

**TOWN OF WINDSOR, CONNECTICUT**  
COMPREHENSIVE ANNUAL FINANCIAL REPORT  
JUNE 30, 2010



For the Fiscal Year Ended June 30, 2010



# **The Town of Windsor, Connecticut**

## **Comprehensive Annual Financial Report**



**Fiscal Year Ended June 30, 2010**

**Prepared by:  
Department of Financial Accounting & Reporting**

**Robert Metcalf  
Interim Finance Director**

**James Bourke  
Assistant Finance Director**

**Linda Collins  
Town Accountant**

**Kelly Barrett  
Budget Analyst**



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**COMPREHENSIVE ANNUAL FINANCIAL REPORT**  
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## **Introductory Section**





December 20, 2010

To the Honorable Mayor and  
Members of the Windsor Town Council  
Town of Windsor, Connecticut

State law requires that every general-purpose local government publish within six months of the close of each fiscal year a complete set of audited financial statements. This report is published to fulfill that requirement for the fiscal year ended June 30, 2010.

Management assumes full responsibility for the completeness and reliability of the information contained in this report, based upon a comprehensive framework of internal control that it has established for this purpose. Because the cost of internal control should not exceed anticipated benefits, the objective is to provide reasonable, rather than absolute, assurance that the financial statements are free of any material misstatements.

McGladrey & Pullen, LLP, Certified Public Accountants, have issued an unqualified opinion on the Town of Windsor, Connecticut's financial statements for the year ended June 30, 2010. The independent auditor's report is located at the front of the financial statement section of this report.

The independent audit of the financial statements of the Town of Windsor, Connecticut was part of a broader state and federally mandated "Single Audit" designed to meet the special needs of federal and state grantor agencies. The standards governing the Federal and State Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and compliance with legal requirements, with special emphasis on internal controls and legal requirements involving the administration of federal and state awards. These reports are available in the Town of Windsor, Connecticut's separately issued Federal and State Compliance Reports.

Management's discussion and analysis (MD&A) immediately follows the independent auditor's report and provides a narrative introduction, overview, and analysis of the basic financial statements. MD&A complements this letter of transmittal and should be read in conjunction with it.

The financial reporting entity (the government) includes all the funds of the primary government (i.e., the Town of Windsor as legally defined), as well as all of its component units. Component units are legally separate entities for which the primary government is financially accountable. There are no agencies or entities that should be, but are not, combined with the financial statements of the Town.

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town of Windsor for its comprehensive annual financial report for the fiscal year ended June 30, 2009. This was the 25th consecutive year that the government has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current comprehensive annual financial report continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

## **ORGANIZATION**

### ***Description of the Town and Organization***

Windsor is the location of the first English settlement in Connecticut, settled in 1633 by a congregation relocating from the Plymouth Colony. Bordering Hartford to the north, Windsor covers a 31.1 square mile area on the west bank of the Connecticut River. It is located an equal distance from New York and Boston. The Town center is only minutes from Bradley International Airport and is also well served by a main line railway between Boston and New York. Interstate 91, a major expressway to New York and northern New England, traverses the Town, as does the Farmington River.

The Town of Windsor is organized under the Council Manager form of government. The Town Charter was recognized in the 1947 session of the General Assembly of Connecticut and approved by a referendum vote of the Town in the same year. It has been amended by a special act of the State Legislature and in 1998 by local referenda under the permissive features of the home rule law for Connecticut municipalities.

A bipartisan Council of nine members elected biennially performs the legislative function. The Town Council elects a Mayor from its membership for the two year term. The Town Manager is the Chief Executive Officer of the Town and is directly responsible to the Town Council for the administration of municipal operations.

The Town provides a comprehensive range of municipal services as directed by the statutes of the State of Connecticut and the charter of the Town of Windsor. These include: education, library, recreation, health, social services, police and fire protection, regulation of commercial development, construction and maintenance of public infrastructure, and general administrative services.

Other highly desirable services are available, without impact on the taxpayer, through the Town of Windsor's three self-supporting enterprise funds. A Sanitary Landfill is operated in conjunction with the Town of Bloomfield; the Discovery Center provides day care to Windsor residents and employees of local businesses; and the Caring Connection provides an alternative to institutional care for elderly and handicapped adults in the Town. The Landfill will continue accepting municipal solid waste (MSW) until the current permitted elevations are reached pursuant to resolution of the Town Council.

In addition to general government activities, the Town Council oversees the Town of Windsor Retirement Plan and it is therefore included in this reporting entity. However, the Metropolitan District Commission, the Wilson and Windsor Fire Districts and the Windsor Volunteer Ambulance Association have not met the established criteria for inclusion in the reporting entity, and accordingly are excluded from this report.

Use of this report by Town Service Units is encouraged when furnishing information to interested parties.

## ***Economic Condition and Outlook***

Long-term planning for the efficient use of the Town's land resources began in 1924, and was most recently updated in 2004. Comprehensive zoning regulations were first adopted in 1931 and have been revised periodically as necessary. Residential development in Windsor is primarily of the single family, owner-occupied type, but with some multi-family rental as well as condominium development in recent years spurred by the rise in the cost of individual home ownership and the desire for a mix of housing options for a growing population. With large tracts of land once dedicated principally to agricultural use located at its northern and western perimeter, the Town has been able to make significant progress in attracting new commerce and industry. Regional as well as national and multi-national firms now located in Windsor produce a wide variety of products and services including information, communications and aerospace technologies, power research and development, industrial coatings, financial services, automotive engine components, castings and other machinery in addition to several agencies of State government.

The Windsor Town Council adopted a formal, written Economic Development Policy. This policy not only identifies the incentives that are available to companies looking to locate in Windsor, but also clearly outlines the services that Town officials will provide to new and existing businesses. The Town has committed to working with new businesses through all phases of their preparations and ultimate move to Windsor. Town officials are committed to assisting businesses and their consultants to: pre-plan facilities and operations; find an appropriate site; secure project financing through either government sponsored programs such as those of the Connecticut Department of Economic and Community Development, or private sector financial institutions; obtain Town Board and Commission approvals; design appropriate, cost effective, code compliant facilities; obtain necessary permits; and open their facilities as expeditiously as possible. The Town is committed to providing similar, appropriate services for existing businesses in addition to trying to address any concerns that these businesses experience with either local or regional issues.

A strategic location on I-91 and adjoining Bradley International Airport and more than 1.8 million square feet of office and 5.7 million square feet of industrial/flex space make Windsor an important regional employment center. Windsor maintains a diversified economic base. Major industries include business and financial services, precision and high-tech manufacturing, software development, regional distribution, data management and hospitality.

Among the nationally known firms with Windsor locations are ING, Valassis Inc., Aetna, CELLC/Verizon, Walgreens, CIGNA, The Hartford, Westinghouse, Konica Minolta, Xerox, ADP, and Pitney Bowes. Windsor has become a haven for foreign-owned companies in the Hartford area. Sixteen companies from Europe and Asia employ more than 2,500 persons here.

In addition to encouraging business expansions and relocations, the Town of Windsor has also focused energy to facilitate reuse of underutilized buildings and parcels of land in town center and older areas of town. This multi-pronged approach provides a balanced strategy for future development by taking advantage of existing infrastructure and service amenities.

## ***Financial Information***

The Town's management is responsible for establishing and maintaining an internal control structure designed to ensure that its assets are protected from loss, theft or misuse, and to ensure that adequate accounting data is compiled to allow managing spending within prescribable budget limitations and for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

All internal control evaluations occur within the above framework. We believe that the Town's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

The Finance Department is responsible for providing the financial services for the Town including: property tax assessment, tax collection, financial accounting and reporting, payroll and accounts payable, disbursement functions, debt management, purchasing and special financial analysis, and benefits processing. In FY 2009, the Town implemented the financial reporting of Other Post Employee Benefits (OPEB) other than pensions as required under GASB No.45. The town now recognizes other postemployment benefit expenses (health) and related liabilities or assets. In the current year the Town implemented the reporting of intangible assets under GASB No.51.

### Long-Range Financial Planning

Annually, the Town Manager prepares a six-year Capital Improvement Plan (CIP) in accordance with the Town Charter, which is reviewed by the Capital Improvements Committee, Finance Committee, and Town Council. The approved 2011-2016 CIP, adopted in March 2010 includes various projects for road improvements, building renovations, new building facilities, major equipment purchases, and other capital improvements totaling \$143,700,000.

As part of the capital planning improvements process, the Town extensively evaluates the funding for all projects and prioritization by conducting a comprehensive debt analysis which includes a review of the current debt and the impact of incurring future debt on the Town's mill rate and debt service, which includes a review of a number of affordability ratios, review of various debt structures, impact on future operating budgets, interest rate environment and other related reviews. The Town has also been proactive with regard to seeking opportunities to refinance outstanding debt to further mitigate the impact on the Town's operating budget.

The Town also instituted preparation of a five-year budget forecast which is prepared by the Town Manager and Finance Director and presented to the Finance Committee and Town Council for review and discussion. This process allows the town to look at issues such as budget sustainability and institute revenue and budgetary changes sooner rather than later in anticipation of future events.

### Cash Management

Cash investments are made during the year in certificates of deposit, money market accounts and liquid savings accounts. The Pension Trust Fund, which is managed by outside investment advisors, also has investments in general investment contracts, short-term money market accounts, corporate debt and common and preferred stock.

### Pension Administrator

The Town of Windsor is an administrator of a single employer public employee retirement systems ("PERS") which covers most Town employees as well as non-certified staff of the Board of Education. Police officers participate in the state run Municipal Employees Retirement Fund B ("MERF-B"), In addition, Board of Education teachers are fully covered by the non-contributory State Teachers' Retirement System.

### Risk Management

The Town is exposed to various risks of loss including torts, theft of, damage to, and destruction of assets, errors and omissions; injuries to employees; employee health; and natural disasters. The Town generally obtains commercial insurance for these risks, but has chosen to retain the risks for workers' compensation claims. Under the Town's current policy, the Windsor insurance fund covers all worker compensation claims up to \$500,000 per claim with a stop-loss policy covering amounts exceeding the limit.

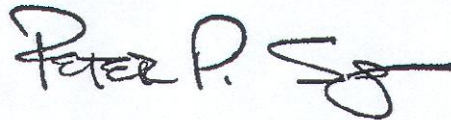
Independent Audit

State statutes require an annual audit be conducted by independent certified public accountants. In compliance with this requirement, the Town Council selected McGladrey & Pullen, LLP to perform the audit for fiscal year 2010. The auditor's report on the basic financial statements and combining and individual fund statements and schedules is included in the financial section of this report. The auditor's reports related specifically to the Federal and State Single Audit Acts are included in separate documents.

Acknowledgements

The preparation of this report could not have been accomplished without the hard work and dedication of the Finance Department staff, Robert Metcalf, Interim Finance Director; James Bourke, Assistant Finance Director; Linda Collins, Town Accountant and Kelly Barrett, Budget Analyst. Their invaluable assistance made the preparation of this report an easier task.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter P. Souza". The signature is written in a cursive, somewhat stylized font. The first name "Peter" is written in a larger, more prominent script, followed by "P." and "Souza". The signature is positioned above the printed name and title.

Peter Souza  
Town Manager

# Certificate of Achievement for Excellence in Financial Reporting

Presented to

Town of Windsor  
Connecticut

For its Comprehensive Annual  
Financial Report  
for the Fiscal Year Ended  
June 30, 2009

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.



A stylized, handwritten signature in black ink.

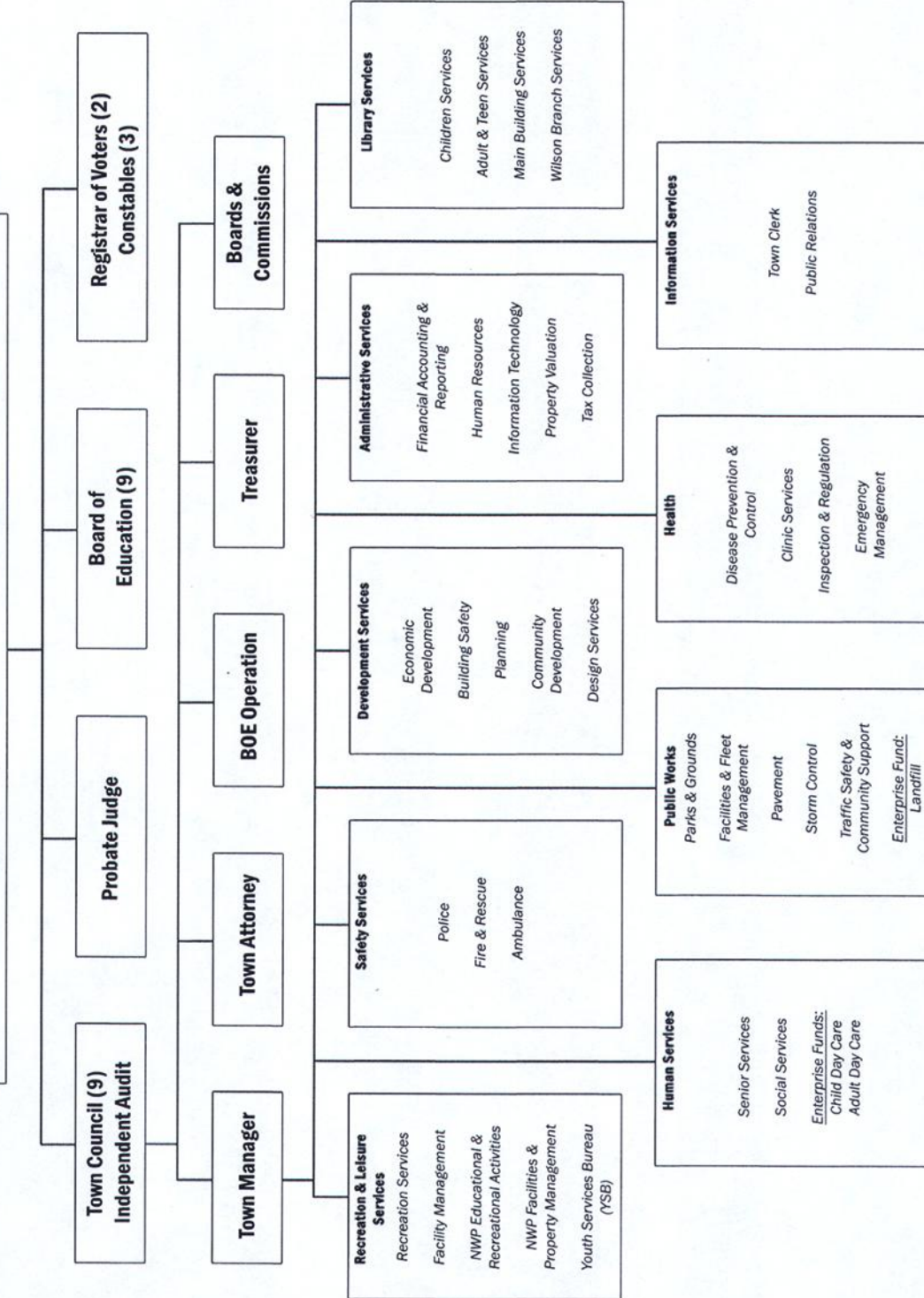
President

A handwritten signature in black ink, appearing to read "Jeffrey R. Emery".

Executive Director



# Voters of Windsor



**PRINCIPAL TOWN OFFICIALS**  
**As of June 30, 2010**

*Town Council*

Donald S. Trinks, Mayor  
Alan J. Simon, Deputy Mayor  
Ronald C. Eleveld  
Donald A. Jepsen, Jr.  
Matthew A. Marci  
Randy P. McKenney  
Michael McDonald  
Aaron Jubrey  
William H. Herzfeld

*Board of Education*

Milo Peck, Jr. - President  
Christopher McAuliffe – Vice President  
Doreen E. Richardson - Secretary  
Paul J. Panos – Minority Leader  
Lucille Browne  
David Gay  
Howard Jubrey, Jr.  
Cristina Santos  
Christopher Watts

*Appointed Officials*

*Peter Souza, Town Manager*  
Betty E. Feser, Ed.D., Superintendent of Schools  
Randall I. Graff, Town Treasurer  
O'Malley, Deneen, Leary, Messina & Oswecki, Town Attorney

**Financial Section**





## INDEPENDENT AUDITOR'S REPORT

To the Members of the Town Council  
Town of Windsor, Connecticut

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Windsor, Connecticut (the "Town") as of and for the year ended June 30, 2010, which collectively comprise the Town's basic financial statements, as listed in the table of contents. These financial statements are the responsibility of the Town's management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in "Government Auditing Standards" issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Windsor, Connecticut as of June 30, 2010, and the respective changes in financial position, and cash flows, where applicable thereof and the budgetary information for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with "Government Auditing Standards," we have also issued our report dated December 20, 2010 on our consideration of the Town of Windsor, Connecticut's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with "Government Auditing Standards" and should be considered in assessing the results of our audit.

The management discussion and analysis, the schedules of funding progress and schedules of employer contributions for the pension trust funds and other postemployment benefit plans are not a required part of the basic financial statements, but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town's basic financial statements. The introductory section, budgetary detail, combining and individual nonmajor fund statements, capital assets schedule, other schedules, and statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements. The budgetary detail, combining and individual nonmajor fund statements and schedules, capital asset schedule and other schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole. The introductory section and statistical section have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

*McGladrey & Pullen, LLP*

New Haven, Connecticut  
December 20, 2010

# **Town of Windsor, Connecticut Management's Discussion and Analysis June 30, 2010**

As management of the Town of Windsor, Connecticut (the "Town") we offer readers of the financial statements this narrative overview and analysis of the financial activities of the Town of Windsor for the fiscal year ended June 30, 2010. We encourage readers to consider the information presented here along with additional information we have furnished in our letter of transmittal, as well as the Town's basic financial statements that follow this section.

## **Financial Highlights**

- On a government-wide basis, the assets of the Town of Windsor exceeded its liabilities resulting in total net assets at the close of the fiscal year of \$78.0 million. Total net assets for Governmental Activities at fiscal year-end were \$85.2 million, which was a decrease of \$2.3 million. Total net assets (deficits) for Business-Type Activities were (\$7.1 million), which was an increase of \$0.3 million. The net deficit for Business-Type Activities is due to the accrual of closure and post-closure costs for the landfill.
- Government-wide expenses were \$115.4 million (an increase of \$1.4 million), while revenues were \$112.9 million, a decrease of \$0.5 million.
- At the close of the year, the Town's governmental funds reported, on a current financial resource basis, combined ending fund balances of \$29.3 million, an increase of \$3.1 million from the prior fiscal year. Of the total fund balance as of June 30, 2010, \$20.2 million is the combined unreserved and undesignated fund balance in the general fund, special revenue funds, capital projects funds and debt service fund.
- At the end of the current fiscal year, the total fund balance for the general fund alone was \$15.6 million, an increase of \$.3 million from the prior fiscal year. Of the total General Fund balance as of June 30, 2010, \$14.3 million represents unreserved, undesignated General Fund fund balance. Unreserved, undesignated General Fund fund balance at year-end represents 14.7% of total FY10 General Fund expenditures and transfers, and 14.8% of FY11 budgeted expenditures and transfers.

## **Overview of the Financial Statements**

This discussion and analysis is intended to serve as an introduction to the Town's basic financial statements. The basic financial statements are comprised of three components: 1) government-wide financial statements, 2) fund financial statements, 3) notes to the financial statements. This report also contains other supplementary information as well as the basic financial statements.

### **Government-Wide Financial Statements**

The government-wide financial statements are designed to provide readers with a broad overview of the Town of Windsor's finances, in a manner similar to private-sector business. All of the resources the Town has at its disposal are shown, including major assets such as buildings and infrastructure. A thorough accounting of the cost of government is rendered because the statements present all costs, not just how much was collected and disbursed. They provide both long-term and short-term information about the Town's overall financial status.

The statement of net assets presents information on all of the Town's assets and liabilities, with the difference reported as net assets. One can think of the Town's net assets - the difference between assets and liabilities - as one way to measure the Town's financial health or financial position. Over time, increases or decreases in net assets may serve as an indicator of whether the financial position of the Town is improving or deteriorating. It speaks to the question of whether or not the Town, as a whole, is better or worse off as a result of this year's activities. Other non-financial factors will need to be considered, however, such as changes in the Town's property tax base and the condition of the Town's infrastructure, to assess the overall health of the Town of Windsor.

The statement of activities presents information showing how the Town's net assets changed during the most recent fiscal year. All of the current year's revenues and expenses are taken into account regardless of when cash is received or paid. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flow in some future fiscal period; uncollected taxes are an example.

Both of the government-wide financial statements distinguish functions of the Town of Windsor that are supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business type activities).

- Governmental activities of the Town of Windsor encompass most of the Town's basic services and include general government, public safety, public works, human services, culture and recreation, and education. Property taxes, charges for services, and state and federal grants finance most of these activities.
- Business-type activities of the Town of Windsor include the Landfill, Child Development operation, and the Adult Caring Connection operation. They are reported here as the Town charges fees to customers to help cover all or most of the cost of operations.

The government-wide financial statements (statement of net assets and statement of activities) can be found on pages 13-14 of this report.

### **Fund Financial Statements**

A fund is a grouping of related accounts that is used to maintain control and accountability over resources that have been segregated for specific activities or objectives. The Town, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Town has three kinds of funds:

**Governmental funds.** Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.



Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The Town maintains nine (9) individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the General Fund, the Capital Projects Fund and the Other Special Revenue Fund, all of which are considered to be major funds. Data from the other governmental funds are combined into a single, aggregated presentation as other governmental funds. Non-major governmental funds for the Town of Windsor include the Community Development Block Grant, Cafeteria Fund, Educational Grant Programs, J. Bartash Trust Fund, Treehouse Funds, and Debt Service. The report provides individual fund data for each of these non-major governmental funds in the combining balance sheets on pages 58-59 and in the combining statement of revenues, expenditures and changes in fund balance on pages 60-61.

The Town adopts an annual appropriated budget for its General Fund. A budgetary comparison statement has been provided for the General Fund to demonstrate compliance with the authorized budget. The statements of General Fund revenues on a budgetary basis and General Fund expenditures, encumbrances and transfers out on a budgetary basis can be found on page 18.

The basic governmental fund financial statements (balance sheet and statement of revenues, expenditures and changes in fund balances) can be found on pages 15-16 of this report.

**Proprietary funds.** The Town of Windsor maintains two different types of proprietary funds, enterprise funds and an internal service fund. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The Town of Windsor uses enterprise funds to account for its Landfill, Child Development, and Adult Caring Connection operations.

Internal service funds are an accounting device used to accumulate and allocate certain costs internally among the Town of Windsor's various functions. The Town of Windsor uses one (1) internal service fund to account for its risk management costs related to Workers' Compensation, Property, Liability, and Employee Health Insurance. Because these internal services predominantly benefit governmental rather than business-type functions, they have been included within governmental activities in the government-wide financial statements

Proprietary funds provide the same type of information as the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the Landfill Enterprise Fund which is considered to be the only major proprietary fund of the Town of Windsor. The report combines the Adult Caring Connection and Child Development operation into the non-major funds of the Town of Windsor. Individual fund data for the internal service fund is also provided as a separate column in the proprietary fund financial statements. The proprietary fund financial statements can be found on pages 19-21 of this report.

**Fiduciary funds.** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to provide services to the Town's constituency. The Town has one pension trust fund and three agency funds. The accounting used for fiduciary funds is similar to the accounting for proprietary funds. The basic fiduciary fund financial statements are in pages 22-23 of this report.

## Notes to the Financial Statements

The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements are in pages 24 to 54 of this report.

### Other Information

In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information concerning the Town's progress in funding its obligation to provide pension benefits and other post employment benefits to its employees. This information can be found on pages 55 and 56 of this report.

### Government-wide Financial Analysis

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position and an important determinant of its ability to finance services in the future. The Town's governmental activities assets exceeded liabilities by \$85.2 million on June 30, 2010, which was a decrease of \$2.3 million.

**TOWN OF WINDSOR CONNECTICUT**  
**NET ASSETS (\$000's)**  
**June 30, 2010 and 2009**

|  | Governmental<br>Activities |                  | Business-Type<br>Activities |                   | Total            |                  | Total<br>Percentage<br>Change |
|--|----------------------------|------------------|-----------------------------|-------------------|------------------|------------------|-------------------------------|
|  | 2010                       | 2009             | 2010                        | 2009              | 2010             | 2009             | 2009-10                       |
| Current and other assets                           | \$ 42,868                  | \$ 42,812        | \$ 29,497                   | \$ 28,088         | \$ 72,365        | \$ 70,900        | 2.1%                          |
| Capital assets, net of<br>accumulated depreciation | 102,214                    | 101,928          | 177                         | 186               | 102,391          | 102,114          | 0.3%                          |
| <b>Total Assets</b>                                | <b>145,082</b>             | <b>144,740</b>   | <b>29,674</b>               | <b>28,274</b>     | <b>174,756</b>   | <b>173,014</b>   | <b>1.0%</b>                   |
| Current liabilities                                | 14,371                     | 16,820           | 1,645                       | 1,607             | 16,016           | 18,427           | -13.1%                        |
| Long-term liabilities<br>outstanding               | 45,553                     | 40,508           | 35,147                      | 33,534            | 80,700           | 74,042           | 9.0%                          |
| <b>Total Liabilities</b>                           | <b>59,924</b>              | <b>57,328</b>    | <b>36,792</b>               | <b>35,141</b>     | <b>96,716</b>    | <b>92,469</b>    | <b>4.6%</b>                   |
| Net Assets (Deficits):                             |                            |                  |                             |                   |                  |                  |                               |
| Invested in capital assets,<br>net of related debt | 64,077                     | 63,450           | 177                         | 186               | 64,254           | 63,636           | 1.0%                          |
| Unrestricted                                       | 21,081                     | 23,962           | (7,295)                     | (7,053)           | 13,786           | 16,909           | -18.5%                        |
| <b>Total Net Assets<br/>(Deficits)</b>             | <b>\$ 85,158</b>           | <b>\$ 87,412</b> | <b>\$ (7,118)</b>           | <b>\$ (6,867)</b> | <b>\$ 78,040</b> | <b>\$ 80,545</b> | <b>-3.1%</b>                  |

At the end of the current fiscal year, the Town of Windsor is able to report positive balances of \$78.0 million in net assets for the government as a whole, but negative net assets for its business type activities. The negative value is solely attributable to the cost for accruing a pro rata portion of the closure and post-closure costs for the town's landfill.

By far, the largest portion of the Town of Windsor's net assets reflects its investment in capital assets (e.g., land, buildings, infrastructure, machinery, and equipment), less any related debt that is still outstanding used to acquire those assets. The Town uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Town of Windsor's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

**TOWN OF WINDSOR CONNECTICUT**  
**CHANGES IN NET ASSETS (DEFICITS) (\$000's)**  
**For the Years Ended June 30, 2010 and 2009**

|  | Governmental Activities |                  | Business-Type Activities |                   | Total            |                  | Total Percentage Change |
|--|-------------------------|------------------|--------------------------|-------------------|------------------|------------------|-------------------------|
|  | <u>2010</u>             | <u>2009</u>      | <u>2010</u>              | <u>2009</u>       | <u>2010</u>      | <u>2009</u>      | <u>2009-10</u>          |
| <b>Revenues:</b>   |                         |                  |                          |                   |                  |                  |                         |
| Program Revenues:  |                         |                  |                          |                   |                  |                  |                         |
| Charges for services                                     | \$ 4,703                | \$ 4,890         | \$ 4,525                 | \$ 4,052          | \$ 9,228         | \$ 8,942         | 3.2%                    |
| Operating grants and contributions                       | 22,506                  | 22,984           | -                        | -                 | 22,506           | 22,984           | -2.1%                   |
| Capital grants and contributions                         | 1,385                   | 190              | -                        | -                 | 1,385            | 190              | 628.9%                  |
| General Revenues:  |                         |                  |                          |                   |                  |                  |                         |
| Property taxes   | 75,412                  | 76,625           | -                        | -                 | 75,412           | 76,625           | -1.6%                   |
| Grants not restricted to specific programs               | 2,573                   | 2,710            | -                        | -                 | 2,573            | 2,710            | -5.1%                   |
| Miscellaneous  | 1,280                   | 431              | -                        | -                 | 1,280            | 431              | 197.0%                  |
| Unrestricted investment earnings                         | 271                     | 974              | 281                      | 538               | 552              | 1,512            | -63.5%                  |
| <b>Total revenues</b>                                    | <b>108,130</b>          | <b>108,804</b>   | <b>4,806</b>             | <b>4,590</b>      | <b>112,936</b>   | <b>113,394</b>   | <b>-0.4%</b>            |
| <b>Expenses:</b>   |                         |                  |                          |                   |                  |                  |                         |
| General Government                                       | 10,040                  | 10,226           | -                        | -                 | 10,040           | 10,226           | -1.8%                   |
| Culture & Recreation                                     | 4,009                   | 4,329            | -                        | -                 | 4,009            | 4,329            | -7.4%                   |
| Human Services   | 1,614                   | 1,546            | -                        | -                 | 1,614            | 1,546            | 4.4%                    |
| Public Works   | 6,636                   | 6,421            | -                        | -                 | 6,636            | 6,421            | 3.3%                    |
| Education  | 77,319                  | 75,437           | -                        | -                 | 77,319           | 75,437           | 2.5%                    |
| Public Safety  | 9,654                   | 10,162           | -                        | -                 | 9,654            | 10,162           | -5.0%                   |
| Interest expense   | 1,255                   | 2,425            | -                        | -                 | 1,255            | 2,425            | -48.2%                  |
| Landfill   | -                       | -                | 3,113                    | 1,543             | 3,113            | 1,543            | 101.7%                  |
| Child Development  | -                       | -                | 1,234                    | 1,235             | 1,234            | 1,235            | -0.1%                   |
| Adult Caring Connection                                  | -                       | -                | 567                      | 662               | 567              | 662              | -14.4%                  |
| <b>Total expenses</b>                                    | <b>110,527</b>          | <b>110,546</b>   | <b>4,914</b>             | <b>3,440</b>      | <b>115,441</b>   | <b>113,986</b>   | <b>1.3%</b>             |
| <b>Excess of revenues over expenses before transfers</b> | <b>(2,397)</b>          | <b>(1,742)</b>   | <b>(108)</b>             | <b>1,150</b>      | <b>(2,505)</b>   | <b>(592)</b>     | <b>323.1%</b>           |
| Transfers  | 143                     | 90               | (143)                    | (90)              | -                | -                | 0.0%                    |
| <b>Change in net assets</b>                              | <b>(2,254)</b>          | <b>(1,652)</b>   | <b>(251)</b>             | <b>1,060</b>      | <b>(2,505)</b>   | <b>(592)</b>     | <b>323.1%</b>           |
| Net assets (deficits)-beginning                          | 87,412                  | 89,064           | (6,867)                  | (7,927)           | 80,545           | 81,137           | -0.7%                   |
| Net assets (deficits)-ending                             | <b>\$ 85,158</b>        | <b>\$ 87,412</b> | <b>\$ (7,118)</b>        | <b>\$ (6,867)</b> | <b>\$ 78,040</b> | <b>\$ 80,545</b> | <b>-3.1%</b>            |

## **Governmental Activities**

Approximately 69.7% of the revenues came from property taxes, followed by 23.2% from State and Federal Government program revenues, then 5.8% from other revenue sources.

Major revenue factors included:

- Property tax revenues recorded for fiscal year 2010 were based on Town's tax rate decreasing to 28.34 mills. The change reflected a decrease in the annual budget and a five year phase-in approach to the 10/1/08 revaluation of real estate property.
- Reduction of investment earnings of \$703,000 due to a drop in interest rates.
- Increase in building permit revenue of \$262,000.

For Governmental Activities, approximately 70.0% for 2010 of the Town's expenses relate to education (versus 68.2% in FY09), 8.7% (versus 9.2% in FY09) relate to public safety, 9.1% (vs. 9.3% in FY09) to general government, 6.0% (vs. 5.8% in FY09) relate to public works, 3.6% (vs. 3.9% in FY09) to culture and recreation, 1.5% (vs. 1.4% in FY09) to human services, and 1.1% (vs. 2.2% in FY09) to interest on long-term debt.

Major expense factors include:

- Due to economic conditions, non-union administration employees and teamsters collective bargain group saw no increases. Public safety dispatchers' salaries increased 2.0% and Police increased 2.1%.
- Employee health insurance costs for town employees rose approximately 6.7% for combined dental, health and prescription.
- The cost of education services increased due to wage settlements, special education cost increases, and program enhancements.

## **Business-Type Activities**

- There was a net reduction in Business Type Activities of \$0.251 million. This was due primarily to revenues falling short as tonnage decreased and investment earnings for the landfill fell as rate dropped lower.

## **Financial Analysis of the Fund Financial Statements**

As noted earlier, the Town of Windsor uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

**Governmental funds.** The focus of the Town of Windsor's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Town of Windsor's financing requirements. In particular, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, the Town of Windsor's governmental funds reported combined ending fund balances of \$29.3 million, an increase of \$3.1 million from \$26.2 million the previous year. Approximately 68.9% of the total fund balance constitutes unreserved, undesignated fund balance. The remainder of the fund balance is reserved or designated, which indicates that it is not available for new spending because it has already been committed for other items such as encumbrances and future appropriations.

The General Fund is the chief operating fund of the Town of Windsor. At the end of the current fiscal year, unreserved undesignated fund balance of the General Fund was \$14.3 million, while total fund balance reached \$15.6 million (compared to \$13.5 million and \$15.3 million in FY09). As a measure of the General Fund's liquidity, it may be useful to compare both unreserved fund balance and total fund balance to total fund expenditures. Unreserved fund balance represents 15.8% of total General Fund expenditures, while total fund balance represents 17.2% of that same amount.

As stated earlier, the fund balance of the Town of Windsor's General Fund increased by approximately \$289 thousand during the current fiscal year. Key factors in this increase are as follows:

- Property tax receipts were \$414 thousand below budgeted estimates.
- Revenue from unrestricted interest earnings were \$297 thousand below budgeted estimates; building permits were \$521 thousand above budgeted estimates; and intergovernmental revenues were \$420 thousand above budgeted estimates.
- Total departmental expenditures were \$1.7 million under budget

The Capital Projects Fund has a total fund balance of \$7.1 million (\$1.0 million is unreserved, undesignated) up from a balance of \$5.3 million in the prior year (\$4.3 million in unreserved). The increase is explained by \$4.7 million of new bond proceeds and a reclassification of project balances from undesignated to designated fund balance.

The Other Special Revenue Funds have a total fund balance of \$3.8 million, up from a balance of \$3.4 million. This is due to a positive increase in fund balance of \$.4 million. For FY10, the Other Special Revenue Funds will be re-categorized from a Nonmajor Fund to a Major Fund and has been moved from the Supplemental and Combining Nonmajor Fund Statements and Schedules section of the CAFR to the Major Fund – Basic Financial Statements section.

**Proprietary funds.** The Town of Windsor's proprietary funds provide the same type of information found in the government-wide financial statements, but in more detail.

The net (deficit) of the Landfill Fund at the end of the year were approximately \$(8.1) million with unrestricted net (deficit) of approximately \$(8.3) million compared to \$(7.8) million and \$(8.0) million in the prior year. The Landfill Fund had a net reduction during the year of approximately \$292 thousand compared with a net gain of \$1.0 million in the prior year. This is due primarily to the reduction in tonnage received and less interest income from lower rates.

### **General Fund Budgetary Highlights**

The difference between the original budget and the final amended budget was approximately (\$1.1) million as \$1.65 million of American Recovery and Reinvestment Act grants were received in the Education Grant Programs special revenue fund.

- An additional appropriation of \$450,000 to the debt service fund and \$74,481 for contract services for the prior year

During the year, actual revenues, on a budgetary basis were approximately \$92.7 million, which was more than budgetary estimates by approximately \$0.4 million. The major variances in revenues were decreases in unrestricted interest earnings over estimates of \$297 thousand; increases in building permit revenue over estimates of \$521 thousand; increases in State education aid grants over estimates of \$420 thousand.

Actual expenditures and transfers out on a budgetary basis and other financing uses totaled \$92.2 million, below actual revenues on a budgetary basis by approximately \$478 thousand.

**Capital Asset and Debt Administration**

**Capital assets.** The Town of Windsor's investment in capital assets for its governmental and business type activities as of June 30, 2010, amounted to \$102.4 million (net of accumulated depreciation) compared to \$102.1 million in the prior fiscal year. This slight increase from the prior year is due to the new construction in progress less depreciation of existing assets. This investment in capital assets includes land, building and system improvements, machinery and equipment, park facilities, roads, sewers and bridges.

**TOWN OF WINDSOR CONNECTICUT  
CAPITAL ASSETS (net of depreciation)  
June 30, 2010**

|                            | Governmental<br>Activities | Business-<br>Type<br>Activities | Total             |
|----------------------------|----------------------------|---------------------------------|-------------------|
| Land                       | \$ 4,399                   | \$ -                            | \$ 4,399          |
| Construction in Progress   | 4,603                      | -                               | 4,603             |
| Buildings and improvements | 66,407                     | 134                             | 66,541            |
| Infrastructure             | 23,096                     | -                               | 23,096            |
| Machinery and equipment    | 3,708                      | 43                              | 3,751             |
| <b>Total</b>               | <b>\$ 102,213</b>          | <b>\$ 177</b>                   | <b>\$ 102,390</b> |

Major capital asset events during the current fiscal year included the following:

- Hayden Station Firehouse Improvements
- Day Hill Road Reconstruction
- Lang Road Construction

Additional information on the Town of Windsor's capital assets can be found in Note 5 of this report.

**Long-term debt.** At the end of the current fiscal year, the Town of Windsor had total bonded debt outstanding of \$38.7 million. 100% of this debt is backed by the full faith and credit of the Town government.

**TOWN OF WINDSOR CONNECTICUT  
OUTSTANDING DEBT  
June 30, 2010**

|                          |                            |
|--------------------------|----------------------------|
|                          | Governmental<br>Activities |
| General obligation bonds | <u>\$ 38,730,000</u>       |

The Town of Windsor's total debt decreased by \$.535 million or 1% during the current fiscal year compared to a 10.2% decrease in the prior year. During FY10, the Town issued \$12.305 million of new Refunding bonds and \$4,680,000 in General Obligation Bonds.

The Town of Windsor received an Aa1 rating from Moody's Investors Services during their recalibration process, and the Town continued to maintain a rating of AAA from Standard & Poor's.

The overall statutory debt limit for the Town of Windsor is equal to seven times annual receipts from taxation or \$526 million, down from \$536 million. As of June 30, 2010, the Town recorded long-term debt of \$38.7 million related to Governmental Activities, well below its statutory debt limits.

Additional information on the Town of Windsor's long-term debt can be found in Note 8 of this report.

### **Economic Factors**

The Town of Windsor has not been immune to the effects of the national economic downturn. As of October 2010, the unemployment rate for the Windsor Labor Market Area was 7.5%, down from 8.3% in the prior year.

The economy is showing some signs of relief. The Town of Windsor has tried to position itself to deal with the present economic situation. With an overwhelming reliance on property taxes, Windsor's income stream may prove to be rather stable, even during an economic slowdown. This lack of diversity does represent a long-term problem for all Connecticut municipalities as those most vulnerable to a specific tax rebel against its increase. The Town's high quality tax base (a diverse mix of business, rather than reliance on a few large employers) lends even more stability to the Town's revenue. The Town has had an active program to attract and retain firms for well over a decade, and prides itself on a fast development approval process. Windsor has positioned itself as a destination address for office and commercial development. This increased development will lend itself to an increase in the valuation in coming years. Statistics on growth for the last ten years is available in the statistical section of this CAFR.

### **Requests for Information**

The financial report is designed to provide a general overview of the Town of Windsor's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Director of Finance at 275 Broad Street, Windsor, CT 06095.

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## **Basic Financial Statements**



TOWN OF WINDSOR, CONNECTICUT

STATEMENT OF NET ASSETS (DEFICITS)

June 30, 2010

|  | Primary Government         |                             |                      |
|--|----------------------------|-----------------------------|----------------------|
|  | Governmental<br>Activities | Business-Type<br>Activities | Total*               |
| <b>Assets</b>  |                            |                             |                      |
| Cash and cash equivalents                              | \$ 34,799,931              | \$ 26,877,202               | \$ 61,677,133        |
| Investments  | 2,815,558                  | 2,230,245                   | 5,045,803            |
| Receivables:   |                            |                             |                      |
| Property taxes, net of allowance for collection losses | 1,305,709                  | -                           | 1,305,709            |
| Accounts receivable                                    | 959,961                    | -                           | 959,961              |
| Customer receivables                                   | 71,244                     | 476,268                     | 547,512              |
| Federal and state governments                          | 1,041,015                  | -                           | 1,041,015            |
| Community rehabilitation loans, net                    | 1,716,263                  | -                           | 1,716,263            |
| Inventories  | 51,907                     | -                           | 51,907               |
| Internal balances                                      | 90,000                     | (90,000)                    | -                    |
| Prepays  | 16,837                     | 3,934                       | 20,771               |
| Capital assets, not being depreciated                  | 9,001,574                  | -                           | 9,001,574            |
| Capital assets, being depreciated, net of depreciation | 93,212,269                 | 176,810                     | 93,389,079           |
| <b>Total assets</b>                                    | <b>145,082,268</b>         | <b>29,674,459</b>           | <b>174,756,727</b>   |
| <b>Liabilities</b>                                     |                            |                             |                      |
| Accounts payable and accruals                          | 4,314,072                  | 163,392                     | 4,477,464            |
| Accrued interest payable                               | 356,489                    | -                           | 356,489              |
| Advance tax collections                                | 4,559,537                  | -                           | 4,559,537            |
| Unearned revenues                                      | 132,268                    | 20,342                      | 152,610              |
| Noncurrent liabilities:                                |                            |                             |                      |
| Due within one year                                    | 5,008,626                  | 1,461,715                   | 6,470,341            |
| Due in more than one year                              | 45,553,337                 | 35,147,076                  | 80,700,413           |
| <b>Total liabilities</b>                               | <b>59,924,329</b>          | <b>36,792,525</b>           | <b>96,716,854</b>    |
| <b>Net Assets (Deficits)</b>                           |                            |                             |                      |
| Investment in capital assets, net of related debt      | 64,077,359                 | 176,810                     | 64,254,169           |
| Unrestricted (deficit)                                 | 21,080,580                 | (7,294,876)                 | 13,785,704           |
| <b>Total net assets (deficits)</b>                     | <b>\$ 85,157,939</b>       | <b>\$ (7,118,066)</b>       | <b>\$ 78,039,873</b> |

The notes to the financial statements are an integral part of this statement.

\* After internal receivables and payables have been eliminated.

TOWN OF WINDSOR, CONNECTICUT

STATEMENT OF ACTIVITIES

For the Year Ended June 30, 2010

| Functions/Programs   | Expenses             | Program Revenues     |                                    |                                  | Net (Expense) Revenue and Changes in Net Assets |                          |                     |
|--|----------------------|----------------------|------------------------------------|----------------------------------|---|--------------------------|---------------------|
|  |                      | Charges for Services | Operating Grants and Contributions | Capital Grants and Contributions | Primary Government                              |                          |                     |
|  |                      |                      |                                    |                                  | Governmental Activities                         | Business-type Activities | Total               |
| <b>Primary government:</b>                                   |                      |                      |                                    |                                  |   |                          |                     |
| Governmental activities:                                     |                      |                      |                                    |                                  |   |                          |                     |
| General government   | \$ (10,039,998)      | \$ 2,020,464         | \$ 192,777                         | \$ 576,881                       | \$ (7,249,876)                                  | \$ -                     | \$ (7,249,876)      |
| Culture & recreation   | (4,008,350)          | 629,783              | 357,582                            | -                                | (3,020,985)                                     | -                        | (3,020,985)         |
| Human services   | (1,614,335)          | 121,849              | 86,126                             | -                                | (1,406,360)                                     | -                        | (1,406,360)         |
| Public works   | (6,635,927)          | 38,486               | 21,880                             | 128,936                          | (6,446,625)                                     | -                        | (6,446,625)         |
| Education  | (77,319,195)         | 1,625,059            | 21,675,907                         | 679,628                          | (53,338,601)                                    | -                        | (53,338,601)        |
| Public safety  | (9,653,396)          | 267,033              | 171,307                            | -                                | (9,215,056)                                     | -                        | (9,215,056)         |
| Interest expense   | (1,255,397)          | -                    | -                                  | -                                | (1,255,397)                                     | -                        | (1,255,397)         |
| <b>Total governmental activities</b>                         | <b>(110,526,598)</b> | <b>4,702,674</b>     | <b>22,505,579</b>                  | <b>1,385,445</b>                 | <b>(81,932,900)</b>                             | <b>-</b>                 | <b>(81,932,900)</b> |
| Business-type activities:                                    |                      |                      |                                    |                                  |   |                          |                     |
| Landfill   | (3,112,891)          | 2,544,966            | -                                  | -                                | -   | (567,925)                | (567,925)           |
| Child development  | (1,233,772)          | 1,236,607            | -                                  | -                                | -   | 2,835                    | 2,835               |
| Adult caring connection                                      | (567,145)            | 743,707              | -                                  | -                                | -   | 176,562                  | 176,562             |
| <b>Total business-type activities</b>                        | <b>(4,913,808)</b>   | <b>4,525,280</b>     | <b>-</b>                           | <b>-</b>                         | <b>-</b>  | <b>(388,528)</b>         | <b>(388,528)</b>    |
| Total primary government                                     | \$ (115,440,406)     | \$ 9,227,954         | \$ 22,505,579                      | \$ 1,385,445                     | (81,932,900)                                    | (388,528)                | (82,321,428)        |
| General revenues:  |                      |                      |                                    |                                  |   |                          |                     |
| Property taxes   |                      |                      |                                    |                                  | 75,411,646                                      | -                        | 75,411,646          |
| Grants and contributions not restricted to specific programs |                      |                      |                                    |                                  | 2,572,815                                       | -                        | 2,572,815           |
| Miscellaneous  |                      |                      |                                    |                                  | 1,280,440                                       | -                        | 1,280,440           |
| Unrestricted investment earnings                             |                      |                      |                                    |                                  | 271,212   | 280,512                  | 551,724             |
| Transfers out  |                      |                      |                                    |                                  | 142,590   | (142,590)                | -                   |
| Total general revenues                                       |                      |                      |                                    |                                  | 79,678,703                                      | 137,922                  | 79,816,625          |
| Change in net assets   |                      |                      |                                    |                                  | (2,254,197)                                     | (250,606)                | (2,504,803)         |
| Net assets (deficits) - beginning                            |                      |                      |                                    |                                  | 87,412,136                                      | (6,867,460)              | 80,544,676          |
| Net assets (deficits) - ending                               |                      |                      |                                    |                                  | \$ 85,157,939                                   | \$ (7,118,066)           | \$ 78,039,873       |

The notes to the financial statements are an integral part of this statement.

TOWN OF WINDSOR, CONNECTICUT

**BALANCE SHEET - GOVERNMENTAL FUNDS**

June 30, 2010

|  | Major Funds          |                     |                     | Other                 | Total<br>Governmental<br>Funds |
|--|----------------------|---------------------|---------------------|-----------------------|--------------------------------|
|  | General              | Capital             | Other Special       | Nonmajor              |                                |
|  |                      | Projects            | Revenue Funds       | Governmental<br>Funds |                                |
| <b>Assets</b>  |                      |                     |                     |                       |                                |
| Cash and cash equivalents                              | \$ 19,790,803        | \$ 6,711,146        | \$ 3,528,678        | \$ 1,331,512          | \$ 31,362,139                  |
| Investments  | 1,639,886            | 555,038             | 292,657             | 80,733                | 2,568,314                      |
| Receivables (net of allowances for collection losses): |                      |                     |                     |                       |                                |
| Property taxes   | 1,305,709            | -                   | -                   | -                     | 1,305,709                      |
| Accounts receivable                                    | 766,162              | -                   | 152,114             | 41,685                | 959,961                        |
| State and Federal governments                          | 916,683              | -                   | -                   | 124,332               | 1,041,015                      |
| Community rehabilitation loans, net                    | -                    | -                   | -                   | 1,716,263             | 1,716,263                      |
| Due from other funds                                   | 284,308              | 90,000              | -                   | 11,600                | 385,908                        |
| Inventories  | 44,044               | -                   | -                   | 7,863                 | 51,907                         |
| <b>Total assets</b>                                    | <b>\$ 24,747,595</b> | <b>\$ 7,356,184</b> | <b>\$ 3,973,449</b> | <b>\$ 3,313,988</b>   | <b>\$ 39,391,216</b>           |
| <b>Liabilities</b>                                     |                      |                     |                     |                       |                                |
| Accounts payable and accrued liabilities               | \$ 2,485,275         | \$ 223,416          | \$ 82,262           | \$ 99,726             | \$ 2,890,679                   |
| Advanced tax collections                               | 4,559,537            | -                   | -                   | -                     | 4,559,537                      |
| Unearned revenues                                      | -                    | -                   | -                   | 132,268               | 132,268                        |
| Deferred revenues                                      | 2,092,970            | -                   | 73,092              | 2,770                 | 2,168,832                      |
| Due to other funds                                     | 51,890               | -                   | -                   | 284,308               | 336,198                        |
| <b>Total liabilities</b>                               | <b>9,189,672</b>     | <b>223,416</b>      | <b>155,354</b>      | <b>519,072</b>        | <b>10,087,514</b>              |
| <b>Fund balances</b>                                   |                      |                     |                     |                       |                                |
| Reserved for:  |                      |                     |                     |                       |                                |
| Encumbrances   | 334,036              | 1,892,175           | -                   | -                     | 2,226,211                      |
| Inventories  | 44,044               | -                   | -                   | 7,863                 | 51,907                         |
| Loans  | -                    | -                   | -                   | 1,716,263             | 1,716,263                      |
| Unreserved/designated for:                             |                      |                     |                     |                       |                                |
| Future appropriations                                  | 900,000              | 4,229,859           | -                   | -                     | 5,129,859                      |
| Unreserved/undesignated, reported in:                  |                      |                     |                     |                       |                                |
| General Fund   | 14,279,843           | -                   | -                   | -                     | 14,279,843                     |
| Special revenue funds                                  | -                    | -                   | 3,818,095           | 402,337               | 4,220,432                      |
| Capital projects funds                                 | -                    | 1,010,734           | -                   | -                     | 1,010,734                      |
| Debt service fund                                      | -                    | -                   | -                   | 668,453               | 668,453                        |
| <b>Total fund balances</b>                             | <b>15,557,923</b>    | <b>7,132,768</b>    | <b>3,818,095</b>    | <b>2,794,916</b>      | <b>29,303,702</b>              |
| <b>Total liabilities and fund balances</b>             | <b>\$ 24,747,595</b> | <b>\$ 7,356,184</b> | <b>\$ 3,973,449</b> | <b>\$ 3,313,988</b>   |                                |

Amounts reported for governmental activities in the statement of net assets are different because:

|  |              |
|--|--------------|
| Capital assets, net of accumulated depreciation purchased in governmental funds are reported as expenditures, however, the statement of net assets includes those capital assets among the assets of the Town as a whole.                  | 102,213,843  |
| Deferred revenues are not available and therefore not recognized in the funds.   | 2,168,832    |
| Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds.   | (50,561,963) |
| Internal service funds are used by management to charge the costs of risk management to individual funds. The assets and liabilities of the internal service funds are included in governmental activities in the statement of net assets. | 2,390,014    |
| Accrued interest payable   | (356,489)    |

Net assets of governmental activities

\$ 85,157,939

The notes to the financial statements are an integral part of this statement.

TOWN OF WINDSOR, CONNECTICUT

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES -  
 GOVERNMENTAL FUNDS  
 For the Year Ended June 30, 2010

|   | Major Funds          |                     |                                | Other                             | Total                 |
|---|----------------------|---------------------|--------------------------------|-----------------------------------|-----------------------|
|   | General              | Capital<br>Projects | Other Special<br>Revenue Funds | Nonmajor<br>Governmental<br>Funds | Governmental<br>Funds |
| <b>REVENUES</b>                               |                      |                     |                                |                                   |                       |
| Property taxes                                | \$ 75,182,401        | \$ -                | \$ -                           | \$ -                              | \$ 75,182,401         |
| State and Federal governments                 | 19,483,098           | 128,936             | 681,597                        | 6,507,580                         | 26,801,211            |
| Charges for services                          | 2,327,254            | -                   | 1,044,253                      | 1,331,167                         | 4,702,674             |
| Investment income                             | 215,245              | 30,551              | 15,341                         | 10,075                            | 271,212               |
| Other   | -                    | 814,727             | 409,006                        | 9,527                             | 1,233,260             |
| <b>Total revenues</b>                         | <b>97,207,998</b>    | <b>974,214</b>      | <b>2,150,197</b>               | <b>7,858,349</b>                  | <b>108,190,758</b>    |
| <b>EXPENDITURES</b>                           |                      |                     |                                |                                   |                       |
| Current:                                      |                      |                     |                                |                                   |                       |
| Education                                     | 63,097,716           | -                   | 133,287                        | 6,912,333                         | 70,143,336            |
| General government                            | 9,845,335            | -                   | 63,437                         | 665,007                           | 10,573,779            |
| Culture and recreation                        | 2,423,677            | -                   | 1,160,782                      | -                                 | 3,584,459             |
| Human services                                | 1,223,405            | -                   | 227,970                        | -                                 | 1,451,375             |
| Public safety                                 | 8,173,386            | -                   | 556,098                        | 600                               | 8,730,084             |
| Public works                                  | 5,551,103            | -                   | 71,025                         | -                                 | 5,622,128             |
| Debt service:                                 |                      |                     |                                |                                   |                       |
| Principal retirements                         | -                    | -                   | -                              | 4,500,000                         | 4,500,000             |
| Interest and other charges                    | -                    | -                   | -                              | 1,359,963                         | 1,359,963             |
| Capital outlay                                | -                    | 4,310,522           | -                              | -                                 | 4,310,522             |
| <b>Total expenditures</b>                     | <b>90,314,622</b>    | <b>4,310,522</b>    | <b>2,212,599</b>               | <b>13,437,903</b>                 | <b>110,275,646</b>    |
| <b>Revenues over (under)<br/>expenditures</b> | <b>6,893,376</b>     | <b>(3,336,308)</b>  | <b>(62,402)</b>                | <b>(5,579,554)</b>                | <b>(2,084,888)</b>    |
| <b>OTHER FINANCING SOURCES (USES)</b>         |                      |                     |                                |                                   |                       |
| Transfers in                                  | 112,590              | 480,000             | 453,550                        | 5,813,150                         | 6,859,290             |
| Transfers out                                 | (6,716,700)          | -                   | -                              | -                                 | (6,716,700)           |
| Issuance of bonds                             | -                    | 4,680,000           | -                              | -                                 | 4,680,000             |
| Issuance of refunding bonds                   | -                    | -                   | -                              | 12,305,000                        | 12,305,000            |
| Premium on bonds issued                       | -                    | -                   | -                              | 1,525,219                         | 1,525,219             |
| Payments made to escrow                       | -                    | -                   | -                              | (13,442,569)                      | (13,442,569)          |
| <b>Total other financing sources (uses)</b>   | <b>(6,604,110)</b>   | <b>5,160,000</b>    | <b>453,550</b>                 | <b>6,200,800</b>                  | <b>5,210,240</b>      |
| <b>Change in fund balances</b>                | <b>289,266</b>       | <b>1,823,692</b>    | <b>391,148</b>                 | <b>621,246</b>                    | <b>3,125,352</b>      |
| <b>FUND BALANCES, beginning</b>               | <b>15,268,657</b>    | <b>5,309,076</b>    | <b>3,426,947</b>               | <b>2,173,670</b>                  | <b>26,178,350</b>     |
| <b>FUND BALANCES, ending</b>                  | <b>\$ 15,557,923</b> | <b>\$ 7,132,768</b> | <b>\$ 3,818,095</b>            | <b>\$ 2,794,916</b>               | <b>\$ 29,303,702</b>  |

The notes to the financial statements are an integral part of this statement.

**TOWN OF WINDSOR, CONNECTICUT**

**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES  
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS  
TO THE STATEMENT OF ACTIVITIES  
For the Year Ended June 30, 2010**

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Amounts reported for governmental activities in the statement of activities are different because:

|   |                              |
|---|------------------------------|
| Net change in fund balances – total governmental funds  | \$ 3,125,352                 |
| Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. This is the amount by which capital outlays exceeded depreciation in the current period.  | 285,320                      |
| Changes in revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds.   | (60,947)                     |
| The issuance of long-term debt (e.g., bonds, leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds. Neither transaction, however, has any effect on net assets. Also, governmental funds report the effect of issuance costs, premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the statement of activities. This amount is the net effect of these differences in the treatment of long-term debt and related items. | (316,909)                    |
| Changes in some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds.  | (5,176,742)                  |
| The net loss of certain activities of internal service funds is reported with governmental activities.  | (4,150)                      |
| Change in deferred charges  | <u>(106,121)</u>             |
| Change in net assets of governmental activities   | <u><u>\$ (2,254,197)</u></u> |

The notes to the financial statements are an integral part of this statement.

TOWN OF WINDSOR, CONNECTICUT

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN BUDGETARY  
FUND BALANCE - BUDGETARY BASIS - BUDGET AND ACTUAL - GENERAL FUND

For the Year Ended June 30, 2010

|   | Budgeted Amounts      |                       | Actual<br>Budgetary<br>Basis | Variance With                          |
|---|-----------------------|-----------------------|------------------------------|--|
|   | Original              | Final                 |                              | Final Budget<br>Positive<br>(Negative) |
| <b>REVENUES</b>                                 |                       |                       |                              |  |
| Property taxes                                  | \$ 75,596,634         | \$ 75,596,634         | \$ 75,182,401                | \$ (414,233)                           |
| Licenses and permits                            | 516,460               | 516,460               | 1,037,516                    | 521,056                                |
| Fines, forfeitures and penalties                | 45,000                | 45,000                | 47,444                       | 2,444                                  |
| Other agencies                                  | 527,863               | 527,863               | 604,136                      | 76,273                                 |
| Intergovernmental                               | 15,651,906            | 14,004,456            | 14,424,694                   | 420,238                                |
| Revenues from use of assets                     | 836,707               | 836,707               | 539,627                      | (297,080)                              |
| Charges for services                            | 820,400               | 820,400               | 873,170                      | 52,770                                 |
| <b>Total revenues</b>                           | <b>93,994,970</b>     | <b>92,347,520</b>     | <b>92,708,988</b>            | <b>361,468</b>                         |
| <b>EXPENDITURES</b>                             |                       |                       |                              |  |
| Current:  |                       |                       |                              |  |
| General government                              | 889,040               | 889,040               | 850,260                      | 38,780                                 |
| Safety Service                                  | 8,197,050             | 8,197,050             | 8,094,692                    | 102,358                                |
| Public works                                    | 5,097,450             | 5,097,450             | 4,936,593                    | 160,857                                |
| Health Services                                 | 491,870               | 491,870               | 463,507                      | 28,363                                 |
| Human Services                                  | 893,210               | 893,210               | 759,900                      | 133,310                                |
| Recreation and Leisure Services                 | 1,299,430             | 984,480               | 943,291                      | 41,189                                 |
| Education                                       | 60,724,650            | 58,958,600            | 58,336,650                   | 621,950                                |
| Town support for education                      | 4,318,560             | 1,605,940             | 1,393,907                    | 212,033                                |
| Library services                                | 1,482,750             | 1,482,750             | 1,421,286                    | 61,464                                 |
| Development services                            | 1,637,590             | 1,637,590             | 1,567,262                    | 70,328                                 |
| Information services                            | 415,360               | 415,360               | 404,248                      | 11,112                                 |
| Administrative services                         | 1,871,280             | 1,871,280             | 1,746,603                    | 124,677                                |
| Community development                           | 25,000                | 25,000                | 25,000                       | -                                      |
| General services                                | 7,839,320             | 4,718,790             | 4,609,134                    | 109,656                                |
| <b>Total expenditures</b>                       | <b>95,182,560</b>     | <b>87,268,410</b>     | <b>85,552,333</b>            | <b>1,716,077</b>                       |
| <b>Revenues over (under)<br/>expenditures</b>   | <b>(1,187,590)</b>    | <b>5,079,110</b>      | <b>7,156,655</b>             | <b>2,077,545</b>                       |
| <b>OTHER FINANCING SOURCES (USES)</b>           |                       |                       |                              |  |
| Transfers in                                    | 112,590               | 112,590               | 112,590                      | -                                      |
| Transfers out                                   | -                     | (6,266,700)           | (6,266,700)                  | -                                      |
| Use of fund balance                             | -                     | (524,481)             | (524,481)                    | -                                      |
| <b>Total other financing<br/>sources (uses)</b> | <b>112,590</b>        | <b>(6,678,591)</b>    | <b>(6,678,591)</b>           | <b>-</b>                               |
| <b>Net change in budgetary<br/>fund balance</b> | <b>\$ (1,075,000)</b> | <b>\$ (1,599,481)</b> | <b>478,064</b>               | <b>\$ 2,077,545</b>                    |
| <b>BUDGETARY FUND BALANCE</b> , beginning       |                       |                       | <u>14,745,813</u>            |  |
| <b>BUDGETARY FUND BALANCE</b> , ending          |                       |                       | <u>\$ 15,223,877</u>         |  |

The notes to the financial statements are an integral part of this statement.



TOWN OF WINDSOR, CONNECTICUT

STATEMENT OF NET ASSETS (DEFICITS) - PROPRIETARY FUNDS

June 30, 2010

|  | Business-Type Activities - Enterprise Funds |                                 |                       | Governmental                |
|--|---|---------------------------------|-----------------------|-----------------------------|
|  | Other                                       |                                 |                       | Activities                  |
|  | Landfill                                    | Nonmajor<br>Enterprise<br>Funds | Total                 | Internal<br>Service<br>Fund |
| <b>ASSETS</b>                                    |   |                                 |                       |                             |
| Current assets:                                  |   |                                 |                       |                             |
| Cash and cash equivalents                        | \$ 25,857,808                               | \$ 1,019,394                    | \$ 26,877,202         | \$ 3,437,792                |
| Receivables:                                     |   |                                 |                       |                             |
| Customer receivables, net                        | 370,307                                     | 105,961                         | 476,268               | 71,244                      |
| Due from other funds                             | -   | -                               | -                     | 40,290                      |
| Prepaid expenses                                 | -   | 3,934                           | 3,934                 | 16,837                      |
| Investments                                      | 2,144,467                                   | 85,778                          | 2,230,245             | 247,244                     |
| <b>Total current assets</b>                      | <b>28,372,582</b>                           | <b>1,215,067</b>                | <b>29,587,649</b>     | <b>3,813,407</b>            |
| Noncurrent assets:                               |   |                                 |                       |                             |
| Capital assets (net of accumulated depreciation) | 151,963                                     | 24,847                          | 176,810               | -                           |
| <b>Total noncurrent assets</b>                   | <b>151,963</b>                              | <b>24,847</b>                   | <b>176,810</b>        | <b>-</b>                    |
| <b>Total assets</b>                              | <b>28,524,545</b>                           | <b>1,239,914</b>                | <b>29,764,459</b>     | <b>3,813,407</b>            |
| <b>LIABILITIES</b>                               |   |                                 |                       |                             |
| Current liabilities:                             |   |                                 |                       |                             |
| Accounts payable                                 | 98,249                                      | 65,143                          | 163,392               | 80,284                      |
| Accrued claims payable                           | -   | -                               | -                     | 743,109                     |
| Accrued post closure costs                       | 1,461,715                                   | -                               | 1,461,715             | -                           |
| Unearned revenue                                 | -   | 20,342                          | 20,342                | -                           |
| Due to other funds                               | -   | 90,000                          | 90,000                | -                           |
| <b>Total current liabilities</b>                 | <b>1,559,964</b>                            | <b>175,485</b>                  | <b>1,735,449</b>      | <b>823,393</b>              |
| Noncurrent liabilities:                          |   |                                 |                       |                             |
| Accrued post closure costs                       | 35,081,161                                  | -                               | 35,081,161            | -                           |
| Compensated absences                             | 17,195                                      | 48,720                          | 65,915                | -                           |
| Accrued claims payable                           | -   | -                               | -                     | 600,000                     |
| <b>Total noncurrent liabilities</b>              | <b>35,098,356</b>                           | <b>48,720</b>                   | <b>35,147,076</b>     | <b>600,000</b>              |
| <b>Total liabilities</b>                         | <b>36,658,320</b>                           | <b>224,205</b>                  | <b>36,882,525</b>     | <b>1,423,393</b>            |
| <b>NET ASSETS (DEFICITS)</b>                     |   |                                 |                       |                             |
| Invested in capital assets                       | 151,963                                     | 24,847                          | 176,810               | -                           |
| Unrestricted                                     | (8,285,738)                                 | 990,862                         | (7,294,876)           | 2,390,014                   |
| <b>Total net assets (deficits)</b>               | <b>\$ (8,133,775)</b>                       | <b>\$ 1,015,709</b>             | <b>\$ (7,118,066)</b> | <b>\$ 2,390,014</b>         |

The notes to the financial statements are an integral part of this statement.

TOWN OF WINDSOR, CONNECTICUT

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN  
 FUND NET ASSETS (DEFICITS) - PROPRIETARY FUNDS  
 For the Year Ended June 30, 2010

|   | Business-Type Activities - Enterprise Funds |  |                       | Governmental<br>Activities  |
|---|---|--|-----------------------|-----------------------------|
|   | Landfill                                    | Other<br>Nonmajor<br>Enterprise<br>Funds | Total                 | Internal<br>Service<br>Fund |
|   |   |  |                       |                             |
| <b>OPERATING REVENUES</b>                     |   |  |                       |                             |
| User charges                                  | \$ 2,544,966                                | \$ 1,980,314                             | \$ 4,525,280          | \$ 7,611,658                |
| <b>Total operating revenues</b>               | <u>2,544,966</u>                            | <u>1,980,314</u>                         | <u>4,525,280</u>      | <u>7,611,658</u>            |
| <b>OPERATING EXPENSES</b>                     |   |  |                       |                             |
| Operations and maintenance                    | 3,098,181                                   | 1,795,816                                | 4,893,997             | 7,628,742                   |
| Depreciation                                  | 14,710                                      | 5,101                                    | 19,811                | -                           |
| <b>Total operating expenses</b>               | <u>3,112,891</u>                            | <u>1,800,917</u>                         | <u>4,913,808</u>      | <u>7,628,742</u>            |
| <b>Operating (loss) income</b>                | <u>(567,925)</u>                            | <u>179,397</u>                           | <u>(388,528)</u>      | <u>(17,084)</u>             |
| <b>NONOPERATING REVENUES (EXPENSES)</b>       |   |  |                       |                             |
| Interest income                               | 276,156                                     | 4,356                                    | 280,512               | 12,934                      |
| Transfers out                                 | -   | (142,590)                                | (142,590)             | -                           |
| <b>Total nonoperating revenues (expenses)</b> | <u>276,156</u>                              | <u>(138,234)</u>                         | <u>137,922</u>        | <u>12,934</u>               |
| <b>Net (loss) income</b>                      | <u>(291,769)</u>                            | <u>41,163</u>                            | <u>(250,606)</u>      | <u>(4,150)</u>              |
| <b>NET ASSETS (DEFICITS), beginning</b>       | <u>(7,842,006)</u>                          | <u>974,546</u>                           | <u>(6,867,460)</u>    | <u>2,394,164</u>            |
| <b>NET ASSETS (DEFICITS), ending</b>          | <u>\$ (8,133,775)</u>                       | <u>\$ 1,015,709</u>                      | <u>\$ (7,118,066)</u> | <u>\$ 2,390,014</u>         |

The notes to the financial statements are an integral part of this statement.

TOWN OF WINDSOR, CONNECTICUT

STATEMENT OF CASH FLOWS - PROPRIETARY FUNDS

For the Year Ended June 30, 2010

|  | Business-Type Activities - Enterprise Funds |                     |                      | Governmental          |
|--|---|---------------------|----------------------|-----------------------|
|  | Other Nonmajor                              |                     |                      | Activities            |
|  | Landfill                                    | Enterprise Funds    | Total                | Internal Service Fund |
| <b>Cash Flows From Operating Activities</b>  |   |                     |                      |                       |
| Receipts from customers and users  | \$ 2,723,352                                | \$ 2,010,562        | \$ 4,733,914         | \$ 7,564,003          |
| Payments to suppliers  | (983,825)                                   | (623,200)           | (1,607,025)          | (7,581,869)           |
| Payments to employees  | (465,587)                                   | (1,176,206)         | (1,641,793)          | -                     |
| <b>Net cash provided by (used in) operating activities</b>   | <b>1,273,940</b>                            | <b>211,156</b>      | <b>1,485,096</b>     | <b>(17,866)</b>       |
| <b>Cash Flows From Noncapital Financing Activities</b>   |   |                     |                      |                       |
| Payment/receipt of due to/from other funds   | -   | (30,000)            | (30,000)             | (11,275)              |
| Transfers out  | -   | (142,590)           | (142,590)            | -                     |
| <b>Net cash used in noncapital financing activities</b>  | <b>-</b>                                    | <b>(172,590)</b>    | <b>(172,590)</b>     | <b>(11,275)</b>       |
| <b>Cash Flows From Investing Activities</b>  |   |                     |                      |                       |
| Interest received  | 276,156                                     | 4,356               | 280,512              | 12,934                |
| Purchase of capital assets   | -   | (11,000)            | (11,000)             | -                     |
| Purchase of investments  | (2,144,467)                                 | (85,778)            | (2,230,245)          | (247,244)             |
| <b>Net cash used in investing activities</b>   | <b>(1,868,311)</b>                          | <b>(92,422)</b>     | <b>(1,960,733)</b>   | <b>(234,310)</b>      |
| <b>Net decrease in cash and cash equivalents</b>   | <b>(594,371)</b>                            | <b>(53,856)</b>     | <b>(648,227)</b>     | <b>(263,451)</b>      |
| <b>Cash and Cash Equivalents</b>   |   |                     |                      |                       |
| Beginning  | 26,452,179                                  | 1,073,250           | 27,525,429           | 3,701,243             |
| Ending   | <u>\$ 25,857,808</u>                        | <u>\$ 1,019,394</u> | <u>\$ 26,877,202</u> | <u>\$ 3,437,792</u>   |
| <b>Reconciliation of Operating (Loss) income to Net Cash Provided by (used in) Operating Activities</b>  |   |                     |                      |                       |
| Operating (loss) income  | \$ (567,925)                                | \$ 179,397          | \$ (388,528)         | \$ (17,084)           |
| Adjustments to reconcile operating (loss) income to net cash provided by (used in) operating activities: |   |                     |                      |                       |
| Depreciation   | 14,710                                      | 5,101               | 19,811               | -                     |
| Changes in assets and liabilities:   |   |                     |                      |                       |
| Decrease (increase) in receivable accounts   | 178,386                                     | 28,324              | 206,710              | (47,655)              |
| Increase in prepaid expenses   | -   | (3,934)             | (3,934)              | (16,837)              |
| Increase (decrease) in accounts payable  | 35,940                                      | 344                 | 36,284               | (100,021)             |
| Increase in accrued liabilities  | 1,612,829                                   | 1,924               | 1,614,753            | 163,731               |
| <b>Net cash provided by (used in) operating activities</b>   | <b>\$ 1,273,940</b>                         | <b>\$ 211,156</b>   | <b>\$ 1,485,096</b>  | <b>\$ (17,866)</b>    |

The notes to the financial statements are an integral part of this statement.

TOWN OF WINDSOR, CONNECTICUT

STATEMENT OF FIDUCIARY NET ASSETS - FIDUCIARY FUNDS

June 30, 2010

|  | Pension              |                  |
|--|----------------------|------------------|
|  | Trust Fund           | Agency Funds     |
| <b>ASSETS</b>  |                      |                  |
| Cash and cash equivalents                            | \$ 1,414,972         | \$ 1,771,936     |
| Investments  |                      |                  |
| Common and preferred stock                           | 8,979,278            | -                |
| Debt securities                                      | 13,117,038           | -                |
| Equity mutual funds                                  | 15,749,792           | -                |
| Corporate debt                                       | 4,103,226            | -                |
| <b>Total investments</b>                             | <b>41,949,334</b>    | <b>-</b>         |
| Contributions receivable                             | 472,658              | -                |
| Other receivables                                    | 242,963              | -                |
| <b>Total assets</b>                                  | <b>44,079,927</b>    | <b>1,771,936</b> |
| <b>LIABILITIES</b>                                   |                      |                  |
| Accounts payable                                     | -                    | 1,771,936        |
| <b>Net Assets Held in Trust for Pension Benefits</b> | <b>\$ 44,079,927</b> | <b>\$ -</b>      |

The notes to the financial statements are an integral part of this statement.

TOWN OF WINDSOR, CONNECTICUT

STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS - PENSION TRUST FUND

For the Year Ended June 30, 2010

|  | Pension<br>Trust Fund |
|--|-----------------------|
| <b>Additions</b>                                 |                       |
| Contributions                                    |                       |
| Employer   | \$ 843,833            |
| Plan members                                     | 362,097               |
| <b>Total contributions</b>                       | <u>1,205,930</u>      |
| Investment Income                                |                       |
| Net appreciation in fair value<br>of investments | 3,929,851             |
| Interest and dividends                           | 1,038,471             |
|  | <u>4,968,322</u>      |
| Less investment expenses:                        |                       |
| Investment management fees                       | 235,384               |
|  | <u>235,384</u>        |
| <b>Total investment income</b>                   | <u>4,732,938</u>      |
| <b>Deductions</b>                                |                       |
| Benefits   | 2,495,300             |
|  | <u>2,495,300</u>      |
| <b>Change in net assets</b>                      | 3,443,568             |
| <b>Net Assets</b>                                |                       |
| Beginning of year                                | 40,636,359            |
|  | <u>40,636,359</u>     |
| End of year                                      | <u>\$ 44,079,927</u>  |

The notes to the financial statements are an integral part of this statement.

## TOWN OF WINDSOR, CONNECTICUT

### NOTES TO FINANCIAL STATEMENTS June 30, 2010

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#### **Note 1. Summary of Significant Accounting Policies**

##### Reporting entity

The Town was founded by English settlers in 1633, making it the first town in the State of Connecticut. The Town operates under a Council-Manager form of government and provides the following services as authorized by its Charter: public safety, public works, sanitation, health and social services, culture-recreation, education, planning and zoning, and general administrative services. The Charter was most recently revised (via referendum) in 1998. The accompanying financial statements conform to accounting principles generally accepted in the United States of America as applicable to governments.

Accounting principles generally accepted in the United States of America require that the reporting entity include (1) the primary government, (2) organizations for which the primary government is financially accountable and (3) other organizations for which the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete. The criteria provided in Government Accounting Standards Board Statement Codification Section 2100 have been considered and there are no agencies or entities, that should be, but are not, combined in the financial statements of the Town.

##### Government-wide and Fund Financial Statements

The government-wide financial statements (i.e., the statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the Town. For the most part, the effect of interfund activity has been removed from these statements. Governmental activities, which normally are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment is offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Separate fund financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

##### Measurement Focus, Basis of Accounting, and Financial Statement Presentation

The government-wide, proprietary fund and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. However, agency funds, unlike other fiduciary funds, report only assets and liabilities and do not have a measurement focus, and follow the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied for. Intergovernmental grants and entitlements and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

## TOWN OF WINDSOR, CONNECTICUT

### NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2010

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Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Town considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are generally recorded when a liability is incurred except for debt service expenditures, as well as expenditures related to compensated absences, pension obligations, claims and judgments, and other post-employment benefits which are recorded only when payment is due (matured).

Property taxes when levied for, intergovernmental revenue when eligibility requirements are met, licenses, charges for services and interest associated with the current fiscal period are all considered to be measurable and so have been recognized as revenues of the current fiscal period, if available. All other revenue items are considered to be measurable and available only when cash is received by the Town.

The Town reports the following major governmental funds.

The *General Fund* is the Town's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The *Capital Project Fund* accounts for the proceeds of specific general obligation bonds for various projects to further develop the Town.

The *Other Special Revenue Fund* account for intergovernmental and private grants for various special projects administered by the Town.

The Town reports the following major proprietary fund:

The *Landfill Fund* accounts for the operations of the Windsor-Bloomfield Sanitary Landfill.

Additionally, the Town reports the following fund types:

*Internal Service Funds* account for all general health, auto, fire and workers' compensation insurance activity, including premiums and claims.

The *Pension Trust Funds*, fiduciary funds, account for the activities of the Town's defined pension benefit plan which accumulate resources for pension benefit payments to qualified employees upon retirement.

The *Agency Funds*, fiduciary funds, account for monies held as a custodian for outside student groups and agencies and are used for performance bonds, adult education, scholarships and escrows.

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The Town has elected not to follow subsequent private-sector guidance.

## TOWN OF WINDSOR, CONNECTICUT

### NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2010

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As a general rule, the effect of inter-fund activity has been eliminated from the government-wide financial statements. Exceptions to this general rule are charges between the enterprise funds and various other functions of the government. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

Amounts reported as program revenues include 1) charges to customers or applicants for goods, services, or privileges provided, 2) operating grants and contributions, and 3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as general revenues rather than as program revenues. Likewise, general revenues include all taxes.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services in connection with a proprietary fund's principal ongoing operations, which include premium charges and claims. The principal operating revenues of the proprietary funds are charges to customers for services. Operating expenses for the funds include the cost of operations and maintenance, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

When both restricted and unrestricted resources are available for use, it is the Town's policy to use restricted resources first, then unrestricted resources as they are needed.

#### Accounting estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues, expenses and expenditures during the reporting period. Actual results could differ from those estimates.

#### Property taxes

Property taxes are assessed as of October 1, and are levied for on the following July 1, and due in one installment, July 1. Motor vehicle taxes are due in one installment on July 1, and supplemental motor vehicle taxes are due in full January 1. Taxes become delinquent thirty days after the installment is due. Liens are filed by the last day of the fiscal year.

Delinquent real estate taxes are billed at least twice a year, with interest charged at a rate of 1.5 percent per month. Delinquent motor vehicle and personal property accounts are transferred to a suspense account after three years, at which time they cease to be carried as receivables. However, they remain valid claims for up to 15 years after being levied.

#### Cash and cash equivalents

The Town classifies money market funds, STIF investments, treasury bills and certificates of deposit having original maturities of three months or less when purchased as cash equivalents.

#### Allowance for doubtful accounts

Accounts, notes receivable and community development loans are reported net of allowance for doubtful accounts. The allowance for doubtful accounts represents those accounts which are deemed uncollectible based on past collection history and on analysis of creditor's ability to pay.



## TOWN OF WINDSOR, CONNECTICUT

### NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2010

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#### Investments

Investments for the Town are stated at fair value using quoted market prices. The Connecticut State Treasurer's Short-Term Investment Fund is an investment pool managed by the State of Connecticut Office of the State Treasurer. Investments must be made in instruments authorized by Connecticut General Statutes 3-27c through 3-27e. Investment guidelines are adopted by the State Treasurer. The fair value of the position in the pool is the same as the value of the pool shares.

The balance of the pooled fixed income investments were invested in a pool similar to a 2a-7. The value of the position in the pool is the same as the value of the pool shares. These investments are stated at amortized cost.

#### Inventories

Inventories are stated at cost using the lower of cost or market determined on the first-in, first-out basis.

#### Capital Assets

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are reported in the applicable governmental or business-type activities columns in the government-wide financial statements and proprietary fund financial statements. Capital assets are defined by the Town as assets with an initial, individual cost ranging from \$5,000 to \$75,000 depending on asset classification and an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at fair value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred net of interest earned during the construction phase of capital assets of business-type activities is included as part of the capitalized value of the assets constructed.

Property, plant, and equipment of the Town is depreciated using the straight-line method over the following estimated useful lives:

| <u>Assets</u>                       | <u>Years</u> |
|-------------------------------------|--------------|
| Buildings                           | 35-50        |
| Building improvements               | 20           |
| Distribution and collection systems | 50-65        |
| Public domain infrastructure        | 50           |
| System infrastructure               | 30           |
| Machinery and equipment             | 5-20         |

In the governmental fund financial statements, capital outlay (assets) is reported as an expenditure and no depreciation expense is reported.

## TOWN OF WINDSOR, CONNECTICUT

### NOTES TO FINANCIAL STATEMENTS, Continued

June 30, 2010

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#### Loans receivable

The Town records its loans receivable in the Special Revenue Funds as the loan proceeds are advanced, net of an allowance for collectible accounts.

#### Compensated absences

Under the terms of its various union contracts, Town and Board of Education employees are granted vacation in varying amounts based on length of service. Sick leave does not vest. Town employees may carry over a limited number of unused vacation days (up to 30 days) to subsequent years and, in the event of termination, employees are reimbursed for accumulated vacation. Board of Education employees may carry over a limited number of unused vacation days to the next fiscal year.

Sick leave and vacation leave expenditures are recognized in the governmental fund financial statements in the current year to the extent they are paid or due (matured). If an employee is retiring, limited accumulated unused sick leave is not paid but added to the credited service used to calculate pension benefits. The liability for the remainder of the accrued vacation earned and not due is reported in the government-wide and proprietary fund financial statements.

The General Fund is typically used to liquidate the liability for compensated absences.

#### Long-term obligations

In the government-wide and proprietary fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities, or proprietary fund type statement of net assets. Bond principal premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount and deferred gains/losses on refundings. Bond issuance costs are reported as deferred charges and amortized over the term of the related debt.

In the fund financial statements, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. Bond principal payments are recorded as expenditures. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures.

#### Landfill closure and post-closure

The Town accounts for the cost and estimated costs for closure and post-closure care costs in its Landfill Fund. The Landfill Fund is an enterprise fund. Enterprise funds account for the estimated total current costs of landfill closure and post-closure and are recognized as an expense and liability in each period in which the landfill accepts solid waste. Estimated total current costs are based on use.

#### Pension accounting

##### **Pension Trust Fund**

The Pension Trust Fund is reported on the accrual basis of accounting. Employee contributions are recognized in the period in which the contributions are due. Employer contributions to the plan are recognized when due and the Town has made a formal commitment to provide the contributions. Benefits and refunds are recognized when due and payable in accordance with the terms of each plan.

## TOWN OF WINDSOR, CONNECTICUT

### NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2010

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#### **Governmental Activities**

Expenditures are recognized when they are paid or are expected to be paid with current available resources.

#### **Funding Policy**

The Town funds the contributions to its pension plans based on the actuarial required contribution.

#### **Net other post-employment benefit obligations**

In fiscal year 2009, the Town implemented GASB Statement No. 45, "Accounting and Financial Reporting by Employers for Post-employment Benefits Other than Pensions." This pronouncement required the Town to calculate and record a net other post-employment benefit obligation (NOPEBO) at June 30, 2009. The NOPEBO is, in general, the cumulative difference between the actuarial required contribution and the actual contributions since July 1, 2008. The Town makes annual contributions based upon budgetary decisions using the actuarial valuation.

#### Encumbrances

Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of resources are recorded to reserve that portion of the applicable appropriation, is utilized in the governmental funds. Encumbrances outstanding at year-end are reported as a reservation of fund balance as they do not constitute either expenditures or liabilities.

All other General Fund appropriations lapse at year-end.

#### Fund equity and net assets

In the Government-Wide and Proprietary Fund Financial Statements, net assets are classified in the following categories:

***Invested in Capital Assets, Net of Related Debt*** – This category groups all capital assets, including infrastructure, into one component of net assets. Accumulated depreciation and the outstanding balances of debt that are attributable to the acquisition, construction or improvement of these assets reduce this category.

***Restricted Net Assets*** – This category represents the net assets of the Town, which are restricted by external parties (creditors, grantors, contributors or laws and regulations).

***Unrestricted Net Assets (Deficit)*** – This category represents the net assets of the Town, which are not restricted for any project or other purpose. A deficit will require future funding.

In the governmental fund financial statements, fund balances are classified in three separate categories. The categories, and their general meanings, are as follows:

***Reserved fund balance*** – indicates that portion of fund equity which has been legally segregated for specific purposes or not available for appropriation.

***Unreserved/Designated fund balance*** – indicates that portion of fund equity for which the Town has made tentative plans.

***Unreserved/Undesignated fund balance*** – indicates that portion of fund equity which is available for appropriation and expenditure in future periods, or if a deficit for which future funding will be required.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued  
June 30, 2010

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**Note 2. Reconciliation of Government-Wide and Fund Financial Statements**

Explanation of certain differences between the governmental fund balance sheet and the government-wide statement of net assets

The governmental fund balance sheet includes a reconciliation between fund balance – total governmental funds, and net assets – governmental activities as reported in the government-wide statement of net assets. One element of that reconciliation explains that “long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds.” The details of this \$50,561,963 difference are as follows:

|   |                      |
|---|----------------------|
| Bonds payable   | \$ 38,730,000        |
| Compensated absences  | 747,841              |
| Deferred amounts on refunding   | (643,925)            |
| OPEB  | 9,561,367            |
| Deferred premiums on refunding, net of amortization   | 2,080,014            |
| Claims payable  | <u>86,666</u>        |
| Net adjustment to reduce fund balance – total governmental funds<br>to arrive at net assets – governmental activities | <u>\$ 50,561,963</u> |

Explanation of certain differences between the governmental fund statement of revenues, expenditures, and changes in fund balances and the government-wide statement of activities

The governmental fund statement of revenues, expenditures, and changes in fund balances includes a reconciliation between net changes in fund balances – total governmental funds, and changes in net assets of governmental activities as reported in the government-wide statement of activities. One element of that reconciliation explains that “Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.” The details of this \$285,320 difference are as follows:

|  |                    |
|--|--------------------|
| Capital outlay   | \$ 5,604,137       |
| Depreciation expense   | <u>(5,318,817)</u> |
| Net adjustment to increase net changes in fund balances -<br>total governmental funds to arrive at changes in net assets<br>of governmental activities | <u>\$ 285,320</u>  |

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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Another element of that reconciliation states that “the issuance of long-term debt (e.g., bonds, leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds. Neither transaction, however, has any effect on net assets. Also, governmental funds report the effect of issuance costs, premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the statement of activities.” The details of this \$316,909 difference are as follows:

|  |                                  |
|--|----------------------------------|
| Debt issued or incurred:   |                                  |
| Issuance of general obligation bonds   | \$ 16,985,000                    |
| Bond premium   | 1,219,139                        |
| Deferred amounts on refundings   | (367,230)                        |
| Principal repayments:  |                                  |
| General obligation debt  | (4,500,000)                      |
| Payment to escrow  | <u>(13,020,000)</u>              |
| Net adjustment to decrease net changes in fund balances -<br>total governmental funds to arrive at changes in net assets of<br>governmental activities | <br><br><u><u>\$ 316,909</u></u> |

Another element of that reconciliation states that “Some expenses reported in the statement of activities do not require the use of current financial resources and therefore are not reported as expenditures in governmental funds.” The details of this \$5,176,742 difference are as follows:

|  |                                    |
|--|------------------------------------|
| Compensated absences   | \$ (20,345)                        |
| OPEB obligation  | 5,070,367                          |
| Accrued interest   | 40,054                             |
| Claims payable   | <u>86,666</u>                      |
| Net adjustment to decrease net changes in fund balances – total<br>governmental funds to arrive at changes in net assets of<br>governmental activities | <br><br><u><u>\$ 5,176,742</u></u> |

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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**Note 3. Budgets and Budgetary Accounting**

General Fund

Budget policies in accordance with the Town Charter, Chapter 8, Sections 8-1 through 8-4, are as follows:

- A. Prior to April 1, the Town Manager submits the proposed budget for the General Fund to the Town Council.
- B. After various public hearings, the Town Council recommends the budget, as revised, for adoption at the annual Town Meeting on the first Tuesday in May.
- C. The Town Meeting appropriates the budget as one balance for revenues and separate expenditure amounts per individual service unit. Additional appropriations and transfers between functions and activities may be made by the Town Council in accordance with Town Charter provisions, thereby lowering the legal level of control to the function and activity levels. The level at which expenditures may not legally exceed appropriations is at the department level, i.e., safety, service, public works, etc.
- D. The original budget for expenditures, encumbrances and other financing uses was decreased by approximately \$1,100,000 as a result of fund balance and revenue appropriations during the year ended June 30, 2010. The additional appropriations were approved in accordance with the Town Charter.
- E. A reconciliation of General Fund operations presented in accordance with accounting principles generally accepted in the United States of America ("GAAP") to the amounts presented on the budgetary basis is as follows:

|   | <u>Revenues<br/>and Transfers</u> | <u>Expenditures<br/>and Transfers</u> |
|---|-----------------------------------|---------------------------------------|
| Balance, GAAP basis   | \$ 97,320,588                     | \$ 97,031,322                         |
| State Teachers Retirement payments made by<br>State Department of Education on behalf of the<br>Town, not recognized for budgetary purposes | (4,499,000)                       | (4,499,000)                           |
| Encumbrances:   |                                   |                                       |
| June 30, 2009   | -                                 | (522,844)                             |
| June 30, 2010   | -                                 | 334,036                               |
| Balance, budgetary basis  | <u>\$ 92,821,588</u>              | <u>\$ 92,343,514</u>                  |

- F. Classifications of certain revenues and expenditures under GAAP differ from classifications utilized for budgetary purposes.

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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## TOWN OF WINDSOR, CONNECTICUT

### NOTES TO FINANCIAL STATEMENTS, Continued

June 30, 2010

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#### Special revenue funds

The Town does not have legally adopted annual budgets for its special revenue funds, including the Debt Service Fund. Budgets for the various special revenue funds that are utilized to account for specific grant programs are established in accordance with the requirements of the State or other grantor agencies. Such budgets are non-lapsing and may comprise more than one fiscal year.

#### Capital projects funds

Legal authorization for expenditures of the capital projects funds is provided by the related bond ordinances and/or intergovernmental grant agreements or Connecticut General Statutes. Capital appropriations do not lapse until completion of the applicable projects.

#### **Note 4. Cash, Cash Equivalents and Investments**

Deposits: The Town has a policy that deposits can include demand and savings accounts and certificates of deposits. The Town's policy for custodial credit risk follows the State of Connecticut requirements that each depository maintain segregated collateral in an amount equal to a defined percentage of its public deposits based upon the bank's risk based capital ratio.

Investments: Town policy for eligible investments are governed by State of Connecticut Statutes which, in general, allow the Town to invest in obligations of the United States of America or United States government sponsored corporations, in shares or other interests in any custodial arrangement, pool, or no-load, open-end management type investment company or investment trust (as defined), in obligations of any State or political subdivision rated within the top two rating categories of any nationally recognized rating service, or in obligations of the State of Connecticut or political subdivision rated within the top three rating categories of any nationally recognized rating service. The Town does not have a custodial credit risk policy for investments.

The Town has an investment policy for its pension funds providing an asset allocation average, over a full market cycle, of approximately 70% equities (or equivalents) and 30% fixed income and cash (or equivalents). For purposes of this document, a full market cycle is defined by the Board to be no less than three years, or more than seven years. However, within a market cycle, investment allocation should not exceed the following:

- a. No more than twenty-five percent (25%) of the portfolio, at fair value, is to be invested in any one of eleven (11) major industrial groups as defined by SEI's Funds Evaluation service (see appendix A for SEI/S&P industry sectors). No more than ten percent (10%) of the market value of the total portfolio shall be held in equity securities of any one corporation. The investment manager shall have full discretion as to the selection of individual equity issues. The Committee reserves the right to impose restrictions if the occasion arises (i.e. social investing criteria).
- b. Fixed income investments should be made only in obligations of the U.S. Government, Agencies of the U.S. Government and U.S. Corporations whose debt obligations are minimally rated Baa by Moody's or BBB by Standard and Poors'. The fixed income portfolio should be diversified between issuers within each sector with no one issuer comprising more than 15% of the aggregate fixed income portfolio. This does not apply to issues of the U.S. Treasury or other Federal Agencies. The investment manager shall have full discretion as to the selection of the individual fixed income issues. The Committee reserves the right to impose restrictions if the occasion arises (i.e. social investing criteria).



## TOWN OF WINDSOR, CONNECTICUT

### NOTES TO FINANCIAL STATEMENTS, Continued

June 30, 2010

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- c. Cash reserves should be invested only in the highest quality issues, i.e., U.S. Treasury Bills, U.S. Government and Government Agency Obligations, certificates of deposit, bankers acceptances and repurchase agreements with major U.S. money center banks, denominated in dollars, commercial paper rated A-1 by Standard and Poors' and P-1 by Moody's.
- d. Consistent with the desire for adequate diversification, the investment policy is based on the assumption that the volatility of the portfolio will be similar to that of the market. Consequently, it is expected that the volatility of the total portfolio, in aggregate, will be reasonably close to the volatility of a commitment-weighted composite of market indices.
- e. There is no requirement for the investment manager to maintain liquid reserves for the payment of pension benefits. This will be evaluated on an annual basis by the Committee.

Interest rate risk: The Town's policy, which includes the Pension Trust Fund, is to limit its exposure to fair value losses arising from changes in interest rates by structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity, and investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools.

Concentrations: The Town's policy is to maintain a diversified portfolio to minimize the risk of loss resulting from over concentration of assets in a specific issuer.

Custodial credit risk:

Deposits: This is the risk that, in the event of failure of a depository financial institution, a government will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. As of June 30, 2010, approximately \$31,000,000 of the Town's bank balance of approximately \$34,300,000 was uninsured and uncollateralized.

Investments: This is the risk that in the event of the failure of the counterparty (e.g., broker-dealer) to a transaction, a government will not be able to recover the value of its investment or collateral securities that are in the possession of another party. The Town and the pension trust funds do not have custodial credit risk policies for investments.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued  
June 30, 2010

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Cash and investments of the Town consist of the following at June 30, 2010:

|  |                       |
|--|-----------------------|
| <b>Cash and Cash Equivalents</b>                         |                       |
| Deposits with financial institutions                     | \$ 33,152,548         |
| State Short-Term Investment Fund                         | 36,390,957            |
| Tax Exempt Proceeds Fund                                 | 366,339               |
|  | <u>69,909,844</u>     |
| Less: Certificates of deposits classified as investments | (5,045,803)           |
| <b>Total cash and cash equivalents</b>                   | <u>64,864,041</u>     |
| Pension Trust Funds:                                     |                       |
| U.S. Government Securities                               | 2,264,387 *           |
| U.S. Government Agencies                                 | 9,272,404 *           |
| Corporate Debt   | 4,103,226 *           |
| Common and Preferred Stocks                              | 8,979,278 *           |
| Equity Mutual Funds                                      | 15,749,792            |
| Municipal Bonds  | 1,580,247 *           |
| <b>Total pension investments</b>                         | <u>41,949,334</u>     |
| <b>Total cash, cash equivalents and investments</b>      | <u>\$ 106,813,375</u> |

\* These investments are uninsured and unregistered, with securities held by the counterparty, but not in the Town's or Pension Trust's name.

Cash and investments are classified in the accompanying financial statements as follows:

|                                   |                       |
|-----------------------------------|-----------------------|
| <b>Statement of Net Assets</b>    |                       |
| Cash and cash equivalents         | \$ 61,677,133         |
| Investments                       | 5,045,803             |
|                                   | <u>66,722,936</u>     |
| <b>Fiduciary Funds:</b>           |                       |
| Cash and cash equivalents         | 3,186,908             |
| Investments                       | 41,949,334            |
|                                   | <u>45,136,242</u>     |
| <b>Total cash and investments</b> | <u>\$ 111,859,178</u> |

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

*Interest rate risk:* This is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates. Information about the exposure of the Town's debt type investments to this risk using the segmented time distribution model is as follows:

| Type of Investment         | Fair Value           | Investment Maturities |                      |                     |
|----------------------------|----------------------|-----------------------|----------------------|---------------------|
|                            |                      | Less Than 1 Year      | 1-5 Years            | 6-10 Years          |
| U.S. Government Securities | \$ 2,264,387         | \$ -                  | \$ 1,726,701         | \$ 537,686          |
| U.S. Government Agencies   | 9,272,404            | -                     | 7,767,056            | 1,505,348           |
| Corporate Debt             | 4,103,226            | -                     | 3,075,891            | 1,027,335           |
| Municipal Bonds            | 1,580,248            | -                     | 402,472              | 1,177,776           |
| Pooled Fixed Income        | 36,835,206           | 36,835,206            | -                    | -                   |
| Total                      | <u>\$ 54,055,471</u> | <u>\$ 36,835,206</u>  | <u>\$ 12,972,120</u> | <u>\$ 4,248,145</u> |

*Credit Risk:* Generally, credit risk is the risk that an issuer of a debt type investment will not fulfill its obligation to the holder of the investment. This is measured by assignment of a rating by a nationally recognized rating organization. U.S. government securities or obligations explicitly guaranteed by the U.S. government are not considered to have credit risk exposure. The Town does not have a formal policy for deposit or investment risk. Presented below is the minimum rating as required for each debt type investment.

| Average Rating   | Pooled Fixed Income  | U.S. Government Agencies | Corporate Debt      | Municipal Bonds     |
|------------------|----------------------|--------------------------|---------------------|---------------------|
| AAA              | \$ -                 | \$ 9,272,404             | -                   | -                   |
| AAA <sub>m</sub> | 36,390,957           | -                        | -                   | -                   |
| AA <sub>M</sub>  | 366,339              | -                        | -                   | -                   |
| AA+              | -                    | -                        | 817,538             | -                   |
| AA               | -                    | -                        | -                   | 412,108             |
| AA-              | -                    | -                        | -                   | 765,668             |
| A                | -                    | -                        | 805,455             | -                   |
| A-               | -                    | -                        | 559,650             | -                   |
| BBB+             | -                    | -                        | 1,027,335           | -                   |
| BBB              | -                    | -                        | 452,264             | -                   |
| BBB-             | -                    | -                        | 440,984             | -                   |
| Unrated          | -                    | -                        | -                   | 402,472             |
| Total            | <u>\$ 36,757,296</u> | <u>\$ 9,272,404</u>      | <u>\$ 4,103,226</u> | <u>\$ 1,580,248</u> |

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued  
June 30, 2010

**Note 5. Capital Assets**

Capital asset activity for the year ended June 30, 2010 was as follows:

|  | Beginning<br>Balance  | Increases           | Decreases           | Ending<br>Balance     |
|--|-----------------------|---------------------|---------------------|-----------------------|
| <b>Governmental activities:</b>                        |                       |                     |                     |                       |
| Capital assets, not being depreciated:                 |                       |                     |                     |                       |
| Land   | \$ 4,388,005          | \$ 10,562           | \$ -                | \$ 4,398,567          |
| Construction in progress                               | 5,110,161             | 1,525,209           | 2,032,363           | 4,603,007             |
| Total capital assets,<br>not being depreciated         | 9,498,166             | 1,535,771           | 2,032,363           | 9,001,574             |
| Capital assets, being depreciated:                     |                       |                     |                     |                       |
| Buildings and improvements                             | 116,130,613           | 1,659,471           | -                   | 117,790,084           |
| Machinery and equipment                                | 16,618,962            | 1,536,603           | 255,070             | 17,900,495            |
| Infrastructure   | 88,553,021            | 2,904,655           | -                   | 91,457,676            |
| Total capital assets<br>being depreciated              | 221,302,596           | 6,100,729           | 255,070             | 227,148,255           |
| Less accumulated depreciation for:                     |                       |                     |                     |                       |
| Buildings and improvements                             | 48,672,170            | 2,710,431           | -                   | 51,382,601            |
| Machinery and equipment                                | 13,644,791            | 802,337             | 255,070             | 14,192,058            |
| Infrastructure   | 66,555,278            | 1,806,049           | -                   | 68,361,327            |
| Total accumulated depreciation                         | 128,872,239           | 5,318,817           | 255,070             | 133,935,986           |
| Total capital assets, being<br>depreciated, net        | 92,430,357            | 781,912             | -                   | 93,212,269            |
| <b>Governmental activities<br/>capital assets, net</b> | <b>\$ 101,928,523</b> | <b>\$ 2,317,683</b> | <b>\$ 2,032,363</b> | <b>\$ 102,213,843</b> |

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

|  | Beginning<br>Balance | Increases  | Decreases | Ending<br>Balance |
|--|----------------------|------------|-----------|-------------------|
| <b>Business-type activities:</b>           |                      |            |           |                   |
| Capital assets, being depreciated:         |                      |            |           |                   |
| Buildings and improvements                 | \$ 388,711           | \$ 11,000  | \$ -      | \$ 399,711        |
| Machinery and equipment                    | 3,089,310            | -          | -         | 3,089,310         |
| Total capital assets,<br>being depreciated | 3,478,021            | 11,000     | -         | 3,489,021         |
| Less accumulated depreciation for:         |                      |            |           |                   |
| Buildings and improvements                 | 259,437              | 5,936      | -         | 265,373           |
| Machinery and equipment                    | 3,032,963            | 13,875     | -         | 3,046,838         |
| Total accumulated depreciation             | 3,292,400            | 19,811     | -         | 3,312,211         |
| Total business-type<br>capital assets, net | \$ 185,621           | \$ (8,811) | \$ -      | \$ 176,810        |

Depreciation expense was charged to functions/programs of the Town as follows:

|   |                     |
|---|---------------------|
| <b>Governmental activities:</b>                       |                     |
| Board of Education                                    | \$ 3,467,061        |
| General Government                                    | 184,744             |
| Culture and Recreation                                | 472,326             |
| Human Services  | 47,486              |
| Public Works  | 653,965             |
| Public Safety   | 493,235             |
| Total depreciation expense – governmental activities  | <u>\$ 5,318,817</u> |
| <b>Business-type activities:</b>                      |                     |
| Landfill  | \$ 14,710           |
| Adult Caring Connection                               | 5,101               |
| Total depreciation expense – business-type activities | <u>\$ 19,811</u>    |

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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**Note 6. Interfund Receivables, Payables and Transfers**

During the course of operations, transactions are processed through a fund on behalf of another fund. A summary of interfund balances as of June 30, 2010 is presented below:

|                                 | Due From<br>Other Funds | Due To<br>Other Funds |
|---------------------------------|-------------------------|-----------------------|
| General Fund                    | \$ 284,308              | \$ 51,890             |
| Capital Projects                | 90,000                  | -                     |
| Non-Major Governmental Funds    | 11,600                  | 284,308               |
| Other Nonmajor Enterprise Funds | -                       | 90,000                |
| Internal Service Fund           | 40,290                  | -                     |
|                                 | <u>\$ 426,198</u>       | <u>\$ 426,198</u>     |

The outstanding balances between funds result mainly from the time lag between the dates that (1) interfund goods and services are provided or reimbursable expenditures occur, (2) transactions are recorded in the accounting system, and (3) payments between funds are made.

Interfund transfers during the year ended June 30, 2010 were as follows:

|                                 | Transfers From<br>Other Funds | Transfers To<br>Other Funds |
|---------------------------------|-------------------------------|-----------------------------|
| General Fund                    | \$ 112,590                    | \$ 6,716,700                |
| Capital Projects                | 480,000                       | -                           |
| Other Special Revenue Funds     | 453,550                       | -                           |
| Non-Major Governmental Funds    | 5,813,150                     | -                           |
| Other Nonmajor Enterprise Funds | -                             | 142,590                     |
|                                 | <u>\$ 6,859,290</u>           | <u>\$ 6,859,290</u>         |

Transfers primarily consisted of financing by the General Fund of programs accounted for in other funds in accordance with budgetary amortizations.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued  
June 30, 2010

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**Note 7. Unearned Revenue/Deferred Revenue**

Governmental funds report deferred revenue in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. Governmental funds and governmental activities also report unearned revenue in connection with resources that have been received, but not yet earned. At the end of the current fiscal year, the various components of unearned revenue and deferred revenue reported in the governmental funds and governmental activities were as follows:

|                                      | Deferred<br>Revenues | Unearned<br>Revenues |
|--------------------------------------|----------------------|----------------------|
| Property taxes                       | \$ 1,177,038         | \$ -                 |
| School construction grant receivable | 915,932              | -                    |
| Other receivables                    | 75,862               | -                    |
| Prepaid program fees                 | -                    | 132,268              |
|                                      | <hr/>                | <hr/>                |
| <b>Total</b>                         | <b>\$ 2,168,832</b>  | <b>\$ 132,268</b>    |

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued  
June 30, 2010

**Note 8. Long-Term Liabilities**

A summary of changes in outstanding long-term obligations during the year ended June 30, 2010 is as follows:

|   | Beginning<br>Balance | Increases            | Decreases            | Ending<br>Balance    | Due Within<br>One Year |
|---|----------------------|----------------------|----------------------|----------------------|------------------------|
| <b>Governmental activities:</b>                         |                      |                      |                      |                      |                        |
| Bonds payable:  |                      |                      |                      |                      |                        |
| General obligation bonds                                | \$ 39,265,000        | \$ 16,985,000        | \$ 17,520,000        | \$ 38,730,000        | \$ 4,735,000           |
| Premiums on refunding                                   | 860,875              | 1,525,219            | 306,080              | 2,080,014            | -                      |
| Less deferred amount on<br>refunding                    | (276,695)            | (422,569)            | (55,339)             | (643,925)            | -                      |
|   | <u>39,849,180</u>    | <u>18,087,650</u>    | <u>17,770,741</u>    | <u>40,166,089</u>    | <u>4,735,000</u>       |
| Other long-term liabilities:                            |                      |                      |                      |                      |                        |
| Compensated absences                                    | 768,186              | 12,797               | 33,142               | 747,841              | 186,960                |
| Other post-employment<br>benefits                       | 4,491,000            | 5,070,367            | -                    | 9,561,367            | -                      |
| Claims payable  | -                    | 86,666               | -                    | 86,666               | 86,666                 |
|   | <u>5,259,186</u>     | <u>5,169,830</u>     | <u>33,142</u>        | <u>10,395,874</u>    | <u>273,626</u>         |
| <b>Governmental activity<br/>long-term liabilities</b>  | <u>\$ 45,108,366</u> | <u>\$ 23,257,480</u> | <u>\$ 17,803,883</u> | <u>\$ 50,561,963</u> | <u>\$ 5,008,626</u>    |
| <b>Business-type activities:</b>                        |                      |                      |                      |                      |                        |
| Other long-term liabilities:                            |                      |                      |                      |                      |                        |
| Compensated absences                                    | \$ 81,934            | \$ 7,189             | \$ 1,236             | \$ 87,887            | \$ 21,972              |
| Landfill post closure costs                             | 34,931,347           | 1,611,529            | -                    | 36,542,876           | 1,461,715              |
| <b>Total other<br/>long-term liabilities</b>            | <u>35,013,281</u>    | <u>1,618,718</u>     | <u>1,236</u>         | <u>36,630,763</u>    | <u>1,483,687</u>       |
| <b>Business-type activity<br/>long-term liabilities</b> | <u>\$ 35,013,281</u> | <u>\$ 1,618,718</u>  | <u>\$ 1,236</u>      | <u>\$ 36,630,763</u> | <u>\$ 1,483,687</u>    |



**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

General obligation bonds

As of June 30, 2010, the outstanding general obligation bonds of the Town was as follows:

| Purpose                       | Maturity Ranges       | Issued | Interest Rate | Original Amount      | Balance 6/30/2010    |
|-------------------------------|-----------------------|--------|---------------|----------------------|----------------------|
| <b>GENERAL PURPOSE</b>        |                       |        |               |                      |                      |
| PUBLIC IMPROVEMENTS           | \$227,000-\$234,000   | 1991   | 6.4-6.6       | \$ 4,165,000         | \$ 458,000           |
| PUBLIC IMPROVEMENTS           | \$63,000-\$112,000    | 2004   | 2.0-5.0       | 1,726,000            | 162,000              |
| PUBLIC IMPROVEMENTS           | \$20,000-\$80,000     | 2006   | 4.0-5.0       | 2,000,000            | 225,000              |
| PUBLIC IMPROVEMENTS           | \$125,000-\$180,000   | 2007   | 4.0-5.5       | 1,555,000            | 300,000              |
| PUBLIC IMPROVEMENTS           | \$202,000-\$1,505,000 | 2008   | 3.25-5.0      | 3,508,000            | 1,607,000            |
| PUBLIC IMPROVEMENTS REFUNDING | \$190,000-\$1,330,000 | 2009   | 2.0-4.0       | 8,806,000            | 8,629,000            |
| PUBLIC IMPROVEMENTS           | \$225,000-\$425,000   | 2010   | 3.0-4.0       | 3,980,000            | 3,980,000            |
| PUBLIC IMPROVEMENTS REFUNDING | \$130,000-\$1,580,000 | 2010   | 3.0-5.0       | 6,096,000            | 6,096,000            |
| <b>TOTAL GENERAL PURPOSE</b>  |                       |        |               | <b>31,836,000</b>    | <b>21,457,000</b>    |
| <b>SCHOOLS</b>                |                       |        |               |                      |                      |
| SCHOOL GEN. OBLIGATION        | \$46,000-\$53,000     | 1991   | 6.4-6.6       | \$ 835,000           | \$ 92,000            |
| SCHOOL GEN. OBLIGATION        | \$12,000-\$415,000    | 2004   | 2.0-5.0       | 7,274,000            | 563,000              |
| SCHOOL GEN. OBLIGATION        | \$202,000-\$1,505,000 | 2008   | 3.25-5.0      | 235,000              | 93,000               |
| SCHOOL REFUNDING              | \$190,000-\$1,330,000 | 2009   | 2.0-4.0       | 9,819,000            | 9,616,000            |
| SCHOOL GEN. OBLIGATION        | \$225,000-\$425,000   | 2010   | 3.0-4.0       | 700,000              | 700,000              |
| SCHOOL REFUNDING              | \$130,000-\$1,580,000 | 2010   | 3.0-5.0       | 6,209,000            | 6,209,000            |
| <b>TOTAL SCHOOLS</b>          |                       |        |               | <b>25,072,000</b>    | <b>17,273,000</b>    |
| <b>GRAND TOTAL</b>            |                       |        |               | <b>\$ 56,908,000</b> | <b>\$ 38,730,000</b> |

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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The following is a summary as of June 30, 2010, of the future principal and interest requirements for the Town's general obligation bonds:

| Fiscal<br>Year<br>Ending | Principal            | Interest            | Total                |
|--------------------------|----------------------|---------------------|----------------------|
| 2011                     | \$ 4,735,000         | \$ 1,196,317        | \$ 5,931,317         |
| 2012                     | 4,230,000            | 1,182,356           | 5,412,356            |
| 2013                     | 3,640,000            | 1,049,269           | 4,689,269            |
| 2014                     | 3,615,000            | 929,850             | 4,544,850            |
| 2015                     | 3,305,000            | 819,800             | 4,124,800            |
| 2016                     | 3,435,000            | 700,213             | 4,135,213            |
| 2017                     | 3,395,000            | 558,613             | 3,953,613            |
| 2018                     | 3,225,000            | 425,444             | 3,650,444            |
| 2019                     | 2,875,000            | 306,650             | 3,181,650            |
| 2020                     | 2,870,000            | 195,513             | 3,065,513            |
| 2021                     | 1,210,000            | 114,675             | 1,324,675            |
| 2022                     | 795,000              | 76,800              | 871,800              |
| 2023                     | 795,000              | 47,225              | 842,225              |
| 2024                     | 380,000              | 21,600              | 401,600              |
| 2025                     | 225,000              | 9,000               | 234,000              |
| Total                    | <u>\$ 38,730,000</u> | <u>\$ 7,633,325</u> | <u>\$ 46,363,325</u> |

**2010 General Obligation Bond – In-substance Defeasance**

On March 17, 2010, the Town issued \$12,305,000 of general obligation bonds with interest rates ranging from 3.0% to 5.0% of which was used to advance refund portions of the outstanding principal amounts of the general obligation bonds of the Town dated March 1, 2004, September 15, 2004, June 15, 2005, June 15, 2006, June 15, 2007 and June 15, 2008 (the "Refunding Bonds"). Of the net proceeds of \$13,604,000 (after payment of \$161,000 in underwriters fees and other costs), \$13,443,000 was placed in an irrevocable trust fund under an Escrow Agreement dated April 2010 between the Town and the Escrow Holder. The Escrow Holder used the proceeds to purchase a portfolio of non-callable direct obligations of the United States of America ("Government Obligations"). The Government Obligations will have maturities and interest rates sufficient to pay principal and interest payments and redemption premiums on the Refunding Bonds on the date the payments are due.

The Town advance refunded the above bonds to obtain an economic gain (difference between the present values of the debt service payments on the old and net debt) of approximately \$840,000, and a savings of approximately \$1,010,000 between the old debt payments and the new debt payments.

The balance in the escrow was approximately \$13 million at June 30, 2010. The balance of the defeased bonds was approximately \$13 million at June 30, 2010. As a result, the refunded bonds are considered defeased and the liability has been removed from the basic financial statements.

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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School bond reimbursements

The State of Connecticut reimburses the Town for eligible school bond principal and interest costs. The amount of reimbursement for the year ended June 30, 2010 was approximately \$342,000. Additional payments for principal and interest aggregating approximately \$916,000 are expected to be received through the bonds maturity.

Debt limitation

The Town's indebtedness (including authorized but unissued bonds and overlapping debt), net of principal reimbursements expected from the State, does not exceed the legal debt limitation as required by the Connecticut General Statutes as reflected in the following schedule:

| <u>Category</u>                     | <u>Debt Limit</u> | <u>Indebtedness</u> | <u>Balance</u> |
|-------------------------------------|-------------------|---------------------|----------------|
| General purpose                     | \$ 169,184,783    | \$ 22,642,000       | \$ 146,542,783 |
| Unfunded Pension Benefit Obligation | 225,579,711       | -                   | 225,579,711    |
| Schools                             | 338,369,567       | 16,357,068          | 322,012,499    |
| Sewers                              | 281,974,639       | -                   | 281,974,639    |
| Urban renewal                       | 244,378,020       | -                   | 244,378,020    |

The total overall statutory debt limit for the Town is equal to seven times annual receipts from taxation, or approximately \$526,352,659.

Prior years' debt defeasance

In prior years, the Town defeased certain bonds by placing the proceeds of new bonds in an irrevocable trust to provide for all future debt service payments on the bonds. Accordingly, the trust account assets and the liability for the defeased bonds are not included in the basic financial statements. At June 30, 2010, the Town's portion of defeased bonds outstanding, but removed from the Town's government-wide financial statements was approximately \$16,000,000.

Bonds authorized but unissued

Total authorized but unissued debt at June 30, 2010 consists of the following:

|                 |                    |
|-----------------|--------------------|
| General purpose | <u>\$1,185,000</u> |
|-----------------|--------------------|

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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Bond anticipation notes

In June 2009, the Town issued \$3,535,000 in bond anticipation notes, which had an interest rate of 1.5% and matured in June 2010.

Bond anticipation note transactions for the year ended June 30, 2010 were as follows:

|                            |                    |
|----------------------------|--------------------|
| Outstanding, July 1, 2009  | \$ 3,535,000       |
| Repayments                 | (3,535,000)        |
| Outstanding, June 30, 2010 | <u><u>\$ -</u></u> |

**Note 9. Employee Retirement Plans**

Employee pension plans

The Town maintains the Town of Windsor Retirement Plan, a public employee retirement system (PERS), which covers all Town employees (except police officers) and all employees of the Board of Education not eligible for membership in the State of Connecticut Teacher's Retirement Plan.

The Town participates in the statewide Municipal Employees' Retirement Fund B, a multiple-employer, cost-sharing public employee retirement system that covers all of the police officers of the Town.

The certified faculty and administrative personnel of the Board of Education participate in a contributory retirement plan (non-contributory for the employer) administered by the Connecticut State Teachers' Retirement Board.

Town of Windsor Retirement Plan

Plan Description

All Town employees (except police officers and certified members of the Board of Education) participate in this PERS, a single-employer, defined benefit pension plan, established and administered by the Town Council and Board of Education (through the Pension Committee) to provide pension, disability, and death benefits to plan members and their beneficiaries. The Town Charter and State statutes provide the authority to establish and amend benefit provisions. The PERS is considered to be part of the Town's financial reporting entity and is included in the Town's financial reports as a pension trust fund. Stand-alone financial statements are not issued.

All full-time employees are required to join the PERS. Employees are 100 percent vested after the completion of five years of service. The retirement benefit is 1.75% of the average monthly earnings (36 consecutive months) times years of service for normal retirement benefits. Active employees with ten years of credited service who become permanently and totally disabled receive a benefit determined in the same manner as a normal retirement benefit based on credited service and average monthly earnings to the date of the disability. If the disability is a result of the employee's employment with the Town, the ten year requirement is waived.

Prior to 1999-2000, the PERS did not provide for cost of living adjustments to benefits in years subsequent to retirement. Cost of living adjustments were paid to retirees at the discretion of the Town Council and were paid directly by the General Fund. Effective July 1, 2000, such payments are paid from the PERS and the percentage increase is set to match that given to Social Security recipients.

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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The membership in the PERS at July 1, 2008 is comprised of the following:

|   |                   |
|---|-------------------|
| Retirees and beneficiaries currently receiving benefits | 142               |
| Vested terminated employees                             | 20                |
| Active employees:                                       |                   |
| Fully vested  | 250               |
| Non-vested  | 125               |
| <b>Total</b>  | <u><u>537</u></u> |

**Funding Policy**

The contribution requirements of plan members are established and may be amended by the Town Council and Board of Education, subject to union contract negotiation. Employees are required to contribute 2¼ percent of their earnings up to the social security wage base plus five percent of the excess, to the PERS. If an employee leaves covered employment or dies before meeting the vesting requirements, accumulated employee contributions and interest thereon are refunded. The Town is required to contribute the remaining amounts necessary to finance the benefits for its employees. As determined by the Town's actuaries, the current rate is 5.38% of annual covered payroll. The direct management costs of the plan (fund manager, trustee) are paid for by the Pension Fund. The Town pays the cost of monitoring the plan (advisor) and administering its plan (actuary) through an additional annual budget appropriation. The benefits and refunds of the plan are recognized when due and payable in accordance with the terms of the plan.

**Annual Pension Cost and Net Pension Obligation**

The Town's annual pension cost and net pension asset to the PERS for the year ended June 30, 2010 were as follows:

|  |                    |
|--|--------------------|
| Annual required contribution               | \$ 843,833         |
| Interest on net pension obligation         | -                  |
| Adjustment to annual required contribution | -                  |
| Annual pension cost                        | <u>843,833</u>     |
| Contributions made                         | <u>(843,833)</u>   |
| Decrease in net pension asset              | -                  |
| Net pension obligation, July 1, 2009       | -                  |
| Net pension asset, June 30, 2010           | <u><u>\$ -</u></u> |

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

**TREND INFORMATION**

| Fiscal Year<br>Ending | Annual<br>Pension<br>Cost (APC) | Percentage<br>of APC<br>Contributed | Net<br>Pension<br>Asset |
|-----------------------|---------------------------------|-------------------------------------|-------------------------|
| 6/30/08               | \$ 827,855                      | 100%                                | \$ -                    |
| 6/30/09               | \$ 834,453                      | 100%                                | \$ -                    |
| 6/30/10               | \$ 843,833                      | 100%                                | \$ -                    |

**SCHEDULE OF FUNDING PROGRESS**

| Actuarial<br>Valuation<br>Date | Actuarial<br>Value of<br>Assets | Actuarial<br>Accrued<br>Liability (AAL) | Overfunded<br>AAL | Funded<br>Ratio | Covered<br>Payroll | UAAL as a<br>Percentage<br>of Covered<br>Payroll |
|--------------------------------|---------------------------------|---|-------------------|-----------------|--------------------|--|
| July 1, 2008                   | \$ 51,029,433                   | \$ 45,790,887                           | \$ 5,238,546      | 111.4%          | \$ 15,671,874      | 0.0%   |

Historical Trend Information – The schedules of funding progress, presented as required supplementary information (RSI) following the notes to the financial statements, present multi-year trend information about whether the actuarial values of plan assets are increasing or decreasing over time relative to the AALs for benefits.

Actuarial assumptions are as follows:

|                               |                        |
|-------------------------------|------------------------|
| Valuation date                | 7/1/08                 |
| Actuarial cost method         | Projected Unit         |
| Amortization method           | Level Dollar Closed    |
| Remaining amortization period | 30 Years               |
| Asset valuation method        | 5-Year Smoothed Market |
| Actuarial assumptions:        |                        |
| Investment rate of return     | 7.75%                  |
| Projected salary increases    | 4.0%                   |
| Cost of living adjustments    | 3.25%                  |

## TOWN OF WINDSOR, CONNECTICUT

### NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2010

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#### Connecticut Municipal Employees' Retirement Fund B

All uniformed police officers of the Town of Windsor participate in the Connecticut Municipal Employees' Retirement Fund B (MERF), a defined benefit cost sharing multiple-employer public employee retirement system (PERS) established by the State of Connecticut and administered by the State Retirement Commission to provide retirement and disability benefits, annual cost-of-living adjustments, and death benefits to the employees and beneficiaries of participating municipalities. Chapter 113 Part II of the General Statutes of Connecticut, which can be amended by legislative action, establishes PERS benefits, member contribution rates, and other plan provisions. MERF is considered to be a part of the State of Connecticut financial reporting entity and is included in the State's financial reports as a pension trust fund. Those reports may be obtained by writing to the State of Connecticut, Office of the State Comptroller, 55 Elm Street, Hartford, Connecticut 06106 or by calling 860-702-3480.

Funding Policy – Plan members are required by State statute to contribute 2-1/4% of earnings upon which Social Security tax is paid plus 5% of earnings on which no Social Security tax is paid. Each participating municipality is required to contribute at an actuarially determined rate. The current rate is 5.25% of annual covered payroll. The contribution requirements of the Town are established and may be amended by the State Retirement Commission. The Town's contributions to MERF for the years ended June 30, 2010, 2009 and 2008 were \$664,302, \$615,739 and \$559,082, equal to the required contributions for each year.

#### Connecticut State Teachers' Retirement System

The faculty and professional personnel of the Board of Education participate in a contributory defined benefit plan, established under Chapter 167a of the Connecticut General Statutes, which is administered by the Connecticut State Teachers' Retirement Board. A teacher is eligible to receive normal retirement benefits if he or she has attained age sixty and has accumulated twenty years of credited service in the public schools of Connecticut or has attained any age and has accumulated thirty-five years of credited service, at least twenty-five of which are service in the public schools of Connecticut. The State of Connecticut Teacher Retirement System is considered to be a part of the State of Connecticut financial reporting entity and is included in the State's financial reports as a pension trust fund. Those reports may be obtained by writing to the State of Connecticut, Office of the State Comptroller, 55 Elm Street, Hartford, Connecticut 06106.

Certain part-time and full-time certified teachers are eligible to participate in the plan and are required to contribute 7.25% of their annual earnings to the plan. The Town does not, and is not legally responsible to, contribute to the plan.

The State of Connecticut contributes based on actuarially determined amounts. The funding level was determined based on an actuarial valuation of the plan as a whole, which does not provide actuarial information on an individual city/town basis.

In addition, the Town has recognized revenues and expenditures for on-behalf payments for pension contributions paid directly to the Connecticut State Teachers' Retirement System by the State of Connecticut. Such on-behalf payments were approximately \$4,499,000 for the year ended June 30, 2010.

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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**Note 10. Other Post-Employment Benefits**

In addition to providing pension benefits, the Town instituted a policy providing 50% to 75% of certain health care benefits for retired employees. Substantially all of the Town's employees may become eligible for those benefits, if they retire under a normal retirement or with disability.

Post retirement benefits

From an accrual accounting perspective, the cost of postemployment healthcare benefits, like the cost of pension benefits, generally should be associated with the periods in which the cost occurs, rather than in the future year when it will be paid. In adopting the requirements of GASB Statement No. 45 during the year ended June 30, 2009, the Town recognizes the cost of postemployment healthcare in the year when the employee services are received, disclosed the accumulated liability from prior years, and provides information useful in assessing potential demands on the Town's future cash flows. Recognition of the liability accumulated from prior years will be phased in over 30 years, commencing with the 2009 liability.

Plan description

The Town provides post-employment benefits for certain employees for current and future health and life insurance benefit expenses through a single-employer defined benefit plan. A bi-annual actuarial valuation is made to determine whether the contributions are sufficient to meet the plan obligations. The latest actuarial valuation was made July 1, 2007. The post-retirement plan does not issue stand-alone financial reports.

The contribution requirements of plan members and the Town are established and may be amended by the Town. The Town determines the required contribution using the Projected Unit Credit Method.

Membership in the plan consisted of the following at July 1, 2007, the date of the last actuarial valuation.

|   |            |
|---|------------|
| Retirees and beneficiaries receiving benefits | 251        |
| Active plan members                           | 686        |
| <b>Total</b>                                  | <u>937</u> |

The Town's annual other post-employment benefit (OPEB) cost (expense) is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. The actuarial accrued liability as of July 1, 2007 is estimated to be \$66,013,000. The Town's contributions represent payments made for premiums for insured individuals on a pay-as-you-go method.



**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

The Town's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan and the net OPEB obligation was as follows:

| Fiscal Year Ending | Annual OPEB Cost | Employer Contributions | Percentage of Annual OPEB Cost Contributed | Net OPEB Obligation |
|--------------------|------------------|------------------------|--|---------------------|
| 6/30/09            | \$ 6,389,000     | \$ 1,898,000           | 29.71%                                     | \$ 4,491,000        |
| 6/30/10            | \$ 7,155,367     | \$ 2,085,000           | 29.14%                                     | \$ 9,561,367        |

OPEB Obligation

|  |                     |
|--|---------------------|
| Annual required contribution               | \$ 7,185,000        |
| Interest on net pension obligation         | 179,640             |
| Adjustment to annual required contribution | (209,273)           |
| Annual OPEB cost                           | 7,155,367           |
| Contributions made                         | 2,085,000           |
| Increase in net OPEB liability             | 5,070,367           |
| Net OPEB obligation, beginning of year     | 4,491,000           |
| Net OPEB obligation, end of year           | <u>\$ 9,561,367</u> |

**SCHEDULE OF FUNDING PROGRESS**

| Actuarial Valuation Date | Actuarial Value of Assets (a) | Actuarial Accrued Liability (AAL) (b) | Underfunded AAL (a-b) | Funded Ratio (a/b) | Covered Payroll (c) | UAAL as a Percentage of Covered Payroll ((b-a)/c) |
|--------------------------|-------------------------------|---------------------------------------|-----------------------|--------------------|---------------------|---|
| July 1, 2007             | \$ -                          | \$ 66,013,000                         | \$ (66,013,000)       | 0.0%               | \$ 28,126,000       | N/A   |

Actuarial assumptions are as follows:

|                               |                       |
|-------------------------------|-----------------------|
| Valuation Date:               | July 1, 2007          |
| Actuarial Cost Method:        | Projected Unit Credit |
| Asset Valuation Method:       | Market Value          |
| Amortization Method:          | Level Percent         |
| Remaining Amortization Period | 30 Years, Closed      |
| Actuarial Assumptions:        |                       |
| Discount rate                 | 4.00%                 |
| Inflation rate                | None                  |
| Salary increase rate          | 4.00%                 |

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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Health cost trend rates

Annual increases in premium for retired medical and prescription drug benefits are assumed to be as follows:

| <u>Year After Valuation Date</u> | <u>Increase</u> |
|----------------------------------|-----------------|
| 2010                             | 7%              |
| 2011                             | 6%              |
| 2012                             | 5%              |
| 2013                             | 4%              |
| 2014                             | 4%              |
| 2015 and later                   | 4%              |

Historical Trend Information – The schedules of funding progress, presented as required supplementary information (RSI) following the notes to the financial statements, present multi-year trend information about whether the actuarial values of plan assets are increasing or decreasing over time relative to the AALs for benefits.

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future.

Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

**Note 11. Risk Management**

The Town self-insures its liability for workers' compensation claims to a limit of \$500,000/employee. Aggregate claims in excess of that amount up to \$20,000,000, as well as any individual claim up to \$1,000,000 are fully insured. Connecticut Healthcare Workers' Compensation Trust, a fully qualified, third party administrator, is the current administrator of the program and calculates the liability at year-end. As employee claims are processed and certified for payment by the third party administrator, payment is made out of the Internal Service Fund. The accrued liability made for this purpose is determined annually based on prior experience and the amount of unsettled claims outstanding on an actuarial basis.

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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The following is a schedule of changes in the aggregate liabilities for claims:

|         | Liability<br>July 1, | Current Year<br>Claims and<br>Changes in<br>Estimates | Claim<br>Payments | Liability<br>June 30, |
|---------|----------------------|---|-------------------|-----------------------|
| 2008-09 | \$ 1,011,004         | \$ 7,343,824  | \$ 7,175,450      | \$ 1,179,378          |
| 2009-10 | \$ 1,179,378         | \$ 7,792,473  | \$ 7,628,742      | \$ 1,343,109          |

Premiums are paid into the Internal Service Fund by all other funds and are available to pay claims, claim reserves and administrative costs of the program.

Employee health/medical claims are fully insured through Anthem Blue Cross/Blue Shield of Connecticut and CIGNA Corporation. Funds are transferred into the Insurance Internal Service Fund from other funds and are available to pay the health/medical premium costs.

The Town has commercial general liability and auto liability with levels of coverage of \$3,000,000 and \$1,000,000, respectively. There has been no significant reductions in insurance coverage from the level of coverage in the prior year. Furthermore, for the past three fiscal years, no settlements have exceeded insurance coverage.

The Town maintains a limited risk management program for general liability, auto and fire losses. Property and casualty risks are fully insured except for the general environmental liability exposure represented by the landfill, which is essentially uninsurable.

**Note 12. Contingent Liabilities**

The Town has received State and Federal grants for specific purposes that are subject to audit and adjustment by grantor agencies. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount, if any, of expenditures which may be disallowed by the grantor cannot be determined at this time although the Town expects such amounts, if any, to be immaterial.

As a member of the Metropolitan District (a quasi-municipal corporation that provides water supply and sewage collection and disposal facilities for members), the Town is contingently liable for \$18,436,981 or 8.93% of the debt of the District Fund Deficits.

Lawsuits

Various litigations, principally involving claims for personal injury and contested tax assessment, are pending against the Town. The outcome and eventual liability of the Town, if any, in these cases are not known at this time. The Town's management estimated that potential claims against the Town resulting from such litigation not covered by insurance would not have a material adverse effect on the financial position of the Town.

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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**Note 13. Landfill Closure and Post-closure Care Costs**

State and federal laws and regulations require the Town to place a final cover on its 65 acre landfill site when it stops accepting waste and to perform certain maintenance and monitoring functions at the site for thirty years after closure. Under these regulations, the landfill has established a horizontal footprint of 50 acres which is now the basis of maximum horizontal expansion without providing a liner system.

Although closure and post-closure costs will be paid only near or after the date that the landfill stops accepting waste, the Landfill Enterprise Fund reports a portion of these closure and post-closure costs as an operating expense in each period based on the landfill capacity used as of each balance sheet date. The \$36,542,876 reported as landfill closure and post-closure care liability at June 30, 2010, is \$1,611,529 more than the liability reported on June 30, 2009. Due to revised engineer estimates (regarding settling of the landfill and a more efficient redesign of the final shape of the landfill), the proportion of the landfill used is now estimated at 95%. This increase or adjustment in estimated closure costs accrued to date directly decreases the operating income for the Landfill Enterprise Fund in fiscal year 2010. The landfill will recognize the remaining estimated cost of closure and post-closure care of \$1,767,123 as the remaining capacity is filled. These amounts are based on what it would cost to perform all closure and post-closure care at 2010 prices with a third party performing all closure work. Actual costs may also change based on inflation, compliance with the standing consent order, changes in technology, or changes in the regulations. The engineering analysis assumes that numerous engineering and construction procedures will be required.

The landfill serves the Towns of Bloomfield and Windsor. An agreement (dated November 19, 1993) exists between the two communities. This agreement establishes the terms and conditions of operating the landfill. For closure costs, the agreement states "The two towns shall contribute equally, on an annual basis, for said purposes and shall be equally responsible for closure, post-closure, and monitoring expenses until all Federal and State requirements are met". It is anticipated that no additional amount will be required from the Towns upon closure of the landfill.

The landfill is currently operating under a consent order issued by the Department of Environmental Protection (DEP) that addresses the detail needs of the regulations, including the control and monitoring of leachate and landfill generated gases. It is expected that this process will result in collecting leachate from the groundwater and treating the effluent.

**Note 14. Fund Deficits**

The following funds had net fund deficits as of June 30, 2010:

|                |    |           |
|----------------|----|-----------|
| Landfill Fund  | \$ | 8,133,775 |
| Cafeteria Fund |    | 2,832     |

The deficits will be funded by future operations.

**TOWN OF WINDSOR, CONNECTICUT**

**NOTES TO FINANCIAL STATEMENTS, Continued**  
**June 30, 2010**

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**Note 15. Pronouncements Issued, Not Yet Effective**

The Governmental Accounting Standards Board (GASB) has issued several pronouncements that have effective dates that may impact future financial presentations.

Management has not currently determined what, if any, impact implementation of the following statements may have on the financial statements:

- ◆ GASB Statement Number 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, will be effective for the Town in fiscal year 2011. The purpose of this Statement is to improve the usefulness, including the understandability, of governmental fund balance information.
- ◆ GASB Statement No. 57, *OPEB Measurements by Agent Employers and Agent Multiple-Employer Plans*. The provisions of Statement No. 57 related to the use and reporting of the alternative measurement method are effective immediately. The provisions related to the frequency and timing of measurements are effective for actuarial valuations first used to report funded status information in OPEB plan financial statements for periods beginning after June 15, 2011.
- ◆ GASB Statement Number 59, *Financial Instruments Omnibus* (Statement), will be effective for the Town beginning with its year ending June 30, 2011. This Statement updates and improves existing standards regarding financial reporting and disclosure requirements of certain financial instruments and external investment pools for which significant issues have been identified in practice.

**Required Supplementary  
Information**



**TOWN OF WINDSOR, CONNECTICUT**

**REQUIRED SUPPLEMENTARY INFORMATION  
PENSION TRUST FUND  
June 30, 2010**

***Schedule of Funding Progress***

| Actuarial Valuation Date | Actuarial Value of Assets (a) | Actuarial Accrued Liability (AAL) (b) | Overfunded AAL (a-b) | Funded Ratio (a/b) | Covered Payroll (c) | UAAL as a Percentage of Covered Payroll ((b-a)/c) |
|--------------------------|-------------------------------|---------------------------------------|----------------------|--------------------|---------------------|---|
| July 1, 2003             | \$ 37,973,828                 | \$ 32,146,951                         | \$ 5,826,877         | 118.1%             | \$ 13,131,981       | 0.0%  |
| July 1, 2004             | 40,520,462                    | 34,163,256                            | 6,357,206            | 118.6%             | 13,274,916          | 0.0%  |
| July 1, 2005             | 42,994,540                    | 37,665,616                            | 5,328,924            | 114.2%             | 14,101,531          | 0.0%  |
| July 1, 2006             | 45,594,279                    | 41,130,295                            | 4,463,984            | 110.9%             | 14,776,977          | 0.0%  |
| July 1, 2007             | 48,961,596                    | 43,855,272                            | 5,106,324            | 111.6%             | 15,265,451          | 0.0%  |
| July 1, 2008             | 51,029,433                    | 45,790,887                            | 5,238,546            | 111.4%             | 15,671,874          | 0.0%  |

***Schedule of Employer Contributions***

| Year Ended June 30, | Annual Required Contribution | Percentage Contributed |
|---------------------|------------------------------|------------------------|
| 2005                | \$ 763,468                   | 100.0%                 |
| 2006                | 572,985                      | 100.0%                 |
| 2007                | 737,493                      | 100.0%                 |
| 2008                | 827,855                      | 100.0%                 |
| 2009                | 834,453                      | 100.0%                 |
| 2010                | 843,833                      | 100.0%                 |



**TOWN OF WINDSOR, CONNECTICUT**

**REQUIRED SUPPLEMENTARY INFORMATION  
OTHER POST-EMPLOYMENT BENEFITS  
June 30, 2010**

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***Schedule of Funding Progress***

| Actuarial<br>Valuation<br>Date | Actuarial<br>Value of<br>Assets<br>(a) | Actuarial<br>Accrued<br>Liability (AAL)<br>(b) | Overfunded<br>AAL<br>(a-b) | Funded<br>Ratio<br>(a/b) | Covered<br>Payroll<br>(c) | UAAL as a<br>Percentage<br>of Covered<br>Payroll<br>((b-a)/c) |
|--------------------------------|--|--|----------------------------|--------------------------|---------------------------|---|
| July 1, 2007                   | \$ -                                   | \$ 66,013,000                                  | \$ (66,013,000)            | 0.0%                     | \$ 28,126,000             | N/A   |

***Schedule of Employer Contributions***

| Year Ended<br>June 30, | Annual<br>Required<br>Contribution | Percentage<br>Contributed |
|------------------------|------------------------------------|---------------------------|
| 2009                   | \$ 6,389,000                       | 29.71%                    |
| 2010                   | 7,185,000                          | 29.02%                    |

**Supplemental and Combining  
Nonmajor Fund Statements and Schedules**



## **Nonmajor Governmental Funds**

## **NONMAJOR GOVERNMENTAL FUNDS**

### ***Special Revenue Funds***

Special revenue funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes.

**Educational Grant Programs:** Cover 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.

**J. Bartash Expendable Trust Fund:** is used to account for a bequest made to the Town by a former resident.

**Treehouse Fund:** Accounts for revenue and expenditures for before and after school childcare provided by the school system.

### ***Debt Service Funds***

**Debt Service Fund:** Accounts for all debt service transactions.

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TOWN OF WINDSOR, CONNECTICUT

COMBINING BALANCE SHEET  
NONMAJOR GOVERNMENTAL FUNDS

June 30, 2010

|   | Special Revenue   |                   |                     |
|---|-------------------|-------------------|---------------------|
|   | Educational       |                   | Community           |
|   | Grant             | Cafeteria         | Rehabilitation      |
|   | Program           |                   | Program             |
| <b>ASSETS</b>   |                   |                   |                     |
| Cash and cash equivalents                             | \$ 247,659        | \$ 63,167         | \$ 367,795          |
| Intergovernmental receivables                         | -                 | 124,332           | -                   |
| Community rehabilitation loans, net                   | -                 | -                 | 1,716,263           |
| Accounts receivable                                   | -                 | -                 | -                   |
| Due from other funds                                  | 11,600            | -                 | -                   |
| Inventories   | -                 | 7,863             | -                   |
| Investments   | -                 | -                 | 30,275              |
| <b>Total assets</b>                                   | <b>\$ 259,259</b> | <b>\$ 195,362</b> | <b>\$ 2,114,333</b> |
| <b>LIABILITIES AND FUND BALANCES (DEFICITS)</b>       |                   |                   |                     |
| Liabilities   |                   |                   |                     |
| Accounts payable                                      | \$ 88,867         | \$ -              | \$ 10,287           |
| Unearned revenue                                      | 132,268           | -                 | -                   |
| Deferred revenue                                      | -                 | -                 | -                   |
| Due to other funds                                    | 38,124            | 198,194           | -                   |
| <b>Total liabilities</b>                              | <b>259,259</b>    | <b>198,194</b>    | <b>10,287</b>       |
| Fund balances (deficits)                              |                   |                   |                     |
| Reserved for inventory                                | -                 | 7,863             | -                   |
| Reserved for loans to participants                    | -                 | -                 | 1,716,263           |
| Unreserved and undesignated                           | -                 | (10,695)          | 387,783             |
| <b>Total fund balances (deficits)</b>                 | <b>-</b>          | <b>(2,832)</b>    | <b>2,104,046</b>    |
| <b>Total liabilities and fund balances (deficits)</b> | <b>\$ 259,259</b> | <b>\$ 195,362</b> | <b>\$ 2,114,333</b> |

| Special Revenue  |                  | Debt Service      |                     |
|------------------|------------------|-------------------|---------------------|
| J. Bartash       |                  |                   |                     |
| Trust Fund       | Treehouse        | Debt Service      | Totals              |
| \$ 17,030        | \$ 17,866        | \$ 617,995        | \$ 1,331,512        |
| -                | -                | -                 | 124,332             |
| -                | -                | -                 | 1,716,263           |
| -                | 41,685           | -                 | 41,685              |
| -                | -                | -                 | 11,600              |
| -                | -                | -                 | 7,863               |
| -                | -                | 50,458            | 80,733              |
| <u>\$ 17,030</u> | <u>\$ 59,551</u> | <u>\$ 668,453</u> | <u>\$ 3,313,988</u> |
| \$ -             | \$ 572           | \$ -              | \$ 99,726           |
| -                | -                | -                 | 132,268             |
| -                | 2,770            | -                 | 2,770               |
| -                | 47,990           | -                 | 284,308             |
| -                | 51,332           | -                 | 519,072             |
| -                | -                | -                 | 7,863               |
| -                | -                | -                 | 1,716,263           |
| 17,030           | 8,219            | 668,453           | 1,070,790           |
| 17,030           | 8,219            | 668,453           | 2,794,916           |
| <u>\$ 17,030</u> | <u>\$ 59,551</u> | <u>\$ 668,453</u> | <u>\$ 3,313,988</u> |



**TOWN OF WINDSOR, CONNECTICUT**

**COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES (DEFICITS)  
NONMAJOR GOVERNMENTAL FUNDS  
For the Year Ending June 30, 2010**

|   | Special Revenue                  |                   |  |
|---|----------------------------------|-------------------|--|
|   | Educational<br>Grant<br>Programs | Cafeteria         | Community<br>Rehabilitation<br>Program |
| <b>REVENUES</b>                             |                                  |                   |  |
| Intergovernmental                           | \$ 4,442,603                     | \$ 728,978        | \$ 685,236                             |
| Sale of food                                | -                                | 1,331,167         | -                                      |
| Income from investments                     | -                                | 69                | 9,941                                  |
| Charges for services                        | -                                | -                 | -                                      |
| Other                                       | -                                | 8,230             | 431                                    |
| <b>Total revenues</b>                       | <b>4,442,603</b>                 | <b>2,068,444</b>  | <b>695,608</b>                         |
| <b>EXPENDITURES</b>                         |                                  |                   |  |
| General government                          | -                                | -                 | 665,007                                |
| Culture & recreation                        | -                                | -                 | -                                      |
| Human Services                              | -                                | -                 | -                                      |
| Education                                   | 4,442,603                        | 1,989,494         | -                                      |
| Public works                                | -                                | -                 | -                                      |
| Public safety                               | -                                | -                 | -                                      |
| Debt service                                | -                                | -                 | -                                      |
| <b>Total expenditures</b>                   | <b>4,442,603</b>                 | <b>1,989,494</b>  | <b>665,007</b>                         |
| <b>Revenues over (under) expenditures</b>   | <b>-</b>                         | <b>78,950</b>     | <b>30,601</b>                          |
| <b>OTHER FINANCING SOURCES (USES)</b>       |                                  |                   |  |
| Transfers in                                | -                                | -                 | -                                      |
| Issuance of refunding bonds                 | -                                | -                 | -                                      |
| Premium on bonds issued                     | -                                | -                 | -                                      |
| Payments made to escrow                     | -                                | -                 | -                                      |
| <b>Total other financing sources (uses)</b> | <b>-</b>                         | <b>-</b>          | <b>-</b>                               |
| <b>Change in fund balances (deficits)</b>   | <b>-</b>                         | <b>78,950</b>     | <b>30,601</b>                          |
| <b>FUND BALANCES (DEFICITS), beginning</b>  | <b>-</b>                         | <b>(81,782)</b>   | <b>2,073,445</b>                       |
| <b>FUND BALANCES (DEFICITS), ending</b>     | <b>\$ -</b>                      | <b>\$ (2,832)</b> | <b>\$ 2,104,046</b>                    |

| Special Revenue |            | Debt Service |              |
|-----------------|------------|--------------|--------------|
| J. Bartash      |            |              |              |
| Trust Fund      | Treehouse  | Debt Service | Totals       |
| \$ -            | \$ 650,763 | \$ -         | \$ 6,507,580 |
| -               | -          | -            | 1,331,167    |
| 65              | -          | -            | 10,075       |
| -               | -          | -            | -            |
| -               | -          | 866          | 9,527        |
| 65              | 650,763    | 866          | 7,858,349    |
| -               | -          | -            | 665,007      |
| -               | -          | -            | -            |
| -               | -          | -            | -            |
| -               | 480,236    | -            | 6,912,333    |
| -               | -          | -            | -            |
| 600             | -          | -            | 600          |
| -               | -          | 5,859,963    | 5,859,963    |
| 600             | 480,236    | 5,859,963    | 13,437,903   |
| (535)           | 170,527    | (5,859,097)  | (5,579,554)  |
| -               | -          | 5,813,150    | 5,813,150    |
| -               | -          | 12,305,000   | 12,305,000   |
| -               | -          | 1,525,219    | 1,525,219    |
| -               | -          | (13,442,569) | (13,442,569) |
| -               | -          | 6,200,800    | 6,200,800    |
| (535)           | 170,527    | 341,703      | 621,246      |
| 17,565          | (162,308)  | 326,750      | 2,173,670    |
| \$ 17,030       | \$ 8,219   | \$ 668,453   | \$ 2,794,916 |

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**Enterprise Funds**

## **ENTERPRISE FUNDS**

Enterprise funds are maintained to account for the Town's ongoing organizations and activities that are similar to those found in the private sector. The Town's two nonmajor enterprise funds are:

Child Development – Accounts for the operations of the Windsor Child Development Center which provides day care services to Town residents and to employees of businesses located in Windsor.

Adult Caring Connection – Accounts for the operations of the Windsor Adult Caring Center which provides for the needs of the elderly and handicapped adults of the Town.

TOWN OF WINDSOR. CONNECTICUT

COMBINING STATEMENT OF NET ASSETS  
NONMAJOR ENTERPRISE FUNDS

June 30, 2010

|  | Child<br>Development | Adult<br>Caring<br>Connection | Total               |
|--|----------------------|-------------------------------|---------------------|
| <b>ASSETS</b>                                    |                      |                               |                     |
| Current assets:                                  |                      |                               |                     |
| Cash and cash equivalents                        | \$ 518,039           | \$ 501,355                    | \$ 1,019,394        |
| Customer receivable, net                         | 1,830                | 104,131                       | 105,961             |
| Prepaid expenses                                 | 3,934                | -                             | 3,934               |
| Investments                                      | 45,412               | 40,366                        | 85,778              |
| <b>Total current assets</b>                      | <b>569,215</b>       | <b>645,852</b>                | <b>1,215,067</b>    |
| Noncurrent Assets:                               |                      |                               |                     |
| Capital assets (net of accumulated depreciation) | -                    | 24,847                        | 24,847              |
| <b>Total assets</b>                              | <b>569,215</b>       | <b>670,699</b>                | <b>1,239,914</b>    |
| <b>LIABILITIES</b>                               |                      |                               |                     |
| Current liabilities:                             |                      |                               |                     |
| Accounts payable and accrued liabilities         | 47,430               | 17,713                        | 65,143              |
| Unearned revenue                                 | 20,342               | -                             | 20,342              |
| Due to other funds                               | -                    | 90,000                        | 90,000              |
| <b>Total current liabilities</b>                 | <b>67,772</b>        | <b>107,713</b>                | <b>175,485</b>      |
| Noncurrent liabilities:                          |                      |                               |                     |
| Compensated absences                             | 39,211               | 9,509                         | 48,720              |
| <b>Total noncurrent liabilities</b>              | <b>39,211</b>        | <b>9,509</b>                  | <b>48,720</b>       |
| <b>Total liabilities</b>                         | <b>106,983</b>       | <b>117,222</b>                | <b>224,205</b>      |
| <b>NET ASSETS</b>                                |                      |                               |                     |
| Invested in capital assets                       | -                    | 24,847                        | 24,847              |
| Unrestricted                                     | 462,232              | 528,630                       | 990,862             |
| <b>Total net assets</b>                          | <b>\$ 462,232</b>    | <b>\$ 553,477</b>             | <b>\$ 1,015,709</b> |

TOWN OF WINDSOR, CONNECTICUT

COMBINING STATEMENT OF REVENUES, EXPENSES AND CHANGES IN  
FUND NET ASSETS - NONMAJOR ENTERPRISE FUNDS

For the Year Ending June 30, 2010

|   | Child<br>Development | Adult<br>Caring<br>Connection | Total               |
|---|----------------------|-------------------------------|---------------------|
| <b>Operating Revenues</b>                     |                      |                               |                     |
| Charges for services                          | \$ 1,236,607         | \$ 743,707                    | \$ 1,980,314        |
| <b>Operating Expenses</b>                     |                      |                               |                     |
| Salaries and benefits                         | 794,907              | 381,299                       | 1,176,206           |
| Depreciation                                  | -                    | 5,101                         | 5,101               |
| Administrative expenses                       | 231,227              | 53,704                        | 284,931             |
| Repairs and maintenance                       | 16,712               | -                             | 16,712              |
| Fuel and utilities                            | 20,960               | 1,664                         | 22,624              |
| Outside services                              | 57,981               | 56,377                        | 114,358             |
| Rent expense                                  | 111,985              | 69,000                        | 180,985             |
| <b>Total operating expenses</b>               | <b>1,233,772</b>     | <b>567,145</b>                | <b>1,800,917</b>    |
| <b>Operating income</b>                       | <b>2,835</b>         | <b>176,562</b>                | <b>179,397</b>      |
| <b>Nonoperating Revenues (Expenses)</b>       |                      |                               |                     |
| Transfers out                                 | -                    | (142,590)                     | (142,590)           |
| Interest income                               | 2,223                | 2,133                         | 4,356               |
| <b>Total nonoperating revenues (expenses)</b> | <b>2,223</b>         | <b>(140,457)</b>              | <b>(138,234)</b>    |
| <b>Change in net assets</b>                   | <b>5,058</b>         | <b>36,105</b>                 | <b>41,163</b>       |
| <b>Net Assets</b> , beginning of year         | <b>457,174</b>       | <b>517,372</b>                | <b>974,546</b>      |
| <b>Net Assets</b> , end of year               | <b>\$ 462,232</b>    | <b>\$ 553,477</b>             | <b>\$ 1,015,709</b> |

TOWN OF WINDSOR, CONNECTICUT

COMBINING STATEMENT OF CASH FLOWS - NONMAJOR ENTERPRISE FUNDS

For the Year Ended June 30, 2010

|  | Child<br>Development | Adult Caring<br>Connection | Totals              |
|--|----------------------|----------------------------|---------------------|
| <b>Cash Flows From Operating Activities</b>  |                      |                            |                     |
| Receipts from customers and users  | \$ 1,239,629         | \$ 770,933                 | \$ 2,010,562        |
| Payments to suppliers  | (434,996)            | (188,204)                  | (623,200)           |
| Payments to employees  | (794,907)            | (381,299)                  | (1,176,206)         |
| <b>Net cash provided by<br/>operating activities</b>                                       | <b>9,726</b>         | <b>201,430</b>             | <b>211,156</b>      |
| <b>Cash Flows From Noncapital Financing Activities</b>                                     |                      |                            |                     |
| Due to other funds   | -                    | (30,000)                   | (30,000)            |
| Transfers out  | -                    | (142,590)                  | (142,590)           |
| <b>Net cash used in noncapital<br/>financing activities</b>                                | <b>-</b>             | <b>(172,590)</b>           | <b>(172,590)</b>    |
| <b>Cash Flows From Investing Activities</b>  |                      |                            |                     |
| Interest received  | 2,223                | 2,133                      | 4,356               |
| Purchases of capital assets  | -                    | (11,000)                   | (11,000)            |
| Purchase of investments  | (45,412)             | (40,366)                   | (85,778)            |
| <b>Net cash used in<br/>investing activities</b>   | <b>(43,189)</b>      | <b>(49,233)</b>            | <b>(92,422)</b>     |
| <b>Net decrease in cash and<br/>cash equivalents</b>                                       | <b>(33,463)</b>      | <b>(20,393)</b>            | <b>(53,856)</b>     |
| <b>Cash and Cash Equivalents</b>   |                      |                            |                     |
| Beginning  | 551,502              | 521,748                    | 1,073,250           |
| Ending   | <u>\$ 518,039</u>    | <u>\$ 501,355</u>          | <u>\$ 1,019,394</u> |
| <b>Reconciliation of Operating Income to Net Cash<br/>Provided by Operating Activities</b> |                      |                            |                     |
| Operating income   | \$ 2,835             | \$ 176,562                 | \$ 179,397          |
| Adjustments to reconcile operating income to<br>net cash provided by operating activities: |                      |                            |                     |
| Depreciation   | -                    | 5,101                      | 5,101               |
| Changes in assets and liabilities:   |                      |                            |                     |
| Decrease in accounts receivable  | 1,098                | 27,226                     | 28,324              |
| Increase in prepaid expenses   | (3,934)              | -                          | (3,934)             |
| Increase (decrease) in accounts payable  | 7,803                | (7,459)                    | 344                 |
| Increase in unearned revenue   | 1,924                | -                          | 1,924               |
| <b>Net cash provided by<br/>operating activities</b>                                       | <b>\$ 9,726</b>      | <b>\$ 201,430</b>          | <b>\$ 211,156</b>   |



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**Fiduciary Funds**

## FIDUCIARY FUNDS

**Fiduciary Funds** – are used to account for assets held in a trustee capacity for others and include Agency Funds.

**Agency Funds** – are used to account for various Board of Education and Town activities. They are custodial in nature (assets equal liabilities) and are as follows:

- Education Escrow Fund
- Student Activity Fund
- Adult Education
- Performance Bonds
- Town Escrow
- Scholarship Fund

**TOWN OF WINDSOR, CONNECTICUT**

**COMBINING STATEMENT OF CHANGES IN ASSETS AND LIABILITIES -  
AGENCY FUNDS**

**For the Year Ended June 30, 2010**

|                               | Balance<br>July 1, 2009 | Additions    | Deletions  | Balance<br>June 30, 2010 |
|-------------------------------|-------------------------|--------------|------------|--------------------------|
| <b>EDUCATION ESCROW</b>       |                         |              |            |                          |
| Assets                        |                         |              |            |                          |
| Cash and cash equivalents     | \$ 342,800              | \$ 1,537,209 | \$ 966,664 | \$ 913,345               |
| Liabilities                   |                         |              |            |                          |
| Accounts payable              | \$ 342,800              | \$ 1,537,209 | \$ 966,664 | \$ 913,345               |
| <b>STUDENT ACTIVITY FUNDS</b> |                         |              |            |                          |
| Assets                        |                         |              |            |                          |
| Cash and cash equivalents     | \$ 233,312              | \$ 670,311   | \$ 707,012 | \$ 196,611               |
| Liabilities                   |                         |              |            |                          |
| Accounts payable              | \$ 233,312              | \$ 670,311   | \$ 707,012 | \$ 196,611               |
| <b>ADULT EDUCATION</b>        |                         |              |            |                          |
| Assets                        |                         |              |            |                          |
| Cash and cash equivalents     | \$ 33,404               | \$ 28,876    | \$ 29,726  | \$ 32,554                |
| Liabilities                   |                         |              |            |                          |
| Accounts payable              | \$ 33,404               | \$ 28,876    | \$ 29,726  | \$ 32,554                |
| <b>PERFORMANCE BONDS</b>      |                         |              |            |                          |
| Assets                        |                         |              |            |                          |
| Cash and cash equivalents     | \$ 474,732              | \$ 619,344   | \$ 554,192 | \$ 539,884               |
| Liabilities                   |                         |              |            |                          |
| Accounts payable              | \$ 474,732              | \$ 619,344   | \$ 554,192 | \$ 539,884               |
| <b>TOWN ESCROW</b>            |                         |              |            |                          |
| Assets                        |                         |              |            |                          |
| Cash and cash equivalents     | \$ 5,369                | \$ 13        | \$ -       | \$ 5,382                 |
| Liabilities                   |                         |              |            |                          |
| Accounts payable              | \$ 5,369                | \$ 13        | \$ -       | \$ 5,382                 |

(Continued)

TOWN OF WINDSOR, CONNECTICUT

COMBINING STATEMENT OF CHANGES IN ASSETS AND LIABILITIES -  
 AGENCY FUNDS, Continued  
 For the Year Ended June 30, 2010

|                           | Balance<br>July 1, 2009 | Additions    | Deletions    | Balance<br>June 30, 2010 |
|---------------------------|-------------------------|--------------|--------------|--------------------------|
| <b>SCHOLARSHIP FUNDS</b>  |                         |              |              |                          |
| Assets                    |                         |              |              |                          |
| Cash and cash equivalents | \$ 84,555               | \$ 4,105     | \$ 4,500     | \$ 84,160                |
| Liabilities               |                         |              |              |                          |
| Accounts payable          | \$ 84,555               | \$ 4,105     | \$ 4,500     | \$ 84,160                |
| <b>TOTAL AGENCY FUNDS</b> |                         |              |              |                          |
| Assets                    |                         |              |              |                          |
| Cash and cash equivalents | \$ 1,174,172            | \$ 2,859,858 | \$ 2,262,094 | \$ 1,771,936             |
| Liabilities               |                         |              |              |                          |
| Accounts payable          | \$ 1,174,172            | \$ 2,859,858 | \$ 2,262,094 | \$ 1,771,936             |

## **Capital Asset Schedule**



TOWN OF WINDSOR, CONNECTICUT

CAPITAL ASSETS USED IN THE OPERATION OF GOVERNMENTAL FUNDS -  
NET OF DEPRECIATION

June 30, 2010

|                        | Land                | Buildings            | Machinery<br>and<br>Equipment | Construction<br>in Progress | Infrastructure       | Totals                |
|------------------------|---------------------|----------------------|-------------------------------|-----------------------------|----------------------|-----------------------|
| General Government     | \$ 210,420          | \$ 1,027,957         | \$ 631,339                    | \$ -                        | \$ -                 | \$ 1,869,716          |
| Education              | 324,612             | 48,586,909           | 330,931                       | -                           | -                    | 49,242,452            |
| Culture and recreation | 1,799,890           | 8,580,960            | 376,976                       | -                           | -                    | 10,757,826            |
| Human services         | 300,544             | 508,179              | 101,008                       | -                           | -                    | 909,731               |
| Public services        | 312,078             | 6,597,106            | 1,739,540                     | -                           | -                    | 8,648,724             |
| Public works           | 1,451,023           | 1,106,372            | 528,643                       | 4,603,007                   | 23,096,349           | 30,785,394            |
| <b>Total</b>           | <b>\$ 4,398,567</b> | <b>\$ 66,407,483</b> | <b>\$ 3,708,437</b>           | <b>\$ 4,603,007</b>         | <b>\$ 23,096,349</b> | <b>\$ 102,213,843</b> |



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**Other Schedules**



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TOWN OF WINDSOR, CONNECTICUT

SCHEDULE OF PROPERTY TAXES LEVIED, COLLECTED AND OUTSTANDING

For the Year Ended June 30, 2010

| Grand<br>List<br>Year | Balance<br>Uncollected<br>July 1, 2009 | Current<br>Levy      | Lawful Corrections |                     | Transfers to<br>Suspense | Balance<br>to be<br>Collected |
|-----------------------|--|----------------------|--------------------|---------------------|--------------------------|-------------------------------|
|                       |  |                      | Additions          | Deletions           |                          |                               |
| 2008                  | \$ -                                   | \$ 74,977,751        | \$ 427,034         | \$ (420,322)        | \$ -                     | \$ 74,984,463                 |
| 2007                  | 898,815                                | -                    | 8,843              | (27,099)            | -                        | 880,559                       |
| 2006                  | 320,618                                | -                    | 7,188              | (4,110)             | (162,990)                | 160,706                       |
| 2005                  | 49,640                                 | -                    | 1,623              | (1,140)             | (602)                    | 49,521                        |
| 2004                  | 12,054                                 | -                    | 656                | (1,118)             | (609)                    | 10,983                        |
| 2003                  | 8,187                                  | -                    | 178                | (1,122)             | (120)                    | 7,123                         |
| 2002                  | 4,251                                  | -                    | 56                 | (1,179)             | -                        | 3,128                         |
| 2001                  | 3,038                                  | -                    | 272                | (120)               | -                        | 3,190                         |
| 2000                  | 717                                    | -                    | -                  | -                   | -                        | 717                           |
| 1999                  | 632                                    | -                    | -                  | -                   | -                        | 632                           |
| 1998                  | 869                                    | -                    | -                  | -                   | -                        | 869                           |
| 1997                  | 800                                    | -                    | -                  | -                   | -                        | 800                           |
| 1996                  | 653                                    | -                    | -                  | -                   | -                        | 653                           |
| 1995                  | 619                                    | -                    | -                  | -                   | -                        | 619                           |
| 1994                  | 599                                    | -                    | 65                 | -                   | -                        | 664                           |
|                       | <u>\$ 1,301,492</u>                    | <u>\$ 74,977,751</u> | <u>\$ 445,915</u>  | <u>\$ (456,210)</u> | <u>\$ (164,321)</u>      | <u>\$ 76,104,627</u>          |

Suspense collections

Total collections

| Collections                           |                   |                 |                      | Balance<br>Uncollected<br>June 30, 2010 |
|---------------------------------------|-------------------|-----------------|----------------------|---|
| Taxes                                 | Interest          | Fees            | Total                |   |
| \$ 73,947,330                         | \$ 334,812        | \$ 762          | \$ 74,282,904        | \$ 1,037,133                            |
| 549,253                               | 136,380           | 2,640           | 688,273              | 331,306                                 |
| 95,868                                | 36,211            | 552             | 132,631              | 64,838                                  |
| 14,621                                | 7,061             | 144             | 21,826               | 34,900                                  |
| 94                                    | 6                 | 26              | 126                  | 10,889                                  |
| 58                                    | -                 | -               | 58                   | 7,065                                   |
| -                                     | -                 | -               | -                    | 3,128                                   |
| 152                                   | -                 | -               | 152                  | 3,038                                   |
| -                                     | -                 | -               | -                    | 717                                     |
| -                                     | -                 | -               | -                    | 632                                     |
| -                                     | -                 | -               | -                    | 869                                     |
| -                                     | -                 | -               | -                    | 800                                     |
| -                                     | -                 | -               | -                    | 653                                     |
| -                                     | -                 | -               | -                    | 619                                     |
| 65                                    | -                 | -               | 65                   | 599                                     |
| <u>74,607,441</u>                     | <u>514,470</u>    | <u>4,124</u>    | <u>75,126,035</u>    | <u>1,497,186</u>                        |
| Less: Allowance for doubtful accounts |                   |                 |                      | <u>350,000</u>                          |
|                                       |                   |                 |                      | <u>\$ 1,147,186</u>                     |
| <u>35,473</u>                         | <u>31,705</u>     | <u>24</u>       | <u>67,202</u>        |   |
| <u>\$ 74,642,914</u>                  | <u>\$ 546,175</u> | <u>\$ 4,148</u> | <u>\$ 75,193,237</u> |   |

TOWN OF WINDSOR, CONNECTICUT

SCHEDULE OF CHANGES IN BOND INDEBTEDNESS

For the Year Ended June 30, 2010

| Description                     | Interest Rate (%) | Year | Maturity | Amount       |
|---------------------------------|-------------------|------|----------|--------------|
| Bonded debt:                    |                   |      |          |              |
| Public Improvements             | 6.4/6.5/6.6       | 1991 | 7/15/11  | \$ 1,832,000 |
| School General Obligation Bonds | 6.4/6.5/6.6       | 1991 | 7/15/11  | 368,000      |
| Public Improvements             | 4.0-5.0           | 2001 | 7/15/15  | 3,597,380    |
| School General Obligation Bonds | 4.0-5.0           | 2001 | 7/15/20  | 5,540,000    |
| School Refunding                | 4.0-5.0           | 2001 | 7/15/15  | 7,407,620    |
| Public Improvements             | 3.0-5.0           | 2002 | 3/1/2012 | 800,000      |
| School General Obligation Bonds | 3.0-5.0           | 2002 | 3/1/2022 | 3,700,000    |
| School Projects FY 2004         | 2.5/4.25          | 2004 | 3/1/24   | 1,180,000    |
| General Purpose Bonds of 2004   | 2.5/4.125         | 2004 | 03/01/24 | 2,205,000    |
| Refunding bonds of 2004         | 2.75/5.00         | 2004 | 6/30/20  | 2,520,000    |
| Refunding bonds of 2009         | 2.75/5.00         | 2004 | 7/15/09  | 1,726,000    |
| Public Improvements Refunding   | 2.0/5.0           | 2005 | 7/15/17  | 5,745,000    |
| School Refunding                | 2.0/5.0           | 2004 | 7/15/17  | 4,015,000    |
| School Refunding                | 2.0/5.0           | 2004 | 7/15/19  | 7,274,000    |
| Public Improvements             | 4.0/5.0           | 2006 | 6/15/16  | 2,000,000    |
| Public Improvements             | 4.0/5.0           | 2007 | 6/15/17  | 1,555,000    |
| Public Improvements             | 3.25-5.0          | 2008 | 6/15/23  | 3,508,000    |
| School-Poquonock                | 3.25-5.0          | 2008 | 6/15/23  | 235,000      |
| Public Improvements Refunding   | 2.0/2.5/4.0       | 2009 | 8/01/19  | 8,806,000    |
| School Refunding                | 2.0/2.5/4.0       | 2009 | 8/01/19  | 9,819,000    |
| School General Obligation Bond  | 2.0/4.0           | 2010 | 4/15/25  | 700,000      |
| Public Improvements             | 2.0/4.0           | 2010 | 4/15/25  | 3,980,000    |
| School Refunding                | 3.0/5.0           | 2010 | 7/15/23  | 6,209,000    |
| Public Improvements Refunding   | 3.0/5.0           | 2010 | 7/15/23  | 6,096,000    |

**TOTAL**

|           | Balance<br>July 1, 2009 | Additions            | Retirements          | Balance<br>June 30, 2010 |
|-----------|-------------------------|----------------------|----------------------|--------------------------|
| \$        | 687,000                 | \$ -                 | \$ 229,000           | \$ 458,000               |
|           | 138,000                 | -                    | 46,000               | 92,000                   |
|           | 382,120                 | -                    | 382,120              | -                        |
|           | 260,000                 | -                    | 260,000              | -                        |
|           | 792,880                 | -                    | 792,880              | -                        |
|           | 100,000                 | -                    | 100,000              | -                        |
|           | 200,000                 | -                    | 200,000              | -                        |
|           | 275,000                 | -                    | 275,000              | -                        |
|           | 250,000                 | -                    | 250,000              | -                        |
|           | 345,000                 | -                    | 345,000              | -                        |
|           | 1,648,000               | -                    | 1,486,000            | 162,000                  |
|           | 1,600,000               | -                    | 1,600,000            | -                        |
|           | 330,000                 | -                    | 330,000              | -                        |
|           | 7,127,000               | -                    | 6,564,000            | 563,000                  |
|           | 1,775,000               | -                    | 1,550,000            | 225,000                  |
|           | 1,305,000               | -                    | 1,005,000            | 300,000                  |
|           | 3,215,000               | -                    | 1,608,000            | 1,607,000                |
|           | 210,000                 | -                    | 117,000              | 93,000                   |
|           | 8,806,000               | -                    | 177,000              | 8,629,000                |
|           | 9,819,000               | -                    | 203,000              | 9,616,000                |
|           | -                       | 700,000              | -                    | 700,000                  |
|           | -                       | 3,980,000            | -                    | 3,980,000                |
|           | -                       | 6,209,000            | -                    | 6,209,000                |
|           | -                       | 6,096,000            | -                    | 6,096,000                |
| <b>\$</b> | <b>39,265,000</b>       | <b>\$ 16,985,000</b> | <b>\$ 17,520,000</b> | <b>\$ 38,730,000</b>     |



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**Statistical Section**

## ***Statistical Section***

This part of the Town of Windsor, Connecticut's comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the government's overall financial health.

### **Contents**

#### ***Financial Trends***

These schedules contain trend information to help the reader understand how the government's financial performance and well-being have changed over time.

#### ***Revenue Capacity***

These schedules contain information to help the reader assess the government's most significant local revenue source, the property tax.

#### ***Debt Capacity***

These schedules present information to help the reader assess the affordability of the government's current levels of outstanding debt and the government's ability to issue additional debt in the future.

#### ***Demographic and Economic Information***

These schedules offer demographic and economic indicators to help the reader understand the environment within which the government's financial activities take place.

#### ***Operating Information***

These schedules contain service and infrastructure data to help the reader understand how the information in the government's financial report relates to the services the government provides and the activities it performs.

The accompanying tables are presented in the above order. Refer to the Table of Contents for applicable page number locations.

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**TOWN OF WINDSOR, CONNECTICUT**

**Net Assets By Component**  
**Last Eight Fiscal Years**  
*(accrual basis of accounting)*

|  | Fiscal Year            |                        |                        |
|--|------------------------|------------------------|------------------------|
|  | 2003                   | 2004                   | 2005                   |
| Governmental activities:                         |                        |                        |                        |
| Invested in capital assets, net of related debt  | \$ 37,493,839          | \$ 35,633,107          | \$ 35,903,258          |
| Unrestricted                                     | 20,076,262             | 22,099,832             | 25,875,738             |
| <b>Total governmental activities net assets</b>  | <b>\$ 57,570,101</b>   | <b>\$ 57,732,939</b>   | <b>\$ 61,778,996</b>   |
| Business-type activities:                        |                        |                        |                        |
| Invested in capital assets, net of related debt  | \$ 697,959             | \$ 620,776             | \$ 39,977              |
| Unrestricted                                     | (21,735,508)           | (16,636,890)           | (15,758,142)           |
| <b>Total business-type activities net assets</b> | <b>\$ (21,037,549)</b> | <b>\$ (16,016,114)</b> | <b>\$ (15,718,165)</b> |
| Primary government:                              |                        |                        |                        |
| Invested in capital assets, net of related debt  | \$ 38,191,798          | \$ 36,253,883          | \$ 35,943,235          |
| Unrestricted                                     | (1,659,246)            | 5,462,942              | 10,117,596             |
| <b>Total primary government net assets</b>       | <b>\$ 36,532,552</b>   | <b>\$ 41,716,825</b>   | <b>\$ 46,060,831</b>   |

GASB Statement No. 34 implemented in Fiscal Year 2003.

| Fiscal Year            |                        |                       |                       |                       |
|------------------------|------------------------|-----------------------|-----------------------|-----------------------|
| 2006                   | 2007                   | 2008                  | 2009                  | 2010                  |
| \$ 36,691,713          | \$ 58,558,140          | \$ 59,634,623         | \$ 63,449,890         | \$ 64,077,359         |
| 27,301,646             | 29,708,858             | 29,429,858            | 23,962,246            | 21,080,580            |
| <u>\$ 63,993,359</u>   | <u>\$ 88,266,998</u>   | <u>\$ 89,064,481</u>  | <u>\$ 87,412,136</u>  | <u>\$ 85,157,939</u>  |
|                        |                        |                       |                       |                       |
| \$ 416,215             | \$ 324,863             | \$ 221,335            | \$ 185,621            | \$ 176,810            |
| (13,260,106)           | (10,939,282)           | (8,148,396)           | (7,053,081)           | (7,294,876)           |
| <u>\$ (12,843,891)</u> | <u>\$ (10,614,419)</u> | <u>\$ (7,927,061)</u> | <u>\$ (6,867,460)</u> | <u>\$ (7,118,066)</u> |
|                        |                        |                       |                       |                       |
| \$ 37,107,928          | \$ 58,883,003          | \$ 59,855,958         | \$ 63,635,511         | \$ 64,254,169         |
| 14,041,540             | 18,769,576             | 21,281,462            | 16,909,165            | 13,785,704            |
| <u>\$ 51,149,468</u>   | <u>\$ 77,652,579</u>   | <u>\$ 81,137,420</u>  | <u>\$ 80,544,676</u>  | <u>\$ 78,039,873</u>  |

TOWN OF WINDSOR, CONNECTICUT

**Changes In Net Assets**  
**Last Eight Fiscal Years**  
*(accrual basis of accounting)*

|  | Fiscal Year       |                   |                   |
|--|-------------------|-------------------|-------------------|
|  | 2003              | 2004              | 2005              |
| Expenses:  |                   |                   |                   |
| Governmental activities:                             |                   |                   |                   |
| General government                                   | \$ 8,404,359      | \$ 8,290,368      | \$ 9,098,239      |
| Culture & recreation                                 | 3,375,174         | 3,129,442         | 3,339,960         |
| Human services                                       | 1,251,782         | 1,525,642         | 1,519,473         |
| Public works   | 3,957,412         | 4,838,064         | 5,215,856         |
| Education  | 53,547,311        | 58,276,582        | 58,426,021        |
| Public safety  | 6,908,418         | 7,174,676         | 7,519,211         |
| Interest expense                                     | 2,171,416         | 3,414,738         | 1,998,227         |
| <b>Total governmental activities expenses</b>        | <b>79,615,872</b> | <b>86,649,512</b> | <b>87,116,987</b> |
| Business-type activities:                            |                   |                   |                   |
| Landfill   | 5,870,256         | 2,626,215         | 2,665,213         |
| Child development                                    | 961,617           | 985,130           | 1,051,846         |
| Adult caring connection                              | 350,023           | 449,716           | 488,524           |
| <b>Total business-type activities</b>                | <b>7,181,896</b>  | <b>4,061,061</b>  | <b>4,205,583</b>  |
| <b>Total primary government expenses</b>             | <b>86,797,768</b> | <b>90,710,573</b> | <b>91,322,570</b> |
| Program revenue:                                     |                   |                   |                   |
| Governmental activities:                             |                   |                   |                   |
| Charges for services:                                |                   |                   |                   |
| General government                                   | 2,190,703         | 2,891,380         | 2,789,332         |
| Culture & recreation                                 | 651,326           | 748,903           | 748,281           |
| Human services                                       | 442,250           | 57,831            | 101,247           |
| Public works   | 101,310           | 168,617           | 96,077            |
| Education  | 1,496,191         | 1,836,038         | 1,551,825         |
| Public safety  | 460,423           | 243,743           | 234,119           |
| Operating grants and contributions:                  |                   |                   |                   |
| General government                                   | 1,034,903         | 635,586           | 468,113           |
| Culture & recreation                                 | 82,162            | 817,427           | 97,208            |
| Human services                                       | 114,532           | 248,946           | 169,050           |
| Public works   | 215,847           | 142,507           | 140,178           |
| Education  | 11,080,282        | 13,239,217        | 14,245,323        |
| Public safety  | 274,922           | 76,715            | 109,668           |
| Capital grants and contributions:                    |                   |                   |                   |
| General government                                   | -                 | -                 | -                 |
| Public works   | -                 | -                 | -                 |
| Education  | 2,473,868         | 135,757           | 2,303,442         |
| <b>Total governmental activities program revenue</b> | <b>20,618,719</b> | <b>21,242,667</b> | <b>23,053,863</b> |

GASB Statement No. 34 implemented in Fiscal Year 2003, and as such, only eight years are shown.

|    |            | Fiscal Year |             |      |             |      |             |    |             |
|----|------------|-------------|-------------|------|-------------|------|-------------|----|-------------|
|    |            | 2006        | 2007        | 2008 | 2009        | 2010 |             |    |             |
| \$ | 9,915,592  | \$          | 11,124,017  | \$   | 12,368,532  | \$   | 10,226,562  | \$ | 10,039,998  |
|    | 3,373,174  |             | 3,579,110   |      | 3,932,257   |      | 4,329,481   |    | 4,008,350   |
|    | 1,676,685  |             | 1,394,386   |      | 1,475,799   |      | 1,545,945   |    | 1,614,335   |
|    | 5,395,578  |             | 7,830,059   |      | 7,900,922   |      | 6,420,709   |    | 6,635,927   |
|    | 62,706,704 |             | 64,184,074  |      | 68,566,869  |      | 75,436,627  |    | 77,319,195  |
|    | 8,485,227  |             | 8,896,151   |      | 9,157,357   |      | 10,161,628  |    | 9,653,396   |
|    | 1,800,092  |             | 1,565,521   |      | 1,759,337   |      | 2,424,721   |    | 1,255,397   |
|    | 93,353,052 |             | 98,573,318  |      | 105,161,073 |      | 110,545,673 |    | 110,526,598 |
|    | 2,299,076  |             | 2,635,732   |      | 2,048,943   |      | 1,542,767   |    | 3,112,891   |
|    | 1,086,384  |             | 1,112,628   |      | 1,197,174   |      | 1,234,799   |    | 1,233,772   |
|    | 520,913    |             | 567,040     |      | 610,401     |      | 662,319     |    | 567,145     |
|    | 3,906,373  |             | 4,315,400   |      | 3,856,518   |      | 3,439,885   |    | 4,913,808   |
|    | 97,259,425 |             | 102,888,718 |      | 109,017,591 |      | 113,985,558 |    | 115,440,406 |
|    | 2,940,997  |             | 4,942,301   |      | 2,960,987   |      | 1,860,882   |    | 2,020,464   |
|    | 754,944    |             | 773,190     |      | 852,132     |      | 791,531     |    | 629,783     |
|    | 104,716    |             | 129,631     |      | 106,330     |      | 190,175     |    | 121,849     |
|    | 21,880     |             | 389,095     |      | 66,075      |      | 122,262     |    | 38,486      |
|    | 1,620,243  |             | 1,690,607   |      | 1,797,684   |      | 1,685,284   |    | 1,625,059   |
|    | 316,712    |             | 459,739     |      | 588,112     |      | 239,645     |    | 267,033     |
|    | 948,699    |             | 1,560,661   |      | 3,484,538   |      | 584,945     |    | 192,777     |
|    | 89,484     |             | 528,657     |      | 77,013      |      | 469,411     |    | 357,582     |
|    | 30,869     |             | 144,525     |      | 174,974     |      | 83,513      |    | 86,126      |
|    | 202,330    |             | 353,997     |      | 205,717     |      | 50,620      |    | 21,880      |
|    | 16,099,415 |             | 14,769,094  |      | 19,477,942  |      | 21,514,592  |    | 21,675,907  |
|    | 148,985    |             | 154,746     |      | 65,236      |      | 280,373     |    | 171,307     |
|    | -          |             | -           |      | -           |      | 16,920      |    | 576,881     |
|    | -          |             | -           |      | -           |      | -           |    | 128,936     |
|    | 933,034    |             | 1,159,255   |      | 54,135      |      | 172,744     |    | 679,628     |
|    | 24,212,308 |             | 27,055,498  |      | 29,910,875  |      | 28,062,897  |    | 28,593,698  |



TOWN OF WINDSOR, CONNECTICUT

Changes In Net Assets, Continued  
 Last Eight Fiscal Years  
 (accrual basis of accounting)

|   | Fiscal Year         |                     |                     |
|---|---------------------|---------------------|---------------------|
|   | 2003                | 2004                | 2005                |
| Business-type activities:                         |                     |                     |                     |
| Charges for services:                             |                     |                     |                     |
| Landfill  | 2,627,673           | 7,652,733           | 2,581,762           |
| Child development                                 | 1,054,687           | 1,088,460           | 1,071,303           |
| Adult caring connection                           | 423,786             | 436,822             | 553,990             |
| <b>Total business-type activities</b>             |                     |                     |                     |
| <b>program revenues</b>                           | <b>4,106,146</b>    | <b>9,178,015</b>    | <b>4,207,055</b>    |
| <br>  |                     |                     |                     |
| <b>Total primary government program</b>           |                     |                     |                     |
| <b>revenues</b>                                   | <b>24,724,865</b>   | <b>30,420,682</b>   | <b>27,260,918</b>   |
| <br>  |                     |                     |                     |
| Net (expense) revenue:                            |                     |                     |                     |
| Governmental activities                           | (58,997,153)        | (65,406,845)        | (64,063,124)        |
| Business-type activities                          | (3,075,750)         | 5,116,954           | 1,472               |
| <b>Total primary government net expense</b>       | <b>(62,072,903)</b> | <b>(60,289,891)</b> | <b>(64,061,652)</b> |
| <br>  |                     |                     |                     |
| General revenues and other changes in net assets: |                     |                     |                     |
| Governmental activities:                          |                     |                     |                     |
| Property taxes                                    | 58,496,073          | 62,525,330          | 64,924,875          |
| Grants and contributions not restricted to        |                     |                     |                     |
| specific programs                                 | 2,743,559           | 2,352,383           | 2,031,800           |
| Unrestricted investment earnings                  | 790,900             | 515,430             | 1,152,506           |
| Miscellaneous                                     | -                   | -                   | -                   |
| Transfers   | 179,155             | 176,540             | -                   |
| <b>Total governmental activities</b>              | <b>62,209,687</b>   | <b>65,569,683</b>   | <b>68,109,181</b>   |
| <br>  |                     |                     |                     |
| Business-type activities:                         |                     |                     |                     |
| Unrestricted investment earnings                  | 132,753             | 81,021              | 296,477             |
| Transfers   | (179,155)           | (176,540)           | -                   |
| <b>Total business-type activities</b>             | <b>(46,402)</b>     | <b>(95,519)</b>     | <b>296,477</b>      |
| <br>  |                     |                     |                     |
| <b>Total primary government</b>                   | <b>62,163,285</b>   | <b>65,474,164</b>   | <b>68,405,658</b>   |
| <br>  |                     |                     |                     |
| <b>Extraordinary</b>                              |                     |                     |                     |
| State Teachers' on-behalf payments                | -                   | -                   | -                   |
| State Teachers' on-behalf revenue                 | -                   | -                   | -                   |
|   | -                   | -                   | -                   |
| <br>  |                     |                     |                     |
| Changes in net assets:                            |                     |                     |                     |
| Governmental activities                           | 3,212,534           | 162,838             | 4,046,057           |
| Business-type activities                          | (3,122,152)         | 5,021,435           | 297,949             |
| <b>Total primary government</b>                   | <b>\$ 90,382</b>    | <b>\$ 5,184,273</b> | <b>\$ 4,344,006</b> |

GASB Statement No. 34 implemented in Fiscal Year 2003, and as such, only eight years are shown.

| Fiscal Year  |              |              |              |                |
|--------------|--------------|--------------|--------------|----------------|
| 2006         | 2007         | 2008         | 2009         | 2010           |
| 4,576,077    | 4,020,021    | 3,645,534    | 2,064,217    | 2,544,966      |
| 1,118,647    | 1,146,713    | 1,168,468    | 1,242,989    | 1,236,607      |
| 569,973      | 600,271      | 645,399      | 744,902      | 743,707        |
| 6,264,697    | 5,767,005    | 5,459,401    | 4,052,108    | 4,525,280      |
| 30,477,005   | 32,822,503   | 35,370,276   | 32,115,005   | 33,118,978     |
| (69,140,744) | (71,517,820) | (75,250,198) | (82,482,776) | (81,932,900)   |
| 2,358,324    | 1,451,605    | 1,602,883    | 612,223      | (388,528)      |
| (66,782,420) | (70,066,215) | (73,647,315) | (81,870,553) | (82,321,428)   |
| 67,159,495   | 69,017,335   | 71,318,509   | 76,625,138   | 75,411,646     |
| 1,944,629    | 2,627,975    | 2,587,585    | 2,710,019    | 2,572,815      |
| 2,160,983    | 2,680,848    | 2,141,587    | 974,090      | 271,212        |
| -            | -            | -            | 431,184      | 1,280,440      |
| 90,000       | -            | -            | 90,000       | 142,590        |
| 71,355,107   | 74,326,158   | 76,047,681   | 80,830,431   | 79,678,703     |
| 605,950      | 777,867      | 1,084,475    | 537,378      | 280,512        |
| (90,000)     | -            | -            | (90,000)     | (142,590)      |
| 515,950      | 777,867      | 1,084,475    | 447,378      | 137,922        |
| 71,871,057   | 75,104,025   | 77,132,156   | 81,277,809   | 79,816,625     |
| -            | -            | (16,366,000) | -            | -              |
| -            | -            | 16,366,000   | -            | -              |
| -            | -            | (16,366,000) | -            | -              |
| 2,214,363    | 2,808,338    | 797,483      | (1,652,345)  | (2,254,197)    |
| 2,874,274    | 2,229,472    | 2,687,358    | 1,059,601    | (250,606)      |
| \$ 5,088,637 | \$ 5,037,810 | \$ 3,484,841 | \$ (592,744) | \$ (2,504,803) |

**TOWN OF WINDSOR, CONNECTICUT**

**Program Revenues by Function/Program  
Last Eight Fiscal Years  
(accrual basis of accounting)**

| Function / Program                    | Fiscal Year          |                      |                      |
|---------------------------------------|----------------------|----------------------|----------------------|
|                                       | 2003                 | 2004                 | 2005                 |
| Governmental activities:              |                      |                      |                      |
| General government                    | \$ 3,225,606         | \$ 3,526,966         | \$ 3,257,445         |
| Culture & recreation                  | 733,488              | 1,566,330            | 845,489              |
| Human services                        | 556,782              | 306,777              | 270,297              |
| Public works                          | 317,157              | 311,124              | 236,255              |
| Education                             | 15,050,341           | 15,211,012           | 18,100,590           |
| Public safety                         | 735,345              | 320,458              | 343,787              |
| <b>Total governmental activities</b>  | <b>20,618,719</b>    | <b>21,242,667</b>    | <b>23,053,863</b>    |
| Business-type activities:             |                      |                      |                      |
| Landfill                              | 2,627,673            | 7,652,733            | 2,581,762            |
| Child development                     | 1,054,687            | 1,088,460            | 1,071,303            |
| Adult caring connection               | 423,786              | 436,822              | 553,990              |
| <b>Total business-type activities</b> | <b>4,106,146</b>     | <b>9,178,015</b>     | <b>4,207,055</b>     |
| <b>Total government</b>               | <b>\$ 24,724,865</b> | <b>\$ 30,420,682</b> | <b>\$ 27,260,918</b> |

GASB Statement No. 34 implemented in Fiscal Year 2003, and as such, only eight years are shown.

| Fiscal Year          |                      |                      |                      |                      |
|----------------------|----------------------|----------------------|----------------------|----------------------|
| 2006                 | 2007                 | 2008                 | 2009                 | 2010                 |
| \$ 3,889,696         | \$ 6,502,962         | \$ 6,445,525         | \$ 2,462,747         | \$ 2,790,122         |
| 844,428              | 1,301,847            | 929,145              | 1,260,942            | 987,365              |
| 135,585              | 274,156              | 281,304              | 273,688              | 207,975              |
| 224,210              | 743,092              | 271,792              | 345,626              | 189,302              |
| 18,652,692           | 17,618,956           | 21,329,761           | 23,199,876           | 23,980,594           |
| 465,697              | 614,485              | 653,348              | 520,018              | 438,340              |
| <u>24,212,308</u>    | <u>27,055,498</u>    | <u>29,910,875</u>    | <u>28,062,897</u>    | <u>28,593,698</u>    |
| 4,576,077            | 4,020,021            | 3,645,534            | 2,064,217            | 2,544,966            |
| 1,118,647            | 1,146,713            | 1,168,468            | 1,242,989            | 1,236,607            |
| 569,973              | 600,271              | 645,399              | 744,902              | 743,707              |
| <u>6,264,697</u>     | <u>5,767,005</u>     | <u>5,459,401</u>     | <u>4,052,108</u>     | <u>4,525,280</u>     |
| <u>\$ 30,477,005</u> | <u>\$ 32,822,503</u> | <u>\$ 35,370,276</u> | <u>\$ 32,115,005</u> | <u>\$ 33,118,978</u> |

TOWN OF WINDSOR, CONNECTICUT

Fund Balances, Governmental Funds

Last Ten Fiscal Years

*(modified accrual basis of accounting)*

|   | Fiscal Year          |                      |                     |                     |
|---|----------------------|----------------------|---------------------|---------------------|
|   | 2001                 | 2002                 | 2003                | 2004                |
| General Fund:                           |                      |                      |                     |                     |
| Reserved/Designated                     | \$ 300,290           | \$ 156,097           | \$ 390,848          | \$ 494,639          |
| Unreserved                              | 6,141,459            | 7,114,101            | 6,492,477           | 7,226,301           |
| <b>Total General Fund</b>               | <b>\$ 6,441,749</b>  | <b>\$ 7,270,198</b>  | <b>\$ 6,883,325</b> | <b>\$ 7,720,940</b> |
| All Other Governmental Funds:           |                      |                      |                     |                     |
| Reserved                                | \$ 23,906,276        | \$ 8,656,012         | \$ 3,709,231        | \$ 2,720,243        |
| Unreserved, reported in:                |                      |                      |                     |                     |
| Special revenue funds                   | 2,573,117            | 2,930,701            | 3,280,885           | 3,086,465           |
| Debt service funds                      | -                    | -                    | 169,500             | -                   |
| Capital projects funds                  | (7,076,147)          | 472,476              | 1,136,388           | 3,748,654           |
| <b>Total all other government funds</b> | <b>\$ 19,403,246</b> | <b>\$ 12,059,189</b> | <b>\$ 8,296,004</b> | <b>\$ 9,555,362</b> |

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| Fiscal Year          |                      |                      |                      |                      |                      |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 2005                 | 2006                 | 2007                 | 2008                 | 2009                 | 2010                 |
| \$ 672,235           | \$ 906,732           | \$ 878,882           | \$ 701,255           | \$ 1,728,469         | \$ 1,278,080         |
| 8,852,536            | 10,116,866           | 12,731,696           | 13,169,515           | 13,540,188           | 14,279,843           |
| <u>\$ 9,524,771</u>  | <u>\$ 11,023,598</u> | <u>\$ 13,610,578</u> | <u>\$ 13,870,770</u> | <u>\$ 15,268,657</u> | <u>\$ 15,557,923</u> |
| <br>                 |                      |                      |                      |                      |                      |
| \$ 5,280,999         | \$ 1,752,125         | \$ 2,727,171         | \$ 2,589,674         | \$ 2,638,450         | \$ 7,846,160         |
| 3,114,867            | 3,049,496            | 3,120,411            | 3,773,977            | 3,648,238            | 4,220,432            |
| 5,892                | 330,006              | 374,557              | 316,212              | 326,750              | 668,453              |
| 3,962,317            | 4,432,038            | 4,959,362            | 5,897,137            | 4,296,255            | 1,010,734            |
| <u>\$ 12,364,075</u> | <u>\$ 9,563,665</u>  | <u>\$ 11,181,501</u> | <u>\$ 12,577,000</u> | <u>\$ 10,909,693</u> | <u>\$ 13,745,779</u> |

TOWN OF WINDSOR, CONNECTICUT

Changes In Fund Balances, Governmental Funds  
Last Ten Fiscal Years  
(modified accrual basis of accounting)

|   | Fiscal Year         |                       |                       |                     |
|---|---------------------|-----------------------|-----------------------|---------------------|
|   | 2001                | 2002                  | 2003                  | 2004                |
| <b>Revenues:</b>  |                     |                       |                       |                     |
| Property taxes  | \$ 49,514,476       | \$ 54,072,438         | \$ 58,684,319         | \$ 62,484,349       |
| Intergovernmental                                       | 19,675,067          | 22,665,288            | 19,774,504            | 17,221,656          |
| Charges for services                                    | 1,360,790           | 1,431,540             | 5,162,861             | 5,923,793           |
| Investment income                                       | 2,653,814           | 1,198,977             | 708,183               | 487,314             |
| Other   | 4,467,700           | 5,458,422             | 63,358                | 258,120             |
| <b>Total revenues</b>                                   | <b>77,671,847</b>   | <b>84,826,665</b>     | <b>84,393,225</b>     | <b>86,375,232</b>   |
| <b>Expenditures:</b>                                    |                     |                       |                       |                     |
| Education   | 45,321,252          | 48,817,000            | 51,064,204            | 53,835,587          |
| General government                                      | 6,221,559           | 6,474,084             | 6,829,885             | 7,300,691           |
| Culture & recreation                                    | 2,836,807           | 3,018,405             | 3,202,924             | 3,336,166           |
| Human services  | 671,728             | 703,426               | 809,886               | 860,718             |
| Public safety   | 5,870,306           | 6,097,867             | 6,631,135             | 6,360,942           |
| Public works  | 3,904,852           | 3,824,999             | 4,054,776             | 4,242,296           |
| Capital outlay  | 12,401,632          | 20,459,368            | 11,196,549            | 3,431,405           |
| <b>Debt service:</b>                                    |                     |                       |                       |                     |
| Principal   | 2,375,000           | 2,405,000             | 2,400,000             | 3,380,000           |
| Interest  | 1,619,619           | 2,073,651             | 2,191,532             | 2,246,939           |
| <b>Total expenditures</b>                               | <b>81,222,755</b>   | <b>93,873,800</b>     | <b>88,380,891</b>     | <b>84,994,744</b>   |
| <b>Excess of revenues (under) expenditures</b>          | <b>(3,550,908)</b>  | <b>(9,047,135)</b>    | <b>(3,987,666)</b>    | <b>1,380,488</b>    |
| <b>Other financing sources (uses):</b>                  |                     |                       |                       |                     |
| Transfers in  | 5,316,379           | 5,769,154             | 5,788,841             | 7,225,073           |
| Transfers out   | (7,466,380)         | (8,192,736)           | (8,328,548)           | (10,028,509)        |
| Issuance of long-term debt                              | 15,145,385          | 4,955,000             | 2,360,000             | 3,385,000           |
| Proceeds of refunding bonds                             | 11,840,000          | -                     | -                     | 6,535,000           |
| Payment to refunded bond escrow agent                   | (11,894,742)        | -                     | -                     | (6,550,142)         |
| Premium (discount) on long-term debt                    | 239,357             | -                     | -                     | 150,063             |
| <b>Total other financing sources (uses)</b>             | <b>13,179,999</b>   | <b>2,531,418</b>      | <b>(179,707)</b>      | <b>716,485</b>      |
| <b>Extraordinary Items</b>                              |                     |                       |                       |                     |
| State Teacher's on-behalf payments                      | -                   | -                     | -                     | -                   |
| State Teacher's on-behalf revenues                      | -                   | -                     | -                     | -                   |
|   | -                   | -                     | -                     | -                   |
| <b>Net changes in fund balance</b>                      | <b>\$ 9,629,091</b> | <b>\$ (6,515,717)</b> | <b>\$ (4,167,373)</b> | <b>\$ 2,096,973</b> |
| Debt service as a percentage of noncapital expenditures | 6.2%                | 6.5%                  | 6.3%                  | 7.4%                |

| Fiscal Year |             |                |               |               |               |               |
|-------------|-------------|----------------|---------------|---------------|---------------|---------------|
|             | 2005        | 2006           | 2007          | 2008          | 2009          | 2010          |
| \$          | 65,305,954  | \$ 66,518,496  | \$ 68,138,291 | \$ 71,336,266 | \$ 76,562,176 | \$ 75,182,401 |
|             | 20,016,051  | 20,615,304     | 23,124,106    | 26,644,488    | 26,222,871    | 26,801,211    |
|             | 5,431,000   | 5,751,732      | 8,323,821     | 6,029,904     | 4,861,097     | 4,702,674     |
|             | 1,032,966   | 2,153,617      | 2,617,648     | 2,141,587     | 974,090       | 271,212       |
|             | 233,716     | 97,204         | 389,254       | 880,872       | 431,184       | 1,233,260     |
|             | 92,019,687  | 95,136,353     | 102,593,120   | 107,033,117   | 109,051,418   | 108,190,758   |
|             | 56,712,356  | 60,199,619     | 62,350,202    | 66,572,503    | 68,513,854    | 70,143,336    |
|             | 8,859,785   | 9,374,448      | 10,395,260    | 10,469,204    | 10,246,729    | 10,573,779    |
|             | 3,135,121   | 3,105,934      | 3,237,562     | 3,518,880     | 3,709,140     | 3,584,459     |
|             | 1,500,025   | 1,531,655      | 1,382,043     | 1,456,296     | 1,515,876     | 1,451,375     |
|             | 6,980,615   | 7,877,132      | 8,367,585     | 8,580,942     | 8,799,842     | 8,730,084     |
|             | 4,825,141   | 5,090,350      | 5,457,772     | 5,500,331     | 5,820,515     | 5,622,128     |
|             | 5,565,439   | 5,745,462      | 3,100,481     | 6,974,255     | 4,729,743     | 4,310,522     |
|             | 3,725,000   | 3,665,000      | 3,805,000     | 4,225,000     | 4,363,000     | 4,500,000     |
|             | 1,990,158   | 1,938,336      | 1,847,399     | 1,823,015     | 1,908,961     | 1,359,963     |
|             | 93,293,640  | 98,527,936     | 99,943,304    | 109,120,426   | 109,607,660   | 110,275,646   |
|             | (1,273,953) | (3,391,583)    | 2,649,816     | (2,087,309)   | (556,242)     | (2,084,888)   |
|             | 6,199,793   | 6,422,153      | 7,142,489     | 7,949,387     | 9,435,672     | 6,859,290     |
|             | (6,199,793) | (6,332,153)    | (7,142,489)   | (7,949,387)   | (9,345,672)   | (6,716,700)   |
|             | 5,745,000   | 2,000,000      | 1,555,000     | 3,743,000     | 18,625,000    | 4,680,000     |
|             | 9,000,000   | -              | -             | -             | 776,854       | 12,305,000    |
|             | (8,866,373) | -              | -             | -             | (19,205,032)  | (13,442,569)  |
|             | 7,870       | -              | -             | -             | -             | 1,525,219     |
|             | 5,886,497   | 2,090,000      | 1,555,000     | 3,743,000     | 286,822       | 5,210,240     |
|             | -           | -              | -             | (16,366,000)  | -             | -             |
|             | -           | -              | -             | 16,366,000    | -             | -             |
|             | -           | -              | -             | -             | -             | -             |
| \$          | 4,612,544   | \$ (1,301,583) | \$ 4,204,816  | \$ 1,655,691  | \$ (269,420)  | \$ 3,125,352  |
|             | 7.0%        | 6.4%           | 6.2%          | 5.8%          | 6.0%          | 5.9%          |



**TOWN OF WINDSOR, CONNECTICUT**

**Tax Revenues by Source, Governmental Funds  
Last Ten Fiscal Years  
(modified accrual basis of accounting)  
(Unaudited)**

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| Fiscal Year | Real Estate   | Personal Property | Motor Vehicle | Total         |
|-------------|---------------|-------------------|---------------|---------------|
| 2001        | N/A           | N/A               | N/A           | \$ 49,076,071 |
| 2002        | N/A           | N/A               | N/A           | 53,745,020    |
| 2003        | N/A           | N/A               | N/A           | 58,680,150    |
| 2004        | \$ 46,513,954 | \$ 9,447,147      | \$ 6,089,327  | 62,050,428    |
| 2005        | 51,304,553    | 8,598,849         | 5,037,958     | 64,941,360    |
| 2006        | 51,985,365    | 8,722,593         | 5,296,418     | 66,004,376    |
| 2007        | 53,728,711    | 8,179,172         | 5,764,603     | 67,672,486    |
| 2008        | 55,659,741    | 9,298,661         | 5,827,550     | 70,785,952    |
| 2009        | 59,125,526    | 10,709,068        | 5,641,311     | 75,475,905    |
| 2010        | 57,390,047    | 11,516,891        | 5,040,392     | 73,947,330    |

**Source:** Town records.

N/A - Not Available.

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**TOWN OF WINDSOR, CONNECTICUT**

**Assessed Value and Estimated Actual Value of Taxable Property  
Last Ten Fiscal Years  
(Unaudited)**

| Fiscal Year | Residential Property         | Commercial Property | Industrial Property | Miscellaneous Land | Personal Property | Motor Vehicle  |
|-------------|------------------------------|---------------------|---------------------|--------------------|-------------------|----------------|
| 2001        | \$ 905,610,300               | \$ 196,566,650      | \$ 174,269,690      | \$ 22,581,230      | \$ 244,392,210    | \$ 155,774,410 |
| 2002        | 915,276,460                  | 200,378,710         | 182,331,940         | 25,233,250         | 277,806,160       | 159,544,150    |
| 2003        | 924,273,490                  | 225,516,410         | 188,070,050         | 23,953,930         | 308,154,080       | 164,100,655    |
| 2004        | 931,840,840                  | 248,214,960         | 190,953,560         | 23,342,760         | 331,037,890       | 168,337,145    |
| 2005        | 1,254,331,340                | 325,327,250         | 180,773,390         | 36,728,440         | 335,867,610       | 159,949,270    |
| 2006        | 1,272,280,520                | 323,775,700         | 190,391,740         | 33,884,690         | 341,352,590       | 169,786,997    |
| 2007        | 1,290,055,340                | 325,320,740         | 204,604,820         | 30,552,480         | 332,285,896       | 181,808,230    |
| 2008        | 1,307,015,550                | 344,197,987         | 220,992,873         | 31,809,820         | 366,594,174       | 184,853,593    |
| 2009        | 1,338,018,870                | 412,253,460         | 320,434,590         | 7,076,440          | 424,977,643       | 190,257,671    |
| 2010        | 1,616,431,530 <sup>(1)</sup> | 509,934,800         | 369,068,280         | 7,429,030          | 488,125,018       | 185,708,117    |

**Source:** Town Assessor's Records - Prior Board of Assessment appeals

<sup>(1)</sup> October 1, 2008 revaluation before adjusting for a five-year phase-in.

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| Total Taxable Assessed Value | Percent Growth | Total Direct Tax Rate | Actual Taxable Value | Value as a Percentage of Actual Value |
|------------------------------|----------------|-----------------------|----------------------|---------------------------------------|
| \$ 1,699,194,490             | (18.86)%       | 29.70                 | \$ 1,650,906,160     | 70.00%                                |
| 1,760,570,670                | 3.61%          | 31.20                 | 1,712,678,000        | 60.60%                                |
| 1,834,068,615                | 4.17%          | 32.60                 | 1,768,511,335        | 55.70%                                |
| 1,893,727,155                | 3.25%          | 33.57                 | 1,836,550,760        | 51.60%                                |
| 2,292,977,300                | 21.08%         | 28.83                 | 2,243,767,090        | 70.00%                                |
| 2,331,472,237                | 1.68%          | 28.73                 | 2,284,745,107        | 60.12%                                |
| 2,364,627,506                | 1.42%          | 29.30                 | 2,303,286,906        | 56.74%                                |
| 2,455,463,997                | 4.27%          | 29.30                 | 2,401,738,780        | 50.73%                                |
| 2,693,018,674                | 9.67%          | 29.30                 | 2,590,539,164        | 54.00%                                |
| 3,176,696,775                | 17.96%         | 28.34                 | 2,923,858,605        | 70.00%                                |

TOWN OF WINDSOR, CONNECTICUT

Principal Property Taxpayers  
Current Year and Nine Years Ago  
(Unaudited)

| Taxpayer                  | 2010                   |      |   | Taxpayer                  | 2001                   |      |   |
|---------------------------|------------------------|------|---|---------------------------|------------------------|------|---|
|                           | Taxable Assessed Value | Rank | Percentage of Total Town Taxable Assessed Value |                           | Taxable Assessed Value | Rank | Percentage of Total Town Taxable Assessed Value |
| Hartford Financial Corp   |                        |      |   | Aetna                     | \$ 46,170,570          | 1    | 2.79%   |
| Griffin Land & Affiliates | 70,713,429             | 1    | 2.68%   | ABB Combustion            | 41,669,090             | 2    | 2.25  |
| IBM & Affiliates          | 67,773,044             | 2    | 2.57  | Cigna                     | 25,065,350             | 3    | 1.51  |
| Walgreens Eastern         | 63,005,731             | 3    | 2.39  | Griffin Land & Affiliates | 24,273,930             | 4    | 1.47  |
| Cigna                     | 42,976,477             | 4    | 1.63  | Stanadyne Automotive      | 24,148,500             | 5    | 1.16  |
| Hartford Financial Corp   | 41,755,723             | 5    | 1.58  | New Boston LP             | 20,065,220             | 6    | 1.21  |
| Northeast Utilities       | 35,422,251             | 6    | 1.34  | Crown Properties LP       | 15,429,420             | 7    | 0.93  |
| ING                       | 26,533,344             | 7    | 1.01  | IBM                       | 13,277,500             | 8    | 0.80  |
| Ferraina & Affiliates     | 25,698,914             | 8    | 0.98  | Konica & Affiliates       | 12,507,890             | 9    | 0.76  |
| GPT Windsor LLC           | 25,408,260             | 9    | 0.96  | Hitachi Data Systems      | 12,410,780             | 10   | 0.75  |
| Valassis & Affiliates     | 24,879,074             | 10   | 0.94  |                           |                        |      |   |
| <b>Total</b>              | <b>\$ 424,166,247</b>  |      | <b>16.08%</b>                                   |                           | <b>\$ 235,018,250</b>  |      | <b>13.63%</b>                                   |

Source: Town Assessor's Records

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**TOWN OF WINDSOR, CONNECTICUT**

**Property Tax Levies And Collections  
Last Ten Fiscal Years  
(Unaudited)**

| Fiscal Year Ended June 30: | Grand List Year | Taxes Levied<br>for the<br>Tax Year | Collected Within the<br>Fiscal Year of the Levy |                       |
|----------------------------|-----------------|-------------------------------------|---|-----------------------|
|                            |                 |                                     | Amount  | Percentage<br>of Levy |
| 2001                       | 1999            | \$ 49,308,632                       | \$ 48,683,768                                   | 98.73                 |
| 2002                       | 2000            | 53,896,626                          | 53,183,017                                      | 98.68                 |
| 2003                       | 2001            | 58,464,014                          | 57,588,217                                      | 98.50                 |
| 2004                       | 2002            | 62,034,181                          | 61,264,110                                      | 98.76                 |
| 2005                       | 2003            | 65,083,579                          | 64,366,789                                      | 98.90                 |
| 2006                       | 2004            | 66,125,430                          | 65,358,104                                      | 98.83                 |
| 2007                       | 2005            | 68,003,799                          | 67,097,273                                      | 98.67                 |
| 2008                       | 2006            | 70,937,721                          | 70,073,117                                      | 98.78                 |
| 2009                       | 2007            | 76,374,720                          | 75,475,905                                      | 98.82                 |
| 2010                       | 2008            | 74,984,463                          | 73,947,330                                      | 98.62                 |

**Source:** Town Tax Records

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| Collections in<br>Subsequent<br>Years | Total Collections to Date |                       |
|---------------------------------------|---------------------------|-----------------------|
|                                       | Amount                    | Percentage<br>of Levy |
| \$ 564,828                            | \$ 49,248,596             | 99.88                 |
| 601,135                               | 53,784,152                | 99.79                 |
| 723,807                               | 58,312,024                | 99.74                 |
| 587,462                               | 61,851,572                | 99.71                 |
| 608,903                               | 64,975,692                | 99.83                 |
| 586,465                               | 65,944,569                | 99.73                 |
| 670,508                               | 67,767,781                | 99.65                 |
| 672,498                               | 70,745,615                | 99.73                 |
| 688,274                               | 76,164,179                | 99.72                 |
| -                                     | 73,947,330                | 98.62                 |



**TOWN OF WINDSOR, CONNECTICUT**

**Ratios of Net General Bonded Debt Outstanding by Type  
Last Ten Fiscal Years  
(Unaudited)**

| Fiscal Year | Governmental Activities  |                                       |                         | Percentage of Actual Property Value | Debt Per Capita | Percentage of Per Capita Income | Per Capita |
|-------------|--------------------------|---------------------------------------|-------------------------|-------------------------------------|-----------------|---------------------------------|------------|
|             | General Obligation Bonds | Less Amount Available in Debt Service | Net General Bonded Debt |                                     |                 |                                 |            |
| 2001        | \$ 42,415,000            | \$ -                                  | \$ 42,415,000           | 1.42%                               | \$ 1,059        | N/A                             | N/A        |
| 2002        | 44,965,000               | -                                     | 44,965,000              | 2.57%                               | 1,502           | N/A                             | N/A        |
| 2003        | 44,925,000               | -                                     | 44,925,000              | 2.54%                               | 1,592           | N/A                             | N/A        |
| 2004        | 45,515,000               | -                                     | 45,515,000              | 2.48%                               | 1,596           | N/A                             | N/A        |
| 2005        | 48,140,000               | -                                     | 48,140,000              | 2.13%                               | 1,688           | N/A                             | N/A        |
| 2006        | 46,475,000               | -                                     | 46,475,000              | 1.99%                               | 1,620           | N/A                             | N/A        |
| 2007        | 44,225,000               | -                                     | 44,225,000              | 1.84%                               | 1,536           | N/A                             | N/A        |
| 2008        | 43,743,000               | -                                     | 43,743,000              | 1.82%                               | 1,510           | N/A                             | N/A        |
| 2009        | 39,265,000               | -                                     | 39,265,000              | 1.52%                               | 1,355           | N/A                             | N/A        |
| 2010        | 38,730,000               |                                       | 38,730,000              | 1.47%                               | 1,335           | N/A                             | N/A        |

Source: Town Records  
N/A - Not Available.

**TOWN OF WINDSOR, CONNECTICUT**

**Direct Governmental Activities Debt  
For the Year Ended June 30, 2010  
(Unaudited)**

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| Governmental Unit  | Debt<br>Outstanding                |
|--|------------------------------------|
| General obligation debt  | \$ 38,730,000                      |
| Less school construction grants receivable -<br>principal portion only | <u>915,932</u>                     |
| <b>Total direct debt</b>   | <b><u><u>\$ 37,814,068</u></u></b> |

TOWN OF WINDSOR, CONNECTICUT

Legal Debt Margin Information

Last Ten Fiscal Years

(dollars in thousands)

(Unaudited)

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|   | 2001           | 2002           | 2003           | 2004           |
|---|----------------|----------------|----------------|----------------|
| Debt limit  | \$ 345,989,000 | \$ 346,000,000 | \$ 378,732,515 | \$ 409,397,583 |
| Total net debt applicable to limit  | 46,975,000     | 44,240,900     | 62,306,576     | 67,890,707     |
| Legal debt margin   | 299,014,000    | 301,759,100    | 316,425,939    | 341,506,876    |
| <b>Total net debt applicable to the limit<br/>as a percentage of debt limit</b> | 13.58%         | 12.79%         | 16.45%         | 16.58%         |

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|    | 2005        | 2006           | 2007           | 2008           | 2009           | 2010           |
|----|-------------|----------------|----------------|----------------|----------------|----------------|
| \$ | 433,667,479 | \$ 465,253,446 | \$ 476,993,454 | \$ 499,151,226 | \$ 536,255,608 | \$ 526,352,659 |
|    | 52,836,789  | 54,756,185     | 45,410,454     | 44,834,962     | 42,111,696     | 38,999,068     |
|    | 380,830,690 | 410,497,261    | 431,583,000    | 454,316,264    | 494,143,912    | 487,353,591    |
|    | 12.18%      | 11.77%         | 9.52%          | 8.98%          | 7.85%          | 7.41%          |

TOWN OF WINDSOR, CONNECTICUT

SCHEDULE OF DEBT LIMITATION

June 30, 2010

|   |                              |
|---|------------------------------|
| Total tax collections (including interest and lien fees) for the year ended June 30, 2009 | \$ 75,193,237                |
| Reimbursement for revenue loss:<br>Tax relief for elderly                                 | <u>-</u>                     |
| Base  | <u>\$ 75,193,237</u>         |
| Debt limit  | <u><u>\$ 526,352,659</u></u> |

| Debt Limitation                           | General Purpose              | Schools                      | Sewer                        | Urban Renewal                | Unfunded Pension Benefit Obligation |
|---|------------------------------|------------------------------|------------------------------|------------------------------|-------------------------------------|
| 2-1/4 times base                          | \$ 169,184,783               | \$ -                         | \$ -                         | \$ -                         | \$ -                                |
| 4-1/2 times base                          | -                            | 338,369,567                  | -                            | -                            | -                                   |
| 3-3/4 times base                          | -                            | -                            | 281,974,639                  | -                            | -                                   |
| 3-1/4 times base                          | -                            | -                            | -                            | 244,378,020                  | -                                   |
| 3 times base                              | -                            | -                            | -                            | -                            | 225,579,711                         |
| <b>Total debt limitation</b>              | <u>169,184,783</u>           | <u>338,369,567</u>           | <u>281,974,639</u>           | <u>244,378,020</u>           | <u>225,579,711</u>                  |
| <b>Debt as defined by statute:</b>        |                              |                              |                              |                              |                                     |
| Bonds payable                             | 21,457,000                   | 17,273,000                   | -                            | -                            | -                                   |
| Bond anticipation notes payable           |                              |                              |                              |                              |                                     |
| School construction grants                | -                            | (915,932)                    | -                            | -                            | -                                   |
| Bonds authorized but not issued           | 1,185,000                    | -                            | -                            | -                            | -                                   |
| <b>Total indebtedness</b>                 | <u>22,642,000</u>            | <u>16,357,068</u>            | <u>-</u>                     | <u>-</u>                     | <u>-</u>                            |
| Debt Limitation in excess of indebtedness | <u><u>\$ 146,542,783</u></u> | <u><u>\$ 322,012,499</u></u> | <u><u>\$ 281,974,639</u></u> | <u><u>\$ 244,378,020</u></u> | <u><u>\$ 225,579,711</u></u>        |

TOWN OF WINDSOR, CONNECTICUT

Calculation of Net Direct Debt and Current Debt Ratios

Last Ten Fiscal Years

(Unaudited)

| Fiscal Year | Population | Governmental Activities  |           |                   |                         |                 | Total Overall net Debt (1) | Direct Debt Per Capita | Net Direct Debt Per Capita | Overall Net Debt Per Capita | Net Taxable Grand List (2) | Direct Debt to Net Taxable G/L | Net Direct Debt to Net Taxable G/L | Overall Net Debt to Net Taxable G/L |
|-------------|------------|--------------------------|-----------|-------------------|-------------------------|-----------------|----------------------------|------------------------|----------------------------|-----------------------------|----------------------------|--------------------------------|------------------------------------|-------------------------------------|
|             |            | General Obligation Bonds | Notes     | Total Direct Debt | State Grants Receivable | Net Direct Debt |                            |                        |                            |                             |                            |                                |                                    |                                     |
| 2001        | 28,260     | 42,415,000               | -         | 42,415,000        | 4,874,431               | 37,540,569      | 43,049,823                 | 1,501                  | 1,328                      | 1,523                       | 1,650,906,160              | 2.57%                          | 2.27%                              | 2.61%                               |
| 2002        | 28,519     | 44,965,000               | 1,690,000 | 46,655,000        | 4,425,830               | 42,229,170      | 50,095,264                 | 1,636                  | 1,481                      | 1,757                       | 1,712,678,000              | 2.72%                          | 2.47%                              | 2.92%                               |
| 2003        | 28,565     | 44,925,000               | 1,690,000 | 46,615,000        | 3,977,228               | 42,637,772      | 50,325,926                 | 1,632                  | 1,493                      | 1,762                       | 1,768,511,335              | 2.64%                          | 2.41%                              | 2.85%                               |
| 2004        | 28,652     | 45,515,000               | 1,705,000 | 47,220,000        | 3,258,070               | 43,961,930      | 51,834,387                 | 1,648                  | 1,534                      | 1,809                       | 1,836,550,760              | 2.57%                          | 2.39%                              | 2.82%                               |
| 2005        | 28,565     | 48,140,000               | -         | 48,140,000        | 3,108,398               | 45,031,602      | 53,270,423                 | 1,685                  | 1,576                      | 1,865                       | 2,243,767,090              | 2.15%                          | 2.01%                              | 2.37%                               |
| 2006        | 28,674     | 46,475,000               | -         | 46,475,000        | 2,617,422               | 43,857,578      | 51,529,376                 | 1,621                  | 1,530                      | 1,797                       | 2,284,745,107              | 2.03%                          | 1.92%                              | 2.26%                               |
| 2007        | 28,800     | 44,225,000               | 1,950,000 | 46,175,000        | 2,106,546               | 44,068,454      | 51,051,238                 | 1,603                  | 1,530                      | 1,773                       | 2,302,560,156              | 2.01%                          | 1.91%                              | 2.22%                               |
| 2008        | 28,977     | 43,743,000               | 2,345,000 | 46,088,000        | 1,593,038               | 44,494,962      | 55,648,239                 | 1,591                  | 1,536                      | 1,920                       | 2,401,738,780              | 1.92%                          | 1.85%                              | 2.32%                               |
| 2009        | 28,977     | 39,265,000               | 3,535,000 | 42,800,000        | 1,253,304               | 41,546,696      | 53,733,445                 | 1,477                  | 1,434                      | 1,854                       | 2,590,539,164              | 1.65%                          | 1.60%                              | 2.07%                               |
| 2010        | 29,014     | 38,730,000               | -         | 38,730,000        | 915,932                 | 37,814,068      | 56,251,049                 | 1,335                  | 1,303                      | 1,939                       | 2,635,622,104              | 1.47%                          | 1.43%                              | 2.13%                               |

(1) Includes net overlapping Debt and Underlying Debt

(2) Based on Board of Assessment Appeals - Gross taxable for FY2010 \$3,172,097,701. FY 2010 net taxable grand list is year 1 of a five-year phase-in of a revaluation as of 10/1/08.

**TOWN OF WINDSOR, CONNECTICUT**

**Demographic and Economic Statistics**

**Last Ten Fiscal Years**

**(Unaudited)**

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| Fiscal<br>Year<br>Ended<br>June 30 | Population | Personal<br>Income | Per Capita<br>Income | Median<br>Age | School<br>Enrollment | Unemployment(*)<br>Rate |
|------------------------------------|------------|--------------------|----------------------|---------------|----------------------|-------------------------|
| 2001                               | 28,260     | N/A                | N/A                  | 39.8          | 4,542                | 3.0%                    |
| 2002                               | 28,519     | N/A                | N/A                  | 39.8          | 4,400                | 4.3%                    |
| 2003                               | 28,565     | N/A                | N/A                  | 39.8          | 4,462                | 6.0%                    |
| 2004                               | 28,652     | N/A                | N/A                  | 39.8          | 4,394                | 4.9%                    |
| 2005                               | 28,565     | N/A                | N/A                  | 41.39         | 4,354                | 4.8%                    |
| 2006                               | 28,674     | N/A                | N/A                  | N/A           | 4,240                | 3.7%                    |
| 2007                               | 28,800     | N/A                | N/A                  | N/A           | 4,150                | 4.1%                    |
| 2008                               | 28,977     | N/A                | N/A                  | N/A           | 4,098                | 4.2%                    |
| 2009                               | 28,977     | N/A                | N/A                  | N/A           | 3,966                | 8.0%                    |
| 2010                               | 29,014     | N/A                | N/A                  | N/A           | 3,759                | 8.5%                    |

**Source:** Town Clerk's Records, School Department Records

N/A - Not Available.

**TOWN OF WINDSOR, CONNECTICUT**

**Principal Employers  
Current Year and Nine Years Ago  
(Unaudited)**

| Employer                   | 2010      |      |                                     | Employer                | 2001      |      |                                     |
|----------------------------|-----------|------|-------------------------------------|-------------------------|-----------|------|-------------------------------------|
|                            | Employees | Rank | Percentage of Total Town Employment |                         | Employees | Rank | Percentage of Total Town Employment |
| Hartford Life              | 2,100     | 1    | 8.88%                               | Asea Brown Boveri       | 2,700     | 1    | 14.17%                              |
| ING                        | 1,830     | 2    | 7.73%                               | Aetna                   | 1,200     | 2    | 6.30%                               |
| Alstom Power Systems       | 1,350     | 3    | 5.71%                               | UTC/Pratt Whitney       | 1,100     | 3    | 5.77%                               |
| Town of Windsor            | 820       | 4    | 3.47%                               | Town of Windsor         | 866       | 4    | 4.54%                               |
| Northeast Utilities        | 600       | 5    | 2.54%                               | Stanadyne, Inc.         | 820       | 5    | 4.30%                               |
| Westinghouse Electric Co.  | 520       | 6    | 2.20%                               | Hartford Life           | 800       | 6    | 4.20%                               |
| Konica Minolta             | 450       | 7    | 1.90%                               | Konica, Inc.            | 525       | 7    | 2.76%                               |
| Permastellisa NA           | 400       | 8    | 1.69%                               | Moore Business Forms    | 450       | 8    | 2.36%                               |
| CIGNA                      | 400       | 9    | 1.69%                               | AMS Services            | 370       | 9    | 1.94%                               |
| SS&C Technologies          | 350       | 10   | 1.48%                               | CIGNA                   | 350       | 10   | 1.84%                               |
| Valassis                   | 350       | 11   | 1.48%                               | Xerox                   | 350       | 11   | 1.84%                               |
| Sunlife Financial Services | 350       | 12   | 1.48%                               | ADVO, Inc.              | 330       | 12   | 1.73%                               |
| Bank America               | 300       | 13   | 1.27%                               | Genesis Health Ventures | 320       | 13   | 1.68%                               |
| Aetna                      | 300       | 14   | 1.27%                               | Barnes Group            | 300       | 14   | 1.57%                               |

**Sources:** Town Records



TOWN OF WINDSOR, CONNECTICUT

Full-Time Equivalent Town Government Employees By Functions/Programs

Last Ten Fiscal Years

(Unaudited)

| Functions/Program                     | Full-Time Equivalent Employees as of June 30 |       |       |       |       |
|---------------------------------------|--|-------|-------|-------|-------|
|                                       | 2001   | 2002  | 2003  | 2004  | 2005  |
| <u>Police</u>                         |  |       |       |       |       |
| Administration                        | 7.00   | 7.25  | 6.50  | 6.00  | 6.00  |
| Support Services                      | 10.00  | 10.00 | 13.00 | 15.00 | 15.00 |
| Uniformed Patrol                      | 50.30  | 50.30 | 48.30 | 48.80 | 45.80 |
| Animal Control                        | 1.00   | 1.00  | 1.00  | 1.00  | 1.00  |
| <u>Fire</u>                           |  |       |       |       |       |
| Fire and Rescue Services              | 1.00   | 1.00  | 1.00  | 1.00  | 1.00  |
| <u>Parks and Recreation</u>           |  |       |       |       |       |
| Recreation                            | 28.50  | 28.65 | 29.85 | 29.15 | 27.19 |
| Northwest Park Education/Recreation   | 6.25   | 6.25  | 6.75  | 6.25  | 6.25  |
| Northwest Park Facility/Property Mgt. | 2.50   | 2.50  | 2.50  | 2.50  | 2.50  |
| <u>Human Services</u>                 |  |       |       |       |       |
| Senior Services                       | 4.90   | 4.25  | 5.25  | 4.80  | 5.48  |
| Transportation                        |  |       |       |       |       |
| Youth Services Bureau                 |  |       |       |       | 2.30  |
| Healthy People Program                |  | 0.50  | 2.50  | 2.50  | 4.12  |
| Social Services                       | 5.00   | 5.33  | 5.66  | 5.00  | 6.25  |
| <u>Health Services</u>                |  |       |       |       |       |
| Inspection and Regulation             | 2.00   | 2.15  | 2.15  | 2.01  | 2.38  |
| Disease prevention and Control        | 2.40   | 2.48  | 2.48  | 2.35  | 1.53  |
| Clinic Services                       | 0.60   | 0.71  | 0.71  | 0.64  | 0.72  |
| Emergency Management                  |  |       |       |       | 0.08  |
| <u>Library Services</u>               |  |       |       |       |       |
| Adult and Teen Services               | 11.00  | 11.00 | 11.00 | 10.50 | 10.50 |
| Main Library                          | 0.75   | 0.75  | 0.75  | 0.75  | 0.75  |
| Children's Services                   | 4.15   | 4.15  | 3.85  | 3.85  | 3.85  |
| Wilson Services                       | 3.35   | 3.45  | 3.45  | 3.45  | 3.45  |
| <u>Development Services</u>           |  |       |       |       |       |
| Building Safety                       | 5.00   | 6.00  | 6.00  | 6.25  | 6.25  |
| Economic Development                  | 1.00   | 1.00  | 1.00  | 1.00  | 1.00  |
| Planning                              | 3.00   | 3.40  | 3.40  | 3.50  | 3.50  |
| Design Services                       | 6.15   | 6.15  | 6.15  | 5.15  | 6.94  |
| <u>Public Works</u>                   |  |       |       |       |       |
| Parks and Grounds                     | 13.20  | 13.80 | 12.20 | 11.45 | 13.75 |
| Facilities Management                 | 3.50   | 3.75  | 4.20  | 4.20  | 4.25  |
| Pavement                              | 10.50  | 8.00  | 8.00  | 7.00  | 7.50  |
| Stormwater Drainage                   | 4.00   | 3.00  | 3.00  | 3.00  | 4.00  |
| Traffic Safety and Community Support  | 8.00   | 8.00  | 7.50  | 8.00  | 7.00  |
| Equipment Repair                      |  | 3.50  | 3.40  | 3.40  | 3.40  |
| Storm Control                         |  |       |       |       |       |
| <u>Information Services</u>           |  |       |       |       |       |
| Town Clerk                            | 3.75   | 3.25  | 3.25  | 3.20  | 3.20  |
| Public Relations                      | 1.00   | 1.00  | 1.00  | 1.20  | 1.00  |
| <u>Administrative Services</u>        |  |       |       |       |       |
| Financial Accounting and Reporting    | 8.00   | 8.00  | 8.00  | 6.12  | 6.62  |
| Human Services                        | 3.00   | 3.00  | 3.00  | 2.75  | 3.00  |
| Information Technology                | 3.00   | 3.00  | 3.00  | 2.50  | 3.00  |
| Risk Management                       | 1.00   | 1.00  | 1.00  | 1.00  | 1.00  |
| Property Valuation                    | 3.00   | 3.00  | 3.00  | 3.00  | 3.23  |
| Tax Collection                        | 2.20   | 2.20  | 2.30  | 2.30  | 2.65  |
| <u>General Government</u>             |  |       |       |       |       |
| Town Manager                          | 3.50   | 4.00  | 4.00  | 3.50  | 3.50  |
| Town Treasurer                        | 0.25   | 0.25  | 0.25  | 0.25  | 0.25  |

Full-Time Equivalent Employees as of June 30

| 2006  | 2007  | 2008  | 2009  | 2010  |
|-------|-------|-------|-------|-------|
| 6.00  | 6.00  | 6.00  | 6.00  | 6.00  |
| 15.00 | 11.00 | 11.00 | 12.00 | 10.00 |
| 43.80 | 46.30 | 46.30 | 45.30 | 47.60 |
| 1.00  | 1.00  | 1.00  | 1.00  | 1.00  |
| 1.00  | 1.00  | 1.00  | 1.00  | 1.00  |
| 27.58 | 27.04 | 27.85 | 27.70 | 26.48 |
| 6.14  | 5.63  | 5.23  | 5.20  | 5.75  |
| 2.50  | 2.47  | 1.97  | 2.00  | 2.23  |
| 5.48  | 5.48  | 6.37  | 7.02  | 2.79  |
|       |       |       |       | 6.24  |
| 2.00  | 2.00  | 1.85  | 2.23  | 2.46  |
| 3.37  | 1.45  |       |       |       |
| 6.25  | 6.70  | 6.17  | 6.84  | 6.19  |
| 2.09  | 2.12  | 2.66  | 2.89  | 2.90  |
| 1.43  | 1.42  | 1.46  | 1.47  | 1.48  |
| 0.63  | 0.58  | 0.65  | 0.62  | 0.62  |
| 0.45  | 0.38  | 0.00  | 0.00  | 0.00  |
| 9.90  | 10.67 | 11.17 | 11.17 | 10.84 |
| 0.75  | 1.25  | 0.60  | 0.60  | 0.60  |
| 3.85  | 3.57  | 3.75  | 3.75  | 3.75  |
| 3.45  | 3.45  | 3.45  | 3.45  | 3.23  |
| 6.25  | 6.25  | 6.25  | 6.25  | 6.13  |
| 1.00  | 1.00  | 1.00  | 1.00  | 1.16  |
| 3.50  | 4.00  | 4.00  | 4.00  | 4.00  |
| 6.15  | 5.90  | 5.90  | 5.90  | 5.85  |
| 11.95 | 11.50 | 11.50 | 12.75 | 13.00 |
| 4.25  | 4.05  | 4.40  | 4.30  | 3.30  |
| 7.92  | 8.00  | 8.00  | 8.10  | 8.00  |
| 2.92  | 3.00  | 3.00  | 3.00  | 3.00  |
| 8.00  | 7.00  | 7.00  | 7.00  | 7.00  |
| 3.40  | 3.40  | 3.40  | 3.40  | 3.40  |
|       | 0.00  | 0.00  | 0.00  | 0.00  |
| 3.20  | 3.20  | 3.20  | 3.20  | 3.20  |
| 1.00  | 1.00  | 1.00  | 1.00  | 1.00  |
| 7.12  | 7.12  | 6.75  | 6.75  | 7.40  |
| 3.00  | 3.00  | 3.00  | 3.00  | 3.00  |
| 3.00  | 3.00  | 3.00  | 3.00  | 3.00  |
| 1.00  | 1.00  | 1.00  | 1.00  | 1.00  |
| 3.23  | 3.00  | 3.00  | 3.00  | 2.00  |
| 2.54  | 2.54  | 2.54  | 2.54  | 2.54  |
| 3.50  | 3.40  | 3.40  | 3.40  | 3.40  |
| 0.25  | 0.25  | 0.25  | 0.25  | 0.25  |

TOWN OF WINDSOR, CONNECTICUT

Full-Time Equivalent Town Government Employees By Functions/Programs, Continued  
 Last Ten Fiscal Years  
 (Unaudited)

| Functions/Program                        | Full-Time Equivalent Employees as of June 30 |               |               |               |               |
|--|--|---------------|---------------|---------------|---------------|
|  | 2001   | 2002          | 2003          | 2004          | 2005          |
| <u>Landfill Enterprise Fund</u>          |  |               |               |               |               |
| Landfill Operations                      | 7.80   | 8.50          | 8.60          | 8.60          | 10.00         |
| Landfill Recycling & Composting          | 2.70   |               |               |               |               |
| <u>Adult Daycare Enterprise Fund</u>     |  |               |               |               |               |
| Administration                           | 1.00   | 1.00          | 1.00          | 1.00          | 1.00          |
| Nursing                                  | 2.25   | 1.50          | 3.00          | 4.00          | 4.00          |
| Social Work                              | 1.00   | 1.00          | 1.00          | 1.00          | 1.00          |
| Therapeutic Recreation                   | 1.00   | 1.00          | 1.00          | 2.50          | 1.50          |
| Transportation                           | 2.00   | 4.50          | 2.50          | 3.25          | 3.50          |
| <u>Child Development Enterprise Fund</u> |  |               |               |               |               |
| Infant/Toddler Programs                  | 5.82   | 5.82          | 5.64          | 5.64          | 5.64          |
| Preschool/Kindergarten Programs          | 10.04  | 9.78          | 9.51          | 9.51          | 9.51          |
| Elementary Programs                      | 3.47   | 3.97          | 4.35          | 4.35          | 4.35          |
| <u>Community Development</u>             |  |               |               |               |               |
| Community Development (CDBG)             | 2.00   | 2.00          | 2.00          | 2.00          | 2.00          |
| <u>Grants</u>                            |  |               |               |               |               |
|  | -  | -             | -             | -             | -             |
| <b>Total</b>                             | <b>262.83</b>                                | <b>266.09</b> | <b>268.95</b> | <b>266.17</b> | <b>273.69</b> |

Source: Town Payroll Records  
 N/A - Not Available.

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Full-Time Equivalent Employees as of June 30

| 2006   | 2007   | 2008   | 2009   | 2010   |
|--------|--------|--------|--------|--------|
| 9.00   | 8.60   | 8.60   | 8.60   | 7.60   |
|        | 0.00   | 0.00   | 0.00   | 0.00   |
| 1.00   | 1.00   | 1.00   | 1.00   | 1.08   |
| 3.50   | 4.00   | 3.75   | 4.00   | 4.58   |
| 1.00   | 1.00   | 1.00   | 1.00   | 1.08   |
| 2.00   | 1.50   | 1.50   | 1.50   | 1.58   |
| 3.00   | 3.75   | 3.75   | 3.75   | 0.00   |
| 5.69   | 5.64   | 5.69   | 5.70   | 5.70   |
| 9.61   | 9.76   | 9.56   | 9.95   | 9.80   |
| 4.45   | 4.35   | 3.75   | 3.35   | 3.35   |
| 2.00   | 2.00   | 2.00   | 2.00   | 2.00   |
| -      |        |        |        |        |
| 267.10 | 262.72 | 260.67 | 263.93 | 259.56 |

**TOWN OF WINDSOR, CONNECTICUT**

**Operating Indicators By Function/Program  
Last Ten Fiscal Years  
(Unaudited)**

| Function/Program                     | Calendar Year  |               |               |               |
|--------------------------------------|----------------|---------------|---------------|---------------|
|                                      | 2001           | 2002          | 2003          | 2004          |
| <b>Police:</b>                       |                |               |               |               |
| Calls for service                    | 48,826         | 49,185        | 45,992        | 38,073        |
| Adult arrest                         | 1,964          | N/A           | 1,560         | 1,792         |
| Juvenile arrest                      | N/A            | N/A           | 147           | 169           |
| Speeding citations only              | 824            | 836           | 401           | 314           |
| Traffic citations                    | 2,750          | 3,064         | 3,698         | 3,698         |
| <b>Fire:</b>                         |                |               |               |               |
| Total fire runs                      | 786            | 756           | 685           | 807           |
| Total rescue runs                    | 306            | 312           | 181           | 233           |
| <b>Building safety:</b>              |                |               |               |               |
| CRE Griffin LLC                      | 1,961          | 876           | 2,021         | 2,445         |
| Total construction value all permits | \$ 107,335,416 | \$ 31,735,965 | \$ 47,340,144 | \$ 54,206,020 |
| Library, volumes in collection       | 136,992        | N/A           | N/A           | N/A           |
| <b>Parks and Recreation:</b>         |                |               |               |               |
| Recreation program attendance        | 8,500          | 11,000        | 14,850        | 14,850        |
| Aquatics program attendance          | 4,250          | 4,500         | 4,500         | 4,500         |

**Source:** Town Records

N/A - Not Available.

| Calendar Year |               |                |                |            |            |  |
|---------------|---------------|----------------|----------------|------------|------------|--|
| 2005          | 2006          | 2007           | 2008           | 2009       | 2010       |  |
| 39,883        | 44,966        | 48,751         | 47,869         | 52,451     | 60,100     |  |
| 1,775         | 1,776         | 2,094          | 1,946          | 1,653      | 1,712      |  |
| 175           | 104           | 114            | 95             | 77         | 69         |  |
| 431           | 237           | 254            | N/A            | N/A        | N/A        |  |
| 5,290         | 6,288         | 5,768          | 4,018          | 4,339      | 4,832      |  |
| 879           | 925           | 899            | 1,108          | 1,150      | 1,031      |  |
| 244           | 275           | 322            | 350            | 325        | 357        |  |
| 2,156         | 1892          | 2002           | 1662           | 1,595      | 1,808      |  |
| \$ 69,732,092 | \$ 76,327,630 | \$ 270,879,957 | \$ 154,596,155 | 75,615,985 | 76,261,429 |  |
| N/A           | 132,041       | 132,289        | 136,905        | 124,029    | 124,667    |  |
| 15,000        | 15,000        | 8,272          | 9,948          | 9,000      | 8,000      |  |
| 3,500         | 3,500         | 2,000          | 2,000          | 2,100      | 2,400      |  |

**TOWN OF WINDSOR, CONNECTICUT**

**Capital Asset Statistics By Function/Program**

**Last Ten Fiscal Years**

**(Unaudited)**

| Function/Program                       | 2001     | 2002     | 2003     | 2004     |
|--|----------|----------|----------|----------|
| Police:                                |          |          |          |          |
| Stations                               | 1        | 1        | 1        | 1        |
| Zone Offices                           | 1        | 1        | 1        | 1        |
| Fire, Fire Stations                    | 5        | 5        | 5        | 5        |
| Public Works:                          |          |          |          |          |
| Streets (Miles)                        | 138      | 138      | 138      | 138      |
| Traffic Signals                        | 50       | 50       | 50       | 50       |
| Parks & Recreation:                    |          |          |          |          |
| Acreage                                | 1,500    | 1,500    | 1,500    | 1,500    |
| Parks                                  | 23       | 23       | 23       | 23       |
| Baseball/Softball Diamonds             | 20       | 20       | 20       | 20       |
| In-line Hockey Rinks                   | -        | -        | -        | -        |
| Soccer/Football Fields                 | 17       | 17       | 17       | 17       |
| CRE Griffin LLC                        | 3        | 3        | 3        | 3        |
| Tennis Courts                          | 21       | 21       | 21       | 21       |
| Swimming pools                         | 4        | 4        | 4        | 4        |
| Parks with Playground Equipment        | 14       | 14       | 14       | 14       |
| Picnic Shelters                        | 3        | 3        | 3        | 3        |
| Community Centers                      | 1        | 1        | 1        | 1        |
| Library:                               |          |          |          |          |
| Facilities                             | 2        | 2        | 2        | 2        |
| Volumes                                | 136,992  | N/A      | 142,555  | N/A      |
| Water:                                 |          |          |          |          |
| Storage Capacity (MGPD)                | 105      | 105      | 105      | 105      |
| Average Daily Consumption (MGPD)       | 59.52    | 57.18    | 55.10    | 54.71    |
| Peak Consumption (MGPD)                | 98.09    | 90.85    | 76.74    | 76.19    |
| Wastewater:                            |          |          |          |          |
| Sanitary Sewers (miles)                | 1,044.27 | 1,048.19 | 1,054.60 | 1,059.36 |
| Storm Sewers (miles)                   | 67.90    | 69.03    | 69.07    | 69.30    |
| Combination Sanitary and Storm (miles) | 159.00   | 159.70   | 160.35   | 160.35   |

**Source:** Town Records & Metropolitan District Commission (MDC)

N/A - Not Available.

| 2005     | 2006    | 2007    | 2008    | 2009    | 2010    |
|----------|---------|---------|---------|---------|---------|
| 1        | 1       | 1       | 1       | 1       | 1       |
| 1        | 1       | 1       | 1       | 1       | 1       |
| 5        | 5       | 5       | 5       | 5       | 5       |
| 138      | 138     | 138     | 138     | 138     | 138     |
| 50       | 50      | 50      | 50      | 50      | 50      |
| 1,500    | 1,500   | 1,500   | 1,500   | 1,500   | 1,500   |
| 23       | 23      | 23      | 23      | 23      | 23      |
| 20       | 20      | 20      | 20      | 20      | 20      |
| -        | -       | -       | -       | -       | -       |
| 17       | 17      | 17      | 17      | 17      | 17      |
| 3        | 3       | 3       | 3       | 3       | 3       |
| 21       | 21      | 21      | 21      | 21      | 21      |
| 4        | 4       | 4       | 4       | 4       | 4       |
| 14       | 14      | 14      | 14      | 14      | 14      |
| 3        | 3       | 3       | 3       | 3       | 3       |
| 1        | 1       | 1       | 2       | 2       | 2       |
| 2        | 2       | 2       | 2       | 2       | 2       |
| N/A      | 132,041 | 132,289 | 136,905 | 124,029 | 124,667 |
| 105      | 105     | N/A     | N/A     | N/A     | N/A     |
| 55.43    | 52.56   | N/A     | N/A     | N/A     | N/A     |
| 87.79    | 80.49   | N/A     | N/A     | N/A     | N/A     |
| 1,062.94 | 1067.87 | N/A     | N/A     | N/A     | N/A     |
| 69.78    | 69.78   | N/A     | N/A     | N/A     | N/A     |
| 160.17   | 160.17  | N/A     | N/A     | N/A     | N/A     |



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