

**TOWN OF WINDSOR, CONNECTICUT**  
**ANNUAL COMPREHENSIVE FINANCIAL REPORT**



**For the Fiscal Year Ended June 30, 2021**



# **The Town of Windsor, Connecticut**

## **Annual Comprehensive Financial Report**



**Fiscal Year Ended June 30, 2021**

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

**James Bourke  
Finance Director**

**Linda Collins  
Assistant Finance Director**

**Tristen Dodd  
Accountant**



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## **Introductory Section**





First in Connecticut. First for its citizens.

January 3, 2022

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

I am pleased to submit the Annual Comprehensive Financial Report (ACFR) of the Town of Windsor, Connecticut (the Town) for the fiscal year ended June 30, 2021. The ACFR is presented in three sections: introductory, financial, and statistical. This report follows the format for annual financial reports that the Government Accounting Standards Board suggests and the Government Finance Officers Association promotes through the Certificate of Achievement for Excellence in Financial Reporting program.

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, 2021.

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.

RSM US LLP, Certified Public Accountants, has issued an unmodified opinion on the Town's financial statements for the year ended June 30, 2021. 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 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 over financial reporting and compliance for each major federal and state program. These reports are available in the Town's separately issued Federal and State Compliance Reports.

The 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. The 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 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 for its annual comprehensive financial report for the fiscal year ended June 30, 2020. This was the 36<sup>th</sup> 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 annual comprehensive 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.

### **Profile of the Town of Windsor**

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 railway to New Haven 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 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. 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, with no or limited impact on taxpayer dollars, through the Town's four enterprise funds. A sanitary landfill was operated in conjunction with the Town of Bloomfield, however it discontinued accepting municipal solid waste (MSW) as of June 30, 2014 and has been converted to a recycling and transfer station facility for residents of Windsor and Bloomfield. The Child Development Center provides early childhood education and daycare services and the Caring Connection Adult Day Care provides an alternative to institutional care for elderly and frail adults.

In addition to general government activities, the Town Council oversees the Town of Windsor Defined Benefit Retirement Plan and it is therefore included in this reporting entity. As part of the fiscal 2012 budget process, management reduced the Town's cost of providing retirement benefits for future employees resulting in the Town Council amending the Personnel Rules requiring all non-affiliated full-time employees hired after July 1, 2011 to participate in a 401(a) defined contribution plan. As of July 1, 2013, all new employees (except public safety officers) participate in the 401(a) defined contribution plan. This plan is not included in the reporting entity as it does not meet the reporting criterion. In addition, 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.

### **Local 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 rentals 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 attract 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 or expand 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, Connecticut and Springfield, Massachusetts 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 26,200, Windsor ranks fifth among Hartford area communities in total non-retail employment. Major private employers include The Hartford, VOYA, Amazon, CIGNA, Walgreen Co., Eversource, SCA Pharmaceuticals, and SS&C Technologies.

Over the last decade, Windsor has experienced substantial economic growth. Some seven million square feet (SF) of new commercial space was constructed during this period, including 40,000 SF of retail, 840,000 SF of office space, 6.6 million SF of distribution space, 680,000 SF of industrial space and 8,000 SF of public/quasi-public space. Recent projects include a new multi-story Amazon fulfillment center which represents an investment of more than \$230 million and 1,000 additional jobs.

Looking forward, the Town 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. The first phase, a 230 unit market-rate apartment development, is complete and fully occupied. This project will add value to existing space and provide opportunities for new workforce housing. The Town is pursuing redevelopment of key properties and planning for development to support and benefit from regional commuter rail service in the town center which began in 2018. A key redevelopment project in town center, Windsor Station Apartment Homes, was completed in April of 2017. This \$18.0 million transit-oriented development project contains 130 market-rate units directly across from the passenger rail station. This project has helped to meet the need for more rental housing and has enhanced the market for retail and services in the town center.

### **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, Town Improvements Committee of the Town Council, and the full Town Council. The 2022-2027 CIP was adopted by the Town Council on June 21, 2021 and includes both Town general government and Board of Education projects involving road improvements, building renovations, new building facilities, major equipment purchases, and other capital improvements totaling \$79,089,400.

As part of the capital planning improvements process, the Town evaluates funding requirements and prioritization for all projects by conducting a comprehensive finance and 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.

A multi-year financial forecast is prepared on an annual basis 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.

## **Relevant Financial Policies**

Management adheres to the following policies to manage financial stability and strength of the Town. These policies have helped during budgetary challenges to meet increasing demands and taxpayer expectations with current economic trends and market influences.

- Budget process – The Town Manager is required by the Windsor Town Charter to present to the Town Council an annual proposed operating budget (including the Board of Education) at least thirty days before the date of the budget referendum. The proposed budget contains detailed allocations of projected revenues and expenditures for all of the Town’s various funds. During the month of April, the Town Council holds public hearings to hear town departments present their budgets, to solicit input from the community as to its priorities for the upcoming fiscal year, and to hear public opinion regarding the proposed budget. Once the Town Council approves a final budget, it is put up for a vote at an Adjourned Town Meeting Referendum. If voters do not approve the budget, Town staff and the Board of Education, through the Town Manager, modify and resubmit their proposals to the Town Council and then once again, to the voters. Only after the voters have approved the budget can it become the income and spending plan for the Town.
- Budgetary Control – Expenditures may not legally exceed budgeted appropriations at the service unit level. The Finance Director can authorize budget transfers when the amount is \$5,000 or less. Other transfers require Town Council approved. Quarterly expenditures are reviewed with the Finance Committee.
- Fund Balance Policy – The Town maintains an available balance in the General Fund as a safeguard against potential revenue and expenditure volatility. The definition of “available balance” is the unassigned fund balance as of the end of the preceding fiscal year. The measure used is the unassigned fund balance as a percentage of current year budgeted expenditures. The unassigned fund balance may be used for non-recurring or capital expenditures, unanticipated budget deficits or operating emergencies, to make debt service payments or reduce debt service, and property tax or revenue stabilization as part of an overall strategy. The Town Council has enacted a policy that the Town’s General Fund unassigned fund balance shall meet a minimum of 15% to 20% of the current year’s General Fund budget. At June 30, 2021, in accordance with GASB 54, the Town’s General Fund unassigned fund balance of \$31,416,207 represented 25% of the FY 21 adopted budget of \$125,787,620. If the unassigned fund balance falls below the minimum level, the Town Council will replenish the fund balance during the annual budget process by appropriating at least 25% of the difference between the policy level and the unassigned fund balance each year until the policy level is met.

The Town Council has also enacted a policy that the Town’s Capital Project Fund assigned fund balance will be kept to no less than the sum of 20% of the 6-year average of the annual cash portion of the Capital Improvement Plan, plus \$350,000. On June 30, 2021, the required balance in accordance with the Town’s policy was \$751,667. The June 30, 2021 Capital Project assigned fund balance was \$849,271.

- Cash Management – The Town’s Investment Policy applies to all financial assets of the Town, with the exception of the defined benefit retirement plan, Other Post Employment Benefit (OPEB) Trust, and state and federal grant funds. The primary purpose of the policy is to provide for the prudent and productive investment of funds. The Town authorizes the Finance Director to act as the investment officer. Investments are allowed in any financial institution in accordance with this policy, as well as the provisions of Connecticut General Statutes Sections 7-400-402, 3-24f, 3-27f and other applicable state statutes. Additional information on the Town’s cash and investment policy can be found in the financial statements in Note 3.
  
- Purchase Orders – Upon award of a bid, proposal, or quotation, a purchase order shall be initiated in accordance with Town policy. Purchase orders are required for all purchases greater than or equal to \$5,000. In cases where a vendor requests a purchase order for items under \$5,000, one shall be issued. Equipment repairs, utility bills, membership dues, advertising, grants and contributions do not require a purchase order. When a General Fund purchase order carries over into the following fiscal year for goods and services that are received and paid for in the next fiscal year, the Town Council must formally extend General Fund budgetary authority to encumber the funds into the next fiscal year. There were eight FY 21 General Fund open purchase orders as of June 10, 2021, totaling \$237,028 that were expected to be encumbered. The Town Council approved these encumbrances on June 21, 2021 through October 18, 2021. As of June 30, 2021, four purchase orders were liquidated and closed, leaving four purchase orders open for \$53,606.
  
- Procurement Policy – The fundamental objective of all service units in the purchasing function is to procure supplies, materials, equipment, or services required for departmental operations in the right quality and quantity, on a timely basis, as efficiently as possible, and at the lowest cost. In pursuit of this objective, we seek to establish practical and efficient purchasing procedures to obtain:
  - the most value for each tax dollar spent
  - proper commitment and expenditure of Town funds
  - compliance with State and local legal requirements
  - fair and equitable treatment of all vendors who deal with the purchasing system of the Town
  - public confidence in the procedures followed in public purchasing
  - increased economy in procurement activities by fostering effective competition
  - maintenance of a purchasing system of quality and integrity
  
- Debt Policy – The primary objectives of the Town’s debt policy are to establish conditions for the use of debt, create procedures and policies that minimize the Town’s debt service and issuance costs for the bonds that are issued, retain the highest practical credit rating, maintain full and complete financial disclosure and reporting, and maintain established levels of debt within certain measures of affordability.

In accordance with the policy, the Town shall use an objective, analytical approach to determine whether it can afford to assume new general-purpose debt beyond what it retires each year.

- The criteria, or measure, used shall be the ratio of Net Annual Debt Service expenditures to Total Budgeted Expenditures in the General Fund.
- The Town will endeavor to limit this ratio to the range of 6% to 8%.
- In preparing the Town’s Capital Improvement Plan, the Town will limit the dollar amount of bonds that are planned to be issued each year. The limit will be that the annual debt service repayment schedule that results from the proposed bond issues will not exceed the above target.



This measure allows the capital financing to grow along with the level of the Town's operations.

Outstanding general obligation bonds, including both general and school purpose, at June 30, 2021 totaled \$67,250,000. Changes in bond indebtedness are detailed in Note 7 of this report. The FY 21 General Fund Net Annual Debt Service expenditures of \$7,617,510, as compared to the FY 21 Total Budgeted Expenditures in the General Fund of \$122,148,810, equals 6.2%. The Town is rated AAA by Standard & Poor's. It is the policy of the Town to preserve this rating by adhering to sound financial policies and decisions.

- **Defined Benefit Retirement Plan Policy** – The Defined Benefit Retirement Plan Trust Fund assets shall be invested in accordance with sound investment practices that emphasize long-term investment fundamentals as stated in the Town's Defined Benefit Retirement Plan Trust Fund Policy. The Defined Benefit Retirement Plan Board is charged with the responsibility of overseeing the assets of the Plan. The Defined Benefit Retirement Plan Board reviews the fund performance quarterly to monitor adherence to the policy's investment guidelines. An actuarial analysis is performed annually. For additional information, please refer to Note 8.
- **Other Post-Employment Benefit (OPEB) Trust Fund Policy** – The OPEB Trust Fund assets shall be invested in accordance with sound investment practices that emphasize long-term investment fundamentals as stated in the Town's OPEB Trust Fund Policy. The OPEB Board is charged with the responsibility of overseeing the assets of the Trust. The OPEB Board reviews the fund performance quarterly to monitor adherence to the policy's investment guidelines. An actuarial analysis is performed biennially. For additional information, please refer to Note 9.

### **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; 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, retirement plan administration, purchasing, special financial analysis, and benefits processing.

## **Independent Audit**

State statutes require an annual audit be conducted by independent certified public accountants. In compliance with this requirement, the Town Council selected RSM US LLP to perform the audit for a three-year engagement of which fiscal year 2021 is the first year of a two year extension of this three-year agreement. 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 and the Board of Education staff. Their assistance was invaluable in the preparation of this report.

Sincerely,

A handwritten signature in black ink that reads "Peter P. Souza". The signature is written in a cursive style with a long horizontal stroke at the end.

Peter Souza  
Town Manager



Government Finance Officers Association

Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting

Presented to

**Town of Windsor  
Connecticut**

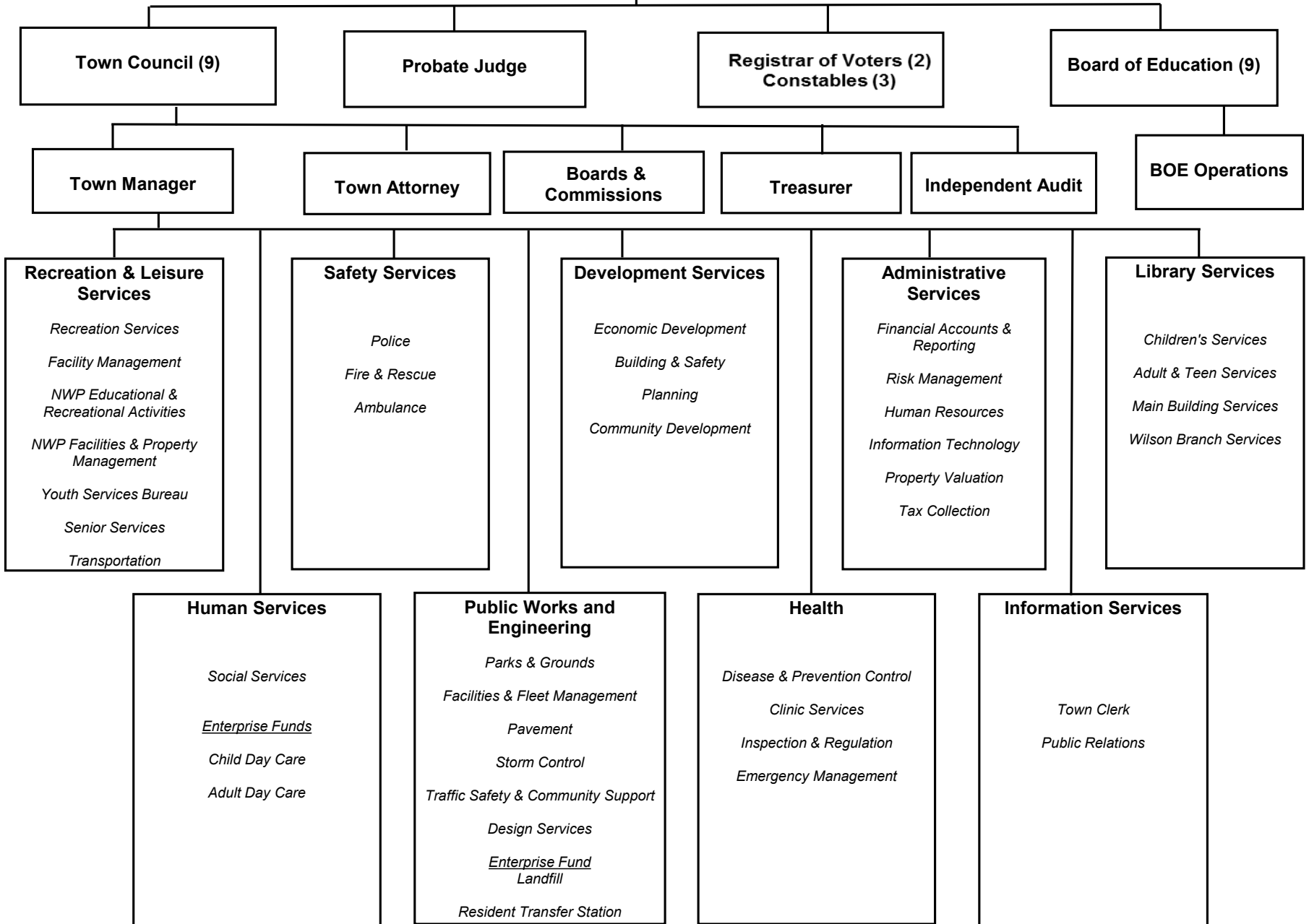
For its Comprehensive Annual  
Financial Report  
For the Fiscal Year Ended

June 30, 2020

*Christopher P. Morill*

Executive Director/CEO

# Voters of Windsor



**Principal Town Officials**  
**As of June 30, 2021**

**Town Council**

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

**Board of Education**

Leonard O. Lockhart, President  
David Furie, Vice President  
Ayana Taylor, Secretary  
Paul Panos, Minority Leader  
Brian D. Bosch  
Ronald Eleveld  
Maryam Khan  
Charlotte Ricketts  
James Ristas

**Appointed Officials**

Peter P. Souza, Town Manager  
Dr. Terrell Hill, 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

Members of the Town Council  
Town of Windsor, Connecticut

### Report on the Financial Statements

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 fiscal year ended June 30, 2021, and the related notes to the financial statements which collectively comprise the Town's basic financial statements as listed in the table of contents.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town as of June 30, 2021, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## **Emphasis of Matter**

As discussed in Note 1 to the financial statements, the Town adopted the recognition and disclosure requirements of Governmental Accounting Standards Board Statement No. 84, *Fiduciary Activities*. The beginning net position and fund balance of the governmental activities and the aggregate remaining fund information as of July 1, 2020 have been restated. Our opinion is not modified with respect to this matter.

## **Other Matters**

### Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management Discussion and Analysis, the pension and OPEB related schedules and the General Fund budgetary comparison information 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 any assurance.

### Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town's basic financial statements. The introductory section, combining and individual fund financial statements and other schedules, and statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining and individual fund financial statements and other schedules are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has 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 combining and individual fund financial statements and other schedules are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

The introductory and statistical sections, as listed in the table of contents, have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on them.

## **Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated January 3, 2022 on our consideration of the Town'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 solely 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 effectiveness of the Town's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town's internal control over financial reporting and compliance.

*RSM US LLP*

New Haven, Connecticut  
January 3, 2022

**Town of Windsor, Connecticut  
Management's Discussion and Analysis- unaudited  
June 30, 2021**

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 for the fiscal year ended June 30, 2021. 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 and deferred outflows of resources of the Town exceeded its liabilities and deferred inflows of resources resulting in total net position at the close of the fiscal year of \$61.1 million. Total net position for Governmental Activities at fiscal year-end was \$57.2 million, which was \$10.6 million higher than the FY 20 net position. Total net position for Business-Type Activities was \$3.9 million, which was an increase of \$13.8 million as compared to FY 20. The net position change for Business-Type Activities is mostly due to a change in design and estimates in post-closure costs for the Landfill Fund.
- Government-wide expenses were \$139.3 million, which is a decrease of \$5.9 million as compared to FY 20. Government-wide revenues were \$163.7 million, which is an increase of \$17.5 million as compared to FY 20.
- At the close of the year, the Town's governmental funds reported, on a current financial resources basis, combined ending fund balances of \$68.1 million, an increase of \$16.2 million from the prior fiscal year.
- At the end of the current fiscal year, the total fund balance for the General Fund was \$36.7 million, an increase of \$4.6 million from the prior fiscal year. Of the total fund balance as of June 30, 2021, \$31.4 million represents unassigned fund balance. Unassigned fund balance at year-end represents 22.2% of total FY 21 General Fund expenditures and transfers out and 25% of FY 22 adopted budgeted expenditures. FY 21 expenditures include the state teachers' retirement and Other Post-Employment Benefits (OPEB) payment of \$9.5 million made by the State Department of Education on-behalf of the Town and the FY 21 budget does not.
- In December 2019, a novel strain of coronavirus (COVID-19) surfaced and has spread around the world, with resulting business and social disruption. The coronavirus was declared a Public Health Emergency of International Concern by the World Health Organization on January 30, 2020. There continues to be considerable uncertainty around the expected duration of this pandemic. The full impact of the COVID-19 outbreak continues to evolve as of the date of this report. The extent to which the coronavirus may impact governmental activity, business activity or investment results will depend on future developments, which cannot be predicted. Although the Town experienced user fee revenue loss for a number of programs and increased expenses during FY 20 and FY 21, the financial impact was not substantial. The Town has received reimbursement through Federal and State relief programs for these losses.

**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'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 position presents information on all of the Town's assets and deferred outflows of resources and liabilities and deferred inflows of resources, with the difference reported as net position. One can think of the Town's net position - the difference between assets and deferred outflows of resources and liabilities and deferred inflows of resources - as one way to measure the Town's financial health or financial position. Over time, increases or decreases in net position 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.

The statement of activities presents information showing how the Town's net position 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 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 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 include the Landfill, Resident Transfer Station, 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 position (deficits) and statement of activities) can be found on pages 15-16 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 fifteen (15) 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 Non-Major Governmental Funds. Non-Major Governmental Funds for the Town include the Community Development Block Grant Fund, Cafeteria Fund, Educational Grant Programs, J. Bartash Trust Fund, Treehouse Fund, Adult Education Fund, Student Activities Fund, Performance Bond Fund, Town Escrow Fund, Scholarship Fund, Debt Service Fund, Other Special Revenue Fund and Open Space Fund. The report provides individual fund data for each of these non-major governmental funds in the combining balance sheet on pages 90-91 and in the combining statement of revenues, expenditures and changes in fund balances on pages 92-93.

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 schedule of revenues, expenditures and changes in budgetary fund balance – budgetary basis – budget and actual – General Fund can be found on page 85.

The basic governmental fund financial statements (balance sheet and statement of revenues, expenditures and changes in fund balances) can be found on pages 17-18 of this report.

**Proprietary funds** – The Town maintains two different types of proprietary funds, four 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 uses enterprise funds to account for its landfill post-closure activities, Resident Transfer Station, Child Development Center, and the Caring Connection Adult Day Care.

Internal service funds are an accounting device used to accumulate and allocate certain costs internally among the Town's various functions. The Town uses one 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. The report combines the Child Development Center, the Caring Connection Adult Day Care Center, and the Resident Transfer Station into the non-major funds of the Town. 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 20-22 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 Defined Benefit Retirement Trust Fund and one OPEB trust fund. The accounting used for fiduciary funds is similar to the accounting for proprietary funds. The basic fiduciary fund financial statements are on pages 23-24 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 on pages 25-74 of this report.

### Other Information

In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information.

### Government-wide Financial Analysis

As noted earlier, net position (deficits) may serve over time as a useful indicator of a government's financial position and an important determinant of its ability to finance services in the future. The Town's governmental activities assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$57.2 million on June 30, 2021, which was an increase of \$10.6 million from the restated beginning net position of \$46.6 million.

#### TOWN OF WINDSOR CONNECTICUT SUMMARY STATEMENT OF NET POSITION (DEFICIT) (\$000's) June 30, 2021 and 2020

	Governmental Activities		Business-Type Activities		Total		Total Percentage Change
	2021	2020*	2021	2020	2021	2020	2020-21
Current and other assets	\$ 103,051	\$ 94,402	\$ 22,925	\$ 24,452	\$ 125,976	\$ 116,860	7.8%
Capital assets, net of accumulated depreciation	143,744	130,288	90	121	143,834	113,694	26.5%
<b>Total Assets</b>	<b>246,795</b>	<b>224,690</b>	<b>23,015</b>	<b>24,573</b>	<b>269,810</b>	<b>249,263</b>	<b>8.2%</b>
Deferred outflows of resources	18,319	29,473	-	-	18,319	29,473	-37.8%
Current liabilities	14,842	22,068	343	277	15,185	21,796	-30.3%
Long-term liabilities outstanding	156,886	152,567	18,781	34,190	175,667	155,880	12.7%
<b>Total Liabilities</b>	<b>171,728</b>	<b>174,635</b>	<b>19,124</b>	<b>34,467</b>	<b>190,852</b>	<b>209,102</b>	<b>-8.7%</b>
Deferred Inflows of resources	36,135	32,905	-	-	36,135	32,905	9.8%
Net Position (Deficits):							
Net investment in capital assets	81,206	78,183	90	121	81,296	73,303	10.9%
Restricted	10,487	4,451	-	-	10,487	4,102	155.7%
Unrestricted	(34,442)	(36,011)	3,801	(10,015)	(30,641)	(42,975)	-28.7%
<b>Total Net Position (Deficits)</b>	<b>\$ 57,251</b>	<b>\$ 46,623</b>	<b>\$ 3,891</b>	<b>\$ (9,894)</b>	<b>\$ 61,142</b>	<b>\$ 36,729</b>	<b>66.5%</b>

At the end of the current fiscal year, the Town is able to report positive balances of \$61.1 million in net position for the government as a whole.

A large portion of the Town's net position reflects its net 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, and consequently, these assets are not available for future spending. Although the Town'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. Consequently, these assets are not available for future spending.

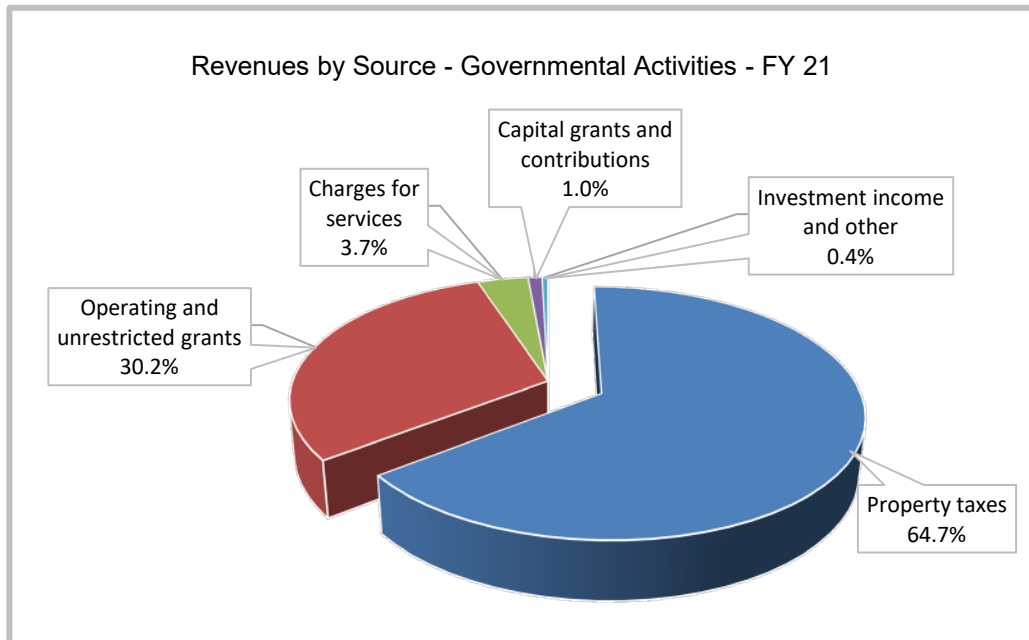
**TOWN OF WINDSOR CONNECTICUT**  
**SUMMARY STATEMENT OF ACTIVITIES (\$000's)**  
**For the Years Ended June 30, 2021 and 2020**

	Governmental Activities		Business-Type Activities		Total		Total Percentage Change
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>	<u>2020-21</u>
<b>Revenues</b>							
Program revenues							
Charges for services	\$ 5,986	\$ 4,960	\$ 1,268	\$ 1,353	\$ 7,254	\$ 6,313	14.9%
Operating grants and contributions	46,299	32,678	21	10	46,320	32,688	41.7%
Capital grants and contributions	1,642	1,318	-	-	1,642	1,318	24.6%
General revenues							
Property taxes	105,092	101,386	-	-	105,092	101,386	3.7%
Grants not restricted to specific programs	2,680	2,352	-	-	2,680	2,352	13.9%
Miscellaneous	440	212	-	-	440	212	107.5%
Unrestricted investment earnings	189	1,562	139	387	328	1,949	-83.2%
<b>Total revenues</b>	<u>162,328</u>	<u>144,468</u>	<u>1,428</u>	<u>1,750</u>	<u>163,756</u>	<u>146,218</u>	<u>12.0%</u>
<b>Expenses</b>							
General government	16,132	14,851	-	-	16,132	14,851	8.6%
Culture and recreation	5,206	5,323	-	-	5,206	5,323	-2.2%
Human services	1,796	2,485	-	-	1,796	2,485	-27.7%
Public works	8,523	8,255	-	-	8,523	8,255	3.2%
Education	104,062	96,269	-	-	104,062	96,269	8.1%
Public safety	14,018	14,071	-	-	14,018	14,071	-0.4%
Interest expense	1,647	1,010	-	-	1,647	1,010	63.1%
Landfill	-	-	(13,772)	1,269	(13,772)	1,269	-1185.3%
Child development	-	-	1,053	1,066	1,053	1,066	-1.2%
Adult caring connection	-	-	312	335	312	335	-6.9%
Resident Transfer Station	-	-	366	252	366	252	45.2%
<b>Total expenses</b>	<u>151,384</u>	<u>142,264</u>	<u>(12,041)</u>	<u>2,922</u>	<u>139,343</u>	<u>145,186</u>	<u>-4.0%</u>
<b>Excess (deficit) of revenues over (under) expenses before transfers</b>	<u>10,944</u>	<u>2,204</u>	<u>13,469</u>	<u>(1,172)</u>	<u>24,413</u>	<u>1,032</u>	<u>2265.6%</u>
Transfers	(316)	(315)	316	315	-	-	0.0%
<b>Change in net position (deficit)</b>	<u>10,628</u>	<u>1,889</u>	<u>13,785</u>	<u>(857)</u>	<u>24,413</u>	<u>1,032</u>	<u>2265.6%</u>
Net Position (deficits)-							
Beginning - as restated	<u>46,623</u>	<u>43,467</u>	<u>(9,894)</u>	<u>(9,037)</u>	<u>36,729</u>	<u>34,430</u>	<u>6.7%</u>
Restatement for GASB 84*		<u>1,267</u>				<u>1,267</u>	
<b>Net position (deficits) Ending</b>	<u>\$ 57,251</u>	<u>\$ 46,623</u>	<u>\$ 3,891</u>	<u>\$ (9,894)</u>	<u>\$ 61,142</u>	<u>\$ 36,729</u>	<u>66.5%</u>

\*2020 was restated for GASB No. 84. Additional information can be found in Note 1.

## Governmental Activities

Approximately 64.7% of revenues and transfers in were derived from property taxes, followed by 30.2% from operating and unrestricted grants, 3.7% from charges for services, 1.0% from capital grants and contributions, and 0.4% from investment earnings and other miscellaneous revenue sources.



Major revenue factors included:

- Property tax revenues in FY 21 totaled \$105.1 million, which represents an increase of \$3.7 million or 3.7% over FY 20 tax revenues. The Town's FY 21 mill rate was 33.11 mills. The Town's collection rate on the current adjusted levy (real estate, personal property and motor vehicle) was budgeted at 98.8% which was the same as the prior year's rate.
- Operating grants and contributions increased by \$13.6 million primarily due to a change in the State payment for the teacher's retirement system, which increased \$7.2 million, and receipt of the American Rescue Plan Act grant of \$4.3 million.
- Capital grants and contributions increased by \$324 thousand mostly due to receiving a grant for a road rehabilitation project on Archer Road.
- Charges for services increased \$1.0 million from the prior year. This is mostly due to a \$2.2 million increase in revenues from building permits offset by a decrease in recreation and school program revenue as a result of the COVID-19 pandemic.
- Investment income and other miscellaneous revenues decreased \$1.1 million year over year mostly due to low interest rates that resulted from economic conditions brought about by the COVID-19 pandemic.

For Governmental Activities in FY 21, approximately 68.7% of the Town's expenses relate to education (vs. 67.7% in FY 20), 10.7% (vs. 10.4% in FY 20) relate to general government, 9.3% (vs. 9.9% in FY 20) to public safety, 5.6% (vs. 5.8% in FY 20) relate to public works, 3.4% (vs. 3.7% in FY 20) to culture and recreation, 1.2% (vs. 1.7% in FY 20) to human services, and 1.1% (vs. 0.8% in FY 20) 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 costs.



Major expense factors included:

- Interest expense increased \$637 thousand or 63.1% mostly due to increased debt service payments as a result of the Public Safety Complex bond issues.
- Human Services decreased \$689 thousand or 27.7% mostly as a result of moving two departments from Human Services to Culture and Recreation in the beginning of FY 21.
- Education expenses increased \$7.8 million or 8.1% from FY 20 primarily due to a change in the State on behalf payment for the teacher's retirement system which increased \$7.2 million in FY 21.
- Public Works expenses increased \$0.3 million or 3.2% due to increased capital project costs for the completion of the Public Safety Complex.

### **Business-Type Activities**

- The Business-Type Activities net position increased by \$13.8 million during FY 21. This is due mostly to the Landfill changes in design and estimated post-closure costs. See note 12 for further information regarding this change.
- The Resident Transfer Station operating revenues increased \$49 thousand over last year and the expenses increased \$114 thousand (or 45%) mostly due to receiving more waste and therefore the cost associated with waste transportation and disposal.
- The Child Development net position decreased \$94 thousand during FY 21 mostly as a result of a mandated reduction in capacity due to the COVID-19 pandemic. At the end of the year, the Town Council transferred \$225 thousand from the General Fund Unassigned Fund Balance to mitigate the annual loss that was due to decreased revenues.
- The Caring Connection Adult Day Care net position decreased \$18 thousand during FY 21. Although revenue decreased as a result of the facility being closed for several weeks due to the COVID-19 pandemic, expenses and transfers out were reduced as well. There was a \$120 thousand transfer from the General Fund operating budget in addition to a \$20 thousand transfer from the General Fund Unassigned Fund Balance to mitigate the loss of revenues as a result of the pandemic as well as the anticipated annual operating loss.

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

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

**Governmental funds** – The focus of the Town'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's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available to provide flexibility and meet future obligations.

As of June 30, 2021, the Town's governmental funds reported combined ending fund balances of \$68.1 million, an increase of \$14.9 million from \$53.2 million the previous year. This is mostly due to the receipt of COVID-19 related grant funding. The General Fund unassigned fund balance comprises 46.1% of the total fund balance. The remainder of the fund balance is considered either non-spendable, restricted, committed or assigned as defined by GASB Statement No. 54 *Fund Balance Reporting and Governmental Fund Type Definitions*. These fund balance definitions can be found in Note 1 of the notes to the financial statements.

The General Fund is the main operating fund of the Town. As of June 30, 2021, the unassigned fund balance for the General Fund was \$31.4 million, while total fund balance was \$36.7 million. The total fund balance increased \$4.6 million as compared to FY 20 mostly due to similar increased revenues and expenditure savings as noted below under General Fund Budgetary Highlights. 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 24% of total General Fund expenditures of \$131 million, while total fund balance represents 28% of that same amount.

The Capital Projects Fund had a total fund balance of \$16.0 million, which is an increase of \$4.5 million from a balance of \$11.5 million in FY 20. This is primarily due to the timing of when borrowing proceeds were received versus when expenditures were incurred. The assigned fund balance of the Capital Projects Fund was \$849 thousand on June 30, 2021.

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

The net position of the Landfill Enterprise Fund at the end of the year was approximately \$3.1 million with an unrestricted net position (deficits) of approximately \$3 million as compared to \$(10.8) million and \$(10.9) million, respectively, in the prior year. The Landfill Enterprise Fund change in net position is \$13.9 million for the year as compared with a change in net position (deficits) of \$(896) thousand in the prior year. The Landfill discontinued accepting municipal solid waste (MSW) on June 30, 2014 and has since been converted to a transfer station facility for residents.

### **General Fund Budgetary Highlights**

Actual revenues on a budgetary basis were approximately \$125.3 million. This amount exceeded budgeted amounts by approximately \$4.1 million. The major revenue variances were:

- Building Permits exceeded budget by \$2.2 million due to a new Amazon facility located on Kennedy Road.
- Total General Property Tax collections in excess of budget by \$1.2 million mostly due to current levy collections in excess of \$536 thousand in addition to interim motor vehicle tax collections in excess of \$255 thousand and interest in excess of \$310 thousand. In addition, a biennial delinquent tax sale generated \$520 thousand in revenues.
- Intergovernmental revenue exceeded budget by \$317 thousand mostly due to receiving the Airport Development Zone payment in lieu of taxes and Coronavirus Relief Funds from the State of Connecticut.
- Conveyance fee collections exceeded budget by \$236 thousand and were primarily attributable to large corporate sales.
- The above favorable variances were offset in part by receiving less than expected in interest revenues (\$169 thousand) and Special Education Excess Cost Funds (\$167 thousand).

Actual expenditures including transfers, but not use of fund balance, were \$109.3 million and kept under budget by approximately \$2.1 million. This is mostly due to savings from the Board of Education in the amount of \$550 thousand as a result of bus services not running at full capacity, national issues of being short staffed and expenditures spent via COVID-19 grants instead of the General Fund budget. Town savings were mostly a result of personnel cost associated with vacant positions, employees out on worker compensation, disability, and military leave and storm control overtime cost.

The difference between the original budget and the final amended budget was for additional appropriations of \$736,000 thousand from the unassigned fund balance. Uses were as follows:

Town Buildings LED Lighting Project	\$ 395,000
Railroad Grade Crossing Quiet Zone Study	46,000
Diversity, Equity & Inclusion Training	35,000
John Mason Statue Relocation	15,000
Transfer to Caring Connection	20,000
Transfer to Discovery Center	225,000
	\$ 736,000

These items combined (additional revenues, expenditure savings, and use of fund balance) produced an increase of \$4.5 million to the General Fund budgetary fund balance. This takes into consideration that the \$900 thousand opening cash appropriation was not needed to balance the budget as actual revenues exceeded actual expenditures during the year.

### Capital Asset and Debt Administration

#### Capital Assets

The Town's investment in capital assets for governmental and business-type activities as of June 30, 2021, amounted to \$143.8 million (net of accumulated depreciation) compared to \$130.4 million in the prior fiscal year. 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, 2021**

	Governmental Activities	Business- Type Activities	Total
Land	\$ 7,034,284	\$ -	\$ 7,034,284
Construction in progress	20,300,418	-	20,300,418
Buildings and improvements	76,137,595	24,055	76,161,650
Infrastructure	19,907,685	-	19,907,685
Machinery and equipment	20,363,811	66,340	20,430,151
<b>Total</b>	<b>\$ 143,743,793</b>	<b>\$ 90,395</b>	<b>\$ 143,834,188</b>

Major additions during the year included the following:

- Clover Street School Partial Roof Replacement Phase II
- Poquonock School Parking Lot and Playground Modifications and Improvements
- Windsor High School Tennis Courts Improvements
- Sage Park Middle School LED Lighting Improvements
- Public Safety Complex Facility Renovation
- Public Works Facility Renovations & Window Replacements
- Poquonock Firehouse Roof Replacement
- Wilson Firehouse HVAC Improvements
- Northwest Park Nature Center & Lang House Improvements
- Lennox St – Moorlands Stairs Improvements

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

### **Debt Administration**

At the end of the current fiscal year, the Town had total bonded debt outstanding of \$67.3 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, 2021**

	Governmental Activities
General obligation bonds	<u>\$ 67,250,000</u>

The Town's total bonded debt increased by \$15.1 million or 29% during the current fiscal year as compared to a 21% increase in FY 20.

The Town's general obligation bond rating is AAA from Standard & Poor's. This rating was reaffirmed in June of 2021 when the Town issued general obligation bonds in the amount of \$21.3 million and \$2.6 million in bond anticipation notes.

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 \$737 million, up from \$694 million in FY 20. As of June 30, 2021, the Town recorded long-term debt of \$67.3 million related to Governmental Activities, well below its statutory debt limits. The following is a summary as of June 30, 2021 of the future principal and interest requirements for the Town's general obligation bonds:

Fiscal Year Ending	Principal Payments	Interest Payments	Total Debt Service
2022	\$ 6,740,000	\$ 1,885,644	\$ 8,625,644
2023	6,715,000	1,636,983	8,351,983
2024	5,750,000	1,392,566	7,142,566
2025	4,770,000	1,197,727	5,967,727
2026	4,135,000	1,031,972	5,166,972
2027	4,090,000	891,365	4,981,365
2028	3,765,000	764,658	4,529,658
2029	3,495,000	687,689	4,182,689
2030	3,490,000	607,693	4,097,693
2031	3,485,000	531,603	4,016,603
2032	3,480,000	454,071	3,934,071
2033	3,470,000	383,073	3,853,073
2034	3,005,000	315,505	3,320,505
2035	3,000,000	254,650	3,254,650
2036	2,970,000	186,650	3,156,650
2037	1,580,000	119,250	1,699,250
2038	1,280,000	79,650	1,359,650
2039	1,280,000	48,270	1,328,270
2040	750,000	16,500	766,500
	<u>\$ 67,250,000</u>	<u>\$ 12,485,518</u>	<u>\$ 79,735,518</u>

Additional information on the Town's long-term debt can be found in Note 7 of this report.

## **Economic Factors**

As of November 2021, the unemployment rate for the Town was 5.2%. The unemployment rate for the Hartford labor market area was 4.8% and 4.8% for the State of Connecticut. The overall national average was 3.9% for this same time period.

Overall, unemployment rates have decreased since last year and the overall economy has been improving, but remains impacted by the global coronavirus pandemic. The Town's main source of revenue is property taxes, and this income stream has proven to be stable. State revenues make up a smaller portion of the Town's total revenue, and fortunately, this revenue has not seen major variances 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 continues to provide high levels of service.

The Town has a high quality tax base which includes 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 has attracted and retained firms, and prides itself on a fast development approval process. The Town 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. Statistics on growth for the last ten years are available in the statistical section of this report.

## **Requests for Information**

The Town of Windsor's Annual Comprehensive 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 Finance Director at 275 Broad Street, Windsor, CT 06095.

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## **Basic Financial Statements**





Town of Windsor, Connecticut

Statement of Net Position (Deficit)  
June 30, 2021

	Primary Government		
	Governmental Activities	Business-Type Activities	Total
<b>Assets</b>			
Cash and cash equivalents	\$ 78,272,688	\$ 20,270,411	\$ 98,543,099
Investments	10,411,149	2,621,506	13,032,655
Receivables:			
Property taxes, net of allowance for collection losses	1,137,590	-	1,137,590
Accounts receivable	1,345,762	-	1,345,762
Customer receivables	30,098	33,312	63,410
Community rehabilitation loans, net	1,946,852	-	1,946,852
Inventories	25,587	-	25,587
Prepays	10,656	-	10,656
Restricted cash and cash equivalents – capital outlay	9,870,885	-	9,870,885
Capital assets, not being depreciated	27,334,702	-	27,334,702
Capital assets, being depreciated, net of depreciation	116,409,091	90,395	116,499,486
<b>Total assets</b>	<b>246,795,060</b>	<b>23,015,624</b>	<b>269,810,684</b>
Deferred outflows of resources:			
Deferred charge on refunding	467,663	-	467,663
Deferred OPEB expense	12,994,190	-	12,994,190
Deferred pension expense	4,857,251	-	4,857,251
<b>Total deferred outflows of resources</b>	<b>18,319,104</b>	<b>-</b>	<b>18,319,104</b>
<b>Liabilities</b>			
Accounts payable and accruals	11,105,383	290,084	11,395,467
Accrued interest payable	185,875	-	185,875
Bond anticipation notes	2,610,000	-	2,610,000
Unearned revenues	940,975	53,073	994,048
Long-term liabilities:			
Due within one year	6,965,297	768,049	7,733,346
Due in more than one year	149,920,791	18,013,407	167,934,198
<b>Total liabilities</b>	<b>171,728,320</b>	<b>19,124,613</b>	<b>190,852,933</b>
Deferred inflows of resources:			
Advance property tax collections	4,863,572	-	4,863,572
Deferred OPEB related items	20,822,349	-	20,822,349
Deferred pension related items	10,449,216	-	10,449,216
<b>Total deferred inflows of resources</b>	<b>36,135,137</b>	<b>-</b>	<b>36,135,137</b>
Net position (deficits):			
Net investment in capital assets	81,206,351	90,395	81,296,746
Restricted:			
Community rehabilitation program	1,946,852	-	1,946,852
Other	8,540,186	-	8,540,186
Unrestricted (deficit)	(34,442,682)	3,800,616	(30,642,066)
<b>Total net position (deficits)</b>	<b>\$ 57,250,707</b>	<b>\$ 3,891,011</b>	<b>\$ 61,141,718</b>

See notes to financial statements.

Town of Windsor, Connecticut

Statement of Activities  
Year Ended June 30, 2021

Functions/Programs	Expenses	Program Revenues			Net (Expense) Revenue and Changes in Net Position		
		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	\$ (16,132,483)	\$ 3,054,013	\$ 4,307,989	\$ -	\$ (8,770,481)	\$ -	\$ (8,770,481)
Culture and recreation	(5,205,994)	1,114,940	71,847	-	(4,019,207)	-	(4,019,207)
Human services	(1,795,695)	354,670	596,853	-	(844,172)	-	(844,172)
Public works	(8,522,623)	289,487	405,535	1,641,783	(6,185,818)	-	(6,185,818)
Education	(104,060,539)	423,689	40,888,105	-	(62,748,745)	-	(62,748,745)
Public safety	(14,018,344)	748,879	28,297	-	(13,241,168)	-	(13,241,168)
Interest expense	(1,647,341)	-	-	-	(1,647,341)	-	(1,647,341)
<b>Total governmental activities</b>	<b>(151,383,019)</b>	<b>5,985,678</b>	<b>46,298,626</b>	<b>1,641,783</b>	<b>(97,456,932)</b>	<b>-</b>	<b>(97,456,932)</b>
Business-type activities:							
Landfill	13,772,246	-	-	-	-	13,772,246	13,772,246
Child Development Center	(1,052,869)	718,651	14,829	-	-	(319,389)	(319,389)
Caring Connection Adult Day Care	(312,411)	197,460	6,343	-	-	(108,608)	(108,608)
Resident Transfer Station	(365,930)	352,356	-	-	-	(13,574)	(13,574)
<b>Total business-type activities</b>	<b>12,041,036</b>	<b>1,268,467</b>	<b>21,172</b>	<b>-</b>	<b>-</b>	<b>13,330,675</b>	<b>13,330,675</b>
<b>Total primary government</b>	<b>\$ (139,341,983)</b>	<b>\$ 7,254,145</b>	<b>\$ 46,319,798</b>	<b>\$ 1,641,783</b>	<b>(97,456,932)</b>	<b>13,330,675</b>	<b>(84,126,257)</b>
General revenues:							
Property taxes					105,091,635	-	105,091,635
Miscellaneous					439,893	-	439,893
Grants and contributions not restricted to specific programs					2,679,744	-	2,679,744
Unrestricted investment earnings					189,070	138,632	327,702
Internal transfers					(315,930)	315,930	-
<b>Total general revenues and internal transfers</b>					<b>108,084,412</b>	<b>454,562</b>	<b>108,538,974</b>
<b>Change in net position (deficit)</b>					<b>10,627,480</b>	<b>13,785,237</b>	<b>24,412,717</b>
Net position (deficit) – beginning as restated					<b>46,623,227</b>	<b>(9,894,226)</b>	<b>36,729,001</b>
Net position – ending					<b>\$ 57,250,707</b>	<b>\$ 3,891,011</b>	<b>\$ 61,141,718</b>

See notes to financial statements.

Town of Windsor, Connecticut

Balance Sheet – Governmental Funds  
June 30, 2021

	Major Funds		Other Nonmajor Governmental Funds	Total Governmental Funds
	General	Capital Projects		
<b>Assets</b>				
Cash and cash equivalents	\$ 39,271,014	\$ 8,175,878	\$ 15,668,151	\$ 63,115,043
Investments	5,182,656	2,333,928	1,309,783	8,826,367
Restricted cash and cash equivalents	-	9,870,885	-	9,870,885
Receivables (net of allowances for collection losses):				
Property taxes	1,137,590	-	-	1,137,590
Accounts receivable	254,839	-	1,090,923	1,345,762
Community rehabilitation loans, net	-	-	1,946,852	1,946,852
Due from other funds	3,127,733	-	-	3,127,733
Prepays	-	-	10,656	10,656
Inventories	25,587	-	-	25,587
<b>Total assets</b>	<b>\$ 48,999,419</b>	<b>\$ 20,380,691</b>	<b>\$ 20,026,365</b>	<b>\$ 89,406,475</b>
<b>Liabilities</b>				
Accounts payable and accrued liabilities	\$ 6,421,953	\$ 1,754,775	\$ 387,672	\$ 8,564,400
Bond anticipation notes	-	2,610,000	-	2,610,000
Unearned revenue	-	775	940,200	940,975
Due to other funds	100,000	-	3,127,733	3,227,733
<b>Total liabilities</b>	<b>6,521,953</b>	<b>4,365,550</b>	<b>4,455,605</b>	<b>15,343,108</b>
Deferred inflow of resources:				
Advance tax collections	4,863,572	-	-	4,863,572
Unavailable resources	917,110	-	187,056	1,104,166
<b>Total deferred inflows of resources</b>	<b>5,780,682</b>	<b>-</b>	<b>187,056</b>	<b>5,967,738</b>
Fund balances:				
Nonspendable	25,587	-	23,656	49,243
Restricted	-	9,870,884	10,487,038	20,357,922
Committed	-	5,294,986	4,186,752	9,481,738
Assigned	5,254,990	849,271	686,258	6,790,519
Unassigned	31,416,207	-	-	31,416,207
<b>Total fund balances</b>	<b>36,696,784</b>	<b>16,015,141</b>	<b>15,383,704</b>	<b>68,095,629</b>
<b>Total liabilities, deferred inflows of resources and fund balances</b>	<b>\$ 48,999,419</b>	<b>\$ 20,380,691</b>	<b>\$ 20,026,365</b>	

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

Capital assets, net of accumulated depreciation purchased in governmental funds are reported as expenditures, however, the statement of net position includes those capital assets and accumulated depreciation among the assets of the Town as a whole.	143,743,793
Other long-term assets are not available and therefore not recognized in the funds.	1,104,166
Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds.	(156,886,087)
Deferred charge on refunding	467,663
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 position.	14,331,542
Deferred pension expense due to pension related items	4,857,251
Deferred pension credit due to pension related items	(10,449,216)
Deferred OPEB expense due to OPEB related items	12,994,190
Deferred OPEB credit due to OPEB related items	(20,822,349)
Accrued interest payable	(185,875)

Net position of governmental activities

\$ 57,250,707

See notes to financial statements.

Town of Windsor, Connecticut

**Statement of Revenues, Expenditures and Changes in Fund Balances –  
Governmental Funds  
Year Ended June 30, 2021**

	Major Funds		Other	Total
	General	Capital Projects	Nonmajor Governmental Funds	Governmental Funds
<b>Revenues:</b>				
Property taxes	\$ 105,227,339	\$ -	\$ -	\$ 105,227,339
State and Federal governments	24,948,952	1,641,783	11,521,751	38,112,486
Charges for services	5,751,241	-	322,413	6,073,654
Investment income	131,351	30,517	10,624	172,492
Other	-	168,143	526,554	694,697
<b>Total revenues</b>	<b>136,058,883</b>	<b>1,840,443</b>	<b>12,381,342</b>	<b>150,280,668</b>
<b>Expenditures:</b>				
<b>Current:</b>				
Education	80,671,475	-	6,096,161	86,767,636
General government	15,545,300	-	1,360,178	16,905,478
Culture and recreation	4,512,472	-	61,804	4,574,276
Human services	1,035,374	-	366,522	1,401,896
Public safety	11,570,431	-	27,504	11,597,935
Public works	7,346,035	-	236,798	7,582,833
<b>Debt service:</b>				
Principal retirements	-	-	6,505,000	6,505,000
Interest and other charges	-	-	1,790,344	1,790,344
Capital outlay	-	21,183,708	-	21,183,708
<b>Total expenditures</b>	<b>120,681,087</b>	<b>21,183,708</b>	<b>16,444,311</b>	<b>158,309,106</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>15,377,796</b>	<b>(19,343,265)</b>	<b>(4,062,969)</b>	<b>(8,028,438)</b>
<b>Other financing sources (uses):</b>				
Transfers in	148,474	2,706,000	7,817,510	10,671,984
Transfers out	(10,888,510)	(99,404)	-	(10,987,914)
Issuance of bonds	-	21,270,000	-	21,270,000
Issuance of refunding bonds	-	-	12,465,000	12,465,000
Premium on bonds issued	-	-	2,094,089	2,094,089
Payments made to escrow	-	-	(12,541,930)	(12,541,930)
<b>Total other financing (uses) sources</b>	<b>(10,740,036)</b>	<b>23,876,596</b>	<b>9,834,669</b>	<b>22,971,229</b>
<b>Change in fund balances</b>	<b>4,637,760</b>	<b>4,533,331</b>	<b>5,771,700</b>	<b>14,942,791</b>
Fund balances, beginning (as restated, see Note 1)	32,059,024	11,481,810	9,612,004	53,152,838
<b>Fund balances, ending</b>	<b>\$ 36,696,784</b>	<b>\$ 16,015,141</b>	<b>\$ 15,383,704</b>	<b>\$ 68,095,629</b>

See notes to financial statements.

Town of Windsor, Connecticut

**Reconciliation of Statement of Revenues, Expenditures and Changes in Fund Balances of  
Governmental Funds to the Statement of Activities  
Year Ended June 30, 2021**

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Net change in fund balances – total governmental funds	\$ 14,942,791
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Amounts reported for governmental activities in the statement of activities are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. This is the amount by which capital outlays exceeded depreciation in the current period.	13,455,100
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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.	(143,728)
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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 positions. Also, governmental funds report the effect of 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.	(16,581,394)
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Some expenses including deferred inflows/outflows reported in the statement of activities do not require the use of current financial resources and therefore are not reported as expenditures in the governmental funds. The change in these expenses are as follows:

Change in deferred outflows – pensions	(6,489,723)
Change in deferred inflows – pensions	(9,756,277)
Change in deferred outflow – OPEB	(2,151,580)
Change in deferred inflow – OPEB	4,434,158

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.	12,518,416
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The net income of certain activities of internal service funds is reported with governmental activities	<u>399,717</u>
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<b>Change in net position of governmental activities</b>	<b><u><u>\$ 10,627,480</u></u></b>
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See notes to financial statements.

Town of Windsor, Connecticut

Statement of Net Position – Proprietary Funds  
June 30, 2021

	Business-Type Activities - Enterprise Funds			Governmental
	Landfill	Other Nonmajor Enterprise Funds	Total	Internal Service Fund
<b>Assets</b>				
Current assets:				
Cash and cash equivalents	\$ 19,421,743	\$ 848,668	\$ 20,270,411	\$ 15,157,645
Investments	2,511,750	109,756	2,621,506	1,584,782
Due from other funds	-	-	-	100,000
Customer receivables, net	-	33,312	33,312	30,098
<b>Total current assets</b>	<b>21,933,493</b>	<b>991,736</b>	<b>22,925,229</b>	<b>16,872,525</b>
Noncurrent assets:				
Capital assets (net of accumulated depreciation)	85,395	5,000	90,395	-
<b>Total noncurrent assets</b>	<b>85,395</b>	<b>5,000</b>	<b>90,395</b>	<b>-</b>
<b>Total assets</b>	<b>22,018,888</b>	<b>996,736</b>	<b>23,015,624</b>	<b>16,872,525</b>
<b>Liabilities</b>				
Current liabilities:				
Accounts payable and accrued liabilities	205,253	104,820	310,073	234,002
Unearned revenue	-	53,073	53,073	-
Accrued claims payable	-	-	-	1,264,232
Accrued post closure costs	748,060	-	748,060	-
<b>Total current liabilities</b>	<b>953,313</b>	<b>157,893</b>	<b>1,111,206</b>	<b>1,498,234</b>
Noncurrent liabilities:				
Accrued post closure costs	17,953,440	-	17,953,440	-
Compensated absences	22,235	37,732	59,967	-
Accrued claims payable	-	-	-	1,042,749
<b>Total noncurrent liabilities</b>	<b>17,975,675</b>	<b>37,732</b>	<b>18,013,407</b>	<b>1,042,749</b>
<b>Total liabilities</b>	<b>18,928,988</b>	<b>195,625</b>	<b>19,124,613</b>	<b>2,540,983</b>
Net position:				
Net investment in capital assets	85,395	5,000	90,395	-
Unrestricted	3,004,505	796,111	3,800,616	14,331,542
<b>Total net position</b>	<b>\$ 3,089,900</b>	<b>\$ 801,111</b>	<b>\$ 3,891,011</b>	<b>\$ 14,331,542</b>

See notes to financial statements.

Town of Windsor, Connecticut

Statement of Revenues, Expenses and Changes in Fund Net Position (Deficit) – Proprietary Funds  
Year Ended June 30, 2021

	Business-Type Activities – Enterprise Funds			Governmental
	Landfill	Other Nonmajor Enterprise Funds	Total	Internal Service Fund
Operating revenues:				
User charges	\$ -	\$ 1,268,467	\$ 1,268,467	\$ 16,277,228
<b>Total operating revenues</b>	<b>-</b>	<b>1,268,467</b>	<b>1,268,467</b>	<b>16,277,228</b>
Operating expenses:				
Operations and maintenance	(13,801,413)	1,730,021	(12,071,392)	-
Claims	-	-	-	15,894,089
Depreciation	29,167	1,189	30,356	-
<b>Total operating expenses</b>	<b>(13,772,246)</b>	<b>1,731,210</b>	<b>(12,041,036)</b>	<b>15,894,089</b>
<b>Operating income (loss)</b>	<b>13,772,246</b>	<b>(462,743)</b>	<b>13,309,503</b>	<b>383,139</b>
Nonoperating revenues:				
Interest income	137,134	1,498	138,632	16,578
Intergovernmental	-	21,172	21,172	-
<b>Total nonoperating revenues</b>	<b>137,134</b>	<b>22,670</b>	<b>159,804</b>	<b>16,578</b>
<b>Income (loss) before transfers</b>	<b>13,909,380</b>	<b>(440,073)</b>	<b>13,469,307</b>	<b>399,717</b>
Transfers in	-	365,000	365,000	-
Transfers out	-	(49,070)	(49,070)	-
<b>Change in net position (deficit)</b>	<b>13,909,380</b>	<b>(124,143)</b>	<b>13,785,237</b>	<b>399,717</b>
Net position (deficit), beginning	(10,819,480)	925,254	(9,894,226)	13,931,825
<b>Net position, ending</b>	<b>\$ 3,089,900</b>	<b>\$ 801,111</b>	<b>\$ 3,891,011</b>	<b>\$ 14,331,542</b>

See notes to financial statements.

Town of Windsor, Connecticut

Statement of Cash Flows – Proprietary Funds  
Year Ended June 30, 2021

	Business-Type Activities – Enterprise Funds			Governmental
	Other Nonmajor		Total	Internal
	Landfill	Enterprise Funds		Service Fund
Cash flows from operating activities:				
Receipts from customers and users	\$ -	\$ 1,284,245	\$ 1,284,245	\$ 16,267,036
Payments to suppliers	(1,133,910)	(573,288)	(1,707,198)	(15,537,673)
Payments to employees	(440,999)	(1,141,330)	(1,582,329)	-
<b>Net cash (used in) provided by operating activities</b>	<b>(1,574,909)</b>	<b>(430,373)</b>	<b>(2,005,282)</b>	<b>729,363</b>
Cash flows from noncapital financing activities:				
Intergovernmental revenue	-	21,172	21,172	-
Transfers in	-	365,000	365,000	-
Transfers out	-	(49,070)	(49,070)	-
Due to/from other funds	-	-	-	250,000
<b>Net cash provided by noncapital financing activities</b>	<b>-</b>	<b>337,102</b>	<b>337,102</b>	<b>250,000</b>
Cash flows from investing activities:				
Interest received	137,134	1,498	138,632	16,578
(Purchase)/sale of investments	2,020,381	93,897	2,114,278	589,256
<b>Net cash provided by investing activities</b>	<b>2,157,515</b>	<b>95,395</b>	<b>2,252,910</b>	<b>605,834</b>
<b>Net increase in cash and cash equivalents</b>	<b>582,606</b>	<b>2,124</b>	<b>584,730</b>	<b>1,585,197</b>
Cash and cash equivalents:				
<b>Beginning</b>	<b>18,839,137</b>	<b>846,544</b>	<b>19,685,681</b>	<b>13,572,448</b>
<b>Ending</b>	<b>\$ 19,421,743</b>	<b>\$ 848,668</b>	<b>\$ 20,270,411</b>	<b>\$ 15,157,645</b>
Reconciliation of operating income(loss) to net cash (used in) provided by operating activities:				
Operating (loss) income	\$ 13,772,246	\$ (462,743)	\$ 13,309,503	\$ 383,139
Adjustments to reconcile operating (loss) income to net cash (used in) provided by operating activities:				
Depreciation	29,167	1,189	30,356	-
Changes in assets and liabilities:				
Decrease (increase) accounts receivable	-	(2,708)	(2,708)	(10,192)
(Decrease) increase in accounts payable	34,994	15,403	50,397	163,128
Decrease in unearned revenue	-	18,486	18,486	-
Increase (decrease) in accrued liabilities	(15,411,316)	-	(15,411,316)	193,288
<b>Net cash (used in) provided by operating activities</b>	<b>\$ (1,574,909)</b>	<b>\$ (430,373)</b>	<b>\$ (2,005,282)</b>	<b>\$ 729,363</b>

See notes to financial statements.



Town of Windsor, Connecticut

Statement of Fiduciary Net Position – Fiduciary Funds  
June 30, 2021

	Trust Funds
<b>Assets</b>	
Cash and cash equivalents	\$ 1,135,880
Investments:	
Equity mutual funds	58,496,719
Fixed income mutual funds	24,696,613
Other Investments – real estate	4,527,286
<b>Total investments</b>	<u>87,720,619</u>
Contributions receivable	1,074,000
Other receivables	9
<b>Total assets</b>	<u>89,930,508</u>
<b>Liabilities</b>	
Accounts payable	843
<b>Net position restricted for pensions         and other post-employment benefits</b>	<u>\$ 89,929,665</u>

See notes to financial statements.

Town of Windsor, Connecticut

Statement of Changes in Fiduciary Net Position – Fiduciary Funds  
Year Ended June 30, 2021

	Trust Funds
Additions:	
Contributions:	
Employer	\$ 2,642,654
Plan members	623,916
<b>Total contributions</b>	<u>3,266,570</u>
Investment income:	
Net appreciation in fair value of investments	18,313,983
Interest and dividends	1,310,988
	<u>19,624,971</u>
Less investment expenses:	
Investment management fees	(24,008)
<b>Net investment income</b>	<u>19,648,979</u>
<b>Total additions</b>	<u>22,915,549</u>
Deductions:	
Benefits	<u>5,020,478</u>
<b>Change in plan net position</b>	17,895,071
Net position restricted for pensions and other post-employment benefits:	
<b>Beginning of year</b>	<u>72,082,610</u>
<b>End of year</b>	<u>\$ 89,977,681</u>

See notes to financial statements.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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

**Reporting entity:** Windsor, Connecticut (the Town) was founded by English settlers in 1633, making it the first town in the State of Connecticut (State). 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 (GAAP) as applicable to governments.

GAAP requires 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 (GASB) 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 position and the statement of activities) report information on all of the non-fiduciary balances and 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.

**Accounting standards adopted in the current year:** In January 2017, the GASB issued Statement No. 84, *Fiduciary Activities* (GASB 84). The objective of this statement is to improve guidance regarding the identification of fiduciary activities for accounting and financial reporting purposes and how those activities should be reported. This statement establishes criteria for identifying fiduciary activities of all state and local governments. The focus of the criteria generally is on (1) whether a government is controlling the assets of the fiduciary activity and (2) the beneficiaries with whom a fiduciary relationship exists. Separate criteria are included to identify fiduciary component units and postemployment benefit arrangements that are fiduciary activities. The requirements of this statement are effective for the Town's reporting period beginning July 1, 2020.

The Town has implemented the provisions of GASB 84 in the accompanying financial statements under a retrospective basis. Accordingly, an adjustment has been recorded to increase the fund balance of the nonmajor governmental funds and net position of governmental activities at June 30, 2020 in the amount of \$1,267,148.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 1. Summary of Significant Accounting Policies (Continued)

The GASB issued Statement No. 98, *The Annual Comprehensive Financial Report* in October 2021. The requirements of this Statement are effective for fiscal years ending after December 15, 2021. The Town early implemented GASB 98 in the current fiscal year 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. 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.

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. Intergovernmental revenues are considered to be available if they are collected within 12 months of the end of the 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 (OPEB) 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 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 Projects Fund** is used to account for and report financial resources that are restricted, committed or assigned to expenditure for capital outlay other than reported in proprietary funds.

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

The **Special Revenue Fund** is 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 position, financial position and cash flows.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 1. Summary of Significant Accounting Policies (Continued)

The Town reports the following major proprietary fund:

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

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

The **Child Development Center Fund**, **Caring Connection Adult Day Care Fund** and the **Resident Transfer Station Fund**.

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 benefit pension plan which accumulates resources for pension benefit payments to qualified employees upon retirement.

The **OPEB Trust Fund**, a fiduciary fund, accounts for the activities of the Town's other post-employment benefit plan which accumulates resources for medical benefit payments to qualified employees upon retirement.

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 non-operating items. Operating revenues and expenses generally result from providing services in connection with a proprietary fund's principal ongoing operations, which for the internal service fund include premium charges and claims. The principal operating revenues of the enterprise 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 GAAP requires management to make estimates and assumptions that affect the reported amounts of assets/deferred outflows and liabilities/deferred inflows and disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenditures during the reporting period. Actual results could differ from those estimates.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 1. Summary of Significant Accounting Policies (Continued)

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

Delinquent real estate taxes are billed at least twice a year, with interest charged at a rate of 1.5% 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, State of Connecticut 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. Certificates of deposit are recorded at amortized cost.

**Restricted cash and cash equivalents:** Certain assets are classified as restricted because their use is subject to constraints imposed by creditors. Restricted cash and cash equivalents in the Capital Projects Fund are to be used for construction purposes.

**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 uncollectible accounts.

**Allowance for doubtful accounts:** Accounts, notes receivable, and community rehabilitation 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. An amount of approximately \$752,000 has been established as an allowance for uncollectible taxes.

**Fair value:** The Town uses fair value measurements to record fair value adjustments to certain assets and to determine fair value disclosures. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value is best determined based upon quoted market prices. However, in certain instances, there are no quoted market prices for certain assets or liabilities. In cases where quoted market prices are not available, fair values are based on estimates using present value or other valuation techniques. Those techniques are significantly affected by the assumptions used, including the discount rate and estimates of future cash flows. Accordingly, the fair value estimates may not be realized in an immediate settlement of the asset or liability.

Fair value measurements focus on exit prices in an orderly transaction (that is, not a forced liquidation or distressed sale) between market participants at the measurement date under current market conditions. If there has been a significant decrease in the volume and level of activity for the asset or liability, a change in valuation technique or the use of multiple valuation techniques may be appropriate. In such instances, determining the price at which willing market participants would transact at the measurement date under current market conditions depends on the facts and circumstances and requires the use of significant judgment.

The Town's fair value measurements are classified into a fair value hierarchy based on the markets in which the assets and liabilities are traded and the reliability of the assumptions used to determine fair value.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### **Note 1. Summary of Significant Accounting Policies (Continued)**

The three categories within the hierarchy are as follows:

**Level 1:** Quoted prices in active markets for identical assets and liabilities.

**Level 2:** Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, including quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, interest rates and yield curves observable at commonly quoted intervals, implied volatilities, credit spreads, and market-corroborated inputs.

**Level 3:** Unobservable inputs shall be used to measure fair value to the extent that relevant observable inputs are not available, thereby allowing for situations in which there is little, if any, market activity for the asset or liability at the measurement date. Level 3 assets and liabilities include financial instruments whose value is determined using pricing models, discounted cash flows methodologies, or similar techniques, as well as instruments for which the determination of fair value requires significant management judgment.

See Note 3 for additional information regarding fair value.

**Investments measured at the net asset value (NAV):** Investments valued using the NAV per share (or its equivalent) generally do not have readily obtainable market values and take the form of limited partnerships. The Town values these investments based on the partnerships' audited financial statements. If June 30 statements are available, those values are used preferentially. However, some partnerships have fiscal years ending at other than June 30. If June 30 valuations are not available, the value is progressed from the most recently available valuation taking into account subsequent calls and distributions.

**Inventories and prepaids:** Inventories are stated at cost, determined on the first-in, first-out basis. Inventories of governmental funds are recorded as expenditures/expenses when consumed rather than when purchased.

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items. The cost of prepaid items is recorded as expenditures/expenses when consumed rather than when purchased.

**Deferred outflows/inflows of resources:** In addition to assets, the statement of net position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position or fund balance that applies to a future period or periods and so will not be recognized as an outflow of resources (expense/expenditure) until then. The Town reports a deferred charge on refunding and deferred outflows related to pension and OPEB in the government-wide statement of net position. A deferred charge on refunding results from the difference in the carrying value of refunded debt and its reacquisition price. This amount is deferred and amortized over the shorter of the life of the refunded or refunding debt. A deferred outflow of resources related to pension and OPEB results from differences between expected and actual experience, changes in assumptions or other inputs. These amounts are deferred and included in pension and OPEB expense in a systematic and rational manner.

**Town of Windsor, Connecticut**

**Notes to Financial Statements**

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**Note 1. Summary of Significant Accounting Policies (Continued)**

In addition to liabilities, the statement of net position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position or fund balance that applies to a future period or periods and so will not be recognized as an inflow of resources (revenue) until that time. The Town reports a deferred inflow of resources related to pensions and OPEB in the government-wide statement of net position. A deferred inflow of resources related to pension and OPEB results from differences between expected and actual experience, changes in assumptions or other inputs. These amounts are deferred and included in pension and OPEB expense in a systematic and rational manner. Also, for governmental funds, the Town reports unavailable revenue, which arises only under the modified accrual basis of accounting. The governmental funds report unavailable revenues from property taxes, interest on property taxes, and charges for services. These amounts are deferred and recognized as an inflow of resources (revenue) in the period during which the amounts become available. The Town reports advance property tax collections in the government-wide statement of net position and in the governmental balance sheet. Advance tax collections represent taxes inherently associated with a future period. The amount is recognized in the period in which the revenue is associated.

**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 one year. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at acquisition 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.

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

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

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



## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 1. Summary of Significant Accounting Policies (Continued)

**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.

Vacation leave expenditures are recognized in the governmental fund financial statements in the current year to the extent they are paid or due (matured). 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 position. Bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable as reported include bond premiums or discounts. Bond issuance costs are expensed as incurred.

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

**Landfill closure and post-closure:** The Town accounts for the cost and estimated costs for closure and post-closure costs in its Landfill Fund. The Landfill Fund is an enterprise fund. The fund accounts 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. The landfill discontinued accepting municipal solid waste as of June 30, 2014 and has converted to a transfer station facility for residents.

**Net pension liability:** The net pension liability is measured as the portion of the actuarial present value of projected benefits that is attributed to past periods of employee service (total pension liability), net of the pension plan's fiduciary net position. The pension plan's fiduciary net position is determined using the same valuation methods that are used by the pension plan for purposes of preparing its statement of fiduciary net position. The net pension liability is measured as of a date (measurement date) no earlier than the end of the employer's prior fiscal year, consistently applied from period to period.

Town of Windsor, Connecticut

Notes to Financial Statements

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**Note 1. Summary of Significant Accounting Policies (Continued)**

**Net OPEB liability:** The net OPEB liability is measured as the portion of the actuarial present value of projected benefits that is attributed to past periods of employee service (total OPEB liability), net of the OPEB plan's fiduciary net position. The OPEB plan's fiduciary net position is determined using the same valuation methods that are used by the OPEB plan for purposes of preparing its statement of fiduciary net position. The net OPEB liability is measured as of a date (measurement date) no earlier than the end of the employer's prior fiscal year, consistently applied from period to period.

**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.

**Net position:** In the Government-Wide and Proprietary Fund Financial Statements, net position is classified in the following categories:

**Net investment in capital assets:** The net investment in capital assets component of net position consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of bonds, notes, or other borrowings that are attributable to the acquisition, construction or improvement of those assets. Deferred outflows of resources and deferred inflows of resources that are attributable to the acquisition, construction, or improvement of those assets or related debt are included in this component of net position.

**Restricted net position:** 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 position (deficit):** This category represents the net position 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 classifies 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.

Town of Windsor, Connecticut

Notes to Financial Statements

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**Note 1. Summary of Significant Accounting Policies (Continued)**

**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) in the form of a Resolution. Once adopted, the limitation imposed by the resolution remains in place until a similar action is taken to remove or revise the limitation.

**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 has the authority to assign amounts for a specific purpose as delegated by the Town Council.

**Unassigned fund balance (deficit):** 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.

**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 position:** The governmental fund balance sheet includes reconciliation between fund balance – total governmental funds, and net position – governmental activities as reported in the government-wide statement of net position. 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	\$ 67,250,000
Premiums, net of amortization	3,871,214
Compensated absences	901,186
Net pension liability	16,480,088
Net pension liability – CMERS	9,207,890
Net OPEB liability	59,175,709
Net adjustment to reduce fund balance – total governmental funds to arrive at net position – governmental activities	<u>\$ 156,886,087</u>

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 2. Reconciliation of Government-wide and Fund Financial Statements (Continued)

**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 reconciliation between net changes in fund balances – total governmental funds, and changes in net position 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	\$ 22,184,822
Depreciation expense	<u>(8,729,722)</u>
Net adjustment to increase net changes in fund balances – total governmental funds to arrive at changes in net position of governmental activities	<u>\$ 13,455,100</u>

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 position. 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	\$ 33,735,000
Principal repayments:	
General obligation debt	(18,625,000)
Amortization:	
Bond premium	1,785,261
Loss on refundings	<u>(313,867)</u>
Net adjustment to increase net changes in fund balances – total governmental funds to arrive at change in net position of governmental activities	<u>\$ 16,581,394</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	\$ (884)
Accrued interest	57,770
Net pension liability – CMERS	(1,224,779)
Net pension liability	(12,132,957)
Net OPEB liability	<u>782,434</u>
Net adjustment to decrease net changes in fund balances – total governmental funds to arrive at changes in net position of governmental activities	<u>\$ (12,518,416)</u>

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### 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 requirements that each depository maintains 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 Connecticut State Statutes (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 or political subdivision rated within the top three rating categories of any nationally recognized rating service. Other provisions of the Statutes cover specific municipal funds with particular investment authority. The provisions of the Statutes regarding the investment of municipal pension funds do not specify permitted investments. Therefore, investment of such funds is generally controlled by laws applicable to fiduciaries and the provisions of the applicable plan.

The Town has an investment policy for its pension and OPEB funds providing a target asset allocation of 51% equities (or equivalents), 29% fixed income, 15% asset allocation funds, and 5% real estate.

With respect to mutual/co-mingled funds, the Town Retirement Plan Committee will consider the following to insure proper diversification and function of each of the funds:

- a. The mutual fund/co-mingled pool organizations selected should demonstrate:  
(a) a clearly defined investment philosophy; (b) a consistent investment process; (c) an experienced and stable organization; and (d) cost-effectiveness.
- b. The mutual fund/co-mingled pool used will generally have at least a full three-year track record, or its equivalent, and the individual fund/pool must have at least \$25 million under management (or, as an organization, \$100 million in the same strategy) at the time of selection.
- c. Each mutual fund/co-mingled pool will be regularly evaluated for proper diversity and each will provide material information on a timely basis.
- d. With respect to hedge fund-of-funds, in addition to meeting each of the three above-specified criteria, each fund-of-funds will include an appropriate number of hedge fund managers to be considered well diversified. Investment strategies in hedge fund-of-funds may generally include: long/short U.S. equity, global equity, derivatives, distressed debt and other fixed income strategies, currency exposure, arbitrage and event driven strategies, and additional strategies with low correlation to traditional asset classes.

**Interest rate risk:** The Town's policy, which includes the Pension Trust Fund and the OPEB 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. There are no concentrations that are required to be reported.

Town of Windsor, Connecticut

Notes to Financial Statements

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**Note 3. Cash, Cash Equivalents and Investments (Continued)**

***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, 2021, approximately \$103,048,000 of the Town's bank balance of approximately \$116,031,000 was uninsured and uncollateralized.

Investments: Custodial credit risk for an investment is the risk that, in the event of the failure of the counterparty (the institution that pledges collateral or repurchase agreement securities to the Town or that sells investments to or buys them for the Town), the Town or plans will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The Town's or plan's individual investments in fixed income securities and equities are uninsured and registered securities held by a counterparty, or by its trust department or agent that are in the Town's or pension plan's name. The Town or the pension and OPEB plans do not have a custodial credit risk policy for investments.

Cash, restricted cash and investments of the Town consist of the following at June 30, 2021:

Cash, restricted cash and equivalents:	
Deposits with financial institutions	\$ 122,581,129
Short Term Investment Fund	1,390
Total cash, restricted cash and equivalents	<u>122,582,519</u>
Less certificates of deposits classified as investments	<u>(13,032,655)</u>
	<u>109,549,864</u>
Pension and OPEB trust funds:	
Equity mutual funds	58,496,719
Fixed income mutual funds	24,696,613
Real estate fund	4,527,286
Total pension and OPEB investments	<u>87,720,619</u>
Total cash, cash equivalents and investments	<u><u>\$ 210,303,138</u></u>

\* These investments are uninsured and unregistered, with securities held by the counterparty, in the Town's or pension or OPEB trust's name.

**Town of Windsor, Connecticut**

**Notes to Financial Statements**

**Note 3. Cash, Cash Equivalents and Investments (Continued)**

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

Statement of net position:

Cash and cash equivalents	\$ 98,543,099
Restricted cash and cash equivalents	9,870,885
Investments – certificates of deposit	13,032,655
	<u>121,446,639</u>

Fiduciary funds:

Cash and cash equivalents	1,135,880
Investments	87,720,619
	<u>88,856,499</u>
Total cash, cash equivalents and investments	<u><u>\$ 210,303,138</u></u>

**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	Over 10 Years
Fiduciary Funds:					
Fixed income mutual funds	\$ 24,696,613	\$ 1,349,775	\$ 9,592,465	\$ 5,259,971	\$ 8,494,402
Total	<u>\$ 24,696,613</u>	<u>\$ 1,349,775</u>	<u>\$ 9,592,465</u>	<u>\$ 5,259,971</u>	<u>\$ 8,494,402</u>

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

Average rating	Fixed Income Mutual Funds
AAA	\$ 11,741,921
AA	979,168
A	2,587,988
BBB	4,397,860
BB	3,264,395
B	258,947
Below B	250,072
Unrated	1,216,262
Total	<u><u>\$ 24,696,613</u></u>

**Town of Windsor, Connecticut**

**Notes to Financial Statements**

**Note 3. Cash, Cash Equivalents and Investments (Continued)**

**Fair value:** The plan categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The plan has the following recurring fair value measurements as of June 30, 2021:

	June 30, 2021	Fair Value Measurements Using		
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Other Observable Inputs (Level 3)
Investments by fair value level:				
Equity mutual funds	\$ 58,496,719	\$ 58,496,719	\$ -	\$ -
Fixed income mutual funds	24,696,613	24,696,613	-	-
Total investments by fair value level	83,193,332	\$ 83,193,332	\$ -	\$ -
Investments measured at the NAV:				
Real estate fund	4,527,286			
Total investments measured at the NAV	4,527,286			
Total investments	\$ 87,720,619			

**Real estate fund:** This type includes real estate investments in U.S. residential, hotel, industrial office, retail, land, and development properties. In addition, this fund invests in mezzanine loans. The fair value of this investment has been determined using NAV per share (or its equivalent) of the plan's ownership interest in partners' capital. The values are based upon independent appraisals, estimated sales proceeds or the Manager's opinion of value. The fair values do not reflect transaction sale costs or prepayment costs, which may be incurred upon disposition of the investment or instrument. There are no unfunded commitments.



**Town of Windsor, Connecticut**

**Notes to Financial Statements**

**Note 4. Capital Assets**

Capital asset activity for the year ended June 30, 2021, was as follows:

	Beginning Balance	Increases/ Transfers	Decreases/ Transfers	Ending Balance
<b>Governmental activities:</b>				
Capital assets not being depreciated:				
Land	\$ 7,034,284	\$ -	\$ -	\$ 7,034,284
Construction in progress	29,152,443	20,363,683	29,215,708	20,300,418
Total capital assets not being depreciated	36,186,727	20,363,683	29,215,708	27,334,702
Capital assets being depreciated:				
Buildings and improvements	143,825,435	19,986,493	-	163,811,928
Machinery and equipment	43,537,909	7,046,094	347,941	50,236,062
Infrastructure	101,221,640	4,004,260	-	105,225,900
Total capital assets being depreciated	288,584,984	31,036,847	347,941	319,273,890
Less accumulated depreciation for:				
Buildings and improvements	83,690,361	3,983,972	-	87,674,333
Machinery and equipment	27,832,698	2,387,494	347,941	29,872,251
Infrastructure	82,959,959	2,358,256	-	85,318,215
Total accumulated depreciation	194,483,018	8,729,722	347,941	202,864,799
Total capital assets being depreciated, net	94,101,966	22,307,125	-	116,409,091
Governmental activities capital assets, net	<u>\$ 130,288,693</u>	<u>\$ 42,670,808</u>	<u>\$ 29,215,708</u>	<u>\$ 143,743,793</u>
<b>Business-type activities:</b>				
Capital assets being depreciated:				
Buildings and improvements	\$ 359,027	\$ -	\$ -	\$ 359,027
Machinery and equipment	3,251,513	-	-	3,251,513
Total capital assets being depreciated	3,610,540	-	-	3,610,540
Less accumulated depreciation for:				
Buildings and improvements	333,122	1,850	-	334,972
Machinery and equipment	3,156,667	28,506	-	3,185,173
Total accumulated depreciation	3,489,789	30,356	-	3,520,145
Total business-type capital assets, net	<u>\$ 120,751</u>	<u>\$ (30,356)</u>	<u>\$ -</u>	<u>\$ 90,395</u>

**Town of Windsor, Connecticut**

**Notes to Financial Statements**

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**Note 4. Capital Assets (Continued)**

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

Governmental activities:

Education	\$ 4,333,914
General government	567,037
Culture and recreation	609,326
Human services	161,913
Public safety	2,003,401
Public works	1,054,131
Total depreciation expense – governmental activities	<u>\$ 8,729,722</u>

Business-type activities:

Landfill	\$ 29,167
Child development	1,000
Adult caring connection	189
Total depreciation expense – business-type activities	<u>\$ 30,356</u>

**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, 2021 is presented below:

	Due From Other Funds	Due to Other Funds
General fund	\$ 3,127,733	\$ 100,000
Internal Service Fund	100,000	-
Nonmajor governmental funds	-	3,127,733
	<u>\$ 3,227,733</u>	<u>\$ 3,227,733</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.

**Town of Windsor, Connecticut**

**Notes to Financial Statements**

**Note 5. Interfund Receivables, Payables and Transfers (Continued)**

Interfund transfers during the year ended June 30, 2021, were as follows:

	Transfers In				
	General Fund	Capital Projects Fund	Nonmajor Governmental Funds	Nonmajor Enterprise Funds	Total Transfers Out
General Fund	\$ -	\$ 2,706,000	\$ 7,817,510	\$ 365,000	\$ 10,888,510
Nonmajor enterprise funds	49,070	-	-	-	49,070
Capital Projects Fund	99,404	-	-	-	99,404
Total transfers in	<u>\$ 148,474</u>	<u>\$ 2,706,000</u>	<u>\$ 7,817,510</u>	<u>\$ 365,000</u>	<u>\$ 11,036,984</u>

Transfers from the General Fund to the Debt Service Fund reported as a nonmajor governmental 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. Major highlights included: the Capital Projects Fund received \$2,265,000 from the General Fund General Services Capital Projects budget to fund various projects and \$441,000 from the General Fund Unassigned Fund Balance to fund a Railroad Crossing Quiet Zone Study (\$46,000) and LED upgrades to town facilities (\$395,000). The Open Space Fund received \$200,000 from the General Fund General Services Capital Projects budget.

**Note 6. Unearned Revenue/Deferred Inflows of Resources**

Governmental funds report deferred inflows of resources 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 unavailable revenues reported in the governmental funds such as prepaid program fees:

	Unavailable Resources	Unearned Revenues
General Fund:		
Property taxes	\$ 916,312	\$ -
Advance tax collections	4,863,572	-
Other receivables	798	775
	<u>5,780,682</u>	<u>775</u>
Other nonmajor governmental funds:		
Prepaid program fees	-	940,200
Other receivables	187,056	-
	<u>187,056</u>	<u>940,200</u>
Total	<u>\$ 5,967,738</u>	<u>\$ 940,975</u>

**Town of Windsor, Connecticut**

**Notes to Financial Statements**

**Note 7. Long-Term Liabilities**

A summary of changes in outstanding long-term obligations during the year ended June 30, 2021 is as follows:

	Beginning Balance	Increases	Decreases	Ending Balance	Due Within One Year
<b>Governmental activities:</b>					
Bonds payable:					
General obligation bonds	\$ 52,140,000	\$ 33,735,000	\$ 18,625,000	\$ 67,250,000	\$ 6,740,000
Unamortized premiums	2,085,953	2,094,089	308,828	3,871,214	-
	<u>54,225,953</u>	<u>35,829,089</u>	<u>18,933,828</u>	<u>71,121,214</u>	<u>6,740,000</u>
Other long-term liabilities:					
Compensated absences	902,070	691,282	692,166	901,186	225,297
Net pension liability	28,613,045	-	12,132,957	16,480,088	-
Net pension liability – CMERS	10,432,669	-	1,224,779	9,207,890	-
Net OPEB liability	58,393,275	782,434	-	59,175,709	-
	<u>98,341,059</u>	<u>1,473,716</u>	<u>14,049,902</u>	<u>85,764,873</u>	<u>225,297</u>
Governmental activities long-term liabilities	<u>\$ 152,567,012</u>	<u>\$ 37,302,805</u>	<u>\$ 32,983,730</u>	<u>\$ 156,886,087</u>	<u>\$ 6,965,297</u>
<b>Business-type activities:</b>					
Other long-term liabilities:					
Compensated absences	\$ 67,331	\$ 58,473	\$ 45,848	\$ 79,956	\$ 19,989
Landfill post closure costs	34,123,000	-	15,421,500	18,701,500	748,060
Total other long-term liabilities	<u>34,190,331</u>	<u>58,473</u>	<u>15,467,348</u>	<u>18,781,456</u>	<u>768,049</u>
Business-type activities long-term liabilities	<u>\$ 34,190,331</u>	<u>\$ 58,473</u>	<u>\$ 15,467,348</u>	<u>\$ 18,781,456</u>	<u>\$ 768,049</u>

All long-term liabilities for governmental activities are liquidated by the General Fund.

## Town of Windsor, Connecticut

### Notes to Financial Statements

#### Note 7. Long-Term Liabilities (Continued)

**General obligation bonds:** As of June 30, 2021, the outstanding general obligation bonds of the Town were as follows:

Town of Windsor Debt Outstanding Purpose	Maturity Ranges	Issued	Interest Rate	Original Amount	Balance June 30, 2021
<b>General Purpose:</b>					
Public Refunding	\$45,000 - \$1,415,000	2014	2.0-4.0	\$ 3,355,000	\$ 865,000
Public General Obligation	\$235,000 - \$270,000	2015	2.0-2.5	3,165,000	270,000
Public General Obligation	\$310,000 - \$315,000	2016	2.0	3,755,000	2,190,000
Public General Obligation	\$213,000	2017	2.0-4.0	4,260,000	2,130,000
Public Refunding	\$53,000 - \$1,573,000	2017	2.0-4.0	5,657,000	1,476,000
Public General Obligation	\$195,000 - \$215,000	2018	2.0-5.0	3,135,000	835,000
Public General Obligation	\$404,000 - \$405,000	2019	2.0-5.0	8,085,000	7,277,000
Public General Obligation	\$675,000 - \$710,000	2020	2.0-5.0	14,140,000	13,430,000
Public Refunding	\$217,000 - \$1,377,000	2021	.025-4.0	7,965,000	7,015,000
Public General Obligation	\$1,105,000 - \$1,130,000	2021	2.0-5.0	16,895,000	16,895,000
Total general purpose				<u>70,412,000</u>	<u>52,383,000</u>
<b>Schools:</b>					
School General Obligation Refunding	\$45,000 - \$1,415,000	2014	2.0-4.0	915,000	195,000
School General Obligation	\$180,000 - \$190,000	2015	2.0-2.5	2,205,000	180,000
School General Obligation	\$40,000 - \$50,000	2016	2.0	530,000	295,000
School General Obligation	\$82,000 - \$87,000	2017	2.0-4.0	1,685,000	840,000
School Refunding	\$47,000 - \$1,297,000	2017	2.0-4.0	3,568,000	539,000
School General Obligation	\$255,000 - \$240,000	2018	2.0-5.0	3,630,000	965,000
School General Obligation	\$95,000 - \$96,000	2019	2.0-5.0	1,915,000	1,723,000
School General Obligation	\$70,000 - \$75,000	2020	2.0-5.0	1,430,000	1,360,000
School Refunding	\$88,000 - \$473,000	2021	.025-4.0	4,500,000	4,395,000
School Improvements	\$285,000 - \$295,000	2021	2.0-5.0	4,375,000	4,375,000
Total schools				<u>24,753,000</u>	<u>14,867,000</u>
Grand total				<u>\$ 95,165,000</u>	<u>\$ 67,250,000</u>

The following is a summary as of June 30, 2021, of the future principal and interest requirements for the Town's general obligation bonds:

Fiscal years ending June 30:	Principal	Interest	Total
2022	\$ 6,740,000	\$ 1,885,644	\$ 8,625,644
2023	6,715,000	1,636,983	8,351,983
2024	5,750,000	1,392,566	7,142,566
2025	4,770,000	1,197,727	5,967,727
2026	4,135,000	1,031,972	5,166,972
2027-2031	18,325,000	3,483,006	21,808,006
2032-2036	15,925,000	1,593,949	17,518,949
2037-2041	4,890,000	263,670	5,153,670
Total	<u>\$ 67,250,000</u>	<u>\$ 12,485,518</u>	<u>\$ 79,735,518</u>

**Town of Windsor, Connecticut**

**Notes to Financial Statements**

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**Note 7. Long-Term Liabilities (Continued)**

**2021 General Obligation Refunding Bond- In-Substance Defeasance:** On December 7, 2020, the Town issued \$12,465,000 of general obligation refunding bonds with interest rates ranging from 0.245%-4.00% of which proceeds were used to advance refund the outstanding principal amounts of the general obligation bonds of the Town. Net proceeds of \$12,541,928 (including net premium of \$237,917 and after expense of \$160,987 in underwriting and other issuance costs), was placed in an irrevocable trust under an Escrow Agreement dated December 7, 2020 between the Town and the Escrow Holder. The Escrow Holder used the proceeds to purchase a portfolio of primarily non-callable direct obligations of the United States of America (Government Obligations). The Government Obligations will have maturities and interest rates sufficient to pay principal and interest payments and redemption prices of the refunded bonds on the date the payments are due.

The Town advance refunded the above bonds to obtain an economic loss (difference between the present values of the debt service payments on the old and new debt) of \$401,831, and a cash savings of \$536,940 between the old debt payments and the new debt payments.

**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	\$ 236,785,212	\$ 67,462,000	\$ 169,323,212
Unfunded pension benefit obligation	315,713,616	-	315,713,616
Schools	473,570,424	15,538,000	458,032,424
Sewers	394,642,020	-	394,642,020
Urban renewal	342,023,084	-	342,023,084

The total overall statutory debt limit for the Town is equal to seven times annual receipts from taxation, or \$736,665,104.

**Bonds authorized but unissued:** Total authorized but unissued debt at June 30, 2021 consists of the following:

Town	<u>\$ 5,470,000</u>
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**Bond anticipation notes:** In June 2021, the Town issued \$2,610,000 in bond anticipation notes with an interest rate of 2.00% to provide cash flow for certain capital projects for which there will be grants or rebate reimbursements forthcoming. The notes will be repaid from the grants and/or rebates in June 2022.

Bond anticipation note transactions for the year ended June 30, 2021, were as follows:

Outstanding, July 1, 2020	\$ 12,500,000
New borrowings	2,610,000
Repayments	<u>(12,500,000)</u>
Outstanding, June 30, 2021	<u>\$ 2,610,000</u>

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 8. Employee Retirement Plans

**Employee pension plans:** The Town maintains the Town of Windsor Retirement Plan, a single-employer, 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, hired before July 1, 2011 (before November 1, 2011 for the Teamster Local 671 bargaining unit and before November 1, 2012 for the United Public Service Employee Union Local 424). The PERS plan does not issue a separate stand-alone financial report.

**Plan administration:** The general administration and management of the Town pension plan and the responsibility for carrying out the provision of the plan shall be placed in the Town Retirement Plan Committee. The Town Retirement Plan Committee shall consist of the Town Manager, Finance Director, Superintendent of Schools and an employee of the Board of Education designated by the Superintendent of Schools.

The Town also participates in the statewide State of Connecticut Municipal Employees Retirement System (CMERS), 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.

The membership in the PERS at July 1, 2020, the date of the actuarial valuation, is comprised of the following:

Retirees and beneficiaries currently receiving benefits	177
Vested terminated employees	49
Active members	247
Total	<u>473</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. Non-affiliated administrative employees, public works/clerical employees' collective bargaining group and public safety dispatchers are required to contribute 5.00% of their earnings. 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 18.35% 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.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 8. Employee Retirement Plans (Continued)

##### Town of Windsor Retirement Plan (Continued)

###### Investments:

**Investment policy:** The pension plan's policy in regard to the allocation of invested assets is established and may be amended by the Retirement Plan Committee. Plan assets are managed on a total return basis with a long-term objective of achieving and maintaining a fully funded status for the benefits provided through the pension plan. The following was the adopted allocation policy as of June 30, 2021.

Asset Class	Index	Target Allocation	Long-Term Expected Real Rate of Return
U.S. Core Fixed Income	Barclays Aggregate	34.25%	1.36%
U.S. Equity Market	Russell 3000	30.00%	4.84%
Global Equity	MSCI ACW NR	9.75%	5.59%
Non-U.S. Equity	MSCI ACW xUS NR	21.00%	6.50%
Private Real Estate Property	NCREIF Property	5.00%	3.85%

The long-term expected rate of return on the Town plan's investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. Best estimates of arithmetic real rates of return for each major asset class included in the Town plan's target asset allocation as of June 30, 2021 are summarized in the table above.

**Rate of return:** For the year ended June 30, 2021, the annual money-weighted rate of return on pension plan investments, net of pension plan investment expense, was 27.63%. The money-weighted rate of return expresses investment performance, net of investment expense, adjusted for the changing amounts actually invested.

**Discount rate:** The discount rate used to measure the total pension liability was 6.875%. The projection of cash flows used to determine the discount rate assumed that contributions from plan members will be made at the current contribution rate and that contributions from the Town will be made at contractually required rates, actuarially determined. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

**Net pension liability of the Town:** The components of the net pension liability of the Town at June 30, 2021, were as follows:

###### Net Pension Liability

Total pension liability	\$	100,958,994
Fiduciary net position		84,478,906
Net pension liability		16,480,088
Fiduciary net position as a percentage of total pension liability		83.68%
Covered payroll		11,383,383
Net pension liability as a percentage of covered payroll		144.77%



**Town of Windsor, Connecticut**

**Notes to Financial Statements**

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**Note 8. Employee Retirement Plans (Continued)**

**Town of Windsor Retirement Plan (Continued)**

**Actuarial assumptions:** The total pension liability was determined by an actuarial valuation as of July 1, 2020, calculated based on the discount rate and actuarial assumptions below, and then was projected forward to the measurement date June 30, 2021.

**Discount rate:**

Investment Rate of Return	6.875%
Long-term expected rate of return, net of investment expense	6.875%

**Town of Windsor Retirement Plan (Continued)**

**Net pension liability of the Town:** The components of the net pension liability of the Town at June 30, were as follows:

	Increase (Decrease)		
	Total Pension Liability (a)	Plan Fiduciary Net Position (b)	Net Pension Liability (a) - (b)
Balances at June 30, 2020	\$ 97,145,633	\$ 68,532,588	\$ 28,613,045
Changes for the year:			
Service cost	859,012	-	859,012
Interest on total pension liability	6,687,900	-	6,687,900
Effect of plan changes	-	-	-
Effect of economic/demographic gains or losses	(1,826,054)	-	(1,826,054)
Effect of assumptions changes or inputs	3,103,677	-	3,103,677
Benefit payments	(5,011,174)	(5,011,174)	-
Employer contributions	-	2,089,210	(2,089,210)
Member contributions	-	442,215	(442,215)
Net investment income	-	18,447,607	(18,447,607)
Administrative expense	-	(21,540)	21,540
Net changes	3,813,361	15,946,318	(12,132,957)
Balances at June 30, 2021	<u>\$ 100,958,994</u>	<u>\$ 84,478,906</u>	<u>\$ 16,480,088</u>

Town of Windsor, Connecticut

Notes to Financial Statements

**Note 8. Employee Retirement Plans (Continued)**

**Town of Windsor Retirement Plan (Continued)**

**Other key actuarial assumptions:**

Valuation date	July 1, 2020
Measurement date	June 30, 2021
Inflation	2.75%
Salary increases including inflation	3.50%
Mortality	Pub-2010 Mortality Table with generational projection per the MP – 2019 Ultimate Scale
Actuarial cost method	Entry Age Normal

**Sensitivity analysis:** The following table presents the net pension liability of the Town, calculated using the discount rate of 6.875%, as well as what the Town's net pension liability would be if it were calculated using a discount rate that is 1 percentage point lower (5.875%) or 1 percentage point higher (7.875%) than the current rate.

	1% Decrease 5.875%	Current Discount Rate 6.875%	1% Increase 7.875%
Net pension liability	\$ 28,385,273	\$ 16,480,088	\$ 6,581,803

For the year ended June 30, 2021, the Town recognized pension expense of \$4,310,838 for the Town pension. At June 30, 2021, the Town reported deferred outflows of resources and deferred inflows of resources related to the Town pension from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Difference between expected and actual experience	\$ -	\$ (864,973)
Change of assumptions	1,470,163	-
Net difference between expected and actual earnings	-	(8,163,953)
Total	\$ 1,470,163	\$ (9,028,926)

Amounts reported in deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Years ending June 30:	
2022	\$ (912,575)
2023	(1,634,953)
2024	(2,263,957)
2025	(2,747,278)

Town of Windsor, Connecticut

Notes to Financial Statements

**Note 8. Employee Retirement Plans (Continued)**

**Schedule of Plan Net Position  
June 30, 2021**

	Pension Trust Fund	OPEB Trust Other Post- Employment Benefit Fund	
	Town Pension Fund	Benefit Fund	Total
<b>Assets</b>			
Cash	\$ 1,116,148	\$ 19,732	\$ 1,135,880
Investments:			
Equity mutual funds	54,662,957	3,833,762	58,496,719
Fixed income mutual funds	23,099,348	1,597,265	24,696,613
Other investments - real estate	4,527,286	-	4,527,286
<b>Total investments</b>	82,289,592	5,431,027	87,720,619
Contributions receivable	1,074,000	-	1,074,000
Other receivables	9	-	9
<b>Total assets</b>	84,479,749	5,450,759	89,930,508
<b>Liabilities</b>			
Accounts payable	843	-	843
<b>Net position - restricted for pension benefits and OPEB</b>	\$ 84,478,906	\$ 5,450,759	\$ 89,929,665

Town of Windsor, Connecticut

Notes to Financial Statements

**Note 8. Employee Retirement Plans (Continued)**

**Schedule of Changes in Plan Net Position  
Year Ended June 30, 2021**

	Pension Trust Fund	OPEB Trust Other Post- Employment Benefit Fund	Total
	Town Pension Fund		
Additions:			
Employer contributions	\$ 1,917,654	\$ 725,000	\$ 2,642,654
Plan members	623,916	-	623,916
<b>Total contributions</b>	<b>2,541,570</b>	<b>725,000</b>	<b>3,266,570</b>
Investment income:			
Net appreciation in fair value of investments	17,221,488	1,092,494	18,313,983
Interest and dividends	1,226,118	84,870	1,310,988
Less investment expenses:			
Investment management fees	(22,381)	(1,627)	(24,008)
<b>Net investment income</b>	<b>18,425,225</b>	<b>1,175,738</b>	<b>19,600,963</b>
<b>Total additions</b>	<b>20,966,795</b>	<b>1,900,738</b>	<b>22,867,533</b>
Deductions:			
Benefits	5,020,478	-	5,020,478
<b>Change in net position</b>	<b>15,946,317</b>	<b>1,900,738</b>	<b>17,847,055</b>
Net position, restricted for pensions and OPEB:			
Beginning of year	68,532,589	3,550,021	72,082,610
End of year	<b>\$ 84,478,906</b>	<b>\$ 5,450,759</b>	<b>\$ 89,929,665</b>

Aggregate pension plans:

	Net Liability	Pension / OPEB Expense	Deferred Inflows	Deferred Outflows
Defined Benefit Plan (PERS)	\$ 16,480,088	\$ 4,310,838	\$ (9,028,926)	\$ 1,470,163
Connecticut Municipal Retirement System (CMERS)	9,207,890	1,897,778	(1,420,290)	3,387,088
<b>Total</b>	<b>\$ 25,687,978</b>	<b>\$ 6,208,616</b>	<b>\$ (10,449,216)</b>	<b>\$ 4,857,251</b>

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 8. Employee Retirement Plans (Continued)

**Town of Windsor retirement 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 criteria. All members of the Teamsters Local 671 collective bargaining unit hired after November 1, 2011 are required to participate in a 401(a) defined contribution plan. All members of the United Public Service Employees Union Local 424 (Public Safety Dispatchers) collective bargaining unit hired on or after November 1, 2012 are required to participate in a 401(a) defined contribution plan. As of July 1, 2013, all new hires of the Board of Education (excluding teachers), regardless of affiliation, participate in a 401(a) defined contribution plan.

The Defined Contribution Plan requires the Town to contribute 5.5% of each participant's salary. Employees are also required to contribute 5.5% of their salary and may make additional contributions subject to IRS regulations. Town contributions to the plan amounted to \$136,553 for the year. The assets for the plan are held by ICMA Retirement Corporation. The balance of the plan is not reflected in the accompanying financial statements of the Town, as the Town's role in the administration of the plan is limited.

**Connecticut Municipal Employees' Retirement Fund B:** All uniformed police officers of the Town participate in a cost-sharing multiple-employer defined benefit pension plan administered by the State of Connecticut Municipal Employees' Retirement System (MERS). Under a cost-sharing plan, pension obligations for employees of all employers are pooled and plan assets are available to pay the benefits of the employees of any participating employer providing pension benefits through the plan, regardless of the status of the employers' payment of its pension obligation to the plan. The plan provides retirement and disability benefits and death benefits to plan members and beneficiaries. The System issues a publicly available financial report that includes financial statements and required supplementary information for the plans. The report can be obtained at [www.ct.gov](http://www.ct.gov).

**Benefit provisions:** The plan provides retirement, disability and death benefits and annual cost-of-living adjustments to plan members and their beneficiaries. Employees are eligible to retire at age 55 with 5 years of continuous active service, or 15-year of active aggregate service or 25 years of aggregate service. In addition, compulsory retirement is at age 65 for police and fire members. Employees under the age of 55 are eligible to retire with 25 years of service under certain conditions.

**Normal Retirement:** For members not covered by social security: 2% of the average of the three highest paid years of service times the years of service. For members covered by social security. The retirement benefits are calculated as 1.5% of the average of the three highest paid years of service not in excess of the year's breakpoint, times years of service. The year's breakpoint is defined as \$10,700 increased by 6.0% each year after 1982, rounded to the nearest multiple of \$100. Maximum benefit is 100% of the average final compensation and the minimum benefit of \$1,000 annually.

**Early Retirement:** Members must have 5 years of continuous or 15 years of active aggregate service. Benefits are calculated as a service retirement allowance on the basis of the average of the three highest paid years of service to the date of termination. Deferred to normal retirement age, or an actuarially reduced allowance may begin at the time of separation.

Town of Windsor, Connecticut

Notes to Financial Statements

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**Note 8. Employee Retirement Plans (Continued)**

**Disability Retirement- Service connected:** This applies to employees who are totally and permanently disabled from engaging in any gainful employment in the service of the Authority provided such disability has arisen out of and in the course of his/her employment with the Authority. Disability due to hypertension or heart disease, in the case of firemen and police, who began employment prior to July 1, 1996, is presumed to have been suffered in the line of duty. Benefits are deferred to normal retirement age, or on an actuarially reduced allowance may begin at the time of separation.

**Disability Retirement- Non-Service Connected:** This applies to employees who have 10 years of service and permanently and totally disabled. Benefits are calculated as a service retirement allowance based on compensation and service to the date of disability.

**Pre-Retirement Death benefit:** The plan offers a lump-sum return of contributions with interest or if vested and married, the surviving spouse will receive a lifetime benefit.

**Contributions – by members:** For members not covered by social security: 5% of compensation. For members covered by the Social security: 2.25% of compensation up to the social security taxable wage base plus 5% of compensation, if any, in excess of such base.

**Contributions- by employer:** Participating entities make annual contributions consisting of a normal cost contribution, a contribution for the amortization of the net unfunded accrued liability and a prior service amortization payment which covers the liabilities of the System not met by member contributions.

**Assumptions:** The total pension liability was determined using the following actuarial assumptions applied to all periods included in the measurement:

Valuation date	6/30/20
Actuarial cost method	Entry age normal
Amortization method	Level dollar, closed
Remaining amortization period	20 years
Investment rate return*	7.00%, net of investment related expense
Projected salary increases*	3.50 to 10.00% including inflation
Inflation	2.50%

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 8. Employee Retirement Plans (Continued)

##### Connecticut Municipal Employees' Retirement Fund B (Continued)

RP-2014 Blue Collar Mortality Table adjusted to 2006 and projected to 2015 with Scale MP-2017 and projected to 2022 with Scale BB for Police and Fire.

For disabled retirees, the RP-2014 Disabled Mortality Table projected with Scale BB to 2020 was used.

Future cost-of-living adjustments for members who retire on or after January 1, 2002 are 60% of the annual increase in the CPI up to 6%. The minimum annual COLA is 2.5%; the maximum is 6%.

**The long-term expected rate of return:** the long-term expected rate of return on pension plan investments was determined using a lognormal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and most recent best estimates of arithmetic real rates of return for each major asset class are to be provided by the Fiduciary of the Plan.

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Domestic Equity	20.00%	5.30%
Developed Market International	11.00%	5.10%
Emerging Market International	9.00%	7.40%
Core Fixed Income	16.00%	1.60%
Inflation Linked Bonds	5.00%	1.30%
Emerging Market Debt	5.00%	2.90%
High Yield Bonds	6.00%	3.40%
Real Estate	10.00%	4.70%
Private Equity	10.00%	7.30%
Alternative Investments	7.00%	3.20%
Liquidity Fund	1.00%	0.90%
	<u>100.00%</u>	

**Discount rate:** the discount rate used to measure the total pension liability was 7.00%. The projection of cash flows used to determine the discount rate assumed that plan member contributions will be made at the current contribution rate and that employer contributions will be made at the actuarially determined rates in future years. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Town of Windsor, Connecticut

Notes to Financial Statements

**Note 8. Employee Retirement Plans (Continued)**

**Connecticut Municipal Employees' Retirement Fund B (Continued)**

**Pension liability, pension expense, and deferred outflows of resources and deferred inflows of resources:** At June 30, 2021, the Town reported a net pension liability of \$9,207,890 for its proportionate share of the net pension liability related to its participation in CMERS. The net pension liability was determined by an actuarial valuation as of June 30, 2020. The Town's proportion of the net pension liability was based on a projection of the Town's long-term share of contributions to the pension plan relative to the total contributions of all participants, actuarially determined. At June 30, 2020, the Town's proportion was 2.83%. The decrease in proportion from 2019 was 0.39%.

For the year ended June 30, 2021, the Town recognized CMERS pension expense of \$1,897,778 related to the CMERS plan. At June 30, 2021, the Town reported deferred outflows of resources related to CMERS from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Difference between expected and actual experience	\$ -	\$ (104,574)
Change of actuarial assumptions	1,284,558	-
Changes in proportion and differences between employer contributions and proportionate share of contributions	-	(1,315,716)
Net difference between expected and actual earnings	846,155	-
Contributions made subsequent to measurement date	1,256,375	-
Total	<u>\$ 3,387,088</u>	<u>\$ (1,420,290)</u>

\$1,256,375 reported as deferred outflows of resources related to pensions resulting from the Town's contributions in fiscal year 2021 subsequent to the measurement date will be recognized as a reduction of the net pension liability for the year ended June 30, 2021. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Years ending June 30:	
2021	\$ 346,312
2022	482,547
2023	(75,955)
2024	(42,481)

**Sensitivity of the net pension liability to changes in the discount rate:** The following presents the net pension liability of CMERS, calculated using the discount rate of 7.00%, as well as what the System's net pension liability would be if it were calculated using a discount rate that is 1-percentage-point lower (6.00%) or 1-percentage-point higher (8.00%) than the current rate:

	1% Decrease 6.00%	Current Discount Rate 7.00%	1% Increase 8.00%
Town's share of net pension liability associated with the Plan	<u>\$ 13,384,797</u>	<u>\$ 9,207,890</u>	<u>\$ 5,739,485</u>



## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 8. Employee Retirement Plans (Continued)

##### Connecticut State Teachers' Retirement System (Continued)

All certified personnel participate in the State of Connecticut Teachers' Retirement System under Section 10.183 of the General Statutes of the State of Connecticut. All employees are eligible to receive a normal retirement benefit if he or she has: 1) attained age 60 and has accumulated 20 years of credited service in the public schools of Connecticut, or 2) attained any age and has accumulated 35 years of credited service, at least 25 years of which are serviced in the public schools of Connecticut.

**Description of system:** Eligible employees within the Town's school system participate in a retirement system administered by the Connecticut State Teachers' Retirement Board. This Connecticut State Teachers' Retirement System (the System) is a cost sharing multiple employer defined benefit pension system with a special funding situation. As such, the Town does not have a liability.

**Summary of significant accounting policies:** For purposes of measuring the liability, deferred outflows of resources and deferred inflows of resources, and expense associated with the State's requirement to contribute to the System, information about System's fiduciary net position and additions to/deductions from the System's fiduciary net position have been determined on the same basis as they are reported by the System. For this purpose, benefit payments (including refunds of contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value. The Town does not have any liability for teacher pensions. The Town has recorded, in the General Fund, intergovernmental revenues and education expenditures in the amount of \$2,042,802 as payments made by the State on-behalf of the Town. The Town does not have any liability for teachers' pensions.

**Benefits provided:** The benefits provided to participants by the System are as follows:

**Normal benefit:** A member at age 60 with 20 years of Credited Service in Connecticut, or 35 years of Credited Service including at least 25 years of service in Connecticut is eligible for vested benefits of 2 percent of average annual salary times years of credited service (maximum benefit is 75 percent of average annual salary.)

**Prorated benefit:** A member who completes 10 years of Connecticut public school service is eligible for a vested benefit commencing at age 60. The benefit is 2 percent less 0.1 percent for each year less than 20 years of average annual salary times years of credited service.

**Minimum benefit:** Effective January 1, 1999, Public Act 98-251 provides a minimum monthly retirement benefit of \$1,200 to teachers who retire under the Normal Benefit provisions and who have completed at least 25 years of full time Connecticut service at retirement.

**Contribution requirements:** The pension contributions made by the State to the System are determined on an actuarial reserve basis as described in CGS Section 10-183z.

Employees are required to contribute 6.0 percent of their annual salary rate to the System as required by CGS Section 10-183b (7). Employers are not required to make contributions to the Plan.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 8. Employee Retirement Plans (Continued)

##### Connecticut State Teachers' Retirement System (Continued)

**Actuarial assumptions:** The actuarial assumptions used in the June 30, 2020 valuation were based on the results of an actuarial experience study for the five year period ending June 30, 2019. The total pension liability was determined by an actuarial valuation as of June 30, 2020, using the following key actuarial assumptions:

Inflation	2.50%
Salary increases, including inflation	3.00%-6.50%
Long-term investment rate of return, net of pension investment expense, including inflation	6.90%

Mortality rates were based on the PubT-2010 Healthy Retiree Table (adjusted 105% for males and 103% for females at ages 82 and above), projected generationally with Mp-2019 for the period after service retirement.

Future cost-of-living increases for teachers who retired prior to September 1, 1992, are made in accordance with increases in the Consumer Price Index, with a minimum of 3% and a maximum of 5% per annum.

For teachers who were members of the Teachers' Retirement System before July 1, 2007, and retire on or after September 1, 1992, pension benefit adjustments are made that are consistent with those provided for Social Security benefits on January 1 of the year granted, with a maximum of 6% per annum. If the return on assets in the previous year was less than 8.5%, the maximum increase is 1.5%.

For teachers who were members of TRS after July 1, 2007, pension benefit adjustments are made that are consistent with those provided for Social Security benefits on January 1 of the year granted, with a maximum of 5% per annum. If the return on assets in the previous year was less than 11.5%, the maximum increase is 3%, and if the return on the assets in the previous year was less than 8.5%, the maximum increase is 1.0%.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 8. Employee Retirement Plans (Continued)

##### Connecticut State Teachers' Retirement System (Continued)

The long-term expected rate of return on pension investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of pension investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimates of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Domestic Equity Fund	20.00%	5.60%
Developed Market Intl. Stock Fund	11.00%	6.00%
Emerging Market Intl. Stock Fund	9.00%	7.90%
Core Fixed Income Fund	16.00%	2.10%
Inflation Linked Bond Fund	5.00%	1.10%
Emerging Market Debt Fund	5.00%	2.70%
High Yield Bond Fund	6.00%	4.00%
Real Estate Fund	10.00%	4.50%
Private Equity	10.00%	7.30%
Alternative Investments	7.00%	2.90%
Liquidity Fund	1.00%	0.40%
	<u>100.00%</u>	

**Discount rate:** The discount rate used to measure the total pension liability was 6.90%. The projection of cash flows used to determine the discount rate assumed that member contributions will be made at the current contribution rate and that State contributions will be made at the actuarially determined rates in future years. Based on those assumptions, the pension's fiduciary net position was projected to be available to make all projected future benefit payments of current members. Therefore, the long-term expected rate of return on pension investments was applied to all periods of projected benefit payments to determine the total pension liability.

**Pension liabilities, pension expense, and deferred inflows/outflows of resources:** The State makes all contributions to the System on behalf of employees of the participating districts. Therefore, participating employers are considered to be in a special funding situation as defined by GASB and the State is treated as a non-employer contributing entity in the System. Since the Towns do not contribute directly to the System, there is no net pension liability or deferred inflows or outflows to report in the financial statements of the Town. The portion of the State net pension liability that was associated with the Town was \$144,141,481 and 100 percent of the collective net pension liability is allocated to the State. The Town has no proportionate share of the liability. The Town has recognized pension revenues and expenses of \$20,649,016 in the Government-Wide financial statements for pension expenses paid directly to the System by the State of Connecticut. For the year ended June 30, 2021 the Town recognized the amount of "on-behalf" contributions made by the State was \$9,246,111 and is recorded as intergovernmental revenues and education expenditures in General Fund.

**Sensitivity of the proportionate share of the net pension liability to changes in the discount rate:** The Town's proportionate share of the net pension liability is \$0 and, therefore, the change in the discount rate would only impact the amount recorded by the State of Connecticut.

Town of Windsor, Connecticut

Notes to Financial Statements

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**Note 9. Other Post-Employment Benefits**

**Town Other Post-Employment Benefit Plan**

In addition to providing pension benefits, the Town provides certain healthcare benefits for its retired employees and their spouses, as outlined below:

**Eligibility**

**Teachers and Central Office Administrators:**

A Teacher or Administrator retiring shall be eligible to receive medical and dental benefits for self and spouse. Normal Retirement for Teachers and Administrators is the earliest of age 60 with 20 years of service, or completion of 35 years of service regardless of age. Early Retirement is the earliest of age 60 with 10 years of service, any age with 25 years of service, or age 55 with 20 years of service.

**Police:**

Employees retiring under the Connecticut Municipal Employees' Retirement Fund B (MERF B) shall be eligible to receive health benefits for self and spouse only if similar insurance is not available through another employer or spouse's employer.

**Town, Board of Education (BOE) Non-Certified and Dispatchers hired before July 1, 2016:**

Employees retiring under the Town of Windsor Retirement Plan shall be eligible to receive health benefits for self and spouse. Coverage for self – age 55 with 10 years of service. Coverage for spouse – earlier of age 55 with 30 years of service or age 65 with 10 years of service. Town employees shall be eligible to receive health benefits for self and spouse only if similar insurance is not available through another employer or spouse's employer.

**Dispatchers hired on and after July 1, 2016:**

Employees retiring under the Town of Windsor Retirement Plan shall be eligible to receive health benefits for self and spouse. Coverage for self – age 55 with 15 years of service. Coverage for spouse – earlier of age 55 with 30 years of service or age 65 with 15 years of service.

**Cost Sharing**

**Police:**

*Hired prior to July 1, 2013:*

Medical – Retiree pays the same percentage of premium that is in effect for current employees for self and spouse, up to a maximum retiree share of 25% of the premium.

Dental – Retiree pays same percentage of premium that is in effect for current employees for self, with a maximum retiree share of 25%. Spouse coverage is available at 100% retiree-paid.

*Hired on or after July 1, 2013:*

Medical – Retiree pays the same percentage of premium that is in effect for current employees for self and 100% for spouse.

Dental – Retiree pays same percentage of premium that is in effect for current employees for self and 100% for spouse.

**Note 9. Other Post-Employment Benefits (Continued)**

**Cost Sharing**

**Town Administrative:**

*Hired prior to July 1, 2009:*

Medical – Retiree pays the same percentage of premium that is in effect for current employees for self and spouse, up to a maximum retiree share of 25% of the premium.

Dental – Retiree contributes 0% of the cost for self and 100% for spouse.

*Hired after July 1, 2009 and prior to March 1, 2013:*

Medical – Retiree contributes 25% of the cost for self and 50% for spouse.

Dental – Retiree contributes 0% of the cost for self and 100% for spouse.

*Hired on or after March 1, 2013:*

Medical – Retiree pays the same percentage of premium that is in effect for current employees for self and 100% for spouse.

Dental – Retiree contributes 0% of the cost for self and 100% for spouse.

**Dispatchers:**

*Hired prior to January 1, 2007:*

Medical - Retiree pays the same percentage of premium that is in effect for current employees for self and spouse, up to a maximum retiree share of 25% of the premium.

Dental - Retiree pays the same percentage of premium that is in effect for current employees for self, with a maximum retiree share of 25%. Spouse coverage is available at 100% retiree-paid.

*Hired after January 1, 2007 and prior to July 1, 2011:*

Medical – Retiree pays the same percentage of premium that is in effect for current employees for self and spouse, up to a maximum retiree share of 25% for the retiree and 40% for the spouse.

Dental – Retiree pays the same percentage of premium that is in effect for current employees for self, with a maximum retiree share of 25%. Spouse coverage is available at 100% retiree-paid.

*Hired on or after July 1, 2011:*

Medical – Retiree pays the same percentage of premium that is in effect for current employees for self and 100% for spouse.

Dental – Retiree pays the same percentage of premium that is in effect for current employees for self and 100% for spouse.

**Town Teamsters:**

*Hired prior to July 1, 2008:*

Medical – Retiree pays the same percentage of premium that is in effect for current employees for self and spouse, up to a maximum retiree share of 25% of the premium.

Dental – Retiree contributes 100% of the cost for self and spouse.

*Hired after July 1, 2008 and prior to November 1, 2011:*

Medical – Retiree pays the same percentage of premium that is in effect for current employees for self and spouse, to a maximum retiree share of 25% for the retiree and 50% for the spouse.

Dental – Retiree contributes 100% of the cost for self and spouse.

**Note 9. Other Post-Employment Benefits (Continued)**

**Cost Sharing**

*Hired on or after November 1, 2011:*

Medical – Retiree pays the same percentage of premium that is in effect for current employees for self and 100% for spouse.

Dental – Retiree contributes 100% of the cost for self and spouse.

**Board NAGE (Custodians/Maintenance/Food):**

*Hired prior to July 1, 2010:*

Medical – Retiree contributes 75% of the cost for self and 100% for spouse.

Dental – Retiree contributes 100% of the cost for self and spouse.

*Hired on or after July 1, 2010:*

Medical – Retiree contributes 100% of the cost for self and spouse.

Dental – Retiree contributes 100% of the cost for self and spouse.

**Board Nurses:**

Medical – Retiree contributes 100% of the cost for self and spouse.

Dental – Retiree contributes 100% of the cost for self and spouse.

**Board Non-Affiliated:**

*Hired prior to January 1, 2007:*

Retiree pays the same percentage of premium that is in effect at the time of the employee's retirement.

Medical – Retiree contributes 15% of the cost for self and 50% for spouse.

Dental – Retiree contributes 15% of the cost for self and 25% for spouse, up to an annual cap of \$2,500.

*Hired on or after January 1, 2007:*

Medical – Retiree contributes 100% of the cost for self and spouse.

Dental – Retiree contributes 100% of the cost for self and spouse.

**Board Administrative Support Staff:**

*Hired prior to July 1, 2008:*

Medical – Retiree contributes 85% of the cost for self and 100% for spouse.

Dental – Retiree contributes 85% of the cost for self and 100% for spouse.

*Hired on or after July 1, 2008:*

Medical – Retiree contributes 100% of the cost for self and spouse.

Dental – Retiree contributes 100% of the cost for self and spouse.

**Teachers and Central Office Administrators:**

Medical\* – Retiree contributes 100% of the cost for self and spouse.

Dental\* – Retiree contributes 100% of the cost for self and spouse.

\* less \$1,320 annual CT Teachers Retirement Board subsidy

**Other Bargaining Units:**

No retiree medical or dental benefits are provided.

**Town of Windsor, Connecticut**

**Notes to Financial Statements**

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**Note 9. Other Post-Employment Benefits (Continued)**

**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, 2019. The post-retirement plan does not issue stand-alone financial reports.

The valuation date is July 1, 2019. The measurement date is June 30, 2021, which was based on a roll forward of the July 1, 2019 valuation. The net OPEB liability is reported at the measurement date of June 30, 2021.

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, 2019:

Retirees, beneficiaries, and spouses of retirees receiving benefits	212
Active plan members	639
Total	<u>851</u>

Actuarial assumptions are as follows:

Valuation date	July 1, 2019
Actuarial cost method	Entry Age Normal
Asset funding method	Fair value
Amortization method	Level Percent (closed)
Remaining amortization period	24 years

Actuarial assumptions

Investment rate of return	5.00%
Discount rate	2.16%
Inflation rate	2.70%
Amortization growth rate	3.00%
Health cost trend rates	5.20% to 4.47% over 68 years

Mortality:

For Teachers and Administrators, the RP-2014 Headcount-weighted Mortality Tables for White Collar Employees with projections to 2020 using scale BB, adjusted to grade in increase (5% for females, 8% for males) after 80.

For Police the Pub-2010 Mortality Tables for Safety Employees with generational projection using Scale MP-2014 (ultimate rate)

For all other participants the PUB-2010 Mortality Tables for Gneral Employees with generational projection using Scale 2014 (ultimate)

Town of Windsor, Connecticut

Notes to Financial Statements

Note 9. Other Post-Employment Benefits (Continued)

Investments:

**Investment policy:** The OPEB plan's policy in regard to the allocation of invested assets is established and may be amended by the Board. Plan assets are managed on a total return basis with a long-term objective of achieving and maintaining a fully funded status for the benefits provided through the OPEB plan.

**Rate of return:** For the year ended June 30, 2021, the annual money-weighted rate of return on OPEB plan investments, net of OPEB plan investment expense, was as follows. The money-weighted rate of return expresses investment performance, net of investment expense, adjusted for the changing amounts actually invested.

	<u>OPEB Plan</u>
Rate of return	27.55%

**Net OPEB liability of the Town:** The components of the net OPEB liability of the Town at June 30, 2021 were as follows:

Total OPEB liability	\$ 64,626,468
Plan fiduciary net position	<u>5,450,759</u>
Net OPEB liability	<u><u>\$ 59,175,709</u></u>
Plan fiduciary net position as a percentage of total OPEB liability	8.43%
Covered payroll	\$ 46,133,025
Net OPEB liability as a % of covered payroll	128.27%

	<u>Increase (Decrease)</u>		
	<u>Total OPEB Liability</u>	<u>Plan Fiduciary Net Position</u>	<u>Net OPEB Liability</u>
	(a)	(b)	(a) - (b)
Balances at June 30, 2020	\$ 61,943,296	\$ 3,550,021	\$ 58,393,275
Changes for the year:			
Service cost	2,319,974	-	2,319,974
Interest on total OPEB liability	1,402,659	-	1,402,659
Effect of assumptions changes or inputs	558,316	-	558,316
Benefit payments	(1,597,777)	(1,597,777)	-
Employer contributions	-	2,322,777	(2,322,777)
Net investment income	-	1,177,365	(1,177,365)
Administrative expense	-	(1,627)	1,627
Net changes	<u>2,683,172</u>	<u>1,900,738</u>	<u>782,434</u>
Balances at June 30, 2021	<u><u>\$ 64,626,468</u></u>	<u><u>\$ 5,450,759</u></u>	<u><u>\$ 59,175,709</u></u>



Town of Windsor, Connecticut

Notes to Financial Statements

**Note 9. Other Post-Employment Benefits (Continued)**

**Assumed rate of return:** The long-term expected rate of return on OPEB plan investments was determined by adding expected inflation to expected long-term real returns and reflecting expected volatility and correlation. Best estimates of the real rates of returns for each major asset class are included in the OPEB plan's target asset allocation. Best estimates of arithmetic real rates of return for each major asset class included in the OPEB plan's target asset allocation as of June 30, 2021, and the final vestment return assumption, are summarized in the following table:

Asset Class	Target Allocation	Long-Term Expected Geometric Real Rate of Return
U.S. Core Fixed Income	35.00%	1.28%
U.S. Large Caps	36.00%	3.33%
Non-U.S. Equity	24.00%	4.84%
U.S. REITS	5.00%	3.62%
	100.00%	

**Discount rate:** The discount rate used to measure the total OPEB liability was 2.16%. The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current member contribution rate and that contributions for future plan members were used to reduce the estimated amount of total service costs for future plan members. Based on those assumptions, the OPEB plan's fiduciary net position was projected to be depleted in 2019 and, as a result, the Municipal Bond Index Rate was used in the determination.

**Sensitivity of the total OPEB liability to changes in the discount rate:** The following presents the total OPEB liability of the Town, calculated using the discount rate of 2.16%, as well as what the Town's total OPEB liability would be if it were calculated using a discount rate that is 1.00% lower or 1.00% higher than the current rate:

	1% Decrease	Current Discount Rate	1% Increase
Net OPEB Liability	1.16%	2.16%	3.16%
OPEB Plan	\$ 72,028,731	\$ 59,175,709	\$ 49,244,712

Town of Windsor, Connecticut

Notes to Financial Statements

**Note 9. Other Post-Employment Benefits (Continued)**

**Sensitivity of the net OPEB liability to changes in the healthcare cost trend rates:** The following presents the net OPEB liability of the Town, as well as what the Town's net OPEB liability would be if it were calculated using healthcare cost trend rates that are 1 percentage point lower (4.20% decreasing to 3.47%) or 1 percentage point higher (6.20% increasing to 5.47%) than the current healthcare cost trend rates:

	1.0% Decrease	Healthcare Cost Trend Rates	1.0% Increase
OPEB Plan	\$ 47,507,478	\$ 59,175,709	\$ 74,582,021

**OPEB expense and deferred outflows of resources and deferred inflows of resources related to OPEB:** For the year ended June 30, 2021, the Town recognized OPEB expense of \$822,632. At June 30, 2021, the Town reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ -	\$ (20,024,972)
Changes of assumptions	12,994,190	-
Net difference between projected and actual earnings on OPEB plan investments	-	(797,377)
	<u>\$ 12,994,190</u>	<u>\$ (20,822,349)</u>

Amounts reported in deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows:

Years ending June 30:	
2022	\$ (2,706,051)
2023	(2,703,071)
2024	(2,692,627)
2025	(2,279,642)
2026	1,352,217
Thereafter	1,201,015
	<u>\$ (7,828,159)</u>

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### **Note 9. Other Post-Employment Benefits (Continued)**

**Plan description:** Teachers, principals, superintendents or supervisors engaged in service of public schools are provided with benefits, including retiree health insurance, through the Connecticut Teachers' Retirement System- a cost sharing multi-employer defined benefit pension plan administered by the TRB. Chapter 167a of the State Statutes grants authority to establish and amend the benefit terms to the TRB. TRS issues a publicly available financial report that can be obtained at [www.ct.gov](http://www.ct.gov).

**Benefit provisions:** The Plan covers retired teachers and administrators of public schools in the State who are receiving benefits from the Plan. The Plan provides healthcare insurance benefits to eligible retirees and their spouses. Any member that is currently receiving a retirement or disability benefit through the Plan is eligible to participate in the healthcare portion of the Plan. Subsidized Local School District Coverage provides a subsidy paid to members still receiving coverage through their former employer and the TRB Sponsored Medicare Supplemental Plans provide coverage for those participating in Medicare, but not receiving Subsidized Local School District Coverage.

Any member that is not currently participating in Medicare Parts A & B is eligible to continue health care coverage with their former employer. A subsidy of up to \$110 per month for a retired member plus an additional \$110 per month for a spouse enrolled in a local school district plan is provided to the school district to first offset the retiree's share of the cost of coverage, any remaining portion is used to offset the district's cost.

The subsidy amount is set by statute, and has not increased since July of 1996. A subsidy amount of \$220 per month may be paid for a retired member, spouse or the surviving spouse of a member who has attained the normal retirement age to participate in Medicare, is not eligible for Part A of Medicare without cost, and contributes at least \$220 per month towards coverage under a local school district plan.

Any member that is currently participating in Medicare Parts A & B is eligible to either continue health care coverage with their former employer, if offered, or enroll in the plan sponsored by the system. If they elect to remain in the Plan with their former employer, the same subsidies as above will be paid to offset the cost of coverage.

If a member participating in Medicare Parts A & B so elects, they may enroll in one of the CTRB Sponsored Medicare Supplemental Plans. Active members, retirees, and the State pay equally toward the cost of the basic coverage (medical and prescription drug benefits).

Employees are eligible to retire at age 60 with 20 years of credited service in Connecticut, or 35 years of credited service including at least 25 years of service in Connecticut.

#### **Contributions:**

##### *State of Connecticut*

Per Connecticut General Statutes Section 10-183z (which reflects Public Act 79-436 as amended), contribution requirements of active employees and the State of Connecticut are amended and certified by the TRB and appropriated by the General Assembly. The State pays for one third of plan costs through an annual appropriation in the General Fund.

##### *Employer (School Districts)*

School District employers are not required to make contributions to the plan.

**Town of Windsor, Connecticut**

**Notes to Financial Statements**

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**Note 9. Other Post-Employment Benefits (Continued)**

*Employees*

The cost of providing plan benefits is financed on a pay-as-go basis as follow: active teachers' pay for one third of the Plan costs through a contribution of 1.25% of their pensionable salaries, and retired teachers pay for one third of the plan costs through monthly premiums, which helps reduce the cost of health insurance for eligible retired members and dependents.

*Administrative Expenses*

Administrative costs of the Plan are to be paid by the General Assembly per Section 10-183z of the Connecticut General Statutes.

**OPEB liabilities, OPEB expense, and deferred outflows of resources and deferred inflows of resources related to OPEB:** At June 30, 2021, the Town reports no amounts for its proportionate share of the net OPEB liability, and related deferred outflows and inflows, due to the statutory requirement that the State pay 100% of the required contribution. The amount recognized by the Town as its proportionate share of the net OPEB liability, the related State support and the total portion of the net OPEB liability that was associated with the Town was as follows:

Town's proportionate share of the net OPEB liability	\$ -
State's proportionate share of the net OPEB liability associated with the Town	<u>21,500,199</u>
	<u>\$ 21,500,199</u>

The net OPEB liability was measured as of June 30, 2020, and the total OPEB liability used to calculate the net OPEB liability was determined by an actuarial valuation as June 30, 2020. At June 30, 2021, the Town has no proportionate share of the net OPEB liability.

The Town has recognized OPEB revenues and expenses of \$993,146 in the Government-Wide financial statements for OPEB expenses paid directly to the System by the State of Connecticut. For the year ended June 30, 2021 the Town recognized the amount of "on-behalf" contributions made by the State was \$223,141 and is recorded as intergovernmental revenues and education expenditures in the General Fund.

**Actuarial assumptions:** The total OPEB liability was determined by an actuarial valuation as of June 30, 2020, using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.50%
Healthcare costs trend rate	
Pre-Medicare	5.95% decreasing to 4.75% by 2025
Medicare	5.00% decreasing to 4.75% by 2028
Salary increases	3.00-6.50%, including inflation
Investment rate of return	3.00%, net of OPEB plan investment expense, including inflation
Year fund net position will be depleted	2021

Mortality rates were based on the PubT-2010 Healthy Retiree Table (adjusted 105% for males and 103% for females as ages 82 and above), projected generationally with MP-2019 for the period after service retirement.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### **Note 9. Other Post-Employment Benefits (Continued)**

The long-term expected rate of return on plan assets is reviewed as part of the GASB Statement No. 75 valuation process. Several factors are considered in the evaluation of the long-term rate of return assumption, including the plan's current asset allocations and a log-normal distribution analysis using the best estimate ranges of expected future real rates of return (expected return, net investment expense and inflation) for each major asset class.

The long-term expected rate of return was determined by weighting the expected future real rates of return by the target asset allocation percentage and then adding expected inflation. The assumption is not expected to change absent a significant change in the asset allocation, a change in the inflation assumption, or a fundamental change in the market that alters expected returns in future years. The plan is 100% invested in U.S. Treasuries (Cash Equivalents) for which the expected 10-Year Geometric Real Rate of Return is (0.42%).

**Discount rate:** The discount rate used to measure the total OPEB liability was 2.21%. The projection of cash flows used to determine the discount rate was performed in accordance with GASB 75. The projection was based on an actuarial valuation performed as of June 30, 2020. Based on those assumptions, the Plan's fiduciary net position was projected to be depleted in 2021 and, as a result, the Municipal Bond Index Rate was used in the determination of the single equivalent rate.

**Sensitivity of the net OPEB liability to changes in the healthcare cost trend rate and the discount rate:** The Town's proportionate share of the net OPEB liability is \$-0- and, therefore, the change in the healthcare cost trend rate or the discount rate would only impact the amount recorded by the State of Connecticut.

**Other information:** Additional information is included in the required supplementary information section of the financial statements. A schedule of contributions is not presented as the Town has no obligation to contribute to the plan. Detailed information about the Connecticut State Teachers OPEB plan fiduciary net position is available in the separately issued State of Connecticut Annual Comprehensive Financial Report at [www.ct.gov](http://www.ct.gov).

#### **Note 10. Risk Management**

The Town self-insures its liability for workers' compensation claims to a limit of \$600,000 per employee and \$750,000 for police and firefighters. 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. USI/FutureComp, 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.

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 and non-Medicare eligible retiree medical, prescription and dental claims are self-funded through Anthem Blue Cross/Blue Shield of Connecticut and Express Scripts. Funds are transferred into the Internal Service Fund from other funds and are available to pay the self-funded claims, administrative fees and premium costs for Medicare eligible retirees.

**Town of Windsor, Connecticut**

**Notes to Financial Statements**

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**Note 10. Risk Management (Continued)**

Claim activity and service fees are accounted for in a self-insurance reserve fund. The Town has Individual Stop Loss (ISL) coverage through CT Prime that limits the Town's liability to \$175,000 per claim annually. On an aggregate basis, total claims exceed the Town's maximum liability of 125% of expected claims (approximately \$3,200,000) and are fully insured through aggregate stop loss coverage. Anthem is the provider and administers the payment of claims and calculates and provides the accrued liability at year-end based on prior claims experience and the amount of unsettled claims outstanding on an actuarial basis. Arthur J. Gallagher & Co., the Town's consultant/broker, analyzes claims and advises the Town on all health insurance related issues. Conservatively, through the budget process and available reserves, the Town will project to have, at a minimum, the Town's maximum liability available to process expected claims, pay required retiree Medicare supplement premiums, stop loss premiums and administrative fees (\$4,057,000).

The BOE records its liability for health benefits in a self-insurance reserve fund and accounts for claim activity and service fees on a self-insured basis. The BOE has ISL coverage that limits the BOE's liability to \$150,000 annually. On an aggregate basis, the BOE's liability is limited to 110% of expected claims (approximately \$11,300,000). Claims exceeding the BOE's maximum liability are fully insured through aggregate stop loss coverage. Anthem, the provider, administers the payment of claims. Lockton Companies, the BOE's consultant, analyzes claims and advises the BOE on all health insurance related issues as well as calculating and providing the accrued liability at year-end based on prior claims experience and the amount of unsettled claims outstanding on an actuarial basis. Conservatively, through the budget process and available reserves, the BOE will project to have, at a minimum, the BOE's maximum liability available to process expected claims.

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

Workers' Compensation / Heart and Hypertension / Liability	Liability July 1,	Current Year Claims and Changes in Estimates	Claim Payments	Liability June 30,
2019-20	\$ 1,644,939	\$ 1,703,823	\$ 1,762,426	\$ 1,586,336
2020-21	1,586,336	1,824,334	1,706,389	1,704,281

Town – Health / Medical	Liability July 1,	Current Year Claims and Changes in Estimates	Claim Payments	Liability June 30,
2019-20	\$ 205,572	\$ 3,687,391	\$ 3,745,963	\$ 147,000
2020-21	147,000	3,955,708	3,965,308	137,400

BOE – Health / Medical	Liability July 1,	Current Year Claims and Changes in Estimates	Claim Payments	Liability June 30,
2019-20	416,535	9,479,265	9,515,263	380,537
2020-21	380,537	10,400,255	10,315,492	465,300

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### **Note 10. Risk Management (Continued)**

The Town and Board of Education have commercial general liability and auto liability with levels of coverage of \$3,000,000 and \$1,000,000, respectively, with umbrella coverage up to \$15,000,000. 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.

Property and casualty risks are fully insured except for the general environmental liability exposure represented by the landfill, which is essentially uninsurable.

#### **Note 11. Contingencies**

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, sewage collection, and disposal facilities for members), the Town is contingently liable for \$76,616,633 or 8.84% of the debt of the District.

**Law suits:** 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 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. The results of a July 2014 capacity analysis show that the landfill has reached its overall capacity as of June 30, 2014. The landfill stopped accepting commercial waste on July 1, 2014, and has since been converted to a transfer station facility for residents.

The \$18,701,500 reported as landfill closure and post-closure liability at June 30, 2021, is \$15,421,500 less than the amount reported on June 30, 2020. These amounts represent estimated third-party costs to perform all landfill closure and post-closure care at 2021 prices. Actual costs may change based on inflation, compliance with the State of Connecticut stewardship permit, changes in technology, changes in the regulations, or the quantity of work performed internally by Town staff. The engineering analysis assumes that numerous engineering and construction procedures will be required.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### **Note 12. Landfill Closure and Post-closure Costs (Continued)**

During FY 19, the active leachate collection and treatment system was changed to a passive leachate collection and outfall system. This revised approach to addressing the leachate issue was developed in close coordination with State of Connecticut Department of Energy and Environmental Protection (DEEP). Because the public outreach process has been fully completed, and the permitting process is substantially complete, the town believes it is appropriate to lower the cost estimates for leachate treatment at this time. As a result, the construction cost estimate for leachate treatment has been adjusted downward from \$4,300,000 to \$1,120,000. A corresponding drop in operating and maintenance costs has also been recognized, as those annual costs have been lowered from \$425,000 to \$80,000 for the 30-year period. These adjustments are based on the most recent design and cost estimates to install a gravity-fed leachate collection outlet system to mitigate the discharge of visible iron precipitate leachate to the Farmington River rather than constructing a "full-scale" leachate collection and treatment system. The current outlet design involves collection and discharge of the iron precipitate leachate by gravity through an outlet pipe and diffuser installed at the bottom of the river. The outlet design was developed in accordance with direction provided by DEEP in January 2018.

The landfill served the towns of Bloomfield and Windsor. An agreement (dated November 19, 1993) exists between the two communities that establishes the terms and conditions for the operation and closure of the landfill. Regarding 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." The Town is responsible for the funding, accounting and financial reporting for the landfill on-behalf of both towns. The post-closure cost will be covered by the landfill's funds. If those funds run out, and only if they do, the Town of Windsor and the Town of Bloomfield will both split the costs. It is anticipated that no additional amount will be required from the towns for the closure and the post-closure care of the landfill at this time.

The landfill is currently operating under the State of Connecticut stewardship permit issued by the DEEP that addresses the requirements of the regulations, including the control and monitoring of leachate and landfill generated gases.



**Town of Windsor, Connecticut**

**Notes to Financial Statements**

**Note 13. 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:			
Inventories	\$ 25,587	\$ -	\$ -
Prepays	-	-	10,656
Scholarship fund principal	-	-	13,000
<b>Total nonspendable</b>	<b>25,587</b>	<b>-</b>	<b>23,656</b>
Restricted:			
Scholarship funding	-	-	1,488
Library operations and recreation	-	-	76,601
Human services programs	-	-	499,676
Public safety programs	-	-	104,412
Community development block grant loans	-	-	1,946,852
Education	-	-	955,905
School capital improvements	-	3,510,051	-
Road and sidewalk construction and maintenance	-	1,047,242	-
Other capital projects	-	5,313,591	-
Other programs	-	-	6,902,104
<b>Total restricted</b>	<b>-</b>	<b>9,870,884</b>	<b>10,487,038</b>
Committed:			
Open space program	-	-	293,128
School capital improvements	-	453,606	-
Road and sidewalk construction and maintenance	-	2,296,784	-
Other capital projects	-	2,544,596	-
Debt service	-	-	3,893,624
<b>Total committed</b>	<b>-</b>	<b>5,294,986</b>	<b>4,186,752</b>
Assigned:			
Subsequent year expenditures	2,000,000	-	-
Education	1,117,412	-	110,795
General government activities	(123)	-	-
Recreation programs	574,181	-	-
Human services	145,911	-	-
Public safety and police private duty	1,076,356	-	-
Public works	341,253	-	-
Community development	-	-	575,463
Other capital projects	-	849,271	-
<b>Total assigned</b>	<b>5,254,990</b>	<b>849,271</b>	<b>686,258</b>
Unassigned	31,416,207	-	-
<b>Total fund balance</b>	<b>\$ 36,696,784</b>	<b>\$ 16,015,141</b>	<b>\$ 15,383,704</b>

Encumbrances contained in the above table are as follows: \$1,217,338 in the General Fund, \$11,543,504 in the Capital Projects Fund, and \$18,806 in Nonmajor Governmental Funds.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 14. Tax Abatements

The Town has the authority to offer economic development incentives in the form of local tax abatements to eligible applicants for both real property and manufacturing machinery and equipment. The statutory authority for these abatements is in accordance with Connecticut General Statutes Sec. 2-65(b). The Town had tax abatement agreements with two entities as of June 30, 2021:

Company Name	Description	Percentage of Taxes Abated in FY 21	Amount of Taxes Abated in FY 21	Abatement Expires
Amazon.com Inc.	Fulfillment Center	55%	\$ 1,271,185	FY22
Windsor Station	Apartment Complex	20%	80,530	FY21

#### Note 15. Accounting Standards Not Yet Effective

The 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.

The impact of the following accounting pronouncements are currently being assessed by the Town as to the impact to the financial statements. Other recently issued financial statements are not expected to have a material effect to the Town's financial statements.

**GASB Statement No. 87, *Leases***, establishes a single model for lease accounting based on the principle that leases are financings of the right to use an underlying asset, which should result in the recognition and reporting of leased assets and the liability associated with subsequent lease payments, which have historically been classified as operating leases of the current reporting period only. The new statement requires a Lessee to recognize a lease liability and an intangible right-to-use lease asset, with the lessor required to recognize a lease receivable and a deferred inflow of resources. The requirements of this statement are effective for reporting periods beginning after June 15, 2021.

**GASB Statement No. 89, *Accounting for Interest Cost Incurred before the End of a Construction Period***. The objectives of this Statement are (1) to enhance the relevance and comparability of information about capital assets and the cost of borrowing for a reporting period and (2) to simplify accounting for interest cost incurred before the end of a construction period. The requirements of this Statement are effective for reporting periods beginning after December 15, 2020. Earlier application is encouraged. The requirements of this Statement should be applied prospectively.

**GASB Statement No. 91, *Conduit Debt Obligations***. This Statement provides a single method of reporting conduit debt obligations by issuers and eliminates diversity in practice associated with (1) commitments extended by issuers, (2) arrangements associated with conduit debt obligations, and (3) related note disclosures. The requirements of this Statement are effective for reporting periods beginning after December 15, 2021. Earlier application is encouraged. The Town is not an issuer of conduit debt; therefore, this Statement will have no effect on its financial statements.

## Town of Windsor, Connecticut

### Notes to Financial Statements

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#### Note 15. Accounting Standards Not Yet Effective (Continued)

**GASB Statement No. 92, *Omnibus 92*.** Statement No. 92 includes guidance addressing various accounting and financial reporting issues identified during the implementation and application of certain GASB pronouncements. The issues covered by Statement No. 92, include:

- Modification of the effective date of Statement No. 87, *Leases*, as well as associated implementation guidance, to fiscal years beginning after December 15, 2019, to address concerns regarding interim financial reports;
- Reporting intra-entity transfers of assets between a primary government employer and a component unit defined benefit pension plan or defined benefit OPEB plan;
- The applicability of Statement No. 73, *Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement 68, and Amendments to Certain Provisions of GASB Statement No. 67 and No. 68*, as amended, and Statement No. 74, *Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans*, as amended, to reporting assets accumulated for pensions and OPEB;
- The applicability of certain requirements of Statement No. 84, *Fiduciary Activities*, to pension and OPEB arrangements; and
- Measurement of liabilities and assets, if any, related to asset retirement obligations in a government acquisition.

The requirements of Statement No. 92 that relate to the effective date of Statement No. 87 and its associated implementation guidance are effective upon issuance. The provisions related to the application of Statement No. 84 are effective for periods beginning after June 15, 2021. The amendments related to intra-entity transfers of assets and applicability of Statements Nos. 73 and 74 are effective for fiscal years beginning after June 15, 2021. The remaining requirements related to asset retirement obligations are effective for government acquisitions occurring in reporting periods beginning after June 15, 2021.

**GASB Statement No. 96, *Subscription-Based Information Technology Arrangements*.** Statement 96 provides accounting and financial reporting guidance for subscription-based information technology arrangements (SBITAs). It is based on the standards established in Statement No. 87 It:

- Defines a SBITA as a contract that conveys control of the right to use a SBITA vendor's IT software, alone or in combination with tangible capital assets (the underlying IT assets), as specified in the contract for a period of time in an exchange or exchange-like transaction;
- Requires governments with SBITAs to recognize a right-to-use subscription asset—an intangible asset—and a corresponding subscription liability (with an exception for short-term SBITAs—those with a maximum possible term of 12 months); and
- Provides guidance related to outlays other than subscription payments, including implementation costs, and requirements for note disclosures related to a SBITA.

The requirements of this Statement are effective for reporting periods beginning after June 15, 2022.

**Town of Windsor, Connecticut**

**Notes to Financial Statements**

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**Note 15. Accounting Standards Not Yet Effective (Continued)**

**GASB Statement No. 97**, *Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans—an amendment of GASB Statements No. 14 and No. 84, and a supersession of GASB Statement No. 32*. The primary objectives of this Statement are to (1) increase consistency and comparability related to the reporting of fiduciary component units in circumstances in which a potential component unit does not have a governing board and the primary government performs the duties that a governing board typically would perform; (2) mitigate costs associated with the reporting of certain defined contribution pension plans, defined contribution OPEB plans, and employee benefit plans other than pension plans or OPEB plans (other employee benefit plans) as fiduciary component units in fiduciary fund financial statements; and (3) enhance the relevance, consistency, and comparability of the accounting and financial reporting for Internal Revenue Code Section 457 deferred compensation plans (Section 457 plans) that meet the definition of a pension plan and for benefits provided through those plans. The requirements of this Statement that are related to the accounting and financial reporting for Section 457 plans are effective for fiscal years beginning after June 15, 2021.

**Note 16. Coronavirus (COVID-19)**

On January 30, 2020, the World Health Organization declared the coronavirus (COVID-19) to be a public health emergency. On March 11, 2020, the Governor of the State of Connecticut declared a public health emergency and a civil preparedness emergency due to COVID-19.

The Town derives a significant portion of its revenue from property taxes. While the Town has not experienced any significant increase in the delinquent amounts from its taxpayers, the situation creates uncertainty about the impact of future revenues that might be generated. In addition, at this time, it is uncertain what the effects of the pandemic will be on the Town's health care costs, changes in interest rates, investment valuation and future federal or state fiscal relief.

**Required Supplementary  
Information - Unaudited**



**Town of Windsor, Connecticut**

**Required Supplementary Information – unaudited  
Schedule of Investment Returns – Defined Benefit Pension Plan  
Last Eight Fiscal Years**

	2021	2020	2019	2018	2017	2016	2015	2014
Annual money-weighted rate of return, net of investment income*	27.63%	3.44%	2.54%	6.27%	13.56%	-2.01%	1.45%	16.25%

\* This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10-year trend is compiled, the Town will present information for those years for which information is available.

**Town of Windsor, Connecticut**

**Required Supplementary Information – unaudited  
Schedule of Employer Contributions – Defined Benefit Pension Plan  
Last Ten Fiscal Years**

	Schedule of Contributions – Pension									
	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Actuarially determined contribution	\$ 2,089,210	\$ 1,516,196	\$ 1,340,704	\$ 1,196,328	\$ 1,054,742	\$ 1,026,539	\$ 998,378	\$ 1,311,760	\$ 1,367,561	\$ 1,334,389
Contributions in relation to the actuarially determined contribution	2,089,210	1,516,223	1,340,704	1,196,328	1,054,742	1,026,539	998,378	1,311,760	1,367,561	1,334,389
Contribution deficiency (excess)	\$ -	\$ (27)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Covered payroll	11,383,383	12,192,970	12,839,197	13,489,831	14,057,983	14,982,909	15,744,000	15,947,000	15,895,000	15,782,000
Contributions as a percentage of covered payroll	18.35%	12.44%	10.44%	8.87%	7.50%	6.85%	6.34%	8.23%	8.60%	8.46%



**Town of Windsor, Connecticut**

**Required Supplementary Information – unaudited  
Schedule of Changes in Net Pension Liability (NPL) and Related Ratios – Defined Benefit Pension Plan  
Last Eight Fiscal Years  
(in 000s)**

Changes in Net Pension Liability	2021	2020	2019	2018	2017	2016	2015	2014
<b>Total pension liability:</b>								
Service cost	\$ 859	\$ 914	\$ 984	\$ 1,019	\$ 1,042	\$ 1,090	\$ 1,145	\$ 1,206
Interest on total pension liability	6,688	6,015	5,908	5,767	5,597	5,385	5,193	4,973
Effect of plan changes	-	-	(1)	(16)	(59)	-	-	-
Effect of economic/demographic gains or (losses)	(1,826)	842	(380)	(457)	(253)	20	(179)	(41)
Effect of assumption changes or inputs	3,104	6,707	973	1,098	1,058	1,007	-	-
Benefit payments	(5,011)	(4,626)	(4,188)	(3,799)	(3,623)	(3,481)	(3,211)	(3,112)
<b>Net change in total pension liability</b>	<b>3,814</b>	<b>9,852</b>	<b>3,296</b>	<b>3,612</b>	<b>3,762</b>	<b>4,021</b>	<b>2,948</b>	<b>3,026</b>
Total pension liability, beginning	97,146	87,294	83,998	80,386	76,624	72,603	69,655	66,629
<b>Total pension liability, ending (a)</b>	<b>100,960</b>	<b>97,146</b>	<b>87,294</b>	<b>83,998</b>	<b>80,386</b>	<b>76,624</b>	<b>72,603</b>	<b>69,655</b>
<b>Fiduciary net position:</b>								
Employer contributions	2,089	1,516	1,341	1,195	1,055	1,027	998	1,312
Member contributions	442	483	543	563	599	509	613	618
Investment income net of investment expenses	18,448	2,309	1,723	4,142	8,124	(1,271)	931	9,135
Benefit payments	(5,011)	(4,626)	(4,188)	(3,799)	(3,623)	(3,481)	(3,211)	(3,112)
Administrative expenses	(22)	(20)	(19)	(19)	(15)	(19)	(13)	(58)
<b>Net change in plan fiduciary net position</b>	<b>15,946</b>	<b>(338)</b>	<b>(600)</b>	<b>2,082</b>	<b>6,140</b>	<b>(3,235)</b>	<b>(682)</b>	<b>7,895</b>
Fiduciary net position, beginning	68,533	68,871	69,471	67,389	61,249	64,485	65,167	57,272
<b>Fiduciary net position, ending (b)</b>	<b>84,479</b>	<b>68,533</b>	<b>68,871</b>	<b>69,471</b>	<b>67,389</b>	<b>61,249</b>	<b>64,485</b>	<b>65,167</b>
<b>Net pension liability, ending = (a) - (b)</b>	<b>\$ 16,481</b>	<b>\$ 28,613</b>	<b>\$ 18,423</b>	<b>\$ 14,527</b>	<b>\$ 12,997</b>	<b>\$ 15,375</b>	<b>\$ 8,118</b>	<b>\$ 4,488</b>
Fiduciary net position as a % of total pension liability	83.68%	70.55%	78.90%	82.71%	83.83%	79.93%	88.82%	93.56%
Covered payroll	\$ 11,383	\$ 12,193	\$ 12,839	\$ 13,489	\$ 14,057	\$ 14,983	\$ 15,744	\$ 15,947
Net pension liability as a % of covered payroll	144.79%	234.67%	143.49%	107.70%	92.46%	102.62%	51.56%	28.14%

This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10-year trend is compiled, the Town will present information for those years for which information is available.

**Town of Windsor, Connecticut**

**Schedule of Contributions – Connecticut Municipal Employees’ Retirement System (CMERS)  
Required Supplementary Information – unaudited  
Last Seven Fiscal Years**

Measurement Period Ended June 30,	2021	2020	2019	2018	2017	2016	2015
Actuarially determined contribution	\$ 1,256,375	\$ 1,155,964	\$ 967,336	\$ 961,140	\$ 846,628	\$ 839,857	\$ 914,805
Contribution in relation to the actuarially determined contribution	1,256,375	1,155,964	967,336	961,140	846,628	839,857	914,805
<b>Contribution deficiency (excess)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Covered payroll	\$ 4,728,064	\$ 5,614,438	\$ 6,429,162	\$ 5,644,057	\$ 5,533,389	\$ 5,759,928	\$ 5,528,217
Contributions as a percentage of covered payroll	26.57%	20.59%	15.05%	17.03%	15.30%	14.58%	16.55%

This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10-year trend is compiled, the Town will present information for those years for which information is available.

**Town of Windsor, Connecticut**

**Schedule of the Town's Proportionate Share of the Net Pension Liability –  
Connecticut Municipal Employees' Retirement System (CMERS)  
Required Supplementary Information – unaudited  
Last Seven Fiscal Years**

	2021	2020	2019	2018	2017	2016	2015
Town's proportion of the net pension liability	2.83%	3.34%	3.90%	0.00%	0.00%	0.00%	0.00%
Town's proportionate share of the net pension (asset) liability	<u>\$ 9,207,890</u>	<u>\$ 10,432,669</u>	<u>\$ 10,340,925</u>	<u>\$ (2,671,406)</u>	<u>\$ (1,930,679)</u>	<u>\$ (3,332,712)</u>	<u>\$ (3,947,859)</u>
Town's covered payroll	<u>\$ 4,612,745</u>	<u>\$ 5,477,500</u>	<u>\$ 6,303,100</u>	<u>\$ 5,644,057</u>	<u>\$ 5,533,389</u>	<u>\$ 5,759,928</u>	<u>\$ 5,528,217</u>
Town's proportionate share of the net pension liability as a percentage of its covered payroll	<u>199.62%</u>	<u>190.46%</u>	<u>164.06%</u>	<u>-47.33%</u>	<u>-34.89%</u>	<u>-57.86%</u>	<u>-71.41%</u>
System fiduciary net position as a percentage of the total pension liability	<u>71.18%</u>	<u>72.69%</u>	<u>88.29%</u>	<u>91.68%</u>	<u>88.29%</u>	<u>92.72%</u>	<u>90.48%</u>

This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10-year trend is compiled, the Town will present information for those years for which information is available.

**Town of Windsor, Connecticut**

**Schedule of the Town's Proportionate Share of the Net Pension Liability -  
Teachers' Retirement System  
Required Supplementary Information – unaudited  
Last Seven Fiscal Years**

	2021	2020	2019	2018	2017	2016	2015
Town's proportion of the net pension liability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Town's proportionate share of the net pension liability	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State's proportionate share of the net pension liability associated with the Town	\$ 144,151,481	\$ 129,818,072	\$ 100,097,275	\$ 100,735,001	\$ 106,276,198	\$ 81,836,695	\$ 75,641,625
<b>Total</b>	<b>\$ 144,151,481</b>	<b>\$ 129,818,072</b>	<b>\$ 100,097,275</b>	<b>\$ 100,735,001</b>	<b>\$ 106,276,198</b>	<b>\$ 81,836,695</b>	<b>\$ 75,641,625</b>
Town's covered payroll	\$ 33,295,322	\$ 33,378,186	\$ 32,860,661	\$ 31,929,411	\$ 30,775,321	\$ 30,419,140	\$ 29,228,000
Town's proportionate share of the net pension liability as a percentage of its covered payroll	0%	0%	0%	0%	0%	0%	0%
System fiduciary net position as a percentage of the total pension liability	49.24%	52.00%	55.93%	55.93%	52.26%	59.50%	61.51%

**Notes to Schedule**

Actuarial cost method	Entry age
Amortization method	Level percent of salary, closed
Remaining amortization period	17.6 years
Asset valuation method	4-year smoothed market
Inflation	2.50%
Salary Increase	3.25-6.50%, including inflation
Investment rate of return	6.90%, net of investment related expense

This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10-year trend is compiled, the Town will present information for those years for which information is available.

**Town of Windsor, Connecticut**

**Required Supplementary Information – unaudited  
Schedule of Contributions – OPEB Plan  
Last Ten Fiscal Years**

	Schedule of Contributions – OPEB Plan									
	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Actuarially determined contribution	\$ 3,095,939	\$ 3,571,873	\$ 3,360,296	\$ 5,250,156	\$ 4,883,931	\$ 6,762,112	\$ 6,299,617	\$ 7,831,000	\$ 7,258,000	\$ 7,681,000
Contributions in relation to the actuarially determined contribution	2,322,777	2,170,946	2,226,427	1,976,204	2,410,939	2,593,319	2,595,904	2,240,000	2,047,000	2,283,000
Contribution deficiency (excess)	\$ 773,162	\$ 1,400,927	\$ 1,133,869	\$ 3,273,952	\$ 2,472,992	\$ 4,168,793	\$ 3,703,713	\$ 5,591,000	\$ 5,211,000	\$ 5,398,000
Covered payroll	\$ 46,133,025	\$ 46,133,025	\$ 46,133,025	\$ 45,660,809	\$ 45,660,809	\$ 44,515,553	\$ 44,515,553	N/A	N/A	N/A
Contributions as a percentage of covered payroll	5.03%	4.71%	4.83%	4.33%	5.28%	5.83%	5.83%	N/A	N/A	N/A

**Town of Windsor, Connecticut**

**Required Supplementary Information – unaudited  
Schedule of Investment Returns – OPEB Plan  
Last Five Fiscal Years\***

	2021	2020	2019	2018	2017
Annual money-weighted rate of return, net of investment income*	27.55%	3.89%	6.47%	5.95%	10.39%

\* This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10-year trend is compiled, the Town will present information for those years for which information is available.

**Town of Windsor, Connecticut**

**Required Supplementary Information – unaudited  
Schedule of Changes in the Town’s OPEB Liability and Related Ratios  
Last Five Fiscal Years\*  
(in 1,000s)**

Changes in Net OPEB Liability	OPEB Plan				
	2021	2020	2019	2018	2017
Total pension liability:					
Service cost	\$ 2,320	\$ 1,401	\$ 1,559	\$ 1,749	\$ 3,121
Interest	1,403	1,788	1,816	2,760	2,393
Differences between expected and actual experience	-	(8,095)	-	(28,317)	-
Changes in assumptions	558	17,878	2,501	(4,622)	(9,284)
Benefit payments, including refunds of member contributions	(1,598)	(1,445)	(1,626)	(1,476)	(1,961)
<b>Net change in total OPEB liability</b>	<b>2,683</b>	<b>11,527</b>	<b>4,250</b>	<b>(29,907)</b>	<b>(5,731)</b>
Total pension liability, beginning	61,943	50,416	46,166	76,074	81,805
<b>Total OPEB liability, ending (a)</b>	<b>64,626</b>	<b>61,943</b>	<b>50,416</b>	<b>46,166</b>	<b>76,074</b>
Fiduciary net position:					
Employer contributions	2,323	2,171	2,226	1,976	2,411
Investment (loss) income net of investment expenses	1,177	133	164	94	122
Benefit payments, including refunds of member contributions	(1,598)	(1,446)	(1,626)	(1,476)	(1,961)
Administrative expenses	(2)	(1)	(1)	(1)	(1)
Other	-	-	-	-	-
<b>Net change in plan fiduciary net position</b>	<b>1,901</b>	<b>857</b>	<b>763</b>	<b>593</b>	<b>571</b>
Fiduciary net position, beginning	3,550	2,693	1,931	1,338	766
<b>Fiduciary net position, ending (b)</b>	<b>5,451</b>	<b>3,550</b>	<b>2,694</b>	<b>1,931</b>	<b>1,338</b>
<b>Net OPEB liability, ending = (a) - (b)</b>	<b>\$ 59,175</b>	<b>\$ 58,393</b>	<b>\$ 47,722</b>	<b>\$ 44,235</b>	<b>\$ 74,736</b>
Fiduciary net position as a % of total OPEB liability	8.43%	5.73%	5.34%	4.18%	1.76%
Covered payroll	\$ 46,133	\$ 46,133	\$ 46,133	\$ 45,661	\$ 45,661
Net OPEB liability as a % of covered payroll	128.27%	126.58%	103.44%	96.88%	163.68%

\*Note: This schedule is intended to show ten years of information. Additional information will be added as it becomes available.

**Town of Windsor, Connecticut**

**Required Supplementary Information – unaudited  
Schedule of the Town’s Proportionate Share of the Net OPEB Liability – Teachers Retiree Health Plan  
Last Four Fiscal Years\***

	2021	2020	2019	2018
Town’s proportion of the net OPEB liability	0.00%	0.00%	0.00%	0.00%
Town’s proportionate share of the net OPEB liability	-	-	-	-
State’s proportionate share of the net OPEB liability associated with the Town	\$ 21,500,199	\$ 20,245,862	\$ 20,010,108	\$ 25,928,047
<b>Total</b>	<b>\$ 21,500,199</b>	<b>\$ 20,245,862</b>	<b>\$ 20,010,108</b>	<b>\$ 25,928,047</b>
Town’s covered payroll	\$ 33,949,276	\$ 33,378,187	\$ 30,992,792	\$ 31,929,412
Town’s proportionate share of the net OPEB liability as a percentage of its covered payroll	0.00%	0.00%	0.00%	0.00%
Plan fiduciary net position as a percentage of the total OPEB liability	2.50%	2.08%	1.49%	1.79%

**Notes to Schedule**

Changes in benefit terms	None
Changes of assumptions	The discount rate was decreased from 3.87% to 3.50% to reflect the change in the Municipal Bond Index rate. Additionally, expected annual per capita claims costs were updated to better reflect anticipated medical and prescription drug claim experience both before and after the plan change that became effective on January 1, 2019. Further, the expected rate of inflation was decreased and the Real Wage Growth assumption was increased
Actuarial cost method	Entry age
Amortization method	Level percent of payroll
Remaining amortization period	30 years, open
Asset valuation method	Market value of assets
Investment rate of return	3.00%, net of investment related expense, including price inflation

\*Note: This schedule is intended to show ten years of information. Additional information will be added as it becomes available.



Town of Windsor, Connecticut

**Required Supplementary Information – Unaudited  
 Schedule of Revenues, Expenditures and Changes in Budgetary Fund Balance – Budgetary Basis  
 Budget and Actual – General Fund  
 For the Year Ended June 30, 2021**

	Budgeted Amounts		Actual Budgetary Basis	Variance With Final Budget
	Original	Final		
<b>Revenues:</b>				
Property taxes	\$ 103,986,430	\$ 103,986,430	\$ 105,227,339	\$ 1,240,909
Licenses and permits	730,710	730,710	2,949,565	2,218,855
Fines, forfeitures and penalties	34,000	34,000	17,854	(16,146)
Other agencies	118,370	118,370	163,698	45,328
Intergovernmental	15,024,400	15,024,400	15,341,071	316,671
Revenues from use of assets	610,000	610,000	454,783	(155,217)
Charges for services	744,900	744,900	1,160,078	415,178
<b>Total revenues</b>	<b>121,248,810</b>	<b>121,248,810</b>	<b>125,314,388</b>	<b>4,065,578</b>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	1,072,220	1,072,220	1,060,348	11,872
Safety service	10,990,950	10,990,950	10,418,499	572,451
Public works	6,650,610	6,594,210	6,324,729	269,481
Health services	534,710	534,710	393,137	141,573
Human services	442,160	442,160	438,704	3,456
Recreation and leisure services	2,159,340	1,833,390	1,681,795	151,595
Education	72,551,800	72,428,200	71,878,291	549,909
Town support for education	5,276,190	3,102,030	3,082,370	19,660
Library services	1,765,470	1,765,470	1,673,613	91,857
Development services	1,402,520	1,402,520	1,343,938	58,582
Information services	563,930	563,930	559,240	4,690
Administrative services	2,480,960	2,478,960	2,474,771	4,189
Community Development	102,980	102,980	102,980	-
General services	16,233,420	8,035,370	7,828,149	207,221
<b>Total expenditures</b>	<b>122,227,260</b>	<b>111,347,100</b>	<b>109,260,564</b>	<b>2,086,536</b>
<b>Revenues over (under) expenditures</b>	<b>(978,450)</b>	<b>9,901,710</b>	<b>16,053,824</b>	<b>6,152,114</b>
<b>Other financing sources (uses):</b>				
Transfers in	78,450	177,854	148,474	(29,380)
Transfers out	-	(10,880,160)	(10,981,720)	(101,560)
Use of fund balance	-	(736,000)	(736,000)	-
<b>Total other financing sources (uses)</b>	<b>78,450</b>	<b>(11,438,306)</b>	<b>(11,569,246)</b>	<b>(130,940)</b>
<b>Net change in budgetary fund balance</b>	<b>\$ (900,000)</b>	<b>\$ (1,536,596)</b>	<b>4,484,578</b>	<b>\$ 6,021,174</b>
Budgetary fund balance, beginning			28,957,216	
Budgetary fund balance, ending			33,441,794	
<b>Less:</b>				
Inventory			(25,587)	
FY 22 appropriation of fund balance			(2,000,000)	
<b>Unassigned fund balance, ending</b>			<b>31,416,207</b>	
Unassigned, beginning			28,037,362	
<b>Net change in unassigned fund balance</b>			<b>\$ 3,378,845</b>	

See notes to required supplementary information.

**Town of Windsor, Connecticut**

**Note to Required Supplementary Information (Unaudited)**

**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 service unit level, i.e., safety services, public works, etc.
- D. The original budget for expenditures, encumbrances and other financing uses was increased by approximately \$736,000 as a result of fund balance and revenue appropriations during the year ended June 30, 2021. 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	\$ 136,207,357	\$ 131,569,597
State teachers retirement and OPEB payments made by State Department of Education on behalf of the Town, not recognized for budgetary purposes	(9,469,252)	(9,469,252)
Reclassified to General Fund, as funds were previously reported as special revenue funds, and no longer meet the definition in accordance with GASB Statement No. 54.	(1,275,243)	(1,602,210)
Encumbrances:		
June 30, 2020	-	(618,295)
June 30, 2021	-	1,098,444
<b>Balance, budgetary basis</b>	<b>\$ 125,462,862</b>	<b>\$ 120,978,284</b>

- 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 (Unaudited)**

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**Note 1. Budgets and Budgetary Accounting (Continued)**

**Special Revenue Funds:** The Town includes special revenue funds within the adopted annual operating budget. 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 Fund:** Legal authorization for expenditures of the capital projects fund 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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**Combining and Individual Fund  
Financial Statements and Other 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:** Accounts 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.

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

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

**Performance Bond Fund:** Accounts for guarantees from contractors to ensure obligations to the town are completed.

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

**Scholarship Fund:** Accounts for bequests made to the Board of Education to be used for financial awards to students.

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

**Capital 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, 2021**

	Special Revenue				
	Educational Grant Programs	Cafeteria	Community Rehabilitation Program	J. Bartash Expendable Trust Fund	Treehouse Fund
<b>Assets</b>					
Cash and cash equivalents	\$ 3,252,972	\$ 394,034	\$ 540,712	\$ 14,488	\$ 46,700
Investments	-	-	69,928	-	-
Community rehabilitation loans, net	-	-	1,946,852	-	-
Accounts receivable	11,603	236,575	187,056	-	69,841
Inventory/Prepays	-	7,187	-	-	3,469
<b>Total assets</b>	<b>\$ 3,264,575</b>	<b>\$ 637,796</b>	<b>\$ 2,744,548</b>	<b>\$ 14,488</b>	<b>\$ 120,010</b>
<b>Liabilities and Fund Balances</b>					
Liabilities:					
Accounts payable	\$ 288,388	\$ 23,106	\$ 35,177	\$ -	\$ -
Unearned revenue	934,935	-	-	-	5,265
Due to other funds	2,041,252	-	-	-	481
<b>Total liabilities</b>	<b>3,264,575</b>	<b>23,106</b>	<b>35,177</b>	<b>-</b>	<b>5,746</b>
Deferred inflows of resources:					
Unavailable revenue	-	-	187,056	-	-
<b>Total deferred inflows of resources</b>	<b>-</b>	<b>-</b>	<b>187,056</b>	<b>-</b>	<b>-</b>
Fund balances:					
Nonspendable	-	7,187	-	13,000	3,469
Restricted	-	607,503	1,946,852	1,488	-
Committed	-	-	-	-	-
Assigned	-	-	575,463	-	110,795
<b>Total fund balances</b>	<b>-</b>	<b>614,690</b>	<b>2,522,315</b>	<b>14,488</b>	<b>114,264</b>
<b>Total liabilities and fund balances</b>	<b>\$ 3,264,575</b>	<b>\$ 637,796</b>	<b>\$ 2,744,548</b>	<b>\$ 14,488</b>	<b>\$ 120,010</b>

Special Revenue						Capital Project	Debt Service	Totals
Adult Education Fund	Student Activities Fund	Performance Bonds Fund	Town Escrow Fund	Scholarship Fund	Other Special Revenue Funds	Open Space	Debt Service Fund	
\$ 39,325	\$ 309,099	\$ 499,676	\$ 104,412	\$ 76,601	\$ 6,134,249	\$ 803,805	\$ 3,452,078	\$ 15,668,151
-	-	-	-	-	761,086	32,323	446,446	1,309,783
-	-	-	-	-	-	-	-	1,946,852
-	-	-	-	-	42,848	543,000	-	1,090,923
-	-	-	-	-	-	-	-	10,656
<b>\$ 39,325</b>	<b>\$ 309,099</b>	<b>\$ 499,676</b>	<b>\$ 104,412</b>	<b>\$ 76,601</b>	<b>\$ 6,938,183</b>	<b>\$ 1,379,128</b>	<b>\$ 3,898,524</b>	<b>\$ 20,026,365</b>
\$ 22	\$ -	\$ -	\$ -	\$ -	\$ 36,079	\$ -	\$ 4,900	\$ 387,672
-	-	-	-	-	-	-	-	940,200
-	-	-	-	-	-	1,086,000	-	3,127,733
<b>22</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,079</b>	<b>1,086,000</b>	<b>4,900</b>	<b>4,455,605</b>
-	-	-	-	-	-	-	-	187,056
-	-	-	-	-	-	-	-	187,056
-	-	-	-	-	-	-	-	23,656
39,303	309,099	499,676	104,412	76,601	6,902,104	-	-	10,487,038
-	-	-	-	-	-	293,128	3,893,624	4,186,752
-	-	-	-	-	-	-	-	686,258
<b>39,303</b>	<b>309,099</b>	<b>499,676</b>	<b>104,412</b>	<b>76,601</b>	<b>6,902,104</b>	<b>293,128</b>	<b>3,893,624</b>	<b>15,383,704</b>
<b>\$ 39,325</b>	<b>\$ 309,099</b>	<b>\$ 499,676</b>	<b>\$ 104,412</b>	<b>\$ 76,601</b>	<b>\$ 6,938,183</b>	<b>\$ 1,379,128</b>	<b>\$ 3,898,524</b>	<b>\$ 20,026,365</b>

Town of Windsor, Connecticut

Combining Statement of Revenues, Expenditures and Changes in Fund Balances  
 Nonmajor Governmental Funds  
 For the Year Ended June 30, 2021

	Special Revenue				
	Educational Grant Programs	Cafeteria	Community Rehabilitation Program	J. Bartash Expendable Trust Fund	Treehouse Fund
Revenues:					
Intergovernmental	\$ 4,965,158	\$ 1,146,321	\$ -	\$ -	\$ -
Charges for services	-	-	2,235	-	116,762
Income from investments	-	-	1,447	9	-
Other	-	-	806	-	352
Sale of food	-	44,596	-	-	-
<b>Total revenues</b>	<b>4,965,158</b>	<b>1,190,917</b>	<b>4,488</b>	<b>9</b>	<b>117,114</b>
Expenditures:					
Education	4,965,158	948,351	-	300	71,894
General government	-	-	48,459	-	-
Culture and recreation	-	-	-	-	-
Human services	-	-	-	-	-
Public safety	-	-	-	-	-
Public works	-	-	-	-	-
Debt service:					
Principal	-	-	-	-	-
Interest and other charges	-	-	-	-	-
<b>Total expenditures</b>	<b>4,965,158</b>	<b>948,351</b>	<b>48,459</b>	<b>300</b>	<b>71,894</b>
<b>Revenues over (under) expenditures</b>	<b>-</b>	<b>242,566</b>	<b>(43,971)</b>	<b>(291)</b>	<b>45,220</b>
Other financing sources (uses):					
Transfers in	-	-	-	-	-
Issuance of refunding bonds	-	-	-	-	-
Premium on bonds issued	-	-	-	-	-
Payments made to escrow	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in fund balances</b>	<b>-</b>	<b>242,566</b>	<b>(43,971)</b>	<b>(291)</b>	<b>45,220</b>
Fund balances, beginning of year, as restated (see Note 1)	-	372,124	2,566,286	14,779	69,044
<b>Fund balances, ending</b>	<b>\$ -</b>	<b>\$ 614,690</b>	<b>\$ 2,522,315</b>	<b>\$ 14,488</b>	<b>\$ 114,264</b>

Special Revenue						Capital Projects	Debt Service	
Adult Education Fund	Student Activities Fund	Performance Bonds Fund	Town Escrow Fund	Scholarship Fund	Other Special Revenue Funds	Open Space	Debt Service Fund	Totals
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,410,272	\$ -	\$ -	\$ 11,521,751
354	87,358	-	-	-	65,076	6,032	-	277,817
-	-	-	-	-	-	9,168	-	10,624
-	-	217,058	29,745	-	278,593	-	-	526,554
-	-	-	-	-	-	-	-	44,596
354	87,358	217,058	29,745	-	5,753,941	15,200	-	12,381,342
5,705	104,748	-	-	5	-	-	-	6,096,161
-	-	425,496	36,595	-	306,628	543,000	-	1,360,178
-	-	-	-	-	61,804	-	-	61,804
-	-	-	-	-	366,522	-	-	366,522
-	-	-	-	-	27,504	-	-	27,504
-	-	-	-	-	236,798	-	-	236,798
-	-	-	-	-	-	-	6,505,000	6,505,000
-	-	-	-	-	-	-	1,790,344	1,790,344
5,705	104,748	425,496	36,595	5	999,256	543,000	8,295,344	16,444,311
(5,351)	(17,390)	(208,438)	(6,850)	(5)	4,754,685	(527,800)	(8,295,344)	(4,062,969)
-	-	-	-	-	-	200,000	7,617,510	7,817,510
-	-	-	-	-	-	-	12,465,000	12,465,000
-	-	-	-	-	-	-	2,094,089	2,094,089
-	-	-	-	-	-	-	(12,541,930)	(12,541,930)
-	-	-	-	-	-	200,000	9,634,669	9,834,669
(5,351)	(17,390)	(208,438)	(6,850)	(5)	4,754,685	(327,800)	1,339,325	5,771,700
44,654	326,489	708,114	111,262	76,606	2,147,419	620,928	2,554,299	9,612,004
\$ 39,303	\$ 309,099	\$ 499,676	\$ 104,412	\$ 76,601	\$ 6,902,104	\$ 293,128	\$ 3,893,624	\$ 15,383,704

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## **Nonmajor Enterprise Funds**

## **Nonmajor 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 three nonmajor enterprise funds are:

**Child Development Center** – Accounts for the operations of the Montessori School & Discovery Center which provides educational and day care services.

**Caring Connection** – Accounts for the operations of the Windsor Caring Connection which provides adult day care for frail and elderly clients in the Greater Hartford area.

**Resident Transfer Station** – Accounts for the operations of the Resident Transfer Station on Huckleberry Road, adjacent to the Landfill. This facility is for residents who choose to bring their solid waste and recyclables to this site versus putting it at the curb for removal.



Town of Windsor, Connecticut

Combining Statement of Net Positions  
 Nonmajor Enterprise Funds  
 June 30, 2021

	Child Development	Caring Connection Adult Day Care	Resident Transfer Station	Total
<b>Assets</b>				
Current assets:				
Cash and cash equivalents	\$ 313,529	\$ 26,661	\$ 508,478	\$ 848,668
Investments	40,548	3,448	65,760	109,756
Customer receivable, net	8,021	19,850	5,441	33,312
<b>Total current assets</b>	<b>362,098</b>	<b>49,959</b>	<b>579,679</b>	<b>991,736</b>
Noncurrent assets:				
Capital assets (net of accumulated depreciation)	5,000	-	-	5,000
<b>Total assets</b>	<b>367,098</b>	<b>49,959</b>	<b>579,679</b>	<b>996,736</b>
<b>Liabilities</b>				
Current liabilities:				
Accounts payable and accrued liabilities	44,160	8,968	51,692	104,820
Unearned revenue	48,515	4,331	227	53,073
<b>Total current liabilities</b>	<b>92,675</b>	<b>13,299</b>	<b>51,919</b>	<b>157,893</b>
Noncurrent liabilities:				
Compensated absences	30,513	7,219	-	37,732
<b>Total noncurrent liabilities</b>	<b>30,513</b>	<b>7,219</b>	<b>-</b>	<b>37,732</b>
<b>Total liabilities</b>	<b>123,188</b>	<b>20,518</b>	<b>51,919</b>	<b>195,625</b>
Net position:				
Net investment in capital assets	5,000	-	-	5,000
Unrestricted	238,910	29,441	527,760	796,111
<b>Total net position</b>	<b>\$ 243,910</b>	<b>\$ 29,441</b>	<b>\$ 527,760</b>	<b>\$ 801,111</b>

Town of Windsor, Connecticut

**Combining Statement of Revenues, Expenses and Changes in Fund Net Positions –  
Nonmajor Enterprise Funds  
For the Year Ended June 30, 2021**

	Child Development	Caring Connection Adult Day Care	Resident Transfer Station	Total
<b>Operating revenues:</b>				
Charges for services	\$ 718,651	\$ 197,460	\$ 352,356	\$ 1,268,467
<b>Operating expenses:</b>				
Salaries and benefits	869,310	208,135	80,478	1,157,923
Depreciation	1,000	189	-	1,189
Administrative expenses	29,897	25,775	5,340	61,012
Repairs and maintenance	1,967	-	-	1,967
Fuel and utilities	12,704	3,387	10,174	26,265
Outside services	19,161	5,835	269,938	294,934
Rent expense	118,830	69,090	-	187,920
<b>Total operating expenses</b>	<b>1,052,869</b>	<b>312,411</b>	<b>365,930</b>	<b>1,731,210</b>
<b>Operating loss</b>	<b>(334,218)</b>	<b>(114,951)</b>	<b>(13,574)</b>	<b>(462,743)</b>
<b>Nonoperating revenues:</b>				
Interest income	402	143	953	1,498
Intergovernmental revenue	14,829	6,343	-	21,172
<b>Loss before transfers</b>	<b>(318,987)</b>	<b>(108,465)</b>	<b>(12,621)</b>	<b>(440,073)</b>
Transfers in	225,000	140,000	-	365,000
Transfers out	-	(49,070)	-	(49,070)
<b>Change in net position</b>	<b>(93,987)</b>	<b>(17,535)</b>	<b>(12,621)</b>	<b>(124,143)</b>
Net position, beginning of year	337,897	46,976	540,381	925,254
<b>Net position, end of year</b>	<b>\$ 243,910</b>	<b>\$ 29,441</b>	<b>\$ 527,760</b>	<b>\$ 801,111</b>

**Town of Windsor, Connecticut**

**Combining Statement of Cash Flows – Nonmajor Enterprise Funds  
For the Year Ended June 30, 2021**

	Child Development	Caring Connection Adult Day Care	Resident Transfer Station	Totals
<b>Cash flows from operating activities:</b>				
Receipts from customers and users	\$ 735,940	\$ 187,953	\$ 360,352	\$ 1,284,245
Payments to suppliers	(183,219)	(105,910)	(284,159)	(573,288)
Payments to employees	(857,621)	(204,312)	(79,397)	(1,141,330)
<b>Net cash used in operating activities</b>	<b>(304,900)</b>	<b>(122,269)</b>	<b>(3,204)</b>	<b>(430,373)</b>
<b>Cash flows from noncapital financing activities:</b>				
Intergovernmental revenue	14,829	6,343	-	21,172
Transfers in	225,000	140,000	-	365,000
Transfers out	-	(49,070)	-	(49,070)
<b>Net cash provided by noncapital financing activities</b>	<b>239,829</b>	<b>97,273</b>	<b>-</b>	<b>337,102</b>
<b>Cash flows from investing activities:</b>				
Interest received	402	143	953	1,498
Purchase of investments	40,655	7,210	46,032	93,897
<b>Net cash provided by investing activities</b>	<b>41,057</b>	<b>7,353</b>	<b>46,985</b>	<b>95,395</b>
<b>Net (decrease) increase in cash and cash equivalents</b>	<b>(24,014)</b>	<b>(17,643)</b>	<b>43,781</b>	<b>2,124</b>
<b>Cash and cash equivalents:</b>				
Beginning	337,543	44,304	464,697	846,544
Ending	\$ 313,529	\$ 26,661	\$ 508,478	\$ 848,668
<b>Reconciliation of operating loss to net cash provided by (used in) operating activities:</b>				
Operating loss	\$ (334,218)	\$ (114,951)	\$ (13,574)	\$ (462,743)
<b>Adjustments to reconcile operating loss to net cash provided by (used in) operating activities:</b>				
Depreciation	1,000	189	-	1,189
Changes in assets and liabilities:				
Decrease in accounts receivable	(3,144)	(7,632)	8,068	(2,708)
(Decrease) increase in accounts payable and accrued liabilities	11,029	2,000	2,374	15,403
(Decrease) increase in unearned revenue	20,433	(1,875)	(72)	18,486
<b>Net cash used in operating activities</b>	<b>\$ (304,900)</b>	<b>\$ (122,269)</b>	<b>\$ (3,204)</b>	<b>\$ (430,373)</b>

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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, 2021**

	Land	Buildings	Machinery and Equipment	Construction in Progress	Infrastructure	Totals
General government	\$ 2,894,519	\$ 2,710,074	\$ 1,685,131	\$ -	\$ -	\$ 7,289,724
Education	324,612	40,420,815	5,297,078	-	-	46,042,505
Culture and recreation	1,795,390	6,404,672	2,199,857	-	-	10,399,919
Human services	300,544	481,002	202,623	-	-	984,169
Public safety	312,078	22,150,590	8,682,510	-	-	31,145,178
Public works	1,407,141	3,970,442	2,296,612	20,300,418	19,907,685	47,882,298
<b>Total</b>	<b>\$ 7,034,284</b>	<b>\$ 76,137,595</b>	<b>\$ 20,363,811</b>	<b>\$ 20,300,418</b>	<b>\$ 19,907,685</b>	<b>\$ 143,743,793</b>

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**Other Schedules**



Town of Windsor, Connecticut

Balance Sheet – By Account – General Fund  
June 30, 2021

	General Fund	Other Programs	Totals
<b>Assets</b>			
Cash and cash equivalents	\$ 38,235,390	\$ 1,035,624	\$ 39,271,014
Investments	4,944,856	237,800	5,182,656
Receivables (net of allowances for collection losses):			
Property taxes	1,137,590	-	1,137,590
Accounts receivable	83,208	171,631	254,839
Due from other funds	2,041,733	1,086,000	3,127,733
Inventories	25,587	-	25,587
<b>Total assets</b>	<b>\$ 46,468,364</b>	<b>2,531,055</b>	<b>\$ 48,999,419</b>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>			
Liabilities:			
Accounts payable and accrued liabilities	\$ 6,047,444	\$ 374,509	\$ 6,421,953
Due to other funds	100,000	-	100,000
<b>Total liabilities</b>	<b>6,147,444</b>	<b>374,509</b>	<b>6,521,953</b>
Deferred inflows of resources:			
Advance tax collections	4,863,572	-	4,863,572
Unavailable resources	917,110	-	917,110
<b>Total deferred inflows of resources</b>	<b>5,780,682</b>	<b>-</b>	<b>5,780,682</b>
Fund balances:			
Nonspendable	25,587	-	25,587
Assigned	3,098,444	2,156,546	5,254,990
Unassigned	31,416,207	-	31,416,207
<b>Total fund balances</b>	<b>34,540,238</b>	<b>2,156,546</b>	<b>36,696,784</b>
<b>Total liabilities, deferred inflows of resources and fund balances</b>	<b>\$ 46,468,364</b>	<b>\$ 2,531,055</b>	<b>\$ 48,999,419</b>

Town of Windsor, Connecticut

Schedule of Revenues, Expenditures and Changes in Fund Balance – By Account – General Fund  
For the Year Ended June 30, 2021

	General Fund	Other Programs	Eliminate Interfund Receivables	Totals
<b>Revenues:</b>				
Property taxes	\$ 105,227,339	\$ -	\$ -	\$ 105,227,339
State and Federal governments	24,948,952	-	-	24,948,952
Charges for services	4,475,998	1,275,243	-	5,751,241
Investment income	131,351	-	-	131,351
<b>Total revenues</b>	<b>134,783,640</b>	<b>1,275,243</b>	<b>-</b>	<b>136,058,883</b>
<b>Expenditures:</b>				
Current:				
Education	80,650,050	21,425	-	80,671,475
General government	15,473,411	71,889	-	15,545,300
Culture and recreation	3,439,208	1,073,264	-	4,512,472
Human services	831,841	203,533	-	1,035,374
Public safety	10,767,616	802,815	-	11,570,431
Public works	7,087,541	258,494	-	7,346,035
<b>Total expenditures</b>	<b>118,249,667</b>	<b>2,431,420</b>	<b>-</b>	<b>120,681,087</b>
<b>Revenues over (under) expenditures</b>	<b>16,533,973</b>	<b>(1,156,177)</b>	<b>-</b>	<b>15,377,796</b>
<b>Other financing sources (uses):</b>				
Transfers in	148,474	829,210	(829,210)	148,474
Transfers out	(11,717,720)	-	829,210	(10,888,510)
<b>Net other financing sources (uses)</b>	<b>(11,569,246)</b>	<b>829,210</b>	<b>-</b>	<b>(10,740,036)</b>
<b>Net change in fund balances</b>	<b>4,964,727</b>	<b>(326,967)</b>	<b>-</b>	<b>4,637,760</b>
Fund balances, beginning	29,575,511	2,483,513	-	32,059,024
<b>Fund balances, ending</b>	<b>\$ 34,540,238</b>	<b>\$ 2,156,546</b>	<b>\$ -</b>	<b>\$ 36,696,784</b>

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**Town of Windsor, Connecticut**

**Schedule of Property Taxes Levied, Collected and Outstanding  
For the Year Ended June 30, 2021**

Grand List Year	Balance Uncollected July 1, 2020	Current Levy	Lawful Corrections		Transfers to Suspense	Balance to be Collected
			Additions	Deletions		
2019	\$ -	\$ 104,927,574	\$ 125,560	\$ (421,244)	\$ -	\$ 104,631,890
2018	1,073,507	-	27,680	(191,988)	-	909,199
2017	439,504	-	6,459	(4,354)	(173,536)	268,073
2016	48,310	-	536	-	-	48,846
2015	16,684	-	-	-	(635)	16,049
2014	5,418	-	-	-	-	5,418
2013	5,168	-	-	-	-	5,168
2012	4,884	-	-	-	-	4,884
2011	4,661	-	-	-	-	4,661
2010	5,110	-	-	-	-	5,110
2009	2,002	-	-	-	-	2,002
2008	1,859	-	-	-	-	1,859
2007	1,934	-	-	-	-	1,934
2006	1,589	-	-	-	-	1,589
2005	996	-	-	-	-	996
	<u>\$ 1,611,626</u>	<u>\$ 104,927,574</u>	<u>\$ 160,235</u>	<u>\$ (617,586)</u>	<u>\$ (174,171)</u>	<u>\$ 105,907,678</u>

Less allowance for doubtful accounts

Suspense collections

Total collections

Collections				Balance
Taxes	Interest	Fees	Total	Uncollected
				June 30, 2021
\$ 103,525,048	\$ 382,398	\$ 756	\$ 103,908,202	\$ 1,106,842
547,740	180,179	2,352	730,271	361,459
248,308	94,568	1,272	344,148	19,765
35,705	15,650	478	51,833	13,141
3,519	9,708	48	13,275	12,530
1,485	843	24	2,352	3,933
2,527	2,995	24	5,546	2,641
2,477	3,345	24	5,846	2,407
2,399	3,707	24	6,130	2,262
-	-	-	-	5,110
-	-	-	-	2,002
-	-	-	-	1,859
-	-	-	-	1,934
-	-	-	-	1,589
-	-	-	-	996
104,369,208	693,393	5,002	105,067,603	1,538,470
				751,795
				<u>\$ 786,675</u>
85,520	81,681	127	167,328	
<u>\$ 104,454,728</u>	<u>\$ 775,074</u>	<u>\$ 5,129</u>	<u>\$ 105,234,931</u>	

**Town of Windsor, Connecticut**

**Schedule of Changes in Bond Indebtedness  
For the Year Ended June 30, 2021**

Description	Interest Rate (%)	Year	Maturity	Amount
Bonded debt:				
Public improvements	2.00	2012	5/1/24	\$ 4,490,000
Public improvements	1.25/2.0	2013	5/1/25	4,085,000
School general obligation bond	1.25/2.0	2013	5/1/25	950,000
Public improvements	2.0/3.0	2014	4/15/24	3,690,000
School general obligation bond	2.0/3.0	2014	4/15/24	1,330,000
Public improvements refunding	2.0/4.0	2014	8/15/22	3,355,000
School refunding	2.0/4.0	2014	8/15/22	915,000
Public improvements	2.0/2.5	2015	6/15/2027	3,165,000
School general obligation bond	2.0/2.5	2015	6/15/2027	2,205,000
Public improvements	2.00	2016	6/15/2028	3,755,000
School general obligation bond	2.00	2016	6/15/2028	530,000
Public improvements	2.0/4.0	2017	6/1/2037	4,260,000
School general obligation bond	2.0/4.0	2017	6/1/2037	1,685,000
Public improvements Refunding	2.0/4.0	2017	7/15/2023	5,657,000
School Refunding	2.0/4.0	2017	7/15/2023	3,568,000
Public improvements	2.0/5.0	2018	6/15/2033	3,135,000
School general obligation bond	2.0/5.0	2018	6/15/2033	3,630,000
Public improvements	2.0/5.0	2019	6/15/2039	8,085,000
School general obligation bond	2.0/5.0	2019	6/15/2039	1,915,000
Public improvements	2.0/5.0	2020	6/15/2039	14,140,000
School general obligation bond	2.0/5.0	2020	6/15/2039	1,430,000
Public improvements	2.0/5.0	2021	6/15/2036	-
School general obligation bond	2.0/5.0	2021	6/15/2036	-
Public improvements refunding	.025/4.0	2021	7/15/2024	-
School refunding	.025/4.0	2021	7/15/2024	-

**Total**



Balance July 1, 2020	Additions	Retirements	Balance June 30, 2021
\$ 365,000	\$ -	\$ 365,000	\$ -
1,708,000	-	1,708,000	-
397,000	-	397,000	-
1,470,000	-	1,470,000	-
550,000	-	550,000	-
1,955,000	-	1,090,000	865,000
520,000	-	325,000	195,000
1,830,000	-	1,560,000	270,000
1,290,000	-	1,110,000	180,000
2,505,000	-	315,000	2,190,000
340,000	-	45,000	295,000
3,621,000	-	1,491,000	2,130,000
1,439,000	-	599,000	840,000
2,277,000	-	801,000	1,476,000
938,000	-	399,000	539,000
2,745,000	-	1,910,000	835,000
3,120,000	-	2,155,000	965,000
7,681,000	-	404,000	7,277,000
1,819,000	-	96,000	1,723,000
14,140,000	-	710,000	13,430,000
1,430,000	-	70,000	1,360,000
-	16,895,000	-	16,895,000
-	4,375,000	-	4,375,000
-	7,965,000	950,000	7,015,000
-	4,500,000	105,000	4,395,000
<b>\$ 52,140,000</b>	<b>\$ 33,735,000</b>	<b>\$ 18,625,000</b>	<b>\$ 67,250,000</b>

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**Statistical Section**

## **Statistical Section - unaudited**

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 Position By Component  
Last Ten Fiscal Years  
(accrual basis of accounting)  
(unaudited)**

	Fiscal Year			
	2012	2013	2014*	2015**
<b>Governmental activities:</b>				
Net investment in capital assets	\$ 64,624,458	\$ 65,895,067	\$ 66,129,757	\$ 70,911,291
Restricted	3,089,246	3,417,624	3,569,440	3,744,430
Unrestricted	10,227,152	7,068,714	(1,528,250)	(781,806)
<b>Total governmental activities net position</b>	<b>\$ 77,940,856</b>	<b>\$ 76,381,405</b>	<b>\$ 68,170,947</b>	<b>\$ 73,873,915</b>
<b>Business-type activities:</b>				
Net investment in capital assets	\$ 210,947	\$ 191,295	\$ 168,583	\$ 147,456
Unrestricted	(6,207,178)	(5,735,536)	(6,546,422)	(7,830,016)
<b>Total business-type activities net position</b>	<b>\$ (5,996,231)</b>	<b>\$ (5,544,241)</b>	<b>\$ (6,377,839)</b>	<b>\$ (7,682,560)</b>
<b>Primary government:</b>				
Net investment in capital assets	\$ 64,835,405	\$ 66,086,362	\$ 66,298,340	\$ 71,058,747
Restricted	3,089,246	3,417,624	3,569,440	3,744,430
Unrestricted	4,019,974	1,333,178	(8,074,672)	(8,611,822)
<b>Total primary government net position</b>	<b>\$ 71,944,625</b>	<b>\$ 70,837,164</b>	<b>\$ 61,793,108</b>	<b>\$ 66,191,355</b>

\*Restated due to GASB Statement No. 68 implementation.

\*\*Restated due to MERS Plan restatement.

\*\*\*Restated due to GASB Statement No. 75 implementation.

Fiscal Year					
2016	2017***	2018	2019	2020	2021
\$ 68,217,968	\$ 65,944,467	\$ 71,041,699	\$ 73,143,607	\$ 78,182,932	\$ 81,206,351
7,080,625	6,011,960	6,810,950	4,101,702	4,450,818	10,487,038
(4,071,905)	(32,968,032)	(30,249,220)	(33,779,363)	(37,277,671)	(34,442,682)
<u>\$ 71,226,688</u>	<u>\$ 38,988,395</u>	<u>\$ 47,603,429</u>	<u>\$ 43,465,946</u>	<u>\$ 45,356,079</u>	<u>\$ 57,250,707</u>
\$ 139,298	\$ 125,601	\$ 95,726	\$ 159,232	\$ 120,751	\$ 90,395
(8,862,652)	(9,126,161)	(8,912,912)	(9,195,798)	(10,014,977)	3,800,616
<u>\$ (8,723,354)</u>	<u>\$ (9,000,560)</u>	<u>\$ (8,817,186)</u>	<u>\$ (9,036,566)</u>	<u>\$ (9,894,226)</u>	<u>\$ 3,891,011</u>
\$ 68,357,266	\$ 66,070,068	\$ 71,137,425	\$ 73,302,839	\$ 78,303,683	\$ 81,296,746
7,080,625	6,011,960	6,810,950	4,101,702	4,450,818	10,487,038
(12,934,557)	(42,094,193)	(39,162,132)	(42,975,161)	(47,292,648)	(30,642,066)
<u>\$ 62,503,334</u>	<u>\$ 29,987,835</u>	<u>\$ 38,786,243</u>	<u>\$ 34,429,380</u>	<u>\$ 35,461,853</u>	<u>\$ 61,141,718</u>

**Town of Windsor, Connecticut**

**Changes in Net Position  
Last Ten Fiscal Years  
(accrual basis of accounting)  
(unaudited)**

	Fiscal Year			
	2012	2013	2014	2015
<b>Expenses:</b>				
Governmental activities:				
General government	\$ 14,012,409	\$ 12,509,058	\$ 12,404,563	\$ 13,781,510
Culture and recreation	4,274,494	4,334,836	4,241,754	4,361,987
Human services	2,430,368	1,722,063	1,540,362	1,766,951
Public works	6,807,050	6,989,982	7,181,146	7,451,758
Education	79,446,961	80,084,866	83,699,815	82,801,054
Public safety	10,603,500	11,087,007	11,443,091	11,300,247
Interest expense	1,075,256	989,601	1,081,963	1,150,460
<b>Total governmental activities expenses</b>	<b>118,650,038</b>	<b>117,717,413</b>	<b>121,592,694</b>	<b>122,613,967</b>
Business-type activities:				
Landfill	1,821,531	1,593,477	2,203,146	1,602,390
Child development	1,303,193	1,276,546	1,240,443	1,188,261
Adult caring connection	513,605	494,153	505,725	494,255
Resident transfer station	-	-	-	117,647
<b>Total business-type activities</b>	<b>3,638,329</b>	<b>3,364,176</b>	<b>3,949,314</b>	<b>3,402,553</b>
<b>Total primary government expenses</b>	<b>122,288,367</b>	<b>121,081,589</b>	<b>125,542,008</b>	<b>126,016,520</b>
<b>Program revenue:</b>				
Governmental activities:				
Charges for services:				
General government	1,322,126	2,426,776	2,342,563	1,492,815
Culture and recreation	836,456	826,727	1,001,011	1,353,217
Human services	114,084	149,199	101,367	122,366
Public works	146,472	154,782	227,409	774,638
Education	1,509,314	1,424,881	1,300,935	1,324,733
Public safety	694,937	528,477	1,025,507	845,582
Operating grants and contributions:				
General government	506,112	662,643	103,481	122,252
Culture and recreation	36,281	64,936	35,568	35,524
Human services	948,437	440,029	144,508	217,837
Public works	206,719	205,209	406,698	407,134
Education	23,131,847	23,071,655	25,296,510	25,687,542
Public safety	130,439	107,447	89,448	18,875
Capital grants and contributions:				
General government	66,299	58,423	-	-
Public works	329,573	250,847	1,691,839	1,153,113
Education	-	-	-	-
<b>Total governmental activities program revenue</b>	<b>29,979,096</b>	<b>30,372,031</b>	<b>33,766,844</b>	<b>33,555,628</b>



Fiscal Year					
2016	2017	2018	2019	2020	2021
\$ 16,009	\$ 20,001	\$ -	\$ -	\$ -	\$ -
1,089,127	1,094,802	1,086,171	1,111,060	809,372	718,651
450,090	385,543	393,848	304,682	239,667	197,460
254,880	239,210	265,491	269,440	303,725	352,356
174,673	209,629	-	309,679	-	-
-	-	18,971	14,113	9,827	6,343
1,984,779	1,949,185	1,764,481	2,008,974	1,362,591	1,274,810
34,207,209	41,904,297	42,132,140	31,790,241	40,318,414	55,200,897
(94,050,268)	(93,966,097)	(88,650,414)	(106,765,032)	(103,306,770)	(97,456,932)
(1,206,014)	(392,926)	3,278	(657,085)	(1,559,231)	13,330,675
(95,256,282)	(94,359,023)	(88,647,136)	(107,422,117)	(104,866,001)	(84,126,257)
89,289,617	93,461,020	94,276,054	98,946,169	101,385,868	105,091,635
1,776,947	2,337,418	1,814,571	1,923,062	2,352,054	2,679,744
200,456	332,887	774,855	1,581,244	1,561,766	189,070
205,087	471,937	326,338	181,894	211,985	439,893
-	-	-	-	-	-
(69,066)	(36,748)	73,630	(4,820)	(314,770)	(315,930)
91,403,041	96,566,514	97,265,448	102,627,549	105,196,903	108,084,412
96,154	121,972	253,726	432,885	386,801	138,632
69,066	36,748	(73,630)	4,820	314,770	315,930
165,220	158,720	180,096	437,705	701,571	454,562
91,568,261	96,725,234	97,445,544	103,065,254	105,898,474	108,538,974
(2,647,227)	2,600,417	8,615,034	(4,137,483)	1,890,133	10,627,480
(1,040,794)	(277,206)	183,374	(219,380)	(857,660)	13,785,237
\$ (3,688,021)	\$ 2,323,211	\$ 8,798,408	\$ (4,356,863)	\$ 1,032,473	\$ 24,412,717

**Town of Windsor, Connecticut**

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

Function/Program	Fiscal Year			
	2012	2013	2014	2015
<b>Governmental activities:</b>				
General government	\$ 1,894,537	\$ 3,147,842	\$ 2,446,044	\$ 1,615,067
Culture and recreation	872,737	891,663	1,036,579	1,388,741
Human services	1,062,521	589,228	245,875	340,203
Public works	682,764	610,838	2,325,946	2,334,885
Education	24,641,161	24,496,536	26,597,445	27,012,275
Public safety	825,376	635,924	1,114,955	864,457
<b>Total governmental activities</b>	<b>29,979,096</b>	<b>30,372,031</b>	<b>33,766,844</b>	<b>33,555,628</b>
<b>Business-type activities:</b>				
Landfill	2,521,914	2,031,394	1,515,475	164,725
Child development	1,254,844	1,282,770	1,135,806	1,160,654
Adult caring connection	623,817	529,323	457,350	389,514
Resident transfer station	-	-	-	262,247
<b>Total business-type activities</b>	<b>4,400,575</b>	<b>3,843,487</b>	<b>3,108,631</b>	<b>1,977,140</b>
<b>Total government</b>	<b>\$ 34,379,671</b>	<b>\$ 34,215,518</b>	<b>\$ 36,875,475</b>	<b>\$ 35,532,768</b>

Fiscal Year						
2016	2017	2018	2019	2020	2021	
\$ 1,655,457	\$ 2,121,191	\$ 2,333,023	\$ 1,856,831	\$ 1,202,799	\$ 7,362,002	
1,413,481	1,858,658	1,440,035	1,508,071	1,269,739	1,186,787	
320,688	260,786	257,969	289,669	238,664	951,523	
1,018,370	3,032,298	3,595,662	1,048,637	1,856,399	2,336,805	
27,214,950	32,000,586	31,957,427	24,186,118	33,331,185	41,311,794	
599,484	681,593	783,543	891,941	1,057,037	777,176	
32,222,430	39,955,112	40,367,659	29,781,267	38,955,823	53,926,087	
190,682	229,630	-	309,679	-	-	
1,089,127	1,094,802	1,086,171	1,111,060	809,372	733,480	
450,090	385,543	412,819	318,795	249,494	203,803	
254,880	239,210	265,491	269,440	303,725	352,356	
1,984,779	1,949,185	1,764,481	2,008,974	1,362,591	1,289,639	
\$ 34,207,209	\$ 41,904,297	\$ 42,132,140	\$ 31,790,241	\$ 40,318,414	\$ 55,215,726	

Town of Windsor, Connecticut

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

	Fiscal Year			
	2012	2013	2014	2015
General Fund:				
Nonspendable	\$ 48,934	\$ 42,679	\$ 46,154	\$ 31,213
Restricted	-	-	-	-
Committed	-	-	-	-
Assigned	3,238,973	3,939,957	3,795,689	4,621,032
Unassigned	15,316,230	16,928,714	17,347,987	18,974,637
<b>Total General Fund</b>	<b>\$ 18,604,137</b>	<b>\$ 20,911,350</b>	<b>\$ 21,189,830</b>	<b>\$ 23,626,882</b>
All other governmental funds:				
Nonspendable	\$ 21,243	\$ 22,540	\$ 16,642	\$ 22,215
Restricted	6,678,693	9,485,602	7,270,412	7,609,527
Committed	3,683,551	2,755,322	6,467,975	6,834,753
Assigned	1,044,687	1,193,709	733,674	988,230
<b>Total all other government funds</b>	<b>\$ 11,428,174</b>	<b>\$ 13,457,173</b>	<b>\$ 14,488,703</b>	<b>\$ 15,454,725</b>

Fiscal Year					
2016	2017	2018	2019	2020	2021
\$ 21,599	\$ 661,842	\$ 39,024	\$ 26,697	\$ 19,854	\$ 25,587
-	-	-	-	-	-
-	-	-	-	-	-
4,727,980	4,174,638	4,858,090	4,835,637	4,001,808	5,254,990
19,642,852	20,330,482	22,868,466	25,900,614	28,037,362	31,416,207
<b>\$ 24,392,431</b>	<b>\$ 25,166,962</b>	<b>\$ 27,765,580</b>	<b>\$ 30,762,948</b>	<b>\$ 32,059,024</b>	<b>\$ 36,696,784</b>
\$ 22,102	\$ 32,940	\$ 29,496	\$ 16,976	\$ 22,481	\$ 23,656
5,908,543	4,706,391	6,520,344	7,879,298	8,979,043	20,357,922
5,780,688	10,667,502	10,683,213	11,991,576	9,090,659	9,481,738
1,305,355	1,082,407	1,548,452	1,418,915	1,734,506	1,535,529
<b>\$ 13,016,688</b>	<b>\$ 16,489,240</b>	<b>\$ 18,781,505</b>	<b>\$ 21,306,765</b>	<b>\$ 19,826,689</b>	<b>\$ 31,398,845</b>

**Town of Windsor, Connecticut**

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

	Fiscal Year			
	2012	2013	2014	2015
<b>Revenues:</b>				
Property taxes	\$ 79,806,333	\$ 82,159,015	\$ 82,937,213	\$ 87,600,034
Intergovernmental	28,686,687	26,822,777	29,594,262	29,500,467
Charges for services	4,623,388	5,721,974	5,998,792	5,913,351
Investment income	194,860	169,312	158,936	154,803
Other	206,442	72,768	347,997	283,220
<b>Total revenues</b>	<b>113,517,710</b>	<b>114,945,846</b>	<b>119,037,200</b>	<b>123,451,875</b>
<b>Expenditures:</b>				
Education	73,153,239	73,118,294	76,288,375	78,222,280
General government	11,195,751	11,967,491	11,841,838	11,938,793
Culture and recreation	3,806,551	3,821,475	3,832,003	3,846,283
Human services	2,302,111	1,546,568	1,498,358	1,535,992
Public safety	9,404,783	9,616,596	10,469,289	10,253,191
Public works	5,587,772	5,771,330	5,996,003	6,151,695
Capital outlay	6,244,402	6,085,860	6,991,841	7,307,067
Debt service:				
Principal	4,505,000	4,365,000	4,750,000	4,995,000
Interest	1,420,093	1,361,409	1,385,301	1,206,403
<b>Total expenditures</b>	<b>117,619,702</b>	<b>117,654,023</b>	<b>123,053,008</b>	<b>125,456,704</b>
<b>Excess of revenues over (under) expenditures</b>	<b>(4,101,992)</b>	<b>(2,708,177)</b>	<b>(4,015,808)</b>	<b>(2,004,829)</b>
<b>Other financing sources (uses):</b>				
Transfers in	8,141,148	6,364,650	6,929,510	7,926,800
Transfers out	(8,001,163)	(6,219,500)	(6,824,000)	(7,953,760)
Issuance of long-term debt	4,490,000	5,035,000	5,020,000	5,370,000
Proceeds of refunding bonds	-	-	4,270,000	-
Payment to refunded bond escrow agent	-	-	(4,600,334)	-
Premium on long-term debt	97,219	128,359	530,642	64,863
Insurance recoveries	-	1,735,880	-	-
<b>Total other financing sources (uses)</b>	<b>4,727,204</b>	<b>7,044,389</b>	<b>5,325,818</b>	<b>5,407,903</b>
<b>Net changes in fund balance</b>	<b>\$ 625,212</b>	<b>\$ 4,336,212</b>	<b>\$ 1,310,010</b>	<b>\$ 3,403,074</b>
Debt service as a percentage of noncapital expenditures	5.2%	5.2%	5.3%	5.2%

Fiscal Year

	2016	2017	2018	2019	2020	2021
\$	89,012,808	\$ 93,636,439	\$ 94,339,805	\$ 99,113,331	\$ 101,117,016	\$ 105,227,339
	28,777,471	36,453,976	37,113,776	25,627,121	36,400,063	38,112,486
	5,040,986	6,019,474	5,068,454	6,025,208	4,959,669	6,073,654
	200,456	332,887	774,855	1,447,381	1,441,364	172,492
	214,172	260,590	367,186	169,337	206,764	694,697
	123,245,893	136,703,366	137,664,076	132,382,378	144,124,876	150,280,668
	79,577,619	86,836,134	85,742,516	80,094,606	91,038,044	86,767,636
	12,582,285	13,192,229	13,084,490	14,071,941	14,596,271	16,905,478
	4,134,822	4,076,044	4,188,632	4,521,828	4,576,254	4,574,276
	1,523,607	1,541,591	1,643,942	1,599,598	1,584,828	1,401,896
	10,340,556	10,379,319	10,522,969	10,914,114	11,273,433	11,597,935
	6,178,277	6,429,054	6,705,867	6,959,269	6,960,617	7,582,833
	8,241,327	9,224,113	10,948,815	12,017,169	22,804,665	21,183,708
	5,530,000	5,850,000	6,000,000	6,015,000	6,520,000	6,505,000
	1,142,435	1,134,205	927,469	1,052,791	1,536,010	1,790,344
	129,250,928	138,662,689	139,764,700	137,246,316	160,890,122	158,309,106
	(6,005,035)	(1,959,323)	(2,100,624)	(4,863,938)	(16,765,246)	(8,028,438)
	7,646,638	10,352,150	9,781,702	10,645,408	10,438,640	10,671,984
	(7,715,704)	(10,388,898)	(9,708,072)	(10,710,228)	(10,753,410)	(10,987,914)
	4,285,000	5,945,000	6,765,000	10,000,000	15,570,000	21,270,000
	-	-	-	-	-	12,465,000
	-	-	-	-	-	(12,541,930)
	116,613	(9,633,360)	152,877	451,386	1,326,016	2,094,089
	-	-	-	-	-	-
	4,332,547	(3,725,108)	6,991,507	10,386,566	16,581,246	22,971,229
\$	(1,672,488)	\$ (5,684,431)	\$ 4,890,883	\$ 5,522,628	\$ (184,000)	\$ 14,942,791
	5.5%	5.3%	5.4%	5.6%	5.8%	6.1%

**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
2012	\$ 61,459,196	\$ 11,409,830	\$ 5,353,090	\$ 78,222,116
2013	62,467,035	12,246,223	5,627,680	80,340,938
2014	64,661,632	11,720,164	5,345,650	81,727,446
2015	64,835,051	14,418,008	6,266,457	85,519,516
2016	67,686,725	13,706,777	6,314,630	87,708,131
2017	70,940,965	14,487,277	6,657,446	92,085,688
2018	72,101,101	14,064,832	6,888,092	93,054,025
2019	74,249,401	15,869,335	7,247,886	97,366,622
2020	77,446,086	15,194,873	7,198,328	99,839,287
2021	79,918,640	16,167,357	7,438,154	103,524,151

**Source:** Town records - current year.



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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
2012	\$ 1,630,202,820	\$ 504,790,600	\$ 388,136,560	\$ 9,985,920	\$ 498,401,457	\$ 187,173,933
2013	1,634,824,857	504,285,011	362,162,276	23,019,689	512,131,547	202,124,650
2014	1,637,936,539	500,883,081	375,632,698	23,413,950	496,967,702	196,802,690
2015	1,419,837,126	452,415,067	375,679,055	32,198,250	531,939,149	202,874,570
2016	1,424,582,090	451,846,099	410,440,810	30,489,060	496,016,198	202,210,460
2017	1,429,372,610	449,194,709	374,516,590	31,472,210	524,882,407	203,017,855
2018	1,433,624,850	458,148,304	376,333,440	29,790,600	507,677,471	209,047,000
2019	1,437,373,400	469,816,814	380,029,370	29,622,110	563,852,588	210,480,857
2020	1,515,729,650	491,595,580	437,114,930	29,557,990	562,482,500	217,747,220
2021	1,522,000,273	494,636,569	440,931,344	37,394,541	586,125,793	224,994,888

**Source:** Town Assessor's Records

Total Gross Taxable Assessed Value	Percent Growth	Total Direct Tax Rate (1)	Net Actual Taxable Assessed Value	Assessed Value as a Percentage of Actual Value	Estimated Actual Value
\$ 3,218,691,290	1.09%	28.03	\$ 2,976,694,924	71.01%	\$ 4,191,937,648
3,238,548,030	0.62%	27.95	2,976,438,194	72.03%	4,132,220,178
3,231,636,660	-0.21%	27.33	3,014,279,336	72.94%	4,132,546,389
3,014,943,217	-6.71%	30.47	2,831,162,216	70.00%	4,044,517,451
3,015,584,717	0.02%	30.92	2,849,933,303	70.00%	4,071,333,290
3,012,456,381	-0.10%	31.52	2,924,298,305	70.00%	4,177,569,007
3,014,621,665	0.07%	32.45	2,886,735,756	70.00%	4,123,908,223
3,091,175,139	2.54%	32.96	2,959,778,035	70.00%	4,228,254,336
3,254,227,870	5.27%	32.38	3,109,299,310	70.00%	4,441,856,157
3,306,083,408	1.59%	33.11	3,153,873,769	70.00%	4,505,533,956

**Town of Windsor, Connecticut**

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

Taxpayer	2021 (Grand List 10-1-19)			Percentage of Total Town Taxable Assessed Value	Taxpayer	2012 (Grand List 10-1-10)		
	Taxable Assessed Value	Rank	Value			Taxable Assessed Value	Rank	Value
Griffin Land and Affiliates	\$ 91,038,640	1	2.89%	Walgreens Eastern	\$ 86,615,361	1	2.91%	
Deka Immobilien Investment (Amazon)	90,132,814	2	2.86%	Griffin Land & Affiliates	77,914,819	2	2.62	
Northeast Utilities & Affiliates	78,160,783	3	2.48%	Cigna	51,580,794	3	1.73	
Walgreens Eastern	74,678,362	4	2.37%	Northeast Utilities	45,248,392	4	1.52	
CIGNA	66,266,003	5	2.10%	Hartford Financial Corp	43,598,058	5	1.46	
Voya Retirement Insurance	56,413,960	6	1.79%	IBM & Affiliates	40,376,657	6	1.36	
Dollar Tree Distribution Inc	54,771,636	7	1.74%	Cellco/Verizon Wireless	40,209,340	7	1.35	
Hartford Financial Corp	53,494,859	8	1.70%	GPT Windsor LLC	25,419,779	8	0.85	
Cellco/Verizon Wireless	43,508,035	9	1.38%	ABB Combustion	25,301,259	9	0.84	
Addison Property Owner	31,115,350	10	0.99%	ING	23,938,539	10	0.80	
<b>Total</b>	<b>\$ 639,580,442</b>		<b>20.27%</b>	<b>Total</b>	<b>\$ 460,202,998</b>		<b>16.08%</b>	

Source: Town Assessor's Records

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**Town of Windsor, Connecticut**

**Property Tax Levies and Collections  
Last Ten Fiscal Years  
(unaudited)**

Fiscal Year Ended June 30,	Grand List Year	Taxes Levied for the Tax Year	Collected Within the Fiscal Year of the Levy	
			Amount	Percentage of Levy
2012	2010	\$ 79,201,382	\$ 78,222,116	98.76
2013	2011	81,403,784	80,340,938	98.69
2014	2012	82,919,994	81,727,446	98.56
2015	2013	86,548,952	85,519,516	98.81
2016	2014	88,799,152	87,708,131	98.77
2017	2015	93,031,833	92,085,688	98.98
2018	2016	93,966,004	93,054,134	99.03
2019	2017	98,322,429	97,368,510	99.03
2020	2018	100,912,792	99,839,287	98.94
2021	2019	104,631,891	103,525,048	98.94

**Source:** Town Tax Records

Collections in Subsequent Years	Total Collections to Date	
	Amount	Percentage of Levy
\$ 844,529	\$ 79,066,645	99.83
919,223	81,260,161	99.82
1,023,183	82,750,629	99.80
820,466	86,339,982	99.76
851,037	88,559,168	99.73
780,640	92,866,328	99.82
829,392	93,883,526	99.91
726,705	98,095,215	99.77
547,740	100,387,027	99.48
-	103,525,048	98.94

**Town of Windsor, Connecticut**

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

Fiscal Year	Governmental Activities			Percentage of Assessed 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				
2012	\$ 39,892,380	-	\$ 39,892,380	1.37%	\$ 1,323	N/A	N/A
2013	40,233,512	-	40,233,512	1.35%	1,344	N/A	N/A
2014	40,569,103	-	40,569,103	1.35%	1,352	N/A	N/A
2015	40,563,428	-	40,563,428	1.43%	1,366	N/A	N/A
2016	39,048,733	-	39,048,733	1.37%	1,341	N/A	N/A
2017	39,305,551 <sup>(1)</sup>	-	39,305,551 <sup>(1)</sup>	1.34%	1,351	N/A	N/A
2018	40,089,051 <sup>(1)</sup>	-	40,089,051 <sup>(1)</sup>	1.39%	1,381	N/A	N/A
2019	44,195,691 <sup>(1)</sup>	-	44,195,691 <sup>(1)</sup>	1.49%	1,537	N/A	N/A
2020	53,973,052 <sup>(1)</sup>	-	53,973,052 <sup>(1)</sup>	1.74%	1,873	N/A	N/A
2021	69,297,631 <sup>(1)</sup>	-	69,297,631 <sup>(1)</sup>	2.29%	2,396	N/A	N/A

Source: Town Records

N/A - Not Available.

<sup>(1)</sup> Presented inclusive of original issuance discounts and premiums. See Note 7, Long-Term Liabilities.



**Town of Windsor, Connecticut**

**Direct and Overlapping Governmental Activities Debt  
For the Year Ended June 30, 2021  
(unaudited)**

Governmental Unit	Debt Outstanding	Percentage Applicable	Estimated Shares of Direct and Overlapping Debt
Overlapping Debt			
Metropolitan District Commission	\$ 866,703,997	8.84%	\$ 76,616,633
Town Direct Debt	\$ 71,121,214 <sup>(1)</sup>	100.00%	<u>71,121,214</u>
<b>Total direct and overlapping debt</b>			<u><u>\$ 147,737,847</u></u>

<sup>(1)</sup> Presented inclusive of original issuance discounts and premiums. See Note 7, Long-Term Liabilities.

Source: Metropolitan District Commission

Note: Metropolitan District Commission overlapping debt for each member town is divided among the member towns in proportion to the total revenue each received from property taxation, as averaged over the prior three years. Town of Windsor reports overlapping debt on a net basis.

**Town of Windsor, Connecticut**

**Legal Debt Margin Information  
Last Ten Fiscal Years  
(dollars in thousands)  
(unaudited)**

	Fiscal Year			
	2012	2013	2014	2015
Debt Limit	\$ 558,620,279	\$ 575,584,195	\$ 580,123,306	\$ 613,508,525
Total Net Debt Applicable to Limit	41,436,366	42,990,371	40,910,625	40,405,000
Legal Debt Margin	\$ 517,183,913	\$ 532,593,824	\$ 539,212,681	\$ 573,103,525
<b>Total net debt applicable to the limit as a percentage of debt limit</b>	7.42%	7.47%	7.05%	6.59%

Fiscal Year					
2016	2017	2018	2019	2020	2021
\$ 646,418,598	\$ 691,537,658	\$ 697,564,665	\$ 660,253,314	\$ 693,834,036	\$ 736,665,104
39,360,000	38,340,000	39,105,000	43,090,000	52,140,000	67,250,000
\$ 607,058,598	\$ 653,197,658	\$ 658,459,665	\$ 617,163,314	\$ 641,694,036	\$ 669,415,104
6.09%	5.54%	5.61%	6.53%	7.51%	9.13%

**Town of Windsor, Connecticut**

**Schedule of Debt Limitation  
June 30, 2021  
(unaudited)**

Total tax collections (including interest and lien fees)	<u>\$ 105,237,872</u>
Base	<u>\$ 105,237,872</u>
Debt Limit	<u><u>\$ 736,665,104</u></u>

	General Purpose	Schools	Sewer	Urban Renewal	Unfunded Pension Benefit Obligation
<b>Debt Limitation</b>					
2-1/4 times base	\$ 236,785,212	\$ -	\$ -	\$ -	\$ -
4-1/2 times base	-	473,570,424	-	-	-
3-3/4 times base	-	-	394,642,020	-	-
3-1/4 times base	-	-	-	342,023,084	-
3 times base	-	-	-	-	315,713,616
<b>Total debt limitation</b>	<u>236,785,212</u>	<u>473,570,424</u>	<u>394,642,020</u>	<u>342,023,084</u>	<u>315,713,616</u>
<b>Debt as defined by statute</b>					
Bonds payable	52,547,000	14,703,000	-	-	-
Bond anticipation notes payable	1,775,000	835,000	-	-	-
Overlapping and underlying debt	8,575,000 <sup>(1)</sup>	-	76,616,633	-	-
Bonds authorized but not issued	4,565,000	-	-	-	-
<b>Total indebtedness</b>	<u>67,462,000</u>	<u>15,538,000</u>	<u>76,616,633</u>	<u>-</u>	<u>-</u>
Debt Limitation in Excess of Indebtedness	<u><u>\$ 169,323,212</u></u>	<u><u>\$ 458,032,424</u></u>	<u><u>\$ 318,025,387</u></u>	<u><u>\$ 342,023,084</u></u>	<u><u>\$ 315,713,616</u></u>

(1) Great Pond District issued \$8,575,000 Special Obligation Revenue Bonds, 2019 Series (Great Pond Phase I Project) on or about July 9, 2019. Includes MDC debt (Sewer) as of June 30, 2021.

**Town of Windsor, Connecticut**

**Calculation of Direct Debt and Current Debt Ratios  
Last Ten Fiscal Years  
(unaudited)**

Fiscal Year	Population	Governmental Activities					Total Overall Debt (1) (3)	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 Total Debt to Net Taxable G/L
		General Obligation Bonds	Notes	Total Direct Debt	State Grants Receivable	Net Direct Debt								
2012	29,067	\$ 38,470,000	\$ 800,000	\$ 39,270,000	\$ 273,634	\$ 38,996,366	\$ 77,452,725	\$ 1,351	\$ 1,342	\$ 2,665	\$ 2,811,979,697	1.40%	1.39%	2.75%
2013	29,119	39,140,000	1,670,000	40,810,000	109,629	40,700,371	90,430,436	1,401	1,398	3,106	2,907,640,693	1.40%	1.40%	3.11%
2014	29,140	39,390,000	-	39,390,000	54,375	39,335,625	96,484,429	1,352	1,350	3,311	3,013,897,453	1.31%	1.31%	3.20%
2015	29,454	39,765,000	420,000	40,185,000	-	40,185,000	92,794,324	1,364	1,364	3,150	2,831,162,216	1.42%	1.42%	3.28%
2016	29,016	38,520,000	450,000	38,970,000	-	38,970,000	118,412,703	1,343	1,343	4,081	2,849,933,303	1.37%	1.37%	4.15%
2017	29,095	38,340,000	-	38,340,000	-	38,340,000	122,633,570	1,318	1,318	4,215	2,924,298,305	1.31%	1.31%	4.19%
2018	29,034	39,105,000	-	39,105,000	-	39,105,000	126,585,600	1,347	1,347	4,360	2,886,735,756	1.35%	1.35%	4.39%
2019	28,760	43,090,000	11,970,000	55,060,000	-	55,060,000	138,244,631	1,914	1,914	4,807	2,959,778,035	1.86%	1.86%	4.67%
2020	29,037	52,140,000	12,500,000	64,640,000	-	64,640,000	147,586,523	2,226	2,226	5,083	3,109,299,310	2.08%	2.08%	4.75%
2021	28,917	67,250,000	2,610,000	69,860,000	-	69,860,000	150,347,847	2,416	2,416	5,199	3,154,685,021	2.21%	2.21%	4.77%

(1) Includes net overlapping Debt and Underlying Debt related to the Metropolitan District Commission.

(2) Gross taxable Grand List for FY 21 is \$3,154,685,201.

(3) Unamortized premium for 6/30/21 is \$3,871,214.

Note: Data is presented in accordance with the Town's continuing disclosure agreement.

**Town of Windsor, Connecticut**

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

Fiscal Year Ended June 30	Population (1)	Personal Income (thousands of dollars)	Per Capita Income (2)	Median Age (3)	School Enrollment (4)	Unemployment Rate (5)
2012	29,067	\$ 973,367	\$ 33,487	42.2	3,504	8.3%
2013	29,119	N/A	N/A	N/A	3,370	8.1%
2014	29,140	1,037,209	35,594	42.3	3,252	6.5%
2015	29,454	1,059,132	35,857	42.3	3,145	5.1%
2016	29,016	1,045,969	36,048	42.2	3,203	5.7%
2017	29,095	1,056,789	36,322	42.7	3,255	5.2%
2018	29,034	1,080,878	37,228	42.9	3,233	4.0%
2019	28,760	1,137,228	39,542	43.6	3,298	3.9%
2020	28,733	N/A	39,725	43.1	3,325	9.8%
2021	29,492	N/A	41,080	43.6	3,314	7.1%

(1) U.S. Census Bureau (available every 10 years, 2012 being the most recent) and State of Connecticut Department of Public Health.

(2) American Community fact finder 3-year estimates.

(3) American Community fact finder 3-year estimates.

(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	2021			Employer	2012		
	Employees	Rank	Percentage of Total Town Employment		Employees	Rank	Percentage of Total Town Employment
Amazon.com	2,500	1	9.53%	Hartford Life	2,200	1	9.37%
Hartford Life	1,800	2	6.86%	ING	1,800	2	7.67%
Voya	1,700	3	6.48%	Alstom Power Systems	1,350	3	5.75%
CIGNA	1,100	4	4.19%	CIGNA	1,000	4	4.26%
Town of Windsor	874	5	3.33%	Town of Windsor	787	5	3.35%
Walgreens	700	6	2.67%	Westinghouse Electric Co.	700	6	2.98%
GE/Alstom Power	550	7	2.10%	Northeast Utilities	600	7	2.56%
SS&C Technologies	500	8	1.91%	Walgreen Co.	500	8	2.13%
Eversource	400	9	1.52%	Konica Minolta	450	9	1.92%
Waste Management	350	10	1.33%	Permastellisa NA	400	10	1.70%

**Sources:** Town Records

**Town of Windsor, Connecticut**

**Full-Time Equivalent Town Government Employees By Functions/Programs  
Last Ten Fiscal Years  
(unaudited)**

	Full-Time Equivalent Employees as of June 30			
	2012	2013	2014	2015
Police				
Administration	6.00	6.00	6.00	6.00
Support Services	9.00	9.00	9.00	9.00
Uniformed Patrol	40.00	39.00	39.00	41.50
Communications	7.60	7.60	7.77	7.60
Animal Control	1.00	1.10	1.10	1.10
Fire				
Fire and Rescue Services	1.00	1.00	1.00	1.00
Parks and Recreation				
Recreation	15.18	15.41	15.98	16.99
Senior Services	2.81	2.80	3.07	3.08
Transportation	6.00	5.80	5.68	5.91
Youth Services Bureau	3.63	3.82	3.55	3.10
Northwest Park Education/Recreation	5.13	5.80	5.75	6.00
Northwest Park Facility/Property Mgt.	2.38	2.29	2.13	2.06
Human Services				
Social Services	5.96	6.14	6.13	6.23
Health Services				
Inspection and Regulation	1.97	2.85	2.90	3.00
Disease Prevention and Control	1.34	1.48	1.48	1.47
Clinic Services	0.64	0.67	0.62	0.63
Library Services				
Adult and Teen Services	10.79	10.64	10.64	10.84
Main Library	0.79	0.79	0.79	0.79
Children's Services	3.95	3.95	3.95	3.75
Wilson Services	3.23	3.23	3.11	3.23
Development Services				
Building Safety	6.09	6.00	6.00	6.00
Economic Development	1.09	1.04	1.10	1.16
Planning	4.00	3.70	3.82	4.00
Public Works				
Administration	N/A	N/A	N/A	N/A
Design Services	5.85	5.56	5.68	5.70
Parks and Grounds	12.03	13.20	12.99	13.20
Facilities Management	3.35	3.60	3.60	3.25
Pavement	8.00	8.00	7.73	8.00
Stormwater Drainage	3.00	3.00	3.00	3.00
Traffic Safety and Community Support	6.58	7.00	7.00	7.00
Equipment Repair	3.40	3.40	3.40	3.45
Information Services				
Town Clerk	3.10	3.10	3.02	3.10
Public Relations	1.00	1.00	1.00	1.00
Administrative Services				
Financial Accounting and Reporting	7.03	6.67	6.65	6.68
Human Resources	3.00	3.00	3.00	3.00
Information Technology	3.00	3.00	3.00	3.00
Risk Management	1.00	1.00	1.00	1.00
Property Valuation	2.00	2.48	2.53	2.53
Tax Collection	2.80	2.79	2.90	2.99
General Government				
Town Manager	3.40	3.40	3.40	3.40
Town Treasurer	0.21	0.21	0.21	0.21
<b>Total General Fund - Town</b>	<b>208.33</b>	<b>210.52</b>	<b>210.68</b>	<b>214.95</b>
Board of Education	611.10	616.80	635.30	640.30
<b>Total General Fund - Town</b>	<b>819.43</b>	<b>827.32</b>	<b>845.98</b>	<b>855.25</b>



Full-Time Equivalent Employees as of June 30

2016	2017	2018	2019	2020	2021
6.50	7.00	6.50	6.91	6.98	7.64
7.33	7.78	8.00	9.00	9.00	10.64
41.69	41.94	41.50	36.00	41.00	37.95
8.10	8.60	8.60	8.00	8.00	8.00
1.10	1.10	1.10	1.10	1.10	1.10
1.00	1.00	1.00	1.00	1.00	1.00
17.79	18.36	18.97	21.37	20.38	19.28
3.08	3.08	3.08	3.17	2.89	2.82
6.08	6.00	6.08	6.06	5.97	2.68
2.94	3.54	3.88	4.02	3.98	3.74
5.90	6.71	6.74	6.70	7.09	6.07
1.99	1.99	2.03	1.80	2.33	2.34
6.01	6.23	6.10	5.89	6.09	5.98
2.74	3.23	3.31	3.19	3.32	2.43
1.46	1.45	1.42	1.35	1.24	3.61
0.63	0.60	0.63	0.50	0.62	0.86
10.64	10.64	10.64	11.13	10.64	10.01
0.79	0.79	0.79	0.76	0.79	0.79
3.95	3.95	3.95	3.94	3.95	3.72
3.23	3.23	3.23	3.18	3.23	3.23
5.81	6.08	6.10	6.23	6.25	6.16
1.16	1.16	1.16	1.26	1.16	1.20
4.00	4.00	4.00	3.85	3.89	3.85
N/A	N/A	4.56	3.93	4.25	4.45
5.20	5.65	5.65	4.45	5.31	5.65
13.20	13.20	12.95	12.66	14.75	14.75
3.55	4.56	4.80	3.97	3.39	3.50
7.84	6.00	3.81	4.72	4.00	4.00
3.00	5.00	5.00	4.00	4.00	4.00
6.75	6.00	4.75	4.53	3.00	3.00
3.45	3.56	3.72	4.01	3.81	3.81
2.88	3.10	2.86	2.67	3.10	3.26
1.00	1.00	1.00	1.00	1.08	1.21
6.40	6.33	6.82	6.69	7.13	7.13
3.48	3.00	3.00	3.00	3.07	3.18
3.00	3.00	3.00	3.00	3.00	3.00
1.00	1.00	1.00	1.00	1.00	1.00
2.55	2.55	2.45	2.28	2.50	2.50
2.90	2.90	2.90	2.87	2.90	2.82
3.40	3.28	2.90	2.80	2.90	3.50
0.21	N/A	N/A	N/A	N/A	N/A
<b>213.73</b>	<b>218.59</b>	<b>219.98</b>	<b>213.99</b>	<b>220.09</b>	<b>215.86</b>
619.80	624.20	619.30	619.30	643.50	653.00
<b>833.53</b>	<b>842.79</b>	<b>839.28</b>	<b>833.29</b>	<b>863.59</b>	<b>868.86</b>

**Town of Windsor, Connecticut**

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

<u>Functions/Program</u>	Full-Time Equivalent Employees as of June 30			
	2012	2013	2014	2015
Landfill Enterprise Fund				
Landfill	6.15	6.65	6.65	6.75
Transfer Station	N/A	N/A	N/A	0.91
Adult Daycare Enterprise Fund				
Administration	1.48	1.48	1.45	1.29
Nursing	4.22	3.83	3.82	3.37
Therapeutic Recreation	1.30	1.30	1.29	1.25
Child Development Enterprise Fund				
Infant/Toddler Programs	6.10	5.41	5.15	5.32
Preschool/Kindergarten Programs	9.40	9.59	9.51	8.53
Elementary Programs	3.35	3.19	2.69	3.05
Community Development				
Community Development (CDBG)	2.00	2.00	2.00	2.00
<b>Total Other Funds</b>	<b>34.00</b>	<b>33.45</b>	<b>32.56</b>	<b>32.47</b>
<b>Total All Funds</b>	<b>853.43</b>	<b>860.77</b>	<b>878.54</b>	<b>887.72</b>

Source: Budget  
N/A - Not Available.

Full-Time Equivalent Employees as of June 30

2016	2017	2018	2019	2020	2021
5.00	3.85	3.80	3.80	3.80	3.80
0.88	1.03	1.08	1.08	1.08	1.19
1.29	1.29	1.36	1.30	1.28	1.16
3.40	3.56	3.22	2.71	2.64	2.02
1.00	1.00	0.74	0.78	0.31	0.09
6.90	6.89	8.50	8.19	8.19	7.91
7.36	7.25	7.18	7.04	7.04	5.14
2.59	2.59	1.74	2.33	2.33	2.85
2.00	2.00	1.42	0.75	1.29	1.50
<b>30.42</b>	<b>29.46</b>	<b>29.04</b>	<b>27.98</b>	<b>27.96</b>	<b>25.66</b>
<b>863.95</b>	<b>872.25</b>	<b>868.32</b>	<b>861.27</b>	<b>891.55</b>	<b>894.52</b>

**Town of Windsor, Connecticut**

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

Function/Program	2012	2013	2014	2015
<b>Public Safety</b>				
Calls for service	51,847	48,128	49,105	48,832
Adult arrest	1,597	1,071	1,111	637
Juvenile arrest	177	113	97	100
Speeding citations only	196	496	311	936
Traffic citations	3,145	4,486	3,322	3,692
Total fire runs	972	936	963	1,142
<b>Building safety</b>				
Total Permits Issued	1,895	1,551	1,856	1,987
Total construction value all permits	\$ 32,801,790	\$ 132,583,363	\$ 126,240,054	\$ 57,791,878
Library, volumes in collection	160,502	163,532	168,332	168,312
<b>Parks and Recreation</b>				
Recreation program attendance	8,138	8,500	12,000	12,965
Aquatics program attendance	2,000	2,150	2,500	2,200
Total aquatic facility users	19,500	19,750	21,000	18,000

**Source Town Records**

N/A - Not Available.

<sup>(1)</sup> Rescue/Medical calls previously handled by Town Fire Department now handled by Windsor Volunteer Ambulance.

	2016	2017	2018	2019	2020	2021
	40,765	31,473	30,449	34,320	38,358	31,146
	652	630	428	478	569	418
	85	52	35	51	46	30
	351	411	452	499	681	245
	1,916	955	2,034	2,380	2,287	803
	1,131	717	743	737	725	651
	2,217	1,990	2,056	2,052	1,940	2,310
\$	54,610,634	\$ 85,361,667	\$ 82,057,327	\$ 95,604,062	\$ 70,047,469	\$ 388,246,743
	157,144	148,660	127,029	147,868	142,666	133,480
	13,365	13,020	14,443	15,500	10,140	14,062
	2,200	2,325	2,475	2,625	730	1,008
	18,000	17,750	18,250	19,450	14,300	20,530

**Town of Windsor, Connecticut**

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

Function/Program	2012	2013	2014	2015
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	149.3
Traffic Signals*	50	50	50	50
Parks and Recreation				
Acreage	1,500	1,500	1,500	1,500
Parks	23	23	23	23
Baseball/Softball Diamonds	20	20	20	20
Soccer/Football Fields	17	17	17	17
Tennis Courts	21	19	19	19
Swimming Pools	4	4	4	4
Parks with Playground Equipment	14	14	14	14
Picnic Shelters	3	3	3	3
Community Centers	2	2	2	2
Library				
Facilities	2	2	2	2

**Source:** Town Records

N/A - Not Available.

\* FY16 and forward reflects town owned traffic signals.

2016	2017	2018	2019	202	2021
1	1	1	1	1	1
1	1	1	1	1	1
5	5	5	5	5	5
149.3	149.3	149.3	149.8	149.8	152.0
22	22	21	21	21	22
1,500	1,500	1,590	1,685	1,685	1,685
23	23	24	24	24	24
20	20	20	20	20	20
17	17	17	17	17	17
19	19	19	19	19	19
4	4	4	4	4	4
14	14	14	14	14	14
3	3	3	3	3	3
2	2	2	2	2	2
2	2	2	2	2	2

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