property map and prepare it 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 *$128,880*

- 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 2022 Highlights

Building Safety

The Building Department and Fire Marshal's Office continue to provide excellent customer service and to build relationships with developers, contractors and homeowners alike. The upward trend of homeowners investing in their homes continued this year and a number of large commercial projects were also completed. Some of the larger projects completed this fiscal year include:

- 1215 Kennedy Road – Amazon Distribution Center
- 340 Bloomfield Road– Public Safety Complex
- 4 Batchelder Avenue – NEO Theater renovation and addition
- 35 Mack Street – Windsor Housing Authority apartment renovations

Projects still in progress include:

- 110 Tradeport Drive – INDUS Flex building
- 1109 Kennedy Road – New warehouse
- 105 Baker Hollow Road – New warehouse
- 99 Lamberton Road – Traveler's Laboratory renovation
- 777 Day Hill Road – Day Hill Dome

In addition to construction support, the Fire Marshal's Office continued to partner with other town departments and organizations to use Community Risk Assessment data to help build data-driven initiatives to keep Windsor residents and businesses safe. We also celebrated as Fire Inspector Lauri Volkert was recognized as the National Fire Protection Association's Fire Educator of the Year for 2021. This recognition brought with it many opportunities for Fire Inspector Volkert to present at conferences around the country, sharing information about the good work that is being done in Windsor.

Economic Development

Economic Development incentives were negotiated with Chewy, Inc. to build a fulfillment center which will create up to 1,000 full-time jobs and enhance the local tax base.

Organized and hosted a successful job fair in partnership with the Chamber of Commerce to assist local businesses in recruiting employees. More than 35 businesses and 45 job seekers participated.

Proposed and implemented a Small Business and Nonprofit Recovery Grant program that provided over $520,000 in grants to more than 55 businesses and nonprofits using American Rescue Funds (ARF).

Prepared a successful open space trail grant for funding of planning and design for a riverfront trail connecting the Windsor Center Trail with the East Barber Street Trail.

Completed an application for $2.5 million from the CT Communities Challenge Grant program in support of a key redevelopment project in Windsor Center.

Planning

In FY 22, several major projects were approved, including a 166,375 sq. ft. warehouse at 105 Baker Hollow Road, the 487,200 sq. ft. BDL Logistics Center at 1190 Kennedy Road and the 750,000 sq. ft. fulfillment center at Great Pond Village.

Other noteworthy projects include a site plan approval for a 10,000 sq. ft. addition to Data-Mail, Inc. at 1010 Day Hill Road, text amendments for transit-oriented and workforce housing in Windsor Center, affordable accessory apartments, and accommodating economic development in Great Pond Village.

Key Statistics	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target
Total construction value of building permits issued	$95,604,062	$61,788,449	$389,862,916	$94,701,000	$49,000,000
Building permit fees collected	$1,162,424	$633,039	$2,889,998	$1,250,000	$642,000
Existing business contacts by Economic Development staff	10	200	230	360	200
Prospective business contacts made by staff	18	16	18	20	15
Fees in-lieu of open space collected	$3,000	$3,000	$3,000	$3,000	$3,000
Acres of open space preserved	0	6	0	2	5
Dwelling units approved by P&Z	232	0	4	10	100
Non-residential floor area approved by P&Z (square feet)	560,600	4,243,400	1,245,469	786,318	200,000
IWWC, HDC & P&Z applications	112	68	92	56	100
Equivalent number of household energy needs met by solar installations	80	95	144	83	100

Performance Measures	FY 2021 Actual	FY 2022 Target	FY 2022 Estimate	FY 2023 Target
Percentage of residential permits receiving follow-up inspections ensuring safety and code compliance of completed project	56%	80%	65%	80%
Average turnaround time for commercial permits, measured in calendar days	2.5	2.0	2.3	2.0
Percentage of multi-family residential buildings that are fully fire code compliant	64%	75%	75%	80%
Number of fire and life safety in-person and virtual programs conducted by Fire Marshal's Office	46	50	60	70

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

Our Staff Development Review Team provides a comprehensive review process that saves applicants time and money by making all relevant staff, from planners to police, available to meet with applicants through all stages of the process which expedites their applications before appearing in front of the land use boards.

DEVELOPMENT SERVICES

FY 2023 Goals

1. The Building Safety team will prepare to implement the new state fire and building codes proposed to be adopted in fall of 2022.

2. Development Services will facilitate the implementation of the second phase of Great Pond Village.

3. The Planning Department will complete the State mandated affordable housing plan and incorporate it into the residential development chapter of the Plan of Conservation and Development (POCD). Several new chapter updates will be launched, dealing with conservation and sustainability topics, moving towards completion of the entire POCD by 2025.

4. Economic and Community Development will promote new investment in the Wilson neighborhood by leveraging its status as a Federal Opportunity Zone.

5. 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.

6. 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.

7. Economic and Community Development will pursue Windsor Center development projects in support of the Transent Oriented Development (TOD) Master Plan.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
1707	Earth Day	480	-	-	480	-	-	480
1722	Fire & Life Educator Award	-	1,000	1,000	-	-	-	-
1921	Small Business Loan Program	-	625,000	551,250	73,750	-	-	73,750
		480	**626,000**	**552,250**	**74,230**	**-**	**-**	**74,230**

#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.

#1722 - Fire & Life Educator Award - This award was given to the Fire Inspector for work in strengthening and reimagining the town's fire and life safety educational program and funds will be used to create a new Fire Prevention program.

1921 - Small Business Loan Program - This program was established to provide grants to businesses and local nonprofit organizations to mitigate financial hardship as a result of the COVID-19 pandemic and were allocated from the American Relief Funds.

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 Proposed
DEVELOPMENT SERVICES					
Building Inspection					
Building Permit	General Fund	Resolution	$35 for 1st $1,000	4/23/2018	
Building Permit - After 1st $1,000	General Fund	Resolution	$13 per $1,000 (after 1st $1,000)	6/21/1999	
Building Permit Fee Reduction Policy Significant fiscal impact projects per *CGS 12-65b (b)* Biotechnology firms defined by CT Bioscience Cluster Approval of any fee reduction is at the sole discretion of the Town Council	General Fund	Resolution	Based on financial impacts identified as part of the project review policy	1/17/2006	
Square Footage Price Used to Calculate Cost of a New Home	General Fund	Resolution	$75 per sq. ft.	5/05/2003	
Re-Inspection Fee on Contractor Projects	General Fund	Resolution	$25 per inspection	5/05/2003	
Working Without Permits	General Fund	Resolution	A fee equal to double the permit fee	5/05/2003	
ZBA Residential Application Fee	General Fund	ZBA	$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 - Economic Development assessment abatement incentive	General Fund	Resolution	$500	5/15/2012	
Application Filing Fee - assessment rehabilitation abatement incentive	General Fund	Ordinance	$50	5/15/2012	
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	7/01/2008	
Modification to existing owner-occupied lot	General Fund	*CGS 22a-36 to 22a-45*	$85 per lot includes $60 CT DEEP fee	5/10/2011	
Recreational regulated area affected by proposed activity	General Fund	*CGS 22a-36 to 22a-45*	$100 per acre of disturbance	5/10/2011	
Commercial, industrial or residential multi-family or other use	General Fund	*CGS 22a-36 to 22a-45*	$300 plus $100 per acre of regulated area of disturbance	5/10/2011	
Plenary Ruling:					
Residential lot containing wetland or regulated area	General Fund	*CGS 22a-36 to 22a-45*	$200 per lot plus $100 per acre of regulated area of disturbance	5/10/2011	
Recreational with regulated area affected by proposed activity	General Fund	*CGS 22a-36 to 22a-45*	$200 per acre of disturbance	5/10/2011	
Commercial, industrial or multi-family or other use	General Fund	*CGS 22a-36 to 22a-45*	$600 plus $100 per acre of regulated area disturbance	5/10/2011	
Permit revisions as they affect wetlands/watercourses	General Fund	*CGS 22a-36 to 22a-45*	$90	7/01/2008	
Wetlands Permit Renewal	General Fund	*CGS 22a-36 to 22a-45*	$70	7/01/2008	
Amendments to Map or Regulations	General Fund	*CGS 22a-36 to 22a-45*	$250 plus linear foot fee	7/01/2008	
Linear Foot Fee	General Fund	*CGS 22a-36 to 22a-45*	Less than 500 ft: $250 500 to 1000 ft: $500 More than 1000 ft: $750	5/10/2011	
Cease and Desist Order	General Fund	*CGS 22a-36 to 22a-45*	$250	4/01/2005	
Compliance Inspections	General Fund	*CGS 22a-36 to 22a-45*	$25 per staff visit	7/01/2008	
Public Hearing	General Fund	*CGS 22a-36 to 22a-45*	$250	4/01/2005	
Activity without permit or not authorized by permit in the upland review area with no immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$75 per day	5/19/2008	
Activity without permit or not authorized by permit in the upland review area with immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$150 per day	5/19/2008	
Activity without permit or not authorized by permit in a wetland or watercourse which causes limited or correctable damage	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$200 per day	5/19/2008	
Activity without permit or not authorized by permit in a wetland or watercourse which causes sediment to flow into the area or otherwise causes pollution to the area	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$750 per day	5/19/2008	
Excavation in filling or draining any portion of a wetland and/or watercourse without a permit	Open Space Fund	Town Ordinance: Chapter 14, Art VII	$750 per day	5/19/2008	
NOTE: A $60 Conservation Fund fee must be added to the cost of all land use applications.					

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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 Plat Fee:	General Fund	TP&Z	$150 base fee plus	5/19/2008	
plus commercial floor area - max 49,999 sq. ft.	General Fund	TP&Z	$20 per 1,000 sq. ft.	5/19/2008	
plus commercial floor area - over 50,000 sq. ft.	General Fund	TP&Z	$25 per 1,000 sq. ft.	5/19/2008	
Site Plan with Residential Lots or Dwelling Units including PUD, Special Use and Traditional Neighborhood Design Developments	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/10/2011	
Special Use - 1st Use	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/19/2008	
Special Use - Subsequent Applications with Additional Lots	General Fund	TP&Z	$150 base fee plus $100 per lot or D.U.	5/19/2008	
Zone Map Revision	General Fund	TP&Z	$150 Base fee plus $100 per acre "except for zone changes to AG"	5/19/2008	
Zoning Text Amendment	General Fund	TP&Z	$250	5/15/2012	
Subdivision Text Amendment	General Fund	TP&Z	$250	5/15/2012	
Revisions to Subdivisions	General Fund	TP&Z	$150	5/19/2008	
Revisions to Site Plans flat fee:	General Fund	TP&Z	$150	5/19/2008	
plus commercial floor area 10,000-49,999 sq. ft.	General Fund	TP&Z	$20 per 1,000 sq. ft.	5/19/2008	
plus commercial floor area 50,000 sq. ft. or greater	General Fund	TP&Z	$25 per 1,000 sq. ft.	5/19/2008	
Bond - Subdivision & Site Plan Performance, Reduction/Release, Maintenance	General Fund	TP&Z	$50	5/10/2011	
Non-Conforming Use	General Fund	TP&Z	$150	5/10/2011	
Build on Unpaved Street	General Fund	TP&Z	$150	5/19/2008	
Design Development - Concept plan	General Fund	TP&Z	$100 base fee plus $60 per Lot or D.U.	10/14/2003	
Design Development - Detailed plan	General Fund	TP&Z	$100 base fee plus $100 per Lot or D.U.	10/14/2003	
Traditional Neighborhood Design Development Concept Plan	General Fund	TP&Z	$10,000	5/10/2011	
Traditional Neighborhood Design Development Form-Based Regulation	General Fund	TP&Z	$10,000	5/10/2011	
Traditional Neighborhood Design Development Warrant	General Fund	TP&Z	$50	5/10/2011	
Amendment to Plan of Development	General Fund	TP&Z	$250	5/15/2012	
Custom GIS map	General Fund	Resolution	$10 to $25 + hourly labor	5/10/2011	
Digital GIS Table Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011	
Digital GIS Map Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011	
Paper MIS Data	General Fund	Resolution	$0.50 per page + hourly labor for data conversion, if required	5/10/2011	
NOTE: A $60 Conservation Fund fee must be added to the cost of all land use applications.					
Wetlands Map	General Fund	Resolution	Small - $10; Large - $20	5/10/2011	
Wetlands Regulations	General Fund	Resolution	$10	5/05/2003	
Zoning Regulations	General Fund	Resolution	$20	5/05/2003	
Zoning Map - Large	General Fund	Resolution	$20	5/05/2003	
Zoning Map - Small	General Fund	Resolution	$10	5/05/2003	

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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	109,027	111,340	111,340	114,020	-
Supplies	715	850	300	850	-
Services	30,058	46,880	37,170	38,590	-
Loans	128,594	222,930	219,270	195,000	-
Energy & Utility	750	750	750	750	-
Total	269,144	382,750	368,830	349,210	-

* 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund	102,980	103,840	103,840	104,820	-
Small Cities Funds	-	200,000	-	7,780	-
Loan Repayment Fund	166,164	78,910	264,990	236,610	-
Subtotal: Other Funds	*166,164*	*278,910*	*264,990*	*244,390*	-
Total	269,144	382,750	368,830	349,210	-

Personnel Requirements

Full Time Equivalents (FTE's)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00	-
Regular Part Time Employees	0.50	0.50	0.50	0.50	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.50	1.50	1.50	1.50	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $13,920 or 3.6% primarily due to lower costs for Services. The FY 23 overall budget reflects a decrease of $33,540 or 8.8% with an increase of $980 or 0.9% to the General Fund portion. Loans and associated program services are the main drivers for the non-General Fund decrease. This budget assumes that the Community Development office will be awarded a Small Cities grant of $400,000 in late FY 23 to be spent over the course of FY 24 and FY 25.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	98,029	98,640	98,640	99,420	-
Supplies	715	850	100	850	-
Services	3,486	3,600	4,350	3,800	-
Loans	-	-	-	-	-
Energy & Utility	750	750	750	750	-
Total	102,980	103,840	103,840	104,820	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Loans	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	10,998	12,700	12,700	14,600	-
Supplies	-	-	200	-	-
Services	26,572	43,280	32,820	34,790	-
Loans	128,594	222,930	219,270	195,000	-
Energy & Utility	-	-	-	-	-
Total	166,164	278,910	264,990	244,390	-

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	109,027	111,340	111,340	114,020	-
Supplies	715	850	300	850	-
Services	30,058	46,880	37,170	38,590	-
Loans	128,594	222,930	219,270	195,000	-
Energy & Utility	750	750	750	750	-
Total	269,144	382,750	368,830	349,210	-

COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2019-2023

Expenditures

Expenditures by Category *	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	103,800	88,868	109,027	111,340	111,340	114,020	-
Supplies	391	1,197	715	850	300	850	-
Services	9,460	20,762	30,058	46,880	37,170	38,590	-
Loans	21,910	69,072	128,594	222,930	219,270	195,000	-
Grants & Contributions	-	-	-	-	-	-	-
Energy & Utility	660	660	750	750	750	750	-
Total	136,221	180,559	269,144	382,750	368,830	349,210	-

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

Funding Sources

Funding Source	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund	103,800	103,731	102,980	103,840	103,840	104,820	-
Small Cities Funds	-	-	-	200,000	-	7,780	-
Loan Repayment Fund	32,421	76,828	166,164	78,910	264,990	236,610	-
Subtotal: Other Funds	*32,421*	*76,828*	*166,164*	*278,910*	*264,990*	*244,390*	-
Total	136,221	180,559	269,144	382,750	368,830	349,210	-

COMMUNITY DEVELOPMENT

Products & Services

Neighborhood and Grant Activities $76,560

- 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 $272,650

- 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 the town's Social Services Energy, Utility Assistance Program and to other community agencies.

COMMUNITY DEVELOPMENT

FY 2022 Highlights

The Community Development Team has completed six of the projected nine Housing Rehabilitation projects during FY 22. Due in large part to the COVID-19 pandemic, projects have become more expensive and are taking longer to complete. Throughout the year, the Community Development office has worked on a total of nine projects, of which, three are to be completed in FY 23. Loans are provided to income-eligible households. The total amount expected to be lent for the fiscal year is approximately $219,000, with an average loan amount of $34,000 per unit. The scope of work includes cost-effective energy conservation measures, correction of code violations, modifications for handicap accessibility, replacements of critical systems (i.e. septic tanks, heating units) and removal or encapsulation of hazardous material including lead based paint and asbestos and the removal of underground fuel tanks and mold.

During FY 22, the Community Development office referred 19 home owners to the appropriate agency for a variety of energy-related needs including energy audits, furnace cleaning and conversion from oil to gas.

Community Development staff supported the Human Relations Commission with the continuation of the virtual series titled, Conversations on Race, as well as organized and presented the first ever Windsor-sponsored Juneteenth celebration as a part of the promotion of Women's History Month and Black History Month.

Department staff supported the Wilson/Deerfield Advisory Committee by assisting with the revision of the committee's bylaws. A successful community cleanup was organized in the Wilson neighborhood and a Walk and Bike Audit of Windsor Avenue was co-sponsored with the Chamber of Commerce. Neighborhood outreach was also conducted to disseminate information about COVID-19 vaccinations.

The Community Development office also administered the Neighborhood Assistance Act (NAA) Tax Credit Program that assisted local nonprofit organizations to leverage donations from the Windsor corporate community.

COMMUNITY DEVELOPMENT

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS
As Of 6/30/2021

Type of Loan	Principal Balances
Amortized Payment Loans: *Housing Rehab. & Downpayment Assistance*	$152,270
Deferred Payment Loans: *Housing Rehabilitation*	2,248,635
Forgiveness Loans: *Housing Rehabilitation*	8,505
Amortized Economic Development Loans:	37,442
Sub-total	$2,446,852
Allowance for uncollectible loans	(500,000)
Loans Receivable, net	$1,946,852

Performance Measures	FY 2021 Actual	FY 2022 Target	FY 2022 Estimate	FY 2023 Target
Number of housing rehabilitation completed projects	6	9	6	7

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

In FY 22, water damage was the leading cause for housing rehab repairs. These included mold remediation, roof repairs and plumbing issues.

FY 2023 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 Community Development Block Grant funds and to enhance the town's housing rehab and small business loan programs.
4. Continue to work towards strengthening the community via the Human Relations Commission and the Wilson/Deerfield Advisory Committee.

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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	4,177,954	4,648,890	4,532,540	4,961,190	-
Supplies	380,326	478,360	484,900	488,220	-
Services	629,748	1,063,210	1,204,020	1,072,590	-
Maintenance & Repair	818,785	665,230	609,970	668,930	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	226,812	51,000	51,000	51,000	-
Energy & Utility	1,007,692	1,106,260	1,115,630	1,125,600	-
Total	7,241,317	8,012,950	7,998,060	8,367,530	-

* 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Public Works and Engineering	6,381,129	6,822,340	6,686,840	7,106,290	-
Charges to Other Departments	118,748	110,000	115,000	115,000	-
Town Support for Education	123,139	146,870	146,870	149,970	-
Subtotal: Public Works and Eng. General Fund	*6,623,016*	*7,079,210*	*6,948,710*	*7,371,260*	-
State Grants - Town Aid Road Improvements	236,797	590,000	694,800	587,000	-
Facilities Revenues	363,104	145,340	156,150	150,870	-
Reimbursements	-	-	-	60,000	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	-
Subtotal: Other Funds	*618,301*	*753,740*	*869,350*	*816,270*	-
State Grants - LoCIP (Capital Outlay Fund)	-	180,000	180,000	180,000	-
Total	7,241,317	8,012,950	7,998,060	8,367,530	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	37.20	38.15	36.73	39.15	-
Regular Part Time Employees	2.96	2.96	2.89	3.02	-
Temporary/Seasonal Employees	3.00	3.00	3.00	4.45	-
Total	43.16	44.11	42.62	46.62	-

Budget Commentary

The overall FY 22 expenditures are expected to be under budget $14,890 or 0.2% primarily as a result of savings in Personal Services due to vacancies. The FY 22 General Fund expenditures are expected to be under budget by $135,500 or 2.0%. The overall FY 23 budget reflects an increase of $354,580 or 4.4% primarily due to Personal Services, including additional seasonal employees and a full time Maintainer. The FY 23 General Fund budget reflects an increase of $283,950 or 4.2% mostly due to Personal Services.

PUBLIC WORKS AND ENGINEERING EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	4,050,372	4,512,620	4,396,270	4,761,470	-
Supplies	319,537	292,810	299,650	302,670	-
Services	480,299	409,210	443,800	416,370	-
Maintenance & Repair	647,497	627,630	573,310	628,530	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	126,812	51,000	51,000	51,000	-
Energy & Utility	756,612	929,070	922,810	946,250	-
Total	6,381,129	6,822,340	6,686,840	7,106,290	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	98,782	105,920	105,920	109,020	-
Supplies	24,237	35,950	35,950	35,950	-
Services	120	5,000	5,000	5,000	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	118,748	110,000	115,000	115,000	-
Total	241,887	256,870	261,870	264,970	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	28,800	30,350	30,350	90,700	-
Supplies	36,552	149,600	149,300	149,600	-
Services	149,329	649,000	755,220	651,220	-
Maintenance & Repair	171,288	37,600	36,660	40,400	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	100,000	-	-	-	-
Energy & Utility	132,332	67,190	77,820	64,350	-
Total	618,301	933,740	1,049,350	996,270	-

Total Expenditures (agrees with page M-1):

Expenditures by Category	2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	4,177,954	4,648,890	4,532,540	4,961,190	-
Supplies	380,326	478,360	484,900	488,220	-
Services	629,748	1,063,210	1,204,020	1,072,590	-
Maintenance & Repair	818,785	665,230	609,970	668,930	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	226,812	51,000	51,000	51,000	-
Energy & Utility	1,007,692	1,106,260	1,115,630	1,125,600	-
Total	7,241,317	8,012,950	7,998,060	8,367,530	-

PUBLIC WORKS AND ENGINEERING
BUDGET INFORMATION
Fiscal Year 2019-2023

Expenditures

Expenditures by Category *	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	3,863,936	3,910,220	4,177,954	4,648,890	4,532,540	4,961,190	-
Supplies	359,594	372,708	380,326	478,360	484,900	488,220	-
Services	1,208,584	694,421	629,748	1,063,210	1,204,020	1,072,590	-
Maintenance & Repair	621,965	674,675	818,785	665,230	609,970	668,930	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	75,978	348,059	226,812	51,000	51,000	51,000	-
Energy & Utility	1,023,136	1,033,195	1,007,692	1,106,260	1,115,630	1,125,600	-
Total	7,153,193	7,033,278	7,241,317	8,012,950	7,998,060	8,367,530	-

* 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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund	5,968,153	6,290,902	6,381,129	6,822,340	6,686,840	7,106,290	-
Charges to Other Departments	105,852	106,575	118,748	110,000	115,000	115,000	-
Town Support for Education	113,053	142,058	123,139	146,870	146,870	149,970	-
Subtotal: Public Works and Eng. General Fund	*6,187,058*	*6,539,535*	*6,623,016*	*7,079,210*	*6,948,710*	*7,371,260*	-
State Grants - Town Aid Road Improvements	267,528	162,565	236,797	590,000	694,800	587,000	-
Facilities Revenues & User Fees	377,934	312,778	363,104	145,340	156,150	150,870	-
Reimbursements	3,106	-	-	-	-	60,000	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400	18,400	-
Subtotal: Other Funds	*666,968*	*493,743*	*618,301*	*753,740*	*869,350*	*816,270*	-
State Grants- LoCIP (Capital Outlay Fund)	*299,167*	-	-	*180,000*	*180,000*	*180,000*	-
Total	7,153,193	7,033,278	7,241,317	8,012,950	7,998,060	8,367,530	-

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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	628,830	527,620	666,060	-
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	649,590	548,380	686,820	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Public Works and Engineering	631,190	529,980	668,420	-
Town Support for Education	-	-	-	-
Subtotal: Public Works and Eng. General Fund	*631,190*	*529,980*	*668,420*	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	-
Subtotal: Other Funds	*18,400*	*18,400*	*18,400*	-
Total	649,590	548,380	686,820	-

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	4.15	3.00	4.15	-
Regular Part Time Employees	1.25	1.25	1.31	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.40	4.25	5.46	-

Budget Commentary

The FY 22 expenditures are expected to come in under budget by $101,210 or 15.6% mostly due to savings in Personal Services for a partial year vacancy. The FY 23 General Fund budget reflects an increase of $37,230 or 5.9% due to Personal Services.

ADMINISTRATION

Products & Services

Executive Management *$668,420*

- 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 *$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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	582,620	580,450	603,090	-
Supplies	3,900	5,150	3,900	-
Services	34,400	34,400	34,400	-
Maintenance & Repair	9,400	9,400	9,400	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,050	4,050	5,040	-
Total	634,370	633,450	655,830	-

* 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 on the property tax rate.

Funding Source	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Public Works and Engineering	634,370	633,450	655,830	-
Special Revenue Funds	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Total	634,370	633,450	655,830	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	5.00	5.00	5.00	-
Regular Part Time Employees	0.65	0.58	0.65	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.65	5.58	5.65	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $920 or 0.1% mostly due to savings in Personal Services. The overall FY 23 budget reflects an increase of $21,460 or 3.4% due primarily to Personal Services.

DESIGN SERVICES

Products & Services

Road Improvements *$131,110*

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

Professional and Technical Advice *$98,380*

- 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 *$65,590*

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

Stormwater Management *$118,060*

- 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 *$131,180*

- 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 *$98,380*

- 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 *$13,130*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,304,860	1,276,760	1,448,840	-
Supplies	118,650	126,150	121,660	-
Services	50,600	61,600	50,600	-
Maintenance & Repair	1,200	1,200	1,200	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	11,800	11,800	11,800	-
Total	1,487,110	1,477,510	1,634,100	-

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

Funding Sources

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

Funding Source	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Public Works and Engineering	1,340,240	1,330,640	1,424,130	-
Town Support for Education	146,870	146,870	149,970	-
Subtotal: Public Works and Eng. General Fund	*1,487,110*	*1,477,510*	*1,574,100*	-
Reimbursements	-	-	60,000	-
Subtotal: Special Revenue Funds	-	-	*60,000*	-
Total	1,487,110	1,477,510	1,634,100	-

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	11.75	11.48	12.75	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	3.00	3.00	4.45	-
Total	14.75	14.48	17.20	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $9,600 or 0.6% primarily due to savings in Personal Services. The overall FY 23 budget reflects an increase of $146,990 or 9.9%, primarily due to Personal Services for the addition of a Maintainer position with funds reallocated from Maintenance for the Roger Wolcott School, as well as seasonal part time positions for litter removal, funded by dedicated State Aid reimbursements. The FY 23 General Fund budget reflects an increase of $83,890 or 6.3% for the same reasons.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas *$490,740*

- 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 *$47,420*

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

Improve Turf Areas *$79,030*

- 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 *$82,180*

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

Veterans Cemetery Maintenance *$23,720*

- Install cemetery headstones and other related maintenance.

Prepare Fields for Recreational Use *$60,070*

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

Maintain Safe Playground Equipment *$31,620*

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

Maintain Medians & Planted Areas *$189,650*

- 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 *$284,420*

- 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 *$39,520*

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

Public Property Litter *$94,780*

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

Maintain Public Trail Areas *$42,680*

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

Install & Maintain Ice Rinks *$11,860*

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

Town Support for Education *$156,410*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	418,670	416,470	440,990	-
Supplies	29,720	27,510	30,310	-
Services	115,800	140,810	128,180	-
Maintenance & Repair	308,070	252,810	311,770	-
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	2,000	2,000	-
Energy & Utility	433,360	442,730	419,950	-
Total	1,307,620	1,282,330	1,333,200	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Public Works and Engineering	1,052,280	1,011,180	1,067,330	-
Charges to Other Departments	110,000	115,000	115,000	-
Subtotal: Public Works and Eng. General Fund	*1,162,280*	*1,126,180*	*1,182,330*	-
Facilities Revenues	145,340	156,150	150,870	-
Subtotal: Special Revenue Funds	*145,340*	*156,150*	*150,870*	-
Total	1,307,620	1,282,330	1,333,200	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 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 22 expenditures are expected to come in under budget by $25,290 or 1.9% primarily due to savings in Maintenance & Repair for the Roger Wolcott School. The overall FY 23 budget reflects an increase of $25,580 or 2.0% as compared to the FY 22 budget due primarily to increases in Personal Services and Services. The FY 23 General Fund budget reflects an increase of $15,050 or 1.4% for the same reasons.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center *$293,250*

- 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 70 decorative street lights throughout the town.

Public Works Facilities *$226,650*

- 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 $141,330

- 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 *$106,670*

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

Police/Public Works facility, Fire/EMS building, Northwest Park, Libraries, Fire Stations, Milo Peck Center, and 20 William Street *$253,320*

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

Community Services & Repair of other Town Facilities *$153,320*

- Respond to requests from civic groups for community event support such as Shad Derby, the Lion's Arts and Craft Fair and the Chili Challenge
- Assist in staging town-sponsored community events on the town green, at fairs and carnivals, holiday lighting displays, Martin Luther King Day ceremony, Bridge Builder's awards and Conversations on Race forums
- Perform maintenance of bus shelters, storage sheds and park and recreation accessory buildings
- Provide electrical repairs for Veterans Cemetery
- Provide maintenance and utilities for the Clover Street Park clubhouse, Sage Park field house concession stand, the 20 William Street facility and the employee fitness center located at 330 Windsor Avenue
- Perform preventive and emergency maintenance to the various cell phone towers on town property
- Assist the Registrar of Voters Office with setup of polling places for elections and referendums.

Administration of Building Improvements *$158,660*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	406,460	409,270	423,330	-
Supplies	62,240	62,240	64,530	-
Services	573,110	680,910	573,110	-
Maintenance & Repair	99,200	99,200	99,200	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,141,010	1,251,620	1,160,170	-

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

Funding Sources

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

Funding Source	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Public Works and Engineering	576,010	578,820	595,170	-
State Grants - Town Aid Road Improvements	385,000	492,800	385,000	-
Subtotal: Special Revenue Funds	*385,000*	*492,800*	*385,000*	-
State Grants - LoCIP (Capital Outlay Fund)	180,000	180,000	180,000	-
Total	1,141,010	1,251,620	1,160,170	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 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 FY 22 expenditures are expected to be over budget by $110,610 or 9.7% due to Services for spending in the Town Aid Road Improvement grant. The overall and General Fund FY 23 budget reflects an increase of $19,160 or 1.7% as compared to the FY 22 budget primarily due to an increase in Personal Services.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks *$148,470*

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

Localized Pavement Repairs *$116,030*

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

Pavement Preventive Maintenance/Snow Materials *$161,280*

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

Mill & Repave Streets *$556,860*

- Coordinate and oversee the milling and repaving component 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 *$149,670*

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

Repair Dirt Roads *$16,250*

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

Pavement Management System Maint. *$11,610*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	399,970	403,580	418,960	-
Supplies	30,050	30,050	31,000	-
Services	43,500	45,500	45,500	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	473,520	479,130	495,460	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Public Works and Engineering	453,520	457,130	473,460	-
State Grants - Town Aid Road Improvements	20,000	22,000	22,000	-
Subtotal: Special Revenue Funds	*20,000*	*22,000*	*22,000*	-
Total	473,520	479,130	495,460	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 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 FY 22 expenditures are expected to come in over budget by $5,610 or 1.2% due to Personal Services. The FY 23 General Fund budget reflects an increase of $19,940 or 4.4% compared to the FY 22 budget due to Personal Services.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins and Adjust Manholes *$297,300*

- 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 *$12,380*

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

Maintain Channels of Brooks *$6,440*

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

New Drainage Systems *$12,380*

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

Maintain Stormwater Drainage Pipe *$99,090*

- Maintain 98 miles of stormwater pipe in the town right-of-ways
- Replace pipes or joints where they are broken or separated
- Flush and purge blocked pipes to remove silt, debris and roots to enable water to flow freely.

Maintain Inlet, Outlet & Watercourses *$4,950*

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

Catch Basin Sand and Litter Removal & Inspection *$62,920*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	288,130	302,230	317,990	-
Supplies	15,800	15,800	16,420	-
Services	178,800	173,800	173,800	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	545,380	545,380	545,380	-
Total	1,028,110	1,037,210	1,053,590	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Public Works and Engineering	988,110	1,002,210	1,018,590	-
State Grants - Town Aid Road Improvements	40,000	35,000	35,000	-
Subtotal: Special Revenue Funds	*40,000*	*35,000*	*35,000*	-
Total	1,028,110	1,037,210	1,053,590	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 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 22 expenditures are expected to come in over budget by $9,100 or 0.9% primarily due to Personal Services. The overall FY 23 budget reflects an increase of $25,480 or 2.5% compared to the FY 22 budget due to an increase in Personal Services.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings *$52,720*
- Install and maintain pavement markings
- Repaint crosswalks, stop lines and railroad crossings as needed.

Traffic & Safety Signage *$84,290*
- Install traffic control and street name signs
- Replace vandalized, stolen or outdated signs
- Provide special street signage as requested.

Streetlights *$526,740*
- 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 *$126,430*
- 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 *$76,910*
- Set up and take down equipment for events which may include:
  - Shad Derby
  - Northwest Park Country Fair
  - Chili Challenge
  - Fife & Drum Muster
  - Fishing Derby
  - Halloween events in town center
  - Memorial Day events
  - Lion's Club Arts & Crafts Fairs
  - Block parties.

Guiderails & Barricades *$21,080*
- Maintain and repair four miles of guiderails.

State-Mandated Evictions and Auctions *$13,700*
- Respond to up to 45 evictions yearly
- Move and store property from evictions
- Auction unclaimed property from evictions and town surplus property.

Election Setup *$18,960*
- Set up and take down equipment for referendums, primaries and elections.

24-Hour Emergency Response *$31,610*
- Respond to police requests to remove debris caused by motor vehicle accidents
- Remove dead animals from roads
- Respond to requests for chemical spill containment.

Clean Streets *$69,540*
- 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 *$31,610*
- Remove 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	380,750	377,560	396,630	-
Supplies	63,000	63,000	65,400	-
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	136,430	-
Total	901,420	898,230	951,460	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Public Works and Engineering	901,420	898,230	951,460	-
State Grants - Town Aid Road Improvements	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Total	901,420	898,230	951,460	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 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 22 overall and General Fund expenditures are expected to come in under budget by $3,190 or 0.4%. The FY 23 overall budget reflects an increase of $50,040 or 5.6% as compared to the FY 22 budget due to Personal Services and Energy & Utility costs.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance *$683,630*

- 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 *$218,830*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	238,600	238,600	245,300	-
Supplies	151,600	151,600	151,600	-
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	390,200	390,200	396,900	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Public Works and Engineering	245,200	245,200	251,900	-
State Grants - Town Aid Road Improvements	145,000	145,000	145,000	-
Subtotal: Special Revenue Funds	*145,000*	*145,000*	*145,000*	-
Total	390,200	390,200	396,900	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The overall FY 22 expenditures are expected to come in on budget. The overall FY 23 budget reflects an increase of $6,700 or 1.7% due to Personal Services.

STORM CONTROL

Products & Services

Clear, Safe Pavement Surfaces *$396,900*

- 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 2022 Highlights

Public Works and Engineering

During FY 22, Public Works coordinated the milling and paving of approximately six miles of roadway including East Barber Street, Matthew Lane, Pepperbush Way, Rainbow Road, Eastview Drive, Farmstead Lane, Mountain Road and Long Hill 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. Coordination and oversight of cracked sealing on more than four lane miles of town streets was also completed.

Public Works staff performed the sweeping of over 150 miles of town roads as an additional preventative maintenance measure. Several storm drainage detention basins within the town were cleared and graded to improve their effectiveness.

The Engineering department oversaw the preparation of construction documents for the reconstruction of the northbound side of International Drive. The construction phase of the project will be funded by the Connecticut Department of Transportation's Local Transportation Capital Improvement Program (LOTCIP), which provides 100% state funding toward the nearly $2.1 million of construction costs. A grant application for the southbound side of International Drive for another $2.2 million was also prepared and submitted.

Construction oversight of the Sage Park Middle School Field Improvements began in late summer and will continue into spring. A fall 2022 opening of a portion of the fields is anticipated with the remainder to follow in 2023.

Facility Management

The Fire/EMS Station project at 340 Bloomfield Avenue was completed in winter of 2022. The project was delayed for four months due to logistical issues caused by the COVID-19 pandemic.

The Sage Park Middle School roof replacement project was completed in November, 2021.

The design for improvements to the town's aquatic facilities, including renovation of changing facilities at Goslee Pool and Welch Park Pool, is ongoing through spring of 2022.

The replacement of HVAC systems and installation of air conditioning on the second floor of Sage Park Middle School was completed in November of 2021.

HVAC replacement for the Milo Peck Child Development Center building and remaining project work, as well as the addition of air conditioning for Sage Park Middle School are scheduled for the summer of 2022.

Design projects are ongoing for enhanced HVAC for 330 Windsor Avenue Gymnasium, roof replacement at Clover Street Elementary School, Clover Street Elementary School restroom ADA code compliance, L.P. Wilson/BOE main restroom renovations and HVAC replacement systems for the L.P. Wilson Community Center.

The L.P. Wilson Community Center boiler replacement project was completed in the fall of 2021. The Windsor High School roof top units replacement project was completed in the fall of 2021. The window replacement for the Luddy House and Carriage House was completed in the fall of 2021.

FY 2022 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. This project was completed in winter of 2022 because of issues caused by the COVID-19 pandemic.

Developed specifications and performed detailed technical reviews of consultant plans for two traffic signals on Day Hill Road as part of the proposed next phase of the Great Pond Village development.

Completed the review of the consultant's bid plans and specifications for the Day Hill Road adaptive traffic signal system which was delayed because of the COVID-19 pandemic. Construction bids were opened in the winter of 2022.

Key Statistics	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target
Pavement management activities such as milling, paving and crack sealing	$1,175,000	$1,240,000	$1,200,000	$1,175,000	$1,250,000
Snow control services from the General Fund and grant funding	$396,653	$271,294	$375,000	$335,000	$385,000
Public outreach efforts including meetings and direct mailings	6	7	5	7	6
Total value of construction engineering projects awarded	$1,800,000	$4,690,000	$3,980,000	$4,750,000	$4,500,000

Performance Measures	FY 2021 Actual	FY 2022 Target	FY 2022 Estimate	FY 2023 Target
Number of center-line miles of roadway rehabilitation	6.5	7.0	7.75	6.5
Average number of days to close SeeClickFix complaints regarding pothole or pavement issues	8.0	8.5	10	8.0
Number of traffic data collections by Engineering.	53	40	65	40
Value of change orders as a % of original contract	5.4%	4.0%	5%	4.5%

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

The Public Works department continues to look for savings to stretch dollars a bit further each year and with each project. A few examples of our efforts include:

- Saving the town over $50,000 by advertising a bid package for the paving of town roads and parking lots rather than utilizing current state bid pricing
- Procurement of gasoline and diesel through a bulk purchasing agreement that realized an average savings of approximately 40% when compared to retail costs. In 2022, the fuel station will be improved with modern tanks, equipment and dispensers to continue these savings into the future.

PUBLIC WORKS AND ENGINEERING

FY 2023 Goals

1. Administer and oversee the construction of Phase One of the International Drive rehabilitation project, which is funded through the State Local Transportation Capital Improvement Program Grant.

2. Oversee the completion of athletic field improvements at Sage Park Middle School.

3. Complete the construction of the fuel station improvements at the Public Works facility.

4. Advance the design of the Broad Street Road Diet Project and continue to explore grant opportunities for construction.

5. Work with the Board of Education to complete the installation of the Sage Park Middle School air conditioning system.

6. 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).

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 the 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.

11. Activate one new and three modified traffic signals on Kennedy Road.

SPECIAL REVENUE FUNDS

Public Works and Engineering

		FY 2022				FY 2023		
Project #	Project Name	Beginning Balance (7/1/21)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/22)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/23)
1980	Stony Hill School	(1,147)	9,620	6,130	2,343	10,040	6,070	6,313
2014	330 Windsor Avenue Maintenance	55,493	109,880	92,800	72,573	115,250	101,300	86,523
4009	Town Aid Road Improvements	1,296,061	460,000	694,800	1,061,261	403,000	587,000	877,261
4012	Local Cap. Improve. - Recording Fees	151,687	11,350	-	163,037	11,350	-	174,387
4018	Veterans Cemetery	1,985	1,500	-	3,485	-	-	3,485
4024	Solid Waste Management/Anti-Littering	-	30,000	-	30,000	60,000	60,000	30,000
4100	Rental Revenue (Properties)	12,115	22,860	12,650	22,325	24,400	13,100	33,625
4101	Train Station/Freight House	52,744	31,870	28,620	55,994	33,300	30,400	58,894
4102	Roger Wolcott Building	87,361	33,780	33,780	87,361	-	-	87,361
4103	Addison Road	15,950	-	15,950	-	-	-	-
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		1,677,950	**710,860**	**884,730**	**1,504,080**	**657,340**	**797,870**	**1,363,550**

#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 fitness training 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.

#4024 - Solid Waste Management/Anti-Littering - This account was established pursuant to CT PA 21-58. A portion of the revenues received by liquor wholesalers from the sale of "nip" bottles is allocated to cities and towns in Connecticut and used towards managing solid waste and reducing the impact of littering.

#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. As of February 2022, this building no longer belongs to the town and the balance will be allocated to General Fund expenditures.

#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 was being used to pay the utilities at 100 Addison Road. The balance is projected to be used by the end of FY 22.

#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.

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	***(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	6/08/1992	
Excavation - All Permits	General Fund	Resolution	$50	9/23/1991	
Additional Charge Per Excavation - adjacent locations at the same property	General Fund	Resolution	$25	6/04/2013	
Street Light Changes - New Residential Development	General Fund	*CGS 8-25*	One year fee per street light at CL&P rate	1949	

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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	430,326	462,580	453,920	491,520	-
Supplies	87,501	79,410	78,730	81,680	-
Services	81,718	120,840	123,890	128,040	-
Maintenance & Repair	30,830	32,500	32,500	32,500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	15,000	-	-	-	-
Energy & Utility	4,681	5,300	5,300	5,300	-
Total	650,056	700,630	694,340	739,040	-

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

Funding Sources

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

Funding Source	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Info. Services	559,240	581,530	575,240	620,440	-
Other General Fund Accounts	49,730	49,500	49,500	49,500	-
Subtotal: Info. Services Gen. Fund	*608,970*	*631,030*	*624,740*	*669,940*	-
Grants	7,500	7,500	7,500	7,500	-
User Fees	27,916	44,100	44,100	43,600	-
Subtotal: Special Revenue Funds	*35,416*	*51,600*	*51,600*	*51,100*	-
Other Funds	5,670	18,000	18,000	18,000	-
Total	650,056	700,630	694,340	739,040	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	4.21	4.23	3.78	4.23	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	0.26	0.07	0.28	0.07	-
Total	4.47	4.30	4.06	4.30	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $6,290 or 0.9%. This is primarily due to savings in the Personal Services line related to a staff vacancy in the Town Clerk's office. The FY 22 General Fund expenditures are expected to come in under budget by $6,290 or 1.1% due to the same reason. The overall FY 23 budget reflects an increase of $38,410 or 5.5% as compared to the FY 22 budget due primarily to Personal Services, increased costs for election related postage and the printing of "There's a lot to do in Windsor" magazine. The FY 23 General Fund budget reflects an increase of $38,910 or 6.7% for the same reasons.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	430,326	459,980	451,320	488,920	-
Supplies	41,686	30,910	30,230	31,680	-
Services	36,717	53,340	56,390	62,540	-
Maintenance & Repair	30,830	32,000	32,000	32,000	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	15,000	-	-	-	-
Energy & Utility	4,681	5,300	5,300	5,300	-
Total	559,240	581,530	575,240	620,440	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	43,881	44,000	44,000	44,000	-
Services	5,849	5,500	5,500	5,500	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	49,730	49,500	49,500	49,500	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	2,600	2,600	2,600	-
Supplies	1,934	4,500	4,500	6,000	-
Services	39,152	62,000	62,000	60,000	-
Maintenance & Repair	-	500	500	500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	41,086	69,600	69,600	69,100	-

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	430,326	462,580	453,920	491,520	-
Supplies	87,501	79,410	78,730	81,680	-
Services	81,718	120,840	123,890	128,040	-
Maintenance & Repair	30,830	32,500	32,500	32,500	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	15,000	-	-	-	-
Energy & Utility	4,681	5,300	5,300	5,300	-
Total	650,056	700,630	694,340	739,040	-

INFORMATION SERVICES
Budget Information
Fiscal Year 2018-2022

Expenditures

Expenditures by Category *	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	346,175	395,822	430,326	462,580	453,920	491,520	-
Supplies	76,576	82,011	87,501	79,410	78,730	81,680	-
Services	124,076	116,049	81,718	120,840	123,890	128,040	-
Maintenance & Repair	36,000	31,391	30,830	32,500	32,500	32,500	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	28,000	-	15,000	-	-	-	-
Energy & Utility	4,201	4,204	4,681	5,300	5,300	5,300	-
Total	615,028	629,477	650,056	700,630	694,340	739,040	-

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

Funding Sources

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

Funding Source	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund	474,865	531,533	559,240	581,530	575,240	620,440	-
Other General Fund Accounts	46,334	38,927	49,730	49,500	49,500	49,500	-
Subtotal: Info. Services Gen. Fund	*521,199*	*570,460*	*608,970*	*631,030*	*624,740*	*669,940*	-
Grants	6,500	7,500	7,500	7,500	7,500	7,500	-
User Fees	69,329	33,517	27,916	44,100	44,100	43,600	-
Subtotal: Special Revenue Funds	*75,829*	*41,017*	*35,416*	*51,600*	*51,600*	*51,100*	-
Other Funds	*18,000*	*18,000*	*5,670*	*18,000*	*18,000*	*18,000*	-
Total	615,028	629,477	650,056	700,630	694,340	739,040	-

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 Town 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

	FY 2022		FY 2023	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	301,010	292,750	319,100	-
Supplies	16,480	16,500	18,750	-
Services	51,850	51,870	49,800	-
Maintenance & Repair	32,500	32,500	32,500	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,300	3,300	3,300	-
Total	405,140	396,920	423,450	-

* 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.

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	353,540	345,320	372,350	-
Other General Fund Accounts	-	-	-	-
Subtotal: Info. Services General Fund	*353,540*	*345,320*	*372,350*	-
Grants	7,500	7,500	7,500	-
User Fees	44,100	44,100	43,600	-
Subtotal: Special Revenue Funds	*51,600*	*51,600*	*51,100*	-
Other Funds	-	-	-	-
Total	405,140	396,920	423,450	-

Personnel Requirements

	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.55	3.00	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.07	0.28	0.07	-
Total	3.07	2.83	3.07	-

Budget Commentary

Both the overall and General Fund FY 22 expenditures are expected to come in under budget by $8,220 or 2% due to a staff member out on disability. The overall FY 23 budget reflects a net increase of $18,310 or 4.5% as compared to the FY 22 budget due to increases in Personal Services and postage costs for the 2022 State Election. The FY 23 General Fund expenditures reflects an increase of $18,810 or 5.3% due primarily to Personal Services and 2022 State Election Postage costs.

TOWN CLERK

Products & Services

Public Records *$189,300*

- 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 *$64,050*

- 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.

Oakely (Howard-Stone) is our 2021 Win Wag Photo Contest Winner in the Puppy Category. This annual contest is held to promote June as dog licensing month. It is a fantastic opportunity to show off our resident's beloved dogs while bringing the community together for a fun family event.

Elections Support *$71,060*

- 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 *$14,730*

- 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 *$84,310*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	161,570	161,170	172,420	-
Supplies	62,930	62,230	62,930	-
Services	68,990	72,020	78,240	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,000	2,000	2,000	-
Total	295,490	297,420	315,590	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Info. Services	227,990	229,920	248,090	-
Other General Fund Accounts	49,500	49,500	49,500	-
Subtotal: Info. Services General Fund	*277,490*	*279,420*	*297,590*	-
Grants	-	-	-	-
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Other Funds	18,000	18,000	18,000	-
Total	295,490	297,420	315,590	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	1.23	1.23	1.23	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.23	1.23	1.23	-

Budget Commentary

The General Fund FY 22 expenditures are expected to come in over budget by $1,930 or 0.8% due to an increase in printing the publication *There's a lot to do in Windsor* magazine. The FY 23 proposed overall budget reflects an increase of $20,100 or 6.8% as compared to the FY 22 budget due primarily to increases in Personal Services and the aforementioned magazine costs.

PUBLIC RELATIONS

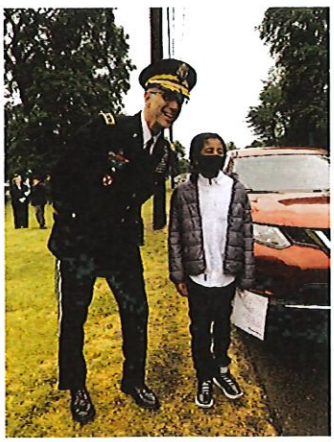
Products & Services

Support to Town Manager *$35,710*

- 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 *$116,700*

- 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.

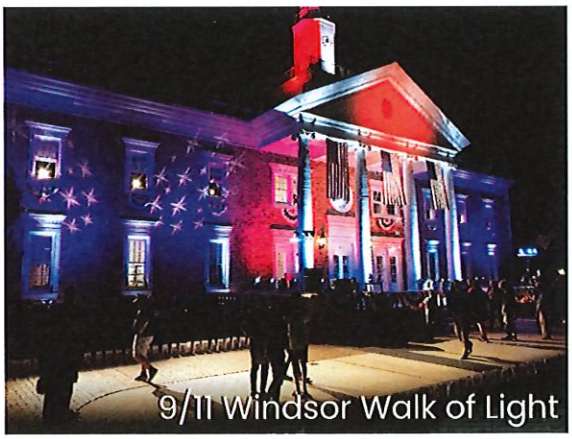


Above: *A public service announcement to address road safety surpassed 2,000 Facebook views and received more than 1,000 views on Youtube.*

Left: *"Windsor's own" 5-Star General (retired) Reynold N. Hoover served as our 2021 Memorial Day Parade Marshal.*

Marketing/Information Assistance *$163,180*

- Encourage greater community engagement and connectivity with town services through online and mobile applications such as *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 magazines 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
- Coordinate marketing efforts with Windsor Public School system
- Develop budget communication methods and materials to educate residents on the 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
- Produce informational programs highlighting town services for television and video streaming
- Provide technical assistance to other departments in public relations and marketing
- Assist with dispensing of information for MDA Region 3 (Hartford County).



Above: More than 70 volunteers assisted with the *Walk of Light.* Windsor's commemorative 9/11 event held every five years.

INFORMATION SERVICES

FY 2022 Highlights

Public Relations

High profile marketing efforts this year focused on road safety, including the re-launch of the Drive–Wise program and COVID-19 pandemic related information including testing and vaccination clinics and raising public health awareness.

On Memorial Day, Windsor welcomed home Reynold N. Hoover to serve as our Memorial Day Parade Marshal. Reynold, a retired 5-star general in the United States Army attended Windsor Public Schools, graduating from Windsor High School.

In honor of the 20th anniversary of 9/11, approximately 3,000 luminaries were displayed on the historic Windsor Town Green. Each luminary was inscribed with the name of an individual who lost their life on that fateful day. Windsor resident Maureen Donegan, who lost her brother on 9/11 shared her story and words of hope to those gathered on the green for a ceremony that included Windsor's emergency responders.

The town's social media platforms saw tremendous growth during the COVID-19 pandemic. While it's unreasonable to think that amount of growth is sustainable, the information that we share continues to reach more and more people, especially on Facebook. Our posts on Facebook have reached more than 105,000 unique individuals in the past year, with 25% being reached from paid ads. This shows an organic reach of more than 75,000 individuals throughout the year. Looking further, our COVID-19 Vaccine Campaign "Let's Get Back to Life, Safely" on Facebook was our most successful outreach of the entire year, reaching 15,400 unique individuals and gamering roughly 2,200 link clicks to our website page. Other top performers include the WinWag Photo Contest, information on mask mandates, and showing off our new Fire/EMS Facility, all individually reaching over 6,000 unique people each.

Town Clerk

As the COVID-19 pandemic ushered in a new culture of online behaviors, it became evident there was a high demand to access town services and information remotely. The Town Clerk's office had previously established the framework needed for our residents and business partners to successfully access our services remotely. The online capabilities include the ability to search data and view electronic images of land records dating back to 1640 for title searches, electronically submit recording packages for real estate transactions and renew dog licenses online. During FY 22, the vast majority of title searchers opted to perform title searches online. Similarly, there was a 15% increase in e-recorded land documents and a 21% increase in dog licenses purchased online. Furthermore, the marriage license application process was streamlined to allow applicants to submit their application remotely, giving staff the opportunity to process the marriage license in advance of the couple coming to town hall.

Election Activity:

Voters and property owners came on May 11, 2021 to vote for the annual FY 22 Budget Referendum. The annual budget submitted by the town council was approved by a vote of 1,348 (Yes) to 742 (No) with a 10% turnout.

On November 2, 2021, 6,049 out of 22,261 registered voters participated in the 2021 Municipal Election for a 27% turnout. The Democratic Party garnered the majority vote in all three races: Town Council, Board of Education and Constable.

Land Activity & Revenues:

The single family housing market was particularly robust this year due to continued low mortgage rates. The exceptionally high demand and chronically low supply of houses led to the double-digit rise in home prices in Hartford County, including Windsor. Revenue generated from Conveyance Tax experienced a $45,000 increase from the previous fiscal year. During FY 21, the Town Clerk's office recorded a total of 6,736 land documents, an increase of 1,200 documents from the prior year. This increase generated $213,500 in land recording fees and $465,600 in Conveyance Tax for the town's general fund revenues.

The FY 21 Targeted Historic Document Grant was awarded to the town for the maximum amount of $7,500. The grant funds were utilized to restore the 1929 through 1932 Tax Grand Lists that are part of the Tax Assessor's historic records in need of preservation work. The completion of these records finished the multi-year preservation project for the historic Grand Lists. The grant also funded the preservation of historic school and miscellaneous town records.

INFORMATION SERVICES

Key Statistics	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target
Land Recordings	5,457	5,543	6,736	6,050	5,950
Dog Licenses	2,552	2,653	2,524	2,550	2,575
Birth, Death & Marriage Certificates Recorded	882	1,028	843	800	800
Certified Vital Records Issued*	882	2,519	1,602	1,500	1,500
Notarized Documents	1,543	1,144	1,567	1,350	1,400
Sportsman Licenses	266	262	327	250	250
Citizen Academy Participants	12	14	n/a	n/a	15
Referendum Participation	2,597	n/a**	2,090	2,350	2,350

*Count represents each individual transaction and not total certified copies issued.
**Executive Order No.7 HH restricted in-person budget votes due to the COVID-19 pandemic.

Performance Measures	FY 2021 Actual	FY 2022 Target	FY 2022 Estimate	FY 2023 Target
Number of business days to assemble land record books from receipt of documents	1.0	1.0	1.0	1.0
Number of calendar days by which land documents are returned to the appropriate party	3.0	2.0	2.5	2.0
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	8.0	7.0	8.0	7.0
Number of business days to prepare revenue reports to the town departments	2.5	2.0	2.0	2.0
Percentage of requests for copies of land documents or vital records that are responded to within 24 hours	94%	98%	95%	98%
Number of Twitter followers (townofwindsorct)	1,200	1,300	1,275	1,400
Total follows on Facebook (townofwindsorct)	3, 615	3,500	3,700	4,000
Total followers on Instagram (townofwindsorct)	n/a	1,100	1,300	1,500
Total subscribers to Windsor Email Direct	1,200	1,500	1,600	2,000

A fun fact about the value of our services…

Public Relations was recognized with an *Award of Excellence* in the "Best Use of Humor" category at the 2021 3CMA (City, County, Communications and marketing Association) Conference *Savvy* Awards presentation for a video produced to encourage town staff to participate in an employee engagement survey. Windsor finished third behind Bristol, Tennessee and Orlando, Florida. Additionally, the Town Clerk was awarded the 2020 Town Clerk of the Year award and the 2021 Above and Beyond Award by the Connecticut Town Clerks Association.

FY 2023 Goals

1. Determine the financial feasibility of scanning the archived public building plans presently stored in the lower archive room at town hall as a collaborative multi-year plan with the Building Inspection Services to incorporate digital images into Laserfiche and/or Municity for staff and public use.
2. Continue to implement a multi-year plan to preserve the town's historical records.
3. Benchmark current communication methods and explore alternative platforms to increase communication performance measures to continuously elevate outreach to residents.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
1304	Town Clerk Copier	125,654	34,000	36,600	123,054	35,000	37,600	120,454
1306	Historic Preservation	18,008	6,500	7,500	17,008	6,500	6,000	17,508
1308	Preservation Microfilming Grant	-	7,500	7,500	-	7,500	7,500	-
		143,662	**48,000**	**51,600**	**140,062**	**49,000**	**51,100**	**137,962**

#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.

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 Proposed
INFORMATION SERVICES					
Town Clerk					
Animal Licenses:					
Spayed Female or Neutered Male Dog	General Fund	*CGS 22-340*	$8	5/05/2003	
Unaltered 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	Change to $5 per signature
Local Conveyance Tax	General Fund	*CGS 12-494*	$0.0025 times sale price	5/05/2003	
Sale of Publications and Materials:					
Agenda, Including Minutes and Backup	General Fund	Resolution	$71.50 per year	5/10/2011	
Agenda, With Minutes	General Fund	Resolution	$33 per year	5/10/2011	
Agenda Only	General Fund	Resolution	$16.50 per year	5/10/2011	
CD - Computer Stored Public Record	General Fund	*CGS 1-212*	Cost of hourly salary for formatting and cost of storage device	4/27/2009	
Lamination of Wallet Size Items	General Fund	Resolution	$1	3/21/1988	
Photocopies:					
Land Records - Per Page	Special Revenue	P.A. 00-92	$1 per page	10/01/2000	

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	2,118,674	2,229,560	2,217,560	2,369,130	-
Supplies	64,031	63,400	67,500	71,880	-
Services	336,001	321,130	315,980	347,220	-
Maintenance & Repair	72,388	77,820	77,530	91,520	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	28,601	42,000	48,810	42,000	-
Energy & Utility	19,003	18,900	18,870	19,170	-
Total	2,638,698	2,752,810	2,746,250	2,940,920	-

* 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 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Admin. Services	2,476,771	2,634,640	2,625,590	2,795,110	-
Town Support for Education	62,712	67,090	65,680	69,890	-
Subtotal: General Fund Budget	2,539,483	2,701,730	2,691,270	2,865,000	-
Insurance Internal Service Fund	36,200	37,340	37,340	37,780	-
Enterprise Funds	13,340	13,340	13,340	13,340	-
Special Revenue Funds	49,675	400	4,300	24,800	-
Subtotal: Other Funds	*99,215*	*51,080*	*54,980*	*75,920*	-
Total	2,638,698	2,752,810	2,746,250	2,940,920	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	16.80	17.00	17.00	17.87	-
Regular Part Time Employees	1.99	2.25	2.16	1.89	-
Temporary/Seasonal Employees	0.84	0.97	0.72	0.97	-
Total	19.63	20.22	19.88	20.73	-

Budget Commentary

The FY 22 overall budget is expected to come in under budget by $6,560 or 0.2% mostly due to Personal Services for partial year vacancies throughout the Service Unit. The overall FY 23 budget is expected to increase $188,110 or 6.8% primarily due to the use of Special Revenue Funds for the anticipated delinquent property tax sale. The FY 23 General Fund budget reflects an increase of $160,470 or 6.1% mostly due to Personal Services which includes transitioning a part time position into a full time position in the Assessing Department, as well as Services for upgraded financial software in the Finance Department.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	2,021,289	2,129,060	2,117,920	2,265,490	-
Supplies	61,167	62,690	66,390	68,570	-
Services	275,208	305,470	297,330	309,660	-
Maintenance & Repair	72,388	77,520	77,230	91,220	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	28,601	42,000	48,810	42,000	-
Energy & Utility	18,118	17,900	17,910	18,170	-
Total	2,476,771	2,634,640	2,625,590	2,795,110	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	61,185	63,160	62,300	65,860	-
Supplies	522	710	710	710	-
Services	120	1,920	1,410	2,020	-
Maintenance & Repair	-	300	300	300	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	885	1,000	960	1,000	-
Total	62,712	67,090	65,680	69,890	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	36,200	37,340	37,340	37,780	-
Supplies	2,342	-	400	2,600	-
Services	60,673	13,740	17,240	35,540	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	99,215	51,080	54,980	75,920	-

Total Expenditures (agrees with page O-1):

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	2,118,674	2,229,560	2,217,560	2,369,130	-
Supplies	64,031	63,400	67,500	71,880	-
Services	336,001	321,130	315,980	347,220	-
Maintenance & Repair	72,388	77,820	77,530	91,520	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	28,601	42,000	48,810	42,000	-
Energy & Utility	19,003	18,900	18,870	19,170	-
Total	2,638,698	2,752,810	2,746,250	2,940,920	-

ADMINISTRATIVE SERVICES
Budget Information
Fiscal Year 2019-2023

Expenditures

Expenditures by Category *	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	1,948,089	2,018,275	2,118,674	2,229,560	2,217,560	2,369,130	-
Supplies	77,133	75,358	64,031	63,400	67,500	71,880	-
Services	247,545	334,480	336,001	321,130	315,980	347,220	-
Maintenance & Repair	65,343	65,251	72,388	77,820	77,530	91,520	-
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	37,455	101,087	28,601	42,000	48,810	42,000	-
Energy & Utility	16,291	15,185	19,003	18,900	18,870	19,170	-
Total	2,391,856	2,609,636	2,638,698	2,752,810	2,746,250	2,940,920	-

* 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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund	2,267,018	2,504,860	2,476,771	2,634,640	2,625,590	2,795,110	-
Town Support for Education	59,199	59,843	62,712	67,090	65,680	69,890	-
Subtotal: Adm. Services Gen. Fund	*2,326,217*	*2,564,703*	*2,539,483*	*2,701,730*	*2,691,270*	*2,865,000*	-
Insurance Internal Service Fund	30,000	30,000	36,200	37,340	37,340	37,780	-
Enterprise Funds	13,340	13,340	13,340	13,340	13,340	13,340	-
Other Funds	22,299	1,593	49,675	400	4,300	24,800	-
Subtotal: Other Funds	*65,639*	*44,933*	*99,215*	*51,080*	*54,980*	*75,920*	-
Total	2,391,856	2,609,636	2,638,698	2,752,810	2,746,250	2,940,920	-

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 apprises the town manager, staff, town council and public of the overall fiscal status and performance of the town.

Expenditures

	FY 2022		FY 2023	
Expenditures by Category *	Budget	Estimate	Proposed	Adopted
Personal Services	772,210	772,000	811,680	-
Supplies	17,660	17,660	17,850	-
Services	39,200	39,200	40,600	-
Maintenance & Repair	61,000	61,820	70,620	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	6,810	-	-
Energy & Utility	4,570	4,570	4,570	-
Total	894,640	902,060	945,320	-

* 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 is funded by the Insurance Internal Service Fund under the self-insurance program.

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	879,640	887,060	930,320	-
Insurance Internal Service Fund	15,000	15,000	15,000	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
Subtotal: Other Funds	*15,000*	*15,000*	*15,000*	-
Total	894,640	902,060	945,320	-

Personnel Requirements

	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.12	-
Regular Part Time Employees	0.58	0.64	0.58	-
Temporary/Seasonal Employees	0.77	0.62	0.77	-
Total	7.35	7.26	7.47	-

Budget Commentary

The FY 22 overall and General Fund expenditures are expected to come in over budget by $7,420 or 0.8% due to Capital Outlay for hardware that was purchased for a required upgrade to the town's financial software. The FY 23 General Fund budget is expected to increase by $50,680 or 5.8% and is mostly due to Personal Services. Also contributing to this are increased costs in Maintenance & Repair associated with the department's upgraded financial software.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis *$397,420*

- 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 annual comprehensive financial report (ACFR).

Audit *$122,100*

- 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 *$145,600*

- 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 *$34,170*

- 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 *$15,310*

- 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 *$230,720*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	403,230	400,650	417,780	-
Supplies	3,770	3,770	3,770	-
Services	108,840	106,250	103,220	-
Maintenance & Repair	12,770	13,660	19,850	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,850	2,850	2,850	-
Total	531,460	527,180	547,470	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Admin. Services	524,120	516,640	539,690	-
Insurance Internal Service Fund	7,340	7,340	7,780	-
Enterprise Funds	-	-	-	-
Special Revenue Funds	-	3,200	-	-
Subtotal: Other Funds	*7,340*	*10,540*	*7,780*	-
Total	531,460	527,180	547,470	-

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	3.00	3.00	3.00	-
Regular Part Time Employees	0.47	0.41	0.47	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.47	3.41	3.47	-

Budget Commentary

The FY 22 expenditures are expected to come in under budget by $4,280 or 0.8% due to a part time partial year vacancy and lower than expected tuition reimbursement expenses. The FY 23 General Fund budget reflects an increase of $15,570 or 3.0% as compared to the FY 22 budget due to Personal Services and an increase in the cost for the annual maintenance contract for applicant tracking software.

HUMAN RESOURCES

Products & Services

Recruitment and Selection *$99,710*

- Recruit and select qualified applicants through advertising and the posting of job announcements; answering telephone 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 *$89,390*

- 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
- Lead a multidisciplinary team of town employees to publish a quarterly employee newsletter.

Employee Benefits Administration *$102,270*

- 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 *$104,690*

- Conduct onboarding 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, implement and coordinate supervisory and other training programs that include, but are not limited to, the following topics:
    - developing leadership skills
    - improving Diversity, Equity & Inclusion (DEI) culture awareness
    - enhancing employee engagement.

Unemployment Compensation *$38,520*

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

Classification and Salary Administration *$65,800*

- 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 *$47,090*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	410,480	409,780	433,950	-
Supplies	5,000	7,000	8,000	-
Services	110,800	110,790	117,040	-
Maintenance & Repair	3,000	1,000	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	42,000	42,000	42,000	-
Energy & Utility	4,730	4,800	5,000	-
Total	576,010	575,370	605,990	-

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

Funding Sources

A portion of the 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Admin. Services	562,670	562,030	592,650	-
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	13,340	13,340	13,340	-
Other Funds	-	-	-	-
Subtotal: Other Funds	*13,340*	*13,340*	*13,340*	-
Total	576,010	575,370	605,990	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 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 22 expenditures are expected to come in under budget by $640 or 0.1%. The FY 23 General Fund budget is expected to increase $29,980 or 5.3% primarily due to Personal Services and security enhancement expenditures in the Services category.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support *$210,240*

- Provide departments with short and long-term consultation in evaluating, maintaining and updating department specific applications
- Support information systems and applications
- Manage 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 *$248,400*

- Provide 24-hour, seven 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, filtering and cyber security
- 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 *$105,190*

- 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 *$42,160*

- Purchase, deploy/redeploy and upgrade town hardware, computers, printers and peripherals.

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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	157,850	155,710	164,610	-
Supplies	1,770	1,770	1,770	-
Services	4,800	2,920	5,050	-
Maintenance & Repair	750	750	750	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,500	2,400	2,500	-
Total	167,670	163,550	174,680	-

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

Funding Sources

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

Funding Source	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Admin. Services	85,580	82,870	89,790	-
Town Support for Education	67,090	65,680	69,890	-
Subtotal: Risk Mngt. General Fund Budget	152,670	148,550	159,680	-
Insurance Internal Service Fund	15,000	15,000	15,000	-
Enterprise Funds	-	-	-	-
Subtotal: Other Funds	*15,000*	*15,000*	*15,000*	-
Total	167,670	163,550	174,680	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 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 22 expenditures are expected to come in under budget by $4,120 or 2.5% primarily due to savings in Personal Services and Services. The overall FY 23 budget reflects an increase of $7,010 or 4.2% mostly due to Personal Services.

RISK MANAGEMENT

Products and Services

Insurance *$52,380*

- 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 *$26,210*

- Control risk of loss from crimes such as petty theft and vandalism within the organization through crime prevention activities
- Support various internal committees.

Employee Safety *$69,880*

- 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
- Serve as interim Coordinator of the Automated External Defibrillators (AED) Program.

Loss Control *$26,210*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	247,030	243,930	293,460	-
Supplies	4,800	6,200	6,890	-
Services	29,860	28,690	30,760	-
Maintenance & Repair	300	300	300	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,270	2,270	2,270	-
Total	284,260	281,390	333,680	-

* 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Admin. Services	283,860	281,190	333,480	-
Other Funds	400	200	200	-
Subtotal: Other Funds	*400*	*200*	*200*	-
Total	284,260	281,390	333,680	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	2.00	2.00	2.75	-
Regular Part Time Employees	0.50	0.41	0.14	-
Temporary/Seasonal Employees	-	0.02	-	-
Total	2.50	2.43	2.89	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $2,870 or 1.0% mostly due to a part time partial year vacancy in Personal Services. The FY 23 General Fund budget reflects an increase of $49,620 or 17.5% as compared to the FY 22 budget primarily due to Personal Services for transitioning a part time position to a full time position.

PROPERTY VALUATION

Products and Services

Property Valuation *$247,050*

- Develop and maintain valuations for 12,128 real estate, 26,585 motor vehicle and 1,311 personal property accounts
- Maintain and enhance the town's Geographic Information System (GIS)/Assessment website.

Exemptions & Benefits *$86,630*

- 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 General Governmental Services and the Board of Education.

Expenditures

Expenditures by Category *	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	238,760	235,490	247,650	-
Supplies	30,400	31,100	33,600	-
Services	27,630	28,130	50,550	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,980	1,980	1,980	-
Total	298,770	296,700	333,780	-

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

Funding Sources

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

Funding Source	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Admin. Services	298,770	295,800	309,180	-
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Special Revenue Fund	-	900	24,600	-
Subtotal: Other Funds	-	*900*	*24,600*	-
Total	298,770	296,700	333,780	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	2.00	2.00	2.00	-
Regular Part Time Employees	0.70	0.70	0.70	-
Temporary/Seasonal Employees	0.20	0.08	0.20	-
Total	2.90	2.78	2.90	-

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $2,070 or 0.7%. This was a result of decreased staffing needs for the July 2021 collection period due to a reduction from in-person tax payments brought about by the continuation of the COVID-19 pandemic. The overall FY 23 proposed budget reflects an increase of $35,010 or 11.7% as compared to the FY 22 budget primarily due to Personal Services and an increase in the Services category as a result of the anticipated delinquent property tax sale. The $24,600 for the tax sale will be mostly recovered from the purchasers of the properties. The FY 23 General Fund budget reflects an increase of $10,410 or 3.5% due primarily due to an increase in Personal Services.

TAX COLLECTION

Products and Services

Current Tax Collection *$78,460*

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

Delinquent Tax Collection *$188,220*

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

Parking Tickets *$3,250*

- Collect parking tickets fees for the police department.

Tax Billing Preparation *$63,850*

- 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 2022 Highlights

Tax Collection
The Tax Office completed the final steps required in the process of the delinquent property tax sale which was held in April, 2021. This sale collected nearly $520,000 in delinquent real estate taxes, interest, and fees owed to the Town of Windsor. We are now in the process of identifying and sending notices and letters to those property owners who may be at risk of having their properties included in the next tax sale auction.

Finance and Accounting
During FY 21, the town received a clean audit from the appointed auditing firm RSM US, LLP for the fiscal year 2021. Related to the audit and during FY 22, the town received the national Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 36th consecutive year for the submission for the Town of Windsor's FY 20 Annual Comprehensive Financial Report (ACFR). In addition, in November, 2021 the town was awarded the GFOA's Distinguished Budget Presentation award for the Town's FY 22 Budget document.

The Accounts Payable area of the Finance Department developed and implemented paying vendors through electronic payments versus paying with printed checks. This will allow vendors to receive their payments quickly and more efficiently and will save money and staff time for the town.

The accounting software for the town, Munis, was upgraded from version 11.3 to 2021.3 during FY 22. This version is more user friendly with more functionality and ease of use. This technology enhancement comes with Tyler Hub, Tyler Content Manager and Ready Forms. Tyler Hub includes preconfigured cards in dashboard configuration which will help staff monitor key processes, quickly execute routine tasks and eliminate time-consuming data searches. Tyler Content Manager and Ready Forms will allow for a large variety of documents to be linked, stored and modified-all within the system.

Risk Management
Risk Manager, Marty Maynard, is featured in a new book called "Financial Managers – A Practical Career Guide", by Marcia Santore. The book is oriented towards young people just starting out or adults who are changing careers and looking for a position in the field of Financial Management. Some of the careers discussed in the book include bank managers, finance managers, credit managers, and risk managers. Chapter topics include how to form a career plan, pursuing the right education, writing a resume and interviewing skills. Marty's section is an interview-based format where he talks about what a risk manager does, how he became a risk manager, what a typical day is like, as well as what the challenges, surprises and rewards are in this career field.

During FY 22, assistance to the East Windsor Police Department was provided for their respiratory fit testing program for the use of N-95 respirators by all employees. Instruction was provided to the training officer in the proper sequence of conducting a fit test to ensure compliance with state and federal regulations.

Marty continues to work towards his CRIS (Construction Risk Insurance Specialist) designation from the International Risk Management Institute through successfully passing five courses and exams. He is also working on the Certified Master of Worker Compensation designation.

Human Resources
During FY 22, Human Resources coordinated and completed negotiations with the Public Safety Dispatchers and participated on the negotiation team for a successor agreement with the Windsor Police Department Employee Association. The HR department implemented the contractual changes for both bargaining unit agreements.

The Human Resources team implemented new applicant tracking software that enhances the town's recruitment capabilities while streamlining the talent acquisition process. Some of the tangible benefits include automatic postings of job vacancies to five major job boards, enabling candidates a text to apply option from their personal phones, utilizing a scheduler to automatically sync calendars for hiring managers and recruiters providing applicants with options for selecting their interview time, and ultimately providing both candidates and town employees a high quality onboarding experience that has been proven to contribute to long-term employee engagement.

Throughout FY 22, HR continued to provide support to employees and departments related to the COVID-19 pandemic, including researching and preparing a variety of related policies and procedures.

ADMINISTRATIVE SERVICES

FY 2022 Highlights (continued)

Information Technology
Transitioned all voice and data systems to the Fire\EMS facility at 340 Bloomfield Avenue.

Upgraded the existing town phone system that services town hall, both libraries, L.P. Wilson Community Center, Milo Peck Child Development Center, Public Works, Northwest Park and the transfer station and added the 330 Windsor Avenue facility to the system.

Property Valuation
Completed and signed the October 1, 2020 Grand List on January 31, 2021.

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 $36,000 net tax gain to the town. Six audits were completed and additional audits will be completed in FY 23.

ADMINISTRATIVE SERVICES

Key Statistics	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target
Number of staff and public desktops supported	Staff 260 Public 70	Staff 260 Public 70	Staff 285 Public 70	Staff 300 Public 70	Staff 300 Public 70
Mobile devices accessing town applications	157	225	240	250	275
Average investment yield	2.00%	1.10%	0.30%	0.13%	0.65%
Bonded debt per capita	$1,914	$2,226	$2,416	$2,399	$2,360
Debt as a percent of total budget	7.0%	6.6%	6.6%	6.9%	6.9%
Investment income for the General Fund	$1,215,270	$1,072,800	$131,351	$75,000	$458,000
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	40,292	40,516	40,829	39,661	40,099
Total loss time claims	20	15	10	11	9
Total Worker Compensation claims	133	340**	240**	100	100
Number of full time positions posted	22	21	21	17	13
Number of job applications processed	1,891	1,090	2,044	1,875	1,800
Full time employee turnover rate*	9.4%	7.6%	11.5%	7.7%	7.7%

*Turnover includes retirements. **Includes COVID-19 exposure reports

Performance Measures	FY 2021 Actual	FY 2022 Target	FY 2022 Estimate	FY 2023 Target
Availability of network data access (% of time)	100%	99%	99%	99%
Total revenue collected in the Current Levy category as a percent of what was billed	98.9%	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	12%	10%	9%	9%
Time to hire from job posting closing date to job offer	6.0 weeks	6.0 weeks	5.5 weeks	5.0 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...

In FY 20 the Human Resources Department was working on streamlining the new employee onboarding process, including distribution of new hire forms, policies and benefit information. When the COVID-19 pandemic arose it became even more important to reduce the time spent face-to-face with new hires completing their forms. Initially, the department used Docusign while a new applicant tracking and on-boarding system was being implemented. Implementation was completed in January, 2022. With this system, all pre-employment forms and policies have been uploaded and the applicable packets can be sent to new employees with the click of a few buttons. Prior to automating this process, the new hire packets, totaling approximately 150 pages each, were printed and given to new employees. Beginning in FY 21 to date, it's estimated that over 6,000 paper copies have been saved due to automating this part of the onboarding process.

ADMINISTRATIVE SERVICES

FY 2023 Goals

1. Focus on providing safety training and implement measures to reduce slips, trips and falls in the workforce.
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. Configure and implement information technology resources and infrastructure for the social services and senior services office renovation located at the L.P. Wilson Community Center.
4. Continue implementing features of the new applicant tracking system including enhancing the employee onboarding program and analyzing recruitment data to determine effective recruitment sources.
5. Continue Diversity, Equity and Inclusion (DEI) related training and awareness.
6. Implement an online safety training program for all employees to meet the needs of the organization to supplement training provided by Risk Management.

SPECIAL REVENUE FUNDS

Administrative Services

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
1650	Assessor's Coin-Op Copiers	8,099	200	200	8,099	200	200	8,099
1651	Delinquent Property Tax Sale	11,382	-	900	10,482	24,600	24,600	10,482
1691	Diversity, Equity & Inclusion Training	3,200	-	3,200	-	-	-	-
		22,681	**200**	**4,300**	**18,581**	**24,800**	**24,800**	**18,581**

#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 2023 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.

#1691 - Diversity, Equity & Inclusion - FY 21 Town Council appropriation for town staff training.

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 Proposed
OTHER					
Financial Reporting					
Bad Check Fee	General Fund	SS52-565a(i)	$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 2021	FY 2022		FY 2023	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Town Council	13,238	19,230	18,930	18,480	-
Boards and Commissions	13,572	18,480	18,290	18,480	-
Probate Court	6,715	9,170	9,170	9,190	-
Elections	140,812	134,990	145,310	190,060	-
Counsel and Legal Advice	237,984	174,040	194,040	174,040	-
Town Manager's Office	484,739	543,180	543,010	597,950	-
Town Treasurer's Office	2,806	2,870	2,870	2,940	-
Independent Audit	28,370	30,750	30,750	32,710	-
Intergovernmental Services	37,343	47,260	46,840	47,790	-
Community Services	94,769	118,620	118,620	127,430	-
Total General Fund	1,060,348	1,098,590	1,127,830	1,219,070	-
Town Support for Education and Charges to Other Departments	52,531	54,320	54,320	56,320	-
Special Revenue & Other Funds	49,967	16,490	16,390	16,520	-
Total Expenditures	1,162,846	1,169,400	1,198,540	1,291,910	-

Budget Commentary

The FY 22 General Fund expenditures are expected to come in over budget by $29,240 or 2.7% mostly due to the Counsel and Legal Advice budget for workers compensation litigation and an unanticipated special election for a State Representative seat in March of 2022 that was not budgeted for. The FY 23 General Fund budget reflects an increase of $120,480 or 11.0% as compared to the FY 22 budget due to three elections budgeted in FY 23 versus two in FY 22. Also contributing to the increase is added funding for processing absentee ballots and for Personal Services and Clean Energy initiatives in the TMO.

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	596,467	602,080	609,230	661,940	-
Supplies	20,174	25,230	27,800	26,330	-
Services	332,882	336,810	354,320	386,420	-
Maintenance & Repair	3,200	3,200	3,600	3,600	-
Grants & Contributions	94,769	118,620	118,620	127,430	-
Capital Outlay	-	-	-	-	-
Energy & Utility	12,856	12,650	14,260	13,350	-
Total	1,060,348	1,098,590	1,127,830	1,219,070	-

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	2,431	2,500	2,500	2,560	-
Supplies	-	-	-	-	-
Services	50,100	51,820	51,820	53,760	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	52,531	54,320	54,320	56,320	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	9,357	-	-	-	-
Supplies	39,227	-	-	100	-
Services	1,383	10,890	10,790	10,820	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	5,600	5,600	5,600	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	49,967	16,490	16,390	16,520	-

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	608,255	604,580	611,730	664,500	-
Supplies	59,401	25,230	27,800	26,430	-
Services	384,365	399,520	416,930	451,000	-
Maintenance & Repair	3,200	3,200	3,600	3,600	-
Grants & Contributions	94,769	124,220	124,220	133,030	-
Capital Outlay	-	-	-	-	-
Energy & Utility	12,856	12,650	14,260	13,350	-
Total	1,162,846	1,169,400	1,198,540	1,291,910	-

GENERAL GOVERNMENT
Budget Information
Fiscal Year 2019-2023

Expenditures

Expenditures by Category *	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	460,051	494,388	608,255	604,580	611,730	664,500	-
Supplies	27,068	18,743	59,401	25,230	27,800	26,430	-
Services	401,603	373,414	384,365	399,520	416,930	451,000	-
Maintenance & Repair	3,220	3,257	3,200	3,200	3,600	3,600	-
Grants & Contributions	110,541	100,917	94,769	124,220	124,220	133,030	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	11,230	12,284	12,856	12,650	14,260	13,350	-
Total	1,013,713	1,003,003	1,162,846	1,169,400	1,198,540	1,291,910	-

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

Funding Sources

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

Funding Source	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund	952,939	941,056	1,060,348	1,098,590	1,127,830	1,219,070	-
Town Support For Education	49,780	51,132	52,531	54,320	54,320	56,320	-
Subtotal: Gen. Govt. Gen. Fund	1,002,719	992,188	1,112,879	1,152,910	1,182,150	1,275,390	-
Special Rev. & Other Funds	10,994	10,815	49,967	16,490	16,390	16,520	-
Total	1,013,713	1,003,003	1,162,846	1,169,400	1,198,540	1,291,910	-

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	258	-	-	-	-
Supplies	810	1,400	1,330	1,400	-
Services	7,376	13,630	11,600	12,180	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,794	4,200	6,000	4,900	-
Total	13,238	19,230	18,930	18,480	-

* 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 22 General Fund expenditures are expected to come in under budget by $300 or 1.6% due to lower advertising expenditures. The FY 23 General Fund budget reflects a decrease of $750 or 3.9% due to less advertising expenses as compared to the FY 22 budget.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	4,205	-	230	-	-
Supplies	6,441	1,930	1,990	2,030	-
Services	7,450	15,820	15,190	15,750	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,140	1,130	1,180	1,130	-
Total	19,236	18,880	18,590	18,910	-

* 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 Special Revenue Funds.

Funding Source:	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Boards and Commissions	13,572	18,480	18,290	18,480	-
Special Revenue Funds	5,664	400	300	430	-
Total	19,236	18,880	18,590	18,910	-

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 22 expenditures are expected to come in slighly under budget by $290 or 1.5%. The FY 23 overall budget reflects a decrease of $30 or 0.2% as compared to the FY 22 budget.

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	6,715	9,170	9,170	9,190	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	6,715	9,170	9,170	9,190	-

* 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 22 expenditures are expected to come in on budget. The town's share of the district court's budget for FY 23 is $9,190, which is 45% of the district court budget of $20,420. 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 $20,420 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, 2021 were utilized to obtain Windsor's 45% proportionate figure of $9,190.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	125,363	103,750	110,730	134,900	-
Supplies	51,010	18,180	20,880	18,150	-
Services	2,744	6,860	7,100	30,410	-
Maintenance & Repair	3,200	3,200	3,600	3,600	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,798	3,000	3,000	3,000	-
Total	185,115	134,990	145,310	190,060	-

* 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Elections	140,812	134,990	145,310	190,060	-
Special Revenue Funds	44,303	-	-	-	-
Total	185,115	134,990	145,310	190,060	-

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 22 expenditures are expected to come in over budget by $10,320 or 7.6% due to Personal Services and Supplies because of an unanticipated special election for a State Representative seat. The FY 23 expenditures reflect an increase of $55,070 or 40.8% due to three elections anticipated for FY 23 versus two for FY 22, as well as added funding in anticipation of the State legislature passing a special act regarding no-excuse absentee ballots for the 2022 State election.

Elections	Month/Year	FY 2022 Budget	FY 2022 Estimate	FY 2023
Municipal	Nov 2021	✓	✓	
Special	Mar 2022		✓	
Budget Referendum	May 2022/2023	✓	✓	✓
State Primary	Aug 2022			✓
State Election	Nov 2022			✓

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	259,944	196,000	216,000	196,000	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	259,944	196,000	216,000	196,000	-

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

Funding Sources

Funding Source:	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Gen. Fund - Counsel & Legal Advice	237,984	174,040	194,040	174,040	-
Town Support for Education	21,960	21,960	21,960	21,960	-
Total: General Fund Budget	259,944	196,000	216,000	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 22 expenditures are expected to come in over budget by $20,000 or 10.2% as a result of workers compensation litigation. The FY 23 budget reflects no changes as compared to the FY 22 budget.

The breakdown of the budget is as follows:

	FY 22 Budget	FY 23 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	473,567	495,840	495,780	524,480	-
Supplies	1,140	3,720	3,600	4,850	-
Services	6,283	39,680	39,930	64,680	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,749	3,940	3,700	3,940	-
Total	484,739	543,180	543,010	597,950	-

* 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Exempt - Town Manager	1.00	1.00	1.00	1.00	-
Regular Full Time Employees	2.00	2.00	2.00	2.00	-
Regular Part Time Employees	0.40	0.50	0.50	0.50	-
Total FTEs	3.40	3.50	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 22 expenditures are expected to come in slightly under budget. The FY 23 budget reflects an increase of $54,770 or 10.1% mostly due to Personnel Services and funding for Clean Energy initiatives.

TREASURER

Expenditures

Expenditures by Category *	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	4,862	4,990	4,990	5,120	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	375	380	380	380	-
Total	5,237	5,370	5,370	5,500	-

* 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - Treasurer	2,806	2,870	2,870	2,940	-
Town Support for Education	2,431	2,500	2,500	2,560	-
Total: Gen. Fund Budget	5,237	5,370	5,370	5,500	-

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 22 expenditures are expected to come in on budget. The FY 23 budget reflects an increase of $130 or 2.4% as compared to the FY 22 budget due to Personal Services.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	67,000	71,100	71,100	75,000	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	67,000	71,100	71,100	75,000	-

* 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund – Audit	28,370	30,750	30,750	32,710	-
Town Support for Education	28,140	29,860	29,860	31,800	-
Subtotal: Gen. Fund Budget	*56,510*	*60,610*	*60,610*	*64,510*	-
Charges to:					
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	-
Subtotal: Other Funds	*10,490*	*10,490*	*10,490*	*10,490*	-
Total	67,000	71,100	71,100	75,000	-

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 Annual Comprehensive Financial Report (ACFR)
- 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 22 expenditures are expected to come in on budget. These expenditures are costs incurred for the audit of the FY 21 financial statements. The overall FY 23 budget reflects an increase of $3,900 or 5.5% as compared to the FY 22 budget. The FY 23 budget represents the second year of a two year extension of the prior three year audit service agreement.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	37,343	47,260	46,840	47,790	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	37,343	47,260	46,840	47,790	-

* 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 2022 Budget	FY 2023 Budget
Capitol Region Council of Governments	$23,620	$23,210
Connecticut Conference of Municipalities	18,990	19,560
Greater Hartford Transit District	4,650	5,020
Total	47,260	47,790

Budget Commentary

The overall FY 22 expenditures are expected to come in under budget by $420 or 0.9%. The overall FY 23 budget reflects an increase of $530 or 1.1% as compared to the FY 22 budget.

COMMUNITY SERVICES

Expenditures

Expenditures by Category*	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	94,769	124,220	124,220	133,030	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	94,769	124,220	124,220	133,030	-

* 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Gen. Fund - Community Services	94,769	118,620	118,620	127,430	-
Use of Police Private Duty Account	-	5,600	5,600	5,600	-
Subtotal: Special Revenue Funds	-	*5,600*	*5,600*	*5,600*	-
Total	94,769	124,220	124,220	133,030	-

	Budget FY 2022	Proposed FY 2023
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. *Requested $3,500*	$3,500	$3,500
Ascend Mentoring Provides mentoring and support services for Windsor's at risk youth and their families. *Requested $14,500*	$3,000	$3,000
Celebrate Wilson Supports an event in the Wilson section of town. *Requested $1,000*	$1,000	$1,000
Cable Television - WIN-TV Contributes to WIN-TV, Windsor's local cable station. *Requested $6,000*	$6,000	$6,000
Caribbean Cultural Heritage Alliance Promotes Caribbean culture, history and heritage through exhibitions, programs and activities. *Requested $7,000*	$0	$7,000
Community Health Resources Supports mental health services for Windsor residents. *Requested $12,500*	$12,500	$12,500
Farmington River Watershed Supports the restoration and conservation of the natural resources of this watershed. *Requested $2,600*	$2,070	$2,600
Fire Explorers Provides personal development and teamwork programs to Windsor youth. *Requested $10,000*	$10,000	$10,000
First School Society Supports maintenance efforts at the Palisado Cemetery. *Requested $810*	$810	$810
First Town Downtown Supports community efforts to revitalize downtown businesses. *Requested $20,000*	$20,000	$20,000

COMMUNITY SERVICES (continued)

	Budget FY 2022	Proposed FY 2023
Hartford Interval House Provides services to Windsor residents who are victims of domestic violence. *Requested $5,000*	$5,000	$5,000
Holiday Observance Supports the commemoration of Veterans Day and Memorial Day. *Requested $7,600*	$7,600	$7,600
Network Against Domestic Abuse Provides free support services to Windsor residents who are victims of domestic abuse. *Requested $1,350*	$1,350	$1,350
North Central Regional Mental Health Helps determine and monitors local mental health services. *Requested $2,070*	$2,040	$2,070
Police Cadets Provides personal development and teamwork programs to Windsor youth. *Requested $11,000*	$10,750	$11,000
Riverfront Recapture Supports a regional effort to restore access to the Connecticut River. *Requested $2,500*	$1,500	$2,500
Shad Derby Supports the activities of the Shad Fest Bureau. *Requested $7,100*	$7,100	$7,100
Tourism Grant to Chamber of Commerce Promotes tourism and increases small business opportunities. *Requested $14,000*	$15,000	$14,000
Voices Against Lyme Disease Based in Windsor, brings awareness and education to families, individuals and communities. *Requested $3,000*	$2,500	$3,000
Volunteer Appreciation Provides support for the annual Town of Windsor volunteer brunch. *Requested $10,000*	$9,500	$10,000
Windsor Art Center Provides aesthetic and educational experiences for the region's residents and visitors. *Requested $2,000*	$2,000	$2,000
Windsor Historical Society Supports outreach and education efforts to families and schools. *Requested $1,000*	$1,000	$1,000

Boards and Commissions/Community Services

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
5250	One Book One Windsor	-	-	-	-	-	-	-
5252	Bridge Builder's Award	-	-	-	-	-	-	-
5253	Community Day Events	100	-	-	100	-	100	-
5257	HRC Scholarship Fund	692	-	300	392	-	330	62
6800	Police Private Duty	-	5,600	5,600	-	5,600	5,600	-
		792	**5,600**	**5,900**	**492**	**5,600**	**6,030**	**62**

#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.
#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.

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	

GENERAL SERVICES

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

	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Expenditures					
Debt Service - Principle & Interest	5,443,350	5,779,260	5,779,260	5,720,030	-
Sewer Services	4,779,950	4,521,450	4,521,450	4,772,150	-
Great Pond Improvement District Transfer	246,560	402,000	460,570	488,250	-
Workers Comp. & Liability Insurance	1,156,530	1,234,530	1,234,530	1,287,930	-
Retiree Health Insurance and Actuarial Costs	864,752	923,000	923,000	830,980	-
Other Post-Employment Benefits (OPEB)	500,000	525,000	525,000	525,000	-
Revaluation	10,000	10,000	10,000	20,000	-
Recycling Services	469,384	561,640	551,620	561,880	-
Capital Projects	2,265,000	2,420,000	2,420,000	2,586,000	-
Tax Refunds - Prior Year	72,233	20,000	20,000	20,000	-
Caring Connection Transfer	120,000	120,000	120,000	140,000	-
Open Space	200,000	200,000	200,000	200,000	-
Total Expenditures	16,127,759	16,716,880	16,765,430	17,152,220	-

Budget Commentary

The FY 22 expenditures are expected to come in over budget by $48,550, mostly due to the tax revenue transfer payment to Great Pond. The FY 23 budget is proposed to increase $435,340 or 2.6%. Sewer Services are proposed to increase $250,700 and is based on the Metropolitan District Commission (MDC) 2022 calandar year operating budget. Also included in this increase is additional funding for pay-go capital projects of $166,000 and $53,400 for workers compensation and liability insurance. Tax revenue payments to the Great Pond Improvement District are expected to increase $86,250 due to real property assessed values at Great Pond. The FY 23 Caring Connection transfer reflects an increase of $20,000 as compared to FY 22 to assist towards addressing the projected operating loss in the upcoming fiscal year.

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

	FY 2022		FY 2023	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Debt Service – Principal	6,157,000	6,740,000	7,069,400	-
Debt Service – Interest	2,013,900	1,885,640	1,991,350	-
Total Debt Service	8,170,900	8,625,640	9,060,750	-

Funding Sources

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund – General Services	5,779,260	5,779,260	5,720,030	-
Use of Debt Service Fund Balance	324,870	779,610	979,340	
Town Support for Education	2,066,770	2,066,770	2,361,380	-
Total	8,170,900	8,625,640	9,060,750	-

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, 2022. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be $74,820,000.

				FY 2023 Payments		
	Total Debt	Less Anticipated Grants	Net Debt	Principle	Interest	Total
Town	58,085,000	-	58,085,000	5,214,400	1,484,970	6,699,370
Schools *	16,735,000	-	16,735,000	1,855,000	506,380	2,361,380
TOTAL	74,820,000	-	74,820,000	7,069,400	1,991,350	9,060,750

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

Budget Commentary

The FY 22 General Fund expenditures will come in on budget. The FY 23 proposed budget is based on planned FY 22 capital projects to be financed in the spring of 2022 through general obligation bonds as well as short-term borrrowing. The General Fund portion of debt service, incuding Town Support for Education, is proposed to increase by $235,380 or 3.0% with the anticipated use of debt service reserves in the amount of $979,340.

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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Sewer Services - Annual Ad Valorem	4,521,450	4,521,450	4,772,150	-
Sewer Services	4,521,450	4,521,450	4,772,150	-

Funding Sources

Funding Source	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - General Services	4,521,450	4,521,450	4,772,150	-
Total	4,521,450	4,521,450	4,772,150	-

Budget Commentary

The FY 22 general fund expenditures will come in on budget. The FY 23 general fund budget is expected to increase $250,700 or 5.5% as compared to the FY 22 budget. This increase is based on the MDC 2022 calendar year budget.

History of MDC Ad Valorem Tax

FY	Amount	Change	% Change
2023	4,772,150	250,700	5.5%
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

	FY 2022		FY 2023	
Expenditure by Category	Budget	Estimate	Proposed	Adopted
Great Pond Improvement District Transfer	402,000	460,570	488,250	-

Funding Sources

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - General Services	402,000	460,570	488,250	-
Total	402,000	460,570	488,250	-

Estimated taxes collected for Great Pond Village	**FY 22 Budget**	**FY 22 Estimate**	**FY 23 Budget**
Real Estate & Personal Property	881,680	999,240	1,054,600
Total Estimated	**881,680**	**999,240**	**1,054,600**
Less: Non-Incremental Taxes	(78,095)	(78,095)	(78,095)
Total incremental taxes	**803,585**	**921,145**	**976,505**
Allocation Percentage:	50%	50%	50%
Town Share	402,000	460,570	488,250
District Share (Transfer to Great Pond Special District Fund)	402,000	460,570	488,250

Budget Commentary

The FY 22 expenditure will come in over budget by $58,570 or 14.6%. The FY 23 General Fund budget is expected to increase approximately $86,250, or 21.5% as compared to the FY 22 budget, due to the increased assessed value of real property at Great Pond created by additional development.

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

	FY 2022		FY 2023	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Worker's Comp & Liability Insurance	2,441,580	2,441,580	2,563,190	-

Funding Sources

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - General Services	1,234,530	1,234,530	1,287,930	-
Town Support for Education	1,198,450	1,198,450	1,266,310	-
Fire District	8,600	8,600	8,950	-
Subtotal: General Fund	2,441,580	2,441,580	2,563,190	-
Insurance Internal Service Fund	-	-	-	-
Subtotal: Other Funds	-	-	-	-
Total	2,441,580	2,441,580	2,563,190	-

The FY 23 General Services, Fire District and Town Support for Education amounts are allocated as follows:

	General Services	Town Support For Education	Fire District	Total
Auto	151,840	15,020	-	166,860
Comprehensive General Liability	103,530	207,230	3,230	313,990
Catastrophe Coverage (umbrella)	53,590	65,880	310	119,780
Public Official's Liability	33,600	-	-	33,600
Football and Sports Accidents	-	21,000	-	21,000
Employee Protection	161,530	-	-	161,530
Heart & Hypertension	-	-	-	-
School Board Errors & Omissions	-	33,100	-	33,100
Property Protection	77,190	223,040	5,300	305,530
Employee Security	6,900	-	-	6,900
Cyber Liability	9,550	22,540	110	32,200
Statutory	7,700	-	-	7,700
Nurse	6,000	2,000	-	8,000
Workers Comp.	600,000	600,000	-	1,200,000
Excess Workers Comp.	76,500	76,500	-	153,000
Total	**1,287,930**	**1,266,310**	**8,950**	**2,563,190**

Budget Commentary

The FY 22 expenditures are expected to come in on budget. The overall FY 23 Worker's Compensation and Liability Insurance budget is expected to increase $121,610 or 5.0% as compared to the overall FY 22 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 $8,950 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

	FY 2022		FY 2023	
Expenditures by Category	Budget	Estimate	Budget	Adopted
Retiree Health Benefits	1,030,000	1,008,000	907,000	-
Retirement Plan Actuarial Costs	98,000	98,000	103,980	-
Total	1,128,000	1,106,000	1,010,980	-

Funding Sources

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Budget	Adopted
General Fund - General Services	923,000	923,000	830,980	-
Retiree Copays	205,000	183,000	180,000	-
Insurance Internal Service Fund	-	-	-	-
Total	1,128,000	1,106,000	1,010,980	-

Funded By General Fund - General Services - FY 2023

Retiree Health Benefits *$727,000*

- 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 *$43,980*

- 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) *$15,000*

- 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 *$45,000*

- Provides funding for investment consultant to manage defined benefit plan investments.

Budget Commentary

The FY 22 General Fund budget includes funding for retiree health, dental and prescription drug benefits as well as defined benefit retirement plan and OPEB 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 23 budget proposes a decrease of $117,020 or 10.4% 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

	FY 2022		FY 2023	
Expenditure by Category	Budget	Estimate	Proposed	Adopted
Other Post-Employment Benefits	750,000	750,000	750,000	-

Funding Sources

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund - General Services	525,000	525,000	525,000	-
Town Support for Education	225,000	225,000	225,000	-
Total	750,000	750,000	750,000	-

Budget Commentary

The FY 22 expenditures will come in on budget. The FY 23 budget proposes a contribution of $750,000. FY 23 will be the ninth 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 $6,000,000 on June 30, 2022.

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

	FY 2022		FY 2023	
Expenditure by Category	Budget	Estimate	Proposed	Adopted
Revaluation	10,000	10,000	20,000	-

Funding Sources

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	10,000	10,000	20,000	-
Total	10,000	10,000	20,000	-

Budget Commentary

The recommended funding for the revaluation account for FY 23 is $20,000. The next mandated revaluation will occur for the grand list dated October 1, 2023 and will be effective for the FY 25 budget.

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

	FY 2022		FY 2023	
Expenditure by Category	Budget	Estimate	Proposed	Adopted
Recycling	561,640	551,620	561,880	-

Funding Sources

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	561,640	551,620	561,880	-
Total	561,640	551,620	561,880	-

Funded By General Fund - General Services - FY 2023

Curbside Collection Services *$480,490*

- Contract for the curbside collection of recyclable materials for approximately 9,650 Windsor households

Leaf Collection Services *$70,390*

- 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 22 expenditures are expected to come in under budget $10,020 or 1.8%. The FY 23 budget reflects an increase of $240, and is based on the second year of a 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

	FY 2022		FY 2023	
Expenditure by Category	Adopted Budget	Estimate	Proposed	Adopted
Capital Projects – Town	5,601,100	5,601,100	18,190,000	-
Capital Projects – Schools	4,026,900	4,026,900	5,116,000	-
Total Capital Projects	9,628,000	9,628,000	23,306,000	-

Funding Sources

	FY 2022		FY 2023	
Funding Source	Adopted Budget	Estimate	Proposed	Adopted
General Services – Capital Projects	2,420,000	2,420,000	2,586,000	-
Town Support for Education	-	-	-	-
Subtotal – General Fund	2,420,000	2,420,000	2,586,000	-
Other Funds	7,208,000	7,208,000	20,720,000	-
Total	9,628,000	9,628,000	23,306,000	-

Budget Commentary

The town and school projects included in the proposed FY 23 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 23 will fund pavement management, sidewalks repairs, Public Works and Public Safety fleet replacement as well as project design services.

Anticipated FY 2023 Capital Improvement Projects

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	192,000	192,000				
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			
Street Reconstruction - Baker Hollow Road	3,025,000		3,025,000			
Pigeon Hill Road Rehabilitation (Lamberton Rd to Addison Rd, Design)	65,000					65,000 [1]
River Street Roadway Rehabilitation (Poquonock to Old River, Construction)	649,000		649,000			
Day Hill Road Pedestrian Circulation Enhancements (Marshall Phelps to Helmsford, Construction)	263,000		263,000			
Riverfront Trail Project - Windsor Center to East Barber Street (Design)	300,000			240,000		60,000 [1]
Palisado Avenue Corridor Improvements and Wall Repairs (Design)	161,000	161,000				
Town Facility Improvements - Milo Peck HVAC, Electrical, and Energy Improvements (Construction)	2,800,000		2,800,000			
Town Facility Improvements - Town Hall Stairway Railings	157,000		157,000			
Town Facility Improvements - Goslee Pool Improvements	1,675,000	-	1,675,000	-	-	-
Athletic Field Master Plan Implementation - Sharshon Park Improvements (Design)	115,000					115,000 [2]
Athletic Field Improvements - Clover Street School Field Improvements (Design)	83,000	83,000				
Town Facility Improvements - NW Park Parking Lot Renovations	195,000					195,000 [1]
Wilson Gateway Park (Construction)	1,500,000		1,500,000			
Wilson Fire Station - Replace Brush Truck	213,000	213,000				
BOE - Sage Park Middle School Energy Efficiencies Upgrades (Phase 3)	2,634,000		2,634,000			
BOE - LP Wilson HVAC Improvements North Phase I (Construction)	2,250,000		2,250,000			
BOE - Clover Street School Roof Replacement (Design)	69,000					69,000 [2]
BOE - Sage Park Roof Replacement (Design)	80,000					80,000 [2]
Subtotal FY 2023	18,806,000	2,586,000	15,216,000	420,000	-	584,000
FY 2023 Projects Anticipated to Require Voter Approval						
Broad Street Road Diet (Construction)	4,500,000	-	500,000	4,000,000	-	-
Subtotal FY 2023	4,500,000	-	500,000	4,000,000	-	-
GRAND TOTAL FY 2023	**23,306,000**	**2,586,000**	**15,716,000**	**4,420,000**	**-**	**584,000**

[1] *Capital Projects Fund Assigned Fund Balance (Total = $320,000)*

[2] *General Fund Unassigned Fund Balance (Total = $264,000)*

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

	FY 2022		FY 2023	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Tax Refunds Prior Year	20,000	20,000	20,000	-

Funding Sources

	FY 2022		FY 2023	
Funding Source	Budget	Estimate	Proposed	Adopted
General Fund	20,000	20,000	20,000	-
Total	20,000	20,000	20,000	-

Budget Commentary

The FY 22 expenditure is projected to come in on budget. No increase is proposed for FY 23.

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

	FY 2022		FY 2023	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Transfer to Caring Connection	120,000	120,000	140,000	-

Funding Sources

	FY 2022		FY 2023	
Funding Source	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 22 budget. The amount requested for FY 23 is $140,000 in order to address the projected operating loss in the upcoming 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

	FY 2022		FY 2023	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Open Space	200,000	200,000	200,000	-

Expenditures - Open Space Special Revenue Fund

	FY 2022		FY 2023	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Open Space	12,000	-	12,000	-

Budget Commentary

Expenditures for FY 22 and FY 23 are intended for professional services related to property surveys and appraisals. The fund balance in the Open Space Fund as of June 30, 2022 is projected to be approximatley $989,000.

SPECIAL REVENUE FUNDS

General Services

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
1630	Revaluation	86,291	10,000	16,000	80,291	20,000	-	100,291
1640	OPEB Actuarial Valuation	14,740	13,800	28,540	-	15,000	-	15,000
1703	Open Space Fund	789,459	200,000	-	989,459	200,000	12,000	1,177,459
1709	Great Pond Special District Fund	3,291	460,570	460,570	3,291	488,250	488,250	3,291
1710	Mill Brook Open Space	20,298	-	-	20,298	-	-	20,298
		914,079	**684,370**	**505,110**	**1,093,339**	**723,250**	**500,250**	**1,316,339**

#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 23 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. Travelers is the current carrier.

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. Travelers is the current carrier.

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. Travelers is the current carrier.

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 $3,000,000.

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 2021	FY 2022		FY 2023	
	Actual	Budget	Estimate	Proposed	Adopted
PUBLIC LIABILITY					
Comprehensive Gen. Liability/Auto	404,750	445,230	445,230	480,850	-
Catastrophe Coverage (umbrella)	93,000	106,950	106,950	119,780	-
Public Officials' Liability	29,360	31,700	31,700	33,600	-
Football and Sports Accident	15,000	18,000	18,000	21,000	-
SubTotal - Public Liability	*542,110*	*601,880*	*601,880*	*655,230*	-
EMPLOYEE PROTECTION					
Volunteer Firemen Accident	94,300	100,900	100,900	104,950	-
Police Professional Liability	31,930	35,100	35,100	37,560	-
Pension Fiduciary Liability	14,590	16,000	16,000	16,320	-
School Board Errors & Omissions	30,000	31,500	31,500	33,100	-
Heart and Hypertension	-	-	-	-	-
Special Medical Claims	2,120	2,500	2,500	2,700	-
SubTotal - Employee Protection	*172,940*	*186,000*	*186,000*	*194,630*	-
PROPERTY PROTECTION					
Property including Flood/Earth	222,560	256,000	256,000	276,480	-
Inland Marine including Watercraft	2,250	2,600	2,600	2,800	-
Boiler	21,140	24,300	24,300	26,250	-
SubTotal - Property Protection	*245,950*	*282,900*	*282,900*	*305,530*	-
SECURITY					
Cyber Liability	16,000	18,400	18,400	32,200	-
Employee Blanket Bond (Crime)	6,550	6,900	6,900	6,900	-
SubTotal - Security	*22,550*	*25,300*	*25,300*	*39,100*	-
STATUTORY					
Constable's Bond	5,750	6,000	6,000	6,200	-
Tax Collector's Bond	1,300	1,500	1,500	1,500	-
Nurse Professional	8,000	8,000	8,000	8,000	-
SubTotal - Statutory	*15,050*	*15,500*	*15,500*	*15,700*	-
Total - Liability Insurance	998,600	1,111,580	1,111,580	1,210,190	-

Funding Sources

	FY 2021	FY 2022		FY 2023	
Funding Source	Actual	Budget	Estimate	Proposed	Adopted
General Fund - General Services	512,530	569,530	569,530	611,430	-
Town Support for Education	478,030	533,450	533,450	589,810	-
Fire District	8,040	8,600	8,600	8,950	-
Total General Fund Budget	998,600	1,111,580	1,111,580	1,210,190	-

Budget Commentary

The FY 22 estimate is expected to come in on budget. The overall FY 23 liability insurance budget is projected to increase $98,610 or 8.9% over the FY 22 budget due to industry standards and coverage allocations. 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Workers Compensation	1,200,000	1,200,000	1,200,000	1,200,000	-
Excess Workers Comp. Premium	88,000	130,000	130,000	153,000	-
Total - Workers Compensation	1,288,000	1,330,000	1,330,000	1,353,000	-

Funding Sources

Funding Source	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
General Fund - General Services	644,000	665,000	665,000	676,500	-
Town Support for Education	644,000	665,000	665,000	676,500	-
Total - General Fund Budget	1,288,000	1,330,000	1,330,000	1,353,000	-

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 for most employees and $750,000 for public safety employees. 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-19 claims 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 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Cost - Active Employees:					
Health	2,341,973	2,647,000	2,623,000	2,757,000	-
Prescriptions	380,784	489,000	454,000	527,000	-
Dental	133,058	136,000	116,160	117,000	-
Disability	151,051	130,000	190,000	150,000	-
Life	44,612	45,000	45,000	47,000	-
Sub-total - Actives	3,051,478	3,447,000	3,428,160	3,598,000	-
Cost - Retirees					
Health	601,265	853,000	747,000	755,000	-
Prescriptions	193,474	111,000	160,000	96,000	-
Dental	31,219	69,000	53,840	56,000	-
Sub-total - Retirees	825,958	1,033,000	960,840	907,000	-
Total Benefit Cost	3,877,436	4,480,000	4,389,000	4,505,000	-
Less Reimbursements:					
Employee Copay Health/Dental/Prescription	(657,816)	(685,000)	(700,000)	(721,000)	-
Retiree Copay Health/Dental/Prescription	(194,335)	(205,000)	(183,000)	(180,000)	-
Prescription Rebates	(93,100)	(66,000)	(57,000)	(65,000)	-
Insurance Fund Balance	-	(43,990)	-	(50,690)	-
Landfill Allocated Costs	(55,480)	(56,210)	(56,210)	(56,830)	-
Resident Transfer Station	(13,140)	(12,410)	(12,410)	(12,550)	-
Child Day Care Allocated Costs	(128,970)	(146,000)	(141,740)	(147,600)	-
Adult Day Care Allocated Costs	(29,200)	(29,200)	(29,200)	(29,520)	-
Total Reimbursements	(1,172,041)	(1,243,810)	(1,179,560)	(1,263,190)	-
Total General Fund Contribution	2,705,395	3,236,190	3,209,440	3,241,810	-

Budget Commentary

The FY 22 employee and retiree total benefit costs are expected to come in under budget by $91,000 or 2.0%. This is due to lower than expected health and dental claim expenditures. The FY 22 employee and retiree general fund costs, after deducting employee and retiree copays and enterprise fund contributions, are expected to be $26,750 or 0.8% under budget. The FY 23 total benefit costs are increasing $25,000 or 0.6% based on medical, prescription and disability claims trend and expected claims experience. This increase is mitigated slightly by a decrease in dental costs due to better than expected claims experience. The total FY 23 general fund contribution is increasing $5,620 or 0.2% over the FY 22 budget after deducting employee and retiree copays and enterprise fund contributions.

Landfill Enterprise Fund

Town of Windsor
FY 2022-2023
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 expected long term post-closure costs for the landfill.

Closure and capping efforts are expected to continue through FY 23 and into the first half of FY 24 and include work within the wetlands area and finishing detention basins, surface water let-down structures, and perimeter roads. Work in CY 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 the completed landfill gas collection system. The gas system provides complete coverage to the entire waste footprint and was fully-completed in FY 19.

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 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 48 acres which encompasses the entire landfill with the exception of the landfill's outer slopes. The lower impervious cap layer has already been applied to many of the outer slopes as well. We will begin compacting the lower lifts of clay, and placing second lifts of clay on the on the outer slopes when the winter weather breaks in late spring of 2022. After those lifts have been successfully compacted, the final topsoil layer can be applied to those outer slopes and can be hydro-seeded.

During FY 19, town staff and DEEP came to an agreement over a conceptual approach that utilized a subsurface horizontal pipe and diffuser to 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. A geotechnical study was performed in the Fall of 2020, and final design work was completed over the winter of 2020-2021.

During mid-2021, a construction permit was obtained from the Windsor IWWC. The permit required from the US Army Corps of Engineers ("USACE") remains under review. As part of the public review process that has occurred within the past few months, the CT DEEP has agreed to reconsider a modified wetlands approach that was previously proposed by the Town. This is a much simpler and less-intrusive process that utilizes the wetlands natural ability to filter contaminants from ground and surface waters in the area. In addition, additional plantings in the wetlands would provide improved visual screening for the orange staining that is considered to primarily be an aesthetic issue in the wetlands area.

If the modified wetlands approach is ultimately agreed upon, it would likely result in significant expense reductions to closure and post-closure costs for the Landfill Enterprise Fund. The FY23 proposed budget still assumes that a USACE permit for a subsurface pipe installation is obtained in the Spring of 2022, and that construction would commence during FY 2023. To that end, the expense related to the subsurface pipe project is still included in the Services line of the proposed FY 23 budget.

The FY22 estimate and FY23 proposed budget both include "other revenues" that total $170,000 for the sale of the two trash compactors that will no longer be utilized at the landfill. The FY23 budget includes capital expense funds of $275,000 to replace the 1996 wheel loader that is utilized in the capping process, and will continue to be utilized for long-term transfer station operations as well.

Financial Summary

No operational revenues have been budgeted since FY 15. Revenues for the sale of solid waste compactors is expected to bring in $70,000 in FY 22, and another $100,000 in FY 23, and are included on the budget accordingly. Since January 2015, the town has submitted reimbursement requests for closure-related expenses that totaled approximately $1,275,000 as part of a $2,000,000 closure grant that was awarded many years ago by the State of Connecticut. The town has received 90% of the requested funds ($1,148,703) 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 $408,770 will be received in FY 22 which is reflected on the line item entitled "CT DEEP Reimbursement Grant" on page S-3. The FY 23 budget includes a reimbursement from the grant in the amount of $536,540, which represents 90% of the remaining balance of the grant (approximately $596,200). This request will be used to partially offset the expense related to the wetlands work that is expected to occur in FY 23. The wetlands project expenses are included in the Contractual Services line, and the expense of purchasing topsoil continues to be reflected in the Supplies line of this budget as well. It is expected that the entire balance of the $2M grant will be depleted at the conclusion of FY 23.

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 22 budget assumed that there would be an annual net loss of $2,025,170. The FY 22 estimate of a $1,162,220 loss is $862,950 better than budget. At the end of calendar year 2023, our goal is to have the entire clay cap installed. The estimated June 30, 2023 retained earnings balance available for future obligations is expected to be $18,401,085.

TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Operating Revenue					
Other Revenues	-	-	70,000	100,000	-
CT DEEP Reimbursement Grant *	-	648,000	408,770	536,540	-
Total Operating Revenue	-	648,000	478,770	636,540	-
Non-Operating Revenue					
Interest Income	137,134	70,000	48,000	95,000	-
Total Non-Operating Revenue	137,134	70,000	48,000	95,000	-
Total Revenue	137,134	718,000	526,770	731,540	-
Expenses					
Personal Services	451,181	470,870	470,770	492,180	-
Supplies	495,455	523,450	512,000	451,000	-
Services	436,712	1,439,900	411,840	1,311,840	-
Maintenance & Repairs	122,907	108,270	99,030	181,030	-
Energy & Utility	33,260	38,700	33,370	35,040	-
Administrative Overhead	50,000	50,000	50,000	50,000	-
Grants & Contributions	-	3,000	3,000	3,000	-
Capital Outlay	-	54,000	54,000	275,000	-
Insurance & Permit Fees	30,573	32,250	32,250	32,250	-
Total Expenses	1,620,088	2,720,440	1,666,260	2,831,340	-
Non-Operating Expenses					
Depreciation	29,166	22,730	22,730	42,900	-
Total Non-Operating Expenses	29,166	22,730	22,730	42,900	-
Total Expenses	1,649,254	2,743,170	1,688,990	2,874,240	-
Annual Net Operating Income/(loss)	(1,512,120)	(2,025,170)	(1,162,220)	(2,142,700)	-
Estimated End of Year Balances Available for Future Obligations	21,706,005	19,839,367	20,543,785	18,401,085	-

*Connecticut Department of Energy and Environmental Protection

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	3.80	3.85	3.85	3.85	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	3.80	3.85	3.85	3.85	-

LANDFILL OPERATIONS, CLOSURE & POST-CLOSURE

Products and Services

Landfill Capping Activities *$876,570*

- 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 stormwater drainage structures on the landfill
- Maintain and repair stormwater basins on the site.

Landfill Wetlands Project *$900,000*

- Install underground piping to divert groundwater from wetlands as recommended by the Connecticut Department of Energy and Environmental Protection (DEEP).

Landfill Gas Collection System *$42,000*

- Perform ongoing maintenance to the gas collection system including relaying condensate header lines and repairing well casings as necessary
- Perform ongoing and long-term monitoring of the landfill gas collection system.

Engineering *$279,750*

- 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 state DEEP and the federal Environment Protection Agency (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 *$479,990*

- Inspect, repair and maintain heavy equipment
- Perform scheduled preventive maintenance & oil sampling on equipment to detect major failures before they occur
- Purchase new wheel loader to replace a 1996 Volvo L120C loader that is used for capping, pushing up brush, loading out scrap metal and plowing snow at the Landfill/Transfer Station.

Administrative *$94,560*

- Conduct regular site inspections to ensure compliance with federal and state regulations
- Maintain records according to the state DEEP and the federal 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 site Stewardship Permit including:
  - testing leachate discharges
  - managing site monitoring programs
  - continuing analysis of decomposition gases
  - conducting overall landfill engineering projects
  - complying with federal environmental requirements
  - assisting with closure of landfill cells.

Property Maintenance *$76,220*

- 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, and 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 facilities and premises.

Resident Transfer Station Enterprise Fund

Town of Windsor
FY 2022-2023
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 waste materials which were then ultimately disposed of onsite in the landfill. Once the landfill closed, materials have been transported out of town at an additional cost and are subject to the higher disposal fees than other disposal sites charge within our region.

The State of Connecticut is in the midst of a waste disposal crisis. Due to rapidly rising disposal cost and the ongoing effects of the global pandemic, the Transfer Station Enterprise Fund has showed negative net annual operating income for each of the last two fiscal years. We are proposing steps to update our pricing models accordingly to address increased disposal costs.

Services

The FY 23 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. In addition to the existing list of materials that are managed at the Transfer Station, staff proposes to implement a pilot-study during FY 23 to evaluate the feasibility of an organics recycling program at the Transfer Station.

The Transfer Station facility is available exclusively to Windsor and Bloomfield residents. Presently, the hours of operation are: Monday & Friday 8:00 am - 2:45 pm, Tuesday & Wednesday 10:00 am - 2:45 pm, and Saturday 8:00 am - 3:45 pm. Staff is recommending no changes to hours of operation for FY 23.

Fees

As mentioned above, net annual losses in the previous two fiscal years support the need to make additional changes to the pricing structure at the Transfer Station in FY 23 in order to mitigate further dependence upon retained earnings to meet our ongoing operational expenses.

The future of Materials Innovation and Recycling Authority (MIRA), along with the continued global recycling volatility, continues to create unrest within the local solid waste marketplace. This uncertainty is expected to continue and to escalate through 2023 when the boilers at the Hartford waste to energy plant are expected to be decommissioned. The proposed FY 23 budget includes expense increases of approximately $6 per ton (from $93.50 to $99.50 per ton) for MSW and bulky waste disposal, and increases to the rate-per-haul as well. Taken alone, these fee increases would result in further net annual losses to the Transfer Station. In order to try to re-establish a positive net annual balance, the proposed FY 23 budget includes fee increases to several materials managed at the Transfer Station. The proposed changes to our Transfer Station tipping fees are detailed below.

The current fee for a resident to purchase an annual permit is $170. A half-year permit is also available for $90.00. For residents who do not have a permit, the side-window fee is $7 for up to three bags (or 100 lbs.) of kitchen-type MSW. Additional bags are currently charged at $3 each. Town staff has proposed that permits be raised to $180 and $95 respectively; that the side window transactions be raised an additional $1 (to $8) and individual bags be increased by $1 each for FY 23.

The Transfer Station currently charges $100 per ton for the disposal of brush and $175 per ton for bulky wastes. Town staff has proposed that these fees be increased to $115 per ton and $190 per ton respectively. These tipping fees remain well-aligned with the fees at other disposal facilities within our local marketplace.

Oversized wastes are charged a "volume-based" fee, and that 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 each subject to a fee to cover the costs to properly manage and dispose of these wastes as well. At this point, current fees cover the disposal costs of these items and town staff has proposed that fees remain unchanged for FY 23. These costs continue to be lower than similar fees for these materials at other disposal sites in our area.

In 2018, China launched "National Sword", a policy that has had a severe global impact on the recyclables market which continues to affect 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 23.

As the global condition created an additional expense to the Transfer Station, new recycling fees were established in FY 20 for patrons of the transfer station who chose to use the recycling roll-off containers instead of recycling their materials curbside at their homes. Two fees are charged for recyclables based upon size of vehicle. ($5.00 per car, $10.00 per truck). These fees continue to be in line with similar charges at other facilities within our region and no change is proposed to these fees for FY 23.

Mattresses that qualify under the Connecticut Mattress Recycling program are not charged a fee since the site began participation in the program in early FY 18.

Financial Summary

It is anticipated that the total revenues for the Resident Transfer Station Enterprise fund will be approximately $367,910 for FY 22. This exceeds the budget by $32,240 and is driven primarily by an increase in the receipt of construction and demolition materials and yard wastes which is presumably due to the ongoing COVID-19 pandemic. As expected, total expenses for FY 22 are also higher than budget and are estimated to be $384,670 or $51,740 over budget. The resulting annual net loss of $16,760 is $19,500 less than budgeted.

The proposed FY 23 budget incorporates the above-mentioned changes to our fee structure. If these proposed fee increases are implemented, the FY 23 revenues are anticipated to be $413,530 and expenses are expected to come in at $408,510, resulting in a $5,020 operating surplus for the year. When the $31,430 expense related to our proposed Organics Recycling Pilot Program is taken into consideration, the result is an annual loss of $26,410 to the Transfer Station Enterprise Fund for FY 23.

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. In addition, waste generation rates for several material types have changed dramatically due to the COVID-19 climate.

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. Conversely, 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 2021	FY 2022		FY 2023	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue					
Charges for Services	193,448	189,210	205,670	243,690	-
Permits & Other Revenues	158,908	145,460	161,740	166,340	-
Total Operating Revenue	352,356	334,670	367,410	410,030	-
Non-Operating Revenue:					
Interest Income	953	1,000	500	3,500	-
Total Revenue	353,309	335,670	367,910	413,530	-
Operating Expenses:					
Personal Services	80,478	93,380	92,180	96,210	-
Supplies	5,340	6,720	6,370	7,010	-
Services	35,690	24,500	32,380	33,050	-
Services (disposal of MSW)	65,207	64,120	62,420	66,480	-
Services (disposal of bulky & oversize)	169,041	131,900	181,200	194,190	-
Capital Outlay	-	-	-	-	-
Energy & Utility	10,174	12,310	10,120	11,570	-
Total Operating Expenses	365,930	332,930	384,670	408,510	-
Non-Operating Expenses:					
Organics Recycling PILOT Program	-	-	-	31,430	-
Annual Income/(Loss)	(12,621)	2,740	(16,760)	(26,410)	-
Net Assets (Retained Earnings), Beginning of Year	540,381	545,201	527,760	511,000	-
Net Assets (Retained Earnings), End of Year	527,760	547,941	511,000	484,590	-

Personnel Requirements

	FY 2021	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.20	0.15	0.15	0.15	-
Regular Part Time Employees	0.88	1.33	1.33	1.33	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.08	1.48	1.48	1.48	-

TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
OPERATING REVENUES BY SOURCE

	FY 2021	FY 2022		FY 2023	
	Actual	Budget	Estimate	Proposed	Adopted
Residential Bulky & Oversize Waste					
Oversize Waste (typically per item)	14,010	11,760	15,690	15,690	-
Construction & Demolition Debris (per ton)	179,438	177,450	189,980	228,000	-
Sub-total Residential Bulky & Oversize Waste	*193,448*	*189,210*	*205,670*	*243,690*	-
Permit Fees & Other Revenues					
Permit Fees	50,550	54,550	55,830	56,300	-
Fee for "Side Window" Transactions	21,873	25,600	21,650	25,150	-
Sale of Scrap Metal & Cardboard	28,630	13,430	19,650	21,620	-
Fees for Items not Disposed (Tires, Propane, Textiles, etc.)	10,692	16,700	17,770	17,770	-
Yard Waste Revenues (Non-Disposed)	36,163	24,180	35,840	34,500	-
Recycling Administrative Payment	11,000	11,000	11,000	11,000	-
Sub-total Permit Fees & Other Revenues	*158,908*	*145,460*	*161,740*	*166,340*	-
TOTAL OPERATING REVENUES	352,356	334,670	367,410	410,030	-

RESIDENT TRANSFER STATION
Products and Services

Solid Waste Management — *$ 14,000*

- Process permit holders and approximately 3,800 single-time users through the transfer station
- Process approximately 335 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 7,910 residential vehicles per year transporting bulky and oversized waste to the facility.
- Coordinate the processing of yard waste at the site.

Recycling Service — *$ 133,840*

- Collect and market recyclable materials such as - metal, textiles, paint, tires and batteries
- Manage the take-it-or-leave-it facility at the site
- Quarterly and annual tracking and reporting of residential and commercial recycling to the Department of Energy and Environmental Protection (DEEP).

Solid Waste Transportation & Disposal Expense — *$ 260,670*

- Transportation and Disposal expenses for MSW, bulky and oversized wastes hauled away from the facility.

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	$170/year; or $90 each half year	4/28/2021	Change to $180 / year, or $95 each half year
Demolition and Bulky Waste	04-4-48-480	Resolution	$175 per ton	4/28/2021	Change to $190 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	$6.00/tire	4/28/2021	
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	$7.00 up to 3 bags/cans $3.00 for single bag/can	4/28/2021	Change to $8.00 up to 3 bags/cans, $4.00 for single bag/can above base price
Propane Tanks	04-4-48-480	Resolution	$6.00 each	4/28/2021	
Treewaste	04-4-48-480	Resolution	$100.00 per ton	4/28/2021	Change to $115.00 per ton
Leaves	04-4-48-480	Resolution	$0 - $40 per ton	5/13/2014	

Adult Day Care Enterprise Fund

Town of Windsor
FY 2022-2023
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 34 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. Space is allocated for speech, physical and occupational therapists to provide their services as ordered by physicians.

During FY 22 the COVID-19 pandemic has continued to challenge the Caring Connection. Approved remote services are still being offered to our clients who are part of the Connecticut Home Care program for Elders in conjunction with the Department of Social Services. This includes meal delivery and daily telephone checks as well as the delivery of activity pages. The center continues to operate as a mask wearing community in a socially distanced environment. Some outside vendors and partners like our creative arts therapist, entertainers, and our therapy dog, Jack have been able to return to our program all following our mitigation plan and best practices developed in conjunction with the Connecticut Association of Adult Day Centers.

The Caring Connection's financial challenges continue. The yearly loss is predicted to be $177,190 in FY 22. Total Revenues are down by 28.6% or $87,470. Decreases in expenditures to personal services, transportation costs and contractual services are all related to the impact of a lower census. Total expenditures are down by 10.6% or $47,060.

Overall FY 23 revenues, based on our current census trends, projected growth and current COVID-19 pandemic reality are projected to be $282,770 which is $22,680 or 7.4% lower than the FY 22 adopted budget. Total FY 23 proposed expenditures are expected to be $22,450 lower than FY 22 budgeted expenditures due primarily to reductions in census and personnel. The FY 23 budget is projected to have a $137,010 shortfall between revenues and expenses.

Our community partners will continue to be an integral component of our FY 23 marketing efforts including surrounding senior centers and communities, physician offices and social/caseworkers with emphasis in Windsor, Hartford, Bloomfield and Windsor Locks. We look forward to resuming our Intergenerational relationships with the Windsor Montessori School, the Loomis Chaffee School and Windsor High, all valuable opportunities that embellish our program and keep our clients connected in the community.

During FY 23 the Caring Connection **will celebrate 35 years** of changing lives. We look forward to using this opportunity to spread the message about the benefits of Adult Day Centers in conjunction with what is being planned by the Connecticut Association of Adult Day Centers for 2022.

TOWN OF WINDSOR
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Operating Revenue:					
Charges For Services	178,395	284,250	191,780	259,370	-
Permits & Other Revenues	22,282	18,000	23,000	20,000	-
Total Operating Revenue	200,677	302,250	214,780	279,370	-
Non-Operating Revenue:					
Donations	3,126	3,000	3,000	3,200	-
Interest Income	143	200	200	200	-
Total Non-Operating Revenue	3,269	3,200	3,200	3,400	-
Total Revenue	203,946	305,450	217,980	282,770	-
Operating Expenses:					
Personal Services	208,134	241,310	220,330	233,830	-
Supplies	17,234	11,200	17,550	10,400	-
Services	6,573	34,050	25,210	38,250	-
Marketing	7,231	6,000	6,000	6,000	-
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,387	3,830	3,600	3,710	-
Administrative Overhead	-	-	-	-	-
Rent	69,090	65,090	65,090	65,090	-
Transfer Payment to GF Transportation Unit	49,070	79,750	56,390	61,500	-
Other	573	1,000	1,000	1,000	-
Total Operating Expenses	361,292	442,230	395,170	419,780	-
Non-Operating Expenses:					
Depreciation	189	-	-	-	-
Total Non-Operating Expenses	189	-	-	-	-
Total Expenses	361,481	442,230	395,170	419,780	-
Annual Income/(Loss)	(157,535)	(136,780)	(177,190)	(137,010)	-
Net Assets (Retained Earnings), Beginning of Year	46,976	25,986	29,441	2,251	-
Transfer In - General Fund - General Services	120,000	120,000	120,000	140,000	-
Transfer In - General Fund - Fund Balance	20,000	-	30,000	-	
Net Assets (Retained Earnings), End of Year	$ 29,441	$ 9,206	$ 2,251	$ 5,241	$ -

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00	-
Regular Part Time Employees	1.17	1.93	1.40	1.58	-
Total	3.17	3.93	3.40	3.58	-

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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	101,480	101,300	103,830	-
Supplies	2,200	1,350	1,400	-
Services	6,050	5,610	6,240	-
Marketing	6,000	6,000	6,000	
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,830	3,600	3,710	-
Administration	-	-	-	-
Rent Expense	65,090	65,090	65,090	-
Other	1,000	1,000	1,000	-
Total Expenses	185,650	183,950	187,270	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	0.20	0.20	0.20	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.20	1.20	1.20	-

Budget Commentary

The FY 22 estimate is expected to come in under budget by $1,700 or 0.9% due to savings in expenditures. The FY 23 proposed budget is projected to be $1,620 or 0.9% more than the FY 22 adopted budget due to increases in Personal Services offset by savings in postage and energy and utilities.

ADMINISTRATION

Products & Services

Administration *$166,590*

- 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 a monthly newsletter in conjunction with nursing, therapeutic recreation and transportation services
- Oversee the Therapeutic Recreation program including planning and development of the monthly calendar, leading select activities, assisting with off site trips
- Complete all required client therapeutic recreation goals, assessments, and care plans
- Inventory and order all supplies for art, music and therapeutic recreation programs.

Marketing *$6,000*

- Develop outreach efforts and market the program to the community and the private sector.

Intake, Assessment, and Case Management *$14,680*

- 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
- Serve as client advocate
- Train volunteers on program offerings and issues of health and aging
- Research grant opportunities and refer clients and caregivers to community, state and federal funding opportunities
- Submit program articles and press releases to newspapers and area agencies.

NURSING

The nursing division provides health services including assessments, daily medical monitoring, administration of medications, care planning, coordination of medical and therapy appointments, personal services and emergency care.

Expenditures

Expenditures by Category	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	125,430	117,570	126,550	-
Supplies	7,000	14,200	7,000	-
Services	22,600	14,150	24,210	-
Marketing	-	-	-	
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	155,030	145,920	157,760	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	1.00	1.00	1.00	-
Regular Part Time Employees	1.31	1.16	1.28	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.31	2.16	2.28	-

Budget Commentary

The FY 22 estimate is expected to be under budget by $9,110 or 5.9% due primarily to less nursing services needed as a result of the decreased census. Money spent for food served during the pandemic had a shift between contractual and supplies purchased due to availability. The FY 23 proposed budget is projected to be $2,730 or 1.8% higher than the FY 22 adopted budget due to increases in the Personal Services and Services expenditure categories.

NURSING

Products & Services

Skilled/Non-Skilled Nursing *$112,680*

- 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 *$17,430*

- 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, *$27,650*
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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	14,400	1,460	3,450	-
Supplies	2,000	2,000	2,000	-
Services	5,400	5,450	7,800	-
Marketing	-	-	-	
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	21,800	8,910	13,250	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.42	0.04	0.10	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	0.42	0.04	0.10	-

Budget Commentary

The FY 22 estimate is expected to come in under budget by $12,890 or 59.1% due to less spent on therapeutic recreation staff as a result of the reduced census. The program director, being a Therapeutic Recreation Director, supervises that aspect of the program at this time. The FY 23 proposed budget is projected to be $8,550 or 39.2% less than the FY 22 adopted budget due to the projected reduced census.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming *$13,250*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Transfer Payment to GF Transportation Unit	79,750	56,390	61,500	-
Total Expenses	79,750	56,390	61,500	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 22 estimate is projected to come in under budget by $23,360 or 29.3% due to the lower than expected census. The FY 23 proposed budget reflects a decrease of $18,250 or 22.9% due to reduced transportation costs aligning with the projected census.

TRANSPORTATION

Products & Services

Daily Transportation *$61,500*

- Transfer payment to the General Fund to pay for services provided by the Transportation Unit in Recreation & Leisure Services.

FY 2022 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.

FY 22 marketing efforts have been a combination of in person and virtual as dictated by the COVID landscape. During the summer we produced an animated promotional video that has been posted on our website and Facebook page. In the fall, we participated in senior health fairs in neighboring communities that were held in person and some in drive-by format. In November we hosted our second annual soup and cracker drive for the Windsor Food Bank. In December the "Problem Solving For The Common Good" class at Loomis Chaffee School took on the Caring Connection as one of their projects. Through the eyes of these young future leaders several unique marketing suggestions were proposed. We look forward to adapting and utilizing some of these suggested proposals as we roll out a new brochure this year and put a new face to our social media presence. We also plan to continue building our social media presence by offering educational presentations as we did in December with dementia specialist Pamela Atwood who shared tips about decreasing caregiver stress during the holidays.

Once again in FY 22, staff, clients and their families donated to the Social Services "Socktober" drive and clients worked to make and donate about 20 fleece tied blankets to support Windsor's Project Santa. Both wonderful Windsor community projects it was an honor to participate in.

Clients, caregivers and the Caring Connection facility continued to receive benefits from outside funding sources in FY 22 including:

- Home Care for Elders Program (Connecticut Community Care, Inc.)
- North Central Area Agency on Aging (IIIB/Client Subsidies, Alzheimer's Aide Grant, Alzheimer's and Respite Care Funding)
- State of Connecticut Department of Social Services
- Veteran's Administration
- United States Department of Agriculture Adult Day Care Food Grant via State of Connecticut Department of Education
- Granger Trust
- Reynolds Foundation
- memorial donations.

Other Fiscal Year 2022 program highlights include:

- act as a site for UCONN Nursing School students
- more robust social media presence including the use of sponsored Facebook posts to boost in-house events
- six foot socially distanced and mask wearing safe environment continuing to successfully meet client needs during the pandemic
- remote services to CCCI clients requesting this service per family choice
- revision of the Caring Connection brochure
- begin planning for 35th anniversary.

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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 2022-2023
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 60 children from 72 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.

The COVID-19 pandemic has drastically impacted the revenues and expenses of the Discovery Center. The center has been forced to utilize a substantial portion of their approximately $400,000 accumulated retained earnings (cash reserves) in the past 24 months. This is due to the limited enrollment coupled with increased part time staffing needs to accommodate recommended classroom cohorts and the inability to share teachers among classrooms, all caused by the pandemic.

The Infant Toddler and Toddler Montessori programs are going strong. Both programs have waiting lists for the 2022-2023 school year. Based on current enrollment and spaces available for siblings, we do not anticipate more than one opening in the full-day Toddler Montessori program for the 22-23 school year. The ½ day Toddler Montessori Program and the infant program have vacancies for the 2022-2023 school year. We will be able to accommodate families that are on the waiting list to fill these programs.

The Primary Montessori program and the elementary programs have been steady at 50% capacity due to the COVID-19 pandemic, 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 2022-2023 school year while it may take an additional year to recapture elementary families.

The FY 22 adopted budget assumed a loss of $144,360. Due to the pandemic, the enrollment has averaged 50% capacity in the Primary Montessori program and after school program. The summer programs averaged 65% capacity across all programs. These programs suffered an additional loss due to the uncertainty of viral spread among children. As a result of the COVID-19 pandemic the Child Development fund is estimating a loss of $233,990 for FY 22.

An operating loss of $176,640 is projected for the Child Development Enterprise fund for FY 23. The FY 23 budget was developed with the assumption of returning to full capacity in most programs, with a reduction of services in the Elementary Program. Unfortunately, the Elementary Program did not experience an increase in enrollment this school year. 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 23 proposed revenues include an increase in registration and activity fees. The FY 23 projected expenditures are based on current staffing patterns.

TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES

	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Operating Revenue:					
Charges For Services	710,612	1,154,480	1,003,000	1,156,250	
Permits & Other Revenues	21,676	200	660	200	-
Total Operating Revenue	732,288	1,154,680	1,003,660	1,156,450	-
Non-Operating Revenue:					
Donations	1,192	-	-	-	-
Interest Income	402	250	210	250	-
Total Non-Operating Revenue	1,594	250	210	250	-
Total Revenue	733,882	1,154,930	1,003,870	1,156,700	-
Operating Expenses:					
Personal Services	869,310	1,066,390	1,029,500	1,096,970	-
Supplies	17,286	24,000	21,900	23,900	-
Services	25,649	55,160	35,610	56,560	-
Marketing	5,593	8,000	5,000	8,000	-
Maintenance & Repairs	1,967	10,300	10,300	10,300	-
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	12,704	13,610	13,720	15,780	-
Administrative Overhead	-	-	-	-	-
Rent	118,830	118,830	118,830	118,830	-
Other (bad debt)	530	2,000	2,000	2,000	-
Total Operating Expenses	1,051,869	1,298,290	1,236,860	1,332,340	-
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	1,052,869	1,299,290	1,237,860	1,333,340	-
Annual Income/(Loss)	(318,987)	(144,360)	(233,990)	(176,640)	-
Net Assets (Retained Earnings), Beginning of Year	337,897	146,166	243,910	79,920	-
Transfer In - General Fund - Fund Balance	225,000	-	-	-	
OEC Stabilization Grant Funds Used	-	-	70,000	96,720	
Net Assets (Retained Earnings), End of Year	243,910	1,806	79,920	-	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	9.91	11.00	10.70	11.00	-
Regular Part Time Employees	5.14	7.11	6.64	7.18	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	15.05	18.11	17.34	18.18	-

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 the Montessori Toddler program. During the summer months an eight week half-day program is offered.

Expenditures

	FY 2022		FY 2023	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	494,390	475,940	488,080	-
Supplies	6,000	5,480	5,980	-
Services	15,790	10,150	16,810	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	1,000	1,000	1,000	-
Total Expenses	517,180	492,570	511,870	-

Personnel Requirements

	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.85	6.00	-
Regular Part Time Employees	2.83	2.60	2.50	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	8.83	8.45	8.50	-

Budget Commentary

The FY 22 expenditures are expected to come in under budget by $24,610 or 4.8% due to vacancy savings in addition to supplies and services as a result of the COVID-19 pandemic. The FY 23 proposed budget reflects an decrease of $5,310 or 1.0% as compared to the FY 22 budget primarily due to Personal Services.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler *$215,170*

- Conduct a year-round, full time program for 8 children age six weeks to twenty months.

Montessori Toddler *$296,700*

- Provide eight half-day spaces for children 18 months to three years (10 Month Program)
- Provide one full-day, year-round program for eight children ages 18 months to three years
- Provide an eight-week half-day summer program for eight toddlers.

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

	FY 2022		FY 2023	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	424,060	410,800	469,080	-
Supplies	13,200	12,050	13,150	-
Services	34,740	22,330	33,770	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	1,000	1,000	1,000	-
Total Expenses	473,000	446,180	517,000	-

Personnel Requirements

	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.83	3.76	3.83	-
Regular Part Time Employees	2.97	2.73	3.78	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	6.80	6.49	7.61	-

Budget Commentary

The FY 22 expenditures are expected to come in under budget by $26,820 or 5.7% due primarily to a partial year full time vacancy and lower enrollment as a result of the COVID-19 pandemic. The FY 23 proposed budget reflects an increase of $44,000 or 9.3% as compared to FY 22. This increase is due primarily to Personal Services, and increased part time hours as a result of maintaining CT Department for Disease Control recommended cohorts.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori *$436,660*

- Provide a Montessori educational experience for children ages 32 months through five years on a full or half-day schedule from September to June

- Provide weekly music and Spanish classes to all students.

Preschool Summer Program *$80,340*

- 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

	FY 2022		FY 2023	
Expenditures by Category	Budget	Estimate	Proposed	Adopted
Personal Services	147,940	142,760	139,810	-
Supplies	4,800	4,370	4,770	-
Services	12,630	8,130	13,980	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total Expenses	165,370	155,260	158,560	-

Personnel Requirements

	FY 2022		FY 2023	
Full Time Equivalents (FTE)	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.17	1.09	1.17	-
Regular Part Time Employees	1.31	1.31	0.90	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.48	2.40	2.07	-

Budget Commentary

The FY 22 expenditures are expected to come in under budget by $10,110 or 6.1% due primarily to a partial year full time vacancy and lower enrollment as a result of the COVID-19 pandemic. The FY 23 proposed budget reflects a decrease of $6,810 or 4.1% as compared to the FY 22 budget due to lower enrollment in this program.

ELEMENTARY PROGRAMS

Products & Services

Before and After School Elementary — *$76,890*

- 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 — *$42,760*

- Provide a nine-week full-day summer experience for children entering into first through 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 — *$38,910*

- 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 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	10,300	10,300	10,300	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	-	-	-	-
Rent Expense	118,830	118,830	118,830	-
Energy & Utility	13,610	13,720	15,780	-
Other	-	-	-	-
Total Expenses	142,740	142,850	144,910	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed	FY 2023 Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 22 expenditures are expected to come in over budget by $110 or 0.1% due to a slight increase in energy & utility costs. The FY 23 budget reflects an increase of $2,170 or 1.5% for the same reason.

FACILITIES MANAGEMENT

Products & Services

Management *$118,830*

- Pay rental fee to the Town of Windsor special revenue fund for the Milo Peck building.

Support Services *$26,080*

- Provide for general maintenance and telecommunication costs.

Child Development Enterprise Fund

FY 2022 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.

During the COVID-19 pandemic we followed all Office of Early Childhood (OEC) recommended precautions. We did not participate in offsite field-trips or host community events, but we offered alternative activities and programs. We conducted weekly music classes, began Spanish classes in November 2021, looked forward to animal presentations from Northwest Park, cooled off with outside water games, provided additional archery lessons, and enjoyed weekly treats from Menchies. Families also had an opportunity to purchase a Subway lunch every Friday during the summer months.

Our teaching staff met the OEC Professional Development requirements by completing virtual training to uphold the school's reputation of having a highly qualified faculty. Staff participated in CPR/First Aid, Medication training and enrolled in college courses. Due to the pandemic, additional professional development opportunities have become available for staff during the evening hours and online. Staff attended the trainings of their choice to meet the OEC Professional Development requirements. We are waiting for the results of the National Association for the Education of Young Children (NAEYC) accreditation visit.

Although our community involvement was different this year, we still participated in Connecticut Children's Medical Centers *PJ Day for the Kids* event. 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 $320 for this worthy cause. We collected more than 20 coats for the annual Coats for Connecticut Drive. A new community involvement activity this year is "Food Bank Fridays." Each week we collect a specific item for the Windsor Food Bank. The kindergarten students count, sort and graph the items each week.

We started a monthly event called "Second Cup of Coffee," held on the first Friday of each month. This is a simple way to bolster our communication with families and to let them know we appreciate them for trusting us to educate their children during this difficult time. Families were able to meet and socialize with each other and have conversations with the director. We also held parent orientation and our parent education events all following federal CDC guidelines for group events.

Our marketing efforts consisted of family referral coupons, new enrollee sign on bonuses and posting openings on our social media platforms.

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 Proposed
Child Day Care					
Infant/Toddler	05-3-3-31-340	Resolution	$1,495 per month	4/28/2021	
Elementary After School	05-3-3-31-340	Resolution	$395 per month	5/15/2012	
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	$100 per month	4/28/2021	
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	$178 per month	4/28/2021	
Elementary After 3 day/Month	05-3-3-31-340	Resolution	$235 per month	4/28/2021	
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	$337 per month	4/28/2021	
Elementary Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$245 per week	4/28/2021	
Elementary Summer Camp - 7:30 AM - 5:30 PM	05-3-3-31-340	Resolution	$265 per week	4/28/2021	
Montessori Toddler Camp - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	$178 per week	4/28/2021	
K-1 Camp - 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$245 per week	4/28/2021	
K-1 Camp - 7:30 AM - 5:30 PM	05-3-3-31-340	Resolution	$265 per week	4/28/2021	
Montessori Toddler	05-3-3-31-340	Resolution	$655 per month	4/28/2021	
Montessori Toddler Extended Day 8:15 AM - 4:45 PM	05-3-3-31-340	Resolution	$1,428 per month	4/28/2021	
Montessori Toddler Full Day	05-3-3-31-340	Resolution	$1,495 per month	4/28/2021	
Montessori ½ Day	05-3-3-31-340	Resolution	$630 per month	4/28/2021	
Montessori Extended Day	05-3-3-31-340	Resolution	$1,144 per month	4/28/2021	
Montessori Full Day	05-3-3-31-340	Resolution	$1,268 per month	4/28/2021	
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	Increase to $50.00
Activity Fee	05-3-3-31-340	Resolution	$60.00 annual	7/01/2015	Increase to $100.00
Summer Camp Preschool - 7:30 AM - 5:30 PM	05-3-3-31-340	Resolution	$295 per week	4/28/2021	
Summer Camp Preschool - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	$170 per week	4/28/2021	
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

SECTION	TITLE	PAGE
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APPENDIX "A"
Capital Improvement Program
2023-2028

Town of Windsor
FY 2022 – 2023
Proposed Budget

TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2023 – FY 2028

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 23 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 Capital Improvement Program

To Be Reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

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	192,000	192,000				
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			
Street Reconstruction - Baker Hollow Road	3,025,000		3,025,000			
Pigeon Hill Road Rehabilitation (Lamberton Rd to Addison Rd, Design)	65,000					65,000 [1]
River Street Roadway Rehabilitation (Poquonock to Old River, Construction)	649,000		649,000			
Day Hill Road Pedestrian Circulation Enhancements (Marshall Phelps to Helmsford, Construction)	263,000		263,000			
Riverfront Trail Project - Windsor Center to East Barber Street (Design)	300,000			240,000		60,000 [1]
Palisado Avenue Corridor Improvements and Wall Repairs (Design)	161,000	161,000				
Town Facility Improvements - Milo Peck HVAC, Electrical, and Energy Improvements (Construction)	2,800,000		2,800,000			
Town Facility Improvements - Town Hall Stairway Railings	157,000		157,000			
Town Facility Improvements - Goslee Pool Improvements	1,675,000	-	1,675,000	-	-	-
Athletic Field Master Plan Implementation - Sharshon Park Improvements (Design)	115,000					115,000 [2]
Athletic Field Improvements - Clover Street School Field Improvements (Design)	83,000	83,000				
Town Facility Improvements - NW Park Parking Lot Renovations	195,000					195,000 [1]
Wilson Gateway Park (Construction)	1,500,000		1,500,000			
Wilson Fire Station - Replace Brush Truck	213,000	213,000				
BOE - Sage Park Middle School Energy Efficiencies Upgrades (Phase 3)	2,634,000		2,634,000			
BOE - LP Wilson HVAC Improvements North Phase I (Construction)	2,250,000		2,250,000			
BOE - Clover Street School Roof Replacement (Design)	69,000					69,000 [2]
BOE - Sage Park Roof Replacement (Design)	80,000					80,000 [2]
Subtotal FY 2023	18,806,000	2,586,000	15,216,000	420,000	-	584,000
FY 2023 Projects Anticipated to Require Voter Approval						
Broad Street Road Diet (Construction)	4,500,000	-	500,000	4,000,000	-	-
Subtotal FY 2023	4,500,000	-	500,000	4,000,000	-	-
GRAND TOTAL FY 2023	**23,306,000**	**2,586,000**	**15,716,000**	**4,420,000**	**-**	**584,000**

[1] *Capital Projects Fund Assigned Fund Balance (Total = $320,000)*

[2] *General Fund Unassigned Fund Balance (Total = $264,000)*

Draft Capital Improvement Program

To Be Reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

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	205,000	205,000				
Stormwater Management Improvements	325,000		325,000			
Fleet and Public Works Equipment Replacement	775,000	775,000				
Tree Replacement Program	35,000					35,000 [1]
Town Facility Improvements - Core Networking Equipment	295,000	295,000				
Historic Monument and Ancient Cemetery Preservation	120,000					120,000 [2]
Day Hill Road Ped. Circulation Enhancements (Old Day Hill Road, Design)	26,000					26,000 [1]
International Drive Rehabilitation (Construction - Phase 2)	2,290,000			2,290,000		
Street Reconstruction - Basswood Road (Design)	210,000		210,000			
Town Facility Improvements - LP Wilson HVAC Improvements Phase II - Southside (Construction)	2,130,800		2,130,800			
Athletic Field Improvements - Clover Street School Field Improvements (Construction)	564,000	-	564,000			
Athletic Field Improvements - O'Brien Field Turf Replacement (Design)	63,000					63,000 [1]
Parks Master Plan	110,000	110,000				
Public Safety Equipment Fund - Replace Engine 1	998,000	500,000				498,000 [3]
Town Facility Improvements - Welch Pool Improvements	2,255,000		2,255,000			
BOE - LP Wilson HazMat Abatement	156,000					156,000 [1]
BOE - Sage Park Roof Replacement (Construction)	2,900,000		2,900,000			
BOE - Clover Street School - ADA Code and Restroom Renovations (Construction)	1,349,800		1,349,800			
BOE - Windsor High School - HVAC Systems Replacement (Design)	266,000		219,500			46,500 [1]
Subtotal FY 2024	16,183,600	2,815,000	9,954,100	2,470,000	-	944,500
FY 2024 Projects Anticipated to Require Voter Approval						
None	-	-	-	-	-	-
Subtotal FY 2024	-	-	-	-	-	-
GRAND TOTAL FY 2024	**16,183,600**	**2,815,000**	**9,954,100**	**2,470,000**	**-**	**944,500**

[1] *Capital Projects Fund Assigned Fund Balance (Total = $326,500)*

[2] *General Fund Unassigned Fund Balance (Total = $120,000)*

[3] *Public Safety Equipment Fund (Total = $498,000)*

Draft Capital Improvement Program

To Be Reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

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	210,000	210,000				
Fleet and Public Works Equipment Replacement	775,000	775,000				
Pavement Resurfacing at Town Facilities & Schools	281,000		281,000			
Town Hall Roof Replacement Project (Design)	41,000					41,000 [1]
Pigeon Hill Road Rehabilitation (Lamberton to Addison Rd, Construction)	712,000		712,000			
Day Hill Road Ped. Circulation Enhancements (Old Day Hill Road, Construction)	282,500		282,500			
Day Hill Road Capacity Improvements - Lane Widening from Addison Road to I-91 (Concept Design)	100,000	100,000				
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 - Sharshon Park Improvements (Construction)	637,000		637,000			
Athletic Field Improvement - O'Brien Field Turf Replacement (Construction)	1,095,000		1,095,000			
Public Safety Fund - Wilson Firehouse Interior Renovations and Roof Replacement	326,000	326,000				
Public Safety Fund - FD Utility / Mobile Cascade Vehicle Replacement	225,000	225,000				
BOE - L.P. Wilson - Main Hall Restroom Renovation (Construction)	878,800		878,800			
BOE - LPW Roof Replacement Project - (North End - Design)	100,000					100,000 [1]
BOE - Windsor High School Roof Replacement Project (Design)	270,000	270,000				
BOE - Windsor High School Fieldhouse Renovation (Design)	66,000					66,000 [1]
Subtotal FY 2025	7,277,700	2,836,000	3,886,300	180,000	-	375,400
FY 2025 Projects Anticipated to Require Voter Approval						
BOE - Windsor High School HVAC Systems Replacement (Construction)	3,555,000	-	3,555,000	-	-	-
Subtotal FY 2025	3,555,000	-	3,555,000	-	-	-
GRAND TOTAL FY 2025	**10,832,700**	**2,836,000**	**7,441,300**	**180,000**	-	**375,400**

[1] *Capital Projects Fund Assigned Fund Balance (Total = $375,400)*

Draft Capital Improvement Program

To Be Reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

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 2 Replacement	1,404,000	500,000	790,000			114,000 [2]
Wilson Route 159 Corridor Enhancement Program (Phase I)	1,231,000			1,231,000		
Intersection Improvements - Capen Street at Sage Park Road (Design)	119,000					119,000 [1]
Town Hall Roof Replacment (Construction)	567,000		567,000			
River Street - Repair Culvert and Stream Bed (Construction)	672,900		672,900			
Veterans Memorial Cemetery Expansion & Enhancements	210,000	210,000				
Train Station Boiler Replacement	225,000	225,000				
BOE - LPW Roof Replacement Project - North End (Construction)	2,400,000		2,400,000			
BOE - Windsor High School Fieldhouse Renovation (Construction)	975,000		975,000			
Subtotal FY 2026	10,308,900	2,890,000	5,734,900	1,411,000	-	273,000
FY 2026 Projects Anticipated to Require Voter Approval						
None	-	-	-	-	-	-
Subtotal FY 2026	-	-	-	-	-	-
GRAND TOTAL FY 2026	**10,308,900**	**2,890,000**	**5,734,900**	**1,411,000**	**-**	**273,000**

[1] *Capital Projects Fund Assigned Fund Balance (Total = $159,000)*

[2] *Public Safety Equipment Fund (Total = $114,000)*

Draft Capital Improvement Program

To Be Reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

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		
Street Reconstruction - Basswood Road (Construction)	2,143,000		2,143,000			
River Street Road Rehabilitation - Design (Kennedy Rd - Old River St)	106,000	106,000				
Palisado Avenue Corridor Improvements and Wall Repairs (Construction)	2,309,000		2,309,000			
Poquonock Firehouse HVAC Replacement - Design	48,000	48,000				
Athletic Field Master Plan - Welch Field Improvements (Construction)	341,000		300,000			41,000 [1]
Public Safety Equipment Fund	500,000	500,000				
LP Wilson Tennis Court Improvements - Design	76,800	76,800				
BOE - School Window Replacement- (Design)	99,600	99,600				
BOE - Kennedy School HVAC Improvements (Phase 2 - Media Area)	471,600		471,600			
Subtotal FY 2027	9,808,000	2,785,400	5,522,600	1,459,000	-	41,000
FY 2027 Projects Anticipated to Require Voter Approval						
BOE - Windsor High School Roof Replacement Project (Construction)	9,902,000	-	9,902,000	-	-	-
Subtotal FY 2027	9,902,000	-	9,902,000	-	-	-
GRAND TOTAL FY 2027	**19,710,000**	**2,785,400**	**15,424,600**	**1,459,000**	**-**	41,000

[1] *Capital Projects Fund Assigned Fund Balance (Total = $232,000)*

Draft Capital Improvement Program

To Be Reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2028						
Pavement Management Program	1,170,000	990,000		180,000		
Sidewalk and Curb Replacement Program	245,000	245,000				
Fleet and Public Works Equipment Replacement	795,000	795,000				
Stormwater Management Improvements	340,000		340,000			
River Street Road Rehabilitation (Kennedy Rd - Old River St)	1,112,000		1,112,000			
Day Hill Road Capacity Improvements - Right Turn Lanes	101,000	101,000				
Rainbow Neighborhood - Road Reconstruction (Design)	550,000		550,000			
Painting Town Facilities - Interiors and Exteriors	380,000		380,000			
Poquonock Firehouse HVAC Replacement	640,000	140,000				500,000 [2]
HVAC Roof Top Replacement at Addison Road DPW	335,000		335,000			
HVAC Roof Top Replacement at Caring Connection	255,000		255,000			
Emergency Power Generators Replacement	509,000		509,000			
LP Wilson Tennis Court Improvements	805,200		805,200			
Public Safety Equipment Fund	360,000	360,000				
BOE - School Window Replacement- (Construction)	1,001,400		1,001,400			
BOE - School Emergency Generators (Design)	310,000					310,000 [1]
Subtotal FY 2028	8,908,600	2,631,000	5,287,600	180,000	-	500,000
FY 2028 Projects Anticipated to Require Voter Approval						
	-	-	-	-	-	-
Subtotal FY 2028	-	-	-	-	-	-
GRAND TOTAL FY 2028	**8,908,600**	**2,631,000**	**5,287,600**	**180,000**	**-**	**500,000**
Total CIP Program	**89,249,800**	**16,543,400**	**59,558,500**	**10,120,000**	**-**	**2,717,900**

[1] *Capital Projects Fund Assigned Fund Balance (Total = $310,000)*

[2] *Public Safety Equipment Fund (Total = $500,000)*

APPENDIX "B"
Special Revenue Funds

Town of Windsor
FY 2022 – 2023
Proposed Budget

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
6002	Crisis Intervention Program	505	-	-	505	-	-	505
6004	Bullet Proof Vest Program	6,185	2,400	2,400	6,185	5,000	5,000	6,185
6012	State Reimbursements	18,982	-	-	18,982	-	-	18,982
6026	Car Seat Program	1,244	-	-	1,244	-	-	1,244
6301	Narcotic Seizures - Federal	-	-	-	-	-	-	-
6302	Federal Sharing	66,590	-	-	66,590	-	-	66,590
6305	Asset Forfeiture - State	6,596	-	-	6,596	-	-	6,596
6700	Animal Shelter	30,486	200	4,000	26,686	200	200	26,686
6702	K-9 Donations	3,856	-	-	3,856	-	-	3,856
6703	Donations	3,927	600	600	3,927	-	-	3,927
6800	Police Private Duty	614,842	572,000	570,000	616,842	550,000	612,260	554,582
6908	Vehicle Maintenance	-	4,000	3,000	1,000	5,000	5,000	1,000
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	418	-	-	418	-	-	418
		779,182	**579,200**	**580,000**	**778,382**	**560,200**	**622,460**	**716,122**

#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 - Funds are received from private donations. The funds are used for maintenance and capital items to enhance the program.

#6702 - K-9 Donations - Funds for this account were received from a private donation.

#6703 - Donations - Funds for this account are received from private donors.

#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 22 expenditures include $20,000 for traffic enforcement, $80,000 for vehicle replacement, $25,000 for information technology equipment, and $20,000 for other capital replacement items. FY 23 expenditures include $20,000 for traffic enforcement, $84,000 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 food and supplies for community events that promote police/community partnerships.

Fire Department

		FY 2022				FY 2023		
Project #	Project Name	Beginning Balance (7/1/21)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/22)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/23)
6903	Fire Department Donation	6,671	-	-	6,671	-	-	6,671
6904	COVID-19 Aid To Firefighters	-	22,280	22,280	-	N/A	N/A	N/A
		6,671	22,280	22,280	6,671	-	-	6,671

#6903 - Fire Department Donation - The Fire Department occassionally recieves donations for recruitment and retention of it's volunteer members. These funds are used in support of General Fund monies 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

		FY 2022				FY 2023		
Project #	Project Name	Beginning Balance (7/1/21)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/22)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/23)
6999	WVA Town Council Appropriatons	76,170	-	76,170	-	-	-	-
	Total 03 Funds	76,170	-	76,170	-	-	-	-

#6999 - WVA Town Council Appropriations - Funds were approved by Town Coucil 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 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
2002	Youth Theatre	(2,196)	11,900	8,300	1,404	15,000	11,000	5,404
2004	Fran Elligers Memorial Fund	1,026	350	-	1,376	350	-	1,726
2007	Teen-A-Rama	(77,453)	355,450	368,520	(90,523)	489,500	428,550	(29,573)
2009	O'Brien Field Rental	7,054	2,000	-	9,054	2,000	-	11,054
2010	Positive Youth Development	22,412	7,000	6,050	23,362	6,050	6,050	23,362
2016	Passage Program	3,008	-	-	3,008	-	-	3,008
2018	Live-n-Learn	10,173	13,400	11,860	11,713	16,700	13,710	14,703
2045	Dog Park	4,243	-	-	4,243	-	-	4,243
2077	Youth Services Bureau	-	18,910	18,910	-	18,910	19,330	(420)
2078	YSB Enhancement Grant	-	10,670	10,670	-	10,670	10,670	-
2079	Local Prevention Council	-	9,140	9,140	-	5,340	5,340	-
2080	YSB Hartford Foundation for Public Givi	-	35,030	35,030	-	35,030	35,030	-
2204	Northwest Park Nature Camp/Clubs	95,466	117,470	88,740	124,196	125,490	122,170	127,516
2207	Friends of Northwest Park Grant	2,683	11,000	11,000	2,683	11,000	11,000	2,683
2208	Northwest Park Shop	7,133	4,000	2,500	8,633	8,000	5,000	11,633
2210	NWP Environ. Education Programs	7,947	37,500	56,210	(10,763)	49,000	60,800	(22,563)
2211	Northwest Park Tobacco Museum	1,478	10,230	15,040	(3,332)	15,040	15,040	(3,332)
2300	Windsor Senior Center	2,672	34,000	46,500	(9,828)	34,000	59,700	(35,528)
2325	NWP Facilities	26,896	18,900	16,070	29,726	25,200	22,330	32,596
2326	Elderly Transportation Grant	9,320	9,340	9,340	9,320	9,340	9,340	9,320
2330	Dial-a-Ride Matching Grant	8,080	38,090	38,090	8,080	38,090	38,090	8,080
2333	CT Healthy Living - Tai Chi	-	2,880	2,880	-	2,880	2,880	-
3889	NCAAA* Grant	4,000	10,000	10,000	4,000	4,000	4,000	4,000
4022	River Walkways	19,961	-	-	19,961	-	-	19,961
		153,903	**757,260**	**764,850**	**146,313**	**921,590**	**880,030**	**187,873**

*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 from 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. Examples of expenditures include staffing, basketballs, exercise & fitness equipment and contracted services, such as speakers and magicians.

#2009 - O'Brien Field Rental - Fees are collected from user groups of the field and are 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. Examples of expenditures associated with this fund include staffing, equipment, materials and supplies and instructors.

#2018 - Live-n-Learn Program - Revenues are from adult program fees. Expenditures include staffing, fitness equipment, bus rentals for trips to museums, baseball games and other similar activities.

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 to provide 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.
#2080 - YSB Hartford Foundation for Public Giving - This grant will enhance the Youth in Action high school leadership program and focuses on students' loss of learning during the COVID-19 pandemic, specifically those who have lost school credit due to accumulated unexcused absences.
#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 inventory and exhibit development and upkeep, which is managed by Northwest Park staff and volunteers.
#2210 - Northwest Park Environmental Education - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and pubic workshops and classes. The funds from this account are used for part-time wages (clerical staff and environmental educators), contractual services, supplies and
#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 museum brochures. Northwest Park is responsible for facility upkeep, as well as 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.
#2330 - Dial-a-Ride Matching Grant - Funds received from this grant are used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles.
#2333 - CT Healthy Living - Tai Chi - Funds are used to provide evidence-based therapeutic movement through Tai Chi programs to seniors.
#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.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
3816	Human Services Assistance Fund	60,756	-	3,000	57,756	-	3,000	54,756
3840	Operation Fuel Partnering	12,494	2,800	3,000	12,294	1,000	3,000	10,294
3866/3500	NCAAA*SS Grant Groceries To Go	2,470	1,140	3,610	-	4,720	4,720	-
3894/3510	NCAAA*SS Grant Grandparents	1,370	3,340	4,710	-	4,770	4,770	-
3867	Windsor Food and Fuel Bank	3,794	2,680	2,680	3,794	2,760	2,760	3,794
3901	Social Services Donations	810	-	-	810	-	200	610
		81,694	**9,960**	**17,000**	**74,654**	**13,250**	**18,450**	**69,454**

*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 - NCAAA Grant - Social Services - Funds from this account support part time staff hours and supplies for the Groceries to Go program.
#3894 - NCAAA 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 (formerly known as "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 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
3805	CPR Classes	469	-	-	469	600	600	469
3808	Clinic Services	55,565	22,350	22,350	55,565	22,470	22,470	55,565
3814	Bike & Ski Safety Equipment	4,281	500	500	4,281	1,000	1,000	4,281
3877	Regional Emergency Planning	440	-	440	-	-	-	-
3893/3910	Public Health Emergency Preparedness/	-	35,680	35,680	-	35,680	35,680	-
3896	Emergency Mgmt Performance Grant	(10,587)	4,270	4,470	(10,787)	4,470	5,370	(11,687)
3897	Property Maintenance Remediation/Rel	82,750	35,000	73,000	44,750	10,000	28,000	26,750
3903/3911	Public Health Block Grant	2,000	2,330	4,330	-	7,130	7,130	-
3905	ELC-1 Enhancing Covid Grant	25,690	63,730	62,170	27,250	-	27,250	-
3907	Coronavirus Relief Fund State Grant	54,670	2,500	57,170	-	-	-	-
3908	COVID-19-Hartford Foundation Vaccine	25,050	-	25,050	-	-	-	-
3909	COVID-19-CT DPH Vaccine Equity	-	17,500	17,500	-	-	-	-
3912	ELC-2 Enhancing Covid Grant	-	53,600	20,000	33,600	53,610	87,210	-
		240,328	**237,460**	**322,660**	**155,128**	**134,960**	**214,710**	**75,378**

#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.

#3893/3910 - 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).

#3903/3911 - 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.

#3905 - ELC-1 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.

#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.

#3908 - COVID-19 - Hartford Foundation Vaccine Equity Grant - This grant is from the Hartford Foundation for Public Giving for vaccine equity and outreach efforts.

#3909 - COVID-19 - Vaccine Equity Partnership Grant - This grant is from the Connecticut Department of Public Health for vaccine equity and outreach.

#3912 - ELC-2 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 March 2022 - May 2023.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
2501	Library Copy Machine Fund	62,691	12,000	16,000	58,691	12,000	16,000	54,691
2502	Windsor Library Association Grant	6,614	1,600	-	8,214	1,600	-	9,814
2503	Main Library Non-Print Materials	41,454	16,000	16,000	41,454	17,000	17,000	41,454
2504	Wilson Library Non-Print	11,610	3,500	4,000	11,110	3,800	4,500	10,410
2505	Connecticard	30,653	17,800	-	48,453	20,000	20,000	48,453
2507	Cary Nearing Book Project	180	-	180	-	-	-	-
2509	State Library Grant	8,681	-	-	8,681	-	-	8,681
N/A	Library Association Donation***	-	22,000	22,000	-	22,000	22,000	-
1920	COVID 19 - ARPA State Library Grant	19,050	-	19,050	-	-	-	-
		180,933	**72,900**	**77,230**	**176,603**	**76,400**	**79,500**	**173,503**

***Not included in town system

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

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

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

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

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

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

#2509 - State Library Grant - Revenues are from 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.

#1920 - COVID 19 - American Rescue Plan Act (ARPA) State Library Grant - Revenues from the state to be used for the purchase of public health related items (air filters, sanitizers, vinyl furniture, etc.) in response to the COVID-19 pandemic.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
1707	Earth Day	480	-	-	480	-	-	480
1722	Fire & Life Educator Award	-	1,000	1,000	-	-	-	-
1921	Small Business Loan Program	-	625,000	551,250	73,750	-	-	73,750
		480	**626,000**	**552,250**	**74,230**	-	-	**74,230**

#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.
#1722 - Fire & Life Educator Award - This award was given to the Fire Inspector for work in strengthening and reimagining the town's fire and life safety educational program and funds will be used to create a new Fire Prevention program.
1921 - Small Business Loan Program - This program was established to provide grants to businesses and local nonprofit organizations to mitigate financial hardship as a result of the COVID-19 pandemic and were allocated from the American Relief Funds.

SPECIAL REVENUE FUNDS

Public Works and Engineering

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
1980	Stony Hill School	(1,147)	9,620	6,130	2,343	10,040	6,070	6,313
2014	330 Windsor Avenue Maintenance	55,493	109,880	92,800	72,573	115,250	101,300	86,523
4009	Town Aid Road Improvements	1,296,061	460,000	694,800	1,061,261	403,000	587,000	877,261
4012	Local Cap. Improve. - Recording Fees	151,687	11,350	-	163,037	11,350	-	174,387
4018	Veterans Cemetery	1,985	1,500	-	3,485	-	-	3,485
4024	Solid Waste Management/Anti-Littering	-	30,000	-	30,000	60,000	60,000	30,000
4100	Rental Revenue (Properties)	12,115	22,860	12,650	22,325	24,400	13,100	33,625
4101	Train Station/Freight House	52,744	31,870	28,620	55,994	33,300	30,400	58,894
4102	Roger Wolcott Building	87,361	33,780	33,780	87,361	-	-	87,361
4103	Addison Road	15,950	-	15,950	-	-	-	-
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		1,677,950	**710,860**	**884,730**	**1,504,080**	**657,340**	**797,870**	**1,363,550**

#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 fitness training 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.

#4024 - Solid Waste Management/Anti-Littering - This account was established pursuant to CT PA 21-58. A portion of the revenues received by liquor wholesalers from the sale of "nip" bottles is allocated to cities and towns in Connecticut and used towards managing solid waste and reducing the impact of littering.

#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. As of February 2022, this building no longer belongs to the town and the balance will be allocated to General Fund expenditures.

#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 was being used to pay the utilities at 100 Addison Road. The balance is projected to be used by the end of FY 22.

#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.

Information Services

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
1304	Town Clerk Copier	125,654	34,000	36,600	123,054	35,000	37,600	120,454
1306	Historic Preservation	18,008	6,500	7,500	17,008	6,500	6,000	17,508
1308	Preservation Microfilming Grant	-	7,500	7,500	-	7,500	7,500	-
		143,662	**48,000**	**51,600**	**140,062**	**49,000**	**51,100**	**137,962**

#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.

Administrative Services

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
1650	Assessor's Coin-Op Copiers	8,099	200	200	8,099	200	200	8,099
1651	Delinquent Property Tax Sale	11,382	-	900	10,482	24,600	24,600	10,482
1691	Diversity, Equity & Inclusion Training	3,200	-	3,200	-	-	-	-
		22,681	**200**	**4,300**	**18,581**	**24,800**	**24,800**	**18,581**

#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.

#1691 - Diversity, Equity & Inclusion - FY 21 Town Council appropriation for town staff training.

SPECIAL REVENUE FUNDS

Boards and Commissions

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
5250	One Book One Windsor	-	-	-	-	-	-	-
5252	Bridge Builder's Award	-	-	-	-	-	-	-
5253	Community Day Events	100	-	-	100	-	100	-
5257	HRC Scholarship Fund	692	-	300	392	-	330	62
6800	Police Private Duty	-	5,600	5,600	-	5,600	5,600	-
		792	**5,600**	**5,900**	**492**	**5,600**	**6,030**	**62**

#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.
#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.

SPECIAL REVENUE FUNDS

General Services

Project #	Project Name	FY 2021 Beginning Balance (7/1/20)	FY 2021 Projected Revenue	FY 2021 Estimated Expenditures	FY 2021 Projected Balance (6/30/21)	FY 2022 Projected Revenue	FY 2022 Budgeted Expenditures	FY 2022 Projected Balance (6/30/22)
1630	Revaluation	86,291	10,000	16,000	80,291	20,000	-	100,291
1640	OPEB Actuarial Valuation	14,740	13,800	28,540	-	15,000	-	15,000
1703	Open Space Fund	789,459	200,000	-	989,459	200,000	12,000	1,177,459
1709	Great Pond Special District Fund	3,291	460,570	460,570	3,291	488,250	488,250	3,291
1710	Mill Brook Open Space	20,298	-	-	20,298	-	-	20,298
		914,079	**684,370**	**505,110**	**1,093,339**	**723,250**	**500,250**	**1,316,339**

#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 23 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 facililitate 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.

Not Allocated to Specific Service Unit

Project #	Project Name	FY 2022 Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
0375	375th Anniversary	7,162	-	-	7,162	-	-	7,162
2100	L.P. Wilson Fund	121,213	541,020	478,800	183,433	539,820	532,170	191,083
4104	John Mason Statue Relocation	15,000	-	-	15,000	-	-	15,000
5200	Community Use of Schools	51,105	30,000	20,000	61,105	30,000	30,000	61,105
7219	OEC Child Day Care Stabilization Grant	136,416	136,416	154,052	118,780	-	96,720	22,060
7225	Milo Peck Building	31,438	125,230	123,230	33,438	118,830	126,820	25,448
		362,334	**832,666**	**776,082**	**418,918**	**688,650**	**785,710**	**321,858**

#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.

#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.

#4104 - John Mason Statue Relocation - This account was set up as a result of an appropriation made by Town Council from the General Fund Unassigned Fund Balance for a contribution to the Windsor Historical Society for site preparation costs for the relocation of the John Mason Statue.

#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).

#7219 - OEC Child Day Care Stabilization Grant - This is funding the Child Day Care Enterprise received from the State Office of Early Childhood. Funds to be used to cover personnel costs, educational advancement, tuition reimbursement, facility maintenance and improvements, personal protective equipment, cleaning and sanitization supplies, goods and services necessary to maintain the child care business, and mental health support for children and employees. All funds will be spent between July 1, 2021 and September 2023.

#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.

AMERICAN RELIEF FUNDS (ARF)

Project #	Project Name	Beginning Balance (7/1/21)	FY 2022 Projected Revenue	FY 2022 Estimated Expenditures	FY 2022 Projected Balance (6/30/22)	FY 2023 Projected Revenue	FY 2023 Budgeted Expenditures	FY 2023 Projected Balance (6/30/23)
1919	ARF Grant Revenue	4,251,774	4,248,226	625,000	7,875,000	-	-	7,875,000
		4,251,774	**4,248,226**	**625,000**	**7,875,000**	**-**	**-**	**7,875,000**

ALLOCATION OF THE AMERICAN RELIEF FUND (ARF) FROM PROJECT 1919

	Competitive Economy							
1921	Small Business Loan Program	-	625,000	551,250	73,750	-	-	73,750
		8,503,548	**625,000**	**551,250**	**73,750**	**-**	**-**	**73,750**

#1919 - ARF Grant Revenue - This project was created to account for the total receipt of Coronavirus State and Local Fiscal Recovery funds, which will get allocated to specific projects as they get approved by Town Council. The funding from this grant comes from the U.S. Office of Treasury as a result of the American Rescue Plan Act to support the town's response and recovery from the COVID-19 pandemic.

1921 - Small Business Loan Program - The funding for this project was allocated from the ARF Grant Revenue (project 1919). The Small Business Loan program was established to provide grants in the amount of $10,000 each to businesses and local non-profit organizations to mitigate financial hardship as a result of the COVID-19 pandemic.

APPENDIX "C"
Summary of Personal Services

Town of Windsor
FY 2022 – 2023
Proposed Budget

SUMMARY OF PERSONAL SERVICES

GENERAL FUND POSITIONS

	FY 2022 Adopted/ Restated	FY 2023 Proposed
ADMINISTRATIVE SERVICES		
Full Time	16.89	17.76
Part-time FTE	3.05	2.69
DEVELOPMENT SERVICES		
Full-time	11.00	11.00
Part-time FTE	0.55	0.55
RECREATION & LEISURE SERVICES		
Full-time	9.27	10.27
Part-time FTE	15.30	15.02
HUMAN SERVICES		
Full-time	3.17	4.17
Part-time FTE	2.76	2.03
HEALTH SERVICES		
Full-time	4.00	4.00
Part-time FTE	1.10	1.84
INFORMATION SERVICES		
Full-time	4.23	4.23
Part-time FTE	0.07	0.07
LIBRARY SERVICES		
Full-time	9.00	9.00
Part-time FTE	9.61	10.29
PUBLIC WORKS and ENGINEERING		
Full-time	38.15	39.15
Part-time FTE	5.96	6.02
SAFETY SERVICES		
Full-time	66.83	67.48
Part-time FTE	1.44	1.44
GENERAL GOVERNMENT		
Full-time	3.00	3.00
Part-time FTE	0.50	0.50
COMMUNITY DEVELOPMENT		
Full-time	1.00	1.00
Part-time FTE	0.20	0.33
TOTAL GENERAL FUND		
Full-time	**166.54**	**171.06**
Part-time FTE	**40.54**	**40.78**
Total	**207.08**	**211.84**

NON-GENERAL FUND POSITIONS

RECREATION - Special Revenue Fund & Transfer from Caring Connection for Transportation		
Full-time	0.33	0.33
Part-time FTE	17.52	17.68
HUMAN SERVICES - Special Revenue		
Part-time FTE	0.05	0.05
HEALTH SVS - Special Revenue Fund		
Part-time FTE	1.20	1.20
INSURANCE INTERNAL SVS FUND		
Full-time	0.11	0.11
Part-time FTE	0.17	0.17
COMMUNITY DEVELOPMENT		
Part-time FTE	0.30	0.17
PUBLIC WORKS		
Part-time FTE	-	1.45
ENTERPRISE FUNDS		
Full-time	17.00	17.00
Part-time FTE	10.37	10.09
TOTAL NON-GENERAL FUND		
Full-time	**17.44**	**18.89**
Part-time FTE	**29.61**	**29.36**
Total	**47.05**	**48.25**

APPENDIX "D"
Employee Pay Plans

Town of Windsor
FY 2022 – 2023
Proposed Budget

APPENDIX D

TOWN OF WINDSOR
TEAMSTERS LOCAL 671 PAY PLAN A
FY 2021-2022
(Pending Contract Negotiations)

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
(Pending Contract Negotiations)

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
(Pending Contract Negotiations)

	7/1/2020	7/1/2021
Part-time Scale Clerk	$15.50 - $21.00/hour	$15.50 - $21.00/hour

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
UPSEU LOCAL 424, UNIT 10 PAY PLAN
FY 2022 – 2023

	STEPS				
PAY GRADE	1	2	3	4	5
CIVILIAN DISPATCHER	58,359	62,082	65,465	68,847	72,227

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 +500 Hours
Part-time Civilian Dispatcher	22.00/Hour	27.47/Hour	30.24/Hour	32.96/Hour

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
POLICE PAY PLAN
FY 2022-2023

STEPS

PAY GRADE	A	B	C	D	E	F	G	H
Pay Grade P1*								
Police Officer P1-A	70,322	72,061	74,986	78,029	81,196	84,491	88,432	93,830
Police Officer P1-B	74,223	77,236	80,371	83,633	87,027	90,559	94,233	98,058
Pay Grade P2								
Detective			85,467	89,861	94,495	99,380	104,143	
Pay Grade P3								
Sergeant			93,210	98,029	103,098	108,460	114,263	
Pay Grade P4								
Police Lieutenant			105,428	110,911	116,688	122,783		
Pay Grade DW1								
Animal Control Officer			68,038	71,037	74,100	77,429		

*P1-A - Officers hired after 11/7/16
P1-B - Officers hired before 11/7/16

APPENDIX D

FY 2022 - 2023 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

TITLE	PAY GRADE	PAY RANGE Minimum	Maximum
Administrative And Technical Staff			
Administrative Aide	1	37,713	50,908
No positions in Grade	2	42,426	57,273
Engineering Assistant Library Assistant Management Analyst	3	47,730	64,432
Caseworker Communications & Community Outreach Specialist Librarian Information Technology Librarian	4	53,694	72,486
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	60,404	81,545
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	62,851	87,988

APPENDIX D

FY 2022 - 2023 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	70,710	98,988
Assistant to the Town Manager Building Official Fire Marshal Management Information Supervisor Risk Manager Solid Waste Manager* Tax Collector	8	79,547	111,364
Assessor Assistant Town Engineer Assistant Finance Director Building and Facilities Manager Public Works Operations Manager Town Clerk	9	89,486	125,279
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	91,716	135,595
Coordinator of Information Technology Director of Health Services Director of Human Resources Finance Director	11	97,747	143,957
Chief of Police Director of Public Works/Town Engineer	12	102,634	151,154

*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 2022-2023

CLASSIFICATION	MINIMUM	MAXIMUM
Early Childhood Manager Caring Connection Manager	39,851	88,168
Early Childhood Educator II Adult Day Care Professional	34,814	68,402
Early Childhood Educator I Adult Day Care Associate	31,200	53,040

APPENDIX D

PART-TIME AND SEASONAL PAY PLAN FOR FY 2022-2023

PAY GRADE	MINIMUM	MAXIMUM
GRADE I	$ 14.00	$15.54
Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant		
GRADE II	$14.28	$16.00
Clerical Aide II Early Childhood Aide I Janitor Library Clerk I Library Monitor Lifeguard I Parts Runner Program Aide Recreation Leader II Senior Student Aide		
GRADE III	$14.57	$17.33
Clerical Aide III Early Childhood Aide II Library Clerk II Lifeguard II Recreation Specialist Maintenance Assistant Tax Collection Aide Undergraduate Intern Recreation Specialist		
GRADE IV	$15.00	$18.79
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 Senior Maintenance Assistant Traffic Safety Specialist		

APPENDIX D

PAY GRADE	MINIMUM	MAXIMUM
GRADE V	$15.30	$20.65
Administrative Aide Code Enforcement Office Head Lifeguard Senior Center Activities Specialist Senior Transportation Lead Driver Youth Theater Director		
GRADE VI	$15.61	$28.15
Adult Day Care Professional Code Inspector Director of Aquatics Director of Special Programs Naturalist Substitute Librarian Accounting Assistant		
GRADE VII	$18.43	$36.54
Supernumerary Police Officer		

- **Minimum in pay plan will be updated to reflect the State of Connecticut minimum wage increase to $15.00 as of 6/1/23.**

APPENDIX "E"
Code of Accounts

Town of Windsor
FY 2022 – 2023
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
40015 Elected/Appointed Officials
40020 Regular Part Time
40040 Temporary Full Time
40050 Temporary Part Time
40060 Holiday Overtime
40070 Training Overtime
40090 Overtime
41010 FICA
41020 Medicare
41110 Clothing Allowance
41120 Pension Police - MERF
41125 Retirement Expense - Town
41126 Retirement Expense -BOE
41128 457b ICMA Plan
41129 401a ICMA Plan
41170 Workers' Compensation
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 - 43406 Insurance Premium Expense - premium fees for health, general liability and workers compensation 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 2022 – 2023
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, 2021, Windsor's base for establishing its debt limit is $105,237,872. 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 $147,737,847 and the total debt limit is $736,665,104, as presented in the FY 2021 Town of Windsor Annual Consolidated Financial Report.

APPENDIX F

Town of Windsor Debt Schedule FY 2022

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2021	PROJECTED ADDITIONS	RETIREMENTS	BALANCE 6/30/2022
General Purpose								
2014 Refinancing	2.00% - 4.00%	2014	8/15/2022	3,355,000	865,000	-	327,000	538,000
2015 Public Improvements	2.00% - 2.50%	2015	6/15/2027	3,165,000	270,000	-	270,000	-
2016 Public Improvements	2.00%	2016	6/15/2028	3,755,000	2,190,000	-	310,000	1,880,000
2017 Public Improvements	2.00% - 4.00%	2017	6/1/2037	4,260,000	2,130,000	-	213,000	1,917,000
2017 Refinancing	2.00% - 4.00%	2017	7/15/2023	5,657,000	1,476,000	-	835,000	641,000
2018 Public Improvements	2.00% - 5.00%	2018	6/15/2033	3,135,000	835,000	-	205,000	630,000
2019 Public Improvements	2.00% - 5.00%	2019	6/15/2039	8,085,000	7,277,000	-	404,000	6,873,000
2020 Public Improvements	2.00% - 5.00%	2020	6/30/2040	14,140,000	13,430,000	-	710,000	12,720,000
2020 Refinancing	0.25% - 4.00%	2020	7/15/2033	7,965,000	7,179,000	-	728,000	6,451,000
2021 Public Improvements	2.00% - 5.00%	2021	6/15/2036	16,895,000	16,895,000	-	1,125,000	15,770,000
2022 Debt Financing - Estimated Principle	TBD	2022	TBD	-	-	1,670,000	-	1,670,000
			Sub-total	70,412,000	52,547,000	1,670,000	5,127,000	49,090,000
Schools								
2014 Refunding	2.00% - 4.00%	2014	8/15/2022	915,000	195,000	-	53,000	142,000
2015 School Improvements	2.00% - 2.50%	2015	6/15/2027	2,205,000	180,000	-	180,000	-
2016 School Improvements	2.00%	2016	6/15/2028	530,000	295,000	-	45,000	250,000
2017 School Improvements	2.00% - 4.00%	2017	6/1/2037	1,685,000	840,000	-	82,000	758,000
2017 Refinancing	2.00% - 4.00%	2017	7/15/2023	3,568,000	539,000	-	295,000	244,000
2018 School Improvements	2.00% - 5.00%	2018	6/15/2033	3,630,000	965,000	-	245,000	720,000
2019 School Improvements	2.00% - 5.00%	2019	6/15/2039	1,915,000	1,723,000	-	96,000	1,627,000
2020 Public Improvements	2.00% - 5.00%	2020	6/30/2040	1,430,000	1,360,000	-	70,000	1,290,000
2020 Refinancing	0.25% - 4.00%	2020	7/15/2033	4,500,000	4,231,000	-	252,000	3,979,000
2021 Public Improvements	2.00% - 5.00%	2021	6/15/2036	4,375,000	4,375,000	-	295,000	4,080,000
2022 Debt Financing - Estimated Principle	TBD	2022	TBD	-	-	3,645,000	-	3,645,000
			Sub-total	24,753,000	14,703,000	3,645,000	1,613,000	16,735,000
			Grand-Total	**95,165,000**	**67,250,000**	**5,315,000**	**6,740,000**	**65,825,000**

APPENDIX F

Town of Windsor
Debt Schedule FY 2022 - FY 2023

Principal Payments

	Town Projects	FY 2022	FY 2023
2014	Refunding Issue	327,000	538,000
2015	Road & Facility Improvements; Tower Ladder Truck	270,000	-
2016	Road & Facility Improvements	310,000	310,000
2017	Road & Facility Improvements	213,000	213,000
2017	Refunding Issue	835,000	588,000
2018	Road & Facility Improvements	205,000	210,000
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	728,000	1,005,000
2021	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	1,125,000	1,125,000
2022	2022 Debt Financing - Estimated Principal	-	111,400
	Total Principal - Town Projects	5,127,000	5,214,400
	School Projects		
2014	Refunding Issue	53,000	142,000
2015	Road & Facility Improvements; Tower Ladder Truck	180,000	-
2016	Road & Facility Improvements	45,000	45,000
2017	Road & Facility Improvements	82,000	82,000
2017	Refunding Issue	295,000	197,000
2018	Road & Facility Improvements	245,000	240,000
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	252,000	445,000
2021	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	295,000	295,000
2022	2022 Debt Financing - Estimated Principal	-	243,000
	Total Principal - School Projects	1,613,000	1,855,000
	Grand Total - Principal	**6,740,000**	**7,069,400**

Interest Payments

	Town Projects	FY 2022	FY 2023
2014	Refunding Issue	26,425	10,760
2015	Road & Facility Improvements; Tower Ladder Truck	5,400	-
2016	Road & Facility Improvements	43,800	37,600
2017	Road & Facility Improvements	60,173	51,653
2017	Refunding Issue	26,405	8,000
2018	Road & Facility Improvements	29,938	19,688
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	220,835	200,635
2020	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	413,713	378,213
2020	Refunding Issue	149,715	122,167
2021	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	526,890	484,155
2022	2022 Debt Financing - Estimated Interest	-	172,100
	Total Interest - Town Projects	1,503,293	1,484,970
	School Projects		
2014	Refunding Issue	6,475	2,840
2015	Road & Facility Improvements; Tower Ladder Truck	3,600	-
2016	Road & Facility Improvements	5,900	5,000
2017	Road & Facility Improvements	23,740	20,460
2017	Refunding Issue	10,245	3,850
2018	Road & Facility Improvements	34,750	22,500
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	52,290	47,490
2020	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	41,538	38,038
2020	Refunding Issue	66,729	58,091
2021	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	137,085	125,862
2022	2022 Debt Financing - Estimated Interest	-	182,250
	Total Interest - School Projects	382,352	506,380
	Grand Total - Interest	**1,885,644**	**1,991,350**

APPENDIX "G"
Price Guide

Town of Windsor
FY 2022 – 2023
Proposed Budget

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 Proposed
DEVELOPMENT SERVICES					
Building Inspection					
Building Permit	General Fund	Resolution	$35 for 1st $1,000	4/23/2018	
Building Permit - After 1st $1,000	General Fund	Resolution	$13 per $1,000 (after 1st $1,000)	6/21/1999	
Building Permit Fee Reduction Policy Significant fiscal impact projects per *CGS 12-65b (b)* Biotechnology firms defined by CT Bioscience Cluster Approval of any fee reduction is at the sole discretion of the Town Council	General Fund	Resolution	Based on financial impacts identified as part of the project review policy	1/17/2006	
Square Footage Price Used to Calculate Cost of a New Home	General Fund	Resolution	$75 per sq. ft.	5/05/2003	
Re-Inspection Fee on Contractor Projects	General Fund	Resolution	$25 per inspection	5/05/2003	
Working Without Permits	General Fund	Resolution	A fee equal to double the permit fee	5/05/2003	
ZBA Residential Application Fee	General Fund	ZBA	$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 - Economic Development assessment abatement incentive	General Fund	Resolution	$500	5/15/2012	
Application Filing Fee - assessment rehabilitation abatement incentive	General Fund	Ordinance	$50	5/15/2012	
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	7/01/2008	
Modification to existing owner-occupied lot	General Fund	*CGS 22a-36 to 22a-45*	$85 per lot includes $60 CT DEEP fee	5/10/2011	
Recreational regulated area affected by proposed activity	General Fund	*CGS 22a-36 to 22a-45*	$100 per acre of disturbance	5/10/2011	
Commercial, industrial or residential multi-family or other use	General Fund	*CGS 22a-36 to 22a-45*	$300 plus $100 per acre of regulated area of disturbance	5/10/2011	
Plenary Ruling:					
Residential lot containing wetland or regulated area	General Fund	*CGS 22a-36 to 22a-45*	$200 per lot plus $100 per acre of regulated area of disturbance	5/10/2011	
Recreational with regulated area affected by proposed activity	General Fund	*CGS 22a-36 to 22a-45*	$200 per acre of disturbance	5/10/2011	
Commercial, industrial or multi-family or other use	General Fund	*CGS 22a-36 to 22a-45*	$600 plus $100 per acre of regulated area disturbance	5/10/2011	
Permit revisions as they affect wetlands/watercourses	General Fund	*CGS 22a-36 to 22a-45*	$90	7/01/2008	
Wetlands Permit Renewal	General Fund	*CGS 22a-36 to 22a-45*	$70	7/01/2008	
Amendments to Map or Regulations	General Fund	*CGS 22a-36 to 22a-45*	$250 plus linear foot fee	7/01/2008	
Linear Foot Fee	General Fund	*CGS 22a-36 to 22a-45*	Less than 500 ft: $250 500 to 1000 ft: $500 More than 1000 ft: $750	5/10/2011	
Cease and Desist Order	General Fund	*CGS 22a-36 to 22a-45*	$250	4/01/2005	
Compliance Inspections	General Fund	*CGS 22a-36 to 22a-45*	$25 per staff visit	7/01/2008	
Public Hearing	General Fund	*CGS 22a-36 to 22a-45*	$250	4/01/2005	
Activity without permit or not authorized by permit in the upland review area with no immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$75 per day	5/19/2008	
Activity without permit or not authorized by permit in the upland review area with immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$150 per day	5/19/2008	
Activity without permit or not authorized by permit in a wetland or watercourse which causes limited or correctable damage	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$200 per day	5/19/2008	
Activity without permit or not authorized by permit in a wetland or watercourse which causes sediment to flow into the area or otherwise causes pollution to the area	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	$750 per day	5/19/2008	
Excavation in filling or draining any portion of a wetland and/or watercourse without a permit	Open Space Fund	Town Ordinance: Chapter 14, Art VII	$750 per day	5/19/2008	
NOTE: A $60 Conservation Fund fee must be added to the cost of all land use applications.					

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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 on Unpaved Street	General Fund	TP&Z	$150	5/19/2008	
Design Development - Concept plan	General Fund	TP&Z	$100 base fee plus $60 per Lot or D.U.	10/14/2003	
Design Development - Detailed plan	General Fund	TP&Z	$100 base fee plus $100 per Lot or D.U.	10/14/2003	
Traditional Neighborhood Design Development Concept Plan	General Fund	TP&Z	$10,000	5/10/2011	
Traditional Neighborhood Design Development Form-Based Regulation	General Fund	TP&Z	$10,000	5/10/2011	
Traditional Neighborhood Design Development Warrant	General Fund	TP&Z	$50	5/10/2011	
Amendment to Plan of Development	General Fund	TP&Z	$250	5/15/2012	
Custom GIS map	General Fund	Resolution	$10 to $25 + hourly labor	5/10/2011	
Digital GIS Table Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011	
Digital GIS Map Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011	
Paper MIS Data	General Fund	Resolution	$0.50 per page + hourly labor for data conversion, if required	5/10/2011	
NOTE: A $60 Conservation Fund fee must be added to the cost of all land use applications.					
Wetlands Map	General Fund	Resolution	Small - $10; Large - $20	5/10/2011	
Wetlands Regulations	General Fund	Resolution	$10	5/05/2003	
Zoning Regulations	General Fund	Resolution	$20	5/05/2003	
Zoning Map - Large	General Fund	Resolution	$20	5/05/2003	
Zoning Map - Small	General Fund	Resolution	$10	5/05/2003	

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	Change to $15
Ski Helmets	Special Revenue	Resolution	$25	6/04/2013	Change to $30
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 Inpsction)	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 2022	Last Action	FY 2023 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	

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	Resoultion	$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 2022	Last Action	FY 2023 Proposed
Safety Services (Police)					
False Alarm Penalty - 1st 3 False Alarms	General Fund	Resolution	no penalty	5/05/2003	
False Alarm Penalty - 4th and 5th	General Fund	Resolution	$50 each	5/05/2003	Change to $100 each
False Alarm Penalty - 6th and 7th	General Fund	Resolution	$75 each	5/05/2003	Change to $150 each
False Alarm Penalty - 8th and 9th	General Fund	Resolution	$100 each	5/05/2003	Change to $200 each
False Alarm Penalty - 10th and Each Additional	General Fund	Resolution	$150 each	5/05/2003	Change to $250 each
Fire, False Alarm - 1st and 2nd	General Fund	Resolution	no penalty	5/05/2003	
Fire, False Alarm - 3rd	General Fund	Resolution	$100 each	5/05/2003	
Fire, False Alarm - 4th	General Fund	Resolution	$200 each	5/05/2003	
Fire, False Alarm - 5th	General Fund	Resolution	$400 each	5/05/2003	
Fire, False Alarm - 6th and Each Additional	General Fund	Resolution	$500 each	5/05/2003	
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 2022	Last Action	FY 2023 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	Change to $15.38 - $20.38 per hour
Police Private Duty Officer:					
Non-profit, 4 Hours or Less	Special Revenue	Resolution	$352.93	4/28/2021	Change to $362.14
Non-profit, Over 4 Hours	Special Revenue	Resolution	$88.23 per hour	4/28/2021	Change to $90.54
Board of Education/Municipal	Special Revenue	Resolution	$88.23 per hour	4/28/2021	Change to $90.54
Construction, 4 Hours or Less	Special Revenue	Resolution	$404.93	4/28/2021	Change to $414.14
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	$809.85	4/28/2021	Change to $828.28
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	$1,214.78	4/28/2021	Change to $1,242.42
Construction, Over 12 Hours	Special Revenue	Resolution	$101.23 per hour	4/28/2021	Change to $103.54
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 2022	Last Action	FY 2023 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 2022	Last Action	FY 2023 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	*(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	6/08/1992	
Excavation - All Permits	General Fund	Resolution	$50	9/23/1991	
Additional Charge Per Excavation - adjacent locations at the same property	General Fund	Resolution	$25	6/04/2013	
Street Light Changes - New Residential Development	General Fund	*CGS 8-25*	One year fee per street light at CL&P rate	1949	

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 2022	Last Action	FY 2023 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	$40
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	$40
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	$40 - $100 per session	4/28/2021	$60-$150, cost of materials, staffing cost
Baseball Clinic	Special Revenue	Resolution	$100 - $175 per session	4/29/2020	$110-$200, instructor fee
Basketball Clinic	Special Revenue	Resolution	$100 - $175 per session	4/29/2020	$125-$200, instructor fee
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	$100-$150, cost of materials & staffing cost
CPR/First Aid	Special Revenue	Resolution	$145 - $160	5/13/2016	$155-$170, Cost of materials & Instructor fee
CPR/First Aid Recertification	Special Revenue	Resolution	$115 - $125	5/13/2016	$125-$135, Cost of materials & Instructor fee
Culinary Arts Program	Special Revenue	Resolution	$25 - $200	5/14/2019	
Dance Movement Workshop	Special Revenue	Resolution	$60 - $130 per session	5/11/2015	$75-$150, instructor fee
Extended Playground Hours	Special Revenue	Resolution	$35 - $45 per session	4/28/2021	$50-$60 per session, staffing cost
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	$110-$200, instructor fee
Fly Badminton Club Session	Special Revenue	NEW	$60-$120 per session		New
Foreign Languages	Special Revenue	Resolution	$45 - $110	5/15/2017	$100-$400 per course
Full Day Playground	Special Revenue	Resolution	$145 - $165 per week	4/28/2021	$150-$175, increase of materials, trips & buses, staffing cost
Full Day Playground with Transportation	Special Revenue	Resolution	$135 - $175 per week	4/29/2020	$150-$225, increase of materials, trips & buses, staffing cost
Full Day Playground with Swim Lesson	Special Revenue	Resolution	$285 - $315 per session	4/28/2021	$290-$325, increase of materials, trips & buses, staffing cost
Golf	Special Revenue	Resolution	$90 - $155	5/13/2015	
Gymnastics	Special Revenue	Resolution	$110 - $145 per week	5/15/2017	$125-$225 per week, instructor fee
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	$45-$55 per month, instructor fee
Kindergarten Dance	Special Revenue	Resolution	$75 - $150 per session	5/10/2016	
Lacrosse Clinic	Special Revenue	Resolution	$90 - $155	5/13/2014	$125-$200, instructor fee
Late Pickup Fee	Special Revenue	Resolution	$10 per 15 minutes	5/07/2016	
Life Guard Training	General Fund	Resolution	$325 per course plus books	5/19/2014	$350 per course, cost of materials & Instructor fee
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	$50-$350 per course
Outdoor Adventure	Special Revenue	Resolution	$80 -$250	5/15/2014	
Painting Class	Special Revenue	Resolution	$45 - $125	5/15/2017	

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	$70-$140 per session, staffing cost
PM Low Impact Aerobics	Special Revenue	Resolution	$60 - $120 per session	6/07/2016	$70-$140 per session, staffing cost
Pool Parties	General Fund	Resolution	$290/Resident per party; $390/Non-resident per party	4/28/2021	
Pre-School Dance	Special Revenue	Resolution	$75 - $150 per session	5/10/2017	
Schools Out Special	Special Revenue	Resolution	$30 - $40 per day	4/28/2021	$40-$50, cost of materials & staffing fee
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	$100-$225, instructor fee
Special Events - One Day	Special Revenue	Resolution	Free - $10	4/11/2007	
Special Needs - Adults Program	Special Revenue	Resolution	$25 per session	5/11/2015	$40-$75, cost of materials, trips and staffing cost
Special Needs - Youth Program	Special Revenue	Resolution	$60 per session	4/29/2020	$60-$100, cost of materials, trips and staffing cost
Special Needs Camp	Special Revenue	Resolution	$99 per week	4/27/2015	$150-$175, cost of materials & staffing cost
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	$40-$50, cost of materials & staffing fee
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	$46 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	$80-$140 per session, staffing cost
Windsor Instructional Basketball	Special Revenue	Resolution	$50 - $60	7/01/2015	

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	$175-$250, based on show
Windsor Youth Theater - Non-resident	Special Revenue	Resolution	$215 - $245	4/29/2020	$215-$295, based on show
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	$60-$75 per session, cost of staffing
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	$75-$150, cost of materials & instructor fee
Babysitting Course	Special Revenue	Resolution	$115 - $125	7/01/2015	$125-$150, cost of materials & instructor fee
Full Day Playground, Swim Lessons And Transportation	Special Revenue	Resolution	$260 - $300	6/07/2016	$315-$350, cost of busing & staffing cost
Half Day Playground	Special Revenue	Resolution	$95 - $120	5/15/2017	$110-$140, cost of materials, staffing cost
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		$75 - $280	4/23/2018	
Indoor Archery	Special Revenue	Resolution	$50-$75	7/01/2015	$75-$90, cost of materials and instructor fee
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	$185 - $200 per month	4/29/2020	$190-$220, cost of materials, staffing cost
R.I.S.E Middle School Age	Special Revenue	Resolution	$185 - $200 per month	4/29/2020	$190-$220, cost of materials, staffing cost
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 Marshall	Special Revenue	Resolution	$15 per hour	3/02/2015	

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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	
Tai Ji Quan Moving For Better Balance	Special Revenue		$35 - $55 per session		New
Tai Ji Quan Moving For Better Balance - Drop-in	Special Revenue		$5 - $7 per class		New
Pickleball Membership	Special Revenue		$20 - $60		New
Pickleball Drop-In	Special Revenue		$2 - $4		New
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 2022	Last Action	FY 2023 Proposed
RECREATION & LEISURE SERVICES (cont.)					
Youth Services Bureau					
Counseling Fee Schedule:			See chart below	5/11/2004	
Up to $21,000	Special Revenue	Resolution	$10	4/27/2009	
Over $21,000	Special Revenue	Resolution	$25	4/27/2009	
Summer Adventures	Special Revenue	Resolution	$100 - $230 per week	4/27/2009	
Teen Adventure Club	Special Revenue	Resolution	$25 - $50 per session	7/01/2015	
Youth Adventures After School	Special Revenue	Resolution	$90 - $110	5/15/2017	
Leader-in-Training Program	Special Revenue	Resolution	$100 per session	5/15/2017	
Teen Zone	Special Revenue	Resolution	$150 - $800	6/07/2016	
Adventure Schools Out Special	Special Revenue	Resolution	$20 - $30	5/19/2008	
Northwest Park					
Public Programs	Special Revenue	Resolution	$2/person to $1,500/person depending on activity	5/15/2012	
Pavilion Full Day Rental - Resident	Special Revenue	Resolution	$175 + $100 sec. deposit	4/28/2021	
Pavilion Full Day Rental - Non-resident	Special Revenue	Resolution	$225 + $100 sec. deposit	4/28/2021	
Pavilion Full Day Rental - Commercial	Special Revenue	Resolution	$200 + $100 sec. deposit	4/28/2021	
Pavilion Half Day Rental - Resident	Special Revenue	Resolution	$125 + $100 sec. deposit	4/28/2021	
Pavilion Half Day Rental - Non-resident	Special Revenue	Resolution	$175 + $100 sec. deposit	4/28/2021	
				4/28/2021	
Warming Shed Full Day Rental - Resident	Special Revenue	Resolution	$125 + $100 sec. deposit	4/28/2021	
Warming Shed Full Day Rental - Non-resident	Special Revenue	Resolution	$175 + $100 sec. deposit	4/28/2021	
Warming Shed Full Day Rental - Commercial	Special Revenue	Resolution	$150 + $100 sec. deposit	4/28/2021	
Warming Shed Half Day Rental - Resident	Special Revenue	Resolution	$75 + $100 sec. deposit	4/28/2021	
Warming Shed Half Day Rental - Non-resident	Special Revenue	Resolution	$125 + $100 sec. deposit	4/28/2021	
Warming Shed Half Day Rental - Commercial	Special Revenue	Resolution	$100 + $100 sec. deposit	4/28/2021	
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	$115 - $160 per hour and up	4/28/2021	
School Programs - Non-Windsor	Special Revenue	Resolution	$125 - $185 per hour and up	4/28/2021	
Camp Foxfire - Half Day - Resident	Special Revenue	Resolution	$175 - $250 per week	4/28/2021	
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	$275 - $500 per week	4/28/2021	
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 two week following resident registrations.

Note: Children ages 2 and under can participate in community events at no charge.

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 Proposed
INFORMATION SERVICES					
Town Clerk					
Animal Licenses:					
Spayed Female or Neutered Male Dog	General Fund	*CGS 22-340*	$8	5/05/2003	
Unaltered 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	Change to $5 per signature
Local Conveyance Tax	General Fund	*CGS 12-494*	$0.0025 times sale price	5/05/2003	
Sale of Publications and Materials:					
Agenda, Including Minutes and Backup	General Fund	Resolution	$71.50 per year	5/10/2011	
Agenda, With Minutes	General Fund	Resolution	$33 per year	5/10/2011	
Agenda Only	General Fund	Resolution	$16.50 per year	5/10/2011	
CD - Computer Stored Public Record	General Fund	*CGS 1-212*	Cost of hourly salary for formatting and cost of storage device	4/27/2009	
Lamination of Wallet Size Items	General Fund	Resolution	$1	3/21/1988	
Photocopies:					
Land Records - Per Page	Special Revenue	P.A. 00-92	$1 per page	10/01/2000	

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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 2022	Last Action	FY 2023 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 2022	Last Action	FY 2023 Proposed
OTHER					
Financial Reporting					
Bad Check Fee	General Fund	SS52-565a(i)	$25	6/04/2013	

Fines and Fees	Fund	Authority	FY 2022	Last Action	FY 2023 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 2022	Last Action	FY 2023 Proposed
Child Day Care					
Infant/Toddler	05-3-3-31-340	Resolution	$1,495 per month	4/28/2021	
Elementary After School	05-3-3-31-340	Resolution	$395 per month	5/15/2012	
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	$100 per month	4/28/2021	
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	$178 per month	4/28/2021	
Elementary After 3 day/Month	05-3-3-31-340	Resolution	$235 per month	4/28/2021	
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	$337 per month	4/28/2021	
Elementary Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$245 per week	4/28/2021	
Elementary Summer Camp - 7:30 AM - 5:30 PM	05-3-3-31-340	Resolution	$265 per week	4/28/2021	
Montessori Toddler Camp - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	$178 per week	4/28/2021	
K-1 Camp - 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	$245 per week	4/28/2021	
K-1 Camp - 7:30 AM - 5:30 PM	05-3-3-31-340	Resolution	$265 per week	4/28/2021	
Montessori Toddler	05-3-3-31-340	Resolution	$655 per month	4/28/2021	
Montessori Toddler Extended Day 8:15 AM - 4:45 PM	05-3-3-31-340	Resolution	$1,428 per month	4/28/2021	
Montessori Toddler Full Day	05-3-3-31-340	Resolution	$1,495 per month	4/28/2021	
Montessori ½ Day	05-3-3-31-340	Resolution	$630 per month	4/28/2021	
Montessori Extended Day	05-3-3-31-340	Resolution	$1,144 per month	4/28/2021	
Montessori Full Day	05-3-3-31-340	Resolution	$1,268 per month	4/28/2021	
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	Increase to $50.00
Activity Fee	05-3-3-31-340	Resolution	$60.00 annual	7/01/2015	Increase to $100.00
Summer Camp Preschool - 7:30 AM - 5:30 PM	05-3-3-31-340	Resolution	$295 per week	4/28/2021	
Summer Camp Preschool - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	$170 per week	4/28/2021	
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 2022	Last Action	FY 2023 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	$170/year; or $90 each half year	4/28/2021	Change to $180 / year, or $95 each half year
Demolition and Bulky Waste	04-4-48-480	Resolution	$175 per ton	4/28/2021	Change to $190 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	$6.00/tire	4/28/2021	
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	$7.00 up to 3 bags/cans $3.00 for single bag/can	4/28/2021	Change to $8.00 up to 3 bags/cans, $4.00 for single bag/can above base price
Propane Tanks	04-4-48-480	Resolution	$6.00 each	4/28/2021	
Treewaste	04-4-48-480	Resolution	$100.00 per ton	4/28/2021	Change to $115.00 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 2022 – 2023
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

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 2022 – 2023
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,

action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

ENTERPRISE FUND: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

EXPENDITURES: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FULL FAITH AND CREDIT: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds.)

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE: The excess of a fund's assets over its liabilities. A negative fund balance is sometimes called a deficit.

GENERAL FUND: The fund supported by taxes, fees and other revenues that may be used for any lawful purpose.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

GRANT: A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

MATURITIES: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MILL: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each $1,000 of property valuation.

MODIFIED ACCRUAL BASIS: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

OBJECT OF EXPENDITURE: Expenditure classifications based upon the types of categories of goods and services purchased. Typical objects of expenditures include:

- personal services (salaries and wages);
- contracted services (maintenance contracts);
- supplies and materials; and
- capital outlays.

OPERATING BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

OPERATING TRANSFER: Routine and/or recurring transfers of assets between funds.

REVENUE: The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

REVENUE ESTIMATE: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

TAX LEVY: The total amount to be raised by general property taxes.

TAX RATE: The amount of taxes (mills) levied for each $1,000 of assessed valuation.