

TOWN OF WINDSOR, CONNECTICUT
COMPREHENSIVE ANNUAL FINANCIAL REPORT
JUNE 30, 2012



For the Fiscal Year Ended June 30, 2012

The Town of Windsor, Connecticut

Comprehensive Annual Financial Report



Fiscal Year Ended June 30, 2012

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

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Finance Director**

**James Bourke
Assistant Finance Director**

**Linda Collins
Town Accountant**

**Kelly Barrett
Budget Analyst**

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Introductory Section



First in Connecticut. First for its citizens.

December 7, 2012

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, 2012.

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 LLP, Certified Public Accountants, has issued an unqualified opinion on the Town of Windsor's financial statements for the year ended June 30, 2012. The independent auditor's report is located at the front of the financial statement section of this annual report.

The independent audit of the financial statements of the Town of Windsor 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'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, 2011. This was the 27th 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 services, 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 child 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 is guided by the town's Plan of Conservation and Development which is updated at regular intervals. 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. 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.

The Windsor Town Council has adopted formal, written Economic Development policies. These policies not only identify the incentives that are available to companies who may wish to locate in Windsor, but also clearly outline the services that Town officials will provide to new and existing businesses. The Town is committed to working with new businesses through all phases of their preparations and ultimate move to Windsor. Town officials are also 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.

Windsor is an important regional employment center in New England's Knowledge Corridor. It is strategically located between Hartford, CT and Springfield, MA on Interstate I-91 and adjoining Bradley International Airport. Windsor maintains a diversified economic base. Major industries include business and financial services, precision manufacturing, software development, regional distribution, data management and hospitality.

With a jobs base of more than 23,000, Windsor ranks fifth among Hartford area communities in total non-retail employment. Major private employers include Hartford Life, ING, Alstom, Northeast Utilities, Westinghouse, Konica Minolta, CIGNA, Walgreens, Permasteelisa and SS&C.

Between 2000 and 2010, Windsor experienced substantial growth. More than four million square feet of new commercial space was constructed during this period including 300,000 square feet of retail, 1.2 million square feet of office, and 2.5 million square feet of industrial/distribution space. In addition, more than 580 new hotel rooms and conference space were built to serve the growing business community. Most recently, Dollar Tree Inc. has selected Windsor for a one million square foot distribution center.

Looking forward, the Town of Windsor is taking steps to sustain its growth and the quality of its development. A variety of initiatives are underway to further improve highway access, manage transportation demand and enhance community livability. All approvals have been granted for a 600-acre mixed-use project in the Day Hill Road corporate area known as Great Pond Village. This project will add value to existing space and provide opportunities for new workforce housing. The Redevelopment Agency is pursuing redevelopment of key properties and planning for development to support and benefit from commuter rail service expansion in the town center. The State of Connecticut Department of Transportation has initiated a project for high-speed and enhanced commuter rail service through Windsor by 2016.

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 for spending to be managed within fixed 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, risk management, disbursement functions, debt management, pension administration, purchasing, special financial analysis and benefits processing.

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 2013-2018 CIP, adopted in July 2012 includes various projects for road improvements, building renovations, new building facilities, major equipment purchases, and other capital improvements totaling \$121,920,000. This plan also incorporates Board of Education related capital projects.

As part of the capital planning improvements process, the Town extensively evaluates funding requirements and prioritization for all projects by conducting a comprehensive debt analysis. This analysis consists of a review of current debt and the impact of incurring future debt on the Town's mill rate, existing debt service, and future operating budgets. A review of the current interest rate environment and various debt structures is also conducted to determine the affordability of additional debt.

On an annual basis, a five-year budget forecast is prepared by the Town Manager and Finance Director, for review and discussion with the Finance Committee and Town Council. This process allows the town to look at issues such as budget sustainability, and provides an opportunity to institute revenue and budgetary changes in a timely manner in anticipation of future events.

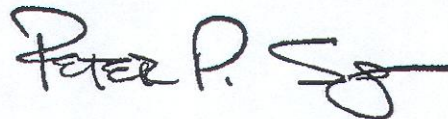
Independent Audit

State statutes require an annual audit be conducted by independent certified public accountants. In compliance with this requirement, the Town Council selected McGladrey LLP to perform the audit for fiscal year 2012. 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, Finance Director; James Bourke, Assistant Finance Director and Linda Collins, Town Accountant. 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 stylized and written in a cursive-like font.

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, 2011

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.

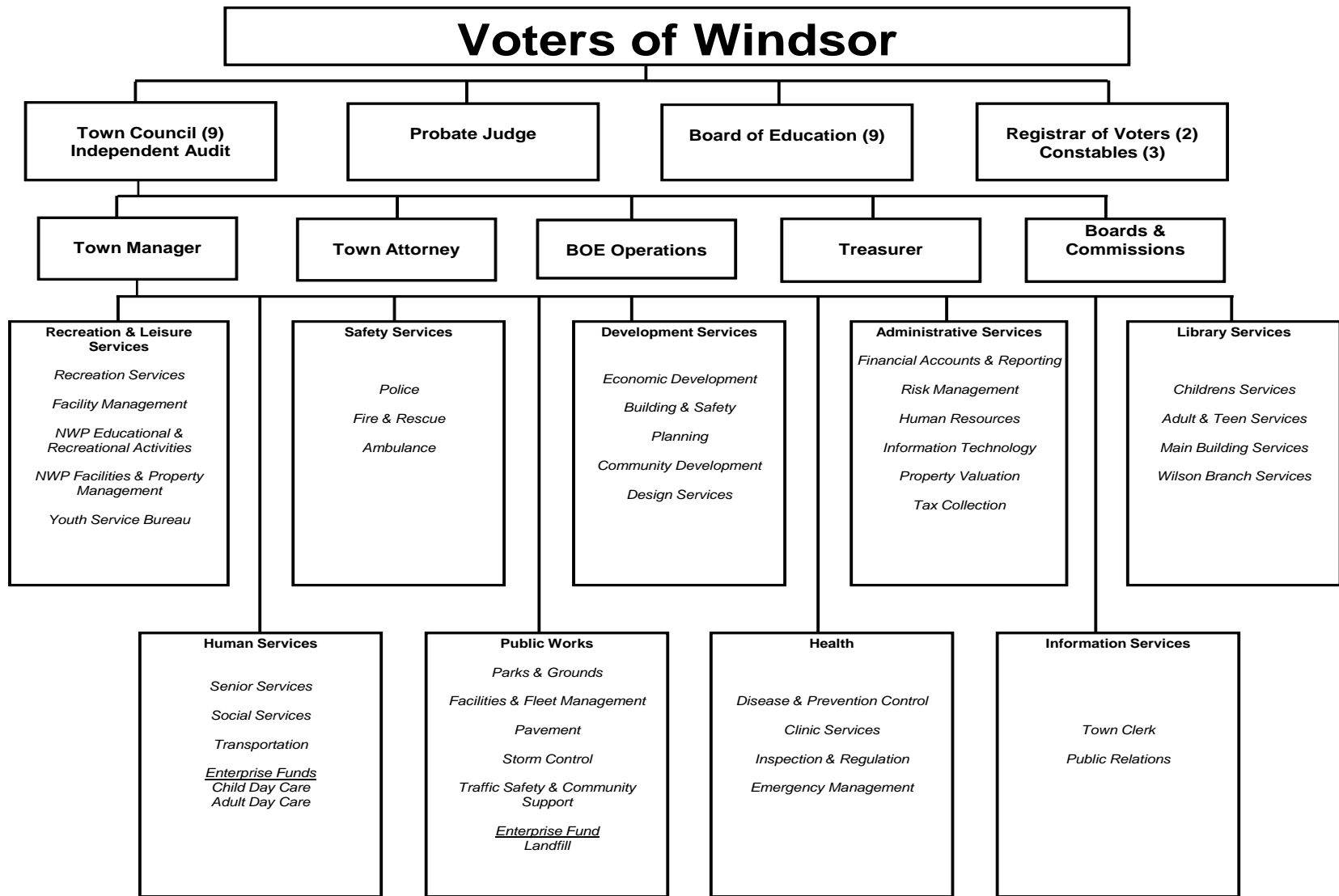


Linda C. Davidson

President

Jeffrey R. Enen

Executive Director



Principal Town Officials
As of June 30, 2012

Town Council

Donald S. Trinks, Mayor
Alan J. Simon, Deputy Mayor
Lisa M. Boccia
Donald A. Jepsen, Jr.
Jody L. Terranova
Randy P. McKenney
Michael McDonald
Aaron Jubrey
William H. Herzfeld

Board of Education

Doreen E. Richardson – President
Darleen Klase – Vice President
Richard O'Reilly – Secretary
Paul J. Panos – Minority Leader
Pam DiGiore
Kristin Ingram
Leonard Lockhart
Cristina Santos
Kenneth Williams

Appointed Officials

Peter Souza, Town Manager
Dr. Jeffrey A. Villar, Superintendent of Schools
Randall I. Graff, Town Treasurer
O'Malley, Deneen, Leary, Messina & Oswecki, Town Attorney

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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, 2012, 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 of Windsor'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 "Governmental 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 consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control over financial reporting. Accordingly, we express no such opinion. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; 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 previously 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, 2012, and the respective changes in financial position and, where applicable, cash flows thereof 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 7, 2012 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.

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and required supplementary information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information

and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide assurance.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town of Windsor, Connecticut's basic financial statements. The introductory section, supplemental and combining nonmajor fund financial statements and schedules, and statistical section are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The supplemental and combining nonmajor fund financial statements and schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplemental and combining nonmajor fund financial statements and schedules are fairly stated in all material respects in relation to the basic financial statements 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 or provide any assurance on them.

McGladrey LLP

New Haven, Connecticut
December 7, 2012

Town of Windsor, Connecticut Management's Discussion and Analysis June 30, 2012

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, 2012. 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 \$71.9 million. Total net assets for Governmental Activities at fiscal year-end were \$77.9 million, which was a decrease of \$6.2 million from FY 11. Total net assets (deficits) for Business-Type Activities were (\$6.0 million), which was a decrease of \$743 thousand from FY 11. 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 \$122.3 million, which is an increase of \$5.5 million from FY 11. Government-wide revenues were \$116.9 million, which is an increase of \$735 thousand from FY 11.
- At the close of the year, the Town's governmental funds reported, on a current financial resource basis, combined ending fund balances of \$30.0 million, an increase of \$625 thousand from the prior fiscal year.
- At the end of the current fiscal year, the total fund balance for the General Fund was \$18.6 million, an increase of \$235 thousand from the prior fiscal year. Of the total General Fund fund balance as of June 30, 2012, \$15.3 million represents unassigned fund balance. Unassigned fund balance at year-end represents 14.6% of total FY 12 General Fund expenditures and transfers, and 15.5% of FY 13 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, and 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, Milo Peck Child Development center, and the Caring Connection Adult Day Care center. 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 ten (10) 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 and the Capital Projects Fund, 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 Fund, Debt Service Fund, Other Special Revenue Funds and Open Space Fund. The report provides individual fund data for each of these non-major governmental funds in the combining balance sheets on pages 62-63 and in the combining statement of revenues, expenditures and changes in fund balance on pages 64-65.

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 57.

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, three 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, Milo Peck Child Development center, and the Caring Connection Adult Day Care center.

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 and Retiree 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 Milo Peck Child Development center and the Caring Connection Adult Day Care center 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 18-20 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 21-22 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 23 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. Also included in the required supplementary information is the budgetary-basis revenue and expenditure financial report and notes. This information can be found on pages 57-59.

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 government-wide assets exceeded liabilities by \$77.9 million on June 30, 2012, which was a decrease of \$6.2 million.

TOWN OF WINDSOR CONNECTICUT NET ASSETS (\$000's) June 30, 2012 and 2011

	Governmental Activities		Business-Type Activities		Total		Total Percentage Change
	2012	2011	2012	2011	2012	2011	2011-12
Current and other assets	\$ 48,367	\$ 51,973	\$ 30,698	\$ 30,478	\$ 79,065	\$ 82,451	-4.1%
Capital assets, net of accumulated depreciation	101,315	102,643	211	186	101,526	102,829	-1.3%
Total Assets	149,682	154,616	30,909	30,664	180,591	185,280	-2.5%
Current liabilities	16,253	20,200	1,643	1,753	17,896	21,953	-18.5%
Long-term liabilities outstanding	55,488	50,302	35,262	35,649	90,750	85,951	5.6%
Total Liabilities	71,741	70,502	36,905	37,402	108,646	107,904	0.7%
Net Assets (Deficits):							
Invested in capital assets, net of related debt	64,625	64,665	211	186	64,836	64,851	0.0%
Restricted	3,089	3,131	-	-	3,089	3,131	-1.3%
Unrestricted	10,227	16,318	(6,207)	(6,925)	4,020	9,393	-57.2%
Total Net Assets (Deficits)	\$ 77,941	\$ 84,114	\$ (5,996)	\$ (6,739)	\$ 71,945	\$ 77,375	-7.0%

At the end of the current fiscal year, the Town of Windsor is able to report positive balances of \$71.9 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 of 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, 2012 and 2011

	Governmental Activities		Business-Type Activities		Total		Total Percentage Change
	2012	2011	2012	2011	2012	2011	2011-12
Revenues:							
Program Revenues:							
Charges for services	\$ 4,623	\$ 4,314	\$ 4,401	\$ 4,555	\$ 9,024	\$ 8,869	1.7%
Operating grants and contributions	24,960	23,280	-	-	24,960	23,280	7.2%
Capital grants and contributions	396	476	-	-	396	476	-16.8%
General Revenues:							
Property taxes	79,945	78,392	-	-	79,945	78,392	2.0%
Grants not restricted to specific programs	1,887	1,997	-	-	1,887	1,997	-5.5%
Miscellaneous	331	2,278	-	-	331	2,278	-85.5%
Unrestricted investment earnings	195	290	120	128	315	418	-24.6%
Insurance recovery	-	413	-	-	-	413	-100.0%
Total revenues	112,337	111,440	4,521	4,683	116,858	116,123	0.6%
Expenses:							
General Government	14,012	11,525	-	-	14,012	11,525	21.6%
Culture & Recreation	4,275	4,109	-	-	4,275	4,109	4.0%
Human Services	2,430	1,509	-	-	2,430	1,509	61.0%
Public Works	6,807	7,057	-	-	6,807	7,057	-3.5%
Education	79,447	77,131	-	-	79,447	77,131	3.0%
Public Safety	10,604	10,150	-	-	10,604	10,150	4.5%
Interest expense	1,075	1,146	-	-	1,075	1,146	-6.2%
Landfill	-	-	1,821	2,323	1,821	2,323	-21.6%
Child Development	-	-	1,303	1,295	1,303	1,295	0.6%
Adult Caring Connection	-	-	514	543	514	543	-5.3%
Total expenses	118,650	112,627	3,638	4,161	122,288	116,788	4.7%
Excess of revenues over expenses before transfers	(6,313)	(1,187)	883	522	(5,430)	(665)	716.5%
Transfers	140	143	(140)	(143)	-	-	0.0%
Change in net assets	(6,173)	(1,044)	743	379	(5,430)	(665)	716.5%
Net assets (deficits)-beginning	84,114	85,158	(6,739)	(7,118)	77,375	78,040	-0.9%
Net assets (deficits)-ending	\$ 77,941	\$ 84,114	\$ (5,996)	\$ (6,739)	\$ 71,945	\$ 77,375	-7.0%

Governmental Activities

Approximately 71.2% of revenues were derived from property taxes, followed by 24.3% from operating, capital and unrestricted grants, and 4.5% from other miscellaneous revenue sources.

Major revenue factors included:

- Property tax revenues collected in FY 12 were based on the Town's mill rate decreasing to 28.03. This was due primarily to the third year of a five year property revaluation phase-in. Other factors contributing to this were a 1.1% budgetary expenditure increase as compared to the FY 11 adopted budget and a decrease in miscellaneous non-property tax revenues.
- The Town's collection rate on the current adjusted levy, including the interim motor vehicle tax, was 98.76%, which is an increase from the prior year's rate of 98.60%.
- State Teachers Retirement payments made by the State Department of Education on behalf of the Town increased \$1.3 million, which was due to increased Other Post-Employment Benefit costs. (The retirement system is funded by the state and reported by the town as a GAAP requirement. The town does not have any liability for teacher's pension).
- State grants in lieu of taxes increased \$290 thousand due to an additional revenue sharing payment from the State of Connecticut.
- Grant revenues were received from the Federal Emergency Management Agency (FEMA) in the amount of \$803 thousand. This represented 75% of the town's eligible cost for the October 2011 Storm Alfred.
- Revenue from building permits declined by \$217 thousand and investment earnings declined by \$82 thousand due to the on-going weak economic environment.

For Governmental Activities in FY 12, approximately 67.0% of the Town's expenses relate to education (vs. 68.5% in FY 11), 8.9% (9.0% in FY 11) relate to public safety, 11.8% (vs. 10.2% in FY 11) to general government, 5.7% (vs. 6.3% in FY 11) relate to public works, 3.6% (3.6% in FY 11) to culture and recreation, 2.1% (vs. 1.3% in FY 11) to human services, and 0.9% (vs. 1.0% in FY 11) to interest on long-term debt. It is important to remember that these expenses include non-budgetary items such as depreciation and disposal of capital assets, the change in compensated absence accruals, as well as pension and OPEB (other post employment benefits) costs.

Major expense factors included:

- Non-affiliated administrative employees salaries increased 1.5% and public works/clerical workers collective bargaining group salaries increased 1.75%. Public safety dispatchers' salaries increased 2.0% and Police increased 3.8%.
- Approximately \$439 thousand was saved in health insurance premiums as compared to FY 11 due to the implementation of the town's self-insured health insurance program.
- Costs related to Emergency Management activities in Human services went up due to the October 2011 Storm Alfred. These costs were reimbursed by the Federal Emergency Management Agency (FEMA) in the amount of \$803 thousand.
- Education costs increased as compared to FY 11 mostly due to State Teachers Retirement payments made by the State Department of Education on behalf of the Town, which was a result of increased OPEB costs as mentioned above. (The retirement system is funded by the state and reported by the town as a GAAP requirement. The town does not have any liability for teacher's pension).

Business-Type Activities

- There was a \$743 thousand reduction in the Business Type Activities deficit. This was due primarily to decreased accrual costs in FY 12 as compared to FY 11 for closure and post-closure costs for the landfill.

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, unassigned 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 June 30, 2012 the Town of Windsor's governmental funds reported combined ending fund balances of \$30.0 million, an increase of \$625 thousand from \$29.4 million the previous year. Approximately 51.0% of the total fund balance constitutes unassigned fund balance. The remainder of the fund balance is considered either nonspendable, restricted, committed, or assigned as defined by GASB 54 fund balance definitions. These fund balance definitions can be found in note 1 in the notes to the financial statements.

The General Fund is the chief operating fund of the Town of Windsor. As of June 30, 2012, unassigned fund balance of the General Fund was \$15.3 million, while total fund balance was \$18.6 million. As a measure of the General Fund's liquidity, it is useful to compare both unassigned fund balance and total fund balance to total fund expenditures. Unassigned fund balance represents 15.7% of total General Fund expenditures of \$97.9 million, while total fund balance represents 19.0% of that same amount.

As stated earlier, the fund balance of the Town of Windsor's General Fund increased by approximately \$235 thousand during the current fiscal year. Key factors in this increase are as follows:

- Property tax receipts were \$591 thousand above budgeted estimates, due to prior year collections and interest.
- Intergovernmental revenues were \$212 thousand above budgeted estimates. Revenues from charges for services were \$46 thousand above budgeted estimates; revenues from other agencies were \$44 thousand above budgeted estimates; revenues from licenses and permits were \$83 thousand below budgeted estimates; and total departmental expenditures were \$770 thousand under budget.

The Capital Projects Fund had a total fund balance of \$7.2 million (\$0.9 million in assigned fund balance), which is an increase from a balance of \$6.9 million in the prior year. The increase is due primarily to the receipt of state reimbursement grants for prior year projects.

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 assets (deficits) of the Landfill Enterprise Fund at the end of the year were approximately \$(6.9) million with unrestricted net assets (deficits) of approximately \$(7.1) million compared to \$(7.7) million and \$(7.9) million in the prior year. The Landfill Enterprise Fund had a net gain during the year of approximately \$818 thousand compared with a net gain of \$397 thousand in the prior year.

General Fund Budgetary Highlights

The difference between the original budget and the final amended budget was approximately \$1,131,560. The additional appropriations approved during the year are summarized below:

- An additional appropriation of \$75,050 to the Capital Projects fund for emergency management resources to enhance the town's ability to respond to emergency situations.
- An additional appropriation of \$150,000 to the Capital Projects fund to purchase a dump truck for the Public Works department.
- An additional appropriation of \$906,510 to the Special Revenue fund to cover costs related to the October 2011 Storm Alfred, which was partially offset by FEMA grants totaling \$803,000 for a net impact of \$103,510.

Actual revenues on a budgetary basis were approximately \$97.2 million. This amount exceeded budgetary estimates by approximately \$720 thousand. The major revenue variances were:

- General property tax collections in excess of estimates by \$591,000 due to additional amounts received from prior year levies and interest.
- Additional revenue received from the State of Connecticut Office of Policy and Management Municipal Revenue Sharing Program in the amount of \$284,000.
- Increased revenue from Special Education Tuition Reimbursement from other Towns in the amount of \$97,000 and the Telecommunications Property Tax in the amount of \$57,000.
- Less revenue received from Building Permits in the amount of \$107,000 as compared to the FY 12 budget, and \$102,000 less from Interest Income.
- General operating expenditures were kept under budget in all functional areas by \$770,000. This was primarily due to education savings, staff vacancies and storm control savings that were the result of a mild winter.

These items combined produced an increase of approximately \$241,000 to the General Fund budgetary fund balance.

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, 2012, amounted to \$101.5 million (net of accumulated depreciation) compared to \$102.8 million in the prior fiscal year. This decrease 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 mechanical improvements, machinery and equipment, park facilities, roads, sewers and bridges.

**TOWN OF WINDSOR CONNECTICUT
CAPITAL ASSETS (net of depreciation)
June 30, 2012**

	Governmental Activities	Business- Type Activities	Total
Land	\$ 4,775	\$ -	\$ 4,775
Construction in Progress	3,191	-	3,191
Buildings and improvements	64,260	133	64,393
Infrastructure	21,815	-	21,815
Machinery and equipment	7,274	78	7,352
Total	\$ 101,315	\$ 211	\$ 101,526

Major additions during the year included the following:

- Poquonock School Heating System
- Stone Road Improvements
- John F. Kennedy School Roof
- Senior Center Renovations
- HVAC Replacement at the Town Hall
- HVAC Replacement at the Main Library
- River Trail Multi-Use Path
- Fire Department Rescue-Pumper
- Public Works Dump Truck and Wheel Loader
- Four new Police vehicles

Additional information on the Town of Windsor's capital assets can be found in Note 4 of this report.

Debt Administration

At the end of the current fiscal year, the Town of Windsor had total bonded debt outstanding of \$38.5 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, 2012**

	Governmental Activities
General obligation bonds	\$ 38,470,000

The Town of Windsor's total bonded debt decreased by \$15 thousand or 0.04% during the current fiscal year compared to a 0.64% decrease in the prior year.

The Town of Windsor general obligation bond ratings are AAA from Standard & Poor's and Aa1 from Moody's Investors Services. The AAA rating from Standard and Poor's was reaffirmed in May of 2012 when the Town issued \$4.5 million of general obligation bonds and a one year bond anticipation note in the amount of \$800 thousand.

The State of Connecticut limits the amount of general obligation debt that towns and cities can issue based on a formula determined under State Statutes and according to type of debt and the tax base. The Town's overall statutory debt limit is equal to seven times annual receipts from taxation or \$559 million, up from \$548 million in FY 11. As of June 30, 2012, the Town recorded long-term debt of \$38.5 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 7 of this report.

Economic Factors

As of September 2012, the unemployment rate for the Windsor labor market area was 8.5%. The unemployment rate for the greater Hartford area as well as the State of Connecticut stood at 8.2%, and the overall national average was 7.8% for this same time period.

Although unemployment rates remain relatively high, the economy is showing some signs of relief, and The Town of Windsor is well-positioned to deal with the present economic situation. The Town relies heavily on property taxes, but this income stream has proved to be stable. State revenues make up a smaller portion of the Town's total revenue, but fortunately this revenue has seen only minor fluctuations in the current period. Even with an over-reliance on property taxes and no significant increases in state aid, the Town has been able to adjust expenditures accordingly and continue to provide high levels of service during the recovery from the economic recession.

The Town has a high quality tax base consisting of a diverse mix of commercial and business enterprises, and this lends even more stability to the Town's revenue. The Town has maintained an active economic development program that for many decades has attracted and retained firms, and prides itself on a fast development approval process. Windsor has positioned itself as a destination address for office and commercial development, and this increased development will lend itself to an increase in the tax base in coming years. Most recently, Dollar Tree Inc. has selected Windsor for a one million square foot distribution center. Statistics on growth for the last ten years are available in the statistical section of this report.

Requests for Information

The Town of Windsor Comprehensive Annual Financial Report is designed to provide citizens, taxpayers, customers, investors and creditors with a general overview of the Town's finances, and to demonstrate transparency and the Town's accountability for the money it receives and expends. 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.

Basic Financial Statements

TOWN OF WINDSOR, CONNECTICUT

STATEMENT OF NET ASSETS (DEFICITS)

June 30, 2012

	Primary Government		
	Governmental Activities	Business-Type Activities	Total*
Assets			
Cash and cash equivalents	\$ 31,552,104	\$ 22,414,810	\$ 53,966,914
Investments	10,989,613	8,014,081	19,003,694
Receivables:			
Property taxes, net of allowance for collection losses	1,494,656	-	1,494,656
Accounts receivable	1,849,606	-	1,849,606
Customer receivables	68,758	295,597	364,355
Federal and state governments	273,634	-	273,634
Community rehabilitation loans, net	2,051,976	-	2,051,976
Inventories	57,177	-	57,177
Internal balances	30,000	(30,000)	-
Prepays	-	3,919	3,919
Capital assets, not being depreciated	7,966,296	-	7,966,296
Capital assets, being depreciated, net of depreciation	93,348,585	210,947	93,559,532
Total assets	149,682,405	30,909,354	180,591,759
Liabilities			
Accounts payable and accruals	5,975,909	158,661	6,134,570
BANS Payable	800,000	-	800,000
Accrued interest payable	484,514	-	484,514
Advance tax collections	4,426,446	-	4,426,446
Unearned revenues	4,676	18,043	22,719
Long-term liabilities:			
Due within one year	4,561,808	1,466,837	6,028,645
Due in more than one year	55,488,196	35,262,044	90,750,240
Total liabilities	71,741,549	36,905,585	108,647,134
Net Assets (Deficits)			
Investment in capital assets, net of related debt	64,624,458	210,947	64,835,405
Restricted			
Community rehabilitation program	2,051,976	-	2,051,976
Public works	615,025	-	615,025
Other	422,245	-	422,245
Unrestricted (deficit)	10,227,152	(6,207,178)	4,019,974
Total net assets (deficits)	\$ 77,940,856	\$ (5,996,231)	\$ 71,944,625

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, 2012

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
Primary government:							
Governmental activities:							
General government	\$ (14,012,409)	\$ 1,322,126	\$ 506,112	\$ 66,299	\$ (12,117,872)	\$ -	\$ (12,117,872)
Culture & recreation	(4,274,494)	836,456	36,281	-	(3,401,757)	-	(3,401,757)
Human services	(2,430,368)	114,084	948,437	-	(1,367,847)	-	(1,367,847)
Public works	(6,807,050)	146,472	206,719	329,573	(6,124,286)	-	(6,124,286)
Education	(79,446,961)	1,509,314	23,131,847	-	(54,805,800)	-	(54,805,800)
Public safety	(10,603,500)	694,937	130,439	-	(9,778,124)	-	(9,778,124)
Interest expense	(1,075,256)	-	-	-	(1,075,256)	-	(1,075,256)
Total governmental activities	(118,650,038)	4,623,389	24,959,835	395,872	(88,670,942)	-	(88,670,942)
Business-type activities:							
Landfill	(1,821,531)	2,521,914	-	-	-	700,383	700,383
Child development	(1,303,193)	1,254,844	-	-	-	(48,349)	(48,349)
Adult caring connection	(513,605)	623,817	-	-	-	110,212	110,212
Total business-type activities	(3,638,329)	4,400,575	-	-	-	762,246	762,246
Total primary government	\$ (122,288,367)	\$ 9,023,964	\$ 24,959,835	\$ 395,872	(88,670,942)	762,246	(87,908,696)
General revenues:							
Property taxes					79,945,496	-	79,945,496
Grants and contributions not restricted to specific programs					1,886,647	-	1,886,647
Other					331,148	-	331,148
Unrestricted investment earnings					194,859	120,180	315,039
Internal transfers					139,985	(139,985)	-
Total general revenues and internal transfers					82,498,135	(19,805)	82,478,330
Change in net assets					(6,172,807)	742,441	(5,430,366)
Net assets (deficits) - beginning					84,113,663	(6,738,672)	77,374,991
Net assets (deficits) - ending					\$ 77,940,856	\$ (5,996,231)	\$ 71,944,625

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

TOWN OF WINDSOR, CONNECTICUT

BALANCE SHEET - GOVERNMENTAL FUNDS

June 30, 2012

	Major Funds		Other	Total
	General	Capital Projects	Nonmajor Governmental Funds	Governmental Funds
Assets				
Cash and cash equivalents	\$ 18,549,992	\$ 5,533,343	\$ 2,290,316	\$ 26,373,651
Investments	6,314,257	1,978,364	898,175	9,190,796
Receivables (net of allowances for collection losses):				
Property taxes	1,494,656	-	-	1,494,656
Accounts receivable	710,376	31,155	1,108,075	1,849,606
State and Federal governments	273,634	-	-	273,634
Community rehabilitation loans, net	-	-	2,051,976	2,051,976
Due from other funds	1,583,568	30,000	-	1,613,568
Inventories	48,934	-	8,243	57,177
Total assets	\$ 28,975,417	\$ 7,572,862	\$ 6,356,785	\$ 42,905,064
Liabilities				
Accounts payable and accrued liabilities	\$ 3,529,352	\$ 333,026	\$ 229,593	\$ 4,091,971
Advance tax collections	4,426,446	-	-	4,426,446
Unearned revenues	-	-	4,676	4,676
Deferred revenues	1,648,057	-	350,610	1,998,667
Due to other funds	767,425	-	1,583,568	2,350,993
Total liabilities	10,371,280	333,026	2,168,447	12,872,753
Fund balances				
Nonspendable	48,934	-	21,243	70,177
Restricted	-	3,589,447	3,089,246	6,678,693
Committed	-	2,770,603	912,948	3,683,551
Assigned	3,238,973	879,786	164,901	4,283,660
Unassigned	15,316,230	-	-	15,316,230
Total fund balances	18,604,137	7,239,836	4,188,338	30,032,311
Total liabilities and fund balances	\$ 28,975,417	\$ 7,572,862	\$ 6,356,785	

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.	101,314,881
Deferred revenues are not available and therefore not recognized in the funds.	1,998,667
Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds.	(60,050,004)
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.	5,129,515
Accrued interest payable	(484,514)

Net assets of governmental activities

\$ 77,940,856

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, 2012

	Major Funds		Other	Total
	General	Capital Projects	Nonmajor Governmental Funds	Governmental Funds
REVENUES				
Property taxes	\$ 79,806,333	\$ -	\$ -	\$ 79,806,333
State and Federal governments	21,115,541	1,474,737	6,096,409	28,686,687
Charges for services	3,361,671	-	1,261,717	4,623,388
Investment income	158,626	24,235	11,999	194,860
Other	-	156,182	50,260	206,442
Total revenues	104,442,171	1,655,154	7,420,385	113,517,710
EXPENDITURES				
Current:				
Education	67,390,801	-	5,762,438	73,153,239
General government	10,823,683	-	372,068	11,195,751
Culture and recreation	3,714,831	-	91,720	3,806,551
Human services	1,293,713	-	1,008,398	2,302,111
Public safety	9,246,685	-	158,098	9,404,783
Public works	5,444,107	-	143,665	5,587,772
Debt service:				
Principal retirements	-	-	4,505,000	4,505,000
Interest and other charges	-	-	1,420,093	1,420,093
Capital outlay	-	6,244,402	-	6,244,402
Total expenditures	97,913,820	6,244,402	13,461,480	117,619,702
Revenues over (under) expenditures	6,528,351	(4,589,248)	(6,041,095)	(4,101,992)
OTHER FINANCING SOURCES (USES)				
Transfers in	903,038	441,550	6,796,560	8,141,148
Transfers out	(7,196,210)	-	(804,953)	(8,001,163)
Issuance of bonds	-	4,490,000	-	4,490,000
Premium on bonds issued	-	-	97,219	97,219
Total other financing sources (uses)	(6,293,172)	4,931,550	6,088,826	4,727,204
Change in fund balances	235,179	342,302	47,731	625,212
FUND BALANCES, beginning	18,368,958	6,897,534	4,140,607	29,407,099
FUND BALANCES, ending	\$ 18,604,137	\$ 7,239,836	\$ 4,188,338	\$ 30,032,311

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, 2012**

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

Net change in fund balances – total governmental funds	\$ 625,212
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 depreciation exceeded capital outlays in the current period.	(1,328,063)
Changes in receivables that impact revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds.	(1,180,465)
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.	228,060
Changes in some liabilities that impact 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.	(5,248,314)
The net income of certain activities of internal service funds is reported with governmental activities.	<u>730,763</u>
Change in net assets of governmental activities	<u><u>\$ (6,172,807)</u></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, 2012

	Business-Type Activities - Enterprise Funds			Governmental
				Activities
	Landfill	Other Nonmajor Enterprise Funds	Total	Internal Service Fund
ASSETS				
Current assets:				
Cash and cash equivalents	\$ 21,714,504	\$ 700,306	\$ 22,414,810	\$ 5,178,453
Receivables:				
Customer receivables, net	208,242	87,355	295,597	68,758
Due from other funds	-	-	-	767,425
Prepaid expenses	-	3,919	3,919	-
Investments	7,763,698	250,383	8,014,081	1,798,817
Total current assets	29,686,444	1,041,963	30,728,407	7,813,453
Noncurrent assets:				
Capital assets (net of accumulated depreciation)	173,907	37,040	210,947	-
Total noncurrent assets	173,907	37,040	210,947	-
Total assets	29,860,351	1,079,003	30,939,354	7,813,453
LIABILITIES				
Current liabilities:				
Accounts payable	90,940	67,721	158,661	661,329
BANS Payable	-	-	-	800,000
Accrued claims payable	-	-	-	622,609
Accrued post closure costs	1,466,837	-	1,466,837	-
Unearned revenue	6,112	11,931	18,043	-
Due to other funds	-	30,000	30,000	-
Total current liabilities	1,563,889	109,652	1,673,541	2,083,938
Noncurrent liabilities:				
Accrued post closure costs	35,204,093	-	35,204,093	-
Compensated absences	11,282	46,669	57,951	-
Accrued claims payable	-	-	-	600,000
Total noncurrent liabilities	35,215,375	46,669	35,262,044	600,000
Total liabilities	36,779,264	156,321	36,935,585	2,683,938
NET ASSETS (DEFICITS)				
Invested in capital assets	173,907	37,040	210,947	-
Unrestricted assets (deficits)	(7,092,820)	885,642	(6,207,178)	5,129,515
Total net assets (deficits)	\$ (6,918,913)	\$ 922,682	\$ (5,996,231)	\$ 5,129,515

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, 2012

	Business-Type Activities - Enterprise Funds			Governmental
	Landfill	Other	Total	Activities
		Nonmajor Enterprise Funds		Internal Service Fund
OPERATING REVENUES				
User charges	\$ 2,521,914	\$ 1,878,661	\$ 4,400,575	\$ 9,006,038
Total operating revenues	<u>2,521,914</u>	<u>1,878,661</u>	<u>4,400,575</u>	<u>9,006,038</u>
OPERATING EXPENSES				
Operations and maintenance	1,803,188	1,808,666	3,611,854	-
Claims	-	-	-	8,290,036
Depreciation	18,343	8,132	26,475	-
Total operating expenses	<u>1,821,531</u>	<u>1,816,798</u>	<u>3,638,329</u>	<u>8,290,036</u>
Operating income	700,383	61,863	762,246	716,002
NONOPERATING REVENUES				
Interest income	117,874	2,306	120,180	14,761
Income before transfers	818,257	64,169	882,426	730,763
Transfers out	-	(139,985)	(139,985)	-
Change in net assets	818,257	(75,816)	742,441	730,763
NET ASSETS (DEFICITS), beginning	<u>(7,737,170)</u>	<u>998,498</u>	<u>(6,738,672)</u>	<u>4,398,752</u>
NET ASSETS (DEFICITS), ending	<u>\$ (6,918,913)</u>	<u>\$ 922,682</u>	<u>\$ (5,996,231)</u>	<u>\$ 5,129,515</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, 2012

	Business-Type Activities - Enterprise Funds			Governmental
	Other Nonmajor			Activities
	Landfill	Enterprise Funds	Total	Internal Service Fund
Cash Flows From Operating Activities				
Receipts from customers and users	\$ 2,574,981	\$ 1,875,947	\$ 4,450,928	\$ 10,305,034
Payments to suppliers	(1,748,662)	(436,942)	(2,185,604)	(8,118,132)
Payments to employees	(569,883)	(1,354,167)	(1,924,050)	-
Net cash provided by operating activities	256,436	84,838	341,274	2,186,902
Cash Flows From Noncapital Financing Activities				
Proceeds from bond anticipation notes	-	-	-	800,000
Payments to other funds	-	(30,000)	(30,000)	(714,132)
Transfers out	-	(139,985)	(139,985)	-
Net cash used in noncapital financing activities	-	(169,985)	(169,985)	85,868
Cash Flows From Capital and Related Financing Activities				
Purchase of capital assets	(34,925)	(16,885)	(51,810)	-
Net cash used in capital and related financing activities	(34,925)	(16,885)	(51,810)	-
Cash Flows From Investing Activities				
Interest received	117,874	2,306	120,180	14,761
(Purchase) sale of investments	643,123	52,672	695,795	(826,560)
Net cash provided by (used in) investing activities	760,997	54,978	815,975	(811,799)
Net increase (decrease) in cash and cash equivalents	982,508	(47,054)	935,454	1,460,971
Cash and Cash Equivalents				
Beginning	20,731,996	747,360	21,479,356	3,717,482
Ending	<u>\$ 21,714,504</u>	<u>\$ 700,306</u>	<u>\$ 22,414,810</u>	<u>\$ 5,178,453</u>
Reconciliation of Operating Income to Net Cash Provided by Operating Activities				
Operating income	\$ 700,383	\$ 61,863	\$ 762,246	\$ 716,002
Adjustments to reconcile operating income to net cash provided by operating activities:				
Depreciation	18,343	8,132	26,475	-
Changes in assets and liabilities:				
Decrease in receivable accounts	47,510	2,444	49,954	1,298,996
Decrease (increase) in prepaid expenses	-	(1,082)	(1,082)	19,333
Increase (decrease) in accounts payable	(116,979)	17,555	(99,424)	627,746
Increase (decrease) in accrued liabilities	(392,821)	(4,074)	(396,895)	(475,175)
Net cash provided by operating activities	\$ 256,436	\$ 84,838	\$ 341,274	\$ 2,186,902

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, 2012

	Pension Trust Fund	Agency Funds
ASSETS		
Cash and cash equivalents	\$ 734,555	\$ 744,397
Investments		
Common and preferred stock	11,640,672	-
Debt securities	13,998,434	-
Equity mutual funds	20,116,087	-
Corporate debt	3,253,077	-
Foreign debt	537,230	-
Total investments	<u>49,545,500</u>	<u>-</u>
Contributions receivable	696,343	-
Other receivables	254,259	-
Total assets	<u>51,230,657</u>	<u>744,397</u>
LIABILITIES		
Accounts payable	-	744,397
Net Assets Held in Trust for Pension Benefits	<u><u>\$ 51,230,657</u></u>	<u><u>\$ -</u></u>

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, 2012

	Pension Trust Fund
Additions	
Contributions	
Employer	\$ 1,334,389
Plan members	435,163
Total contributions	<u>1,769,552</u>
Investment Income	
Net depreciation in fair value of investments	(233,546)
Interest and dividends	1,006,773
	<u>773,227</u>
Less investment expenses:	
Investment management fees	246,836
Total investment income	<u>526,391</u>
Deductions	
Benefits	<u>2,757,820</u>
Change in net assets	(461,877)
Net Assets	
Beginning of year	<u>51,692,534</u>
End of year	<u>\$ 51,230,657</u>

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

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS

June 30, 2012

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, 2012

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.

Governmental Funds

Governmental funds are those through which most governmental functions typically are financed. Governmental fund reporting focuses on the sources, uses and balances of current financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used. Current liabilities are assigned to the fund from which they will be paid. The difference between governmental fund assets and liabilities is reported as fund balance. The following are the Town's major governmental funds:

The *General Fund* is the Town's primary operating fund. The General Fund is used to account for and report all financial resources not accounted for and reported in another fund.

The *Capital Project Fund* is used to account for and report financial resources that are restricted, committed or assigned to expenditure for capital outlay.

The other governmental funds of the Town are considered nonmajor and are as follows:

The *Special Revenue Funds* are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

The *Debt Service Fund* is used to account for and report financial resources that are restricted, committed or assigned to expenditure for principal and interest.

Proprietary Funds

Proprietary fund reporting focuses on the determination of operating income, changes in net assets, financial position and cash flows.

The Town reports the following major proprietary fund:

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

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2012

Additionally, the Town reports the following proprietary fund:

The *Internal Service Fund* accounts for all general health, auto, fire, heart and hypertension, and workers' compensation insurance activity, including premiums and claims.

Fiduciary Funds

The *Pension Trust Fund*, a fiduciary fund, accounts for the activities of the Town's defined pension benefit plan which accumulates 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 and scholarships.

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.

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.

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.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2012

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, Short-Term Investment Fund (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.

Investments

Investments for the Town are stated at fair value using quoted market prices. The Connecticut State Treasurer's STIF 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, 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 greater than \$5,000 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 costs are capitalized on business-type activity capital assets.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2012

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

Assets	Years
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.

Loans receivable

The Town records its loans receivable for the Community Rehabilitation Program 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

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2012

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.

Government-Wide Funds/Activities

In governmental funds, expenditures are recognized when they are paid or are expected to be paid with current available resources. In governmental activities, expense is recognized based on actuarially required contributions. The net pension obligation (asset), the cumulative difference between annual pension cost and the Town's contributions to the plans since 1986, is calculated on an actuarial basis consistent with the requirements of Government Accounting Standards Board Statement No. 27. The pension obligation (asset) is recorded as a noncurrent liability (asset) in the government-wide financial statements.

Funding Policy

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

Net other post-employment benefit obligations

Government-Wide Funds/Activities:

In governmental funds, expenditures are recognized when they are paid or are expected to be paid with current available resources. In governmental activities, expense is recognized based on actuarially required contributions. The net OPEB obligation (asset), the cumulative differences between annual OPEB cost and the Town's contributions to the plan since July 1, 2008, is calculated on an actuarial basis consistent with the requirements of Government Accounting Standards Board Statement No. 45. The OPEB obligation (asset) is recorded in the government-wide financial statements.

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 assigned fund balance as they do not constitute either expenditures or liabilities.

All other General Fund appropriations lapse at year-end.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2012

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 net of unspent bond proceeds that are attributable to the acquisition, construction or improvement of these assets reduce this category.

Restricted Net Assets – These amounts are restricted to specific purposes when constraints placed on the use of resources are either (a) externally imposed by creditors (such as debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislations.

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.

Fund Balance

In the government fund financial statements, the Town classified fund balances as follows:

- *Nonspendable Fund Balance* – Amounts which cannot be spent either because they are in a nonspendable form or because they are legally or contractually required to be maintained intact.
- *Restricted Fund Balance* - These amounts are restricted to specific purposes when constraints placed on the use of resources are either (a) externally imposed by creditors (such as debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislations.
- *Committed Fund Balance* – This represents amounts constrained prior to year-end for a specific purpose by a government using its highest level of decision-making authority (Town of Windsor Town Council). Commitments may be established, modified, or rescinded only through ordinances or resolutions approved by the Town Council as per the Town Charter.
- *Assigned Fund Balance* – Amounts constrained for the intent to be used for a specific purpose by a governing board or a body or official that has been delegated authority to assign amounts. Under the Town's adopted policy, the Town Manager or the Finance Director have the authority to assign amounts for a specific purpose.
- *Unassigned Fund Balance* – The residual amount not allocated to any other fund balance category in the General Fund and any residual deficit balance of any other governmental funds.

When both restricted and unrestricted amounts are available for use, it is the Town's practice to use restricted resources first. Additionally, the Town would first use committed, then assigned, and lastly unassigned.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

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 difference are as follows:

Bonds payable	\$ 38,470,000
Compensated absences	787,230
Deferred amounts on refunding, net	(412,513)
OPEB	19,782,907
Deferred premiums, net of amortization	<u>1,422,380</u>
Net adjustment to reduce fund balance – total governmental funds to arrive at net assets – governmental activities	<u>\$ 60,050,004</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 difference are as follows:

Capital outlay	\$ 4,330,576
Depreciation expense	<u>(5,658,639)</u>
Net adjustment to decrease net changes in fund balances - total governmental funds to arrive at changes in net assets of governmental activities	<u>\$ (1,328,063)</u>

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

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 difference are as follows:

Debt issued or incurred:	
Issuance of general obligation bonds	\$ 4,490,000
Bond premium	(328,766)
Deferred amounts on refundings	115,706
Principal repayments:	
General obligation debt	<u>(4,505,000)</u>
Net adjustment to increase net changes in fund balances - total governmental funds to arrive at changes in net assets of governmental activities	<u><u>\$ (228,060)</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 difference are as follows:

Change in:	
Compensated absences	\$ 32,885
OPEB obligation	5,249,987
Accrued interest	<u>(34,558)</u>
Net adjustment to decrease net changes in fund balances - total governmental funds to arrive at changes in net assets of governmental activities	<u><u>\$ 5,248,314</u></u>

Note 3. Cash, Cash Equivalents and Investments

Deposits: Town deposits can include demand accounts, 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

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2012

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).
- 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.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

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, 2012, approximately \$67,112,000 of the Town's bank balance of approximately \$76,734,000 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.

Cash and investments of the Town consist of the following at June 30, 2012:

Cash and Cash Equivalents	
Deposits with financial institutions	\$ 74,219,045
Cutwater Asset Management	78,029
State Short-Term Investment Fund	152,486
Total cash and cash equivalents	<u>74,449,560</u>
Less: Certificates of deposits classified as investments	<u>(19,003,694)</u>
	<u>55,445,866</u>
Pension Trust Funds:	
U.S. Government Securities	1,847,434 *
U.S. Government Agencies	7,070,123 *
Corporate Debt	3,253,077 *
Common and Preferred Stocks	11,640,672 *
Equity Mutual Funds	20,116,087
Foreign Bonds	537,230 *
Municipal Bonds	5,080,877 *
Total pension investments	<u>49,545,500</u>
Total cash, cash equivalents and investments	<u>\$ 123,995,060</u>

* These investments are uninsured and unregistered, with securities held by the counterparty, in the Town's or Pension Trust's name.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

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

Statement of Net Assets

Cash and cash equivalents	\$ 53,966,914
Investments	19,003,694
	<u>72,970,608</u>

Fiduciary Funds:

Cash and cash equivalents	1,478,952
Investments	49,545,500
	<u>51,024,452</u>

Total cash and investments	<u>\$ 123,995,060</u>
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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	\$ 1,847,434	\$ -	\$ 1,847,434	\$ -
U.S. Government Agencies	7,070,123	-	7,070,123	-
Corporate Debt	3,253,077	1,421,254	1,831,823	-
Municipal Bonds	5,080,877	403,868	4,677,009	-
Foreign Bonds	537,230	-	537,230	-
Pooled Fixed Income	230,515	230,515	-	-
Total	<u>\$ 18,019,256</u>	<u>\$ 2,055,637</u>	<u>\$ 15,963,619</u>	<u>\$ -</u>

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

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 credit risk 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	Foreign Bonds	Municipal Bonds
AAA	\$ -	\$ -	\$ -	\$ -	\$ -
AAAm	230,515	-	-	-	-
AA+	-	7,070,123	1,798,810	-	-
AA	-	-	-	-	1,543,764
AA-	-	-	-	-	1,565,580
A	-	-	-	-	-
A-	-	-	-	537,230	-
BBB+	-	-	610,055	-	-
BBB	-	-	431,928	-	-
BBB-	-	-	412,284	-	-
Unrated	-	-	-	-	1,971,533
Total	\$ 230,515	\$ 7,070,123	\$ 3,253,077	\$ 537,230	\$ 5,080,877

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

Note 4. Capital Assets

Capital asset activity for the year ended June 30, 2012 was as follows:

	Beginning Balance	Increases	Decreases/ Transfers	Ending Balance
Governmental activities:				
Capital assets, not being depreciated:				
Land	\$ 4,774,909	\$ -	\$ -	\$ 4,774,909
Construction in progress	8,427,621	2,668,708	7,904,942	3,191,387
Total capital assets, not being depreciated	<u>13,202,530</u>	<u>2,668,708</u>	<u>7,904,942</u>	<u>7,966,296</u>
Capital assets, being depreciated:				
Buildings and improvements	116,738,932	4,512,950	-	121,251,882
Machinery and equipment	19,219,881	3,868,383	106,885	22,981,379
Infrastructure	92,479,895	1,185,477	-	93,665,372
Total capital assets being depreciated	<u>228,438,708</u>	<u>9,566,810</u>	<u>106,885</u>	<u>237,898,633</u>
Less accumulated depreciation for:				
Buildings and improvements	54,042,322	2,949,581	-	56,991,903
Machinery and equipment	14,828,414	985,813	106,885	15,707,342
Infrastructure	70,127,558	1,723,245	-	71,850,803
Total accumulated depreciation	<u>138,998,294</u>	<u>5,658,639</u>	<u>106,885</u>	<u>144,550,048</u>
Total capital assets, being depreciated, net	<u>89,440,414</u>	<u>3,908,171</u>	<u>-</u>	<u>93,348,585</u>
Governmental activities capital assets, net	<u>\$ 102,642,944</u>	<u>\$ 6,576,879</u>	<u>\$ 7,904,942</u>	<u>\$ 101,314,881</u>

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

	Beginning Balance	Increases	Decreases	Ending Balance
Business-type activities:				
Capital assets, being depreciated:				
Buildings and improvements	\$ 410,406	\$ -	\$ -	\$ 410,406
Machinery and equipment	3,109,424	51,810	-	3,161,234
Total capital assets, being depreciated	3,519,830	51,810	-	3,571,640
Less accumulated depreciation for:				
Buildings and improvements	271,385	6,012	-	277,397
Machinery and equipment	3,062,832	20,463	-	3,083,295
Total accumulated depreciation	3,334,217	26,475	-	3,360,692
 Total business-type capital assets, net	 \$ 185,613	 \$ 25,335	 \$ -	 \$ 210,948

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

Governmental activities:	
Board of Education	\$ 3,443,022
General Government	296,417
Culture and Recreation	442,706
Human Services	100,261
Public Works	716,900
Public Safety	659,333
Total depreciation expense – governmental activities	<u>\$ 5,658,639</u>
Business-type activities:	
Landfill	\$ 18,343
Child Development	1,000
Adult Caring Connection	7,132
Total depreciation expense – business-type activities	<u>\$ 26,475</u>

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

Note 5. 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, 2012 is presented below:

	Due From Other Funds	Due To Other Funds
General Fund	\$ 1,583,568	\$ 767,425
Capital Projects	30,000	-
Non-Major Governmental Funds	-	1,583,568
Other Nonmajor Enterprise Funds	-	30,000
Internal Service Fund	767,425	-
	<u>\$ 2,380,993</u>	<u>\$ 2,380,993</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, 2012 were as follows:

	Transfers From Other Funds	Transfers To Other Funds
General Fund	\$ 903,038	\$ 7,196,210
Capital Projects	441,550	-
Non-Major Governmental Funds	6,796,560	804,953
Other Nonmajor Enterprise Funds	-	139,985
	<u>\$ 8,141,148</u>	<u>\$ 8,141,148</u>

Transfers from the General Fund to the Debt Service Fund represent the Town's payment toward debt service on bonds outstanding. The remaining transfers primarily consisted of financing by the General Fund of programs accounted for in other funds in accordance with budgetary authorizations.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

Note 6. 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 Revenues	Unearned Revenues
	<u> </u>	<u> </u>
General Fund		
Property taxes	\$ 1,267,502	\$ -
School construction grant receivable	273,634	-
Other receivables	106,921	-
	<u>1,648,057</u>	<u>-</u>
Other Nonmajor Governmental Funds		
Other receivables	350,610	-
Prepaid program fees	-	4,676
	<u>350,610</u>	<u>4,676</u>
Total	<u>\$ 1,998,667</u>	<u>\$ 4,676</u>

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

Note 7. Long-Term Liabilities

A summary of changes in outstanding long-term obligations during the year ended June 30, 2012 is as follows:

	Beginning Balance	Increases	Decreases	Ending Balance	Due Within One Year
Governmental activities:					
Bonds payable:					
General obligation bonds	\$ 38,485,000	\$ 4,490,000	\$ 4,505,000	\$ 38,470,000	\$ 4,365,000
Premiums on refunding	1,751,146	-	328,766	1,422,380	-
Less deferred amount on refunding	(528,219)	-	(115,706)	(412,513)	-
	<u>39,707,927</u>	<u>4,490,000</u>	<u>4,718,060</u>	<u>39,479,867</u>	<u>4,365,000</u>
Other long-term liabilities:					
Compensated absences	754,345	785,036	752,151	787,230	196,808
Other post-employment benefits	14,532,920	5,249,987	-	19,782,907	-
	<u>15,287,265</u>	<u>6,035,023</u>	<u>752,151</u>	<u>20,570,137</u>	<u>196,808</u>
Governmental activity long-term liabilities	<u>\$ 54,995,192</u>	<u>\$ 10,525,023</u>	<u>\$ 5,470,211</u>	<u>\$ 60,050,004</u>	<u>\$ 4,561,808</u>
Business-type activities:					
Other long-term liabilities:					
Compensated absences	\$ 78,835	\$ 78,757	\$ 80,325	\$ 77,267	\$ 19,317
Landfill post closure costs	37,072,835	-	401,905	36,670,930	1,466,837
Total other long-term liabilities	<u>37,151,670</u>	<u>78,757</u>	<u>482,230</u>	<u>36,748,197</u>	<u>1,486,154</u>
Business-type activity long-term liabilities	<u>\$ 37,151,670</u>	<u>\$ 78,757</u>	<u>\$ 482,230</u>	<u>\$ 36,748,197</u>	<u>\$ 1,486,154</u>

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

General obligation bonds

As of June 30, 2012, the outstanding general obligation bonds of the Town was as follows:

Purpose	Maturity Ranges	Issued	Interest Rate	Original Amount	Balance 6/30/2012
GENERAL PURPOSE					
PUBLIC IMPROVEMENTS	\$202,000-\$1,505,000	2008	3.25-5.0	3,508,000	1,004,000
PUBLIC IMPROVEMENTS REFUNDING	\$190,000-\$1,330,000	2009	2.0-4.0	8,806,000	6,374,000
PUBLIC IMPROVEMENTS	\$225,000-\$425,000	2010	3.0-4.0	3,980,000	3,255,000
PUBLIC IMPROVEMENTS REFUNDING	\$130,000-\$1,580,000	2010	3.0-5.0	6,096,000	5,760,000
PUBLIC IMPROVEMENTS	\$232,000-\$350,000	2011	2.5-3.5	3,450,000	3,175,000
PUBLIC IMPROVEMENTS	\$365,000-\$375,000	2012	2.0	4,490,000	4,490,000
TOTAL GENERAL PURPOSE				30,330,000	24,058,000
SCHOOLS					
SCHOOL GEN. OBLIGATION	\$202,000-\$1,505,000	2008	3.25-5.0	235,000	46,000
SCHOOL REFUNDING	\$190,000-\$1,330,000	2009	2.0-4.0	9,819,000	7,046,000
SCHOOL GEN. OBLIGATION	\$225,000-\$425,000	2010	3.0-4.0	700,000	620,000
SCHOOL REFUNDING	\$130,000-\$1,580,000	2010	3.0-5.0	6,209,000	5,660,000
SCHOOL GEN. OBLIGATION	\$232,000-\$350,000	2011	2.5-3.5	1,040,000	1,040,000
TOTAL SCHOOLS				18,003,000	14,412,000
GRAND TOTAL				\$ 48,333,000	\$ 38,470,000

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

The following is a summary as of June 30, 2012, of the future principal and interest requirements for the Town's general obligation bonds:

Fiscal Year Ending	Principal	Interest	Total
2013	\$ 4,365,000	\$ 1,264,469	\$ 5,629,469
2014	4,340,000	1,127,300	5,467,300
2015	4,030,000	999,250	5,029,250
2016	4,160,000	861,663	5,021,663
2017	4,120,000	702,063	4,822,063
2018	3,950,000	553,519	4,503,519
2019	3,600,000	418,475	4,018,475
2020	3,595,000	289,338	3,884,338
2021	1,935,000	190,500	2,125,500
2022	1,520,000	134,625	1,654,625
2023	1,520,000	87,050	1,607,050
2024	1,110,000	41,675	1,151,675
2025	225,000	9,000	234,000
Total	<u>\$ 38,470,000</u>	<u>\$ 6,678,927</u>	<u>\$ 45,148,927</u>

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, 2012 was approximately \$299,000. Additional payments for principal and interest aggregating approximately \$293,000 are expected to be received through the bonds maturity.

Debt limitation

The Town's indebtedness (including authorized but unissued bonds, 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:

Category	Debt Limit	Indebtedness	Balance
General purpose	\$ 179,556,518	\$ 26,498,000	\$ 153,058,518
Unfunded Pension Benefit Obligation	239,408,691	-	239,408,691
Schools	359,113,037	14,938,366	344,174,671
Sewers	299,260,864	-	299,260,864
Urban renewal	259,359,415	-	259,359,415

The total overall statutory debt limit for the Town is equal to seven times annual receipts from taxation, or approximately \$558,620,000.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2012

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, 2012, the Town's portion of defeased bonds outstanding, but removed from the Town's government-wide financial statements was approximately \$1,400,000.

Bonds authorized but unissued

Total authorized but unissued debt at June 30, 2012 consists of the following:

General purpose	<u>\$ 2,440,000</u>
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Bond anticipation notes

In May 2012, the Town issued \$800,000 in bond anticipation notes, which have an interest rate of 1.0% and will mature in May 2013.

Bond anticipation note transactions for the year ended June 30, 2012 were as follows:

Outstanding, July 1, 2011	\$ 1,010,000
New Borrowings	800,000
Repayments	<u>(1,010,000)</u>
Outstanding, June 30, 2012	<u><u>\$ 800,000</u></u>

Note 8. 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

Defined Benefit Pension Plan

All Town employees hired prior to July 1, 2011 (except police officers and certified members of the Board of Education) participate in the 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

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2012

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.

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.

The membership in the PERS at July 1, 2010 is comprised of the following:

Retirees and beneficiaries currently receiving benefits	160
Vested terminated employees	28
Active employees:	
Fully vested	249
Non-vested	99
Total	<u>536</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 3.25% 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 8.60% 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.

Defined Contribution Pension Plan

As part of the FY 2012 budget process, management took steps to reduce the town's cost of providing retirement benefits for future employees. To help mitigate future increases in retirement costs, the Town Council voted to amend the Personnel Rules requiring all non-affiliated full-time employees hired after July 1, 2011 to participate in a 401(a) defined contribution plan. This Plan is not reported as a fiduciary fund by the Town as it does not meet the reporting criterion.

On October 17, 2011, the Town Council approved a new three year collective bargaining agreement with Teamsters Local 671 for the period July 1, 2011 to June 30, 2014. As part of this new agreement, all

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

members of the collective bargaining unit hired after November 1, 2011 are required to participate in a 401(a) defined contribution plan.

The Defined Contribution Plan requires the Town to contribute 5% of each participant's salary. Employees are also required to contribute 5% of their salary and may make additional contributions subject to IRS regulations.

The assets for the Plan are held by ICMA Retirement Corporation. The balance of the Plan amounted to approximately \$142,000 at June 30, 2012 and is not reflected in the accompanying financial statements of the Town, as the Town's role in the administration of the Plan is limited.

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, 2012 were as follows:

Annual required contribution	\$ 1,334,389
Interest on net pension obligation	-
Adjustment to annual required contribution	-
Annual pension cost	<u>1,334,389</u>
Contributions made	<u>(1,334,389)</u>
Decrease in net pension asset	-
Net pension asset, July 1, 2011	-
Net pension asset, June 30, 2012	<u><u>\$ -</u></u>

TREND INFORMATION

Fiscal Year Ending	Annual Pension Cost (APC)	Percentage of APC Contributed	Net Pension Asset
6/30/10	\$ 843,833	100%	\$ -
6/30/11	\$ 1,273,290	100%	\$ -
6/30/12	\$ 1,334,389	100%	\$ -

SCHEDULE OF FUNDING PROGRESS

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Overfunded AAL	Funded Ratio	Covered Payroll	UAAL as a Percentage of Covered Payroll
July 1, 2010	\$ 54,245,354	\$ 53,427,746	\$ 817,608	101.5%	\$ 15,782,256	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.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2012

Actuarial assumptions are as follows:

Valuation date	7/1/10
Actuarial cost method	Projected Unit
Amortization method	Level percent (closed)
Remaining amortization period	30 Years (decreasing)
Asset valuation method	10-Year Smoothed Market (closed)
Actuarial assumptions:	
Investment rate of return	7.75%
Projected salary increases	4.0%
Cost of living adjustments	2.25%
Inflation rate	2.75%

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 2.25% 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 15.3% 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, 2012, 2011 and 2010 were \$966,083, \$857,865 and \$664,302, 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.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

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 \$5,759,000 for the year ended June 30, 2012.

Note 9. 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, 2011. 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.

Membership in the plan consisted of the following at July 1, 2011, the date of the last actuarial valuation.

Retirees and beneficiaries receiving benefits	263
Active plan members	<u>689</u>
Total	<u><u>952</u></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 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, 2012

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
6/30/10	\$ 7,155,367	\$ 2,085,000	29.14%	\$ 9,561,367
6/30/11	\$ 7,038,553	\$ 2,067,000	29.37%	\$ 14,532,920
6/30/12	\$ 7,532,987	\$ 2,283,000	29.70%	\$ 19,782,907

OPEB Obligation

Annual required contribution	\$ 7,681,000
Interest on net pension obligation	581,317
Adjustment to annual required contribution	(729,330)
Annual OPEB cost	<u>7,532,987</u>
Contributions made	<u>2,283,000</u>
Increase in net OPEB liability	5,249,987
Net OPEB obligation, beginning of year	<u>14,532,920</u>
Net OPEB obligation, end of year	<u><u>\$ 19,782,907</u></u>

SCHEDULE OF FUNDING PROGRESS

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) (b)	Unfunded AAL (a-b)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll ((b-a)/c)
July 1, 2009	\$ -	\$ 72,896,000	\$ (72,896,000)	0.0%	28,688,520	N/A

Actuarial assumptions are as follows:

Valuation Date:	July 1, 2009
Actuarial Cost Method:	Projected Unit Credit
Asset Valuation Method:	N/A
Amortization Method:	Level Percent (closed)
Remaining Amortization Period:	30 Years (decreasing), 20 years (decreasing) (non-police)
Valuation Type:	Closed Group
Actuarial Assumptions:	
Discount rate	4.00%
Inflation rate	3.00%
Salary increase rate	3.00%

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

Health cost trend rates

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

Initial inflation rate:	6.6%
Ultimate inflation rate:	4.7%
Years until ultimate inflation rate	82 years

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 10. 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. Workers' Compensation Trust, a fully qualified, third party administrator, is the current administrator of the program and assists management in determining 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.

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

	Liability July 1,	Current Year Claims and Changes in Estimates	Claim Payments	Liability June 30,
2010-11	1,343,109	10,776,341	10,421,666	1,697,784
2011-12	1,697,784	7,814,861	8,290,036	1,222,609

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2012

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, with umbrella coverage up to \$15.0 million. There have 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 11. 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 \$37,000,000 or 8.83% of the debt of the District.

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 does not believe any potential claims against the Town would have a material adverse effect on the financial position of the Town.

Note 12. 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 at least thirty years after closure. Under these regulations, the landfill has established a horizontal footprint of 55 acres which is now the basis of maximum horizontal expansion without providing a liner system. Based on projected annual disposal rates and daily cover, the area has approximately 1.8 years of remaining life.

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 \$36,670,930 reported as landfill closure and post-closure care liability at June 30, 2012, is \$401,905 less than the liability reported on June 30, 2011. 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 97%. This increase or adjustment in estimated closure costs accrued to date

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

directly decreases the operating income for the Landfill Enterprise Fund in fiscal year 2012. The landfill will recognize the remaining estimated cost of closure and post-closure care of \$975,070 as the remaining capacity is filled. These amounts are based on what it would cost to perform all closure and post-closure care at 2012 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 requirements of the regulations, including the control and monitoring of leachate and landfill generated gases. It is expected that this process may result in collecting leachate from the groundwater and treating the effluent.

Note 13. Fund Deficit

The following fund had a net fund deficit as of June 30, 2012:

Landfill Fund	<u>\$6,918,913</u>
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The deficit will be funded by future operations.

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued
June 30, 2012

Note 14. Fund Balances

The Town classifies fund balances under the provisions of GASB Statement No. 54, *Fund Balance Reporting and Government Fund Type Definitions*. The details for the Town's fund balance are the following:

	General Fund	Capital Projects	Nonmajor Governmental Funds
Fund balances:			
Nonspendable:			
Inventory	\$ 48,934	\$ -	\$ 8,243
Permanent Fund Principal	-	-	13,000
Total nonspendable	48,934	-	21,243
Restricted:			
Education	-	-	3,509
General government	-	-	40,583
Culture & Recreation	-	-	72,975
Human Services	-	-	162,442
Public safety	-	-	142,736
Public works	-	-	615,025
Community Rehabilitation Program	-	-	2,051,976
Capital Outlay	-	3,589,447	-
Total restricted	-	3,589,447	3,089,246
Committed:			
Capital Outlay	-	2,770,603	359,822
Debt Service	-	-	553,126
Total committed	-	2,770,603	912,948
Assigned:			
Education	323,612	-	19,839
General government	232,134	-	-
Culture & Recreation	670,043	-	-
Human Services	48,542	-	-
Public safety	807,506	-	-
Public works	257,136	-	-
Community Rehabilitation Program	-	-	145,062
Capital Outlay	-	879,786	-
Debt Service	-	-	-
Future Appropriations	900,000	-	-
Total assigned	3,238,973	879,786	164,901
Unassigned:	15,316,230	-	-
Total fund balance	\$ 18,604,137	\$ 7,239,836	\$ 4,188,338

Note 15. Governmental Accounting Standards Board (GASB) Statements

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 No. 60, *Accounting and Financial Reporting for Service Concession Arrangements***, issued November 2010, will be effective for the Town beginning with its year ending June 30, 2013. This Statement is intended to improve financial reporting by addressing issues related to service concession arrangements (SCAs), which are a type of public-private or public-public partnership. Specifically, this Statement improves financial reporting by establishing recognition, measurement, and disclosure requirements SCAs for both transferors and governmental operators, requiring governments to account for and report SCAs in the same manner, which improves the comparability of financial statements. This Statement also improves the decision usefulness of financial reporting by requiring that specific relevant disclosures be made by transferors and governmental operators about SCAs.
- **GASB Statement No. 61, *The Financial Reporting Entity: Omnibus an amendment of GASB Statements No. 14 and No. 34***, issued November 2010, will be effective for the Town beginning with its year ending June 30, 2013. This Statement is intended to improve financial reporting for a governmental financial reporting entity by improving guidance for including, presenting, and disclosing information about component units and equity interest transactions of a financial reporting entity. The amendments to the criteria for including component units allow users of financial statements to better assess the accountability of elected officials by ensuring that the financial reporting entity includes only organizations for which the elected officials are financially accountable or that are determined by the government to be misleading to exclude. The amendments to the criteria for blending also improve the focus of a financial reporting entity on the primary government by ensuring that the primary government includes only those component units that are so intertwined with the primary government that they are essentially the same as the primary government, and by clarifying which component units have that characteristic.
- **GASB Statement No. 62, *Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements***, issued January 2011, will be effective for the Town beginning with its year ending June 30, 2013. This Statement is intended to enhance the usefulness of the Codification of Governmental Accounting and Financial Reporting Standards by incorporating guidance that previously could only be found in certain FASB and AICPA pronouncements. This Statement incorporates into the GASB's authoritative literature the applicable guidance previously presented in the following pronouncements issued before November 30, 1989: FASB Statements and Interpretations, Accounting Principles Board Opinions, and Accounting Research Bulletins of the AICPA's Committee on Accounting Procedure. By incorporating and maintaining this guidance in a single source, the GASB believes that GASB 62 reduces the complexity of locating and using authoritative literature needed to prepare state and local government financial reports.
- **GASB Statement No. 63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position***, issued July 2011, will be effective for the Town beginning with its year ending June 30, 2013. This Statement is intended to improve financial reporting by providing citizens and other users of state and local government financial reports with information about how past transactions will continue to impact a government's financial statements in the future. This Statement provides a new statement of net position format to report

TOWN OF WINDSOR, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS, Continued June 30, 2012

all assets, deferred outflows of resources, liabilities deferred inflows of resources, and net position (which is the net residual amount of the other elements). The Statement requires that deferred outflows of resources and deferred inflows of resources be reported separately from assets and liabilities. This Statement also amends certain provisions of Statement No. 34, Basic Financial Statements-and Management's Discussion and Analysis-for State and Local Governments, and related pronouncements to reflect the residual measure in the statement of financial position as net position, rather than net assets.

- **GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*, was issued March 2012.** This Statement establishes accounting and financial reporting standards that reclassify, as deferred outflows of resources or deferred inflows of resources, certain items that were previously reported as assets and liabilities and recognizes, as outflows of resources or inflows of resources, certain items that were previously reported as assets and liabilities. The provisions of this Statement will be effective for the Town beginning with its year ending June 30, 2013.
- **GASB Statement No. 66, *Technical Corrections—2012*, was issued in March 2012.** *The objective of this Statement is to improve accounting and financial reporting for a governmental financial reporting entity by resolving conflicting guidance that resulted from the issuance of two pronouncements, Statements No. 54, Fund Balance Reporting and Governmental Fund Type Definitions, and No. 62, Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements.* The provisions of this Statement will be effective for the Town beginning with its year ending June 30, 2013.
- **GASB Statement No. 67, *Financial Reporting for Pension Plans an amendment of GASB Statement No. 25*, was issued in June 2012.** The objective of this Statement is to improve financial reporting by state and local governmental pension plans. This Statement results from a comprehensive review of the effectiveness of existing standards of accounting and financial reporting for pensions with regard to providing decision-useful information, supporting assessments of accountability and inter-period equity, and creating additional transparency. This Statement replaces the requirements of Statements No. 25, *Financial Reporting for Defined Benefit Pension Plans and Note Disclosures for Defined Contribution Plans*, and No. 50, *Pension Disclosures*, as they relate to pension plans that are administered through trusts or equivalent arrangements (hereafter jointly referred to as trusts) that meet certain criteria. The requirements of Statements 25 and 50 remain applicable to pension plans that are not administered through trusts covered by the scope of this Statement and to defined contribution plans that provide postemployment benefits other than pensions. The provisions of this Statement will be effective for the Town beginning with its year ending June 30, 2013.
- **GASB Statement No. 68, *Accounting and Financial Reporting for Pensions, an amendment of GASB Statement No. 27*, was issued in June 2012.** The primary objective of this Statement is to improve accounting and financial reporting by state and local governments for pensions. It also improves information provided by state and local governmental employers about financial support for pensions that is provided by other entities. This Statement results from a comprehensive review of the effectiveness of existing standards of accounting and financial reporting for pensions with regard to providing decision-useful information, supporting assessments of accountability and inter-period equity, and creating additional transparency. The provisions of this Statement will be effective for the Town beginning with its year ending June 30, 2014.

**Required Supplementary
Information**

TOWN OF WINDSOR, CONNECTICUT

**REQUIRED SUPPLEMENTARY INFORMATION
PENSION TRUST FUND
June 30, 2012**

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)	UAAAL as a Percentage of Covered Payroll ((b-a)/c)
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%
July 1, 2009	52,671,376	50,355,944	2,315,432	104.6%	15,875,106	0.0%
July 1, 2010	54,245,354	53,427,746	817,608	101.5%	15,782,256	0.0%

Schedule of Employer Contributions

Year Ended June 30,	Annual Required Contribution	Percentage Contributed
2007	\$ 737,493	100.0%
2008	827,855	100.0%
2009	834,453	100.0%
2010	843,833	100.0%
2011	1,273,290	100.0%
2012	1,334,389	100.0%

TOWN OF WINDSOR, CONNECTICUT

**REQUIRED SUPPLEMENTARY INFORMATION
OTHER POST-EMPLOYMENT BENEFITS
June 30, 2012**

Schedule of Funding Progress

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) (b)	Unfunded 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%	\$ -	N/A
July 1, 2009	\$ -	\$ 72,896,000	\$ (72,896,000)	0.0%	\$ 28,688,520	N/A

Schedule of Employer Contributions

Year Ended June 30,	Annual Required Contribution	Percentage Contributed
2009	\$ 6,389,000	29.71%
2010	7,185,000	29.02%
2011	7,118,000	29.04%
2012	7,681,000	29.72%

TOWN OF WINDSOR, CONNECTICUT

REQUIRED SUPPLEMENTARY INFORMATION
 STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN BUDGETARY
 FUND BALANCE - BUDGETARY BASIS - BUDGET AND ACTUAL - GENERAL FUND
 For the Year Ended June 30, 2012

	Budgeted Amounts		Actual Budgetary Basis	Variance With Final Budget
	Original	Final		Positive (Negative)
REVENUES				
Property taxes	\$ 79,215,030	\$ 79,215,030	\$ 79,806,333	\$ 591,303
Licenses and permits	591,430	591,430	508,570	(82,860)
Fines, forfeitures and penalties	35,000	35,000	49,114	14,114
Other agencies	122,773	122,773	167,147	44,374
Intergovernmental	15,040,687	15,040,687	15,253,153	212,466
Revenues from use of assets	617,950	617,950	512,393	(105,557)
Charges for services	817,020	817,020	863,254	46,234
Total revenues	96,439,890	96,439,890	97,159,964	720,074
EXPENDITURES				
Current:				
General government	883,330	883,330	843,390	39,940
Safety Service	8,678,100	8,678,100	8,673,791	4,309
Public works	4,950,460	4,950,460	4,717,595	232,865
Health Services	489,700	489,700	408,402	81,298
Human Services	866,860	866,860	793,056	73,804
Recreation and Leisure Services	1,310,160	984,210	961,792	22,418
Education	61,829,030	61,705,430	61,553,483	151,947
Town support for education	4,219,650	1,768,600	1,761,874	6,726
Library services	1,494,380	1,494,380	1,485,377	9,003
Development services	1,697,180	1,697,180	1,636,049	61,131
Information services	423,140	423,140	411,239	11,901
Administrative services	1,917,610	1,837,610	1,773,588	64,022
Community development	25,000	25,000	25,000	-
General services	8,675,530	5,166,930	5,156,141	10,789
Total expenditures	97,460,130	90,970,930	90,200,777	770,153
Revenues over (under) expenditures	(1,020,240)	5,468,960	6,959,187	1,490,227
OTHER FINANCING SOURCES (USES)				
Transfers in	120,240	120,240	903,038	782,798
Transfers out	-	(7,620,760)	(7,620,760)	-
Total other financing sources (uses)	120,240	(7,500,520)	(6,717,722)	782,798
Net change in budgetary fund balance	\$ (900,000)	\$ (2,031,560)	241,465	\$ 2,273,025
BUDGETARY FUND BALANCE, beginning			16,023,699	
BUDGETARY FUND BALANCE, ending			\$ 16,265,164	

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

TOWN OF WINDSOR, CONNECTICUT

NOTE TO REQUIRED SUPPLEMENTARY INFORMATION
June 30, 2012

Note 1. 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 increased by approximately \$1,131,560 as a result of fund balance and revenue appropriations during the year ended June 30, 2012. 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:

	Revenues and Transfers	Expenditures and Transfers
Balance, GAAP basis	\$ 105,345,209	\$ 105,110,030
State Teachers Retirement payments made by State Department of Education on behalf of the Town, not recognized for budgetary purposes	(5,759,000)	(5,759,000)
Reclassified to General Fund, as funds were previously reported as Special Revenue Funds, and no longer meet the definition in accordance with GASB 54.	(1,523,207)	(1,435,046)
Encumbrances:		
June 30, 2011	-	(425,523)
June 30, 2012	-	331,076
Balance, budgetary basis	<u>\$ 98,063,002</u>	<u>\$ 97,821,537</u>

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

TOWN OF WINDSOR, CONNECTICUT

NOTE TO REQUIRED SUPPLEMENTARY INFORMATION, Continued
June 30, 2012

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.

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**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 and report specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects.

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.

Other Special Revenue Funds: Account for intergovernmental and private grants for various special projects administered by the Town.

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

Debt Service 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, 2012

	Special Revenue		
	Educational Grant Program	Cafeteria	Community Rehabilitation Program
ASSETS			
Cash and cash equivalents	\$ 541,509	27,401	\$ 113,646
Community rehabilitation loans, net	-	-	2,051,976
Accounts receivable	52,675	154,919	2,836
Inventories	-	8,243	-
Investments	-	-	40,633
Total assets	\$ 594,184	190,563	\$ 2,209,091
LIABILITIES AND FUND BALANCES			
Liabilities			
Accounts payable	\$ 66,210	22,452	\$ 12,053
Unearned revenue	4,676	-	-
Deferred revenue	-	-	-
Due to other funds	523,298	157,509	
Total liabilities	594,184	179,961	12,053
Fund balances			
Nonspendable	-	8,243	-
Restricted	-	-	2,051,976
Committed	-	-	-
Assigned	-	2,359	145,062
Total fund balances	-	10,602	2,197,038
Total liabilities and fund balances	\$ 594,184	\$ 190,563	\$ 2,209,091

Special Revenue			Capital Projects	Debt Service	
J. Bartash Trust Fund	Treehouse	Other Special Revenue Funds	Open Space	Debt Service	Totals
\$ 11,485	\$ 101,314	\$ 824,842	\$ 262,670	\$ 407,449	\$ 2,290,316
-	-	-	-	-	2,051,976
-	77,139	820,506	-	-	1,108,075
-	-	-	-	-	8,243
5,024	-	609,689	97,152	145,677	898,175
<u>\$ 16,509</u>	<u>\$ 178,453</u>	<u>\$ 2,255,037</u>	<u>\$ 359,822</u>	<u>\$ 553,126</u>	<u>\$ 6,356,785</u>
\$ -	\$ 24,020	\$ 104,858	\$ -	\$ -	\$ 229,593
-	-	-	-	-	4,676
-	37,245	313,365	-	-	350,610
-	99,708	803,053	-	-	1,583,568
-	160,973	1,221,276	-	-	2,168,447
13,000	-	-	-	-	21,243
3,509	-	1,033,761	-	-	3,089,246
-	-	-	359,822	553,126	912,948
-	17,480	-	-	-	164,901
<u>16,509</u>	<u>17,480</u>	<u>1,033,761</u>	<u>359,822</u>	<u>553,126</u>	<u>4,188,338</u>
<u>\$ 16,509</u>	<u>\$ 178,453</u>	<u>\$ 2,255,037</u>	<u>\$ 359,822</u>	<u>\$ 553,126</u>	<u>\$ 6,356,785</u>

TOWN OF WINDSOR, CONNECTICUT

COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
 NONMAJOR GOVERNMENTAL FUNDS
 For the Year Ending June 30, 2012

	Special Revenue		
	Educational Grant Programs	Cafeteria	Community Rehabilitation Program
REVENUES			
Intergovernmental	\$ 3,032,690	\$ 1,015,297	\$ 563,911
Sale of food	-	1,237,449	-
Income from investments	-	33	7,016
Charges for services	-	-	-
Other	-	6,038	247
Total revenues	3,032,690	2,258,817	571,174
EXPENDITURES			
General government	-	-	349,571
Culture & recreation	-	-	-
Human Services	-	-	-
Education	3,032,690	2,250,150	-
Public works	-	-	-
Public safety	-	-	-
Debt service	-	-	-
Total expenditures	3,032,690	2,250,150	349,571
Revenues over (under) expenditures	-	8,667	221,603
OTHER FINANCING SOURCES (USES)			
Transfers in	-	-	-
Transfers out	-	-	-
Premium on bonds issued	-	-	-
Total other financing sources (uses)	-	-	-
Change in fund balances	-	8,667	221,603
FUND BALANCES, beginning	-	1,935	1,975,435
FUND BALANCES, ending	\$ -	\$ 10,602	\$ 2,197,038

Special Revenue			Capital Projects	Debt Service	Totals
J. Bartash Trust Fund	Treehouse	Other Special Revenue Funds	Open Space	Debt Service	
\$ -	\$ 480,253	\$ 1,004,258	\$ -	\$ -	\$ 6,096,409
-	-	-	-	-	1,237,449
34	-	3,615	1,301	-	11,999
-	-	17,268	7,000	-	24,268
-	-	43,975	-	-	50,260
34	480,253	1,069,116	8,301	-	7,420,385
-	-	17,997	4,500	-	372,068
-	-	91,720	-	-	91,720
-	-	1,008,398	-	-	1,008,398
300	479,298	-	-	-	5,762,438
-	-	143,665	-	-	143,665
-	-	158,098	-	-	158,098
-	-	-	-	5,925,093	5,925,093
300	479,298	1,419,878	4,500	5,925,093	13,461,480
(266)	955	(350,762)	3,801	(5,925,093)	(6,041,095)
-	-	906,510	1,900	5,888,150	6,796,560
-	-	(804,953)	-	-	(804,953)
-	-	-	-	97,219	97,219
-	-	101,557	1,900	5,985,369	6,088,826
(266)	955	(249,205)	5,701	60,276	47,731
16,775	16,525	1,282,966	354,121	492,850	4,140,607
\$ 16,509	\$ 17,480	\$ 1,033,761	\$ 359,822	\$ 553,126	\$ 4,188,338

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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, 2012

	Child Development	Adult Caring Connection	Total
ASSETS			
Current assets:			
Cash and cash equivalents	\$ 392,893	\$ 307,413	\$ 700,306
Customer receivable, net	2,347	85,008	87,355
Prepaid expenses	3,919	-	3,919
Investments	140,473	109,910	250,383
Total current assets	539,632	502,331	1,041,963
Noncurrent Assets:			
Capital assets (net of accumulated depreciation)	14,000	23,040	37,040
Total assets	553,632	525,371	1,079,003
LIABILITIES			
Current liabilities:			
Accounts payable and accrued liabilities	55,752	11,969	67,721
Unearned revenue	11,931	-	11,931
Due to other funds	-	30,000	30,000
Total current liabilities	67,683	41,969	109,652
Noncurrent liabilities:			
Compensated absences	39,503	7,166	46,669
Total noncurrent liabilities	39,503	7,166	46,669
Total liabilities	107,186	49,135	156,321
NET ASSETS			
Invested in capital assets	14,000	23,040	37,040
Unrestricted	432,446	453,196	885,642
Total net assets	\$ 446,446	\$ 476,236	\$ 922,682

TOWN OF WINDSOR, CONNECTICUT

COMBINING STATEMENT OF REVENUES, EXPENSES AND CHANGES IN
 FUND NET ASSETS - NONMAJOR ENTERPRISE FUNDS
 For the Year Ending June 30, 2012

	Child Development	Adult Caring Connection	Total
Operating Revenues			
Charges for services	\$ 1,254,844	\$ 623,817	\$ 1,878,661
Operating Expenses			
Salaries and benefits	1,014,457	353,858	1,368,315
Depreciation	1,000	7,132	8,132
Administrative expenses	72,643	37,706	110,349
Repairs and maintenance	15,784	-	15,784
Fuel and utilities	15,723	352	16,075
Outside services	65,936	43,557	109,493
Rent expense	117,650	71,000	188,650
Total operating expenses	1,303,193	513,605	1,816,798
Operating income (loss)	(48,349)	110,212	61,863
Nonoperating Revenues (Expenses)			
Interest income	1,322	984	2,306
Income (loss) before transfers	(47,027)	111,196	64,169
Transfers out	-	(139,985)	(139,985)
Change in net assets	(47,027)	(28,789)	(75,816)
Net Assets , beginning of year	493,473	505,025	998,498
Net Assets , end of year	\$ 446,446	\$ 476,236	\$ 922,682

TOWN OF WINDSOR, CONNECTICUT

COMBINING STATEMENT OF CASH FLOWS - NONMAJOR ENTERPRISE FUNDS

For the Year Ended June 30, 2012

	Child Development	Adult Caring Connection	Totals
Cash Flows From Operating Activities			
Receipts from customers and users	\$ 1,252,867	\$ 623,080	\$ 1,875,947
Payments to suppliers	(285,142)	(151,800)	(436,942)
Payments to employees	(1,002,023)	(352,144)	(1,354,167)
Net cash provided by (used in) operating activities	(34,298)	119,136	84,838
Cash Flows From Noncapital Financing Activities			
Due to other funds	-	(30,000)	(30,000)
Transfers out	-	(139,985)	(139,985)
Net cash used in noncapital financing activities	-	(169,985)	(169,985)
Cash Flows From Capital and Related Financing Activities			
Purchases of capital assets	(15,000)	(1,885)	(16,885)
Net cash used in capital and related financing activities	(15,000)	(1,885)	(16,885)
Cash Flows From Investing Activities			
Interest received	1,322	984	2,306
Sale of investments	27,250	25,422	52,672
Net cash provided by investing activities	28,572	26,406	54,978
Net decrease in cash and cash equivalents	(20,726)	(26,328)	(47,054)
Cash and Cash Equivalents			
Beginning	413,619	333,741	747,360
Ending	\$ 392,893	\$ 307,413	\$ 700,306
Reconciliation of Operating Income to Net Cash Provided by (Used in) Operating Activities			
Operating income (loss)	\$ (48,349)	\$ 110,212	\$ 61,863
Adjustments to reconcile operating income (loss) to net cash provided by (used in) operating activities:			
Depreciation	1,000	7,132	8,132
Changes in assets and liabilities:			
Increase (decrease) in accounts receivable	3,179	(735)	2,444
Increase in prepaid expenses	(1,082)	-	(1,082)
Increase in accounts payable	15,028	2,527	17,555
Decrease in unearned revenue	(4,074)	-	(4,074)
Net cash provided by (used in) operating activities	\$ (34,298)	\$ 119,136	\$ 84,838

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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:

- 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, 2012

	Balance July 1, 2011	Additions	Deletions	Balance June 30, 2012
STUDENT ACTIVITY FUNDS				
Assets				
Cash and cash equivalents	\$ 219,627	\$ 657,246	\$ 705,841	\$ 171,032
Liabilities				
Accounts payable	\$ 219,627	\$ 657,246	\$ 705,841	\$ 171,032
ADULT EDUCATION				
Assets				
Cash and cash equivalents	\$ 35,054	\$ 22,013	\$ 23,517	\$ 33,550
Liabilities				
Accounts payable	\$ 35,054	\$ 22,013	\$ 23,517	\$ 33,550
PERFORMANCE BONDS				
Assets				
Cash and cash equivalents	\$ 379,104	\$ 25,179	\$ 62,389	\$ 341,894
Liabilities				
Accounts payable	\$ 379,104	\$ 25,179	\$ 62,389	\$ 341,894
TOWN ESCROW				
Assets				
Cash and cash equivalents	\$ 5,388	\$ 121,894	\$ 7,670	\$ 119,612
Liabilities				
Accounts payable	\$ 5,388	\$ 121,894	\$ 7,670	\$ 119,612
SCHOLARSHIP FUNDS				
Assets				
Cash and cash equivalents	\$ 81,214	\$ 1,004	\$ 3,909	\$ 78,309
Liabilities				
Accounts payable	\$ 81,214	\$ 1,004	\$ 3,909	\$ 78,309
TOTAL AGENCY FUNDS				
Assets				
Cash and cash equivalents	\$ 720,387	\$ 827,336	\$ 803,326	\$ 744,397
Liabilities				
Accounts payable	\$ 720,387	\$ 827,336	\$ 803,326	\$ 744,397

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Capital Asset Schedule

TOWN OF WINDSOR, CONNECTICUT

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

June 30, 2012

	Land	Buildings	Machinery and Equipment	Construction in Progress	Infrastructure	Totals
General Government	\$ 586,761	\$ 470,283	\$ 1,948,413	\$ -	\$ -	\$ 3,005,457
Education	324,612	44,759,683	1,694,305	-	-	46,778,600
Culture and recreation	1,799,890	7,967,892	500,648	-	-	10,268,430
Human services	300,544	958,780	167,228	-	-	1,426,552
Public services	312,078	9,163,479	1,839,116	-	-	11,314,673
Public works	1,451,024	939,862	1,124,327	3,191,387	21,814,569	28,521,169
Total	\$ 4,774,909	\$ 64,259,979	\$ 7,274,037	\$ 3,191,387	\$ 21,814,569	\$ 101,314,881

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Other Schedules

BALANCE SHEET - BY ACCOUNT - GENERAL FUND
June 30, 2012

	General Fund	Other Programs	Totals
ASSETS			
Cash and cash equivalents	\$ 16,766,782	\$ 1,783,210	\$ 18,549,992
Investments	5,994,714	319,543	6,314,257
Receivables (net of allowances for collection losses):			
Property taxes	1,494,656	-	1,494,656
Accounts receivable	610,951	99,425	710,376
State and Federal governments	273,634	-	273,634
Due from other funds	1,583,568	-	1,583,568
Inventories	48,934	-	48,934
Total assets	<u><u>\$ 26,773,239</u></u>	<u><u>\$ 2,202,178</u></u>	<u><u>\$ 28,975,417</u></u>
LIABILITIES AND FUND BALANCES			
LIABILITIES			
Accounts payable and accrued liabilities	\$ 3,434,496	\$ 94,856	\$ 3,529,352
Advance tax collections	4,426,446	-	4,426,446
Deferred revenue	1,548,632	99,425	1,648,057
Due to other funds	767,425	-	767,425
Total liabilities	<u><u>10,176,999</u></u>	<u><u>194,281</u></u>	<u><u>10,371,280</u></u>
FUND BALANCES			
Nonspendable	48,934	-	48,934
Assigned	1,231,076	2,007,897	3,238,973
Unassigned	15,316,230	-	15,316,230
Total fund balances	<u><u>16,596,240</u></u>	<u><u>2,007,897</u></u>	<u><u>18,604,137</u></u>
Total liabilities and fund balances	<u><u>\$ 26,773,239</u></u>	<u><u>\$ 2,202,178</u></u>	<u><u>\$ 28,975,417</u></u>

TOWN OF WINDSOR, CONNECTICUT

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - BY ACCOUNT - GENERAL FUND
 For the Year Ended June 30, 2012

	General Fund	Other Programs	Eliminate Interfund Receivables	Totals
REVENUES				
Property taxes	\$ 79,806,333	\$ -	\$ -	\$ 79,806,333
State and Federal governments	21,115,541	-	-	21,115,541
Charges for services	1,844,093	1,517,578	-	3,361,671
Investment income	152,997	5,629	-	158,626
Total revenues	<u>102,918,964</u>	<u>1,523,207</u>	<u>-</u>	<u>104,442,171</u>
EXPENDITURES				
Current:				
Education	67,350,191	40,610	-	67,390,801
General Government	10,800,206	23,477	-	10,823,683
Culture and Recreation	2,514,719	1,200,112	-	3,714,831
Human Services	1,201,457	92,256	-	1,293,713
Public Safety	8,791,001	455,684	-	9,246,685
Public Works	5,396,650	47,457	-	5,444,107
Total expenditures	<u>96,054,224</u>	<u>1,859,596</u>	<u>-</u>	<u>97,913,820</u>
Revenues over (under) expenditures	<u>6,864,740</u>	<u>(336,389)</u>	<u>-</u>	<u>6,528,351</u>
OTHER FINANCING SOURCES (USES)				
Transfers in	903,038	469,550	(469,550)	903,038
Transfers out	(7,620,760)	(45,000)	469,550	(7,196,210)
Net other financing sources (uses)	<u>(6,717,722)</u>	<u>424,550</u>	<u>-</u>	<u>(6,293,172)</u>
Net change in fund balances	147,018	88,161	-	235,179
FUND BALANCES , beginning of year July 1, 2011	<u>16,449,222</u>	<u>1,919,736</u>	<u>-</u>	<u>18,368,958</u>
FUND BALANCES , end of year June 30, 2012	<u>\$ 16,596,240</u>	<u>\$ 2,007,897</u>	<u>\$ -</u>	<u>\$ 18,604,137</u>

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TOWN OF WINDSOR, CONNECTICUT

SCHEDULE OF PROPERTY TAXES LEVIED, COLLECTED AND OUTSTANDING

For the Year Ended June 30, 2012

Grand List Year	Balance Uncollected July 1, 2011	Current Levy	Lawful Corrections		Transfers to Suspense	Balance to be Collected
			Additions	Deletions		
2010	\$ -	\$ 79,130,086	\$ 245,948	\$ (174,653)	\$ -	\$ 79,201,381
2009	1,091,108	-	229,172	(98,144)	-	1,222,136
2008	355,347	-	23,810	(1,613)	(159,231)	218,313
2007	50,119	-	517	-	(67)	50,569
2006	21,364	-	-	-	-	21,364
2005	7,895	-	-	-	(236)	7,659
2004	7,363	-	91	-	(91)	7,363
2003	4,792	-	-	-	(225)	4,567
2002	1,167	-	-	-	(307)	860
2001	1,134	-	-	-	(298)	836
2000	717	-	-	-	-	717
1999	632	-	-	-	-	632
1998	869	-	-	-	-	869
1997	800	-	99	-	-	899
1996	653	-	-	-	-	653
1995	619	-	-	-	-	619
	<u>\$ 1,544,579</u>	<u>\$ 79,130,086</u>	<u>\$ 499,637</u>	<u>\$ (274,410)</u>	<u>\$ (160,455)</u>	<u>\$ 80,739,437</u>

Suspense collections

Total collections

Collections				Balance Uncollected June 30, 2012
Taxes	Interest	Fees	Total	
\$ 78,222,116	\$ 278,521	\$ 1,044	\$ 78,501,681	\$ 979,265
804,643	147,871	2,178	954,692	417,493
111,906	38,368	656	150,930	106,407
24,481	12,949	312	37,742	26,088
1,415	68	48	1,531	19,949
-	-	-	-	7,659
-	-	-	-	7,363
-	-	-	-	4,567
-	-	-	-	860
-	-	-	-	836
-	-	-	-	717
-	-	-	-	632
-	-	-	-	869
58	-	-	58	841
-	-	-	-	653
-	-	-	-	619
<u>\$ 79,164,619</u>	<u>\$ 477,777</u>	<u>\$ 4,238</u>	<u>\$ 79,646,634</u>	<u>1,574,818</u>
Less: Allowance for doubtful accounts				461,640
				<u>\$ 1,113,178</u>
<u>71,577</u>	<u>84,686</u>	<u>-</u>	<u>156,263</u>	
<u>\$ 79,236,196</u>	<u>\$ 562,463</u>	<u>\$ 4,238</u>	<u>\$ 79,802,897</u>	

TOWN OF WINDSOR, CONNECTICUT

SCHEDULE OF CHANGES IN BOND INDEBTEDNESS

For the Year Ended June 30, 2012

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	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
School General Obligation Bond	2.25/3.5	2011	4/1/24	1,040,000
Public Improvements	2.25/3.5	2011	4/1/24	3,450,000
Public Improvements	2.00	2012	5/1/24	4,490,000
TOTAL				

Balance		Additions	Retirements	Balance	
July 1, 2011				June 30, 2012	
\$ 229,000	\$ -	\$ 229,000	\$ -		
46,000	-	46,000	-		
150,000	-	150,000	-		
1,306,000	-	302,000	1,004,000		
69,000	-	23,000	46,000		
7,388,000	-	1,014,000	6,374,000		
8,202,000	-	1,156,000	7,046,000		
665,000	-	45,000	620,000		
3,635,000	-	380,000	3,255,000		
6,209,000	-	549,000	5,660,000		
6,096,000	-	336,000	5,760,000		
1,040,000	-	-	1,040,000		
3,450,000	-	275,000	3,175,000		
-	4,490,000	-	4,490,000		
<u>\$ 38,485,000</u>	<u>\$ 4,490,000</u>	<u>\$ 4,505,000</u>	<u>\$ 38,470,000</u>		

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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 Ten Fiscal Years
(accrual basis of accounting)

	Fiscal Year			
	2003	2004	2005	2006
Governmental activities:				
Invested in capital assets, net of related debt	\$ 37,493,839	\$ 35,633,107	\$ 35,903,258	\$ 36,691,713
Restricted	1,896,867	1,661,278	1,373,547	1,308,978
Unrestricted	18,179,395	20,438,554	24,502,191	25,992,668
Total governmental activities net assets	\$ 57,570,101	\$ 57,732,939	\$ 61,778,996	\$ 63,993,359
Business-type activities:				
Invested in capital assets, net of related debt	\$ 697,959	\$ 620,776	\$ 39,977	\$ 416,215
Unrestricted	(21,735,508)	(16,636,890)	(15,758,142)	(13,260,106)
Total business-type activities net assets	\$ (21,037,549)	\$ (16,016,114)	\$ (15,718,165)	\$ (12,843,891)
Primary government:				
Invested in capital assets, net of related debt	\$ 38,191,798	\$ 36,253,883	\$ 35,943,235	\$ 37,107,928
Restricted	1,896,867	1,661,278	1,373,547	1,308,978
Unrestricted	(3,556,113)	3,801,664	8,744,049	12,732,562
Total primary government net assets	\$ 36,532,552	\$ 41,716,825	\$ 46,060,831	\$ 51,149,468

Fiscal Year						
	2007	2008	2009	2010	2011	2012
\$	58,558,140	\$ 59,634,623	\$ 63,449,890	\$ 64,077,359	\$ 64,665,367	\$ 64,624,458
	1,425,727	1,552,616	1,635,090	1,733,293	3,130,557	3,089,246
	28,283,131	27,877,242	22,327,156	19,347,287	16,317,739	10,227,152
<u>\$</u>	<u>88,266,998</u>	<u>\$ 89,064,481</u>	<u>\$ 87,412,136</u>	<u>\$ 85,157,939</u>	<u>\$ 84,113,663</u>	<u>\$ 77,940,856</u>
\$	324,863	\$ 221,335	\$ 185,621	\$ 176,810	\$ 185,613	\$ 210,947
	(10,939,282)	(8,148,396)	(7,053,081)	(7,294,876)	(6,924,285)	(6,207,178)
<u>\$</u>	<u>(10,614,419)</u>	<u>\$ (7,927,061)</u>	<u>\$ (6,867,460)</u>	<u>\$ (7,118,066)</u>	<u>\$ (6,738,672)</u>	<u>\$ (5,996,231)</u>
\$	58,883,003	\$ 59,855,958	\$ 63,635,511	\$ 64,254,169	\$ 64,850,980	\$ 64,835,405
	1,425,727	1,552,616	1,635,090	1,733,293	3,130,557	3,089,246
	17,343,849	19,728,846	15,274,075	12,052,411	9,393,454	4,019,974
<u>\$</u>	<u>77,652,579</u>	<u>\$ 81,137,420</u>	<u>\$ 80,544,676</u>	<u>\$ 78,039,873</u>	<u>\$ 77,374,991</u>	<u>\$ 71,944,625</u>

TOWN OF WINDSOR, CONNECTICUT

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

	Fiscal Year			
	2003	2004	2005	2006
Expenses:				
Governmental activities:				
General government	\$ 8,404,359	\$ 8,290,368	\$ 9,098,239	\$ 9,915,592
Culture & recreation	3,375,174	3,129,442	3,339,960	3,373,174
Human services	1,251,782	1,525,642	1,519,473	1,676,685
Public works	3,957,412	4,838,064	5,215,856	5,395,578
Education	53,547,311	58,276,582	58,426,021	62,706,704
Public safety	6,908,418	7,174,676	7,519,211	8,485,227
Interest expense	2,171,416	3,414,738	1,998,227	1,800,092
Total governmental activities expenses	79,615,872	86,649,512	87,116,987	93,353,052
Business-type activities:				
Landfill	5,870,256	2,626,215	2,665,213	2,299,076
Child development	961,617	985,130	1,051,846	1,086,384
Adult caring connection	350,023	449,716	488,524	520,913
Total business-type activities	7,181,896	4,061,061	4,205,583	3,906,373
Total primary government expenses	86,797,768	90,710,573	91,322,570	97,259,425
Program revenue:				
Governmental activities:				
Charges for services:				
General government	2,190,703	2,891,380	2,789,332	2,940,997
Culture & recreation	651,326	748,903	748,281	754,944
Human services	442,250	57,831	101,247	104,716
Public works	101,310	168,617	96,077	21,880
Education	1,496,191	1,836,038	1,551,825	1,620,243
Public safety	460,423	243,743	234,119	316,712
Operating grants and contributions:				
General government	1,034,903	635,586	468,113	948,699
Culture & recreation	82,162	817,427	97,208	89,484
Human services	114,532	248,946	169,050	30,869
Public works	215,847	142,507	140,178	202,330
Education	11,080,282	13,239,217	14,245,323	16,099,415
Public safety	274,922	76,715	109,668	148,985
Capital grants and contributions:				
Capital grants and contributions:				
General government	-	-	-	-
Public works	-	-	-	-
Education	2,473,868	135,757	2,303,442	933,034
Total governmental activities program revenue	20,618,719	21,242,667	23,053,863	24,212,308

Fiscal Year						
	2007	2008	2009	2010	2011	2012
\$	11,124,017	\$ 12,368,532	\$ 10,226,562	\$ 10,039,998	\$ 11,524,755	\$ 14,012,409
	3,579,110	3,932,257	4,329,481	4,008,350	4,109,577	4,274,494
	1,394,386	1,475,799	1,545,945	1,614,335	1,508,514	2,430,368
	7,830,059	7,900,922	6,420,709	6,635,927	7,056,984	6,807,050
	64,184,074	68,566,869	75,436,627	77,319,195	77,130,965	79,446,961
	8,896,151	9,157,357	10,161,628	9,653,396	10,150,274	10,603,500
	1,565,521	1,759,337	2,424,721	1,255,397	1,146,445	1,075,256
	98,573,318	105,161,073	110,545,673	110,526,598	112,627,514	118,650,038
	2,635,732	2,048,943	1,542,767	3,112,891	2,322,740	1,821,531
	1,112,628	1,197,174	1,234,799	1,233,772	1,295,539	1,303,193
	567,040	610,401	662,319	567,145	542,844	513,605
	4,315,400	3,856,518	3,439,885	4,913,808	4,161,123	3,638,329
	102,888,718	109,017,591	113,985,558	115,440,406	116,788,637	122,288,367
	4,942,301	2,960,987	1,860,882	2,020,464	1,640,657	1,322,126
	773,190	852,132	791,531	629,783	715,831	836,456
	129,631	106,330	190,175	121,849	150,042	114,084
	389,095	66,075	122,262	38,486	225,617	146,472
	1,690,607	1,797,684	1,685,284	1,625,059	1,446,583	1,509,314
	459,739	588,112	239,645	267,033	135,567	694,937
	1,560,661	3,484,538	584,945	192,777	374,059	506,112
	528,657	77,013	469,411	357,582	238,632	36,281
	144,525	174,974	83,513	86,126	136,100	948,437
	353,997	205,717	50,620	21,880	221,571	206,719
	14,769,094	19,477,942	21,514,592	21,675,907	22,139,906	23,131,847
	154,746	65,236	280,373	171,307	169,971	130,439
	-	-	16,920	576,881	212,479	66,299
	-	-	-	128,936	262,473	329,573
	1,159,255	54,135	172,744	679,628	-	-
	27,055,498	29,910,875	28,062,897	28,593,698	28,069,488	29,979,096

TOWN OF WINDSOR, CONNECTICUT

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

	Fiscal Year			
	2003	2004	2005	2006
Business-type activities:				
Charges for services:				
Landfill	2,627,673	7,652,733	2,581,762	4,576,077
Child development	1,054,687	1,088,460	1,071,303	1,118,647
Adult caring connection	423,786	436,822	553,990	569,973
Total business-type activities program revenues	4,106,146	9,178,015	4,207,055	6,264,697
Total primary government program revenues	24,724,865	30,420,682	27,260,918	30,477,005
Net (expense) revenue:				
Governmental activities	(58,997,153)	(65,406,845)	(64,063,124)	(69,140,744)
Business-type activities	(3,075,750)	5,116,954	1,472	2,358,324
Total primary government net expense	(62,072,903)	(60,289,891)	(64,061,652)	(66,782,420)
General revenues and other changes in net assets:				
Governmental activities:				
Property taxes	58,496,073	62,525,330	64,924,875	67,159,495
Grants and contributions not restricted to specific programs	2,743,559	2,352,383	2,031,800	1,944,629
Unrestricted investment earnings	790,900	515,430	1,152,506	2,160,983
Miscellaneous	-	-	-	-
Insurance recovery	-	-	-	-
Transfers	179,155	176,540	-	90,000
Total governmental activities	62,209,687	65,569,683	68,109,181	71,355,107
Business-type activities:				
Unrestricted investment earnings	132,753	81,021	296,477	605,950
Transfers	(179,155)	(176,540)	-	(90,000)
Total business-type activities	(46,402)	(95,519)	296,477	515,950
Total primary government	62,163,285	65,474,164	68,405,658	71,871,057
Extraordinary				
State Teachers' on-behalf payments	-	-	-	-
State Teachers' on-behalf revenue	-	-	-	-
	-	-	-	-
Changes in net assets:				
Governmental activities	3,212,534	162,838	4,046,057	2,214,363
Business-type activities	(3,122,152)	5,021,435	297,949	2,874,274
Total primary government	\$ 90,382	\$ 5,184,273	\$ 4,344,006	\$ 5,088,637

Fiscal Year					
2007	2008	2009	2010	2011	2012
4,020,021	3,645,534	2,064,217	2,544,966	2,595,208	2,521,914
1,146,713	1,168,468	1,242,989	1,236,607	1,324,437	1,254,844
600,271	645,399	744,902	743,707	635,673	623,817
5,767,005	5,459,401	4,052,108	4,525,280	4,555,318	4,400,575
32,822,503	35,370,276	32,115,005	33,118,978	32,624,806	34,379,671
(71,517,820)	(75,250,198)	(82,482,776)	(81,932,900)	(84,558,026)	(88,670,942)
1,451,605	1,602,883	612,223	(388,528)	394,195	762,246
(70,066,215)	(73,647,315)	(81,870,553)	(82,321,428)	(84,163,831)	(87,908,696)
69,017,335	71,318,509	76,625,138	75,411,646	78,391,639	79,945,496
2,627,975	2,587,585	2,710,019	2,572,815	1,997,469	1,886,647
2,680,848	2,141,587	974,090	271,212	2,278,004	331,148
-	-	431,184	1,280,440	290,418	194,859
-	-	-	-	413,000	-
-	-	90,000	142,590	143,220	139,985
74,326,158	76,047,681	80,830,431	79,678,703	83,513,750	82,498,135
777,867	1,084,475	537,378	280,512	128,419	120,180
-	-	(90,000)	(142,590)	(143,220)	(139,985)
777,867	1,084,475	447,378	137,922	(14,801)	(19,805)
75,104,025	77,132,156	81,277,809	79,816,625	83,498,949	82,478,330
-	(16,366,000)	-	-	-	-
-	16,366,000	-	-	-	-
-	-	-	-	-	-
2,808,338	797,483	(1,652,345)	(2,254,197)	(1,044,276)	(6,172,807)
2,229,472	2,687,358	1,059,601	(250,606)	379,394	742,441
\$ 5,037,810	\$ 3,484,841	\$ (592,744)	\$ (2,504,803)	\$ (664,882)	\$ (5,430,366)

TOWN OF WINDSOR, CONNECTICUT

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

Function / Program	Fiscal Year			
	2003	2004	2005	2006
Governmental activities:				
General government	\$ 3,225,606	\$ 3,526,966	\$ 3,257,445	\$ 3,889,696
Culture & recreation	733,488	1,566,330	845,489	844,428
Human services	556,782	306,777	270,297	135,585
Public works	317,157	311,124	236,255	224,210
Education	15,050,341	15,211,012	18,100,590	18,652,692
Public safety	735,345	320,458	343,787	465,697
Total governmental activities	20,618,719	21,242,667	23,053,863	24,212,308
Business-type activities:				
Landfill	2,627,673	7,652,733	2,581,762	4,576,077
Child development	1,054,687	1,088,460	1,071,303	1,118,647
Adult caring connection	423,786	436,822	553,990	569,973
Total business-type activities	4,106,146	9,178,015	4,207,055	6,264,697
Total government	\$ 24,724,865	\$ 30,420,682	\$ 27,260,918	\$ 30,477,005

Fiscal Year						
	2007	2008	2009	2010	2011	2012
\$	6,502,962	\$ 6,445,525	\$ 2,462,747	\$ 2,790,122	\$ 2,227,195	\$ 1,894,537
	1,301,847	929,145	1,260,942	987,365	954,463	872,737
	274,156	281,304	273,688	207,975	286,142	1,062,521
	743,092	271,792	345,626	189,302	709,661	682,764
	17,618,956	21,329,761	23,199,876	23,980,594	23,586,489	24,641,161
	614,485	653,348	520,018	438,340	305,538	825,376
	27,055,498	29,910,875	28,062,897	28,593,698	28,069,488	29,979,096
	4,020,021	3,645,534	2,064,217	2,544,966	2,595,208	2,521,914
	1,146,713	1,168,468	1,242,989	1,236,607	1,324,437	1,254,844
	600,271	645,399	744,902	743,707	635,673	623,817
	5,767,005	5,459,401	4,052,108	4,525,280	4,555,318	4,400,575
\$	32,822,503	\$ 35,370,276	\$ 32,115,005	\$ 33,118,978	\$ 32,624,806	\$ 34,379,671

TOWN OF WINDSOR, CONNECTICUT

Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

	Fiscal Year			
	2003	2004	2005	2006
General Fund:				
Nonspendable	\$ -	\$ -	\$ -	\$ -
Restricted	-	-	-	-
Committed	-	-	-	-
Assigned	-	-	-	-
Unassigned	-	-	-	-
Reserved/Designated	390,848	494,639	672,235	906,732
Unreserved	6,492,477	7,226,301	8,852,536	10,116,866
Total General Fund	\$ 6,883,325	\$ 7,720,940	\$ 9,524,771	\$ 11,023,598
All Other Governmental Funds:				
Nonspendable	\$ -	\$ -	\$ -	\$ -
Restricted	-	-	-	-
Committed	-	-	-	-
Assigned	-	-	-	-
Unassigned	-	-	-	-
Reserved	3,709,231	2,720,243	5,280,999	1,752,125
Unreserved, reported in:				
Special revenue funds	3,280,885	3,086,465	3,114,867	3,049,496
Debt service funds	169,500	-	5,892	330,006
Capital projects funds	1,136,388	3,748,654	3,962,317	4,432,038
Total all other government funds	\$ 8,296,004	\$ 9,555,362	\$ 12,364,075	\$ 9,563,665

* The Town implemented GASB 54 in Fiscal Year 2011.

Fiscal Year						
2007	2008	2009	2010	2011	2012	
\$ -	\$ -	\$ -	\$ -	\$ 35,544	\$ 48,934	
-	-	-	-	-	-	
-	-	-	-	-	-	
-	-	-	-	3,395,259	3,238,973	
-	-	-	-	14,938,155	15,316,230	
878,882	701,255	1,728,469	1,278,080	-	-	
12,731,696	13,169,515	13,540,188	14,279,843	-	-	
<u>\$ 13,610,578</u>	<u>\$ 13,870,770</u>	<u>\$ 15,268,657</u>	<u>\$ 15,557,923</u>	<u>\$ 18,368,958</u>	<u>\$ 18,604,137</u>	
\$ -	\$ -	\$ -	\$ -	\$ 21,305	\$ 21,243	
-	-	-	-	5,870,907	6,678,693	
-	-	-	-	3,614,944	3,683,551	
-	-	-	-	1,537,355	1,044,687	
-	-	-	-	(6,370)	-	
2,727,171	2,589,674	2,638,450	7,846,160	-	-	
3,120,411	3,773,977	3,648,238	4,220,432	-	-	
374,557	316,212	326,750	668,453	-	-	
4,959,362	5,897,137	4,296,255	1,010,734	-	-	
<u>\$ 11,181,501</u>	<u>\$ 12,577,000</u>	<u>\$ 10,909,693</u>	<u>\$ 13,745,779</u>	<u>\$ 11,038,141</u>	<u>\$ 11,428,174</u>	

TOWN OF WINDSOR, CONNECTICUT

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

	Fiscal Year			
	2003	2004	2005	2006
Revenues:				
Property taxes	\$ 58,684,319	\$ 62,484,349	\$ 65,305,954	\$ 66,518,496
Intergovernmental	19,774,504	17,221,656	20,016,051	20,615,304
Charges for services	5,162,861	5,923,793	5,431,000	5,751,732
Investment income	708,183	487,314	1,032,966	2,153,617
Other	63,358	258,120	233,716	97,204
Total revenues	84,393,225	86,375,232	92,019,687	95,136,353
Expenditures:				
Education	51,064,204	53,835,587	56,712,356	60,199,619
General government	6,829,885	7,300,691	8,859,785	9,374,448
Culture & recreation	3,202,924	3,336,166	3,135,121	3,105,934
Human services	809,886	860,718	1,500,025	1,531,655
Public safety	6,631,135	6,360,942	6,980,615	7,877,132
Public works	4,054,776	4,242,296	4,825,141	5,090,350
Capital outlay	11,196,549	3,431,405	5,565,439	5,745,462
Debt service:				
Principal	2,400,000	3,380,000	3,725,000	3,665,000
Interest	2,191,532	2,246,939	1,990,158	1,938,336
Total expenditures	88,380,891	84,994,744	93,293,640	98,527,936
Excess of revenues (under) expenditures	(3,987,666)	1,380,488	(1,273,953)	(3,391,583)
Other financing sources (uses):				
Transfers in	5,788,841	7,225,073	6,199,793	6,422,153
Transfers out	(8,328,548)	(10,028,509)	(6,199,793)	(6,332,153)
Issuance of long-term debt	2,360,000	3,385,000	5,745,000	2,000,000
Proceeds of refunding bonds	-	6,535,000	9,000,000	-
Payment to refunded bond escrow agent	-	(6,550,142)	(8,866,373)	-
Premium (discount) on long-term debt	-	150,063	7,870	-
Total other financing sources (uses)	(179,707)	716,485	5,886,497	2,090,000
Extraordinary Items				
State Teacher's on-behalf payments	-	-	-	-
State Teacher's on-behalf revenues	-	-	-	-
Net changes in fund balance	\$ (4,167,373)	\$ 2,096,973	\$ 4,612,544	\$ (1,301,583)
Debt service as a percentage of noncapital expenditures	6.3%	7.4%	7.0%	6.4%

Fiscal Year						
	2007	2008	2009	2010	2011	2012
\$	68,138,291	\$ 71,336,266	\$ 76,562,176	\$ 75,182,401	\$ 78,440,338	\$ 79,806,333
	23,124,106	26,644,488	26,222,871	26,801,211	25,995,554	28,686,687
	8,323,821	6,029,904	4,861,097	4,702,674	5,003,747	4,623,388
	2,617,648	2,141,587	974,090	271,212	290,418	194,860
	389,254	880,872	431,184	1,233,260	286,661	206,442
	102,593,120	107,033,117	109,051,418	108,190,758	110,016,718	113,517,710
	62,350,202	66,572,503	68,513,854	70,143,336	70,279,262	73,153,239
	10,395,260	10,469,204	10,246,729	10,573,779	11,622,565	11,195,751
	3,237,562	3,518,880	3,709,140	3,584,459	3,696,330	3,806,551
	1,382,043	1,456,296	1,515,876	1,451,375	1,518,488	2,302,111
	8,367,585	8,580,942	8,799,842	8,730,084	9,436,083	9,404,783
	5,457,772	5,500,331	5,820,515	5,622,128	6,064,157	5,587,772
	3,100,481	6,974,255	4,729,743	4,310,522	5,997,630	6,244,402
	3,805,000	4,225,000	4,363,000	4,500,000	4,735,000	4,505,000
	1,847,399	1,823,015	1,908,961	1,359,963	1,285,144	1,420,093
	99,943,304	109,120,426	109,607,660	110,275,646	114,634,659	117,619,702
	2,649,816	(2,087,309)	(556,242)	(2,084,888)	(4,617,941)	(4,101,992)
	7,142,489	7,949,387	9,435,672	6,859,290	6,508,008	8,141,148
	(7,142,489)	(7,949,387)	(9,345,672)	(6,716,700)	(6,364,788)	(8,001,163)
	1,555,000	3,743,000	18,625,000	4,680,000	4,490,000	4,490,000
	-	-	776,854	12,305,000	-	-
	-	-	(19,205,032)	(13,442,569)	-	-
	-	-	-	1,525,219	88,118	97,219
	1,555,000	3,743,000	286,822	5,210,240	4,721,338	4,727,204
	-	(16,366,000)	-	-	-	-
	-	16,366,000	-	-	-	-
	-	-	-	-	-	-
\$	4,204,816	\$ 1,655,691	\$ (269,420)	\$ 3,125,352	\$ 103,397	\$ 625,212
	6.2%	5.8%	6.0%	5.9%	5.6%	5.2%

TOWN OF WINDSOR, CONNECTICUT

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

Fiscal Year	Real Estate	Personal Property	Motor Vehicle	Total
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
2011	59,571,009	11,957,985	5,126,981	76,655,975
2012	61,459,196	11,409,830	5,353,090	78,222,116

Source: Town records - current year.

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
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	509,934,800	369,068,280	7,429,030	488,125,018	185,708,117
2011	1,621,056,080	509,543,010	382,893,770	8,123,920	482,561,434	179,816,305
2012	1,630,202,820	504,790,600	388,136,560	9,985,920	498,401,457	187,173,933

Source: Town Assessor's Records - Prior to Board of Assessment appeals and before the 5 year phase-in beginning with 10/01/08.

Total Gross Taxable Assessed Value	Percent Growth	Total Direct Tax Rate	Net Actual Taxable Value	Value as a Percentage of Actual Value
\$ 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%
3,183,994,519	0.23%	28.38	2,937,138,218	65.33%
3,218,691,290	0.11%	28.03	2,976,694,924	71.01%

TOWN OF WINDSOR, CONNECTICUT

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

Taxpayer	2012			Taxpayer	2003		
	Taxable Assessed Value	Rank	Percentage of Total Town Taxable Assessed Value		Taxable Assessed Value	Rank	Percentage of Total Town Taxable Assessed Value
Griffin Land & Affiliates	\$ 77,202,020	1	2.66%	Cigna	\$ 49,904,970	1	2.82%
Walgreens Eastern	61,826,055	2	2.13	Aetna	39,856,120	2	2.25
Cigna	58,730,777	3	2.02	Stanadyne Automotive	33,686,530	3	1.90
IBM & Affiliates	46,807,524	4	1.61	Griffin Land & Affiliates	31,522,660	4	1.78
Northeast Utilities & Affiliates	42,768,024	5	1.47	Asea Brown Boveri Inc.	30,066,520	5	1.70
Cellco/Verizon Wireless	41,722,615	6	1.43	JDS Uniphase	19,619,800	6	1.11
Hartford Financial Corp	30,411,782	7	1.05	Cellco Partnerships	17,683,140	7	1.00
ING	26,456,015	8	0.91	IBM & Affiliates	17,065,030	8	0.96
Ferraina & Affiliates	25,987,304	9	0.89	New Boston LP	17,048,500	9	0.96
GPT Windsor LLC/Rivers Bend Condos	25,689,650	10	0.88	CL&P & Affiliates	15,826,720	10	0.89
Total	\$ 437,601,766		15.40%		\$ 272,279,990		15.40%

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 for the Tax Year	Collected Within the Fiscal Year of the Levy	
			Amount	Percentage of Levy
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
2011	2009	77,747,082	76,655,975	98.60
2012	2010	79,201,382	78,222,116	98.76

Source: Town Tax Records

Collections in Subsequent Years	Total Collections to Date	
	Amount	Percentage of Levy
\$ 723,807	\$ 58,312,024	99.74
587,462	61,851,572	99.71
608,903	64,975,692	99.83
587,485	65,945,589	99.73
688,257	67,785,530	99.68
678,084	70,751,201	99.74
771,146	76,247,051	99.83
860,553	74,807,883	99.76
804,643	77,460,618	99.63
-	78,222,116	98.76

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				
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
2011	38,485,000	-	38,485,000	1.40%	1,326	N/A	N/A
2012	38,470,000	-	38,470,000	1.37%	1,323	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, 2012
(Unaudited)**

Governmental Unit	Debt Outstanding
General obligation debt	\$ 38,470,000
Less school construction grants receivable - principal portion only	<u>273,634</u>
Total direct debt	<u><u>\$ 38,196,366</u></u>

TOWN OF WINDSOR, CONNECTICUT

Legal Debt Margin Information

Last Ten Fiscal Years

(dollars in thousands)

(Unaudited)

	2003	2004	2005	2006
Debt limit	\$ 378,732,515	\$ 409,397,583	\$ 433,667,479	\$ 465,253,446
Total net debt applicable to limit	62,306,576	67,890,707	52,836,789	54,756,185
Legal debt margin	316,425,939	341,506,876	380,830,690	410,497,261
Total net debt applicable to the limit as a percentage of debt limit	16.45%	16.58%	12.18%	11.77%

2007	2008	2009	2010	2011	2012
\$ 476,993,454	\$ 499,151,226	\$ 536,255,608	\$ 526,352,659	\$ 548,417,030	\$ 558,620,279
45,410,454	44,834,962	42,111,696	38,999,068	41,172,198	41,436,366
431,583,000	454,316,264	494,143,912	487,353,591	507,244,832	517,183,913
9.52%	8.98%	7.85%	7.41%	7.51%	7.42%

TOWN OF WINDSOR, CONNECTICUT

SCHEDULE OF DEBT LIMITATION

June 30, 2012

Total tax collections (including interest and lien fees) for the year ended June 30, 2012	\$ 79,802,897
Reimbursement for revenue loss:	
Tax relief for elderly	-
Base	<u>\$ 79,802,897</u>
Debt limit	<u><u>\$ 558,620,279</u></u>

Debt Limitation	General Purpose	Schools	Sewer	Urban Renewal	Unfunded Pension Benefit Obligation
2-1/4 times base	\$ 179,556,518	\$ -	\$ -	\$ -	\$ -
4-1/2 times base	-	359,113,037	-	-	-
3-3/4 times base	-	-	299,260,864	-	-
3-1/4 times base	-	-	-	259,359,415	-
3 times base	-	-	-	-	239,408,691
Total debt limitation	<u>179,556,518</u>	<u>359,113,037</u>	<u>299,260,864</u>	<u>259,359,415</u>	<u>239,408,691</u>
Debt as defined by statute:					
Bonds payable	24,058,000	14,412,000	-	-	-
Bond anticipation notes payable	-	800,000	-	-	-
School construction grants	-	(273,634)	-	-	-
Bonds authorized but not issued	2,440,000	-	-	-	-
Total indebtedness	<u>26,498,000</u>	<u>14,938,366</u>	<u>-</u>	<u>-</u>	<u>-</u>
Debt Limitation in excess of indebtedness	<u><u>\$ 153,058,518</u></u>	<u><u>\$ 344,174,670</u></u>	<u><u>\$ 299,260,864</u></u>	<u><u>\$ 259,359,415</u></u>	<u><u>\$ 239,408,691</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								
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%
2011	29,014	38,485,000	1,010,000	39,495,000	572,802	38,922,198	64,459,130	1,361	1,341	2,222	2,724,614,072	1.45%	1.43%	2.37%
2012	29,067	38,470,000	800,000	39,270,000	273,634	38,996,366	76,030,342	1,351	1,342	2,616	2,811,979,697	1.40%	1.39%	2.70%

(1) Includes net overlapping Debt and Underlying Debt

(2) FY 2012 net taxable grand list includes phase-in. This represents year three of a five-year revaluation phase-in as of 10/01/08. After the Board of Assessment Appeals and including the five-year phase-in the gross taxable grand list for FY2012 is \$3,189,768,673.

TOWN OF WINDSOR, CONNECTICUT

**Demographic and Economic Statistics
Last Ten Fiscal Years
(Unaudited)**

Fiscal Year Ended June 30	Population (1)	Personal Income	Per Capita Income (2)	Median Age (3)	School Enrollment (4)	Unemployment(*) Rate (6)
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	41.4	4,354	4.8%
2006	28,674	N/A	N/A	N/A	4,240	3.7%
2007	28,800	N/A	33,242	41.2	4,150	4.1%
2008	28,977	N/A	35,339	41.0	4,098	4.2%
2009	28,977	N/A	36,124	41.7	3,966	8.0%
2010	29,044	N/A	36,595	43.1	3,759	8.5%
2011	29,067	N/A	N/A	N/A	3,627	8.7%
2012	29,067	N/A	N/A	N/A	3,504	8.3%

(1) U.S. Census Bureau and State of Connecticut Department of Public Health

(2) U.S. Census Bureau

(3) U.S. Census Bureau

(4) Windsor Public Schools Records

(5) Connecticut Department of Labor

N/A - Not Available.

TOWN OF WINDSOR, CONNECTICUT

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

Employer	2012			Employer	2003		
	Employees	Rank	Percentage of Total Town Employment		Employees	Rank	Percentage of Total Town Employment
Hartford Life	2,200	1	9.37%	Alstom Power Systems	1,170	1	6.26%
ING	1,800	2	7.67%	Aetna	1,100	2	5.88%
Alstom Power Systems	1,350	3	5.75%	UTC/Pratt Whitney	1,100	3	5.88%
CIGNA	1,000	4	4.26%	Town of Windsor	883	4	4.72%
Town of Windsor	787	5	3.35%	Stanadyne, Inc.	820	5	4.39%
Westinghouse Electric Co.	700	6	2.98%	Hartford Life	800	6	4.28%
Northeast Utilities	600	7	2.56%	American Airlines	700	7	3.74%
Walgreen Co.	500	8	2.13%	Konica, Inc.	525	8	2.81%
Konica Minolta	450	9	1.92%	ADVQ, Inc.	450	9	2.41%
Permastellisa NA	400	10	1.70%	Fleet Boston Financial	420	10	2.25%

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				
	2003	2004	2005	2006	2007
<u>Police</u>					
Administration	6.50	6.00	6.00	6.00	6.00
Support Services	13.00	15.00	15.00	15.00	11.00
Uniformed Patrol	48.30	48.80	45.80	43.80	46.30
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	18.85	18.15	16.19	16.58	16.04
Youth Services Bureau			2.30	2.00	2.00
Northwest Park Education/Recreation	6.75	6.25	6.25	6.14	5.63
Northwest Park Facility/Property Mgt.	2.50	2.50	2.50	2.50	2.47
<u>Human Services</u>					
Senior Services	5.25	4.80	5.48	5.48	5.48
Transportation	N/A	N/A	N/A	N/A	N/A
Healthy People Program	2.50	2.50	4.12	3.37	1.45
Social Services	5.66	5.00	6.25	6.25	6.70
<u>Health Services</u>					
Inspection and Regulation	2.15	2.01	2.38	2.09	2.12
Disease prevention and Control	2.48	2.35	1.53	1.43	1.42
Clinic Services	0.71	0.64	0.72	0.63	0.58
Emergency Management			0.08	0.45	0.38
<u>Library Services</u>					
Adult and Teen Services	11.00	10.50	10.50	9.90	10.67
Main Library	0.75	0.75	0.75	0.75	1.25
Children's Services	3.85	3.85	3.85	3.85	3.57
Wilson Services	3.45	3.45	3.45	3.45	3.45
<u>Development Services</u>					
Building Safety	6.00	6.25	6.25	6.25	6.25
Economic Development	1.00	1.00	1.00	1.00	1.00
Planning	3.40	3.50	3.50	3.50	4.00
Design Services	6.15	5.15	6.94	6.15	5.90
<u>Public Works</u>					
Parks and Grounds	12.20	11.45	13.75	11.95	11.50
Facilities Management	4.20	4.20	4.25	4.25	4.05
Pavement	8.00	7.00	7.50	7.92	8.00
Stormwater Drainage	3.00	3.00	4.00	2.92	3.00
Traffic Safety and Community Support	7.50	8.00	7.00	8.00	7.00
Equipment Repair	3.40	3.40	3.40	3.40	3.40
Storm Control	N/A	N/A	N/A	N/A	N/A
<u>Information Services</u>					
Town Clerk	3.25	3.20	3.20	3.20	3.20
Public Relations	1.00	1.20	1.00	1.00	1.00
<u>Administrative Services</u>					
Financial Accounting and Reporting	8.00	6.12	6.62	7.12	7.12
Human Services	3.00	2.75	3.00	3.00	3.00
Information Technology	3.00	2.50	3.00	3.00	3.00
Risk Management	1.00	1.00	1.00	1.00	1.00
Property Valuation	3.00	3.00	3.23	3.23	3.00
Tax Collection	2.30	2.30	2.65	2.54	2.54
<u>General Government</u>					
Town Manager	4.00	3.50	3.50	3.50	3.40
Town Treasurer	0.25	0.25	0.25	0.25	0.25

Full-Time Equivalent Employees as of June 30				
2008	2009	2010	2011	2012
6.00	6.00	6.00	6.00	6.00
11.00	12.00	10.00	7.50	8.25
46.30	45.30	47.60	48.60	46.15
1.00	1.00	1.00	1.00	1.00
1.00	1.00	1.00	1.00	1.00
16.85	16.70	15.48	15.40	15.18
1.85	2.23	2.46	3.26	3.63
5.23	5.20	5.75	5.94	5.13
1.97	2.00	2.23	2.40	2.38
6.37	7.02	2.79	2.81	2.81
N/A	N/A	6.24	5.95	6.00
N/A	N/A	N/A	N/A	N/A
6.17	6.84	6.19	5.78	5.96
2.66	2.89	2.90	2.51	1.97
1.46	1.47	1.48	1.38	1.34
0.65	0.62	0.62	0.61	0.64
0.00	0.00	0.00	0.00	0.00
11.17	11.17	10.84	10.94	10.79
0.60	0.60	0.60	0.79	0.79
3.75	3.75	3.75	3.95	3.95
3.45	3.45	3.23	3.23	3.23
6.25	6.25	6.13	6.47	6.09
1.00	1.00	1.16	1.11	1.09
4.00	4.00	4.00	4.00	4.00
5.90	5.90	5.85	5.73	5.85
11.50	12.75	13.00	12.90	12.03
4.40	4.30	3.30	3.35	3.35
8.00	8.10	8.00	8.00	8.00
3.00	3.00	3.00	3.00	3.00
7.00	7.00	7.00	7.00	6.58
3.40	3.40	3.40	2.84	3.40
N/A	N/A	N/A	N/A	N/A
3.20	3.20	3.20	3.20	3.10
1.00	1.00	1.00	1.00	1.00
6.75	6.75	7.40	7.03	7.03
3.00	3.00	3.00	3.07	3.00
3.00	3.00	3.00	3.00	3.00
1.00	1.00	1.00	1.00	1.00
3.00	3.00	2.00	2.00	2.00
2.54	2.54	2.54	2.62	2.80
3.40	3.40	3.40	3.40	3.40
0.25	0.25	0.25	0.25	0.21

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				
	2003	2004	2005	2006	2007
<u>Landfill Enterprise Fund</u>					
Landfill Operations	8.60	8.60	10.00	9.00	8.60
Landfill Recycling & Composting	N/A	N/A	N/A	N/A	N/A
<u>Adult Daycare Enterprise Fund</u>					
Administration	1.00	1.00	1.00	1.00	1.00
Nursing	3.00	4.00	4.00	3.50	4.00
Social Work	1.00	1.00	1.00	1.00	1.00
Therapeutic Recreation	1.00	2.50	1.50	2.00	1.50
Transportation	2.50	3.25	3.50	3.00	3.75
<u>Child Development Enterprise Fund</u>					
Infant/Toddler Programs	5.64	5.64	5.64	5.69	5.64
Preschool/Kindergarten Programs	9.51	9.51	9.51	9.61	9.76
Elementary Programs	4.35	4.35	4.35	4.45	4.35
<u>Community Development</u>					
Community Development (CDBG)	2.00	2.00	2.00	2.00	2.00
<u>Grants</u>					
	-	-	-	-	-
Total	257.95	255.17	262.69	256.10	251.72

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

Full-Time Equivalent Employees as of June 30				
2008	2009	2010	2011	2012
8.60	8.60	7.60	6.70	6.15
N/A	N/A	N/A	N/A	N/A
1.00	1.00	1.08	1.80	1.48
3.75	4.00	4.58	4.47	4.22
1.00	1.00	1.08	N/A	N/A
1.50	1.50	1.58	1.58	1.30
3.75	3.75	N/A	N/A	N/A
5.69	5.70	5.70	6.10	6.10
9.56	9.95	9.80	9.40	9.40
3.75	3.35	3.35	3.35	3.35
2.00	2.00	2.00	2.00	2.00
249.67	252.93	248.56	245.42	240.13

TOWN OF WINDSOR, CONNECTICUT

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

Function/Program	Calendar Year			
	2003	2004	2005	2006
Police:				
Calls for service	45,992	38,073	39,883	44,966
Adult arrest	1,560	1,792	1,775	1,776
Juvenile arrest	147	169	175	104
Speeding citations only	401	314	431	237
Traffic citations	3,698	3,698	5,290	6,288
Fire:				
Total fire runs	685	807	879	925
Total rescue runs	181	233	244	275
Building safety:				
Total Permits Issued	2,021	2,445	2,156	1892
Total construction value all permits	\$ 47,340,144	\$ 54,206,020	\$ 69,732,092	\$ 76,327,630
Library, volumes in collection	N/A	N/A	N/A	132,041
Parks and Recreation:				
Recreation program attendance	14,850	14,850	15,000	15,000
Aquatics program attendance	4,500	4,500	3,500	3,500
Total aquatic facility users	N/A	N/A	N/A	N/A

Source: Town Records

N/A - Not Available.

Calendar Year						
2007	2008	2009	2010	2011	2012	
48,751	47,869	52,451	60,100	53,677	51,847	
2,094	1,946	1,653	1,712	1,838	1,597	
114	95	77	69	92	177	
254	N/A	N/A	N/A	N/A	196	
5,768	4,018	4,339	4,832	3,572	3,145	
899	1,108	1,150	1,031	1,080	972	
322	350	325	357	297	265	
2002	1662	1,595	1,808	1,673	1,895	
\$ 270,879,957	\$ 154,596,155	75,615,985	76,261,429	48,760,775	32,801,790	
132,289	136,905	124,029	124,667	129,448	160,502	
8,272	9,948	9,000	8,000	9,630	8,138	
2,000	2,000	2,100	2,400	2,800	2,000	
N/A	N/A	N/A	N/A	20,880	19,500	

TOWN OF WINDSOR, CONNECTICUT

**Capital Asset Statistics By Function/Program
Last Ten Fiscal Years
(Unaudited)**

Function/Program	2003	2004	2005	2006
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	142,555	N/A	N/A	132,041
Water:				
Storage Capacity (MGPD)	105	105	105	105
Average Daily Consumption (MGPD)	55.10	54.71	55.43	52.56
Peak Consumption (MGPD)	76.74	76.19	87.79	80.49
Wastewater:				
Sanitary Sewers (miles)	1,054.60	1,059.36	1,062.94	1067.87
Storm Sewers (miles)	69.07	69.30	69.78	69.78
Combination Sanitary and Storm (miles)	160.35	160.35	160.17	160.17

Source: Town Records & Metropolitan District Commission (MDC)

N/A - Not Available.

2007	2008	2009	2010	2011	2012
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	2	2	2	2	2
2	2	2	2	2	2
132,289	136,905	124,029	124,667	129,448	160,502
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A

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