



FINANCIAL PLAN AND PROGRAM OF SERVICES

ADOPTED FOR THE
FISCAL YEAR 2018-2019



ADOPTED
FISCAL YEAR 2019
FINANCIAL PLAN
AND
PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2018 and ending June 30, 2019

TOWN OF WINDSOR
CONNECTICUT



TOWN COUNCIL

Donald S. Trinks - Mayor
Jody L. Terranova – Deputy Mayor
James G. Govoni
Jill D. Jackson-Jenkins
Donald A. Jepsen, Jr.
Joseph McAuliffe
Richard T. O'Reilly
Michael D. Tustin
Kenneth M. Wilkos

TOWN MANAGER

Peter Souza



May 9, 2018

Honorable Mayor, Town Council and Citizens of Windsor:

I am pleased to transmit the Fiscal Year 2019 Adopted Budget to the Town Council and the community. The Proposed Budget was presented to the Council and a public hearing on the budget was held on April 2, 2018. The Town Council conducted several budget workshops throughout the month of April.

Revenues and expenditures in the Proposed Budget totaled \$115,219,930. During budget deliberations, the Town Council made no changes and the budget was adopted by citizen vote at the referendum held on May 8, 2018. This budget yields a mill rate of 32.96.

The Adopted Budget represents hundreds of hours of effort on the part of many people, including the Town Council, and I extend my appreciation to all of them.

Sincerely,

Peter Souza
Town Manager

FY 2019 ADOPTED BUDGET SUMMARY

	FY 2018 Approved Budget	FY 2019 Adopted Budget	\$ Change	% Change
Board of Education	67,471,330	69,068,800	1,597,470	2.37%
Town Operating Budget	30,516,980	31,503,030	986,050	3.23%
Sewer Service (MDC)	3,783,000	4,173,800	390,800	10.33%
Debt Service	6,971,100	7,180,230	209,130	3.00%
Great Pond Improvement District	94,380	94,070	(310)	-0.33%
Other Post-Employment Benefits (OPEB)	500,000	600,000	100,000	20.00%
Capital Projects & Open Space	1,526,200	2,600,000	1,073,800	70.36%
Total	\$110,862,990	\$115,219,930	\$4,356,940	3.93%

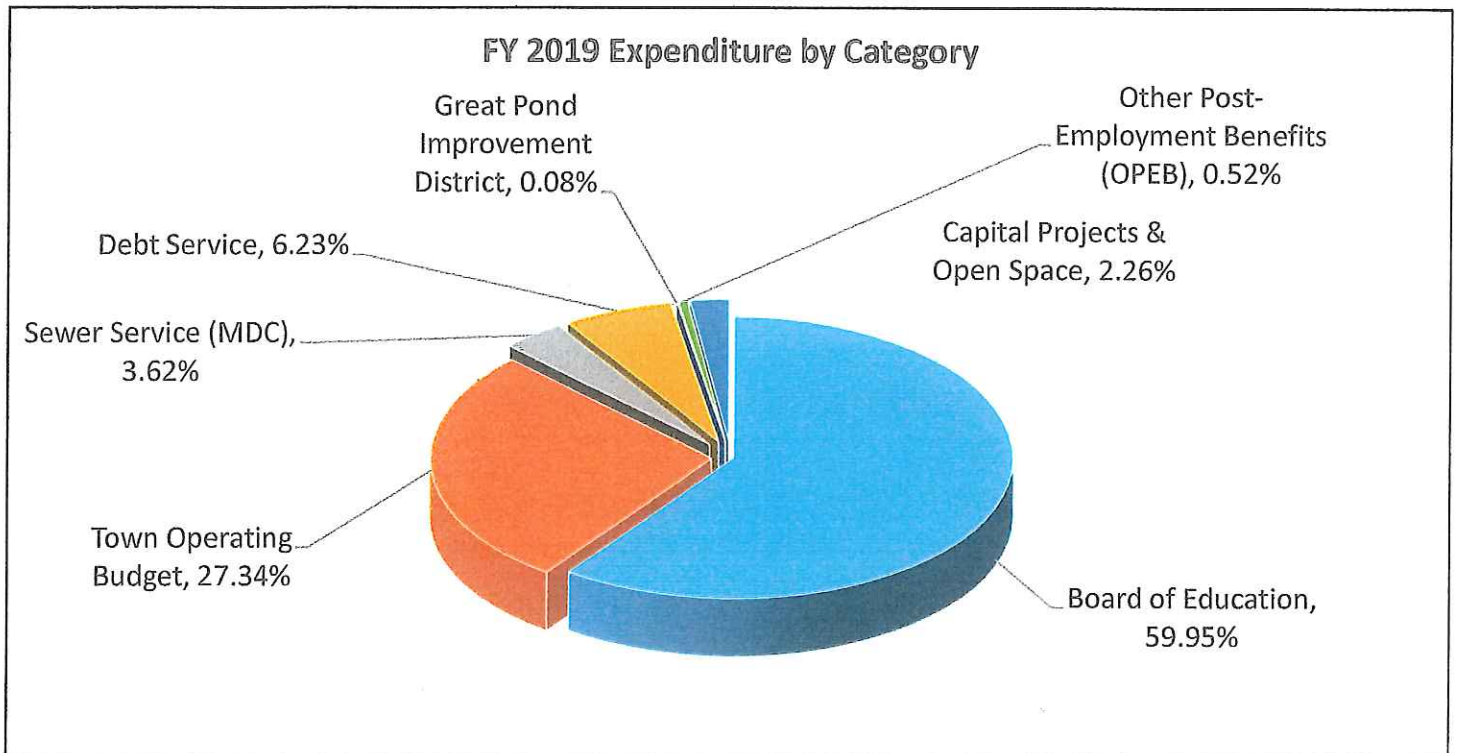


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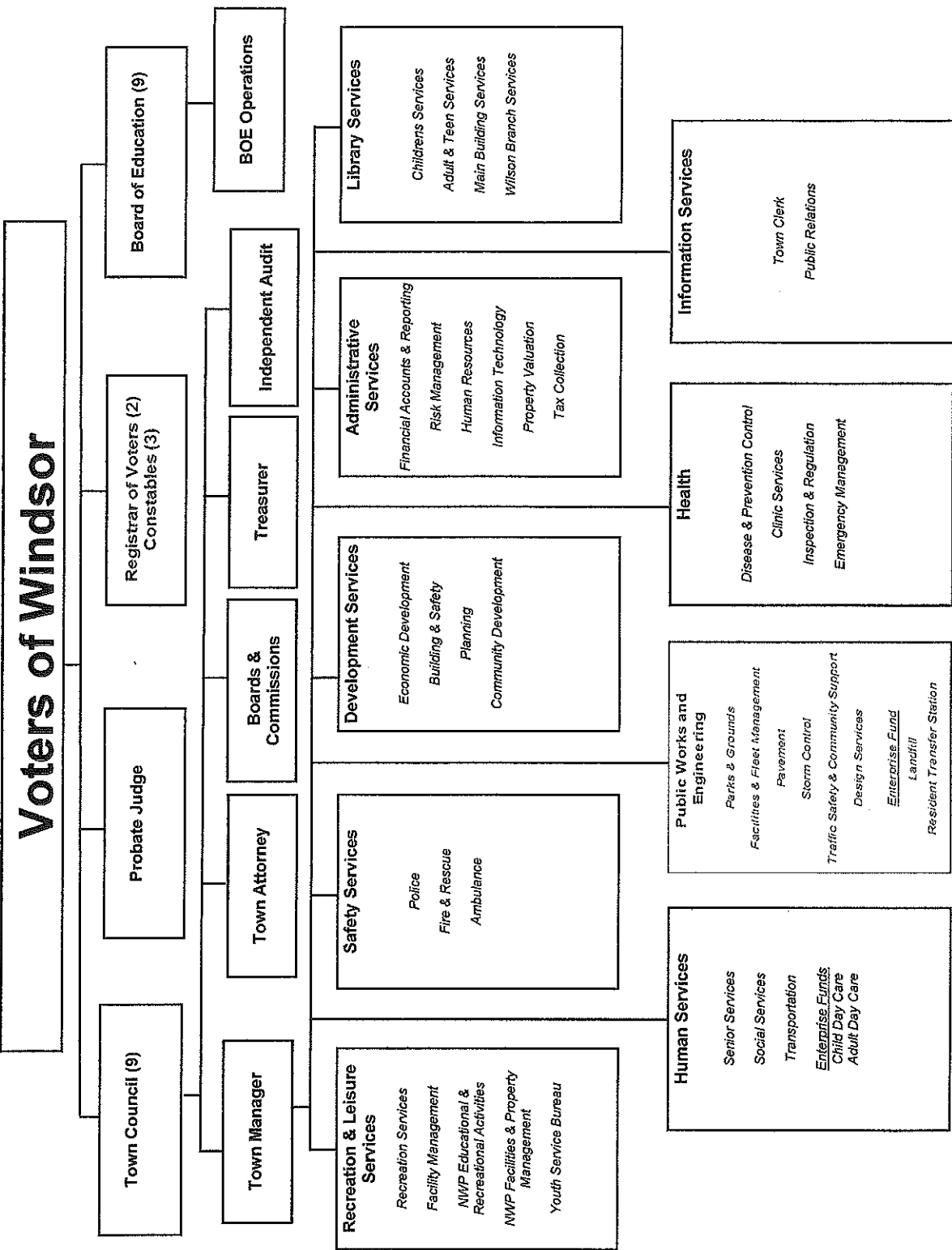
A READER'S GUIDE TO THE BUDGET

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

The budget may be broken down into the following components:

- 1) **Introduction.** The introductory section of the budget describes the overall philosophy upon which the budget was developed. The Town Manager's message provides an executive summary of the budget and outlines the organization's short-term and long-term strategies. The budget process gives an overview of the procedures used to prepare the budget and provides a calendar of important dates.
- 2) **Financial Summary.** Sections A (Summary of Town Funds) and B (General Fund Revenues) provide a summary of all the funds managed by the town, as well as a detailed explanation of revenues. Section C (General Fund Expenditures) lists the General Fund impact of each department and the Board of Education. Upon the recommendation of the Town Council, the community will vote on the total proposed General Fund expenditures for fiscal year 2019 including the new capital projects budget as described on pages Q-10 and Q-11.
- 3) **Support Sections.** Sections D through R are the supporting sections of the budget document. These sections explain in detail how total and General Fund expenditures were derived and what products and services will be offered to our residents. These sections also list the individual department goals and highlights.
- 4) **Non-General Fund Services.** Section S contains the budgets for the four town enterprise funds – Windsor Child Development Center, the Caring Connection Adult Day Health Center, the Resident Transfer Station, and the Windsor-Bloomfield Sanitary Landfill. Each of these funds is dependent upon revenues generated from the users of these facilities and is not funded by tax dollars. The budget for the Windsor's Office of Community Development is listed in Section L. The Community Development Office receives partial support from town tax dollars in addition to operating through grant funds and loan repayments.
- 5) **Appendices.** Contains various informative items for the reader. For example, a summary of the town's Capital Improvement Program is provided in Appendix A and a Price Guide listing rates for various Town services is provided in Appendix G. Also, Appendix I consists of a Glossary of Budget Terms that the reader may find helpful when using this document.

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





March 26, 2018

Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to transmit the proposed Fiscal Year (FY) 2018-2019 Financial Plan and Program of Services.

The preparation of the FY 2019 budget, while challenging so far, has had fewer unknown challenges presented by the state budget than last year. Also in contrast to last year, we are fortunate to have grand list growth. This helped support the development of a proposed budget that maintains services, continues our efforts in reinvesting in a wide variety of assets ranging from public safety equipment to buildings to roads, and looks ahead to planning for future larger capital projects.

For decades, Windsor has been fortunate to have policy makers who sought to create and support financial plans that not only met the service needs of residents, but also invested for future generations. Their stewardship has resulted in a foundation that allows residents to enjoy a safe and solid quality of life in our community. Windsor has a lot to be proud of, including:

- A range of public and private sector services and amenities
- Diverse tax base with room to grow
- AAA credit rating
- Strong and stable General Fund reserves
- A Defined Benefit Pension Plan that is funded at 85.8%
- OPEB trust fund to meet long-term health insurance for retired employees
- Well positioned landfill reserve fund to meet long-term stewardship requirements.

This proposed FY 2019 budget aims to carry on and strengthen that tradition of stewardship to proactively position the town to address future policy decisions in areas of capital reinvestment, funding for long-term liabilities, and providing the service levels expected by current and future generations.

There are no new proposed full-time positions within the general government, or town portion of the budget. This budget includes funding to meet the significant increase in the Metropolitan District Commission (MDC) Sewer Assessment along with dedicating additional funds towards long-term retiree health insurance costs (Other Post-Employment Benefits or OPEB) by increasing contributions to the OPEB trust fund. The budget includes funding for supporting the Caring Connection adult day care program, roadway safety markings, deferred building maintenance and repairs, projected utility costs for the Millbrook property, interim public safety radio improvements, small business assistance, as well as increases toward reinvestments in our many valuable capital assets.

As noted above it is important to continue to reinvest through ‘pay as you go’ funding as well as by appropriately utilizing long-term financing for a wide variety of assets ranging from fire apparatus to buildings to public safety communication systems to roadways. The FY 2019 proposed budget aims to increase annual ‘pay as you go’ funding in areas such as:

- Pavement Management (increase of \$200,000)
- Sidewalks Repair and Replacement (increase of \$75,000)
- Technology Replacement and Upgrades for Schools (\$100,000 general fund appropriation)
- Fleet and Equipment Replacement (increase of \$30,000 for public works and general government)
- Town Center Parking and Pedestrian Improvements (dedicates \$150,000)
- Public Safety Equipment (dedicate \$500,000 to reduce long term borrowing and \$114,000 for police cruiser replacement)

In addition to increases in the capital expenditures outlined above, the proposed budget includes key expense drivers such as the MDC Sewer Assessment (+10.33%), retirement benefits (+8.21%), health insurance (+3.37%) and salaries / wages (+1.22%). The Board of Education budget increased by 2.37%.

Unlike last year, the Governor’s proposed FY 2019 budget does not call for cities and towns to pay a portion of the state’s teacher retirement liability. This is still a very large expense for the state and is expected to grow annually. The town needs to be cognizant of the possibility of the state shifting a portion of the liability to cities and towns in the future. Last year, under the governor’s original budget proposal, the town would have taken on an additional \$3.2 million expense.

Below is a breakdown of the primary General Fund budget categories comprising the proposed \$4.3 million expenditure increase:

	FY 2018 Approved Budget	FY 2019 Proposed Budget	\$ Change	% Change
Board of Education	67,471,330	69,068,800	1,597,470	2.37%
Town Operating Budget	30,516,980	31,503,030	986,050	3.23%
Sewer Service (MDC)	3,783,000	4,173,800	390,800	10.33%
Debt Service	6,971,100	7,180,230	209,130	3.00%
Great Pond Improvement District	94,380	94,070	(310)	-0.33%
Other Post-Employment Benefits (OPEB)	500,000	600,000	100,000	20.00%
Capital Projects & Open Space	1,526,200	2,600,000	1,073,800	70.36%
Total	\$110,862,990	\$115,219,930	\$4,356,940	3.93%

FY 2019 Revenues

Below is a table comparing major General Fund municipal aid categories between our approved FY 2018 budget and the Governor's adjusted FY 2019 budget proposal. Education Cost Sharing is net of the Alliance District grant that is distributed directly to the Board of Education and not part of General Fund revenues. Please note the FY 2019 grants for the Municipal Projects category is \$127,600 less than the Governor's adjusted figure in anticipation of possible downward adjustment in overall State Aid by the General Assembly due to the fiscal challenges facing the state.

Grant	FY18 TC Approved Budget	FY19 Governor's Proposed	Difference
Education Cost Sharing	\$11,510,540	\$11,510,540	\$0
Municipal Revenue Sharing	\$1,593,140	\$1,465,540	(\$127,600)
Special Ed. - Excess Costs	\$1,254,000	\$1,500,000	\$246,000
Pequot-Mohegan Grant	\$68,450	\$0	(\$68,450)
Airport Development Zone	\$50,650	\$0	(\$50,650)
Veterans Tax Exemption	\$20,000	\$20,000	\$0
Totally Disabled Exemption	\$2,500	\$3,200	\$700
Total	\$14,499,280	\$14,499,280	\$0

Other non-tax revenues such as land recordings, interest earnings and cell tower leases are forecasted to see relatively slight increases over this year's budget, but the gains are being offset in part by decreases in a few categories such as special education tuition from other towns.

Also, please note that the Town Aid Road grant from the State is proposed to be reduced by 50% or \$200,000. These funds are not part of General Fund operating revenues and have traditionally been segregated into a special revenue account.

Grand List

Grand List growth continues to fluctuate with a "see-saw" effect. The net October 2017 Grand List increased in value by 2.53% compared to October 2016. This increase is largely the result of a significant reinvestment in personal property by Amazon, expiration of the Dollar Tree tax agreement and incremental increases in Amazon and Windsor Station real estate values. After accounting for other adjustments, such as elderly exemptions, tax appeals approved by the Board of Assessment Appeals and Connecticut Superior Court, the net change in taxable value used to calculate the mill rate is up 2.50% compared to FY 2018.

Motor Vehicle Tax Cap

State law no longer caps the mill rate for motor vehicles at 32.00 mills. The new cap is 45.00 mills. Therefore we are not subject to the cap in FY 2019.

Tax Rate

Based on overall projected expenditures and revenue (including an assumption that General Fund State Aid will be level funded with FY 2018), the current mill rate of 32.45 mills would increase 1.57% to 32.96 mills.

Over the past 10 fiscal years, Windsor's average annual tax increase is 1.16%.

Concluding Remarks Summary

While so far we have not had to deal with as much uncertainty in preparing the FY 2019 budget as we did last year with the FY 2018 budget, the importance of maintaining service levels for our residents, as well as fulfilling our obligation to be good stewards for future generations are the bedrock of this proposed financial plan. We have a solid foundation from which to address our asset management needs, planning for future capital projects and facing future uncertainty with state aid.

With that in mind, I look forward to working with the town council to review the proposed budget and discuss how to potentially approach or manage the decisions necessary to create a financial plan that maintains the service levels and sense of community we are all so proud of.

I would like to thank the town's leadership team, the town's budget review team, and especially our dedicated Finance Department for their work in preparing this proposed budget.

Respectfully Submitted,



Peter Souza
Town Manager

ORGANIZATION VISION, MISSION AND CORE VALUES

The Windsor Vision

To create an exceptional quality of life that engages citizens, provides commercial and leisure amenities, promotes business and employment opportunities and unsurpassed value to all taxpayers.

We are in the business of creating a context and culture that allows and inspires people to pursue their aspirations. This vision statement assumes we will listen, take our customers' concerns to heart and provide the best leadership to make those dreams come true. The Town of Windsor's elegantly simple and clear vision statement is:

“To create an environment where dreams can come true for individuals, families and businesses.”

Our core values support our organizational vision. We have identified the values by way of a series of exercises that provide insight to our priorities, hopes and beliefs. The five core values that have emerged are:

Innovation. The process of effectively and profitably taking new ideas to satisfied customers. It is a process of continual renewal involving the whole organization and is an essential part of everyday practice.

Responsiveness. Quality as defined by the customer. We exemplify responsiveness in our willingness to help customers and to provide prompt service in a dependable and accurate manner.

Passion. The excitement of doing something – vocation or avocation, art or mission, idea or ideal that we find fulfilling and deeply satisfying. People with passion *ignite* enthusiasm, *inspire* excellence and *invoke* enhanced performance.

Integrity. Saying what we mean and consistently doing what we say. It means honestly matching words and feelings with thoughts and actions, with no desire other than for the good of the community.

Partnership. There are more leaders because people can take turns assuming leadership for tasks where they have knowledge and ability. Leaders inspire and facilitate rather than just give orders that have to be obeyed. Our partnerships also extend to the community where accountability also flows in two directions.

THE BUDGET PROCESS

The process leading to the adoption of the Town of Windsor budget is participatory and encourages input from citizens, boards and commissions, town departments and the Town Council. The budget process focuses on identifying funding levels necessary to continue basic municipal services, Council priorities and community goals.

Council Priorities

At the beginning of the budget process, the Council adopts a set of priorities that focus on the use of current resources in specific areas that have been identified as the most critical. These priorities are used by the departments in formulating goals, objectives and strategies used to gauge the allocation of resources for the accomplishment of long-term goals. These priorities are also used by departments in formulating budget requests for the following fiscal year. The priorities are outlined in the Town Manager's budget message.

Capital Improvements Program

In accordance with the Town of Windsor Charter, the Town Manager shall present to the Town Council a six-year capital improvements program and shall recommend to the Council those projects to be undertaken during the first year of the program and the method of financing such projects. The six-year Capital Improvements Program may be found in Appendix A and the one-year Capital Projects budget is located in Section Q – General Services.

Council Retreat and Public Hearings

At the beginning of the budget process, the Town Council conducts a retreat to focus on the Town Manager's goals and to give direction for the ensuing year. After the Town Council retreat, public hearings are held to solicit input from the community as to its priorities for the upcoming fiscal year and to hear public opinion regarding the proposed budget once it has been submitted to the Town Council by the Town Manager and Board of Education.

Town Manager's Proposed Budget

The Town Manager is required by the Windsor Town Charter to present to the Council a proposed operating budget and a Capital Improvements Program at least thirty days before the date of the annual budget meeting of the town. The proposed budget contains a detailed allocation of projected revenues and expenditures for all of the town's various funds and a summary of the town's debt position. The Town Manager also includes a budget message that outlines the essential elements of the Town Council's and other long-term strategies and goals.

**TOWN OF WINDSOR, CONNECTICUT
FY 2019
BUDGET CALENDAR BY DEPARTMENT**

Date	Day	Step
February 5, 2018 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens.
February 22, 2018	<i>Tentative</i>	Board of Education to submit to Town Council information regarding Public Act 13-60 (BOE meeting on 2/21/18)
February 28, 2018	Wednesday	Informational meeting on Proposed Budget
March 5, 2018	<i>Tentative</i>	Town Council suggestions due to the BOE per Public Act 13-60 within 10 days of BOE submission
March 2018	<i>Tentative</i>	Board of Education to submit written responses to Town Council regarding suggestions made per Public Act 13-60.
March 12, 2018	Monday	Finance Committee Meeting
March 27, 2018	Tuesday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget) Informational meeting on Proposed Budget
April 2, 2018 7:00 PM	Monday	Town Manager's Presentation of FY 19 Proposed Budget Public Hearing re: public opinion regarding budget as proposed by Town Manager Regular Town Council meeting
April 4, 2018 6:30- 9 PM	Wednesday	Board of Education, Revenues, Public Works, Landfill Enterprise Fund, Resident Transfer Station Enterprise Fund, Insurance Internal Service Fund
April 16, 2018 6:30- 9 PM	Monday	Board of Education, Safety Services, Health Services, Library, Human Services, Child Care and Adult Day Care, Recreation & Leisure Services
April 18, 2018 6:30 - 9 PM	Wednesday	Information Services, Development Services, Community Development, Administrative Services, General Government, General Services, Insurance Internal Service Fund , Town Support for Education
April 23, 2018 6:30 – 9 PM	Monday	Public Comment, Capital Spending, Price Guide, Preliminary Deliberations
April 25, 2018 6:30 - 9 PM	Wednesday	Public Comment, Town Council final deliberations and vote
May 8, 2018	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
May 21, 2018	Monday	Regular Town Council Meeting; Council sets tax rate
June 20, 2018	Wednesday	Tax bill mailing completed
June 30, 2018	Saturday	End of current fiscal year

Additional Community Budget Forums – April 25, April 26, May 2 (sponsored by League of Women Voters & CT Votes)

GENERAL FUND BALANCE SUMMARY

(budgetary basis)

	<u>FY 2018 Estimate</u>	<u>FY 2019 Adopted</u>
Revenues		
General Property Tax	\$ 94,034,100	\$ 97,360,030
Licenses and Permits	720,100	625,960
Fines and Penalties	38,000	36,000
Revenues from Use of Assets	993,830	1,048,830
State School Aid	13,088,930	13,010,540
State Grants in Lieu of Taxes	1,684,580	1,488,740
Other State Grants	37,460	37,460
Revenues from Other Agencies	129,490	108,370
Charges for Current Services	591,750	583,500
Other Revenues	20,500	20,500
Opening Cash	900,000	900,000
	<hr/>	<hr/>
Total Revenues	112,238,740	115,219,930
Expenditures and Encumbrances		
General Government	932,460	1,015,240
Safety Services	9,968,640	10,346,090
Recreation & Leisure Services	1,489,490	1,538,390
Human Services	835,540	865,940
Health Services	478,040	494,800
Library Services	1,644,250	1,678,840
Development Services	1,267,650	1,318,030
Community Development	114,870	103,800
Public Works and Engineering	5,955,140	6,260,520
Information Services	466,020	491,270
Administrative Services	2,236,360	2,313,740
General Services	12,516,820	14,494,970
Board of Education	67,471,330	69,068,800
Town Support for Education	5,134,860	5,229,500
	<hr/>	<hr/>
Total Expenditures and Encumbrances	110,511,470	115,219,930
Surplus (deficit)	1,727,270	(0)
Beginning Fund Balance, July 1	<hr/>	<hr/>
	21,892,324	22,509,594
<u>Use of Fund Balance:</u>		
Opening Cash	(900,000)	(900,000)
State grant reimbursement for Animal Shelter project	487,500	
Elementary School LED Lighting Project	(322,500)	
Elementary School LED Lighting Project - Eversource Rebates		190,000
Open Space - Millbrook Property Acquisition	(375,000)	
	<hr/>	<hr/>
Estimate Ending Fund Balance, June 30	\$ 22,509,594	\$ 21,799,594

FINANCIAL ORGANIZATION OF ACCOUNTS

The financial operations of the town are organized into funds and account groups, each of which is a separate fiscal and accounting entity. Each type of revenue received or expenditure made by the town is accounted for through one of the funds or account groups described below.

GOVERNMENTAL FUNDS

Most town functions are financed through what are called governmental funds. There are four types of governmental funds: the General Fund, Special Revenue Fund, Capital Projects Fund and Debt Service Fund.

General Fund - The General Fund is the major operating fund of the town government and it covers the vast majority of town operations. The General Fund accounts for property taxes, other forms of locally-raised revenue and grants not elsewhere classified and the operating expenditures of the town and the Board of Education.

Special Revenue Funds - Special Revenue Funds are used to account for those types of revenues that are legally restricted to being spent for a specific purpose (except for expendable trusts or major capital projects.) These revenues must be accounted for separately from the General Fund for a variety of reasons and do not necessarily follow the same fiscal year as the General Fund. The town's Special Revenue Funds are:

Educational Grant Programs - Accounts for all specially financed education programs under grants received from the federal or state government.

Cafeteria - Accounts for revenue and expenditures of the food service operations in the Windsor Public Schools.

Community Rehabilitation Program - Accounts for block grants received from the United States Department of Housing and Urban Development and the State of Connecticut Department of Housing.

Treehouse - Accounts for revenue and expenditures for before and after school childcare provided by the school system.

Other Special Revenue Funds - Accounts for intergovernmental and private grants for various special projects administered by the town.

Capital Projects Fund - The Capital Projects Fund is used to account for the monies used for the acquisition or construction of major capital facilities (buildings, roads, etc.) The town's Capital Project Funds are:

Capital Projects - Accounts for financial resources that are restricted, committed or assigned to expenditure for capital outlay.

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

Debt Service Fund - The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

PROPRIETARY AND INTERNAL SERVICE FUNDS

Proprietary funds are used to account for the town's activities that are similar to those found in the private sector. These activities are not financed by taxes, but by fees charged to the users of the service. The accounting principles used for proprietary funds are very similar to those applicable to similar businesses in the private sector. The town has four proprietary funds that are called Enterprise Funds and one Internal Service Fund.

Landfill Enterprise Fund - Accounts for the operations of the Windsor-Bloomfield sanitary landfill.

Resident Transfer Station Enterprise Fund - Accounts for the operations of the Windsor residential transfer station.

Child Development Enterprise Fund - Accounts for the operations of the Milo Peck Development Center that provides day care services to town residents and to employees of businesses located in Windsor.

Adult Day Care Enterprise Fund - Accounts for the operations of the Caring Connection Adult Day Care Center that provides day care services to frail, elderly and handicapped residents of Windsor.

Insurance Internal Service Fund - Internal Service Funds are used to account for all liability, auto and fire insurance, health and workers' compensation activity including premiums and claims.

FIDUCIARY FUNDS

Fiduciary funds are used to account for assets held by the town in a trustee capacity or as an agent for individuals, private organizations or others. Generally, these are donations made to the town for a specific purpose. Expendable trust funds (principal and income may be expended in the course of their designated operations) are accounted for in essentially the same manner as governmental funds. The town has no non-expendable trust funds, but has two types of Fiduciary Funds.

Trust Funds

J. Bartash Trust - Accounts for a bequest made to the town by a former resident of Windsor.

Pension Trust - Accounts for the accumulation of resources to be used for future retirement benefits.

Other Post-Employment Benefits (OPEB) - Accounts for the accumulation of resources to be used for future retiree health benefits.

Agency Funds

Accounts for various Board of Education and Town activities. They are custodial in nature (assets equal liabilities) and are as follows:

Student Activity
Adult Education
Performance Bonds
Town Escrow
Scholarship Fund

BASIS OF ACCOUNTING

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The town considers property taxes as available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred.

The town's accounting records for the Child Development, Landfill, Resident Transfer Station and Adult Day Care Enterprise Funds are maintained on a full accrual basis. Revenues are recognized when earned and expenses are recognized when incurred.

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

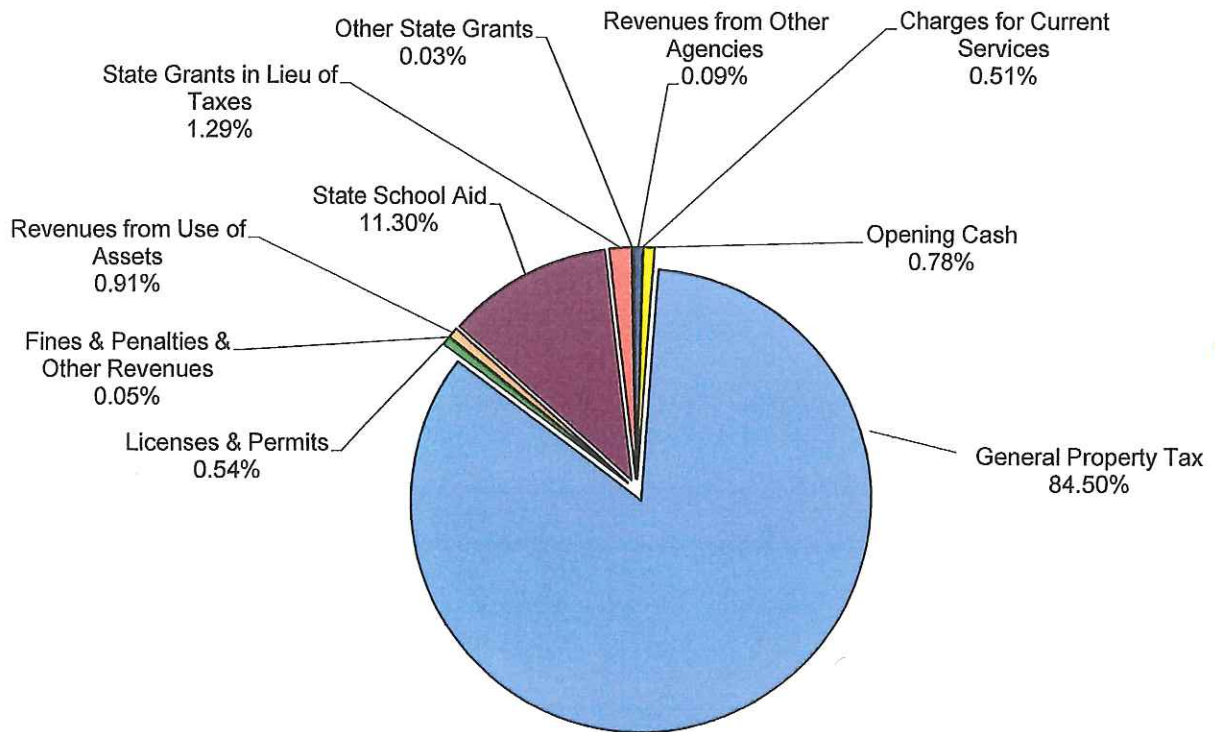
The differences between the budgetary and GAAP basis of accounting are:

- Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures in the current year whereas they are shown as a reservation of fund balance on a GAAP basis of accounting.
- The current portion of vested compensated absences is reported as a fund liability for GAAP purposes. For budgetary purposes, compensated absences are recognized when used.
- State of Connecticut payments on behalf of the town for the teacher retirement system are reported for GAAP purposes only.

ANNUAL BUDGET GENERAL FUND REVENUE SUMMARY

Revenue Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
910 General Property Tax	\$93,636,439	\$93,218,970	\$94,034,100	\$97,360,030	\$97,360,030
915 Licenses and Permits	1,228,078	628,260	720,100	625,960	625,960
920 Fines and Penalties	38,990	37,000	38,000	36,000	36,000
925 Revenues from Use of Assets	655,363	776,540	993,830	1,048,830	1,048,830
930 State School Aid	13,071,981	12,764,540	13,088,930	13,010,540	13,010,540
935 State Grants In Lieu of Taxes	2,211,139	1,734,740	1,684,580	1,488,740	1,488,740
940 Other State Grants	39,228	39,220	37,460	37,460	37,460
950 Revenues from Other Agencies	126,280	88,370	129,490	108,370	108,370
955 Charges for Current Services	1,073,208	649,850	591,750	583,500	583,500
960 Other Revenues	22,450	25,500	20,500	20,500	20,500
965 Opening Cash	-	900,000	900,000	900,000	900,000
Total Revenues	<u>\$112,103,155</u>	<u>\$110,862,990</u>	<u>\$112,238,740</u>	<u>\$115,219,930</u>	<u>\$115,219,930</u>

FY 19 General Fund Revenues by Source



**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
910 GENERAL PROPERTY TAX					
51002 Current Levy	91,170,215	85,585,570	85,970,000	95,645,930	95,645,930
51003 Motor Vehicle Levy	-	5,919,300	5,960,000	-	-
51004 Interim Motor Vehicle Tax	868,117	570,000	840,000	570,000	570,000
51006 Prior Year Levies	977,674	675,000	740,000	675,000	675,000
51008 Interest	615,494	465,000	520,000	465,000	465,000
51009 Liens & Penalties	4,938	4,100	4,100	4,100	4,100
	<u>93,636,439</u>	<u>93,218,970</u>	<u>94,034,100</u>	<u>97,360,030</u>	<u>97,360,030</u>
915 LICENSES AND PERMITS					
51200 Vendor's Licenses	714	800	670	700	700
51202 Animal Licenses	28,444	26,000	26,000	26,000	26,000
51203 Marriage Licenses	1,056	1,000	1,000	1,000	1,000
51204 Hunting & Fishing Licenses	229	230	230	230	230
51205 Engineering Permits	17,815	16,000	14,200	15,000	15,000
51206 Building Permits	1,134,315	545,000	635,000	545,000	545,000
51212 Lodging House Licenses	450	400	400	400	400
51213 Well Permits	-	100	100	100	100
51214 Food Permits	28,485	27,000	27,500	26,000	26,000
51216 Septic System Permits	5,860	4,200	3,000	3,500	3,500
51219 Pistol Permits	10,710	7,500	12,000	8,000	8,000
51221 Newsrack Permits/Location Fees	-	30	-	30	30
	<u>1,228,078</u>	<u>628,260</u>	<u>720,100</u>	<u>625,960</u>	<u>625,960</u>
920 FINES AND PENALTIES					
51401 Court Fines	20,045	24,000	20,000	20,000	20,000
51402 Parking Fines	18,945	13,000	18,000	16,000	16,000
	<u>38,990</u>	<u>37,000</u>	<u>38,000</u>	<u>36,000</u>	<u>36,000</u>
925 REVENUES FROM USE OF ASSETS					
51501 Interest: Unrestricted	258,925	377,710	585,000	640,000	640,000
51504 Cell Tower Leases	277,608	280,000	290,000	290,000	290,000
51505 Rental of Town Property	118,830	118,830	118,830	118,830	118,830
	<u>655,363</u>	<u>776,540</u>	<u>993,830</u>	<u>1,048,830</u>	<u>1,048,830</u>
930 STATE SCHOOL AID					
51701 Special Ed. - Excess Costs	1,479,896	1,254,000	1,600,000	1,500,000	1,500,000
51705 Adult Education	49,618	-	-	-	-
51710 Education Cost Sharing	11,542,467	11,510,540	11,488,930	11,510,540	11,510,540
	<u>13,071,981</u>	<u>12,764,540</u>	<u>13,088,930</u>	<u>13,010,540</u>	<u>13,010,540</u>
935 STATE GRANTS IN LIEU OF TAXES					
51903 HEART (Elderly)	179,979	-	-	-	-
51910 Airport Development Zone	12,598	50,850	-	-	-
51906 Totally Disabled Exemption	2,449	2,500	2,500	3,200	3,200
51907 Veterans Tax Exemption	20,107	20,000	20,500	20,000	20,000
51909 Pequot-Mohegan Grant	71,844	68,450	68,440	-	-
52710 Municipal Revenue Sharing	1,924,162	1,593,140	1,593,140	1,465,540	1,465,540
	<u>2,211,139</u>	<u>1,734,740</u>	<u>1,684,580</u>	<u>1,488,740</u>	<u>1,488,740</u>
940 OTHER STATE GRANTS					
52107 Other State Grants	39,228	39,220	37,460	37,460	37,460
	<u>39,228</u>	<u>39,220</u>	<u>37,460</u>	<u>37,460</u>	<u>37,460</u>

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
950 REVENUES FROM OTHER AGENCIES					
52301 Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302 In Lieu of Tax Payments	6,925	6,920	6,920	6,920	6,920
52303 Telephone Property Tax	107,901	70,000	111,120	90,000	90,000
	<u>126,280</u>	<u>88,370</u>	<u>129,490</u>	<u>108,370</u>	<u>108,370</u>
955 CHARGES FOR CURRENT SERVICES					
52500 Recording Legal Documents	155,780	132,000	135,000	135,000	135,000
52501 Vital Statistics	33,898	32,000	32,000	32,000	32,000
52502 Conveyance Fees	553,778	200,000	225,000	200,000	200,000
52504 Special Police Services/Alarm Fees	3,300	3,250	3,300	3,300	3,300
52505 Sale of Accident Reports & Photos	4,786	3,900	3,900	3,900	3,900
52506 Animal Pound Fees	1,110	900	1,000	1,000	1,000
52507 Town Planning & Zoning Comm. Fees	35,107	20,000	17,000	37,000	37,000
52508 Zoning Board of Appeals Fees	855	1,000	900	1,000	1,000
52509 Inland Wetlands Fees	3,024	5,000	4,000	5,000	5,000
52517 Special Education Tuition from Other Towns	126,783	100,000	27,000	25,000	25,000
52518 Library Fines & Fees	18,818	23,800	16,200	15,500	15,500
52519 Recreation Fees	44,265	51,000	49,000	49,000	49,000
52521 Dial-a-Ride Fees	8,932	7,500	6,500	7,000	7,000
52522 Health Service Fees	5,410	6,500	4,800	4,800	4,800
52525 Administrative Overhead	50,000	50,000	50,000	50,000	50,000
52530 Sale of Publications & Materials	9,208	5,000	6,000	6,000	6,000
52531 Miscellaneous Service Charges	17,955	8,000	9,400	8,000	8,000
52534 Assessment Abatement Policy	200	-	750	-	-
	<u>1,073,208</u>	<u>649,850</u>	<u>591,750</u>	<u>583,500</u>	<u>583,500</u>
960 OTHER REVENUES					
52701 Sale of Capital Assets	-	500	500	500	500
52704 Miscellaneous Other Revenues	22,450	25,000	20,000	20,000	20,000
	<u>22,450</u>	<u>25,500</u>	<u>20,500</u>	<u>20,500</u>	<u>20,500</u>
965 MISCELLANEOUS REVENUES					
52752 Opening Cash	-	900,000	900,000	900,000	900,000
GRAND TOTAL	<u>112,103,155</u>	<u>110,862,990</u>	<u>112,238,740</u>	<u>115,219,930</u>	<u>115,219,930</u>

REVENUE EXPLANATION

910 GENERAL PROPERTY TAX

This category accounts for approximately 84.50% of the town's General Fund revenues in FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
51002 Current Levy	91,170,215	85,585,570	85,970,000	95,645,930	95,645,930
51003 Motor Vehicle Levy	-	5,919,300	5,960,000	-	-
51004 Interim Motor Vehicle Tax	868,117	570,000	840,000	570,000	570,000
51006 Prior Year Levies	977,674	675,000	740,000	675,000	675,000
51008 Interest	615,494	465,000	520,000	465,000	465,000
51009 Liens & Penalties	4,938	4,100	4,100	4,100	4,100
	<u>93,636,439</u>	<u>93,218,970</u>	<u>94,034,100</u>	<u>97,360,030</u>	<u>97,360,030</u>

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

The Town of Windsor's adopted General Fund expenditures for FY 19 total \$115,219,930. Of this amount, \$95,645,930 will come from the current property tax, \$18,674,000 from other revenues, and \$900,000 from opening cash. The total estimated net taxable grand list for FY 19 is estimated at \$2,942,989,000. The proposed collection rate is 98.80%. The required tax levy will be 32.96 mills; or \$32.96 for each \$1,000 of assessed value.

FY 2019 MILL RATE CALCULATION

	Proposed	Adopted
Total Expenditures	115,219,930	115,219,930
Less: Other Revenues	(18,674,000)	(18,674,000)
Less: Opening Cash	(900,000)	(900,000)
Current Property Tax Collection	95,645,930	95,645,930
Divided by Estimated Rate of Collection	98.80%	98.80%
Adjusted Tax Levy	96,807,621	96,807,621
Less: Pro Rata Assessor's Additions	(45,000)	(45,000)
Plus: Senior Tax Relief	130,000	130,000
Plus: Exemptions for Volunteer Firefighters	118,500	118,500
Gross Tax Levy	97,011,121	97,011,121
Divided by Estimated Taxable Grand List	2,942,989,000	2,942,989,000
Mill Rate	32.96	32.96

REVENUE EXPLANATION (continued)

915 LICENSES AND PERMITS

This category accounts for approximately 0.54% of the town's General Fund revenues in FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
51206 Building Permits	1,134,315	545,000	635,000	545,000	545,000
All Others	93,763	83,260	85,100	80,960	80,960
	1,228,078	628,260	720,100	625,960	625,960

Revenue received from the sale of building permits is expected to come in over budget by \$90,000 for FY 18. The majority of other revenue sources (marriage licenses, food permits and hunting licenses) remain stable. Current rates for various licenses and permits are listed in Appendix G.

920 FINES AND PENALTIES

This category accounts for approximately 0.03% of the town's General Fund revenues in FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
51401 Court Fines	20,045	24,000	20,000	20,000	20,000
51402 Parking Fines	18,945	13,000	18,000	16,000	16,000
	38,990	37,000	38,000	36,000	36,000

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

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 0.91% of the town's General Fund revenues in FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
51501 Interest: Unrestricted	258,925	377,710	585,000	640,000	640,000
51504 Cell Tower Leases	277,608	280,000	290,000	290,000	290,000
51505 Rental of Town Property	118,830	118,830	118,830	118,830	118,830
	655,363	776,540	993,830	1,048,830	1,048,830

Unrestricted interest is the revenue received from the investment of cash receipts not immediately used to meet expenditures. Interest rates continue to improve, and the town expects to achieve an overall rate of return of approximately 1.00% for FY 18 and 1.20% for FY 19. Cell tower lease revenue is increasing due to contractual escalation agreements. Rental of Town Property consists of revenue received from the Child Day Care Enterprise Fund for rent of the Windsor Discovery Center located at 114 Palisado Ave.

930 STATE SCHOOL AID

This category accounts for approximately 11.30% of the town's General Fund revenues in FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
51701 Special Ed. - Excess Costs	1,479,896	1,254,000	1,600,000	1,500,000	1,500,000
51705 Adult Education	49,618	-	-	-	-
51710 Education Cost Sharing	11,542,467	11,510,540	11,488,930	11,510,540	11,510,540
	13,071,981	12,764,540	13,088,930	13,010,540	13,010,540

This section consists of state grants for school operations that are a result of formulas established by the state. Revenue estimates for this category are obtained from the governor's proposed budget and are not established by the town. The FY 18 estimate is anticipated to come in over budget mainly due to additional funds received from the Special Education - Excess Costs grant. Guidance from the State indicates that the funding level for the Education Cost Sharing grant for FY 19 is expected to remain consistent with the FY 18 budgeted amount.

REVENUE EXPLANATION (continued)

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 1.29% of the Town's General Fund revenues in FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
51903 HEART (Elderly)	179,979	-	-	-	-
51910 Airport Development Zone	12,598	50,650	-	-	-
51906 Totally Disabled Exemption	2,449	2,500	2,500	3,200	3,200
51907 Veterans Tax Exemption	20,107	20,000	20,500	20,000	20,000
51909 Pequot-Mohegan Grant	71,844	68,450	68,440	-	-
52710 Municipal Revenue Sharing	1,924,162	1,593,140	1,593,140	1,465,540	1,465,540
	<u>2,211,139</u>	<u>1,734,740</u>	<u>1,684,580</u>	<u>1,488,740</u>	<u>1,488,740</u>

This section contains state grants and payments received by the town, some of which are intended to replace lost tax revenue. This category is expected to come in under budget by \$50,160 for FY 18 and \$246,000 for FY 19. Funding for the HEART (Elderly Circuit Breaker) program as well as reimbursements associated with the Airport Development Zone were eliminated in the State's FY 18 budget and consequently are not included in the Town's budget for FY 19. No revenue is budgeted for FY 19 for the Pequot-Mohegan grant, as this grant funding was also eliminated in the State's budget for FY 19. We are anticipating receiving approximately \$127,000 less from the Municipal Revenue Sharing grant, given the continued uncertainty with the State's budget.

940 OTHER STATE GRANTS

This category accounts for approximately 0.03% of the Town's General Fund revenues in FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
52107 Other State Grants	39,228	39,220	37,460	37,460	37,460
	<u>39,228</u>	<u>39,220</u>	<u>37,460</u>	<u>37,460</u>	<u>37,460</u>

The Other State Grants category consists of a state reimbursement for a portion of the town support for health services to private schools in town.

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.09% of the Town's General Fund revenues in FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
52301 Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302 In Lieu of Tax Payments	6,925	6,920	6,920	6,920	6,920
52303 Telephone Property Tax	107,901	70,000	111,120	90,000	90,000
	<u>126,280</u>	<u>88,370</u>	<u>129,490</u>	<u>108,370</u>	<u>108,370</u>

Payments in lieu of taxes are received from the Windsor Housing Authority for Fitch Court, 35 Mack St, and 40 Henry St. In Lieu of Tax Payments are revenues received from the Connecticut Airport Authority in lieu of taxes for property located at the airport. The Telephone Property Tax consists of revenue received from telecommunications companies from State of Connecticut assessments on non-wireless telecommunications equipment.

REVENUE EXPLANATION (continued)

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 0.51% of the town's General Fund revenues in FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
52500 Recording Legal Documents	155,780	132,000	135,000	135,000	135,000
52501 Vital Statistics	33,898	32,000	32,000	32,000	32,000
52502 Conveyance Fees	553,778	200,000	225,000	200,000	200,000
52504 Special Police Services/Alarm Fees	3,300	3,250	3,300	3,300	3,300
52505 Sale of Accident Reports & Photos	4,786	3,900	3,900	3,900	3,900
52506 Animal Pound Fees	1,110	900	1,000	1,000	1,000
52507 Town Planning & Zoning Comm. Fees	35,107	20,000	17,000	37,000	37,000
52508 Zoning Board of Appeals Fees	855	1,000	900	1,000	1,000
52509 Inland Wetlands Fees	3,024	5,000	4,000	5,000	5,000
52517 Special Education Tuition from Other Towns	126,783	100,000	27,000	25,000	25,000
52518 Library Fines & Fees	18,818	23,800	16,200	15,500	15,500
52519 Recreation Fees	44,265	51,000	49,000	49,000	49,000
52521 Dial-a-Ride Fees	8,932	7,500	6,500	7,000	7,000
52522 Health Service Fees	5,410	6,500	4,800	4,800	4,800
52525 Administrative Overhead	50,000	50,000	50,000	50,000	50,000
52530 Sale of Publications & Materials	9,208	5,000	6,000	6,000	6,000
52531 Miscellaneous Service Charges	17,955	8,000	9,400	8,000	8,000
52534 Assessment Abatement Policy	200	-	750	-	-
	<u>1,073,208</u>	<u>649,850</u>	<u>591,750</u>	<u>583,500</u>	<u>583,500</u>

For FY 18, revenues received from the overall Charges for Current Services category are expected to be \$58,100 less than what was budgeted. This is mainly due to less revenue from Special Education Tuition from Other Towns. For FY 19, revenues for the overall category are expected to be \$66,350 less than the FY 18 budget, mainly due to decreased revenue from Special Education Tuition from Other Towns.

960 OTHER REVENUES

This category accounts for approximately 0.02% of the town's General Fund revenues in FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
52701 Sale of Capital Assets	-	500	500	500	500
52704 Miscellaneous Other Revenues	22,450	25,000	20,000	20,000	20,000
	<u>22,450</u>	<u>25,500</u>	<u>20,500</u>	<u>20,500</u>	<u>20,500</u>

This section contains miscellaneous receipts such as the sale of capital assets, miscellaneous refunds and transfers from other funds. Most of these items cannot be anticipated and are therefore budgeted at or below historic levels.

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.78% of the Town's General Fund revenues in FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
52752 Opening Cash	-	900,000	900,000	900,000	900,000
	<u>-</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>

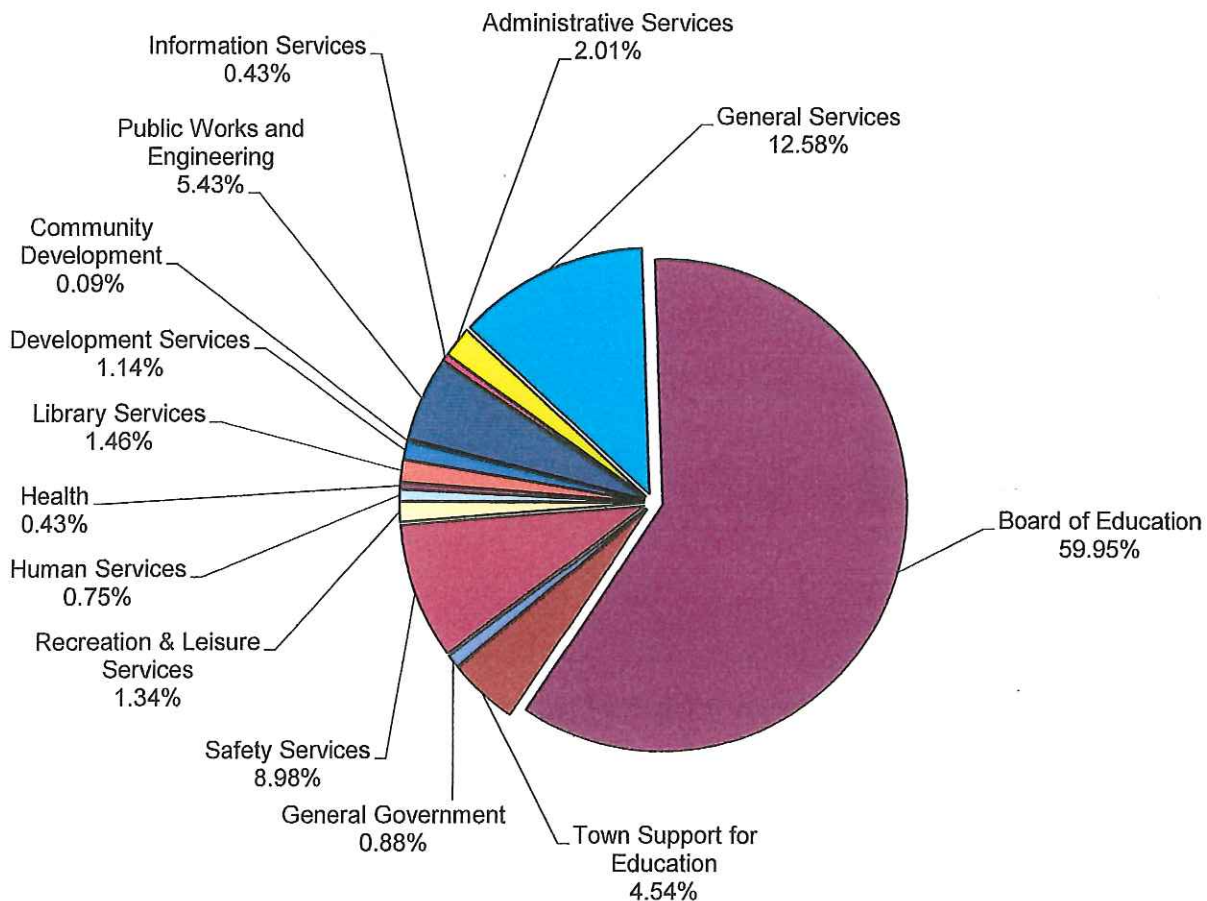
This section reflects the amount of fund balance at year-end that is appropriated for use in the following fiscal year. This reduces the amount of revenue that is raised through property taxes. For FY 17, the Opening Cash appropriation was not utilized. This was due to sufficient amounts received from the General Property Tax levy and Other Revenues, combined with an overall surplus from operating expenditures.

Fiscal Year Ended June 30	Budgetary Fund Balance	Adopted or Approved General Fund Expenditures	Fund Balance as a Percent of Expenditures
2019 Estimate	\$21,799,594	\$115,219,930	18.92%
2018 Estimate	22,509,594	110,862,990	20.30%
2017	21,892,324	110,862,990	19.75%
2016	20,666,186	106,384,140	19.43%
2015	19,935,850	104,538,160	19.07%
2014	18,599,141	100,313,850	18.54%
2013	18,501,393	98,884,600	18.71%
2012	16,265,164	97,339,890	16.71%
2011	16,023,699	96,313,530	16.64%
2010	15,223,877	95,069,970	16.01%
2009	14,745,813	95,806,940	15.39%

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

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Government	933,959	978,780	932,460	1,015,240	1,015,240
Safety Services	9,617,229	10,162,620	9,968,640	10,346,090	10,346,090
Recreation & Leisure Services	1,448,770	1,491,640	1,489,490	1,538,390	1,538,390
Human Services	803,963	831,900	835,540	865,940	865,940
Health	462,413	479,600	478,040	494,800	494,800
Library Services	1,609,488	1,644,510	1,644,250	1,678,840	1,678,840
Development Services	1,217,782	1,275,240	1,267,650	1,318,030	1,318,030
Community Development	129,770	114,870	114,870	103,800	103,800
Public Works and Engineering	5,707,787	6,046,010	5,955,140	6,260,520	6,260,520
Information Services	441,400	473,250	466,020	491,270	491,270
Administrative Services	2,164,790	2,239,710	2,236,360	2,313,740	2,313,740
General Services	13,090,777	12,516,820	12,516,820	14,494,970	14,494,970
Board of Education	67,362,280	67,471,330	67,471,330	69,068,800	69,068,800
Town Support for Education	4,794,036	5,136,710	5,134,860	5,229,500	5,229,500
Total Expenditures:	109,784,445	110,862,990	110,511,470	115,219,930	115,219,930

FY 2019 General Fund Expenditures by Service Unit



BOARD OF EDUCATION

As required by the Town Charter, the President of the Board of Education submits a separate budget document. For more detailed information, see the Board of Education's recommended Financial Plan for FY 19.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Operating	67,362,280	67,471,330	67,471,330	69,068,800	69,068,800

TOWN SUPPORT FOR EDUCATION

This account provides funds to meet the cost of town services for the schools. These services include mandated assistance to private schools, property maintenance, insurance, debt service and administrative services. Many of these costs are included in the town's expenditures for education per the State of Connecticut.

Expenditure Summary	FY 2017 Actual	FY 2018		FY 2019	
		Budget	Estimate	Proposed	Adopted
Town Support for Education	4,794,036	5,136,710	5,134,860	5,229,500	5,229,500
Total	4,794,036	5,136,710	5,134,860	5,229,500	5,229,500

Funding Sources

Town Support for Education expenditures are funded solely by the General Fund.

The following products and services to education are budgeted for FY 19:

- aid to private schools for health and welfare services per state law
- payment of principal and interest on debt financed school construction projects
- provision for an independent audit, town attorney and town treasurer services
- provision for property, liability and workers compensation insurance; retirement and other post-employment benefits for non-certified employees and a portion of the Risk Management administrative expenses
- provision for a safe learning environment in Windsor schools by minimizing violence through police activities, counseling and other services and to increase positive police/youth interactions
- provision for grounds maintenance and snow removal for the six schools.

Budget Commentary

The FY 18 expenditures are expected to come in under budget by \$1,850. The FY 19 budget reflects an increase of \$92,790 or 1.8% more than the FY 18 budget due to higher retirement expenses and risk management insurance costs. These increases are partly offset by a decrease in debt service.

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TOWN SUPPORT FOR EDUCATION

	FY 2017	FY 2018		FY 2019	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
Aid to Private Education:					
St. Gabriel School	36,052	37,340	37,340	38,460	38,460
Trinity Christian	21,630	22,280	22,280	22,950	22,950
Madina Academy	-	17,900	17,900	18,440	18,440
Loomis Chaffee School	32,750	33,740	33,740	34,750	34,750
Subtotal - Aid to Private Schools	90,432	111,260	111,260	114,600	114,600
Debt Service:					
Principal	2,175,000	2,316,250	2,316,250	2,271,670	2,271,670
Interest	388,000	349,770	349,770	346,980	346,980
Subtotal - Debt Service	2,563,000	2,666,020	2,666,020	2,618,650	2,618,650
General Government:					
Audit Fee	27,320	27,000	25,500	25,500	25,500
Town Attorney (25% of town attorney retainer)	21,580	21,960	21,960	21,960	21,960
Town Treasurer (50%)	2,214	2,300	2,300	2,360	2,360
Subtotal - General Government	51,114	51,260	49,760	49,820	49,820
Risk Management:					
Automobile Liability (8%)	9,910	9,300	9,300	8,800	8,800
Umbrella Liability (55%)	57,600	58,680	58,680	47,300	47,300
Comp. General Liability (66%)	132,040	138,400	138,400	162,690	162,690
Property Protection (73%)	161,750	160,390	160,390	161,330	161,330
Cyber Liability (70%)	10,500	10,500	10,500	10,500	10,500
School Board Errors & Omissions (100%)	28,000	28,560	28,560	28,560	28,560
Football and Sports Accidents (100%)	15,000	15,000	15,000	15,000	15,000
Nurse (25%)	1,950	1,950	1,950	1,950	1,950
Workers Compensation (50%)	600,000	600,000	600,000	600,000	600,000
Excess Workers Comp. Premium (50%)	37,800	39,690	39,690	40,000	40,000
Risk Manager (40%)	55,640	58,330	58,300	59,800	59,800
Subtotal - Risk Management	1,110,190	1,120,800	1,120,770	1,135,930	1,135,930
Retirement Services:					
School Retirement	552,361	615,230	615,230	694,470	694,470
Other Post-Employment Benefits (OPEB)	135,000	150,000	150,000	180,000	180,000
Subtotal - Retirement Services	687,361	765,230	765,230	874,470	874,470
Youth Protection Services:					
Police - Support Services (school resource officer)	119,420	122,450	122,450	122,940	122,940
Police - Support Services (youth engagement officer)	-	90,330	90,330	92,630	92,630
Recreation & Leisure Services	66,680	72,850	72,730	79,770	79,770
Subtotal - Youth Protection Services	186,100	285,630	285,510	295,340	295,340
Public Works:					
Maintenance & Snow Removal	105,839	136,510	136,310	140,690	140,690
Subtotal - Public Works	105,839	136,510	136,310	140,690	140,690
TOTAL	4,794,036	5,136,710	5,134,860	5,229,500	5,229,500

SAFETY SERVICES

Safety Services provides the citizens of Windsor with a community in which they can feel safe from physical harm and property loss due to natural disaster, fire, accidents or crime.

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,637,199	9,466,920	9,129,340	9,488,670	9,488,670
Supplies	113,857	102,550	97,240	94,730	94,730
Services	543,006	397,970	444,960	300,100	300,100
Maintenance & Repair	439,321	379,660	413,260	501,560	501,560
Grants & Contributions	48,424	37,410	37,410	33,180	33,180
Capital Outlay	416,802	284,110	353,010	399,210	399,210
Energy & Utility	307,152	348,550	346,800	367,210	367,210
Total	10,505,761	11,017,170	10,822,020	11,184,660	11,184,660

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

Funding Sources

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

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Safety Services	9,617,229	10,162,620	9,968,640	10,346,090	10,346,090
Town Support for Education	119,420	212,780	212,780	215,570	215,570
<i>Subtotal: Safety General Fund Budget</i>	<i>9,736,649</i>	<i>10,375,400</i>	<i>10,181,420</i>	<i>10,561,660</i>	<i>10,561,660</i>
Asset Forfeitures	-	-	210	-	-
State & Federal Grants	125,849	71,000	54,210	60,000	60,000
Donations & User Fees	6,978	3,000	3,130	2,500	2,500
Vehicle Maintenance	-	15,270	30,550	-	-
Use of Police Private Duty Account	636,285	552,500	552,500	560,500	560,500
<i>Subtotal: Special Revenue Funds</i>	<i>769,112</i>	<i>641,770</i>	<i>640,600</i>	<i>623,000</i>	<i>623,000</i>
Total	10,505,761	11,017,170	10,822,020	11,184,660	11,184,660

Personnel Requirements

Full Time Equivalents (FTE)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	64.42	66.00	65.50	66.00	66.00
Regular Part Time Employees	1.45	1.70	1.20	1.70	1.70
Temporary/Seasonal Employees	-	-	-	-	-
Total	65.87	67.70	66.70	67.70	67.70

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$205,560 or 1.9%. Savings in Personal Services for partial year vacancies, military leaves, workers compensation and disability claims in the Police Department are offset in part by costs for the replacement of a diesel fuel tank in Capital Outlay, a radio system lease in Services and maintenance and repairs for the radio system and fire department equipment. The FY 18 General Fund budget is expected to come in \$193,980 or 1.9% under budget due to all the same reasons. The overall FY 19 budget reflects an increase of \$167,490 or 1.5% as compared to the FY 18 budget mostly due to Capital Outlay for reallocating three police vehicles from the General Services General Fund budget to the Police Department General Fund budget. The FY 19 General Fund budget, including Town Support for Education, reflects an increase of \$186,260 or 1.8% primarily due to the same reason.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,078,001	8,758,140	8,435,600	8,788,100	8,788,100
Supplies	89,585	92,550	92,650	84,730	84,730
Services	425,800	387,970	430,960	287,600	287,600
Maintenance & Repair	418,696	379,660	413,260	501,560	501,560
Grants & Contributions	48,424	37,410	37,410	33,180	33,180
Capital Outlay	249,571	158,340	211,960	283,710	283,710
Energy & Utility	307,152	348,550	346,800	367,210	367,210
Total	9,617,229	10,162,620	9,968,640	10,346,090	10,346,090

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	119,420	212,780	212,780	215,570	215,570
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	119,420	212,780	212,780	215,570	215,570

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	439,778	496,000	480,960	485,000	485,000
Supplies	24,272	10,000	4,590	10,000	10,000
Services	117,206	10,000	14,000	12,500	12,500
Maintenance & Repair	20,625	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	167,231	125,770	141,050	115,500	115,500
Energy & Utility	-	-	-	-	-
Total	769,112	641,770	640,600	623,000	623,000

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,637,199	9,466,920	9,129,340	9,488,670	9,488,670
Supplies	113,857	102,550	97,240	94,730	94,730
Services	543,006	397,970	444,960	300,100	300,100
Maintenance & Repair	439,321	379,660	413,260	501,560	501,560
Grants & Contributions	48,424	37,410	37,410	33,180	33,180
Capital Outlay	416,802	284,110	353,010	399,210	399,210
Energy & Utility	307,152	348,550	346,800	367,210	367,210
Total	10,505,761	11,017,170	10,822,020	11,184,660	11,184,660

SAFETY SERVICES
Budget Information
Fiscal Year 2015-2019

Expenditures

Expenditures by Category *	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
	Actual		Actual		Actual		Budget	Estimate	Proposed	Adopted
Personal Services	8,746,867		8,598,099		8,637,199		9,466,920	9,129,340	9,488,670	9,488,670
Supplies	80,187		93,083		113,857		102,550	97,240	94,730	94,730
Services	302,198		414,472		543,006		397,970	444,960	300,100	300,100
Maintenance & Repair	371,486		464,219		439,321		379,660	413,260	501,560	501,560
Grants & Contributions	33,978		40,225		48,424		37,410	37,410	33,180	33,180
Capital Outlay	289,573		498,291		416,802		284,110	353,010	399,210	399,210
Energy & Utility	368,889		337,722		307,152		348,550	346,800	367,210	367,210
Total	10,193,178		10,446,111		10,505,761		11,017,170	10,822,020	11,184,660	11,184,660

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

Funding Sources

Funding Source	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
	Actual		Actual		Actual		Budget	Estimate	Proposed	Adopted
General Fund	9,314,528		9,707,277		9,617,229		10,162,620	9,968,640	10,346,090	10,346,090
Town Support for Education	118,120		117,890		119,420		212,780	212,780	215,570	215,570
Subtotal: Safety General Fund Budget	9,432,648		9,825,167		9,736,649		10,375,400	10,181,420	10,561,660	10,561,660
Asset Forfeitures	10,038		18,781		-		-	210	-	-
State & Federal Grants	35,387		72,996		125,849		71,000	54,210	60,000	60,000
LOSAP Grant (Length-of-Service Award Prog.)	-		-		-		-	-	-	-
Donations & User Fees	242		18		6,978		3,000	3,130	2,500	2,500
Vehicle Maintenance	-		17,037		-		15,270	30,550	-	-
Use of Police Private Duty Acct.	714,863		512,112		636,285		552,500	552,500	560,500	560,500
Subtotal: Special Revenue Funds	760,530		620,944		769,112		641,770	640,600	623,000	623,000
Total	10,193,178		10,446,111		10,505,761		11,017,170	10,822,020	11,184,660	11,184,660

TOTAL POLICE DEPARTMENT

(DOES NOT INCLUDE FIRE OR AMBULANCE)

Police Department personnel protect life and property by observant patrolling, enforcing laws and ordinances, giving assistance to those with physical and emotional needs and by maintaining open and positive relationships with people in the community.

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,370,568	9,192,810	8,855,230	9,207,300	9,207,300
Supplies	90,497	77,350	72,240	69,520	69,520
Services	235,821	124,060	171,060	138,170	138,170
Maintenance & Repair	265,215	205,410	224,000	210,330	210,330
Grants & Contributions	15,586	16,650	16,650	16,650	16,650
Capital Outlay	306,156	161,120	230,020	277,700	277,700
Energy & Utility	180,947	208,890	208,550	217,470	217,470
Total	9,464,790	9,986,290	9,777,750	10,137,140	10,137,140

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

Funding Sources

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

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Police	8,576,258	9,131,740	8,924,370	9,298,570	9,298,570
Town Support for Education	119,420	212,780	212,780	215,570	215,570
<i>Subtotal: Police General Fund Budget</i>	<i>8,695,678</i>	<i>9,344,520</i>	<i>9,137,150</i>	<i>9,514,140</i>	<i>9,514,140</i>
Asset Forfeitures	-	-	210	-	-
State & Federal Grants	125,849	71,000	54,210	60,000	60,000
Donations & User Fees	6,978	3,000	3,130	2,500	2,500
Vehicle Maintenance	-	15,270	30,550	-	-
Use of Police Private Duty Account	636,285	552,500	552,500	560,500	560,500
<i>Subtotal: Special Revenue Funds</i>	<i>769,112</i>	<i>641,770</i>	<i>640,600</i>	<i>623,000</i>	<i>623,000</i>
Total	9,464,790	9,986,290	9,777,750	10,137,140	10,137,140

Personnel Requirements

Full Time Equivalents (FTE)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	63.42	65.00	64.50	65.00	65.00
Regular Part Time Employees	1.45	1.70	1.20	1.70	1.70
Temporary/Seasonal Employees	-	-	-	-	-
Total	64.87	66.70	65.70	66.70	66.70

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$208,540 or 2.1%. Savings in Personal Services for partial year vacancies, military leaves, workers compensation and disability claims are offset in part by costs for the replacement of a diesel fuel tank in Capital Outlay and for a radio system lease in Services. The FY 18 General Fund budget is expected to come in \$207,370 or 2.2% under budget due to the same reasons. The overall FY 19 budget reflects an increase of \$150,850 or 1.5% as compared to the FY 18 budget primarily due to Capital Outlay for reallocating three police vehicles from the General Services section of the budget to the Police Department General Fund budget. The FY 19 General Fund budget, including Town Support for Education, reflects an increase of \$169,620 or 1.8% due to an increase in Capital Outlay for vehicle replacement, Energy & Utility costs and radio system lease expense.

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

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	7,811,370	8,484,030	8,161,490	8,506,730	8,506,730
Supplies	66,225	67,350	67,650	59,520	59,520
Services	118,615	114,060	157,060	125,670	125,670
Maintenance & Repair	244,590	205,410	224,000	210,330	210,330
Grants & Contributions	15,586	16,650	16,650	16,650	16,650
Capital Outlay	138,925	35,350	88,970	162,200	162,200
Energy & Utility	180,947	208,890	208,550	217,470	217,470
Total	8,576,258	9,131,740	8,924,370	9,298,570	9,298,570

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	119,420	212,780	212,780	215,570	215,570
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	119,420	212,780	212,780	215,570	215,570

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	439,778	496,000	480,960	485,000	485,000
Supplies	24,272	10,000	4,590	10,000	10,000
Services	117,206	10,000	14,000	12,500	12,500
Maintenance & Repair	20,625	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	167,231	125,770	141,050	115,500	115,500
Energy & Utility	-	-	-	-	-
Total	769,112	641,770	640,600	623,000	623,000

Total Expenditures (agrees to page F-4):

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,370,568	9,192,810	8,855,230	9,207,300	9,207,300
Supplies	90,497	77,350	72,240	69,520	69,520
Services	235,821	124,060	171,060	138,170	138,170
Maintenance & Repair	265,215	205,410	224,000	210,330	210,330
Grants & Contributions	15,586	16,650	16,650	16,650	16,650
Capital Outlay	306,156	161,120	230,020	277,700	277,700
Energy & Utility	180,947	208,890	208,550	217,470	217,470
Total	9,464,790	9,986,290	9,777,750	10,137,140	10,137,140

POLICE - ADMINISTRATION AND RECORDS

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

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	721,920	695,210	733,190	733,190
Supplies	29,880	30,180	30,350	30,350
Services	26,400	26,400	27,100	27,100
Maintenance & Repair	60,210	60,210	60,860	60,860
Grants & Contributions	-	-	-	-
Capital Outlay	-	50,000	-	-
Energy & Utility	106,740	109,180	112,410	112,410
Total	945,150	971,180	963,910	963,910

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	945,150	971,180	963,910	963,910
	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	945,150	971,180	963,910	963,910

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	1.00	0.50	1.00	1.00
Temporary/Seasonal Employees	-	-	-	-
Total	7.00	6.50	7.00	7.00

Budget Commentary

The FY 18 General Fund expenditures are expected to come in \$26,030 or 2.8% over budget due to Capital Outlay for the replacement of a diesel fuel tank that is partially offset by a decrease in Personal Services for a part time full year vacancy. The FY 19 General Fund budget reflects an increase of \$18,760 or 2.0% mostly due to Personal Services.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management \$259,930

- Provide leadership and coordination of all department activities
- Continue to improve departmental access to the criminal justice system's information
- Assist and direct the coordination of information dissemination
- Continue to develop and maintain liaisons with local, state and federal agencies to address crime
- Manage and direct the operations of the Windsor Public Safety Answering Point (PSAP)
- Oversee the delivery of all Town of Windsor dispatch services.

Information Services \$703,980

- Provide data storage, retrieval and dissemination
- Provide information and analysis to support departmental management functions
- Provide timely responses to Freedom of Information Act requests
- Provide support for state and federal prosecution, probation and corrections efforts
- Coordinate and facilitate case closure for members of the public
- Provide criminal history information
- Issue licenses and permits in accordance with state statutes and local ordinances
- Supply accurate and regular reports of crime statistics to the public and to local, state and federal agencies
- Play an integral part in the coordination and operation of the Windsor Police Department property room.

POLICE - SUPPORT SERVICES

Support Services provides in-depth follow-up to criminal investigations, collects and preserves evidence, conducts undercover narcotic enforcement and provides community-related services to businesses, young people, families and schools.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,158,000	1,112,660	1,522,160	1,522,160
Supplies	5,000	5,130	5,000	5,000
Services	5,600	5,600	5,600	5,600
Maintenance & Repair	2,750	2,750	2,750	2,750
Grants & Contributions	-	-	-	-
Capital Outlay	27,500	27,500	32,500	32,500
Energy & Utility	-	-	-	-
Total	1,198,850	1,153,640	1,568,010	1,568,010

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,048,900	1,003,350	1,319,940	1,319,940
Town Support for Education	122,450	122,450	215,570	215,570
<i>Subtotal: Police General Fund Budget</i>	<i>1,171,350</i>	<i>1,125,800</i>	<i>1,535,510</i>	<i>1,535,510</i>
Asset Forfeitures	-	210	-	-
Donations	-	130	-	-
Use of Police Private Duty Account	27,500	27,500	32,500	32,500
<i>Subtotal: Special Revenue Funds</i>	<i>27,500</i>	<i>27,840</i>	<i>32,500</i>	<i>32,500</i>
Total	1,198,850	1,153,640	1,568,010	1,568,010

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.00	8.00	10.00	10.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	8.00	8.00	10.00	10.00

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$45,210 or 3.8% primarily due to Personal Services for a partial year military leave and positions replaced at lower cost and overtime. The overall FY 19 budget reflects an increase of \$369,160 or 30.8%. This is a result of transferring two officer positions from Uniformed Patrol to Support Services to correspond with department responsibilities. The FY 19 Capital Outlay expenditure is for the replacement of a vehicle and is funded by the Police Private Duty Account.

SUPPORT SERVICES

Products & Services

Criminal Investigation/Crime Prevention \$1,142,880

- Narcotics and Weapons Investigations – Street-level and above narcotic investigations with an emphasis on reducing narcotics sales in the town. Detectives work with area departments to focus on cases that have a nexus with the Town of Windsor to apprehend those individuals who operate beyond town lines
- Gang/Gun Investigations – Investigate any/all gang and “gang-like” activity – particularly behavior related to violence or the threatened or actual use of weapons. Through intelligence gathering reduce recruitment of and membership in all gang and “gang-like” groups
- Investigate major crimes (sexual assault, burglary, robbery) with the goal of maintaining a clearance rate higher than the national average for all Part 1 crimes
- Provide crime prevention training presentations to residents and businesses with a focus on crimes against the elderly such as identity theft and scams along with office security
- Primary liaison for intelligence sharing and gathering with local, state and federal law enforcement agencies.

Evidence & Court Duties \$150,110

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

Youth Engagement Officer \$92,630

- Collaborate with middle and elementary schools to build rapport and trust with the town’s youth
- Communicate and share information with school staff to better serve children and families in Windsor
- Assist Recreation Department with event planning and program implementation to increase positive police interactions with our youth
- Work with the Juvenile Review Board to provide appropriate services outside of the judicial system for juveniles who commit minor crimes.

Training/Youth Development \$59,450

- Manage department training including mandated recertification
- Provide continued development of the investigative and crime scene processing skills of all sworn police officers focusing on evidence collection including digital photography and DNA collection
- Oversee training in the use of the automated fingerprint identification system and record management system for the booking of prisoners and report writing
- Provide leadership and mentoring for the Police Cadet program and provide “job shadowing” opportunities to students from surrounding high schools. Provide internships for students from numerous colleges and universities
- Youth Commission Liaison - Provide an ex-officio member to the Youth Commission assisting with the commission’s goals and objectives
- Social and Life Skills Development - Provide instruction and presentations (Bullying, Gangs, Diversity, Drugs, Personal Safety, Sexual Assault, etc.) to school age children at the high schools, middle schools, elementary schools and other town programs.

School and Youth Resource \$122,940

- Provide security and protection for students and staff members at Windsor High School
- Assist school administration with planned emergency action drills for dealing with potential outside threats such as hazardous material incidents, bombs, terrorists and active shooter(s)
- Develop intelligence to identify and prevent crimes of violence, drug use and gang activity
- Improve relationships between teenagers and officers. Become a trusted resource for both students and staff members
- Assist in the development and implementation of the school mentoring and weekend community service programs
- Serve as a primary resource for officers in cases involving school age children, particularly high school and middle school children.

POLICE - UNIFORMED PATROL

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

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	6,268,840	6,041,710	5,876,000	5,876,000
Supplies	39,370	33,830	31,070	31,070
Services	83,500	87,500	84,700	84,700
Maintenance & Repair	109,540	119,540	112,830	112,830
Grants & Contributions	-	-	-	-
Capital Outlay	130,620	149,520	245,200	245,200
Energy & Utility	96,180	93,400	98,910	98,910
Total	6,728,050	6,525,500	6,448,710	6,448,710

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	6,026,450	5,825,410	5,860,710	5,860,710
Town Support for Education	90,330	90,330	-	-
<i>Subtotal: Police General Fund Budget</i>	<i>6,116,780</i>	<i>5,915,740</i>	<i>5,860,710</i>	<i>5,860,710</i>
State and Federal Grants	71,000	54,210	60,000	60,000
Donations	-	-	-	-
Vehicle Maintenance	15,270	30,550	-	-
Use of Police Private Duty Account	525,000	525,000	528,000	528,000
<i>Subtotal: Special Revenue Funds</i>	<i>611,270</i>	<i>609,760</i>	<i>588,000</i>	<i>588,000</i>
Total	6,728,050	6,525,500	6,448,710	6,448,710

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	42.00	41.50	40.00	40.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	42.00	41.50	40.00	40.00

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$202,550 or 3.0%. This is due to partial year vacancies, military leave, workers compensation, and disability claims. The FY 18 General Fund is expected to come in under budget by \$201,040 or 3.3% due to the same reason. The overall FY 19 budget reflects a decrease of \$186,710 or 2.8% as compared to the FY 18 budget. This is a result of transferring two officer positions from Uniformed Patrol to Support Services to correspond with departmental responsibilities. The FY 19 General Fund, including Town Support for Education, reflects a decrease of \$201,040 or 3.3% as compared to the FY 18 budget due to the same reason. This decrease is offset in part by the capital outlay increase for FY 19 due to moving three vehicles from the General Services budget to the Uniformed Patrol budget.

UNIFORMED PATROL

Products & Services

EMS and Public Assistance \$1,790,920

- First responders to over 1,500 Emergency Medical Services (EMS) and fire dispatches
- Provide medical and life saving assistance and protection against further injury and property damage
- Train and develop emergency medical practice skills
- Train officers in Emergency Medical Dispatching (EMD).

Traffic Control \$1,857,990

- Participate in regional traffic initiatives such as Metro Traffic Service and the North Central Traffic Enforcement teams to increase staffing, visibility and ability to respond to specific motor vehicle complaints
- Use traffic accident data and citizen requests to help target specific traffic concerns and reduce accidents
- Partner with town departments in traffic planning and calming including the Drive Wise program
- Use Federal and State grants to fund traffic enforcement and accident reduction efforts in the areas of driving under the influence (DUI), seat belt use and distracted driving (cell phone calling/texting).

Police Private Duty \$528,000

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

Protect Persons and Property \$2,271,800

- Patrol residential neighborhoods and business districts to protect persons and property and to reduce crime
- Respond to calls for service
- Investigate criminal complaints, identify the perpetrator(s) and arrest them
- Utilize assertive patrol techniques to identify suspicious persons, vehicles and circumstances in order to prevent crimes and develop potential suspects
- Use crime analysis as a means of detecting crime trends and predicting when and where the next crime in a series of crimes is likely to occur. Use the information to prevent crimes or make arrests
- Liaison with the state court handling all departmental business with the court including but not limited to prisoner transport and court paperwork
- Continue to work in conjunction with other town organizations (i.e., Chamber of Commerce, existing neighborhood watches) to educate individuals on crime prevention
- Maintain Windsor's low robbery rate with high visibility foot and business patrols
- Deploy regular bicycle patrols when weather permits to enforce loitering and other nuisance crimes to combat youth-related crimes and gang activity
- Sustain our ongoing community relations initiative which focuses on providing crime prevention information and extra patrols to our growing senior citizen population
- Reduce our overall crime rate to ensure that Windsor remains one of the safest towns in the region, state and country
- Collaborate with neighborhoods in the development and running of Neighborhood Watch programs.

POLICE - COMMUNICATIONS

The Communications division personnel are the first contact for citizens in need of emergency services or responders. The Communications division dispatches and coordinates public safety responses based on the needs of the community.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	928,910	890,510	958,130	958,130
Supplies	-	-	-	-
Services	-	40,000	12,000	12,000
Maintenance & Repair	32,410	41,000	33,390	33,390
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	961,320	971,510	1,003,520	1,003,520

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	961,320	971,510	1,003,520	1,003,520
Use of Police Private Duty Account	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	961,320	971,510	1,003,520	1,003,520

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.00	8.00	8.00	8.00
Regular Part Time Employees	0.60	0.60	0.60	0.60
Temporary/Seasonal Employees	-	-	-	-
Total	8.60	8.60	8.60	8.60

Budget Commentary

The overall FY 18 expenditures are expected to come in over budget by \$10,190 or 1.1% due to Services for a radio system lease and increased Maintenance & Repair cost for the town-wide radio system. These increases are offset in part by savings in Personal Services for overtime. The FY 19 budget reflects an increase of \$42,200 or 4.4% as compared to the FY 18 budget due to Personal Services and the continuation of the radio system lease.

COMMUNICATIONS

Products & Services

Communications \$1,003,520

- Serve as the first contact for citizens seeking a safety service response
- Coordinate more than 46,000 calls for service per year
- Obtain and assess information to direct Police, Fire, Emergency Medical Services (EMS) and other responses as appropriate
- Utilize all available private, public and criminal justice information networks to search for and to disseminate information necessary to respond to emergency or criminal incidents
- Provide emergency medical dispatch support to any caller with a medical emergency.

POLICE - ANIMAL CONTROL

The Animal Control division provides leadership in the area of animal control, enforces laws and ordinances governing animals, works with the community to resolve animal control problems and recovers, impounds and relocates stray animals.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	115,140	115,140	117,820	117,820
Supplies	3,100	3,100	3,100	3,100
Services	8,560	11,560	8,770	8,770
Maintenance & Repair	500	500	500	500
Grants & Contributions	16,650	16,650	16,650	16,650
Capital Outlay	3,000	3,000	-	-
Energy & Utility	5,970	5,970	6,150	6,150
Total	152,920	155,920	152,990	152,990

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

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate. Animal Control Expenditures are funded solely by the General Fund.

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	149,920	152,920	150,490	150,490
User Fees	3,000	3,000	2,500	2,500
<i>Subtotal: Special Revenue Funds</i>	<i>3,000</i>	<i>3,000</i>	<i>2,500</i>	<i>2,500</i>
Total	152,920	155,920	152,990	152,990

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.10	0.10	0.10	0.10
Temporary/Seasonal Employees	-	-	-	-
Total	1.10	1.10	1.10	1.10

Budget Commentary

The General Fund FY 18 expenditures are expected to come in over budget by \$3,000 or 2.0% due to costs related to animal care. The FY 19 General Fund is expected to increase by \$570 or 0.4% primarily due to Personal Services.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances \$74,840

- Provide prevention and assertive enforcement efforts to keep the total number of animal complaints to fewer than 1,000
- Ensure that patrol officers are continually updated on proper protocols regarding animal issues
- Provide ongoing training to elementary school students on dog bite prevention, the humane treatment of animals and other relevant topics
- When necessary, notify the public of potential threats from wild animals and educate the public on the proper methods of interacting with wild animals
- Maintain our relationship with court officials to ensure quick resolution to serious nuisance and aggressive dog incidents as well as quality of life issues.

Operate Dog Pound/Animal Placement \$78,150

- Redeem or place 95% of the animals impounded
- Continue status as a "no kill" shelter as defined by the Humane Society of the United States (HSUS) pertaining to all adoptable pets.

FIRE AND RESCUE SERVICES

The Windsor Volunteer Fire Department minimizes the loss of life and property by providing effective fire prevention, fire suppression and rescue services.

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	266,631	274,110	274,110	281,370	281,370
Supplies	23,360	25,200	25,000	25,210	25,210
Services	283,110	248,940	248,930	136,080	136,080
Maintenance & Repair	168,286	164,250	179,260	281,230	281,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	110,646	122,990	122,990	121,510	121,510
Energy & Utility	119,108	125,560	124,150	132,290	132,290
Total	971,141	961,050	974,440	977,690	977,690

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

Funding Sources

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

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Fire and Rescue Services	971,141	961,050	974,440	977,690	977,690
Donations	-	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-	-
Total	971,141	961,050	974,440	977,690	977,690

Personnel Requirements

Full Time Equivalents (FTE)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.00	1.00	1.00	1.00	1.00

Budget Commentary

The FY 18 overall expenditures are expected to come in over budget by \$13,390 or 1.4% due to increased Maintenance and Repair costs. The FY 19 budget reflects an increase of \$16,640 or 1.7% as compared to the FY 18 budget primarily due to Maintenance and Repair for increased costs for equipment testing and repairs as well as increased Energy & Utility costs. The decrease in Services and increase in Maintenance and Repair seen above are due to a realignment of accounting line items.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration \$437,820

- Respond to more than 700 emergency incidents
- Contract for water supply with the Metropolitan District Commission (MDC) for maintenance & service of 1,111 hydrants
- Manage, direct and monitor all fire department activities
- Prepare, administer and monitor the fire budget including maintenance contracts and new equipment purchases.

Fire Facilities & Building Maintenance \$136,560

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

Apparatus Maintenance & Service \$110,290

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

Recruitment, Training and Retention \$96,890

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

Fire Prevention, Equipment and Supplies \$196,130

- Support community fire prevention programs
- Support fire prevention week by conducting fire education programs at the schools in conjunction with the Fire Marshal's office
- Supply the Fire Marshal's office with education material and manpower for their yearlong educational efforts
- Maintain and service all fire support equipment
- Replace equipment as needed to offset attrition and wear.

AMBULANCE SERVICES

Ambulance Services are contracted out with the Windsor Volunteer Ambulance Association, a private non-profit corporation, to provide emergency medical treatment and transportation to medical facilities for sick and injured citizens.

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	24,075	24,970	24,970	25,850	25,850
Maintenance & Repair	5,820	10,000	10,000	10,000	10,000
Grants & Contributions	32,838	20,760	20,760	16,530	16,530
Capital Outlay	-	-	-	-	-
Energy & Utility	7,097	14,100	14,100	17,450	17,450
Total	69,830	69,830	69,830	69,830	69,830

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

Funding Sources

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

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Ambulance Services	69,830	69,830	69,830	69,830	69,830
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-	-
Total	69,830	69,830	69,830	69,830	69,830

Personnel Requirements

Full Time Equivalents (FTE)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The FY 18 expenditures are expected to come in on budget. The FY 19 budget is expected to have no increase over the FY 18 budget. The Services line is increasing by 3.5% in FY 19 as compared to the FY 18 budget. This represents the Windsor Volunteer Ambulance's payment to the North Central Connecticut Emergency Medical Services Council for regional and hospital coordination of emergency medical dispatching. The Grants & Contributions portion of the budget represents the town's non-specific subsidy to Windsor Volunteer Ambulance.

AMBULANCE SERVICES

Products & Services

Emergency Medical Care \$69,830

- Evaluate injuries and provide treatment at the scene and en-route to the hospital
- Provide highly qualified paramedics to administer advanced care to patients suffering from life threatening illness or injury
- Educate school children and the public in Emergency Medical Services to maximize early system activation.

SAFETY SERVICES

FY 18 HIGHLIGHTS

Police Department

Our goal of providing the best police services possible for our residents continued in FY 18. Windsor police officers responded to over 31,000 calls for service. This includes over 3,200 medical calls, investigating 922 motor vehicle accidents (90 with injuries), and making over 8,500 motor vehicle stops.

In addition to the 31,000 police calls for service, our dispatchers are also the central hub for all public safety communications. They answer approximately 20,000 other phone calls into the dispatch center each year to gather and relay information to officers, staff and other law enforcement and social agencies. Our dispatchers are trained to provide immediate emergency assistance through the use of the Emergency Medical Dispatch (EMD) function and provide communications for our Volunteer Fire Department.

There are many new faces at the Windsor Police Department. Over the past two years, numerous officers have retired from the police department. To keep pace, the department has hired 15 officers and continues to seek individuals who want to be part of our dedicated, diverse, work group.

In FY 18, the new Windsor Animal Control Facility was opened on Marshall Phelps Road. This new facility is equipped to meet the town's needs well into the future. This past year, the Windsor Police Department responded to 977 animal complaints. The Animal Control Officer placed numerous dogs for adoption and investigated 16 dog bite complaints.

Our School Resource Officer (SRO) program continued to build relationships with our school community in an effort to address youth delinquency and encourage good decision making. Our Youth Engagement Officer program has been working with students and faculty at the elementary and middle schools along with staff at the town's recreation department to build bridges through positive interactions and communication with Windsor's youth. Our Community Block Party events in the summer have been a tremendous success at the parks throughout town.

Fire and Rescue Services

A statewide formal recruitment effort for volunteer firefighters called "Do you have what it takes?" was completed several years ago in conjunction with a grant received by the Connecticut Fire Chiefs Association. In FY 15, FY 16 and FY 17 the fire department has chosen to be involved with the second phase of this effort. The second phase of "Do you have what it takes?" focuses on the use of social media, printed materials and interaction within the community. The Fire Chief has created a recruitment and retention committee to manage these processes. In the past year we received more than 24 volunteer firefighter inquiries and have added seven new members, also during this period 11 firefighters resigned. Currently the fire department has 97 members with 79 being active members.

In FY 18, volunteer firefighters responded to more than 700 fire and emergency service calls and logged more than 3,800 hours of training. Training sessions were held at the Connecticut Fire Academy and at commercial buildings throughout town. Firefighters also attended training throughout the region.

In an effort to better manage the challenges of the volunteer fire service, committees continued efforts for volunteer recruitment and retention, short and long-range fire department planning, training and officer development. As a result of these committees, there have been several retention activities including social nights and an awards dinner. The officer development committee has held several training sessions using outside instructors.

SAFETY SERVICES

<i>Key Statistics</i>	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target
Number of Part I crimes	516	523	575	775	600
Number of motor vehicle accidents with injuries	83	68	84	90	80
Number of calls for service received by Dispatch (beginning in FY 2017 - no longer tracking property checks)	54,639	46,545	36,500	31,000	32,000
Number of Fire Department responses*	1,390	1,269	717	725	725
Number of structure fires	19	19	14	12	12

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

<i>Performance Measures</i>	FY 2017 Actual	FY 2018 Target	FY 2018 Estimate	FY 2019 Target
Achieve a clearance rate for burglaries that is 2.5 times better than the national clearance rate. National clearance rate for burglaries was 13.6%	34%	40%	25%	40%
Clearance rate for each Part I violent crime is better than regional rate by 10% or more – the most recent regional rate (2016) was 49%	70%	70%	45%	70%
Motor vehicle accidents with injuries per 1,000 residents	3.6	2.0	3.0	2.0
Fire Department quality of service rating (based on the Good/Very Good rating in the Citizens Survey)	N/A	80%	N/A	80%

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

The Windsor Volunteer Fire Department in addition to responding to emergencies and supporting fire prevention also participate in townwide activities such as the Holiday Toy Drive, food drives and the carol sing on the green. The Windsor Police Department participated in Study Circles with Windsor High School students to build better relationships with town youth. The Police Department also hosted 3 Community Block Parties at Sharshon Park, Lancaster Park, and Deerfield Park. At these three events, police officers served over 1,200 hotdogs and over 1,000 bottles of water to neighborhood residents.

FY 2019 Goals

1. Increase focus on traffic safety with the town Public Works & Engineering department by utilizing accident data, speed data, and resident complaints to better identify safety issues
2. Develop plan to achieve departmental accreditation through the CT Police Officer Standards and Training Council
3. Continue ongoing planning process for Police Department and Public Safety complex renovation project
4. Continue to participate in the volunteer firefighter recruitment program via the Connecticut Fire Chief Association
5. Host a public safety open house with the Windsor Police Department, Windsor Volunteer Ambulance (WVA) and Windsor Volunteer Fire Department.

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
6002	Crisis Intervention Program	773	-	130	643	-	643
6004	Bullet Proof Vest Program	2,460	-	2,460	-	-	-
6012	State Reimbursements	6,553	20,000	20,000	6,553	-	6,553
6026	Car Seat Program	1,244	-	-	1,244	-	1,244
6301	Narcotic Seizures - Federal	210	-	210	-	-	-
6302	Federal Sharing	63,235	-	-	63,235	-	63,235
6305	Asset Forfeiture - State	6,596	-	-	6,596	-	6,596
6700	Animal Shelter	34,548	-	3,000	31,548	2,500	29,048
6701	Powalka Memorial Fund	38	-	-	38	-	38
6702	K-9 Donations	3,874	-	-	3,874	-	3,874
6703	Donations	2,957	-	-	2,957	-	2,957
6800	Police Private Duty	554,529	500,000	552,500	502,029	560,500	441,529
6908	Vehicle Maintenance	14,140	6,000	30,550	(10,410)	-	(10,410)
6915	Just Start Grant	1,187	-	-	1,187	-	1,187
6916	Neighborhood Engagement Team	975	-	-	975	-	975
6919	3M Technology Grant	5,833	-	-	5,833	-	5,833
6923	Justice and Mental Health Collaboration Grant	(28,820)	60,570	31,750	-	60,000	-
	Total 03 Funds	670,332	586,570	640,600	616,302	623,000	553,302

#6002 - Crisis Intervention Program - Funds provided by donations for enhancement of the Crisis Intervention program including outreach activities and training.

#6004 - Bullet Proof Vest Program - The U.S. Department of Justice initiative designed to provide a critical resource to local law enforcement. Funding supports the purchase of bullet proof vests.

#6012 - State Reimbursements - Funds are received from the state for the purpose of providing safe roads and highways. These funds are used for overtime and the purchase of safety-related equipment.

#6026 - Car Seat Program - Funds are received from contributions given by individuals and businesses. Funds are used to replace materials and supplies related to safety in car seating within vehicles.

#6301 - Narcotic Seizure - Federal - Funds are received from the state and/or federal government after arrests have been made. Any assets of a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with the enforcement of narcotic activity information/seizures.

#6302 - Federal Sharing - Funds received through U.S. Department of Justice on cases that involve the seizure and forfeiture of property.

#6305 - Asset Forfeiture - Funds are received from the state and/or federal government after arrests have been made. Any assets of a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with asset forfeiture.

#6700 - Animal Shelter - These funds are used for the repair, maintenance and capital items associated with the upkeep of the animal shelter.

#6701 - Powalka Memorial Fund - This account was established by donations from individuals received in memory of Laura Powalka. Funds are used to care for neglected animals (veterinarian bills, etc.).

#6702 - K-9 Donations - Funds for this account were received from a private donation. Funds will be used to purchase a bullet proof vest for one police dog.

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

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, private construction contractors, public utilities and the Windsor School District. FY 18 also includes \$20,000 for traffic enforcement, \$62,500 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items. FY 19 also includes \$20,000 for traffic enforcement, \$70,500 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items.

Police Department (cont.)

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

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

#6916 - Neighborhood Engagement Team - Funds are donated by citizens and businesses in the community. Funds are used for outreach activities to promote neighborhood building and community enhancement.

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

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

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
6903	Fire Department Donation	5,225	-	-	5,225	-	-	5,225
Total 03 Funds		5,225	-	-	5,225	-	-	5,225

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

RECREATION AND LEISURE SERVICES

Recreation and Leisure Services is responsible for developing programs and services which enhance the quality of life in the community. This includes providing a variety of enjoyable leisure, cultural and educational pursuits in parks and facilities that are well-maintained, safe and accessible.

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,224,556	1,317,960	1,315,490	1,356,710	1,356,710
Supplies	186,593	154,500	163,670	166,280	166,280
Services	568,000	573,510	561,860	558,410	558,410
Maintenance & Repair	50,167	37,470	43,970	39,550	39,550
Grants & Contributions	14,000	14,350	14,370	14,370	14,370
Capital Outlay	612	-	-	-	-
Energy & Utility	107,476	119,050	114,450	120,210	120,210
Total	2,151,404	2,216,840	2,213,810	2,255,530	2,255,530

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

Funding Sources

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

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Recreation & Leisure Services	1,448,770	1,491,640	1,489,490	1,538,390	1,538,390
Town Support for Education	66,680	72,850	72,730	79,770	79,770
Subtotal: Rec. Svcs General Fund Budget	1,515,450	1,564,490	1,562,220	1,618,160	1,618,160
Grants	30,157	23,900	34,950	29,450	29,450
Private Contributions	31,447	32,650	34,070	31,970	31,970
User Fees	574,350	595,800	582,570	575,950	575,950
Subtotal: Special Revenue Funds	635,954	652,350	651,590	637,370	637,370
Total	2,151,404	2,216,840	2,213,810	2,255,530	2,255,530

Personnel Requirements

Full Time Equivalent (FTE)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.90	7.00	7.00	7.00	7.00
Regular Part Time Employees	9.52	9.96	10.44	10.47	10.47
Temporary/Seasonal Employees	14.30	14.06	14.18	14.27	14.27
Total FTEs	30.72	31.02	31.62	31.74	31.74

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$3,030 or 0.1%. The FY 18 General Fund expenditures are expected to come in under budget by \$2,150 or 0.1%. The overall FY 19 budget is expected to increase by \$38,690 or 1.7% primarily due to Personal Services and Supplies. The FY 19 General Fund budget is expected to increase by \$46,750 or 3.1% primarily due to Personal Services.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	856,065	915,470	908,760	947,160	947,160
Supplies	52,906	47,020	48,190	50,200	50,200
Services	389,516	379,400	382,890	385,320	385,320
Maintenance & Repair	46,820	36,000	37,700	38,000	38,000
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	612	-	-	-	-
Energy & Utility	88,851	99,750	97,950	103,710	103,710
Total	1,448,770	1,491,640	1,489,490	1,538,390	1,538,390

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	66,680	72,850	72,730	79,770	79,770
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	66,680	72,850	72,730	79,770	79,770

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	301,811	329,640	334,000	329,780	329,780
Supplies	133,687	107,480	115,480	116,080	116,080
Services	178,484	194,110	178,970	173,090	173,090
Maintenance & Repair	3,347	1,470	6,270	1,550	1,550
Grants & Contributions	-	350	370	370	370
Capital Outlay	-	-	-	-	-
Energy & Utility	18,625	19,300	16,500	16,500	16,500
Total	635,954	652,350	651,590	637,370	637,370

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,224,556	1,317,960	1,315,490	1,356,710	1,356,710
Supplies	186,593	154,500	163,670	166,280	166,280
Services	568,000	573,510	561,860	558,410	558,410
Maintenance & Repair	50,167	37,470	43,970	39,550	39,550
Grants & Contributions	14,000	14,350	14,370	14,370	14,370
Capital Outlay	612	-	-	-	-
Energy & Utility	107,476	119,050	114,450	120,210	120,210
Total	2,151,404	2,216,840	2,213,810	2,255,530	2,255,530

RECREATION AND LEISURE SERVICES
Budget Information
Fiscal Year 2015-2019

Expenditures

Expenditures by Category *	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,145,681	1,157,664	1,224,556	1,317,960	1,315,490	1,356,710	1,356,710
Supplies	501,285	181,469	186,593	154,500	163,670	166,280	166,280
Services	213,308	608,334	568,000	573,510	561,860	558,410	558,410
Maintenance & Repair	42,491	48,770	50,167	37,470	43,970	39,550	39,550
Grants & Contributions	14,000	14,000	14,000	14,350	14,370	14,370	14,370
Capital Outlay	12,168	3,927	612	-	-	-	-
Energy & Utility	106,911	121,548	107,476	119,050	114,450	120,210	120,210
Total	2,035,844	2,135,712	2,151,404	2,216,840	2,213,810	2,255,530	2,255,530

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

Funding Sources

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

Funding Source	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,387,328	1,407,193	1,448,770	1,491,640	1,489,490	1,538,390	1,538,390
Town Support for Education	63,390	63,900	66,680	72,850	72,730	79,770	79,770
Subtotal: Rec. Svcs. General Fund Budget	1,450,718	1,471,093	1,515,450	1,564,490	1,562,220	1,618,160	1,618,160
Grants	30,295	30,625	30,157	23,900	34,950	29,450	29,450
Private Contributions	28,673	40,649	31,447	32,650	34,070	31,970	31,970
User Fees	526,158	593,345	574,350	595,800	582,570	575,950	575,950
Subtotal: Special Revenue Funds	585,126	664,619	635,954	652,350	651,590	637,370	637,370
Total	2,035,844	2,135,712	2,151,404	2,216,840	2,213,810	2,255,530	2,255,530

RECREATION

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

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	726,270	720,300	746,820	746,820
Supplies	81,060	96,860	95,760	95,760
Services	165,100	151,480	147,650	147,650
Maintenance & Repair	1,500	1,500	1,500	1,500
Grants & Contributions	14,350	14,370	14,370	14,370
Capital Outlay	-	-	-	-
Energy & Utility	8,200	8,200	8,200	8,200
Total	996,480	992,710	1,014,300	1,014,300

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

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund. Other sources of revenue, including user fees, grants or contributions are used to offset staffing, programming and facility management costs.

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	592,830	590,790	616,930	616,930
Private Contributions	350	3,370	370	370
User Fees	403,300	398,550	397,000	397,000
<i>Subtotal: Special Revenue Funds</i>	<i>403,650</i>	<i>401,920</i>	<i>397,370</i>	<i>397,370</i>
Total	996,480	992,710	1,014,300	1,014,300

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	6.60	6.97	7.00	7.00
Temporary/Seasonal Employees	8.92	9.00	9.00	9.00
Total FTEs	18.52	18.97	19.00	19.00

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$3,770 or 0.4%. The FY 18 General Fund expenditures are expected to come in under budget by \$2,040 or 0.3% due to Personal Services. The overall FY 19 budget reflects an increase of \$17,820 or 1.8% as compared to the FY 18 budget. The FY 19 General Fund budget reflects an increase of \$24,100 or 4.1% as compared to the FY 18 budget primarily due to Personal Services. The increase in FTE's reflect additional specialized staff needed for the RISE after-school and Summer Fun camp programs and is offset by user fees.

RECREATION

Products & Services

Aquatics \$162,550

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

Leisure Opportunities \$217,370

- Offer four 6-week sessions of evening pre-school programs in dance and arts and crafts
- Present 15 pre-school morning classes in music, dance, crafts, hot shot basketball and acting classes
- Provide outdoor winter activities
- Provide theater experiences for more than 300 youth
- Provide instructional sport opportunities for Windsor residents
- Coordinate adult programs such as dance, adult fitness, golf, tennis, volleyball, basketball and yoga
- Provide day and overnight trips for Windsor residents
- Provide after-school programming and transportation for elementary students
- Provide school vacation week programs for elementary and middle school children
- Continue lifetime sports series including skiing, tennis and golf lessons for more than 250 residents
- Continue to facilitate local youth cross country and track programs
- Provide Teen Extravaganza program for approximately 220 middle school students.

Community Centers \$233,400

- Provide safe and enjoyable facilities
- Schedule facilities for use by more than 4,450 residents and sports groups
- Provide staffing for 330 Windsor Avenue teen center
- Provide staffing for birthday parties for Windsor youth at 330 Windsor Avenue.

Summer Activities \$290,300

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

Community Events \$110,680

- Provide town events to include *Flashlight Easter Egg Hunt, Movies in the Parks, Dinner with Santa* and various pool outings
- Support community events such as *Shad Derby and Youth Fishing Derby*
- Coordinate activities for "*July is Recreation Month.*"

FACILITIES MANAGEMENT

The Facilities Management division provides support for the operation of the L.P. Wilson Community Center (which includes Recreation, Social Services, Senior Center and the Youth Services Bureau), outdoor pools and the Community Center at 330 Windsor Avenue.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	21,510	21,510	22,690	22,690
Services	341,550	341,550	342,550	342,550
Maintenance & Repair	11,500	11,500	11,500	11,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	62,890	62,620	66,270	66,270
Total	437,450	437,180	443,010	443,010

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

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate. The town and the Board of Education each contribute to the operations of the L.P. Wilson Community Center.

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	422,450	422,180	428,010	428,010
User Fees	15,000	15,000	15,000	15,000
<i>Subtotal: Special Revenue Funds</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>
Total	437,450	437,180	443,010	443,010

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The overall FY 18 expenditures are expected to come in on budget. The overall FY 19 budget reflects an increase of \$5,560 or 1.3% due to increased costs in Energy & Utilities.

FACILITIES MANAGEMENT

Products & Services

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

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

330 Windsor Ave. Community Center \$36,040

- Provide support for utilities at 330 Windsor Avenue.

Outdoor Pools & Parks Amenities \$81,020

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

YOUTH SERVICES BUREAU

The Youth Services Bureau (YSB) encourages youth to strive for excellence, integrity and community spirit by providing programs that focus on enrichment activities, social skills, problem-solving capabilities, community involvement and leadership opportunities.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	155,610	154,590	154,800	154,800
Supplies	9,300	12,050	12,050	12,050
Services	17,320	22,550	22,420	22,420
Maintenance & Repair	950	950	950	950
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	183,180	190,140	190,220	190,220

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	144,330	144,240	149,770	149,770
Grants	23,900	34,950	29,450	29,450
User Fees	14,950	10,950	11,000	11,000
<i>Subtotal: Special Revenue Funds</i>	<i>38,850</i>	<i>45,900</i>	<i>40,450</i>	<i>40,450</i>
Total	183,180	190,140	190,220	190,220

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.48	0.48	0.48	0.48
Temporary/Seasonal Employees	2.35	2.40	2.50	2.50
Total	3.83	3.88	3.98	3.98

Budget Commentary

The overall FY 18 expenditures are expected to be over budget by \$6,960 or 3.8% due to the receipt of unanticipated Youth Services Bureau Enhancement and CASAC Opioid Prevention Grants. The grants were used for program materials, instructors at the teen center and community workshops. The FY 18 General Fund expenditures are expected to come in on budget. The overall FY 19 budget reflects an increase of \$7,040 or 3.8% due to anticipation of receiving another year of the YSB Enhancement Grant. The FY 19 General Fund budget reflects an increase of \$5,440 or 3.8% due to Personal Services and Services.

YOUTH SERVICES BUREAU

Products and Services

Positive Youth Development \$122,910

- Offer a variety of after-school programs for middle school and high-school youth
- Provide various activity programs for out-of-school days
- Provide high school Youth-in-Action leadership program
- Provide enrichment field trips for middle school youth in the after-school program and high school youth in leadership program
- Provide social skills, development and support for at-risk youth referred to the high school Youth-In-Action program
- Provide transportation to the after-school program from Sage Park Middle School
- Provide six one-week social skills development programs for high school students
- Provide summer teen employment development program.

Family Events \$7,920

- Coordinate with recreation to present various family events, "Night of 1001 Pumpkins," Mardi Gras Family Fest, and Winter Festival.
- Present four summer special events led by the Youth-in-Action participants.

Prevention Programs \$22,560

- Coordinate dissemination of substance abuse prevention information and organize Red Ribbon week activities
- Educate groups in social skills development and substance abuse prevention during after-school and summer programs
- Partner with WPD in facilitating Safety awareness Day within summer programs
- Partner with CASAC in developing an annual Youth Summit with several other towns in the region.

Juvenile Justice \$36,830

- Coordinate community service, intervention and family assessments for juvenile offenders
- Serve on Juvenile Review Board
- Coordinate truancy and defiance of school rules with school district
- Outreach and counsel to parents of at-risk-youth referred to the Juvenile Review Board.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

The Northwest Park Educational/Recreational activities division provides educational, cultural and recreational opportunities within a rustic, old-fashioned setting. Visitors can learn about the region's traditional industries, view the barnyard animals, tour the nature center, cross-country ski and snowshoe, hike the trails or picnic and barbecue at a number of locations.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	283,870	288,870	297,290	297,290
Supplies	30,620	26,670	26,370	26,370
Services	39,840	35,750	36,340	36,340
Maintenance & Repair	1,020	1,020	1,100	1,100
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,300	1,500	1,500	1,500
Total	359,650	353,810	362,600	362,600

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	104,400	104,210	106,380	106,380
Town Support for Education	72,850	72,730	79,770	79,770
<i>Subtotal: Rec. Services General Fund Budget</i>	<i>177,250</i>	<i>176,940</i>	<i>186,150</i>	<i>186,150</i>
Private Contributions	28,700	27,100	28,000	28,000
User Fees	153,700	149,770	148,450	148,450
<i>Subtotal: Special Revenue Funds</i>	<i>182,400</i>	<i>176,870</i>	<i>176,450</i>	<i>176,450</i>
Total	359,650	353,810	362,600	362,600

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	2.45	2.56	2.56	2.56
Temporary/Seasonal Employees	2.68	2.68	2.66	2.66
Total FTEs	6.63	6.74	6.72	6.72

Budget Commentary

The overall FY 18 expenditures are expected to be under budget by \$5,840 or 1.6% due to less than expected expenditures for the challenge course and nature camp. The FY 18 General Fund expenditures are expected to come in on budget. The overall FY 19 budget reflects an increase of \$2,950 or 0.8% as compared to the FY 18 budget primarily due to Personal Services. The FY 19 General Fund reflects an increase of \$1,980 or 1.9% as compared to the FY 18 budget for the same reason. The increase in FTE's reflects additional hours for Environmental Education and is offset by user fees.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Indoor Activities \$76,650

- Plan and develop environmental education exhibits and services in the Nature Center for over 30,000 visitors per year
- Maintain an animal barn on a daily basis for heritage breed domestic livestock and poultry for the 20-70 daily visitors
- Maintain the Libby and Gordon Taylor Tobacco Museum annually to showcase the tobacco industry in Connecticut
- Maintain the Tobacco Archive Building for the preservation of historical items relating to the tobacco industry in Connecticut
- Offer a variety of environmental education products that reflect the uniqueness of Northwest Park within the Nature Center Gift Shop.

Outdoor Recreational Activities \$88,160

- Provide and maintain two picnic shelters for public use, corporations and organizations
- Provide signage, trailside benches, overlooks and boardwalks along 12-miles of nature trails used by over 10,000 hikers, cross-country skiers, snowshoe walkers, joggers and dog walkers
- Provide a wayside museum with a dinosaur tracks display that describes through signs the presence of dinosaurs in the Connecticut Valley during the Triassic and Jurassic Periods
- Provide two rope and MP3 player Braille trails for use by the visually challenged.
- Offer visitation and programs concerning maple sugaring at the Northwest Park Sugarhouse
- Offer visitation to an organic garden demonstration area that demonstrates the use of organic gardening methods
- Provide a 12,500 square foot butterfly garden that highlights the use of host and nectaring plants for native butterflies
- Provide up to 32 garden plots for use by the public.

Educational / Recreational Programs \$197,790

- Develop and present more than 85 public programs annually in environmental education and nature camps
- Develop, schedule and teach over 300 school programs annually that align with the national and state standards for science, mathematics and technology
- Provide family nature walks, adult and family nature workshops and public overnight camping
- Present programs for corporate events, civic meetings and nature-oriented organizations
- Provide direct service or support for community-oriented educational and recreational events including Earth Day Action, Whose Egg Is It?, Pancake Breakfast, Country Fair, Creatures of the Night, Owl Prowl and Cabin Fever Festival
- Operate a ropes challenge course program that builds self-esteem and concentrates on fostering skills such as communication, leadership, conflict resolution, teamwork, problem solving and decision-making
- Oversee a volunteer program for more than 20 volunteers who maintain the animal barn, bluebird boxes, nature center animals, gardens and trails.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

The Northwest Park Facility/Property Management division provides for safe, clean open space and facilities at Northwest Park for the public to enjoy, while ensuring the health of wildlife and exhibit animals and performing the maintenance and management of all facilities in the 473 acre park.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	152,210	151,730	157,800	157,800
Supplies	12,010	6,580	9,410	9,410
Services	9,700	10,530	9,450	9,450
Maintenance & Repair	22,500	29,000	24,500	24,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	43,660	42,130	44,240	44,240
Total	240,080	239,970	245,400	245,400

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

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund. Donations from civic clubs, corporations and the Friends of Northwest Park will be used to fund the Youth Conservation Corps program.

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	227,630	228,070	237,300	237,300
Private Contributions	3,600	3,600	3,600	3,600
User Fees	8,850	8,300	4,500	4,500
<i>Subtotal: Special Revenue Funds</i>	<i>12,450</i>	<i>11,900</i>	<i>8,100</i>	<i>8,100</i>
Total	240,080	239,970	245,400	245,400

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	0.43	0.43	0.43	0.43
Temporary/Seasonal Employees	0.11	0.10	0.11	0.11
Total FTEs	2.04	2.03	2.04	2.04

Budget Commentary

The overall FY 18 expenditures are expected to come in on budget. The overall FY 19 budget reflects an increase of \$5,320 or 2.2% as compared to the FY 18 budget mostly due to Personal Services. The FY 19 General Fund budget reflects an increase of \$9,670 or 4.2% as compared to the FY 18 budget. This increase is due to a combination of Personal Services and Maintenance and Repairs.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance \$108,630

- Manage all park land for the safety, educational use and the enjoyment of the public
- Maintain over 12 miles of trails and farm roads
- Maintain six grasslands as part of an overall park management plan through mowing and prescribed burning
- Prepare 32 community garden plots
- Maintain the security and safety of all trails, structures and areas
- Coordinate the Youth Conservation Corps (YCC) to complete overall trail maintenance
- Maintain picnic pavilion, warming shed and 20 individual picnic tables for approximately 22,000 visitors per year
- Oversee mandatory and volunteer community service programs.

Building Operation/Maintenance \$136,770

- Provide the community and staff with attractive, safe and well-maintained facilities
- Maintain fire, security and HVAC systems
- Provide and maintain energy and utility services for the nature center, park residence, maple sugaring house, animal barn, tobacco museum, intern housing and other facilities
- Develop and oversee a preventative maintenance program for all park facilities.

RECREATION AND LEISURE SERVICES

FY 2018 Highlights

Recreation

The Summer Fun Camp provided Science, Technology, Engineering, the Arts and Mathematics (STEAM) education through Mad Science that met every Tuesday for four weeks. Over 160 campers enjoyed Mad Science for a total 6 hours of fun, educational hands-on science projects.

Whether it is learning new swimming techniques, special needs and recreational enjoyment of the water, or special events, our aquatic program offered something for everybody. More than 13,000 participants partook in our aquatic programming.

More than 3,000 participants enjoyed Recreation and Leisure Services special events, including Dinner with Santa, 1001 Pumpkins, Flashlight Egg Hunt, Dive in Movies and Neighborhood block parties. We collected over 800 nonperishable items for the Windsor Food Bank during Dinner with Santa and 1001 Pumpkins special events.

Youth Services Bureau

The Summer Teen Employment Program (STEP) allowed fifteen Windsor youth an opportunity to become a part of the working world by completing maintenance and upkeep tasks at town facilities and parks, as well as participate in numerous personal development workshops. STEP and the Windsor Police Department partnered this summer to offer three family fun Community Block Party events that over 1,000 people attended.

The Office of Family and Community Partnership and the Windsor Youth Services Bureau worked closely to provide a needs assessment on programs and supports parents would like to see offered in Windsor. That survey data was used to create a series of parent workshops that meet the needs of parents and families.

The Windsor Youth Services Bureau received two grants totaling \$5,500 to support prevention efforts related to the opioid epidemic.

The Teen Center located at the 330 Windsor Avenue Community Center saw participation raise to more than 75 youth each evening between 6:00pm to 9:00pm. Programs include open gym times, youth development workshops, and group mentoring sessions. The Teen Zone Center also has vintage arcade games, air hockey, ping pong and pool tables, two 50-inch flat screen televisions and XBOX One.

Northwest Park

A comprehensive Land Management Plan was developed to guide stewardship of the park's 473 acres of woodlands, wetlands, and grasslands over the next 10 years and beyond. Field surveys of key species of breeding birds, reptiles, and other wildlife, informed management recommendations are included in the plan.

Thanks to the Friends of Northwest Park, the Maple Sugarhouse was expanded. The project was primarily planned and built by volunteers, with the support of a state grant and community donations. More than 1,000 weekend visitors and 800 school students come into the sugarhouse each winter to see (and taste) how syrup is cooked from maple sap.

A new audio tour was installed in the Tobacco Museum to complement new interpretive panels about the historic agricultural equipment on display. The audio tour is particularly helpful to visually impaired visitors, and was developed through a partnership between the Connecticut Valley Historical Society, the Windsor Lions Club, and the town. The park's Animal Care Specialist continues to reconfigure animal pens and introduced enrichment activities to ensure the long term health and well-being of the live farm animals. New chicken roosts and nest boxes, as well as play equipment for the donkey are among the enhancements that improve visitor interactions with the heritage breeds on display.

RECREATION AND LEISURE SERVICES

<i>Key Statistics</i>	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target
Number of recreational activities offered	714	710	715	717	721
Number of elementary school-age children registrations for after-school & vacation programs	4,610	4,708	5,014	5,100	5,100
Number of school children attending environmental education classes at Northwest Park	4,700	4,750	4,530	4,800	4,800
Number of participants at Northwest Park community events and programs	6,850	6,500	6,722	7,000	7,250
Number of middle school and high school youth registrations for after-school and vacation programs	564	853	855	870	875
Number of participants at Youth Services Bureau community events	1,200	1,400	1,435	1,500	1,500

<i>Performance Measures</i>	FY 2017 Actual	FY 2018 Target	FY 2018 Estimate	FY 2019 Target
Retention rate for youth participants in after-school programs	92%	85%	90%	85%
Retention rate for youth participants in summer programs	72%	85%	79%	85%
Percentage of total targeted enrollments achieved	73%	85%	75%	85%
Number of new programs offered	12	22	18	18
Percentage of program participant Recreation Department survey respondents that rate department programs as "good" or "very good"	93%	90%	90%	90%

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

Each participant in summer camps receive a minimum of two hours of instruction in Science, Technology, Engineering & Math (STEM) or environmental education curriculum each day.

FY 2019 Goals

1. Redesign Northwest Park's trail map to improve wayfinding on trails, farm roads and better identify the park's special features.
2. Implement at least four new programs as a result of the Youth Service Bureau/School survey.
3. Provide at least two adaptive recreation programs for teens and young adults.
4. Complete installation of Welch Pool filtration system.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
2002	Cirillo Youth Theatre	(4,843)	15,000	13,250	(3,093)	16,000	14,500	(1,593)
2004	Fran Elligers Memorial Fund	663	370	370	663	370	370	663
2007	Teen-O-Rama	158,587	380,000	386,000	152,587	382,000	382,000	152,587
2009	O'Brien Field Rental	5,150	2,500	-	7,650	2,500	-	10,150
2010	Positive Youth Development	20,104	11,000	10,950	20,154	11,000	11,000	20,154
2016	Passage Program	6,821	4,200	5,000	6,021	8,500	6,000	8,521
2018	Live-n-Learn	9,487	14,300	14,300	9,487	19,000	15,500	12,987
2069	Youth Services Bureau FY 18	-	18,310	18,310	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 19	-	N/A	N/A	N/A	18,310	18,310	-
2045	Dog Park	4,244	-	500	3,744	-	-	3,744
2068	YSB Enhancement Grant FY 18	-	5,800	5,800	-	N/A	N/A	N/A
NEW	YSB Enhancement Grant FY 19	-	N/A	N/A	N/A	5,800	5,800	-
2070	CASAC* FY 18	-	5,340	5,340	-	N/A	N/A	N/A
NEW	CASAC* FY 19	-	N/A	N/A	N/A	5,340	5,340	-
2071	CASAC* FY 18 OPIOD Mini	-	500	500	-	N/A	N/A	N/A
2072	CASAC* FY 18 OPIOD Health	-	5,000	5,000	-	N/A	N/A	N/A
2202	NW Park Youth Conservation Corp.	993	3,600	3,600	993	3,600	3,600	993
2204	Northwest Park Nature Camp/Clubs	190,008	109,000	97,720	201,288	85,000	95,900	190,388
2207	Friends of Northwest Park Grant	1,700	10,000	10,000	1,700	10,000	10,000	1,700
2208	Northwest Park Shop	2,758	6,500	3,750	5,508	6,500	4,250	7,758
2210	NWP Environ. Education Programs	75,343	34,500	43,300	66,543	38,500	42,300	62,743
2211	Northwest Park Tobacco Museum	(120)	17,220	17,100	-	18,000	18,000	-
2325	NWP Facilities	16,419	12,000	8,300	20,119	8,000	4,500	23,619
4022	River Walkways	19,425	-	2,500	16,925	-	-	16,925
		506,739	655,140	651,590	510,289	638,420	637,370	511,339

*Capital Area Substance Abuse Council

- #2002 - Cirillo Youth Theatre - The Cirillo Youth Theatre serves Windsor's youth with theatre opportunities within the town. Revenues are obtained through user fees, ticket sales and donations.
- #2004 - Fran Elligers Memorial Fund - Donations into this fund will be used to provide scholarships and pay for expenditures associated with the Pee Wee and Junior Theater.
- #2007 - Teen-A-Rama - Fees are collected from all youth and teen programs offered by the town and placed into this fund. Expenditures include staffing, basketballs, exercise & fitness equipment, contracted services for speakers and magicians, etc.
- #2009 - O'Brien Field Rental - Fees collected from user groups of the field. Fees will be used to offset future maintenance costs.
- #2010 - Positive Youth Development - Revenues received from the Youth Services Bureau programs are placed into this account. Funds are used to pay for a portion of salary and benefits for the Youth Services Coordinator, for a part-time support staff and for program supplies.
- #2016 - Passage Program - Revenues for this program are from fees from the ROPES program. Some expenditures associated with this fund include staffing, equipment, materials and supplies and instructors.
- #2018 - Live-n-Learn Program - Revenues are from adult program fees. Expenses include staffing, fitness equipment, bus rentals for trips to museums, baseball games, etc.

Recreation & Leisure Services (cont.)

- #2069/NEW - Youth Services Bureau** - Funds from the State of Connecticut Department of Education administration and direct services for youth.
- #2045 - Dog Park** - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.
- #2068/NEW - YSB Enhancement Grant** - Funds from the State of Connecticut Department of Education to provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community.
- #2070/NEW - CASAC** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2071 - CASAC - Opioid Mini** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2072 - CASAC - Opioid Health** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2202 - Northwest Park Youth Conservation Corps (YCC)** - The YCC program account provides funding to hire 3 - 4 high school seniors for nature trail and miscellaneous park upkeep during the summer months. This project is funded through donations made by Friends of Northwest Park and other organizations and businesses in Windsor.
- #2204 - Northwest Park Nature Camp** - This account supports the operation of the Nature Camp during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.
- #2207 - Friends of Northwest Park** - Funding for this account is provided by the Friends of Northwest Park to support projects, internship staffing, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.
- #2208 - Northwest Park Shop** - Revenues within this project are generated through the sale of gift shop items. This account supports the purchase of gift shop stock, exhibit development and upkeep which is managed by Northwest Park staff and volunteers.
- #2210 - Northwest Park Environmental Education** - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and public workshops and classes. The funds from this account are used for part-time wages (clerical staff and environmental educators), contractual services, supplies and equipment.
- #2211 - Tobacco Museum** - This account is managed by the Tobacco Association to support, in part, the operation of the Tobacco Museum and the Tobacco Archive building. Funding is provided to offset the tour guide's wages and the museum brochures. Northwest Park is responsible for facility upkeep, energy and utility costs.
- #2325 - NWP Facilities** - Funds from this account are used to purchase general supplies used by facility rental groups.
- #4022 - River Walkways** - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking and multi-use trails in Windsor.

HUMAN SERVICES

Human Services is responsible for promoting positive growth and development of town residents throughout their lives. This includes the planning, development, coordination and implementation of programs and services for all youth, adults, families and senior citizens.

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	748,178	789,440	784,420	814,290	814,290
Supplies	23,392	22,720	22,100	23,320	23,320
Services	65,986	54,230	65,680	64,680	64,680
Maintenance & Repair	93,569	115,500	115,800	114,000	114,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	13,994	-	-	-	-
Energy & Utility	63,449	49,260	48,940	50,950	50,950
Total	1,008,568	1,031,150	1,036,940	1,067,240	1,067,240

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

Funding Sources

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

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	803,963	831,900	835,540	865,940	865,940
Grants	56,769	60,590	53,440	49,090	49,090
Donations	2,500	1,500	1,700	1,700	1,700
User Fees	75,246	62,630	72,630	72,930	72,930
<i>Subtotal: Special Revenue Funds</i>	<i>134,515</i>	<i>124,720</i>	<i>127,770</i>	<i>123,720</i>	<i>123,720</i>
Transfer from Caring Connection	70,090	74,530	73,630	77,580	77,580
Total	1,008,568	1,031,150	1,036,940	1,067,240	1,067,240

Personnel Requirements

Full Time Equivalents (FTE)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.68	5.00	5.00	5.00	5.00
Regular Part Time Employees	9.73	10.39	10.26	10.26	10.26
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	14.41	15.39	15.26	15.26	15.26

Budget Commentary

The overall FY 18 expenditures are expected to be over budget by \$5,790 or 0.6% primarily due to Senior Center special revenue account contractual services offset by program fees. The FY 18 General Fund expenditures are expected to be over budget by \$3,640 or 0.4% due to not receiving expected grant funding for transportation services. The overall FY 19 budget reflects an increase of \$36,090 or 3.5% as compared to the FY 18 budget due to salary and benefit cost increases and an increase in Senior Center special revenue account contractual services. The FY 19 General Fund budget reflects an increase of \$34,040 or 4.1% primarily due to Personal Services and a reduction in grant funding for transportation services.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	622,359	657,000	660,550	689,740	689,740
Supplies	16,043	13,920	14,320	15,520	15,520
Services	22,053	19,230	18,680	19,380	19,380
Maintenance & Repair	83,369	106,000	106,300	104,500	104,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	10,625	-	-	-	-
Energy & Utility	49,514	35,750	35,690	36,800	36,800
Total	803,963	831,900	835,540	865,940	865,940

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	125,819	132,440	123,870	124,550	124,550
Supplies	7,349	8,800	7,780	7,800	7,800
Services	43,933	35,000	47,000	45,300	45,300
Maintenance & Repair	10,200	9,500	9,500	9,500	9,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,369	-	-	-	-
Energy & Utility	13,935	13,510	13,250	14,150	14,150
Total	204,605	199,250	201,400	201,300	201,300

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	748,178	789,440	784,420	814,290	814,290
Supplies	23,392	22,720	22,100	23,320	23,320
Services	65,986	54,230	65,680	64,680	64,680
Maintenance & Repair	93,569	115,500	115,800	114,000	114,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	13,994	-	-	-	-
Energy & Utility	63,449	49,260	48,940	50,950	50,950
Total	1,008,568	1,031,150	1,036,940	1,067,240	1,067,240

HUMAN SERVICES Budget Information Fiscal Year 2015-2019

Expenditures

Expenditures by Category *	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	702,504	735,867	748,178	789,440	784,420	814,290	814,290
Supplies	24,100	21,516	23,392	22,720	22,100	23,320	23,320
Services	56,154	51,230	65,986	54,230	65,680	64,680	64,680
Maintenance & Repair	116,395	118,249	93,569	115,500	115,800	114,000	114,000
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	43,068	-	13,994	-	-	-	-
Energy & Utility	57,330	49,432	63,449	49,260	48,940	50,950	50,950
Total	999,551	976,294	1,008,568	1,031,150	1,036,940	1,067,240	1,067,240

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

Funding Sources

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

Funding Source	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	751,438	750,891	803,963	831,900	835,540	865,940	865,940
Grants	91,722	78,742	56,769	60,590	53,440	49,090	49,090
Donations	4,154	5,132	2,500	1,500	1,700	1,700	1,700
User Fees	52,697	63,021	75,246	62,630	72,630	72,930	72,930
Subtotal: Special Revenue Funds	148,573	146,895	134,515	124,720	127,770	123,720	123,720
Transfer From Caring Connection	99,540	78,508	70,090	74,530	73,630	77,580	77,580
Total	999,551	976,294	1,008,568	1,031,150	1,036,940	1,067,240	1,067,240

SENIOR SERVICES

Senior Services strives to help older adults enhance their capabilities and develop their potential as individuals within the community by providing programs that address the physical, cognitive, educational and emotional needs of individuals, as well as fulfilling the social aspects of life in a safe and comfortable environment.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	168,930	168,930	174,490	174,490
Supplies	13,200	13,500	13,500	13,500
Services	40,400	50,100	50,400	50,400
Maintenance & Repair	1,500	1,500	1,500	1,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,300	5,300	5,300	5,300
Total	229,330	239,330	245,190	245,190

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	166,700	166,700	172,260	172,260
User Fees	62,630	72,630	72,930	72,930
<i>Subtotal: Special Revenue Funds</i>	<i>62,630</i>	<i>72,630</i>	<i>72,930</i>	<i>72,930</i>
Total	229,330	239,330	245,190	245,190

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.80	0.80	0.80	0.80
Regular Part Time Employees	2.28	2.28	2.28	2.28
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.08	3.08	3.08	3.08

Budget Commentary

The overall FY 18 expenditures are expected to come in over budget by \$10,000 or 4.4 % primarily due to Windsor Senior Center special revenue account contractual services offset by increased program revenues. The FY 18 General Fund is expected to come in on budget. The overall FY 19 expenditures reflect an increase of \$15,860 or 6.9% as compared to the FY 18 budget mostly due to special revenue fund contractual services and an increase in Personal Services. The FY 19 General Fund budget reflects an increase of \$5,560 or 3.3% primarily due to Personal Services.

SENIOR SERVICES

Products & Services

- Senior Center* \$214,090
- Promote physical health by providing a variety of physical activities including multiple levels of aerobic, Tai Chi, dance and Yoga classes, Comfort Touch Massage Therapy, and a membership-based fitness center
 - Promote technological skills by providing a senior computer lab with access to the internet, a printer for word processing, a photocopier, as well as instruction in various software programs including a computer-based Genealogy Club, the use of Microsoft programs, internet, social media and various gadgets including smartphones and tablets
 - Offer educational and informational programs on a wide variety of topics including consumer awareness, personal finance, health and wellness, healthcare, life and family, home, real estate and insurance
 - Promote social opportunities for seniors throughout the year by celebrating holidays, birthdays and special occasions
 - Promote senior-specific health care with a variety of health clinics for hearing, foot care, blood pressure, memory screenings and massage therapy classes
 - Provide a location for the hot lunch meal program Monday through Friday
 - Coordinate programs for senior center clubs
 - Operate a medical lending closet that loans equipment to residents free of charge
 - Work closely with Social Services caseworkers and other town departments to provide comprehensive services
 - Coordinate with the Health Department and the Social Services division to produce an annual senior health fair and flu shot clinic.

- Volunteer Programs* \$31,100
- *More than 130 Windsor residents volunteer their time and efforts to enhance the lifestyles of seniors and adults with disabilities through the following activities:*
 - Assist staff in the coordination of more than 1,500 out-of-town medical appointments per year
 - Provide front desk coverage and customer service for 30 hours a week
 - Help set up, lead and break down large monthly events
 - Organize and lead all of the senior center clubs
 - Provide staffing for the health fair
 - Process more than 700 state and federal tax returns each year
 - Receive recognition at a volunteer event.

TRANSPORTATION

The Transportation Unit is responsible for providing safe, reliable rides for Windsor's seniors and adults with disabilities to a variety of locations, including medical offices, grocery stores, department stores, pharmacies, the Senior Center, the Caring Connection Adult Day Health Center, and other excursions.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	225,310	223,020	240,160	240,160
Supplies	1,720	1,720	1,720	1,720
Services	5,630	5,630	5,630	5,630
Maintenance & Repair	27,000	27,000	27,000	27,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	38,900	38,220	40,200	40,200
Total	298,560	295,590	314,710	314,710

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	171,530	179,960	195,130	195,130
Grants	52,500	42,000	42,000	42,000
<i>Subtotal: Special Revenue Funds</i>	<i>52,500</i>	<i>42,000</i>	<i>42,000</i>	<i>42,000</i>
Transfer from Caring Connection	74,530	73,630	77,580	77,580
Total	298,560	295,590	314,710	314,710

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.20	1.20	1.20	1.20
Regular Part Time Employees	4.88	4.88	4.88	4.88
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	6.08	6.08	6.08	6.08

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$2,970 or 1.0%. This is primarily due to savings in Personal Services and gasoline. The FY 18 General Fund expenditures are expected to come in over budget by \$8,430 or 4.9% due to not receiving expected grant funding from the state for transportation services. The overall FY 19 budget reflects an increase of \$16,150 or 5.4% as compared to the FY 18 budget due primarily to salary and benefit cost increases and gasoline. The FY 19 General Fund budget reflects an increase of \$23,600 or 13.8% due to a reduction in grant funding from the state for transportation services as well as an increase in gasoline costs and Personal Services.

TRANSPORTATION UNIT

Products & Services

Senior Transportation

\$314,710

- Provide transportation for Windsor's seniors and adults with disabilities to in-town and out-of-town medical appointments Monday through Friday
- Provide scheduled trips to grocery stores, department stores, pharmacies, banking, hairdressers, the Windsor Senior Center, and various other locations
- Provide evening and weekend transportation to special events and Senior Center sponsored programs
- Provide Caring Connection clients with time specific transportation to and from the facility
- Provide trained drivers to transport Caring Connection clients on special trips throughout the year
- Perform special tasks daily for the Human Services Department (specifically the Senior Center) and on an as needed basis for the Caring Connection
- Support the Human Services Department when transportation or vehicles are needed.

SOCIAL SERVICES

Social Services provides case management, information and referral services to Windsor residents. These services include assessment, the development of action plans in partnership with clients and families, eligibility screening for programs and the empowerment of clients to obtain needed services. This division also promotes the social, emotional, intellectual and physical well-being of Windsor residents through community and school programs.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	395,200	392,470	399,640	399,640
Supplies	7,800	6,880	8,100	8,100
Services	8,200	9,950	8,650	8,650
Maintenance & Repair	87,000	87,300	85,500	85,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,060	5,420	5,450	5,450
Total	503,260	502,020	507,340	507,340

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	493,670	488,880	498,550	498,550
Grants	8,090	11,440	7,090	7,090
Donations	1,500	1,700	1,700	1,700
<i>Subtotal: Special Revenue Funds</i>	<i>9,590</i>	<i>13,140</i>	<i>8,790</i>	<i>8,790</i>
Total	503,260	502,020	507,340	507,340

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	3.23	3.10	3.10	3.10
Temporary/Seasonal Employees	-	-	-	-
Total	6.23	6.10	6.10	6.10

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$1,240 or 0.2%. This is primarily due to receiving unanticipated North Central Area Agency on Aging (NCAAA) grant funding. The FY 18 General Fund expenditures are expected to be under budget by \$4,790 or 1.0% due to the same reason. The overall FY 19 budget reflects an increase of \$4,080 or 0.8% as compared to the FY 18 budget due to an increase in Personal Services. The FY 19 General Fund budget reflects an increase of \$4,880 or 1.0% due primarily to Personal Services.

SOCIAL SERVICES

Products & Services

Casework Services \$179,420

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

Support Services \$128,700

- Organize and facilitate the monthly *SHARE Support Group* for residents in the Windsor Housing Authority complexes
- Plan and lead programs for the monthly *Diabetic Support Group*
- Collaborate with agencies, civic organizations and town departments to provide outreach and basic needs programs
- Facilitate the Windsor Citizens Assisting Residents Everywhere by Sharing (CARES) group made up of volunteers who take on a wide variety of community projects
- Host educational programs on topics relevant to adults, seniors, families and low-income residents with a focus on nutrition, mental health, financial issues and other life skills
- Represent the Town of Windsor on state and regional committees. Advocate on the local, state and federal level for people in need of social services programs
- Recruit, coordinate, train and supervise a large number of volunteers that support social services programs
- Collaborate with the Project Santa Committee and determine eligibility for the Holiday Toy Drive
- Coordinate and distribute Loomis Chaffee gift boxes for the holidays
- Chair the planning and implementation of the annual Childhood Conversations Conference
- Actively participate in the town's Emergency Management and MDA training.

Basic Human Needs Programs \$114,220

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

Milo Peck Child Development \$85,000

- Provide for repairs and improvements to the Milo Peck building which leases to the Child Discovery Center.

HUMAN SERVICES

FY 2018 Highlights

Social Services

Social Services partnered with Windsor Public Library to station a case worker at the library every Tuesday afternoon for 2 hours to meet with patrons who need assistance and to provide resource information. This has proven to be a valuable collaboration with the library to meet the needs of Windsor residents.

Social Services collaborated with Senior Transportation and Community Renewal Team (CRT) to sponsor an "energy assistance sign-up blitz" at LP Wilson Community Center. At this event, 45 households completed their CRT energy assistance applications. Senior Center coordinated the transportation to ensure residents at two Windsor Housing Authority sites were able to participate. Attendees were also screened for a variety of Social Services programs and given a tour and information about Senior Center program offerings.

Social Services partnered with Emergency Management to develop a voluntary "At Risk Registry" to identify Windsor residents who might need extra assistance during a major emergency. Information about registering for the Everbridge phone alert system was also included. Registration forms, brochures, and public service announcements were prepared. Presentations were done at all the Windsor Housing Authority locations and "Groceries to Go" distribution sites.

Windsor C.A.R.E.S, a voluntary group led by Social Services raises funds and donates their time to assist individuals and groups of all ages in Windsor and surrounding communities. This year CARES sponsored 4 lunches at the Senior Center, packaged and delivered over 100 bags of fresh fruit to residents at Windsor Housing Authority sites, delivered 22 birthday cards and balloons to homebound seniors and packaged and delivered over 200 bags containing socks and personal care items to the McKinney men's shelter.

Senior Services

Offering health & wellness programs is a major goal for Windsor Senior Services and this year has offered many opportunities to the 55+ population. Some of these offerings include a new writing class titled "SPARK: Writing workshops to spark our memories and dreams" instructed by a local professional writer; Comfort Touch Massage Therapy, a presentation on energy healing and Reiki sessions; Memory Screenings for early detection; a variety of "Live Well" six week series programs; "Remember When: Fire & Fall Prevention"; Aging In Place educational programs; and an assortment of educational programs on heart health, diabetes education, proper use of medications, and brain health. The Senior Center also offers a wide variety of fitness classes, dance classes, walking & hiking clubs, and low-cost memberships to our on-site Fitness Center.

This year, Senior Services offered an exciting variety of trips including a trip to Las Vegas, an eight day cruise to Bermuda, and a tour to lovely Mackinac Island, Michigan. Special events and programs included the 3rd annual 55+ Talent Show, an evening event featuring the hits of Motown, a collaboration with the Recreation Department offering Grandparents Evening Bingo as well as the very popular UCONN Women's basketball games, beach trips and deep sea fishing excursions.

In FY 17, patron emails were collected during the senior center registration process and staff is now sending email blasts to our patrons with important upcoming information. Also, 24 new tables were purchased for the senior center café.

The Senior Center collaborates with numerous town departments and area businesses including Social Services, the Health Department, the Caring Connection, the Recreation Department, JFK Elementary School, Loomis Chaffee, Windsor Family Resource Center, Homewatch Caregivers, Suffield by the River, and Dom's Broad Street Eatery to name just a few. Their support and/or sponsorship enables us to offer programs, events and activities throughout the year.

Imperative to our service is the more than 130 Windsor Senior Center volunteers who worked more than 4,525 hours to help with various activities including leading clubs, working at the reception desk, and driving seniors to their medical appointments. These volunteers saved the town approximately \$48,650 in staffing costs.

HUMAN SERVICES

FY 2018 Highlights (continued)

Transportation

In the first six months of FY 18, Senior Transportation provided 7,337 trips for the Dial-a-Ride program, which is a 6% increase over last year. For the Caring Connection, 4,506 rides were given, an increase of 5%.

During the first six months of FY 18, Windsor Senior Transportation provided 208 trips for Social Services food bank programs and 1,925 trips to shopping destinations, banks, libraries, pharmacies, and other destinations in Windsor. Employees, as well as volunteer drivers, provided a total of 1,243 total essential out-of-town medical rides.

Windsor Senior Transportation received a new 2017 E350 service bus through the Connecticut Department of Transportation Section 5310 Grant Program. This grant provided 80% of the total funding for the bus.

A representative from Columbia Ford conducted a complete service bus overview training for our driving team, including the appropriate procedure for securing patrons in wheelchairs. Other trainings for the driving team included; proper safety procedures, safe winter driving, door to door service, and assistance for Caring Connection clients.

HUMAN SERVICES

<i>Key Statistics</i>	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target
Number of times the food bank was utilized annually (duplicated number of households)	3,493	2,896	2,636	2,721	2,800
Participants in support groups and special events (duplicated number of actual participants per group)	378	383	413	321	350
Telephone and walk-in contacts related to case management	8,556	6,967	6,085	5,372	5,400
Inquiries and requests for energy assistance from Social Services staff	1,772	1,724	1,836	1,902	1,902
Number of meals served to senior and disabled persons through the Elderly Nutrition program	9,941	10,926	9,446	9,550	10,000
Number of rides the Transportation Unit provides annually (includes Caring Connection)	23,953	26,773	24,201	25,000	26,000
Number of pieces of medical equipment borrowed from the lending closet	170	200	165	225	200

<i>Performance Measures</i>	FY 2017 Actual	FY 2018 Target	FY 2018 Estimate	FY 2019 Target
Total number of volunteer hours contributed to all social services programs	10,300	10,400	10,500	10,500
Achieve a "good" or "very good" rating of at least 80% of those clients participating in supplemental nutrition food programs	97%	99%	100%	100%
Achieve a "good" or "very good" rating by 85% of those who responded to the annual senior citizen survey	97%	95%	97%	97%
Total number of clubs led by senior center volunteers	27	28	28	28
Achieve a 90% average satisfaction rating for overall service by those who responded to the annual senior transportation survey	95%	99%	99%	99%
Achieve a 90% average satisfaction rating regarding on time service on the senior transportation annual survey	93%	96%	96%	96%

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

As more seniors utilize technology, Senior Services is connecting in this way. In FY 17, more than 200 Senior Center patron email addresses were collected from the new registration form. Senior Services is able to generate email blasts with important information such as inclement weather cancellations, notifications regarding upcoming programs and trips, and other essential reminders. Senior Services also posts to its Facebook and Twitter accounts regularly in an effort to market the services we offer.

HUMAN SERVICES

FY 2019 Goals

1. Social and Senior Services will collaborate with the Health Department to implement the nationally recognized Yellow Dot Program. This program is designed to assist law enforcement and emergency services personnel to efficiently gather relevant medical information in the event of a motor vehicle accident or medical emergency involving motor vehicles.
2. Human Services will partner with community organizations and expand the collaboration with the library to offer programs to assist job seekers over the age of 50 in finding employment. Will explore various employment options along with resume writing, cover letters, interviewing and networking skills.
3. Senior Services will continue the trend of offering more Health & Wellness opportunities to our senior population by implementing elements of the "Silver Sneakers" Fitness Program.
4. Senior Transportation will explore the feasibility of expanding services to possibly include a "Hail-a-Ride" operation or a town shuttle service.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
2300	Windsor Senior Center	10,071	72,630	72,630	72,630	9,771	
2330	Dial-a-Ride Matching Grant	-	38,000	38,000	38,000	-	
2331	NCAAAA* Grant 10/01/16 - 9/30/17	-	1,000	1,000	-	-	
3888	NCAAAA* Grant 10/01/17 - 9/30/18	-	3,000	3,000	1,000	-	
NEW	NCAAAA* Grant 10/01/18 - 9/30/19	-	-	-	3,000	-	
2326	Elderly Transportation Grant	-	-	-	-	-	
3816	Human Services Assistance Fund	63,640	-	4,000	-	56,640	
3840	Operation Fuel Partnering	10,154	1,000	3,000	1,000	6,154	
3807	NCAAAA* SS Grant 10/01/16 - 9/30/17	1,160	-	1,160	-	-	
3812	NCAAAA* SS Grant 10/01/17 - 9/30/18	-	3,280	3,280	1,090	-	
3867	Windsor Community Service Council	1,882	1,700	1,700	1,700	1,882	
		86,907	120,610	127,770	118,420	74,447	

*North Central Area Agency on Aging

#2300 - Windsor Senior Center - Revenues from programs at the Senior Center are placed into this account and are used to pay for a part-time aerobics instructor, contractual staff and program supplies for the Senior Center.

#2330 - Dial-a-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles.

#2331/3888/NEW - NCAAAA Grant - Transportation - Funds are from an evening and weekend transportation matching grant.

#2326 - Elderly Transportation Grant - Funds are from the Greater Hartford Transit District. These funds are used for Dial-a-Ride transportation services and were previously reflected in the general fund revenues. These funds are no longer expected to be received for both FY 18 & FY 19.

#3816 - Human Services Assistance Fund - Funds from this account are approved for usage by the Human Services Committee for individuals who are incapacitated due to illness, disability or crisis situations.

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

#3807/3812 - NCAAAA Grant - Social Services - Funds from this account support part-time staff hours and supplies for the Groceries to Go program.

#3867 - Windsor Community Service Council - Funds are used to offset the cost of fuel for the cargo van that is used to pick up food.

HEALTH SERVICES

Health and Emergency Management is responsible for protecting and promoting the health of the people, protecting and improving the environment, providing support during natural and man-made emergencies and leading town efforts in emergency planning.

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	415,540	440,930	439,880	453,730	453,730
Supplies	23,902	31,650	24,810	25,150	25,150
Services	92,081	82,050	111,410	84,060	84,060
Maintenance & Repair	5,068	2,520	1,800	2,450	2,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	7,535	7,490	6,830	8,020	8,020
Total	544,126	564,640	584,730	573,410	573,410

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

Funding Sources

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

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	462,413	479,600	478,040	494,800	494,800
Grants	63,266	57,740	50,550	49,160	49,160
Private Contributions	280	-	-	-	-
User Fees	18,167	27,300	56,140	29,450	29,450
<i>Subtotal: Special Revenue Funds</i>	<i>81,713</i>	<i>85,040</i>	<i>106,690</i>	<i>78,610</i>	<i>78,610</i>
Total	544,126	564,640	584,730	573,410	573,410

Personnel Requirements

Full Time Equivalents (FTE)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	4.00	4.00	4.00
Regular Part Time Employees	0.89	1.10	1.10	1.10	1.10
Temporary/Seasonal Employees	0.22	0.26	0.26	0.26	0.26
Total	5.11	5.36	5.36	5.36	5.36

Budget Commentary

The overall FY 18 expenditures are expected to come in over budget by \$20,090 or 3.6% due primarily to property maintenance remediation activities. The FY 18 General Fund expenditures are expected to be under budget by \$1,560 or 0.3%. The overall FY 19 budget reflects an increase of \$8,770 or 1.6% as compared with the FY 18 budget due primarily to Personal Services cost increases offset by some savings in Supplies. The FY 19 General Fund budget reflects an increase of \$15,200 or 3.2% due primarily to salary and benefit cost increases.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	412,946	435,820	436,030	449,870	449,870
Supplies	3,395	4,840	4,190	4,740	4,740
Services	34,742	30,350	30,670	31,200	31,200
Maintenance & Repair	5,068	1,900	1,550	2,200	2,200
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	6,262	6,690	5,600	6,790	6,790
Total	462,413	479,600	478,040	494,800	494,800

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,594	5,110	3,850	3,860	3,860
Supplies	20,507	26,810	20,620	20,410	20,410
Services	57,339	51,700	80,740	52,860	52,860
Maintenance & Repair	-	620	250	250	250
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,273	800	1,230	1,230	1,230
Total	81,713	85,040	106,690	78,610	78,610

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	415,540	440,930	439,880	453,730	453,730
Supplies	23,902	31,650	24,810	25,150	25,150
Services	92,081	82,050	111,410	84,060	84,060
Maintenance & Repair	5,068	2,520	1,800	2,450	2,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	7,535	7,490	6,830	8,020	8,020
Total	544,126	564,640	584,730	573,410	573,410

HEALTH SERVICES

Budget Information

Fiscal Year 2015-2019

Expenditures

Expenditures by Category *	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	423,228	404,367	415,540	440,930	439,880	453,730	453,730
Supplies	30,022	25,739	23,902	31,650	24,810	25,150	25,150
Services	94,733	82,385	92,081	82,050	111,410	84,060	84,060
Maintenance & Repair	1,710	1,516	5,068	2,520	1,800	2,450	2,450
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	7,682	6,939	7,535	7,490	6,830	8,020	8,020
Total	557,375	520,946	544,126	564,640	584,730	573,410	573,410

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

Funding Sources

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

Funding Source	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	461,119	440,645	462,413	479,600	478,040	494,800	494,800
Grants	77,226	64,505	63,266	57,740	50,550	49,160	49,160
Private Contributions	-	-	280	-	-	-	-
User Fees	19,030	15,796	18,167	27,300	56,140	29,450	29,450
Subtotal: Special Revenue Funds	96,256	80,301	81,713	85,040	106,690	78,610	78,610
Total	557,375	520,946	544,126	564,640	584,730	573,410	573,410

INSPECTION AND REGULATION

The Inspection and Regulation division protects the public's health by using scientific investigative techniques to identify and abate environmental causes of disease and by working with residents and businesses to find environmentally acceptable alternatives to development and community issues.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	231,810	232,000	259,860	259,860
Supplies	7,880	3,550	4,000	4,000
Services	33,270	64,670	38,620	38,620
Maintenance & Repair	1,500	1,200	1,800	1,800
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,850	4,100	4,950	4,950
Total	279,310	305,520	309,230	309,230

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	265,770	266,020	296,230	296,230
Grants	5,040	-	-	-
Private Contributions	-	-	-	-
User Fees	8,500	39,500	13,000	13,000
<i>Subtotal: Special Revenue Funds</i>	<i>13,540</i>	<i>39,500</i>	<i>13,000</i>	<i>13,000</i>
Total	279,310	305,520	309,230	309,230

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.15	2.15	2.30	2.30
Regular Part Time Employees	0.90	0.90	0.90	0.90
Temporary/Seasonal Employees	0.26	0.26	0.26	0.26
Total	3.31	3.31	3.46	3.46

Budget Commentary

The overall FY 18 expenditures are expected to come in over budget by \$26,210 or 9.4% due primarily to expenditures associated with property maintenance remediation using special revenue funds. The FY 18 General Fund expenditures are expected to be over budget by \$250 or less than 0.1%. The overall FY 19 budget reflects an increase of \$29,920 or 10.7% due primarily to a reallocation of staff time between department programs. The FY 19 General Fund increase of \$30,460 or 11.5% is due to the same reasons stated above.

INSPECTION AND REGULATION

Products & Services

Food Safety \$83,980

- Issue permits and inspect 151 permanent food service establishments
- Issue permits to approximately 127 temporary food operations conducted at community events
- Conduct a plan review for all new and renovated food service establishments
- Investigate all complaints of improper food sanitation and all reports of alleged foodborne disease
- Monitor all food recalls
- Conduct educational sessions and updates for food service managers, employees, and civic groups.

Drinking Water Protection \$6,640

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

Waste Water Disposal \$25,870

- Investigate soil conditions, review plans, issue construction permits, inspect construction and issue discharge permits for new, repaired or reconstructed private, on-site sewage disposal systems
- Investigate complaints of improper sewage discharge or overflow and coordinate with the MDC as needed
- Review and approve building additions and new pool locations, etc. for properties served by septic systems
- Continue to monitor CT Department of Transportation compliance with glycol discharge from Bradley International Airport to Rainbow and Seymour Hollow Brooks.

Public Health Nuisances \$98,760

- Receive and investigate more than 326 complaints and issue over 150 abatement orders as necessary including, but not limited to, property maintenance, housing, refuse and litter, hazardous materials, air pollution, odors and noise
- Maintain a vacant property nuisance abatement program.

Institutional Health and Safety \$5,850

- Inspect for compliance with state regulations and licensing requirements and investigate any complaints of unsanitary conditions at 13 public and private schools, 8 day care centers, 1 migrant labor camp, 17 public/semi-public swimming pools and spas, 9 youth resident and day camps, 4 group homes, parks and public playgrounds, 1 school infirmary, 8 hotels and motels, and salons.

Emergency & Hazardous Situations \$38,410

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

Mosquito Control \$37,130

- Organize, monitor, direct and assess treatment of town-owned property by a licensed mosquito contractor to prevent mosquito breeding
- Treat approximately 4,600 town storm water drainage catch basins two to three times from June through September to prevent mosquito breeding
- Distribute 69 mosquito "dunk packets" to Windsor residents free of charge and educate residents so that they can treat standing water on their property
- Advise residents on tick identification and infection regarding Lyme disease.

Environmental Assessment \$12,590

- Review proposed site developments for compliance with public health, safety and environmental statutes and regulations
- Assist realtors, consultants, property owners and others with environmental and health-related questions.

DISEASE PREVENTION AND CONTROL

The Disease Prevention and Control division preserves and promotes public health by identifying, investigating and tracking diseases within the community and provides services and information that enable residents to prevent and avoid diseases and injuries.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	151,080	150,460	134,650	134,650
Supplies	9,140	6,880	6,730	6,730
Services	3,310	3,230	3,360	3,360
Maintenance & Repair	150	100	150	150
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,840	1,500	1,840	1,840
Total	165,520	162,170	146,730	146,730

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	154,430	153,240	137,990	137,990
Grants	7,290	7,290	7,040	7,040
Private Contributions	-	-	-	-
User Fees	3,800	1,640	1,700	1,700
<i>Subtotal: Special Revenue Funds</i>	<i>11,090</i>	<i>8,930</i>	<i>8,740</i>	<i>8,740</i>
Total	165,520	162,170	146,730	146,730

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.35	1.35	1.20	1.20
Regular Part Time Employees	0.07	0.07	0.07	0.07
Temporary/Seasonal Employees	-	-	-	-
Total	1.42	1.42	1.27	1.27

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$3,350 or 2.0% due primarily to a reduction in supplies as a result of a lower than anticipated demand for safety helmets. The overall FY 19 budget reflects a decrease of \$18,790 or 11.4% as compared to the FY 18 budget due primarily to a reallocation of staff time between department programs.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment \$33,860

- Gather and monitor local health data in order to evaluate and plan for community health needs
- Participate in the Early Childhood Council focusing on the health and wellness of children birth to age nine and their families based on the findings of the Thriving Children Thriving Community (TC2) Committee
- Continue working with the Families and Community Partnership Advisory Committee with the goal of improving student success for all our children through the collaboration of educators, parents and community partners
- Collaborate with local graduate school nursing, community health and public health programs to offer internship opportunities to students especially when there is an interest in community assessment.

Epidemiological Investigations \$64,770

- Review, record and follow-up as necessary all cases of state-mandated Reportable Diseases and Laboratory Reportable Significant Findings occurring in Windsor residents (e.g., AIDS, chickenpox, diphtheria, hepatitis, influenza deaths, lead poisoning in children and adults, Lyme disease, measles, meningococcal disease, rabies, SARS, MERS-CoV, Ebola, Zika virus, sexually transmitted diseases, tuberculosis, food-borne diseases, etc.) and the 14 diseases that are possible indicators of bioterrorist activity (e.g., anthrax, botulism, plague, Ricin poisoning, smallpox, Tularemia, etc.)
- Monitor outbreaks and provide guidance for infectious diseases reported by local nursing homes, schools and day care facilities
- Collect lab specimens, review lab reports and investigate all potential rabies contacts involving animal or human exposure and advise those involved about the risk, prevention and treatment of rabies.

Community Programs \$48,100

- Provide information and training related to Weapons of Mass Destruction and bioterrorism (BT), including pandemic flu, smallpox, anthrax, SARS and other potential BT agents
- Focus on increasing public access to Automated External Defibrillators (AEDs) in the community through the Heart Start program including updating the AED plans as necessary
- Promote cardiovascular health and education by conducting CPR/AED and First Aid classes
- Continue cholesterol reduction programs and stroke awareness supported in part by the State Department of Public Health Preventive Health Block Grant
- As members of the Hunger Action Team, collaborate with town departments, the board of education and regional partners/agencies to address the nutritional needs of Windsor's families
- Present or sponsor four programs on health and wellness topics which may include nutrition, heart health, Lyme disease, West Nile infection, rabies prevention, unintentional injuries and violence, mental health and stress management
- Partner with Voices Against Lyme Disease CT to educate the public about Lyme disease through community outreach including offering presentations and programs to all age groups
- Promote head injury prevention and safety through a bicycle, multi-sport and ski helmet program that makes helmets available in the department for people of all ages
- Offer public education on the Vial of Life along with distribution of the product
- Maintain links and information concerning consumer safety and alerts on the department's website
- Sponsor visits by the Mobile Mammography Van to provide screening mammograms to women with and without insurance coverage
- Provide OSHA-required bloodborne pathogen and airborne pathogen training and testing for town employees and assist in monitoring town compliance as required in these areas
- Participate on the towns Wellness Committee and WinWellness program planning
- Collaborate with Windsor High School to mentor students interested in careers in public health or health care
- Collaborate with community partners with planning and implementation of the Project Santa Toy Drive and toy giveaway program.

CLINIC SERVICES

Clinic Services ensures that primary health care services are available and accessible to all Windsor residents regardless of age, sex, race or economic status.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	55,140	54,520	56,320	56,320
Supplies	11,710	11,710	11,750	11,750
Services	3,290	3,290	3,000	3,000
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	70,140	69,520	71,070	71,070

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	55,140	54,520	56,320	56,320
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	15,000	15,000	14,750	14,750
<i>Subtotal: Special Revenue Funds</i>	<i>15,000</i>	<i>15,000</i>	<i>14,750</i>	<i>14,750</i>
Total	70,140	69,520	71,070	71,070

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.50	0.50	0.50	0.50
Regular Part Time Employees	0.13	0.13	0.13	0.13
Temporary/Seasonal Employees	-	-	-	-
	0.63	0.63	0.63	0.63

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$620 or 0.9% due to a slight savings in Personal Services. The FY 19 overall expenditures are proposed to be \$930 or 1.3% higher than FY 18 due primarily to salary and benefit cost increases.

CLINIC SERVICES

Products & Services

Health Screenings

\$13,890

- In cooperation with Human Services, conduct a Senior Health Fair, which is designed to bring medical screening and a variety of health related information to more than 475 Windsor residents and caregivers
- Collaborate with Social Services, and the Windsor Board of Education to conduct cholesterol, blood sugar and blood pressure screening at a family nutrition and health event in February at the L. P. Wilson community center.

Immunization Clinics

\$41,580

- Administer approximately 550 doses of seasonal flu vaccine to Windsor citizens 18 years of age and older, town emergency responders, town staff and local business partners
- Monitor flu vaccine supplies and assist in the distribution of these supplies to local and regional medical providers
- Participate as a member of the Connecticut Immunization Coalition, to improve vaccination rates and plan for statewide flu immunizations
- Collaborate with local physicians and clinics and hospitals to assist customers in getting required immunizations for school and travel.

Health Services

\$15,600

- Provide public health information to residents seeking access to health services by responding to their questions and referring them to health care providers and other health services
- Provide approximately 150 clinic health service visits at the Windsor Senior Center provided by Seabury Visiting Nurses / Seabury at Home
- Confer with state and local health care professionals and health agencies on issues related to the provision of health services, the interpretation of public health code requirements and community public health issues
- Partner with the Windsor Public Schools and Community Health Centers (CHC) Mobile Dental Services, which provides dental services to students on site, to educate and inform the public about these services
- Collaborate with the Windsor Public Schools and the State Department of Health to explore implementation of the Tools for Schools Indoor Air Quality program.

EMERGENCY MANAGEMENT

The Emergency Management division develops, maintains and implements an up-to-date emergency operations plan for the entire town, supports the activities of the town's emergency responders as they respond to natural and man-made emergencies and is the lead department for local bioterrorism planning.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	2,900	2,900	2,900	2,900
Supplies	2,920	2,670	2,670	2,670
Services	42,180	40,220	39,080	39,080
Maintenance & Repair	870	500	500	500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	800	1,230	1,230	1,230
Total	49,670	47,520	46,380	46,380

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	4,260	4,260	4,260	4,260
Grants	45,410	43,260	42,120	42,120
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>45,410</i>	<i>43,260</i>	<i>42,120</i>	<i>42,120</i>
Total	49,670	47,520	46,380	46,380

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The overall FY 18 expenditures are expected to come in \$2,150 or 4.3% under budget due to a reduction in the Public Health Emergency Preparedness grant. The overall FY 19 budget reflects a decrease of \$3,290 or 6.6% due primarily to a continued reduction in grant funding.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response

\$8,520

- Update the town's Emergency Operations Plan (all hazards plan) annually, distribute it to and review this plan with all town departments
- Conduct at least one exercise of the town's Emergency Operations Plan annually and submit after action reports to the State Department of Emergency Management and Homeland Security (DEMHS)
- Operate and staff the town's Emergency Operations Center during national, state, regional or town-wide emergencies
- Act as the primary local contact point with the DEMHS
- Participate in the state DEMHS high-band radio network
- Work with other town staff to ensure that the town's Emergency Operations Plan is National Incident Management System (NIMS) compliant
- Coordinate damage assessment and file state and federal records related to reimbursement for declared emergencies
- Develop a list of facilities and resources that can be used during emergency response activities
- Recruit and train volunteers to staff shelters, staff the Emergency Operations Center and to perform other emergency response activities
- Communicate emergency and non-emergency event information to residents, businesses, town staff and others via Everbridge, mobile phones, landlines, smart phones or text messages
- Debrief all incidents impacting the town so that emergency response and recovery plans can be updated.

Local Homeland Security

\$37,860

- Coordinate the Local Public Health Preparedness Planning & Coordination (LHPPC) efforts (bioterrorism planning) for Mass Dispensing Area (MDA) #31 (Windsor and South Windsor)
- Act as the recipient for local bioterrorism funding made available by the federal and state governments
- Participate in public health resources typing and inventory of personnel resource information
- Update the 3-year Training and Exercise Plan for the Region
- Assign at least one Local Health Department (LHD)/MDA representative to participate in at least three regional drills and exercises
- Participate in training & utilization of Connecticut's Health Alert Network (HAN) and maintain a local HAN system
- Conduct the annual CDC Operational Readiness Review (ORR) of all emergency plans for MDA #31 and develop an improvement plan based on the ORR results
- Conduct and participate in drills and exercises designed to test local, regional, state and national public health preparedness plans
- Prepare an application for Project Public Health Ready (PPHR) and meet the various required deliverables
- Serve as MDA #31 lead to provide Windsor & South Windsor residents with needed vaccine dispensing and distribution during public health emergencies
- Coordinate and schedule distance learning opportunities for public health, emergency management and police.

HEALTH SERVICES

FY 2018 Highlights

In FY 18, The Windsor Health Department conducted more than 400 inspections of food establishments, issued 127 temporary event food permits, and conducted several training sessions for food establishment workers within the town. Windsor's two full time sanitarians have continued to investigate all foodborne illness complaints and respond to food safety issues such as outbreaks, recalls and food emergencies as necessary. In the past year, several new or remodeled food establishment plans were reviewed and approved resulting in the issuance of the following food permits; The Bean @ 226 Coffee Shop, Valassis Great Pond Corporate Kitchen, Siam Corner Thai Restaurant, Buffalo Wild Wings, McDonalds, Nat's Barbecue Restaurant, and Windsor Asian Bistro.

The department continues to be the lead agency responding to nuisance and blight complaints, housing complaints, septic system and well water issues, epidemiological investigations, illness and disease outbreak reporting, and many other general environmental health complaints. Using the See Click Fix reporting system, we have responded to more than 300 of these types of complaints in the past year and issued over 150 orders to correct violations of the Public Health Code or Town Ordinance.

A pool safety education and public health outreach program will be implemented in the spring of 2018 prior to swimming season. Windsor residents who currently own pools will receive educational materials and safety information regarding recreational water illnesses and general pool safety topics.

Health department staff continues to receive training and certification in necessary areas of specialization. As part of the State of Connecticut's initiative to adopt the FDA Food Code in 2018, the Health Department staff has begun the process of becoming certified on the new code and have started implementation of new provisions of the code. The new FDA food code will go into full effect in July of 2018.

The annual health fair/flu clinic on October 5, 2017 and clinics for first responders, employees and the public provided immunizations to more than 620 persons compared to 508 administered in FY 17. The Senior Health Fair was well attended with 34 vendors offering a variety of services and information. We partnered with the UConn school of nursing to have senior class nursing students assist in administering the flu shots. The health department partnered with local businesses to administer flu vaccinations to their employees at their worksites including the Windsor Board of Education. Due to the severe flu season in Connecticut, the health department held an MDA #31 regional flu shot clinic on Saturday February 10, 2018 where 101 people ages nine and up received flu shots.

Through a Preventive Health Block Grant received from the State Department of Public Health, the department continues its program in cholesterol education and screening that began in FY 09. The "Keeping You and Your Heart Healthy" classes were offered in 2018 with a registered dietitian presenting the program. On February 3rd the Health Department partnered with Windsor Social Services, and the Board of Education to offer cholesterol screenings at "Healthy Home Eating on a Budget", a nutrition program for Windsor families. More than 115 people were screened including 42 people at the Senior Health Fair.

The Project Santa Toy Drive committee, comprised of members of the Windsor Chamber of Commerce, volunteers, Windsor Social Services, Health Services, Safety Services and Grace Church, was very successful thanks to the generosity of local businesses, churches, families and individuals who provided toys and gifts. 165 families and 354 children were served compared to 400 children being served last year.

Collaborating with the Windsor Volunteer Ambulance, Windsor Police Department and Economic Development the renewed application for Windsor to maintain their designation as a HEARTsafe community was approved on September 6, 2017 for another three years.

The Emergency Management division participated in a training seminar with a subject matter of sheltering individuals with special needs. As a result of this training, a renewed effort has been created to reach out to the community to create an "at risk list" identifying individuals in town that may need assistance during an emergency. The Commission on Aging and Persons with Disabilities has been included in this effort and will be assisting the outreach efforts.

HEALTH SERVICES

<i>Key Statistics</i>	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target
Number of total flu shots administered	445	503	508	621	550
Number of residential larvicide packets distributed	84	47	69	70	70
Number of public nuisance complaints received*	323	341	326	315	320
Number of people participating in cholesterol classes/being screened	17/103	21/100	30/106	35/120	35/120
Number of mandatory reportable diseases, emergency illnesses and health conditions reported and reviewed**	346	379	485	590	595
Number of animals tested for rabies/number tested positive	7/1	6/1	6/1	5/1	5/0
Number of children reported as having blood lead levels exceeding 5ug/dL ***	12	9	8	8	5
Number of clinic health visits provided by the VNA at senior health clinic	95	140	NA****	NA****	140

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

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

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

****The information is not available due to the change in provider of services

<i>Performance Measures</i>	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Estimate	FY 2019 Target
Percentage of required food service inspections performed	91%	100%	100%	100%	100%
Acknowledgement time for SeeClickFix complaints	0.6 days	0.1 days	0.1 days	0.1 days	0.1 days

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

During the past year, the Town of Windsor has the highest food inspection rate within the state of Connecticut.

HEALTH SERVICES

FY 2019 Goals

1. Implement an education program for all Windsor Housing Authority residents in which information on various environmental health related topics are presented. This program will include an informational session at all three housing authority sites for the residents as well as handouts and other written communication.
2. Create a page for the town's website that focuses on citizen preparedness before an emergency exists.
3. Continue to provide support to all food permit holders regarding the full implementation of the FDA Food Code beginning on July 1, 2018. This includes in-person discussions with food permit holders and their staffs, written communications on correct FDA Food Code practices as well as an FAQ page to provide updated answers to questions as they are received.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
3805	CPR Classes	469	600	600	600	600	469
3808	Clinic Services	31,001	15,000	15,000	14,750	14,750	31,001
3814	Bike & Ski Safety Equipment	1,214	1,040	1,040	1,100	1,100	1,214
3848	Public Health Emergency Readiness	671	-	-	-	-	671
3872	Public Health Block Grant FY 18	-	7,290	7,290	N/A	N/A	N/A
NEW	Public Health Block Grant FY 19	-	N/A	N/A	7,040	7,040	-
3884	Bioterrorism Grant FY 18	-	37,860	37,860	N/A	N/A	N/A
NEW	Bioterrorism Grant FY 19	-	N/A	N/A	37,860	37,860	-
3877	Regional Emergency Planning	1,140	-	1,140	-	-	-
3896	Emergency Mgmt Performance Grant	57	4,260	4,260	4,260	4,260	57
3897	Property Maintenance Remediation	64,885	13,800	39,500	11,000	13,000	37,185
		99,437	79,850	106,690	76,610	76,610	70,597

#3805 - CPR Classes - These classes are conducted by department personnel. This is an on-going account that runs from year-to-year and will continue as long as classes are offered. Fees are received from those taking classes. Funds are used to purchase books, videos, batteries and other materials used to teach CPR, AED use and First Aid and for Red Cross administrative fees.

#3808 - Clinic Services - This fund is for the Flu Clinics and TB testing for the Police Department (per OSHA requirements) that are conducted by the Health Department each year. This account is used to purchase influenza and pneumococcal vaccines and to pay for clinic supplies. Reimbursements are obtained from Medicare and various insurance companies for the shots that are administered each year. The balance in this fund is used to purchase flu and pneumonia vaccine, tuberculin material (for TB testing) and clinic supplies. Fees charged are in the Price Guide.

#3814 - Bike & Ski Safety Equipment - This fund is used for the purchase and sale of bike safety equipment. On occasion, this account can run a deficit when inventory is purchased prior to those helmets being sold.

#3848 - Public Health Emergency Readiness - Grant monies for local health departments focused on completing exercises and performance assessment tools to improve regional public health response to emergencies.

#3872/NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period ends on June 30.

#3884/NEW - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via CRCOG. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to CRCOG. Grant funds must be spent per a budget submitted to and approved by CRCOG each year.

#3877 - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support public health emergency regional planning, training, exercise, and evaluation services.

#3896 - Emergency Management Performance Grant - This grant is from the Department of Emergency Services & Public Protection, Division of Emergency Management & Homeland Security. This grant supports local emergency planning with funding for training, exercises and operational services.

#3897 - Property Maintenance Remediation - This fund is used for the remediation of property maintenance violations per Chapter 8, Article VII sec. 8-130(2) of the Town of Windsor Code of Ordinances. The revenues for this project will come from General Fund transfers as well through reimbursement of monies when a lien is released via property transfer or property owner repayment.

LIBRARY SERVICES

Library Services provides the community with access to informational resources in a variety of mediums, including the Internet. Educational and cultural programs are also offered.

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,170,243	1,226,970	1,226,710	1,260,370	1,260,370
Supplies	229,365	199,140	201,140	200,540	200,540
Services	132,707	120,800	120,800	67,510	67,510
Maintenance & Repair	41,908	24,230	28,330	81,450	81,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,211	7,330	7,330	16,000	16,000
Energy & Utility	119,239	125,540	121,440	126,470	126,470
Total	1,695,673	1,704,010	1,705,750	1,752,340	1,752,340

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

Funding Sources

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

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,609,488	1,644,510	1,644,250	1,678,840	1,678,840
Grants	2,211	4,000	4,000	8,000	8,000
Donations	37,162	25,500	25,500	25,500	25,500
User Fees	46,812	30,000	32,000	40,000	40,000
<i>Subtotal: Special Revenue Funds</i>	<i>86,185</i>	<i>59,500</i>	<i>61,500</i>	<i>73,500</i>	<i>73,500</i>
Total	1,695,673	1,704,010	1,705,750	1,752,340	1,752,340

Personnel Requirements

Full Time Equivalents (FTE)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	9.00	9.00	9.00	9.00
Regular Part Time Employees	9.71	9.61	9.61	9.61	9.61
Temporary/Seasonal Employees	-	-	-	-	-
Total	18.71	18.61	18.61	18.61	18.61

Budget Commentary

The FY 18 General Fund expenditures are expected to come in under budget by \$260. The overall FY 18 expenditures are expected to come in slightly over budget by \$1,740 or 0.1% for additional museum passes purchased with donated funds. The overall FY 19 budget reflects an increase of \$48,330 or 2.8% due to Personal Services as well as replacement of a public copier and information desk that will be purchased with Special Revenue funds. The FY 19 General Fund budget reflects an increase of \$34,330 or 2.1% due primarily to Personal Services.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,170,243	1,226,970	1,226,710	1,260,370	1,260,370
Supplies	170,549	160,640	160,640	160,640	160,640
Services	111,324	103,800	103,800	49,910	49,910
Maintenance & Repair	38,133	24,230	28,330	81,450	81,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	3,330	3,330	-	-
Energy & Utility	119,239	125,540	121,440	126,470	126,470
Total	1,609,488	1,644,510	1,644,250	1,678,840	1,678,840

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	58,816	38,500	40,500	39,900	39,900
Services	21,383	17,000	17,000	17,600	17,600
Maintenance & Repair	3,775	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,211	4,000	4,000	16,000	16,000
Energy & Utility	-	-	-	-	-
Total	86,185	59,500	61,500	73,500	73,500

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,170,243	1,226,970	1,226,710	1,260,370	1,260,370
Supplies	229,365	199,140	201,140	200,540	200,540
Services	132,707	120,800	120,800	67,510	67,510
Maintenance & Repair	41,908	24,230	28,330	81,450	81,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,211	7,330	7,330	16,000	16,000
Energy & Utility	119,239	125,540	121,440	126,470	126,470
Total	1,695,673	1,704,010	1,705,750	1,752,340	1,752,340

LIBRARY SERVICES
Budget Information
Fiscal Year 2015-2019

Expenditures

Expenditures by Category *	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,085,098	1,148,806	1,170,243	1,226,970	1,226,710	1,260,370	1,260,370
Supplies	194,800	223,777	229,365	199,140	201,140	200,540	200,540
Services	146,691	136,733	132,707	120,800	120,800	67,510	67,510
Maintenance & Repair	31,833	20,495	41,908	24,230	28,330	81,450	81,450
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	6,911	5,198	2,211	7,330	7,330	16,000	16,000
Energy & Utility	103,065	101,868	119,239	125,540	121,440	126,470	126,470
Total	1,568,398	1,636,877	1,695,673	1,704,010	1,705,750	1,752,340	1,752,340

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

Funding Sources

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

Funding Source	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,501,838	1,574,820	1,609,488	1,644,510	1,644,250	1,678,840	1,678,840
Grants	4,680	4,846	2,211	4,000	4,000	8,000	8,000
Donations	23,096	22,000	37,162	25,500	25,500	25,500	25,500
User Fees	38,784	35,211	46,812	30,000	32,000	40,000	40,000
<i>Subtotal: Special Revenue Funds</i>	<i>66,560</i>	<i>62,057</i>	<i>86,185</i>	<i>59,500</i>	<i>61,500</i>	<i>73,500</i>	<i>73,500</i>
Total	1,568,398	1,636,877	1,695,673	1,704,010	1,705,750	1,752,340	1,752,340

ADULT AND TEEN LIBRARY SERVICES

The Adult and Teen Services division provides current popular items, timely research services and easy access to online resources that enhance the town's collection of library materials.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	774,270	773,960	796,390	796,390
Supplies	109,540	114,040	112,440	112,440
Services	11,250	11,250	11,850	11,850
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	895,060	899,250	920,680	920,680

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

Funding Sources

Donations include fundraising and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the organization's decision-making process. We anticipate that donations will be used for some programs, publicity and materials for loan. User Fees include revenue from book sales, select library fees and replacement fees for lost books. Funds will be spent on replacing lost books, purchasing video and audio items and purchasing paper/cartridges for public printers.

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	875,060	874,750	897,180	897,180
Grants	-	-	-	-
Donations	9,000	11,500	11,500	11,500
User Fees	11,000	13,000	12,000	12,000
<i>Subtotal: Special Revenue Funds</i>	<i>20,000</i>	<i>24,500</i>	<i>23,500</i>	<i>23,500</i>
Total	895,060	899,250	920,680	920,680

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	4.64	4.64	4.64	4.64
Temporary/Seasonal Employees	-	-	-	-
Total	10.64	10.64	10.64	10.64

Budget Commentary

The FY 18 General Fund expenditures are expected to come in under budget by \$310. Overall FY 18 expenditures are expected to come in \$4,190 or 0.5% over budget due to large print materials and additional museum passes purchased with donated funds earmarked for those purposes. The FY 19 overall budget reflects an increase of \$25,620 or 2.9% due primarily to salary and benefit cost increases. The FY 19 General Fund budget reflects an increase of \$22,120 or 2.5% due to Personal Services.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More \$441,690

- Select, acquire and catalog over 12,000 novels, non-fiction titles, audiobooks, DVDs, compact discs and downloadable audio and electronic books
- Subscribe to over 170 magazines and daily newspapers in print and nearly 100 in digital formats
- Assist users in accessing and placing holds on materials from a collection of 3.5 million items through LCI, a 30 member library consortium
- Lend and ensure prompt return and reshelving of library materials
- Maintain a database of over 12,000 active Windsor cardholders
- Offer renewal of borrowed materials by email, phone, in person or online
- Offer a friendly reception to users who visit the library
- Provide helpful, accurate and consistent lending services to patrons and staff by managing the flow of nearly 250,000 loans per year
- Assist patrons with managing their online library card accounts and online payment of fines and fees with credit or debit cards
- Process 3,500 telephone renewals, manage 13,000 hold pickups and share materials with other libraries through the statewide book delivery system
- Solicit input and concerns from patrons and seek appropriate solutions
- Provide online access to a Connecticut State supported service, ResearchIT.CT, which funds access to databases containing over 6,500 full text periodicals
- Provide access and assistance to computer, fax machine and photocopier users for a modest charge.

Information, Research and Referral \$386,600

- Maintain a collection of research materials for direct use by customers
- Offer one-on-one or small group training for patrons interested in learning new technology
- Provide in-depth research and referral services for 57,000 reference requests in person, by phone, email, social media and through one-on-one instruction
- Assist patrons with the 32 public computers in the adult and teen areas that give users access to the library's catalog, a collection of commercial databases to which the library subscribes and to the Internet
- Troubleshoot, maintain and upgrade 84 public and staff computers at the Main Library
- Provide wireless Internet and printing access throughout the public library building
- Maintain a library homepage that offers users frequently updated information about the Main Library and Wilson Branch Library programs
- Recruit, train, supervise and provide opportunities for adults and teens to volunteer nearly 4,000 hours annually.

Cultural & Recreational Programs \$92,390

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

MAIN BUILDING SERVICES

Main Building Services provides the community with an attractive, enjoyable and safe facility for 61 hours per week for most of the year.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	27,720	27,720	28,350	28,350
Supplies	28,500	26,000	26,000	26,000
Services	85,880	85,880	37,650	37,650
Maintenance & Repair	20,080	24,180	68,310	68,310
Grants & Contributions	-	-	-	-
Capital Outlay	4,000	4,000	16,000	16,000
Energy & Utility	103,970	99,870	100,100	100,100
Total	270,150	267,650	276,410	276,410

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

Funding Sources

User fees include revenue from copy machines. Funds will be spent on copier service fees and replacing copy paper and toner. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	251,650	251,650	248,410	248,410
Grants	4,000	4,000	8,000	8,000
Donations	2,500	-	-	-
User Fees	12,000	12,000	20,000	20,000
<i>Subtotal: Special Revenue Funds</i>	<i>18,500</i>	<i>16,000</i>	<i>28,000</i>	<i>28,000</i>
Total	270,150	267,650	276,410	276,410

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.79	0.79	0.79	0.79
Temporary/Seasonal Employees	-	-	-	-
Total	0.79	0.79	0.79	0.79

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$2,500 or 0.9%. The FY 19 General Fund budget reflects a \$3,240 or 1.3% decrease due to projected electricity savings. Special Revenue funds will be used to purchase a new public copier and information desk.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance \$276,410

- Provide lighting, heat, air conditioning, telephones, elevator and water for over 270,000 annual visits to the Main Library
- Clean and maintain library seven days per week
- Maintain the library's computer system, which is comprised of the online catalog, user database and database of library materials
- Provide printers, photocopiers and a fax machine for public use.

CHILDREN'S SERVICES

Children's Services provides a unique and caring environment that allows children and their caregivers the freedom to gather information, expand their knowledge, improve literacy and pursue recreational interests.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	257,670	257,670	264,800	264,800
Supplies	32,820	32,820	33,820	33,820
Services	11,630	11,630	10,630	10,630
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	302,120	302,120	309,250	309,250

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

Funding Sources

Donations include funds donated and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the organization's decision-making process. We anticipate that donations will be used for some programs and publicity. User Fees include revenue from book sales, select library fees and replacement fees for lost books. Funds will be spent on replacing lost books, purchasing video and audio items and purchasing paper/cartridges for public printers.

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	291,120	291,120	298,250	298,250
Grants	-	-	-	-
Donations	8,000	8,000	7,000	7,000
User Fees	3,000	3,000	4,000	4,000
<i>Subtotal: Special Revenue Funds</i>	<i>11,000</i>	<i>11,000</i>	<i>11,000</i>	<i>11,000</i>
Total	302,120	302,120	309,250	309,250

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	1.95	1.95	1.95	1.95
Temporary/Seasonal Employees	-	-	-	-
Total	3.95	3.95	3.95	3.95

Budget Commentary

The overall and General Fund FY 18 expenditures are expected to come in on budget. The FY 19 General Fund budget reflects an increase of \$7,130 or 2.4% due to Personal Services.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More \$129,580

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

Information, Research and Referral \$107,920

- Satisfy the demand for informational requests by answering nearly 13,000 inquiries on parenting, reading readiness, reader's advisory and homework/home schooling in a timely and accurate manner
- Assist nearly 7,000 patrons in Kidspace with computers that give them access to the library's catalog, word processing, Internet and educational games.

Cultural and Recreational Events/Programs \$71,750

- Provide over 300 regularly scheduled programs for children birth to six that feature interactive play, stories, songs, crafts and games to encourage early literacy and school readiness.
- Operate a 1,000 Books Before Kindergarten reading program to reach 250 young children and their families
- Provide summer reading programs, school vacation programs and special events for over 7,000 children
- Provide library tours and visits to Windsor public and area private schools to highlight library resources and programs for children of all ages
- Partner with Family Resource Centers, area daycare centers and school district's Family and Community Engagement staff on initiatives that promote literacy
- Provide programs and drop-in opportunities for children and families to explore over 30 different instruments in the Kidspace Music Makerspace.

WILSON BRANCH SERVICES

The Wilson Branch library functions as a community information and activities center offering unique programs such as the tutoring program and multi-cultural activities that enrich the lives of all Windsor residents. The branch is open 44.5 hours per week throughout the year.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	167,310	167,360	170,830	170,830
Supplies	28,280	28,280	28,280	28,280
Services	12,040	12,040	7,380	7,380
Maintenance & Repair	4,150	4,150	13,140	13,140
Grants & Contributions	-	-	-	-
Capital Outlay	3,330	3,330	-	-
Energy & Utility	21,570	21,570	26,370	26,370
Total	236,680	236,730	246,000	246,000

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

Funding Sources

Donations include funds donated and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the organization's decision-making process. Donations will be used for special events and building repairs. Capital Outlay is privately funded and will be used to purchase electronic equipment for multicultural programs. "User Fees" include revenue from book sales, select library fees and replacement for lost books. Funds will be spent on replacing lost books, purchasing video and audio items and purchasing paper/cartridges for public printers.

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	226,680	226,730	235,000	235,000
Grants	-	-	-	-
Donations	6,000	6,000	7,000	7,000
User Fees	4,000	4,000	4,000	4,000
<i>Subtotal: Special Revenue Funds</i>	<i>10,000</i>	<i>10,000</i>	<i>11,000</i>	<i>11,000</i>
Total	236,680	236,730	246,000	246,000

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	2.23	2.23	2.23	2.23
Temporary/Seasonal Employees	-	-	-	-
Total	3.23	3.23	3.23	3.23

Budget Commentary

The overall and General Fund FY 18 expenditures are expected to come in over budget by \$50. The FY 19 General Fund budget reflects an increase of \$8,320 or 3.7% due to increases in Personal Services and electricity used for geothermal heating and cooling.

WILSON BRANCH SERVICES

Products & Services

Books and More \$90,770

- Lend and ensure prompt return and reshelving of 24,000 library materials
- Offer renewal of borrowed materials by email, in person and by phone
- Assist customers in reserving needed materials using their home or library computers
- Acquire and catalog approximately 2,900 bestsellers, paperbacks, high-interest factual titles and audiovisual materials.

Information, Research and Referral \$44,530

- Assist 12,000 library patrons by providing information, computer assistance and community referrals
- Provide and maintain twelve public computers for nearly 9,000 people to access resources such as the Internet, word processing and Public Access Catalog.

Cultural and Recreational Events/Programs \$54,120

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

Building Security and Maintenance \$56,580

- Provide lighting, heat, air conditioning, telephone and water for the Wilson Branch Library
- Clean branch facility and grounds daily
- Provide a safe, welcoming environment for patrons.

LIBRARY SERVICES

FY 2018 Highlights

More than 1,200 people attended a Solar Eclipse event on August 21st on the town green. The library provided free solar eclipse glasses, lawn games, yoga instruction, face painting and bags of Sunchips! Children made their own eclipse glasses at a library STEAM program prior to the event. Foot traffic at the main library that day reached an all-time high of 2,944 people.

Library staff partnered with other town departments, civic groups and businesses for programs such as a Volunteer Service Fair that showcased 16 civic organizations, a Money Matters Youth Summit that brought 50 Windsor teens together for an all-day Saturday workshop on financial literacy and a summer reading Touch-a Truck event featuring vehicles from fire, police and public works that more than 100 children were able to climb inside and pretend to operate. Staff also responded to a request from First Town, Downtown and created an attractive Harry Potter display for an outside window at CVS.

Makerspace use expanded to include programs like teen "Crafternoon", the Art of Spinning, a glass etching workshop and "Bring your Gadgets to the Geeks" classes. More than 90 people use the space each month for individual or group projects.

For the second year, the Wilson Branch became a distribution point for the school system's summer lunch program by providing free meals to about 35 children each weekday during July and August. The branch received \$5,800 from Windsor Federal Savings to purchase new outdoor tables and umbrellas to seat the children and their families. The tables provided a much needed alternative to eating inside the branch building and on new carpeting that was recently purchased by the Windsor Library Association.

New High Definition Multimedia Interface (HDMI) projector and external speakers in the large main library meeting room improved both resolution and sound for library programs as well as for outside groups who use the space for their meetings and presentations.

A new and improved library website was released. Full time staff attended WordPress training which taught them how to update webpage information for each of their divisions.

The 2017 Reading Challenge invited readers of every age to step out of their comfort zones and expand their horizons by reading 12 books from 12 different categories over 12 months. The program culminated in an intergenerational "Soiree" featuring books, plots, prizes, refreshments and an unveiling of 2018 categories.

All of the catalog access terminals at both libraries were replaced with touchscreen interactive Chromebooks. The main library extended use of its lobby LCD monitor to include slides that market activities and programs for other town departments and the Windsor Public Schools.

Kidspace staff invited children in Windsor to take part in a Pen Pal Exchange with children in 60 libraries across the United States. The nationwide literacy initiative exceeded everyone's expectations. One of the letters our Windsor children received came all the way from Alaska!

Thanks to membership in Library Connection Inc. (LCI), a regional 30 member library consortium, the main library began receiving twice-weekly delivery of materials to supplement the state's faltering DeliverIT system. DeliverIT (formerly Connecticar) has allowed pickup/delivery of materials and patron placed holds between any of the 192 public libraries in Connecticut since 1973.

LIBRARY SERVICES

<i>Key Statistics</i>	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target
Volunteer hours per week	84	93	68	73	75
Total circulation of items	271,025	265,027	236,867	240,000	245,000
Circulation per capita	9.3	9.13	8.2	8.3	8.48
Ebook/Audiobook Downloads	7,144	7,841	9,454	10,000	10,500
Library visits	275,188	269,911	271,066	273,300	275,000
Computer users	55,121	53,365	50,542	50,600	50,650

<i>Performance Measures</i>	FY 2017 Actual	FY 2018 Target	FY 2018 Estimate	FY 2019 Target
Volunteer hours per capita is more than the statewide average	Windsor 0.12 Statewide 0.07	0.168	0.131	0.135
Circulation per capita exceeds statewide average	Windsor 8.2 Statewide 7.0	9.11	8.3	8.48
Library visits per capita exceed statewide average	Windsor 9.4 Statewide 5.5	9.32	9.45	9.52
Computer users exceed the statewide average	Windsor 1.75 Statewide 1.04	1.85	1.75	1.75

Note: Windsor's population of 28,875 and statewide per capita numbers are from Connecticut Public Library Annual Report 2016/2017.

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

2018 marks the 130th anniversary of the Windsor Public Library Association. Wouldn't Miss Martha Clapp be proud to know that the library she and a small group of interested citizens envisioned as they gathered in her home in 1888 has become a large, twice expanded main library and a branch that together offer an impressive array of services to over 270,000 visitors each year?

LIBRARY SERVICES

FY 2019 Goals

1. Research the potential for relocating some public computers to areas of the main library building that are more easily accessible to library patrons by October 2018.
2. Partner with Windsor Public Schools to assess the feasibility of linking student I.D. cards to the library system to streamline the application process for checking out materials and expand access to public computers, online databases and downloadable content.
3. Expand use of Music Makerspace by providing additional music related programs and services such as use as a practice room and instrument repair. Recruit at least three new volunteers to supervise space.
4. Explore logistical, financial and service delivery ramifications of redesigning or relocating some public service desks/areas to enhance customer service by November 2018.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
2501	Library Copy Machine Fund	44,383	12,000	12,000	44,383	12,000	20,000	36,383
2502	Windsor Library Association Grant	2,911	1,400	-	4,311	1,400	-	5,711
2503	Main Library Non-Print Materials	35,257	16,000	16,000	35,257	16,000	16,000	35,257
2504	Wilson Library Non-Print Materials	9,382	4,000	4,000	9,382	4,000	4,000	9,382
2505	Connecticard	23,737	4,000	4,000	23,737	-	8,000	15,737
2507	Cary Nearing Book Project	10,885	-	2,500	8,385	-	2,500	5,885
2509	State Library Grant	8,681	-	-	8,681	-	-	8,681
N/A	Library Association Donation***	-	23,000	23,000	-	23,000	23,000	-
		135,236	60,400	61,500	134,136	56,400	73,500	117,036

***Not included in town system

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

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

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

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

#2505 - Connecticard - Revenues are from the state to help reimburse the library for non-residential use. Funds can be used for library materials, supplies, staff and equipment. For FY 19 no funding is expected to be received.

#2507 - Cary Nearing Book Project - Revenues are from a one-time donation made by Cary Nearing to be used expressly for the purchase of large print books. The library will spend a portion of these funds on an annual basis until it is depleted.

#2509 - State Library Grant - Revenues are from the state to be used for the purchase of print material. For FY18 no funding is expected to be received.

N/A - Library Association Donation - Revenues are from the Windsor Library Association annual fund drive and are to be used to help pay for library programs as well as special collections, furniture and new technology.

DEVELOPMENT SERVICES

Development Services is responsible for guiding the public and private development of land and buildings to ensure the long-term success of the community.

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual **	Budget	Estimate	Proposed	Adopted
Personal Services	1,124,947	1,166,010	1,164,950	1,208,330	1,208,330
Supplies	7,033	7,920	8,770	8,790	8,790
Services	65,372	81,550	76,330	76,180	76,180
Maintenance & Repair	5,774	4,500	3,350	9,500	9,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,426	-	-	-	-
Energy & Utility	14,209	15,860	14,450	15,230	15,230
Total	1,219,761	1,275,840	1,267,850	1,318,030	1,318,030

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

Funding Sources

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

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual **	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	1,217,782	1,275,240	1,267,650	1,318,030	1,318,030
Special Revenue Funds	1,979	600	200	-	-
<i>Subtotal: Other Funds</i>	<i>1,979</i>	<i>600</i>	<i>200</i>	<i>-</i>	<i>-</i>
Total	1,219,761	1,275,840	1,267,850	1,318,030	1,318,030

Personnel Requirements

Full Time Equivalents (FTE)	FY 2017	FY 2018		FY 2019	
	Actual **	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	11.00	11.00	11.00	11.00	11.00
Regular Part Time Employees	0.10	0.10	0.10	0.25	0.25
Temporary/Seasonal Employees	0.20	0.16	0.16	0.16	0.16
Total	11.30	11.26	11.26	11.41	11.41

** FY 17 Actual does not include Design Services which moved to Public Works in FY 18.

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$7,990 or 0.6% primarily due to savings in Contractual Services. The overall FY 19 budget reflects a \$42,190 or 3.3% increase as compared to the FY 18 budget primarily due to Personal Services.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual *	Budget	Estimate	Proposed	Adopted
Personal Services	1,124,947	1,166,010	1,164,950	1,208,330	1,208,330
Supplies	7,033	7,920	8,570	8,790	8,790
Services	65,372	80,950	76,330	76,180	76,180
Maintenance & Repair	5,774	4,500	3,350	9,500	9,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	447	-	-	-	-
Energy & Utility	14,209	15,860	14,450	15,230	15,230
Total	1,217,782	1,275,240	1,267,650	1,318,030	1,318,030

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual *	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual *	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	200	-	-
Services	-	600	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	1,979	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	1,979	600	200	-	-

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual *	Budget	Estimate	Proposed	Adopted
Personal Services	1,124,947	1,166,010	1,164,950	1,208,330	1,208,330
Supplies	7,033	7,920	8,770	8,790	8,790
Services	65,372	81,550	76,330	76,180	76,180
Maintenance & Repair	5,774	4,500	3,350	9,500	9,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,426	-	-	-	-
Energy & Utility	14,209	15,860	14,450	15,230	15,230
Total	1,219,761	1,275,840	1,267,850	1,318,030	1,318,030

* FY 17 Actual does not include Design Services which moved to Public Works in FY 18.

DEVELOPMENT SERVICES
Budget Information
Fiscal Year 2015-2019

Expenditures

Expenditures by Category *	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual *	Actual *	Actual *	Budget	Estimate	Proposed	Adopted
Personal Services	1,103,190	1,100,167	1,124,947	1,166,010	1,164,950	1,208,330	1,208,330
Supplies	6,131	6,784	7,033	7,920	8,770	8,790	8,790
Services	83,250	51,578	65,372	81,550	76,330	76,180	76,180
Maintenance & Repair	1,041	2,684	5,774	4,500	3,350	9,500	9,500
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	3,712	829	2,426	-	-	-	-
Energy & Utility	16,741	14,020	14,209	15,860	14,450	15,230	15,230
Total	1,214,065	1,176,062	1,219,761	1,275,840	1,267,850	1,318,030	1,318,030

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

Funding Sources

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

Funding Source	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual *	Actual *	Actual *	Budget	Estimate	Proposed	Adopted
General Fund	1,209,407	1,175,252	1,217,782	1,275,240	1,267,650	1,318,030	1,318,030
Total	1,209,407	1,175,252	1,217,782	1,275,240	1,267,650	1,318,030	1,318,030
Special Revenue Funds	4,658	810	1,979	600	200	-	-
<i>Subtotal: Other Funds</i>	<i>4,658</i>	<i>810</i>	<i>1,979</i>	<i>600</i>	<i>200</i>	<i>-</i>	<i>-</i>
Total	1,214,065	1,176,062	1,219,761	1,275,840	1,267,850	1,318,030	1,318,030

* FY 15, FY 16 and FY 17 Actual does not include Design Services which moved to Public Works in FY 18.

BUILDING SAFETY

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

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	579,270	578,590	602,120	602,120
Supplies	4,970	5,870	5,970	5,970
Services	33,060	32,390	33,680	33,680
Maintenance & Repair	3,800	2,800	3,800	3,800
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	12,150	10,740	11,520	11,520
Total	633,250	630,390	657,090	657,090

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

Funding Sources

While the Building Safety program is funded solely by the General Fund, it generates considerable non-tax revenues in the form of building permit fees each year (please see revenue section of this document.)

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	633,250	630,390	657,090	657,090
Special Revenue Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	633,250	630,390	657,090	657,090

Personnel Requirements

Full Time Equivalents	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	0.10	0.10	0.25	0.25
Temporary/Seasonal Employees	-	-	-	-
Total	6.10	6.10	6.25	6.25

Budget Commentary

The FY 18 expenditures are expected to come in under budget by \$2,860 or 0.5% due to lower fuel usage and maintenance and repair costs. The FY 19 budget reflects an increase of \$23,840 or 3.8% as compared to the FY 18 budget due to Personal Services.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm Losses \$625,120

- Conduct 5,000 inspections of new and existing buildings to ensure compliance with fire, building and related safety codes
- Administer the permit process including plan review, issuance of permits and maintenance of records for more than 2,300 permit applications
- Provide reference, research and consultation services on code issues to design professionals and their clients, building owners and occupants
- Assist with property research for realtors, lawyers and mortgage lenders
- Present in partnership with private and other government agencies (state & local) 70 public education programs to the community related to fire safety and code compliance
- Provide support and technical assistance to the Zoning Board of Appeals, the Housing Code Board of Appeals and the Local Emergency Planning Commission
- Maintain and update hazardous material information at industrial and commercial facilities in support of emergency services and to improve public access to the information.

After Emergency Assistance \$31,970

- Conduct investigations of fires, alarms and building failures to determine the causes, origins, circumstances and responsibilities of fire
- Coordinate with owners, tenants and other agencies in the rehabilitation and restoration of fire-damaged, storm-damaged and abandoned structures
- Further develop relationships and protocols with other local governments and with state and federal authorities to ensure the availability of advanced investigative, laboratory and on-scene forensic services at no cost to the town.

ECONOMIC DEVELOPMENT

Economic Development promotes the town as an attractive location for new and existing businesses in order to provide jobs for residents and to ensure the future economic health of the community.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	173,320	173,270	181,100	181,100
Supplies	390	300	360	360
Services	26,190	25,840	25,780	25,780
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,090	1,090	1,090	1,090
Total	200,990	200,500	208,330	208,330

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	200,990	200,500	208,330	208,330
Special Revenue Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	200,990	200,500	208,330	208,330

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.16	0.16	0.16	0.16
Total	1.16	1.16	1.16	1.16

Budget Commentary

The FY 18 expenditures are expected to come in slightly under budget. The FY 19 budget reflects an increase of \$7,340 or 3.7% as compared to FY 18 due to Personal Services.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion \$56,250

- Provide ombudsman services to Windsor businesses to assist them in being as competitive as possible
- Assist existing businesses in securing public or private-sector financing for current operations or expansions
- Conduct business visits to obtain information about the needs of existing businesses
- Recognize existing businesses for their contribution to the town
- Partner with First Town Downtown and the Windsor Chamber of Commerce to continually improve the business climate in Windsor.

Economic Development Planning & Redevelopment \$104,160

- Advise and assist the town council, town manager and Economic Development Commission in evaluating requests for economic development incentives
- Facilitate the re-use of the town's priority redevelopment properties
- Undertake activities related to implementing the Transit Oriented Development Plan for Windsor Center
- Investigate and pursue appropriate grant funding opportunities related to economic development and redevelopment
- Facilitate a review of the town's economic strategies.

Business Recruitment and Development \$47,920

- Contact prospective businesses to promote relocation to Windsor
- Assist potential new businesses in finding appropriate sites, securing financing, achieving town board and commission approvals and opening their facilities as expeditiously as feasible
- Work with the Bradley Development League (BDL), the Connecticut Economic Resource Center (CERC) and the MetroHartford Alliance to ensure that all businesses that may benefit from locating in Windsor are exposed to the town
- Utilize the Geographic Information System (GIS) and the town's website to promote Windsor
- Develop and distribute high-quality marketing materials that highlight the assets of Windsor
- Improve the perception of Windsor through events and media coverage
- Appear at trade shows and other public events to publicize the benefits of locating a business in Windsor.

PLANNING

Planning is responsible for developing and administering land use regulations, comprehensive planning, designing town projects, providing information on public and private developments, monitoring the US Census and the development of a Geographic Information System (GIS) for mapping, information retrieval and analysis.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	413,420	413,090	425,110	425,110
Supplies	2,560	2,600	2,460	2,460
Services	22,300	18,100	16,720	16,720
Maintenance & Repair	700	550	5,700	5,700
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,620	2,620	2,620	2,620
Total	441,600	436,960	452,610	452,610

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	441,000	436,760	452,610	452,610
Special Revenue Funds	600	200	-	-
<i>Subtotal: Other Funds</i>	<i>600</i>	<i>200</i>	<i>-</i>	<i>-</i>
Total	441,600	436,960	452,610	452,610

Personnel Requirements

Full Time Equivalent (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	4.00	4.00	4.00

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$4,640 or 1.1% primarily due to contractual services savings. The FY 19 General Fund budget reflects an increase of \$11,610 or 2.6% primarily due to Personal Services.

PLANNING

Products & Services

Plan Review & Design Development \$289,670

- Monitor federal, state and local plans and programs to maximize their benefit and minimize their liability to the community
- Prioritize and facilitate future open space acquisitions
- Design town projects (e.g., parks, landscaping, parking lots, beautification and recreational facilities)
- Conduct environmental education and other programs
- Review applications being submitted to the Town Planning & Zoning Commission (TPZC) to ensure compliance with the master plan, regulatory mechanisms and to encourage good development
- Review applications to the Inland Wetlands & Watercourses Commission (IWWC) to ensure compliance with the master plan and regulatory mechanisms and to encourage development to be in reasonable harmony with the environment
- Review applications to the Historic District Commission (HDC) to ensure compliance with the Historic District guidelines
- Update the standards of zoning, subdivision and wetland regulations on a regular basis
- Update and implement the Plan of Conservation and Development
- Prepare for 2020 Census and provide local review and input as required.

Geographic Information System \$49,790

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

Support Boards & Commissions \$113,150

- Prepare agendas, perform research and analysis, collect applications and perform administrative functions for:
 - Town Planning & Zoning Commission
 - Inland Wetlands & Watercourses Commission
 - Historic District Commission
 - Conservation Commission.

Development Services

FY 2018 Highlights

Building Safety

During FY 18, Building Safety permitted, inspected and issued certificates for the following major construction projects:

- 130 new apartments at Windsor Station
- Keney Park Club House
- L.P. Wilson lavatories and shower rooms were completed
- Amazon Fulfillment Center conveyor upgrade was completed
- Comprehensive renovations to guest rooms, lounge and lobby at the Windsor/Hartford Marriot
- 28,500 sq.ft. of newly constructed retail space opened in the Target Plaza consisting of Mattress Firm, T-Mobile, Urgent Care and Home Goods
- Aero Gear located at 1050 Day Hill Road completed their expansion of 20,000 sq.ft. consisting of manufacturing and office space
- Dattco Bus completed their new 4,933 sq.ft. building on Baker Hollow Rd.
- Arrow Electronics moved to larger facilities on Helmsford Way, consisting of 152,000 sq. ft.
- The Plaza Building completed the fire rating of the first floor ceiling, upgraded the fire sprinkler system and installed new storefront windows and façade. Interior renovations to the theatre and retail level will continue into FY 19
- United Parcel Service expanded its Windsor presence occupying the new building at 330 Stone Road for a total of 135,000 sq.ft.
- SCA Pharmaceuticals undertook a substantial renovation of 755 Rainbow Road consisting of 111,000 sq.ft.
- The community center/dining hall of Loomis Chaffee School will continue renovations into FY 19 for a total of 55,000 sq.ft.
- The unused gas station at 156 Windsor Ave. was demolished and the site remediated

Implementation of the Municipality permitting software in FY 18 has delivered technology to the forefront of interdepartmental communications and data transfer.

After being chosen to attend the National Fire Protection Association's (NFPA) scholarship training, the Fire Marshal's Office partnered with Social Services to re-energize and expand the *Remembering When Program*, a fall and fire prevention program geared towards older adults.

The deputy fire marshal has continued to see success in gaining further fire-code compliance in multifamily buildings.

The Fire Marshal's Office began a Community Risk Analysis project, which is an up and coming national best practice, looking at emergency call data, census data, and trends. The outcomes of this analysis will help determine opportunities for improvement in code enforcement and public education. As part of this project, the Fire Marshal's Office has reviewed the existing Fire Code Ordinances and has proposed updates to ensure their proper integration with state codes.

Economic Development

A survey of Windsor Center businesses was conducted to collect data regarding occupancy, employment, hours of operation and contacts. This survey was followed by a second parking utilization study of Windsor Center by summer interns from Economic Development, Engineering and Town Manager's Office.

Construction of Windsor Station Apartments was completed in May, 2017. As of December, 120 of the 130 units were leased bringing 158 new resident to Windsor Center.

Began a partnership with the CT Small Business Development Center and others to increase assistance to Windsor small businesses through locally presented training opportunities and on-site counseling.

FY 2018 Highlights (continued)

As part of the Bradley Development League, work has been initiated on a strategic marketing plan for the four communities surrounding Bradley International Airport. The first phase, a business and industry analysis, will be completed in May.

Planning

In FY 18, several projects were approved including the approval of a 2,000 SF restaurant at Price Chopper Plaza and the re-subdivision and site development of a 288,000 SF warehouse/distribution facility on Tradeport Drive, which was originally approved in 2005. Other noteworthy projects include completion of site work at Windsor Station Apartments and completion of the warehouse and distribution facility at 330 Stone Road.

Development Services

<i>Key Statistics</i>	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target
Total construction value of building permits issued	\$57,779,234	\$54,610,634	\$135,583,363	\$50,000,000	\$42,000,000
Building permit fees collected	\$707,184	\$823,551	\$1,148,345	\$635,000	\$545,000
Existing business contacts by Economic Development staff	31	30	23	25	30
Prospective business contacts made by staff	10	12	15	18	20
Fees in-lieu of open space collected	\$2,000	\$2,000	\$0	\$0	\$3,000
Acres of open space preserved	44	0	0	95	0
Dwelling units approved by P&Z	3	4	1	2	250**
Non-residential floor area approved by P&Z (square feet)	90,545	11,435	66,400	2,000*	5,000
IWWC, HDC & P&Z Applications	105	110	134	115	115
Equivalent number of household energy needs met by solar installations.	0	0	153	64	170

*TPZC approved a site plan for a 288,000 SF facility at Tradeport Drive however the facility was originally approved in 2005 therefore this is not included in the FY 18 estimate.

**Includes construction of Great Pond Phase 1.

<i>Performance Measures</i>	FY 2017 Actual	FY 2018 Target	FY 2018 Estimate	FY 2019 Target
Percentage of residential permits receiving follow-up inspections ensuring safety and code compliance of completed project	45%	75%	65%	75%
Average turnaround time for commercial permits, <i>measured in calendar days.</i>	2	2	2	2
Percentage of multi-family residential buildings that are fully code compliant.	79%	75%	80%	85%
Number of fire and life safety programs conducted by Fire Marshal's Office	60	65	70	70

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

The Planning Department received the Connecticut Chapter of the American Planning Association's 2017 Outreach Award in recognition of its efforts to improve transparency and foster a deeper understanding of planning and zoning through the use of technology and by annotating its zoning regulations.

DEVELOPMENT SERVICES

FY 2019 Goals

1. Maximize training opportunities to gain understanding and become familiar with the new Connecticut State codes scheduled to be updated in FY 19
2. Institute online building permitting. This will allow clients to complete paperwork and payment without having to come to the town hall.
3. Support implementation of Transit-Oriented Development (TOD) strategies for Windsor Center (e.g., Broad Street Road "Diet", parking management, facilitation of private redevelopment).
4. Incorporate the Historic Survey data into the town's GIS.
5. Facilitate the implementation of the first phase of Great Pond Village.
6. Update and annotate the Subdivision Regulations.
7. Develop Small Business information and education program.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
1704	Wetlands Inventory Grant	343	-	200	-	143	
1705	Wetlands Account	2,666	-	-	-	2,666	
1707	Earth Day	480	-	-	-	480	
		3,489	-	200	-	3,289	

#1704 - Wetlands Inventory Grant - This grant was used to conduct an inventory of inland wetlands. The inventory work has been completed and the terms of the grant allow for the remaining funds to be expended by the town for related purposes.

#1705 - Wetlands Account - This account was created from an escrow account held for an Inland Wetlands and Watercourses Commission (IWWC) habitat evaluation report. This account can be used to enhance inland wetlands programs and activities.

#1707 - Earth Day - This fund was created to accept donations to sponsor Earth Day activities and pay for other expenses, with any balance donated to the Open Space Fund.

COMMUNITY DEVELOPMENT

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

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	160,736	190,050	101,250	89,590	89,590
Supplies	754	620	850	850	850
Services	13,457	7,200	31,510	57,180	57,180
Loans	188,362	210,000	80,000	180,000	180,000
Energy & Utility	660	660	660	660	660
Total	363,969	408,530	214,270	328,280	328,280

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

Funding Sources

The Office of Community Development's operating budget is largely dependent on securing grants. In addition, it has revolving funds which generate program income for the activity from which such income was derived.

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund	129,770	114,870	114,870	103,800	103,800
Small Cities Funds	145,834	-	-	-	-
Loan Repayment Fund	71,983	261,490	99,400	224,480	224,480
Project Management Fees	16,382	32,170	-	-	-
<i>Subtotal: Other Funds</i>	<i>234,199</i>	<i>293,660</i>	<i>99,400</i>	<i>224,480</i>	<i>224,480</i>
Total	363,969	408,530	214,270	328,280	328,280

Personnel Requirements

Full Time Equivalents (FTE's)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	1.15	1.00	1.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	0.27	-	-
Total	2.00	2.00	1.42	1.00	1.00

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$194,260 or 47.6% primarily due to Personal Services from a partial year disability and retirement, also resulting in reduced loan activity. The FY 19 overall budget reflects a decrease of \$80,250 or 19.6% and the General Fund reflects a decrease of \$11,070 or 9.6% as compared to the FY 18 budget. The FY 18 estimate reflects the program being staffed by 1.00 FTE, a temporary part time position and a consultant. The FY 19 budget proposes that the program will be staffed by 1.00 FTE and a consultant and reallocating some funding to small business and community development activities.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	129,770	114,870	101,250	89,590	89,590
Supplies	-	-	850	480	480
Services	-	-	12,110	13,070	13,070
Loans	-	-	-	-	-
Energy & Utility	-	-	660	660	660
Total	129,770	114,870	114,870	103,800	103,800

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Loans	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	30,966	75,180	-	-	-
Supplies	754	620	-	370	370
Services	13,457	7,200	19,400	44,110	44,110
Loans	188,362	210,000	80,000	180,000	180,000
Energy & Utility	660	660	-	-	-
Total	234,199	293,660	99,400	224,480	224,480

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	160,736	190,050	101,250	89,590	89,590
Supplies	754	620	850	850	850
Services	13,457	7,200	31,510	57,180	57,180
Loans	188,362	210,000	80,000	180,000	180,000
Energy & Utility	660	660	660	660	660
Total	363,969	408,530	214,270	328,280	328,280

**COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2015-2019**

Expenditures

Expenditures by Category *	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	177,315	178,814	160,736	190,050	101,250	89,590	89,590
Supplies	1,094	1,031	754	620	850	850	850
Services	8,552	7,565	13,457	7,200	31,510	57,180	57,180
Loans	40,925	150,731	188,362	210,000	80,000	180,000	180,000
Grants & Contributions	-	-	-	-	-	-	-
Energy & Utility	600	600	660	660	660	660	660
Total	228,486	338,741	363,969	408,530	214,270	328,280	328,280

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

Funding Sources

Funding Source	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	92,500	92,500	129,770	114,870	114,870	103,800	103,800
Small Cities Funds	40,925	203,173	145,834	-	-	-	-
Loan Repayment Fund	51,393	6,955	71,983	261,490	99,400	224,480	224,480
Project Management Fees	43,668	36,113	16,382	32,170	-	-	-
<i>Subtotal: Other Funds</i>	<i>135,986</i>	<i>246,241</i>	<i>234,199</i>	<i>293,660</i>	<i>99,400</i>	<i>224,480</i>	<i>224,480</i>
Total	228,486	338,741	363,969	408,530	214,270	328,280	328,280

COMMUNITY DEVELOPMENT

Products & Services

Neighborhood and Grant Activities \$103,800

- Solicit and administer federal and state funds including Community Development Block Grant (CDBG) - Small Cities funds
- Provide staff support to the Wilson/Deerfield Advisory Committee, the Economic Development Commission, the Human Relations Commission and the Fair Rent Commission
- Address quality of life issues in neighborhoods through various grass roots initiatives
- Administer the Neighborhood Assistance Act (NAA) Tax Credit program providing local non-profit organizations with an opportunity to leverage private donations
- Promote fair housing awareness through outreach efforts such as holding educational forums and posting notices
- Assist with the town's effort to facilitate small business development and reinvestment in targeted sites
- Assist homeowners with foreclosure prevention by promoting awareness of available resources in conjunction with Social Services staff.

Housing Rehabilitation Program \$224,480

- Promote neighborhood reinvestment by providing financial and technical assistance to income-eligible residential property owners for needed home repairs. Eligible activities include the correction of housing code violations, cost-effective energy conservation measures, lead and asbestos abatement, removal of underground storage tanks and modifications to improve handicap accessibility
- Attempt to leverage additional resources for housing rehabilitation by working with Eversource Energy, the Community Renewal Team, Capital for Change and other potential funding sources.

COMMUNITY DEVELOPMENT

FY 2018 Highlights

Ten residential units are scheduled to be completed by June 30th through the town's Housing Rehabilitation program. Loans are provided to income-eligible households. The scope of work includes cost effective energy conservation measures, correction of code violations, removal or encapsulation of hazardous material including lead based paint, asbestos, removal of underground fuel tanks, modifications for handicap accessibility and emergency repairs to critical systems.

Assisted ten households with completing and submitting applications to Community Renewal Team for a variety of energy related needs including energy audits, furnace cleaning, or conversion from oil to gas.

Provided staff support to the Human Relations Commission with an expanding number of initiatives, including three events for the "Community Weekend," three events for "Black History Month," outreach at town events and collaboration with other community organizations.

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

Completed grant funded environmental assessments for two potential redevelopment sites in Windsor Center through the Metro Hartford Brownfields program administered by Capital Region Council of Governments (CRCOG).

COMMUNITY DEVELOPMENT

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS As Of 6/30/2017

<u>Type of Loan</u>	<u>Principal Balances</u>
Amortized Payment Loans: <i>Housing Rehab. & Downpayment Assistance</i>	\$287,914
Deferred Payment Loans: <i>Housing Rehabilitation</i>	2,291,035
Forgiveness Loans: <i>Housing Rehabilitation</i>	8,339
Amortized Economic Development Loans:	<u>101,783</u>
Sub-total	<u>\$2,689,072</u>
Allowance for uncollectible loans	<u>(500,000)</u>
Loans Receivable, net	<u>\$2,189,072</u>

<i>Performance Measures</i>	FY 2017 Actual	FY 2018 Target	FY 2018 Estimate	FY 2019 Target
Number of housing rehabilitation projects	15	18	10	15

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

In FY 18, the town's Housing Rehabilitation Program assisted ten Windsor households in completing and submitting applications to Community Renewal Team for energy audits, furnace cleaning, conversion from oil to gas and other energy related services.

FY 2019 Goals

1. Continue the successful Housing Rehabilitation program utilizing revolving loan funds generated by repayments of prior loans
2. Leverage funds through the Energize CT program for energy conservation measures to complement the town's Housing Rehabilitation program and implement additional cost effective energy conservation initiatives
3. Support the Human Relations Commission initiatives to promote awareness of African-American history by hosting a month long series of events.

SPECIAL REVENUE FUNDS

Community Development

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
1973	Rt. 159 & Windsor Ave. Redev. Proj.	2,335	-	-	2,335	-	-	2,335
		<u>2,335</u>	<u>-</u>	<u>-</u>	<u>2,335</u>	<u>-</u>	<u>-</u>	<u>2,335</u>

#1973 - Rt. 159 & Windsor Avenue Redevelopment Project - This represents the balance remaining for the acquisition of a Small Town Economic Assistance Program (STEAP) grant that was awarded to the town. Funds remaining will be used for incidental costs related to the parcel.

PUBLIC WORKS AND ENGINEERING

The mission of the Department of Public Works and Engineering is to manage and maintain the town's infrastructure, public facilities, equipment, parks and public areas and the landfill, making a positive difference in the quality of life for the residents and businesses of Windsor.

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual **	Budget	Estimate	Proposed	Adopted
Personal Services	3,724,901	4,082,180	3,981,620	4,163,760	4,163,760
Supplies	503,896	451,830	451,130	453,130	453,130
Services	1,467,272	928,170	883,670	947,720	947,720
Maintenance & Repair	451,773	530,950	524,450	547,450	547,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	49,274	26,000	30,000	26,000	26,000
Energy & Utility	967,805	1,170,110	1,150,460	1,235,940	1,235,940
Total	7,164,921	7,189,240	7,021,330	7,374,000	7,374,000

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

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate. See the Public Works and Engineering program pages for explanations of funding sources.

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual **	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	5,707,787	6,046,010	5,955,140	6,260,520	6,260,520
Charges to Other Departments	103,939	110,700	110,700	110,700	110,700
Town Support for Education	105,839	136,510	136,310	140,690	140,690
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>5,917,565</i>	<i>6,293,220</i>	<i>6,202,150</i>	<i>6,511,910</i>	<i>6,511,910</i>
State Grants - Town Aid Road Improvements	521,227	430,000	363,800	245,000	245,000
Facilities Revenues	344,301	263,040	252,750	265,890	265,890
Reimbursements	2,222	4,580	4,230	2,800	2,800
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400
<i>Subtotal: Other Funds</i>	<i>886,150</i>	<i>716,020</i>	<i>639,180</i>	<i>532,090</i>	<i>532,090</i>
State Grants - LoCIP (Capital Outlay Fund)	361,206	180,000	180,000	330,000	330,000
Total	7,164,921	7,189,240	7,021,330	7,374,000	7,374,000

Personnel Requirements

Full Time Equivalents (FTE)	FY 2017	FY 2018		FY 2019	
	Actual **	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	36.00	37.00	36.05	37.00	37.00
Regular Part Time Employees	3.17	3.67	3.67	3.67	3.67
Temporary/Seasonal Employees	4.80	4.57	5.52	5.52	5.52
Total	43.97	45.24	45.24	46.19	46.19

** FY 17 Actual includes Design Services which moved to Public Works in FY 18.

Budget Commentary

The overall FY 18 expenditures are expected to be under budget \$167,910 or 2.3% and is primarily attributable to savings in Personal Services due to a partial year vacancy, Energy & Utility costs, and lesser spending of Town-Aid Roads funding. The FY 18 General Fund expenditures are expected to be under budget by \$90,870 or 1.5% for the same reasons. The overall FY 19 budget reflects an increase of \$184,760 or 2.6% primarily due to Personal Services, Maintenance & Repair for town-owned buildings and equipment, Services for line striping and repairs to town-owned traffic signals and streetlights, and increased Energy & Utility costs. These increases are offset by lesser spending of State Grant funding on pavement management activities. The FY 19 General Fund budget reflects an increase of \$214,510 or 3.5% for the same reasons for the increase mentioned previously.

PUBLIC WORKS AND ENGINEERING EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	2017 Actual *	FY 2018		FY 2019	
		Budget	Estimate	Proposed	Adopted
Personal Services	3,615,529	3,955,730	3,855,720	4,032,800	4,032,800
Supplies	351,974	284,880	290,180	286,180	286,180
Services	551,760	394,470	416,170	446,220	446,220
Maintenance & Repair	377,097	476,450	471,450	498,450	498,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	49,274	26,000	30,000	26,000	26,000
Energy & Utility	762,153	908,480	891,620	970,870	970,870
Total	5,707,787	6,046,010	5,955,140	6,260,520	6,260,520

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	2017 Actual *	FY 2018		FY 2019	
		Budget	Estimate	Proposed	Adopted
Personal Services	79,130	95,560	95,360	99,740	99,740
Supplies	21,809	35,950	35,950	35,950	35,950
Services	4,900	5,000	5,000	5,000	5,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	103,939	110,700	110,700	110,700	110,700
Total	209,778	247,210	247,010	251,390	251,390

Special Revenue & Other Fund Expenditures:

Expenditures by Category	2017 Actual *	FY 2018		FY 2019	
		Budget	Estimate	Proposed	Adopted
Personal Services	30,242	30,890	30,540	31,220	31,220
Supplies	130,113	131,000	125,000	131,000	131,000
Services	910,612	528,700	462,500	496,500	496,500
Maintenance & Repair	74,676	54,500	53,000	49,000	49,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	101,713	150,930	148,140	154,370	154,370
Total	1,247,356	896,020	819,180	862,090	862,090

Total Expenditures (agrees with page M-1):

Expenditures by Category	2017 Actual *	FY 2018		FY 2019	
		Budget	Estimate	Proposed	Adopted
Personal Services	3,724,901	4,082,180	3,981,620	4,163,760	4,163,760
Supplies	503,896	451,830	451,130	453,130	453,130
Services	1,467,272	928,170	883,670	947,720	947,720
Maintenance & Repair	451,773	530,950	524,450	547,450	547,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	49,274	26,000	30,000	26,000	26,000
Energy & Utility	967,805	1,170,110	1,150,460	1,235,940	1,235,940
Total	7,164,921	7,189,240	7,021,330	7,374,000	7,374,000

* FY 17 Actual includes Design Services which moved to Public Works in FY 18.

**PUBLIC WORKS AND ENGINEERING
BUDGET INFORMATION
Fiscal Year 2015-2019**

Expenditures

Expenditures by Category *	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual *	Actual *	Actual *	Budget	Estimate	Proposed	Adopted
Personal Services	3,707,705	3,586,722	3,724,901	4,082,180	3,981,620	4,163,760	4,163,760
Supplies	473,278	464,869	503,896	451,830	451,130	453,130	453,130
Services	871,908	996,012	1,467,272	928,170	883,670	947,720	947,720
Maintenance & Repair	616,740	510,530	451,773	530,950	524,450	547,450	547,450
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	35,999	49,642	49,274	26,000	30,000	26,000	26,000
Energy & Utility	1,012,115	995,610	967,805	1,170,110	1,150,460	1,235,940	1,235,940
Total	6,717,745	6,603,385	7,164,921	7,189,240	7,021,330	7,374,000	7,374,000

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

Funding Sources

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

Funding Source	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual *	Actual *	Actual *	Budget	Estimate	Proposed	Adopted
General Fund	5,751,244	5,524,891	5,707,787	6,046,010	5,955,140	6,260,520	6,260,520
Charges to Other Departments	97,419	91,711	103,939	110,700	110,700	110,700	110,700
Town Support for Education	106,580	129,264	105,839	136,510	136,310	140,690	140,690
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>5,955,243</i>	<i>5,745,866</i>	<i>5,917,565</i>	<i>6,293,220</i>	<i>6,202,150</i>	<i>6,511,910</i>	<i>6,511,910</i>
State Grants - Town Aid Road Improvements	189,463	439,119	521,227	430,000	363,800	245,000	245,000
Facilities Revenues & User Fees	314,142	266,419	344,301	263,040	252,750	265,890	265,890
Reimbursements	10,298	6,313	2,222	4,580	4,230	2,800	2,800
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400	18,400	18,400
<i>Subtotal: Other Funds</i>	<i>532,303</i>	<i>730,251</i>	<i>886,150</i>	<i>716,020</i>	<i>639,180</i>	<i>532,090</i>	<i>532,090</i>
State Grants-LoCIP (Capital Outlay Fund)	230,199	127,268	361,206	180,000	180,000	330,000	330,000
Total	6,717,745	6,603,385	7,164,921	7,189,240	7,021,330	7,374,000	7,374,000

* FY 15, FY 16 and FY 17 Actual includes Design Services which moved to Public Works in FY 18.

ADMINISTRATION

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

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	561,740	481,350	572,510	572,510
Supplies	1,400	1,400	1,400	1,400
Services	11,860	11,860	11,860	11,860
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	575,000	494,610	585,770	585,770

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	556,600	476,210	567,370	567,370
Town Support for Education	-	-	-	-
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>556,600</i>	<i>476,210</i>	<i>567,370</i>	<i>567,370</i>
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400
<i>Subtotal: Other Funds</i>	<i>18,400</i>	<i>18,400</i>	<i>18,400</i>	<i>18,400</i>
Total	575,000	494,610	585,770	585,770

Full Time Equivalent (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	3.33	4.00	4.00
Regular Part Time Employees	1.23	1.23	1.23	1.23
Temporary/Seasonal Employees	-	-	-	-
Total	5.23	4.56	5.23	5.23

Budget Commentary

The FY 18 expenditures are expected to come in under budget by \$80,390 or 14.0% due to Personal Services for a partial year vacancy for a senior management position. The FY 19 budget reflects an increase of \$10,770 or 1.9% due to Personal Services.

ADMINISTRATION

Products & Services

Executive Management \$567,370

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

Landfill Issues \$18,400

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

DESIGN SERVICES

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

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	519,920	519,920	532,950	532,950
Supplies	3,900	3,900	3,900	3,900
Services	25,850	25,350	27,100	27,100
Maintenance & Repair	3,000	3,000	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	8,420	7,860	8,040	8,040
Total	561,090	560,030	574,990	574,990

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	561,090	560,030	574,990	574,990
Special Revenue Funds	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	561,090	560,030	574,990	574,990

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	5.00	5.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.65	0.65	0.65	0.65
Total	5.65	5.65	5.65	5.65

Budget Commentary

The FY 18 expenditures are expected to come in under budget by \$1,060 or 0.2% due to savings in Energy & Utility costs. The FY 19 budget reflects an increase of \$13,900 or 2.5% primarily due to Personal Services.

DESIGN SERVICES

Products & Services

Road Improvements \$115,000

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

Professional and Technical Advice \$86,250

- Provide engineering and technical consulting to other departments and boards and commissions
- Review subdivision and site plan development
- Provide computer-aided design, drafting and design support
- Furnish mapping and related information for the Windsor/Bloomfield Landfill's Department of Energy and Environmental Protection (DEEP) regulatory compliance.

Information Services \$57,500

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

Stormwater Management \$103,500

- Implement applicable portions of the plan and monitor staff reporting requirements
- Continue to inventory and assess the drainage system and identify and resolve local drainage issues
- Administer and implement the provisions of the Erosion and Sediment Control Ordinance, Stormwater Management ordinance, Illicit Discharges and Connections ordinance, and associated requirements.

Capital Improvements \$114,990

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

Traffic Safety & Traffic Calming \$86,250

- Coordinate the town-wide safety markings program
- Ensure proper installation and replacement of traffic and street signs
- Oversee the inspection and maintenance of town-owned street lights
- Coordinate the inspection and maintenance of town-owned traffic signals
- Perform traffic engineering investigations
- Confer with State of Connecticut Department of Transportation as traffic liaison
- Review traffic impacts from proposed private developments
- Provide technical guidance to the Traffic Committee regarding traffic counts, reports and recommendations for improving traffic operations throughout town and in implementing the traffic calming program.

Flood Plain Management \$11,500

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

PARKS AND GROUNDS

Parks and Grounds performs repairs, renovations and maintenance of turf areas, athletic and recreational fields, medians, roadside rights-of-ways, playgrounds and other landscaped areas. It also maintains trees along the streets and in the parks.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	947,000	946,370	978,890	978,890
Supplies	109,800	113,800	109,800	109,800
Services	35,100	34,600	35,100	35,100
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	6,380	7,130	6,780	6,780
Total	1,098,280	1,101,900	1,130,570	1,130,570

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	957,190	961,360	987,080	987,080
Town Support for Education	136,510	136,310	140,690	140,690
Subtotal: Public Works and Eng. General Fund	1,093,700	1,097,670	1,127,770	1,127,770
Reimbursements	4,580	4,230	2,800	2,800
Subtotal: Special Revenue Funds	4,580	4,230	2,800	2,800
Total	1,098,280	1,101,900	1,130,570	1,130,570

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	9.00	9.00	9.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	3.00	3.95	3.95	3.95
Total	12.00	12.95	12.95	12.95

Budget Commentary

The overall FY 18 expenditures are expected to come in over budget by \$3,620 or 0.3%. The FY 18 General Fund expenditures are expected to come in over budget by \$4,170 or 0.4% primarily due to Supplies. The overall FY 19 budget reflects an increase of \$32,290 or 2.9%. The FY 19 General Fund budget reflects an increase of \$29,890 or 3.1% due to Personal Services and Energy & Utility costs. Temporary/Seasonal FTE's for FY 18 and FY 19 include hours that are funded for temporary employees in the Town Support for Education budget.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas \$326,800

- Mow approximately 92 acres of turf area at town facilities, parks and playgrounds
- Provide for trimming of grass in the parks and other public spaces
- Cut back roadside grass and trim brush to provide clear lines of sight at intersections and along approximately 47 miles of road
- Pick up leaves from town parks, medians and around town buildings.

Irrigate Turf Areas \$33,920

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

Improve Turf Areas \$56,530

- Re-seed and aerate turf at town hall, main library, Veterans Cemetery and Sage Park Middle School
- Spray for weeds and fertilize turf at these locations.

Maintain Parks Equipment \$58,790

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

Veterans Cemetery Maintenance \$11,300

- Install cemetery headstones and other related maintenance.

Prepare Fields for Recreational Use \$42,960

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

Maintain Safe Playground Equipment \$22,610

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

Maintain Medians & Planted Areas \$135,670

- Maintain perennial and/or flowering shrub beds at medians along Windsor Avenue, Broad Street, Bloomfield Avenue, Poquonock Avenue, Prospect Hill Road, Rainbow Road, Day Hill Road, International Drive, other town-maintained planted beds and cul-de-sac islands. This includes maintaining the shrubs and trees as well as mowing the grass on approximately 3,500 feet of the newer section of International Drive.

Maintain Safe Healthy Trees \$203,500

- Inspect trees and remove dead branches
- Remove trees that are dead, diseased or severely damaged
- Spray/inject trees for pest control as needed
- Grind stumps on town property.

Repair & Move Bleachers, Picnic Tables, Banners, and Benches \$33,920

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

Public Property Litter \$24,870

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

Maintain Public Trail Areas \$30,530

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

Install & Maintain Ice Rinks \$8,480

- Maintain three ice rinks at Welch Park, Town Green and Sharshon Park.

Town Support for Education \$140,690

- Maintain turf, shrubs and trees at school facilities
- Prepare playing fields, tennis and outside basketball courts for practices and games
- Repair picnic tables, bleachers and benches
- Assist in the installation and removal of playground equipment
- Maintain the irrigation systems at the high school and middle school.

FACILITIES MANAGEMENT

Facilities Management provides for the management, repair, maintenance and improvement of town buildings and facilities.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	314,420	314,010	324,910	324,910
Supplies	28,430	27,430	28,430	28,430
Services	206,050	201,050	209,350	209,350
Maintenance & Repair	203,750	202,250	220,250	220,250
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	6,000	2,000	2,000
Energy & Utility	459,320	456,880	501,680	501,680
Total	1,213,970	1,207,620	1,286,620	1,286,620

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	840,230	844,170	910,030	910,030
Charges to Other Departments	110,700	110,700	110,700	110,700
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>950,930</i>	<i>954,870</i>	<i>1,020,730</i>	<i>1,020,730</i>
Facilities Revenues	263,040	252,750	265,890	265,890
<i>Subtotal: Special Revenue Funds</i>	<i>263,040</i>	<i>252,750</i>	<i>265,890</i>	<i>265,890</i>
Total	1,213,970	1,207,620	1,286,620	1,286,620

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	1.88	1.88	1.88	1.88
Temporary/Seasonal Employees	0.92	0.92	0.92	0.92
Total	4.80	4.80	4.80	4.80

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$6,350 or 0.5% primarily due to savings in Special Revenue Accounts. The FY 18 General Fund expenditures are expected to be over budget by \$3,940 or 0.5% primarily due to increased expenditures for Capital Outlay. The overall FY 19 budget reflects an increase of \$72,650 or 6.0% as compared to the FY 18 budget primarily due to Personal Services, increased Maintenance & Repair of town-owned buildings and increased Energy and Utility costs. The FY 19 General Fund budget reflects an increase of \$69,800 or 8.3% for the same reasons.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center \$283,060

- Maintain a clean and safe working environment in the town hall by managing the HVAC system, utilities, elevator and custodial services
- Ensure code compliance, effect necessary repairs and maintenance of the facility
- Perform preventive and emergency maintenance
- Provide program support to offices located at the town hall
- Manage the fleet of pool cars for employee use
- Administer and fund telecommunications services for all town offices
- Maintain decorative street lights throughout the town center.

Public Works Facilities \$218,720

- Ensure code compliance, effect necessary repairs and maintenance of the facilities, as well as the lease payment for the parks facility
- Fund utilities, supply charges, cell phones and postage.

330-332 Windsor Ave. Community Center \$136,380

- Ensure code compliance, effect necessary repairs and maintenance of the facility
- Perform preventive and emergency maintenance, including graffiti removal, exterior lighting and coordinate custodial services.

Sanitary Waste Removal \$102,930

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

Public Safety Complex, Northwest Park, Libraries, Fire Stations, Milo Peck Discovery Center, and Roger Wolcott \$244,460

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

Community Services & Repair of other Town Facilities \$147,970

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

Administration of Building Improvements \$153,100

- Support the Public Building Commission with information and reports
- Perform construction management function for certain town construction projects
- Administer and oversee contracts and budgets
- Manage rental properties.

PAVEMENT MANAGEMENT

Pavement Management provides safe and clean streets and sidewalks by resurfacing (paving), reconstructing and maintaining existing street pavement and sidewalks.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	360,740	350,440	357,380	357,380
Supplies	57,400	58,500	58,500	58,500
Services	453,110	377,110	438,110	438,110
Maintenance & Repair	99,200	99,200	99,200	99,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	970,450	885,250	953,190	953,190

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	525,450	516,250	523,190	523,190
State Grants - Town Aid Road Improvements	265,000	189,000	100,000	100,000
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>265,000</i>	<i>189,000</i>	<i>100,000</i>	<i>100,000</i>
State Grants - LoCIP (Capital Outlay Fund)	180,000	180,000	330,000	330,000
Total	970,450	885,250	953,190	953,190

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	3.81	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	3.81	4.00	4.00

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$85,200 or 8.8% primarily due to less spending of Town Aid Roads funding and a partial year vacancy. The FY 18 General Fund expenditures are expected to come in under budget by \$9,200 or 1.8% for the same reason. The overall FY 19 budget reflects a decrease of \$17,260 or 1.8% as compared to the FY 18 budget primarily due to decreased spending of State Grant funding. The FY 19 General Fund budget reflects a decrease of \$2,260 or 0.4% due to Personal Services.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks \$100,000

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

Localized Pavement Repairs \$95,320

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

Pavement Preventive Maintenance/Snow Materials \$132,490

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

Mill & Repave Streets \$479,540

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

Repair Curbing, Driveways & Lawns \$122,960

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

Repair Dirt Roads \$13,350

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

Pavement Management System Maint. \$9,530

- Provide consultation for pavement management system to maintain system and inspect streets.

STORMWATER DRAINAGE

The Stormwater Drainage division maintains drainage channels, stormwater outlets and detention ponds. It also repairs existing drainage structures, such as catch basins, and adds new drainage structures as needed throughout the town.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	441,320	441,620	454,940	454,940
Supplies	29,000	29,000	29,000	29,000
Services	43,500	44,400	43,500	43,500
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	513,820	515,020	527,440	527,440

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	493,820	493,820	507,440	507,440
State Grants - Town Aid Road Improvements	20,000	21,200	20,000	20,000
<i>Subtotal: Special Revenue Funds</i>	<i>20,000</i>	<i>21,200</i>	<i>20,000</i>	<i>20,000</i>
Total	513,820	515,020	527,440	527,440

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	5.00	5.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.00	5.00	5.00	5.00

Budget Commentary

The overall FY 18 expenditures are expected to come in over budget by \$1,200 or 0.2% due to Services for increased spending on catch basin cleaning in FY 18. The General Fund FY 18 expenditures are expected to come in on budget. The overall FY 19 budget reflects an increase of \$13,620 or 2.7% compared to the FY 18 budget primarily due to Personal Services. The FY 19 General Fund budget reflects an increase of \$13,620 or 2.8% as compared to the FY 18 budget for the same reason.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins and Adjust Manholes \$316,460

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

Clean Detention Ponds \$13,190

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

Maintain Channels of Brooks \$6,860

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

New Drainage Systems \$13,190

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

Maintain Stormwater Drainage Pipe \$105,490

- Maintain 92 miles of stormwater pipe in the town right-of-ways
- Replace pipes where they are broken or joints are separated
- Flush and purge blocked pipes to remove silt, debris and roots to enable water to flow freely.

Maintain Inlet, Outlet & Watercourses \$5,270

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

Catch Basin Sand and Litter Removal & Inspection \$66,980

- Inspect and remove sand, litter and other debris from catch basins.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Traffic Safety and Community Support provides for the management of traffic safety, traffic signs, signals and pavement markings, streetlights and traffic signals, support for community events and support for elections.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	425,550	403,490	426,820	426,820
Supplies	12,300	12,500	12,500	12,500
Services	93,700	130,300	118,700	118,700
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	601,150	588,750	609,500	609,500
Total	1,132,700	1,135,040	1,167,520	1,167,520

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	1,112,700	1,101,440	1,167,520	1,167,520
State Grants - Town Aid Road Improvements	20,000	33,600	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>20,000</i>	<i>33,600</i>	-	-
Total	1,132,700	1,135,040	1,167,520	1,167,520

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	4.75	5.00	5.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.00	4.75	5.00	5.00

Budget Commentary

The overall FY 18 expenditures are expected to come in over budget by \$2,340 or 0.2% primarily due to savings in Personal Services and a partial year vacancy offset by increased spending in Services for line striping using Town Aid for Roads funding. The FY 18 General Fund expenditures are expected to come in under budget by \$11,260 or 1.0% due to the savings in Personal Services. The FY 19 overall budget reflects an increase of \$34,820 or 3.1%. The FY 19 General Fund budget reflects an increase of \$54,820 or 4.9% as compared to the FY 18 budget primarily due to Personal Services and Services which includes greater spending on contractual services for traffic signal repairs as well as funding the town's line striping program with general fund monies in place of using Town Aid for Roads funding.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings \$58,380

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

Traffic & Safety Signing \$93,400

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

Streetlights \$583,760

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

Traffic Signals \$140,100

- Fund utility costs for 60 traffic signals and flashers
- Maintain traffic signals and school signs
- Conduct annual safety tests and monitor repairs
- Maintain 25 town-owned traffic signals and flashers.

Community Events \$85,230

- Set up and take down equipment for events which include:
 - Shad Derby
 - Northwest Park Country Fair
 - Chili Challenge
 - Fife & Drum Muster
 - Fishing Derby
 - Halloween events in town center
 - Memorial Day events
 - Lion's Arts & Crafts Fairs
 - Columbus Day weekend soccer tournament
 - Block parties.

Guiderails & Barricades \$23,350

- Maintain and repair four miles of guiderails.

State-Mandated Evictions and Auctions \$15,180

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

Election Setup \$21,010

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

24-Hour Emergency Response \$35,020

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

Clean Streets \$77,060

- Sweep and remove sand and litter from 149 miles of roads and from town and Board of Education parking areas
- Sweep streets in support of street resurfacing as well as community events.

Sanitary Waste Removal \$35,030

- Removal of waste from town facilities and litter receptacles.
- Removal of dead animals from streets.

EQUIPMENT REPAIR

Equipment Repair provides for the repair, maintenance and replacement of Department of Public Works vehicles and heavy equipment and supports the town's fuel dispensing system.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	306,370	322,260	305,860	305,860
Supplies	63,000	63,000	63,000	63,000
Services	59,000	59,000	64,000	64,000
Maintenance & Repair	225,000	220,000	225,000	225,000
Grants & Contributions	-	-	-	-
Capital Outlay	24,000	24,000	24,000	24,000
Energy & Utility	94,840	89,840	109,940	109,940
Total	772,210	778,100	791,800	791,800

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	772,210	778,100	791,800	791,800
State Grants - Town Aid Road Improvements	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	772,210	778,100	791,800	791,800

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.16	3.00	3.00
Regular Part Time Employees	0.56	0.56	0.56	0.56
Temporary/Seasonal Employees	-	-	-	-
Total	3.56	3.72	3.56	3.56

Budget Commentary

The FY 18 General Fund expenditures are expected to come in over budget by \$5,890 or 0.8% primarily due to Personal Services for the planned overlap of personnel during which a new employee is expected to be hired for training prior to the retirement of a current employee. Estimated Regular Full Time FTE's of 3.16 for FY 18 reflect this same overlap. The FY 19 General Fund budget reflects an increase of \$19,590 or 2.5% as compared to the FY 18 budget primarily due to Personal Services and Energy & Utility Costs.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance \$578,010

- Maintain and repair public works vehicle and equipment fleet
- Manage inventory and parts for fleet
- Maintain inventory, registration, emission testing and insurance cards
- Respond to emergency breakdown of vehicles.

Fuel Management \$190,030

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

Vehicle & Equipment Procurement \$23,760

- Procure vehicles and equipment for public works.

STORM CONTROL

The Storm Control division's goal is to minimize disruptions caused by inclement weather, especially winter storms. An additional goal is to provide safe streets and other public ways, reduce delays for motorists and emergency service vehicles and allow for the efficient transportation of goods.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	205,120	202,160	209,500	209,500
Supplies	146,600	141,600	146,600	146,600
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	351,720	343,760	356,100	356,100

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	226,720	223,760	231,100	231,100
State Grants - Town Aid Road Improvements	125,000	120,000	125,000	125,000
<i>Subtotal: Special Revenue Funds</i>	<i>125,000</i>	<i>120,000</i>	<i>125,000</i>	<i>125,000</i>
Total	351,720	343,760	356,100	356,100

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 18 General Fund expenditures are expected to come in under budget by \$2,960 or 1.3% due to Personal Services. The FY 19 General Fund budget reflects an increase of \$4,380 or 1.9% as compared to the FY 18 budget due to Personal Services.

STORM CONTROL

Products & Services

Clear, Safe Pavement Surfaces \$356,100

- Respond immediately, 24-hours-a-day, to hazardous road conditions reported by the Windsor Police Department
- Plow and sand 149 miles of roads, 189 cul-de-sacs and 39 acres of public parking lots
- Maintain snow plowing and ice control vehicles and attachments including 25 snowplows, 20 material spreaders, 4 payloaders and 2 sets of sidewalk plows and sanders
- Mix and maintain a stockpile of materials for traction control
- Maintain sand/salt barrels throughout the Town of Windsor
- Investigate and resolve customer complaints
- Spread traction materials or otherwise alleviate icing conditions.

PUBLIC WORKS AND ENGINEERING

FY 2018 Highlights

Pavement Management & Drainage Improvements

Public Works assisted with the milling and paving, in whole or in part, of; Mechanic Street, Union Street, Central Street, Warren Lane, Irving Street, Lyme Street, Saville Street, Skitchewaug Street, Aramamet Street, Attawanot Street, Songonosk Street and Worthy Street. In addition to these streets, the Public Works/Engineering Department coordinated and oversaw the milling and paving of the entrance drive and parking lots at Oliver Ellsworth School and the east parking lot at Clover Street School.

Prior to the milling and paving, Public Works performed drainage improvements on these streets. The work included replacement of catch basin tops, catch basin repair and repair of piping as necessary. They also cleaned and improved significant sections of stream channel along a portion of East Granby Road and a section on Peddler Drive.

Public Works/Engineering coordinated and oversaw crack sealing on International Drive, River Street, West Street, Hansom Hill Road, Winterwood Drive, Berrios Hill Road, Oxcart Drive and 14 other town streets. They also oversaw replacement and realignment of deteriorated and shifted sections of sidewalk along Dudley Town Road, Longhill Drive, East Wolcott Avenue, Colton Street, Joshua Hill Road, Ashley Road and 33 other streets.

Public works coordinated and supervised the cleaning of 2,453 storm drainage catch basins as a stormwater management preventative maintenance item and to maintain compliance with town's Municipal Separate Storm Sewer System (MS4) permit. Public Works also mowed and maintained several storm drainage detention basins within the town to improve their effectiveness.

Significant improvements were performed at River Street canoe launch. These included tree and brush removal, enhancing handicap accessibility to fishing areas, and parking lot improvements.

Public works is now utilizing a computerized work order system on a daily basis to log and track work requests, status and time and material quantities. They are also underway with tracking fleet maintenance with software purchased in FY 17. This enables staff to forecast preventative maintenance, maintain parts and supplies and aid in vehicle replacement scheduling.

The Engineering Department oversaw the successful completion of the rehabilitation of the northbound lanes on Kennedy Road between Interstate I-91 and the Windsor Locks town line (Route 20) through the Connecticut Department of Transportation's Local Transportation Capital Improvement Program (LOTICIP).

100 Addison Road

Phase One of the Public Safety Complex Project was completed. The Engineering and Facilities Department oversaw; the construction of a new ramp to allow DPW vehicles access into 100 Addison Road, modification of the heating, ventilation and air conditioning systems to allow for vehicle storage in building, renovation of restrooms in a portion of the building to conform to the American with Disabilities Act (ADA) codes and the construction of interior wall partitions to current fire codes for vehicle storage. The Public Works/Engineering Department also prepared design plans and constructed a new access road from the 99 Day Hill Road facility. The work included tree and brush clearing, drainage improvements, excavation, base and pavement and significant landscaping improvements.

Facility Management

The construction of the new Animal Shelter was completed this year. Town staff is moving forward with the demolition plans for the old Dog Pound buildings located on Mechanic Street.

The replacement heating system for the Oliver Ellsworth Elementary School was completed in October this year. The project consisted of complete piping distribution system replacement, new high efficiency low condensing boilers, pumps, unit ventilators, unit heaters and the installation of a new control system.

PUBLIC WORKS AND ENGINEERING

FY 2018 Highlights (continued)

14,000 sq. ft. of roofing was replaced at Clover Street Elementary School.

Windows were replaced at Poquonock Elementary School.

Design work was begun for the heating system replacement for JFK Elementary School. It is expected the work will be started in May and completed in September 2018.

The uninterruptible power supply (UPS) system for the Police Department dispatch equipment was replaced in the summer of 2017.

The last half of roofing was replaced on the Northwest Park Nature Center.

The existing heat boiler and domestic hot water heater in the Carriage House was replaced with a tankless high efficiency unit. The new unit heats the building and provides domestic hot water.

Traffic Safety and Community Support

Public Works installed two new traffic signal controllers as replacements for aging failure-prone units, installed a new state-of-the-art fisheye video vehicle detection system on Kennedy Road to replace 17 in-road loop vehicle detectors which are subject to pavement failure issues. They oversaw the annual maintenance, repair and inspection of all 32' commercial streetlight poles on Day Hill Road, Corporate Drive, Northfield Drive, Marshall Phelps Road, Orange Way, Helmsford Way, and 18 other streets.

Public Works and Engineering coordinated and oversaw the paint restriping of 14 town parking lots, the installation of epoxy pavement markings on eight town roads and the installation of epoxy railroad crossing symbols, stop bars and turn arrows at 15 locations.

Public Works and Engineering prepared construction documents to replace the most severely deteriorated 32 feet commercial streetlights and poles FY 17 Streetlight Replacement Contract. The work will be completed in the Spring, 2018.

PUBLIC WORKS AND ENGINEERING

<i>Key Statistics</i>	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target
Pavement management activities such as milling & paving and crack filling	\$1,033,660	\$875,480	\$802,000	\$945,000	\$915,000
Snow control services from the General Fund and grant funding	\$528,140	\$305,678	\$467,600	\$447,960	\$455,300
Public outreach efforts including meetings and direct mailings	8	14	15	8	8
Total value of construction engineering projects awarded	\$1,950,000	\$2,030,000	\$4,420,000	\$3,248,000	\$1,802,000

<i>Performance Measures</i>	FY 2017 Actual	FY 2018 Target	FY 2018 Estimate	FY 2019 Target
Number of center-line miles of streets milled and paved	6.9	6.0	5.0	6.0
Average number of days to close SeeClickFix complaints regarding pothole or pavement issues	11	9	7	9
Percentage of catchbasins cleaned in accordance with the target of 2,200 per year	100%	100%	100%	100%
Value of change orders as a % of original contract	2%	5%	2%	5%

<i>Performance Measures</i> <i>(based on the Good/Very Good rating in the Citizens Survey)</i>	FY 2014 Actual	FY 2016 Actual	FY 2018 Projected
Citizens who rated "recycling services" as good or very good in the biennial citizen survey	70.3%	80.6%	85.0%
Citizens who rated "appearance of parks & public spaces" as good or very good in the biennial citizen survey	76.5%	76.5%	78.0%
Citizens who rated "snow removal" as good or very good in the biennial citizen survey	70.3%	69.2%	72.0%
Citizens who rated "street repair" as good or very good in the biennial citizen survey	47.7%	50.3%	55.0%

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

The town's Tree Warden embraces the Arbor Day Foundations "The Right Tree in the Right Place" strategy which strives to integrate long-term planning with the placement of street trees to aesthetically enhance our neighborhoods and to properly place trees to avoid collisions with power lines and buildings. Some considerations factored into tree placement include:

1. Tree height
2. Canopy spread
3. Type of tree (deciduous vs. evergreen)
4. Form or shape
5. Growth rate
6. Soil, sun, and moisture requirements
7. Hardiness zone

PUBLIC WORKS AND ENGINEERING

FY 2019 Goals

1. Work with the Board of Education to complete the replacement of the JFK School HVAC system
2. Complete the construction of the Local Transportation Capital Improvement Program (LOTICIP) funded Day Hill Road Reconstruction Project between Marshall Phelps Road and Northfield Drive
3. Continue to monitor and document elements of General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems (MS4 General Permit) administered by the Connecticut Department of Energy & Environmental Protection (DEEP)
4. Work with the Public Building Commission and pertinent town departments to complete the design of the necessary roofing and heating system improvements to the Public Safety Facility
5. Assist the Board of Education to design modifications to parking and access improvements at the Poquonock School
6. Work with the Public Building Commission to complete the design of improvements to the town hall portico
7. Continue to explore alternative means of pavement preservation and rehabilitation, to provide cost-effective use of pavement management funding such as hot-in-place pavement recycling and infrared asphalt restoration
8. Implement priority recommendations of the 2017 department effectiveness and efficiency study.

SPECIAL REVENUE FUNDS

Public Works and Engineering

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
1980	Stony Hill School	2,753	5,520	6,060	2,213	5,580	2,043
2014	330 Windsor Avenue Maintenance	38,176	130,000	110,340	57,836	130,000	73,816
4003	Archer Road Maintenance	39,698	-	-	39,698	-	39,698
4009	Town Aid Road Improvements	636,272	200,000	363,800	472,472	200,000	427,472
4012	Local Cap. Improve. - Recording Fees	109,486	12,000	-	121,486	12,000	133,486
4018	Veterans Cemetery	1,511	2,800	4,230	81	2,800	81
4100	Rental Revenue (Properties)	8,706	19,760	11,600	16,866	23,580	20,346
4101	Train Station/Freight House	47,649	29,800	39,750	37,699	30,120	37,799
4102	Roger Wolcott Building	51,462	68,800	68,800	51,462	69,950	51,462
4103	Parks Garage Leased Space/100 Addison Road	233,150	-	85,000	148,150	-	52,150
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	5,701
		1,174,564	468,680	689,580	953,664	474,030	844,054

#1980 - **Stony Hill School** - This is a former one-room school house on Windsor Avenue near the intersection of Hillcrest Road. This historical structure is maintained by the Department of Public Works. It is currently rented out for yoga classes. Funds are used to pay all expenses associated with the maintenance of this facility.

#2014 - **330 Windsor Avenue Maintenance** - This revolving fund is used for repair and maintenance at the facility. Revenues are received from the Caring Connection, Recreation Department and the Chinese Restaurant on site.

#4003 - **Archer Road Maintenance** - This account was funded by a developer for the repair and maintenance of Archer Road in the Hayden Station neighborhood. Funds from the account will be used for paving/resurfacing of the street in the future.

#4009 - **Town Aid Road Improvements** - This is a state grant used primarily for street maintenance and repair-related activities. This account is used as a revolving fund for management of this grant. A major use of this account is for the purchase of materials for the snow and ice program. It is also used for street pavement markings, pavement preventive maintenance (such as crack filling), and catch basin cleaning.

#4012 - **Local Capital Improvements, Recording Fees** - This account differs from the Local Capital Improvements Program (LoCIP), which is an annual grant from the state. This account was established to receive funds that are the result of an increase in the recording fees charged by the state. These funds may be used for improvements by local governments in the state.

#4018 - **Veterans Cemetery** - The Department of Public Works places headstones (provided by the government) at grave sites and maintains the cemetery grounds. The town receives funding from the Department of Veterans Affairs (VA) to place the headstones in their designated area. Expenses associated with the maintenance of the cemetery are paid from this account.

#4100 - **Rental Revenue properties** - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green), Luddy Carriage House (town green) and the Lang House (Northwest Park). The Chamber of Commerce is located in the Luddy House.

#4101 - **Train Station/Freight House** - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. Both buildings are presently being used by Windsor Arts Center. Larger expenditures expected in the near future include roof work at the train station.

#4102 - **Roger Wolcott Building** - This is the former Roger Wolcott School facility. Funds are from the Facilities Management general fund. The costs for utilities and other expenses are paid out of this account for the on-going maintenance of the building.

#4103 - **Parks Garage Leased Space/100 Addison Road** - This account was originally used to pay for the lease and other related expenses for the facility at 147 Addison Road which replaced the former Parks Garage on Mechanic Street. Public Works equipment and materials (primarily off-season) are stored at this building. This account is funded from the sale of the former Parks Garage facility. As of January 2017 this account is being used to pay the utilities at 100 Addison Road.

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

INFORMATION SERVICES

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

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	337,260	348,980	342,970	363,750	363,750
Supplies	85,524	82,940	81,790	83,010	83,010
Services	132,362	166,280	143,380	134,140	134,140
Maintenance & Repair	10,164	10,120	18,120	32,000	32,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	28,000	28,000
Energy & Utility	4,431	4,630	4,810	4,870	4,870
Total	569,741	612,950	591,070	645,770	645,770

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

Funding Sources

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

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	441,400	473,250	466,020	491,270	491,270
Other General Fund Accounts	53,916	48,550	48,550	49,500	49,500
<i>Subtotal: Info. Services Gen. Fund</i>	<i>495,316</i>	<i>521,800</i>	<i>514,570</i>	<i>540,770</i>	<i>540,770</i>
Grants	5,000	5,000	5,000	6,500	6,500
User Fees	51,425	68,150	53,500	80,500	80,500
<i>Subtotal: Special Revenue Funds</i>	<i>56,425</i>	<i>73,150</i>	<i>58,500</i>	<i>87,000</i>	<i>87,000</i>
Other Funds	18,000	18,000	18,000	18,000	18,000
Total	569,741	612,950	591,070	645,770	645,770

Personnel Requirements

Full Time Equivalents (FTE)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00	3.00
Regular Part Time Employees	1.07	1.10	0.86	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-	-
Total	4.07	4.10	3.86	4.10	4.10

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$21,880 or 3.6%. This is primarily due to the timing of the lower archival room project and vacancy savings in the Town Clerk's budget. The FY 18 General Fund expenditures are expected to be under budget by \$7,230 or 1.5% due to vacancy savings. The overall FY 19 budget reflects an increase of \$32,820 or 5.4% as compared to the FY 18 budget due to an increase in Personal Services, an increase in the maintenance contract for the integrated software system, and the use of special revenue funds for the lower archival room project. The FY 19 General Fund budget reflects an increase of \$18,020 or 3.8% due to Personal Services as well as the maintenance contract for the integrated software system.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	337,260	348,980	342,970	363,750	363,750
Supplies	36,078	28,890	28,740	31,010	31,010
Services	53,467	80,630	79,380	64,640	64,640
Maintenance & Repair	10,164	10,120	10,120	27,000	27,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,431	4,630	4,810	4,870	4,870
Total	441,400	473,250	466,020	491,270	491,270

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	45,474	43,050	43,050	44,000	44,000
Services	8,442	5,500	5,500	5,500	5,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	53,916	48,550	48,550	49,500	49,500

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	3,972	11,000	10,000	8,000	8,000
Services	70,453	80,150	58,500	64,000	64,000
Maintenance & Repair	-	-	8,000	5,000	5,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	28,000	28,000
Energy & Utility	-	-	-	-	-
Total	74,425	91,150	76,500	105,000	105,000

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	337,260	348,980	342,970	363,750	363,750
Supplies	85,524	82,940	81,790	83,010	83,010
Services	132,362	166,280	143,380	134,140	134,140
Maintenance & Repair	10,164	10,120	18,120	32,000	32,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	28,000	28,000
Energy & Utility	4,431	4,630	4,810	4,870	4,870
Total	569,741	612,950	591,070	645,770	645,770

INFORMATION SERVICES

Budget Information

Fiscal Year 2015-2019

Expenditures

Expenditures by Category *	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	319,981	325,950	337,260	348,980	342,970	363,750	363,750
Supplies	70,060	67,326	85,524	82,940	81,790	83,010	83,010
Services	105,499	109,684	132,362	166,280	143,380	134,140	134,140
Maintenance & Repair	12,409	10,122	10,164	10,120	18,120	32,000	32,000
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	28,000	28,000
Energy & Utility	3,610	3,324	4,431	4,630	4,810	4,870	4,870
Total	511,559	516,406	569,741	612,950	591,070	645,770	645,770

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

Funding Sources

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

Funding Source	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	419,671	428,262	441,400	473,250	466,020	491,270	491,270
Other General Fund Accounts	43,962	48,497	53,916	48,550	48,550	49,500	49,500
Subtotal: Info. Services Gen. Fund	463,633	476,759	495,316	521,800	514,570	540,770	540,770
Grants	7,500	4,000	5,000	5,000	5,000	6,500	6,500
User Fees	22,426	17,647	51,425	68,150	53,500	80,500	80,500
Subtotal: Special Revenue Funds	29,926	21,647	56,425	73,150	58,500	87,000	87,000
Other Funds	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Total	511,559	516,406	569,741	612,950	591,070	645,770	645,770

TOWN CLERK

The Town Clerk's Office is heavily regulated by state statutes. It certifies elections, records land records and maps, files and issues vital statistics and issues dog licenses and sportsmen licenses. Each of these responsibilities is mandated by state statute. The Clerk's Office also provides customer service to the citizens of Windsor by answering the main telephone line, and providing information and notary services.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	227,800	221,790	237,460	237,460
Supplies	20,840	19,690	20,010	20,010
Services	87,540	66,040	54,550	54,550
Maintenance & Repair	10,120	18,120	32,000	32,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	28,000	28,000
Energy & Utility	3,020	3,020	3,020	3,020
Total	349,320	328,660	375,040	375,040

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	276,170	270,160	288,040	288,040
Other General Fund Accounts	-	-	-	-
<i>Subtotal: Info. Services General Fund</i>	<i>276,170</i>	<i>270,160</i>	<i>288,040</i>	<i>288,040</i>
Grants	5,000	5,000	6,500	6,500
User Fees	68,150	53,500	80,500	80,500
<i>Subtotal: Special Revenue Funds</i>	<i>73,150</i>	<i>58,500</i>	<i>87,000</i>	<i>87,000</i>
Other Funds	-	-	-	-
Total	349,320	328,660	375,040	375,040

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	1.10	0.86	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-
Total	3.10	2.86	3.10	3.10

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$20,660 or 5.9% due to the timing of the lower archival room project and vacancy savings. The FY 18 General Fund expenditures are expected to come in under budget by \$6,010 or 2.2% due to savings in Personal Services. The overall FY 19 budget reflects an increase of \$25,720 or 7.36% as compared to the FY 18 budget due to increases in Personal Services, an increase in the maintenance contract for the intergrated software system, as well as the use of special revenue funds for the lower archival room project. The FY 19 General Fund expenditures reflects an increase of \$11,870 or 4.3% due to the above mentioned Personal Service and maintenance contract increase.

TOWN CLERK

Products & Services

Public Records \$192,780

- Record, process and maintain deeds, mortgages, liens, maps and other real property transactions off-site, as well as in the town vault
- Assist other departments in complying with the state's record retention requirements
- Facilitate the research of town land records, making it easier and more convenient by maintaining an online image and land index
- Protect original maps that are on file in the clerk's office by making them available to users as electronic images
- Identify, preserve and manage historic records.

Licensing & Vital Statistics \$42,410

- Issue marriage licenses, dog and kennel licenses, and sportsmen licenses through the State of Connecticut sporting license kiosk
- Account for and report to the state on all fees collected and licenses issued
- Receive, index and record vital records, issue certified copies to the State Vital Records Division and to resident towns
- Issue approximately 1,600 certified copies per year
- Issue burial and cremation permits and maintain a Windsor cemetery burial database.



The 2017 WinWag Photo Contest winner, Jasper - the contest promotes June as dog licensing month.

Elections Support \$52,770

- Administer absentee ballots
- Manage a permanent absentee ballot database and outreach to disabled voters
- Record campaign finance filings for each active political party for municipal elections
- File election documents as required by the Secretary of the State
- Support Special Town Meetings according to State Statutes and the Town Charter
- Support and assist the Registrars of Voters as requested.

Notary/Trade Names/Veterans Records \$12,050

- Register and certify Notary and Justice of the Peace appointments
- Notarize documents in accordance with State Statutes and town policy
- Authenticate signatures of Notaries for documents submitted to foreign countries
- Provide notary applications, manuals and literature
- Issue certificates of trade name and maintain an official database
- Maintain records and a database of Veterans discharge records.

Information Assistance \$75,030

- Perform the duties of reception desk for town hall
- Keep the Town Charter and the Code of Ordinances codified, current, accurate and available to the public both in print and on the Internet
- Provide Freedom of Information assistance to staff and the public serving as municipal FOI liaison
- Act as the town information contact for citizens needing assistance on the phone
- Provide assistance to staff with researching board and commission minutes, town ordinances and state statutes.

PUBLIC RELATIONS

The Public Relation's division provides information and maintains communications between the town and the citizens of Windsor. Marketing efforts are coordinated to promote Windsor's potential for family and business success.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	121,180	121,180	126,290	126,290
Supplies	62,100	62,100	63,000	63,000
Services	78,740	77,340	79,590	79,590
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,610	1,790	1,850	1,850
Total	263,630	262,410	270,730	270,730

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

Funding Sources

In addition to general fund resources allocated in the Public Relations budget, charges to other department's accounts are made for printing/copying expenses and office supply purchases.

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	197,080	195,860	203,230	203,230
Other General Fund Accounts	48,550	48,550	49,500	49,500
<i>Subtotal: Info. Services General Fund</i>	<i>245,630</i>	<i>244,410</i>	<i>252,730</i>	<i>252,730</i>
Grants	-	-	-	-
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Other Funds	18,000	18,000	18,000	18,000
Total	263,630	262,410	270,730	270,730

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	1.00

Budget Commentary

The General Fund FY 18 expenditures are expected to come in under budget by \$1,220 or 0.5% due to savings in the Services line. The FY 19 proposed overall budget reflects an increase of \$7,100 or 2.7% as compared to the FY 18 budget due primarily to Personal Services.

PUBLIC RELATIONS

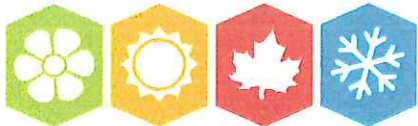
Products & Services

Support to Town Manager \$67,680

- Prepare semi-monthly Town Manager Reports to provide information and updates on town projects and operations to interested community members
- Act for the town manager as a "first responder" to citizen calls, complaints, issues, problems and questions
- Research town government, state statute and town ordinance issues on an as-needed basis
- Conduct customer satisfaction surveys to solicit citizen input concerning town services and programs
- Recognize outstanding citizen and community achievements with resolutions, proclamations and certificates of appreciation.

Support to Other Departments \$40,610

- Support departments with copying, mail and supply resources to meet the daily needs of our customers
- Provide technical assistance and referral for office machinery and audio/visual equipment.



Windsor Community Calendar

WinCal.org is Windsor's new online calendar where you can find everything there is to do in Windsor - all in one place! Listings will include school events, local business happenings and town events and programs.

Marketing/Information Assistance \$162,440

- Encourage greater community engagement and connectivity with town services through online and mobile applications: *Winput* and *SeeClickFix*
- Assist in maintaining Windsor's website including *Windsor E-Mail Direct*, *E-Gov Direct*, *E-Calendar* and *WinCal.org*
- Monitor town social media platforms
- Write and publish three seasonal brochures entitled "There's a lot to do in Windsor," produce an annual Citizen's Guide to the Windsor Town Budget, Budget in Brief, Maximum Value Government and other public relations materials promoting town services
- Collaborate with the Windsor Chamber of Commerce and Windsor real estate professionals to provide information packets to prospective and new Windsor residents and businesses
- Coordinate marketing efforts with Windsor Public School system
- Develop budget communication methods and materials to educate residents on budget process and value of town services
- Plan Memorial Day and Veteran's Day observances
- Conduct Citizen's Academy to educate citizens on town services
- Assist community groups in special event planning
- Interpret and clarify the town's graphic standards for various departments. Examine language, attitude and presentation to make sure they are consistent with organizational standards
- Promote tourism by coordinating marketing efforts with Windsor Chamber of Commerce
- Produce informational programs highlighting town services for television and video streaming
- Provide technical assistance to other departments in public relations and marketing
- Serve as a public information officer for Mass Dispensing Area #31.

INFORMATION SERVICES

FY 2018 Highlights

The town collaborated with the Windsor Chamber of Commerce and Board of Education staff to create WinCal.org, Windsor's new online community calendar where you can find everything there is to do in Windsor – all in one place.

The town's social media presence continued to grow with an increase of 51% of followers to our Facebook, Instagram and Twitter accounts.

The Town Clerk's office, in conjunction with the Registrar of Voters, began utilizing the Election Night Management System to provide immediate election results that may be seen statewide on the Secretary of the State's website.

The Town Clerk's office, together with Public Relations, kicked off a new social media marketing campaign to promote June as dog licensing month. WinWag, an online photo contest, utilized the Town's Facebook account as a platform to connect with our residents. For the first time, non-dog owners had a method to participate in the contest by casting votes for dogs with Likes on our Facebook account. In its inaugural year, 33 residents submitted photos of their dogs for the contest. This effort gathered 709 Likes on Facebook with Jasper, the winning dog, receiving 175 Likes.

Election Activity:

Voters went to the polls multiple times in 2017.

1. On February 28th voters in Districts 1 – 6 voted in a Special Election to fill a vacancy in the District 2 State Senate seat. A total of 4,409 (23%) voters cast ballots in the Special Election.
2. On June 6th the referendum failed to pass by a vote of 'Yes' 1,874 to 'No' 2,019. (18% turnout).
3. On November 7, 2017, 5,586 registered voters out of 21,506 participated in the Municipal Election for a 26% turnout.

Land Activity & Revenues:

The Town Clerk's Office took in 5,842 land recordings during FY 17. This is a slight increase of approximately 219 documents from the previous fiscal year, which resulted in additional revenue generated to the General Fund for land recordings. Conveyance revenue continued to remain strong as a result of several large commercial land transfers. Below is a list showing the activity and revenue of the past years.

<u>Fiscal Year</u>	<u>No. of Docs. Filed</u>	<u>Land Revenue</u>	<u>Conveyance Tax Revenue</u>	<u>Total</u>
2007	8,600	\$230,660	\$676,621	\$907,281
2008	7,301	\$177,130	\$445,495	\$622,625
2009	6,488	\$140,697	\$224,391	\$365,088
2010	6,124	\$135,070	\$215,807	\$350,877
2011	5,439	\$134,520	\$174,404	\$308,924
2012	5,405	\$130,176	\$146,398	\$276,574
2013	6,406	\$153,079	\$299,813	\$452,892
2014	5,672	\$143,821	\$225,058	\$368,879
2015	5,499	\$137,436	\$587,681	\$725,117
2016	5,623	\$145,808	\$582,633	\$728,441
2017	5,842	\$155,337	\$553,777	\$709,114

The FY 17 Targeted Historic Document Grant was awarded to the town for the maximum amount of \$5,000. The grant funds continue to be utilized to restore Tax Assessor's grand lists from the early 18th and 19th centuries that were in poor condition. Approximately 1,000 pages of documents were restored.

INFORMATION SERVICES

<i>Key Statistics</i>	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target
Land Recordings	5,499	5,623	5,842	5,800	5,850
Dog Licenses	2,756	2,687	2,699	2,675	2,675
Birth, Death & Marriage Certificates	822	796	816	810	800
Notarized Documents	1,660	1,812	1,683	1,700	1,650
Sportsman Licenses	292	230	229	230	230
Citizen Academy Participants	14	14	14	5	12
Referendum Participation	2,110*	3,084*	3,881	3,500	3,500

* Average participation from multiple referendums

<i>Performance Measures</i>	FY 2017 Actual	FY 2018 Target	FY 2018 Estimate	FY 2019 Target
Number of business days to assemble land record books from receipt of documents	1.0 day	1.0 day	1.0 day	1.0 day
Number of calendar days by which land documents are returned to the appropriate party	6.0 days	6.0 days	4.0 days	4.0 days
Number of business days to prepare revenue reports to the state. (State requirement is 15 calendar days) *Timeline also includes Finance Department check processing time	8.0 days	8.5 days	9.0 days	8.0 days
Number of business days to prepare revenue reports to the town departments	3.5 days	4.0 days	4.0 days	4.0 days
Percentage of requests for copies of land documents or vital records that are responded to within 24 hours	97%	95%	95%	95%
Number of Twitter followers	710	800	825	850
Total "follows" on Facebook	320	400	725	750

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

WinCal.org provides one location for residents to learn about town, school and Chamber of Commerce events and programs.

FY 2019 Goals

1. Assist departments with the disposition of obsolete records in the lower archive storage room in accordance with State of Connecticut records retention schedules.
2. Oversee the renovation of the lower archive storage room in connection with the portico restoration project.
3. Continue to oversee a multi-year plan to preserve the town's historical records.
4. Plan a community engagement event involving police and fire departments.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
1304	Town Clerk Copier	138,120	40,000	48,000	130,120	40,000	73,000	97,120
1306	Historic Preservation	7,086	6,500	5,500	8,086	8,000	7,500	8,586
1308	Preservation Microfilming Grant	-	5,000	5,000	-	6,500	6,500	-
		145,206	51,500	58,500	138,206	54,500	87,000	105,706

#1304 - Town Clerk Copier - Funds are derived from fees associated with the use of the Town Clerk copier. These funds are used for the upkeep, maintenance, restoration and preservation of the Town of Windsor's records. FY 19 includes funding for the lower archival storage room capital project.

#1306 - Historic Preservation - Funds are derived from fees for land records. The State of CT receives a portion of these funds and the remainder is used to match funds when applying for the Connecticut State Library Historic Documents Preservation Grant.

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program.

ADMINISTRATIVE SERVICES

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

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,826,460	1,924,620	1,922,760	1,987,810	1,987,810
Supplies	68,357	62,840	62,360	64,920	64,920
Services	262,009	232,480	231,410	260,710	260,710
Maintenance & Repair	59,536	63,640	63,670	66,440	66,440
Grants & Contributions	-	-	-	-	-
Capital Outlay	37,803	42,000	42,000	42,000	42,000
Energy & Utility	13,976	16,200	16,200	16,200	16,200
Total	2,268,141	2,341,780	2,338,400	2,438,080	2,438,080

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

Funding Sources

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

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	2,164,790	2,239,710	2,236,360	2,313,740	2,313,740
Town Support for Education	55,640	58,330	58,300	59,800	59,800
<i>Subtotal: General Fund Budget</i>	<i>2,220,430</i>	<i>2,298,040</i>	<i>2,294,660</i>	<i>2,373,540</i>	<i>2,373,540</i>
Insurance Internal Service Fund	30,000	30,000	30,000	30,000	30,000
Enterprise Funds	13,340	13,340	13,340	13,340	13,340
Special Revenue Funds	4,371	400	400	21,200	21,200
<i>Subtotal: Other Funds</i>	<i>47,711</i>	<i>43,740</i>	<i>43,740</i>	<i>64,540</i>	<i>64,540</i>
Total	2,268,141	2,341,780	2,338,400	2,438,080	2,438,080

Personnel Requirements

Full Time Equivalents (FTE)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	16.57	17.00	17.00	17.00	17.00
Regular Part Time Employees	1.54	1.66	1.56	1.66	1.66
Temporary/Seasonal Employees	0.67	0.61	0.61	0.61	0.61
Total	18.78	19.27	19.17	19.27	19.27

Budget Commentary

The overall FY 18 budget is expected to come in under budget by \$3,380 or 0.1% primarily due to Personal Services for a partial year vacancy in the tax assessors office. The FY 18 General Fund expenditures are expected to come in under budget by \$3,350 or 0.1% for the same reason. The overall FY 19 budget is expected to increase \$91,300 or 3.9% and is primarily due to Personal Services and the use of Special Revenue Funds for an anticipated delinquent property tax sale. The FY 19 General Fund budget reflects an increase of \$74,030 or 3.3% mostly due to Personal Services.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,740,820	1,838,910	1,837,080	1,901,210	1,901,210
Supplies	68,601	61,860	61,380	62,140	62,140
Services	244,054	218,240	217,170	226,890	226,890
Maintenance & Repair	59,536	63,340	63,370	66,140	66,140
Grants & Contributions	-	-	-	-	-
Capital Outlay	37,803	42,000	42,000	42,000	42,000
Energy & Utility	13,976	15,360	15,360	15,360	15,360
Total	2,164,790	2,239,710	2,236,360	2,313,740	2,313,740

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	55,640	55,710	55,680	56,600	56,600
Supplies	-	580	580	580	580
Services	-	900	900	1,480	1,480
Maintenance & Repair	-	300	300	300	300
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	840	840	840	840
Total	55,640	58,330	58,300	59,800	59,800

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	30,000	30,000	30,000	30,000	30,000
Supplies	(244)	400	400	2,200	2,200
Services	17,955	13,340	13,340	32,340	32,340
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	47,711	43,740	43,740	64,540	64,540

Total Expenditures (agrees with page O-1):

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,826,460	1,924,620	1,922,760	1,987,810	1,987,810
Supplies	68,357	62,840	62,360	64,920	64,920
Services	262,009	232,480	231,410	260,710	260,710
Maintenance & Repair	59,536	63,640	63,670	66,440	66,440
Grants & Contributions	-	-	-	-	-
Capital Outlay	37,803	42,000	42,000	42,000	42,000
Energy & Utility	13,976	16,200	16,200	16,200	16,200
Total	2,268,141	2,341,780	2,338,400	2,438,080	2,438,080

ADMINISTRATIVE SERVICES
Budget Information
Fiscal Year 2015-2019

Expenditures

Expenditures by Category *	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,716,499	1,779,907	1,826,460	1,924,620	1,922,760	1,987,810	1,987,810
Supplies	53,649	69,330	68,357	62,840	62,360	64,920	64,920
Services	202,548	231,347	262,009	232,480	231,410	260,710	260,710
Maintenance & Repair	58,301	56,087	59,536	63,640	63,670	66,440	66,440
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	73,680	69,010	37,803	42,000	42,000	42,000	42,000
Energy & Utility	15,151	15,630	13,976	16,200	16,200	16,200	16,200
Total	2,119,828	2,221,311	2,268,141	2,341,780	2,338,400	2,438,080	2,438,080

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

Funding Sources

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

Funding Source	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,953,066	2,075,212	2,164,790	2,239,710	2,236,360	2,313,740	2,313,740
Town Support for Education	-	54,750	55,640	58,330	58,300	59,800	59,800
Subtotal: Adm. Services Gen. Fund	1,953,066	2,129,962	2,220,430	2,298,040	2,294,660	2,373,540	2,373,540
Insurance Internal Service Fund	123,129	52,929	30,000	30,000	30,000	30,000	30,000
Enterprise Funds	18,490	13,340	13,340	13,340	13,340	13,340	13,340
Other Funds	25,143	25,080	4,371	400	400	21,200	21,200
Subtotal: Other Funds	166,762	91,349	47,711	43,740	43,740	64,540	64,540
Total	2,119,828	2,221,311	2,268,141	2,341,780	2,338,400	2,438,080	2,438,080

FINANCIAL ACCOUNTING AND REPORTING

The Financial Accounting and Reporting division ensures the proper accounting of the town's financial records and provides fiscal and related services to employees, vendors and other departments. This division also appraises the town manager, staff, town council and public of the overall fiscal status and performance of the town.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	656,640	656,820	683,430	683,430
Supplies	15,000	15,000	15,470	15,470
Services	34,680	35,440	36,270	36,270
Maintenance & Repair	52,140	52,170	54,620	54,620
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,000	4,000	4,000	4,000
Total	762,460	763,430	793,790	793,790

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	747,460	748,430	778,790	778,790
Insurance Internal Service Fund	15,000	15,000	15,000	15,000
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>
Total	762,460	763,430	793,790	793,790

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	0.41	0.41	0.41	0.41
Temporary/Seasonal Employees	0.41	0.41	0.41	0.41
Total	6.82	6.82	6.82	6.82

Budget Commentary

The FY 18 expenditures are expected to come in over budget by \$970 or 0.1% primarily due to expenses related to printing an additional budget document not budgeted for in this fiscal year. The FY 19 General Fund budget is expected to increase by \$31,330 or 4.2%. This is primarily due to increases in Personal Services.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis \$331,740

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

Audit \$102,960

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

Payroll & Benefits \$122,830

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

Cash Management \$28,780

- Monitor the cash position of the town, including the board of education, pursuant to the town's investment policy
- Manage cash flow and idle funds to maximize interest income pursuant to the town's investment policy.

Debt Management \$12,880

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

Budgeting \$194,600

- Coordinate the preparation of the town's annual General Fund and related budgets
- Monitor revenues and expenditures for all town funds
- Provide the technical financial assistance necessary for the preparation of the Capital Improvement Program.

HUMAN RESOURCES

Human Resources assists departments and the town manager in the recruitment, selection, retention and training of town employees. It also administers employee benefit plans including health, disability and life insurance and implements employee involvement and quality service initiatives. Equitable and cooperative labor relations are promoted by the department through collective bargaining and contract administration while ensuring compliance with state and federal labor and employment laws.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	352,370	352,750	365,330	365,330
Supplies	3,430	3,430	3,430	3,430
Services	71,950	70,950	69,900	69,900
Maintenance & Repair	7,450	7,450	7,770	7,770
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,200	2,200	2,200	2,200
Total	437,400	436,780	448,630	448,630

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

Funding Sources

The Human Resources Program is supported solely by General Fund resources.

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	437,400	436,780	448,630	448,630
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	437,400	436,780	448,630	448,630

Full Time Equivalent (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

The FY 18 expenditures are expected to come in under budget by \$620 or 0.1%. The FY 19 General Fund budget reflects an increase of \$11,230 or 2.6% as compared to the FY 18 budget. This is primarily due to increases in Personal Services.

HUMAN RESOURCES

Products & Services

Recruitment and Selection \$86,930

- Recruit and select qualified applicants through advertising and the posting of job announcements; answering telephone, mail and walk-in inquiries; reviewing and processing applications; interviewing and testing; background and reference checking and final hiring
- Maintain hiring statistics and workforce demographic data in compliance with Equal Employment Opportunity reporting requirements.

Employee Relations \$78,460

- Administer three labor contracts for the Town of Windsor: WPDEA (Police), UPSEU Local 424, Unit 10 (public safety dispatchers) and Teamsters Local 671 (public works and clerical), coordinate grievance and labor board hearings and contract negotiations
- Provide advice and direction to administrative staff on personnel policies and regulations
- Provide assistance with employee counseling, discipline issues and coordination of grievance processing
- Update administrative and personnel policies in accordance with legal developments, governmental mandates and best practices.

Employee Benefits Administration \$93,010

- Research enhancements and cost saving measures and make recommendations as needed
- Monitor benefit trends and analyze impact of benefit modifications
- Educate employees about existing town benefits and ongoing benefit changes
- Coordinate enrollment meetings and process all changes
- Coordinate disability claims processing and verify and process all benefit invoices for payment.

Training and Employee Development \$51,960

- Conduct orientation of new full-time and part-time employees
- Identify and implement improvements in town services and programs
- Provide consultation to staff on career growth and development
- Provide tuition reimbursement for job-related courses
- Develop and implement supervisory training programs.

Unemployment Compensation \$40,730

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

Classification and Salary Administration \$61,820

- Develop, implement and maintain an equitable classification and pay system that accurately reflects the work performed by town employees and ensures that they are equitably compensated for their services. Conduct market surveys and analyze data
- Develop and maintain updated job descriptions.

Compliance with Regulations \$35,720

- Ensure compliance with state and federal mandates such as the Patient Protection and Affordable Care Act (PPACA), Americans with Disabilities Act (ADA), the Family Medical Leave Act (FMLA), the Department of Transportation (DOT) regulations on drug & alcohol testing, Consolidated Omnibus Budget Reconciliation Act (COBRA), Health Insurance Portability and Accountability Act (HIPAA) and all state and federal labor laws.

INFORMATION TECHNOLOGY

Information Technology provides departments with networking services, application support and helpdesk services.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	339,700	339,700	351,750	351,750
Supplies	5,000	5,000	5,000	5,000
Services	76,500	76,500	81,500	81,500
Maintenance & Repair	3,000	3,000	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	42,000	42,000	42,000	42,000
Energy & Utility	4,110	4,110	4,110	4,110
Total	470,310	470,310	487,360	487,360

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

Funding Sources

Some funding for the Information Technology Program is generated via user charges to the enterprise funds. The table on the next page provides a detailed breakdown of these charges.

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	456,970	456,970	474,020	474,020
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	13,340	13,340	13,340	13,340
Use of Police Private Duty Account	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>13,340</i>	<i>13,340</i>	<i>13,340</i>	<i>13,340</i>
Total	470,310	470,310	487,360	487,360

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

The FY 18 expenditures are expected to come in on budget. The FY 19 General Fund budget is expected to increase \$17,050 or 3.7% due to Personal Services and Services.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support \$168,200

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

Enterprise Systems and Security \$198,160

- Provide 24-hour, 7-days-a-week access to town applications
- Manage Local Area Networks (LAN) used by town staff at offices in ten locations
- Provide 24-hour, 7-days-a-week access to the Wide Area Network (WAN)
- Support wireless hardware and software used by the Public Safety Department for mobile applications including dispatch, field reporting and querying state maintained information
- Provide system security including virus protection, patch management and filtering
- Provide data backup and recovery services for all information systems
- Provide Internet infrastructure maintenance, management and security
- Provide infrastructure support for the phone system
- Provide remote connectivity and access.

Support Services \$79,000

- Provide hardware and software implementation, updates and troubleshooting for town servers, end-user computers, phones, printers and peripherals
- Provide support for the multiple public access computer labs.

Capital Outlay \$42,000

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

RISK MANAGEMENT

Risk Management evaluates and manages the risk of loss associated with town operations specific to the areas of general liability, automobile, property damage, crime, professional and fiduciary liability, workers compensation and accident and health.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	139,290	139,510	141,440	141,440
Supplies	1,430	1,430	1,440	1,440
Services	2,250	2,000	3,700	3,700
Maintenance & Repair	750	750	750	750
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,100	2,100	2,100	2,100
Total	145,820	145,790	149,430	149,430

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	72,490	72,490	74,630	74,630
Town Support for Education	58,330	58,300	59,800	59,800
<i>Subtotal: Risk Mngt. General Fund Budget</i>	130,820	130,790	134,430	134,430
Insurance Internal Service Fund	15,000	15,000	15,000	15,000
Enterprise Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	15,000	15,000	15,000	15,000
Total	145,820	145,790	149,430	149,430

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	1.00

Budget Commentary

The FY 18 expenditures are expected to come in on budget. The FY 19 budget reflects an increase of \$3,610 or 2.5% primarily due to Personal Services and Services.

RISK MANAGEMENT

Products and Services

Insurance \$52,300

- Manage the insurance program with assistance from the Insurance Commission and town's agent of record
- Coordinate the town's claims-related activities cooperatively with insurers and third party administrators
- Review projects for safety considerations and contracts for insurance specifications
- Utilize insurance and self-insurance programs to provide protection against loss from potential legal actions against the town
- Provide technical support and advice as it pertains to risk management and safety
- Ensure the proper accounting of the Internal Service Fund's financial records.

Security and Statutory \$29,890

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

Employee Safety \$44,830

- Provide safety training programs in conjunction with the Town of Windsor Safety Team concerning regulatory compliance and safe operating procedures
- Manage self-insured workers compensation program to ensure proper and efficient handling of claims.

Loss Control \$22,410

- Inspect and evaluate various town properties for loss exposures
- Investigate property and liability losses to develop corrective actions
- Review standard operating procedures for safety and regulatory compliance
- Coordinate and conduct accident reduction activities in relation to property and liability exposures
- Investigate property and liability losses to develop corrective actions
- Review standard operating procedures for safety and regulatory compliance
- Coordinate and conduct accident reduction activities in relation to property and liability exposures.

PROPERTY VALUATION

Through the Assessor's Office, the property valuation program determines and maintains accurate and equitable valuations of all property in Windsor and provides for appropriate tax relief by administering various exemptions and benefits to qualified taxpayers.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	230,830	228,180	231,540	231,540
Supplies	5,580	5,100	5,080	5,080
Services	23,750	23,520	24,260	24,260
Maintenance & Repair	300	300	300	300
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,040	2,040	2,040	2,040
Total	262,500	259,140	263,220	263,220

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	262,100	258,740	262,820	262,820
Other Funds	400	400	400	400
<i>Subtotal: Other Funds</i>	<i>400</i>	<i>400</i>	<i>400</i>	<i>400</i>
Total	262,500	259,140	263,220	263,220

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.55	0.45	0.55	0.55
Temporary/Seasonal Employees	-	-	-	-
Total	2.55	2.45	2.55	2.55

Budget Commentary

The FY 18 expenditures are expected to come in under budget by \$3,360 or 1.3% due to savings in Personal Services for a partial year part time vacancy. The FY 19 budget reflects an increase of \$720 or 0.3% as compared to the FY 18 budget primarily due to Personal Services.

PROPERTY VALUATION

Products and Services

Property Valuation \$194,680

- Develop and maintain valuations for 12,173 real estate, 26,876 motor vehicle and 1,281 personal property accounts
- Maintain and enhance the town Geographic Information System (GIS)/Assessment web site.

Exemptions & Benefits \$68,540

- Administer various exemptions to over 2,800 veteran, elderly, blind and disabled taxpayers with total benefits exceeding \$300,000.

TAX COLLECTION

The Tax Collector's Office is responsible for collecting property taxes which provide support for the educational system and town-wide municipal services.

Expenditures

Expenditures by Category *	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	205,790	205,800	214,320	214,320
Supplies	32,400	32,400	34,500	34,500
Services	23,350	23,000	45,080	45,080
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,750	1,750	1,750	1,750
Total	263,290	262,950	295,650	295,650

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

Funding Sources

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

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	263,290	262,950	274,850	274,850
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Special Revenue Fund	-	-	20,800	20,800
<i>Subtotal: Other Funds</i>	-	-	20,800	20,800
Total	263,290	262,950	295,650	295,650

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.70	0.70	0.70	0.70
Temporary/Seasonal Employees	0.20	0.20	0.20	0.20
Total	2.90	2.90	2.90	2.90

Budget Commentary

The FY 18 expenditures are expected to come in under budget by \$340 or 0.1%. The overall FY 19 proposed budget reflects an increase of \$32,360 or 12.3% as compared to the FY 18 budget. This is primarily due to Personal Services in the General Fund and Services in the Tax Sale Special Revenue Fund for an anticipated delinquent property tax sale that will be in most part recovered from the purchasers of the properties. The FY 19 General Fund budget reflects an increase of \$11,560 or 4.4% due primarily to Personal Services.

TAX COLLECTION

Products and Services

Current Tax Collection \$68,990

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

Delinquent Tax Collection \$161,350

- Use a variety of methods and procedures such as updating new addresses, mailing delinquent tax notices, issuing alias tax warrants through state marshals and constables, recording liens against real estate with the town clerk's office and conducting tax sales in an attempt to collect the balance of the total tax levy.

Parking Tickets \$2,850

- Collect parking tickets fees for the police department.

Tax Billing Preparation \$62,460

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

ADMINISTRATIVE SERVICES

FY 2018 Highlights

Tax Collection

The Tax office completed the final steps required in the process of the tax sale which was held in April 2017. This tax sale collected \$700,000 in delinquent real estate taxes, interest, and fees owed to the Town of Windsor. We are now in the process of identifying and sending notices and letters to those property owners who may be at risk of having their homes included in the next tax sale auction. We encourage them to contact the tax office so that we can work together in an effort to keep their accounts from meeting the criteria for the tax sale.

Finance and Accounting

\$9,500,000 in general obligation debt was refinanced, resulting in debt service savings of approximately \$370,000.

Managed investment income opportunities in a rapidly changing interest rate environment to ensure town funds realize maximum earning potential. Interest rates upwards of 1.0% have been realized versus .20% in the past few years by way of continual communication and aggressive follow-up with the town's banking relationships.

A Request for Proposal (RFP) was conducted for audit services. RSM US, LLP has been selected as the town's auditor for a three year engagement to audit fiscal years 2018 – 2020, with the option for two additional years (FY 2021 and FY 2022).

Risk Management

In October 2017, the Risk Management office hosted an electrical safety program conducted by representatives from Eversource. The program was offered to town staff as well as first responders and other emergency management personnel. Topics consisted of basic electricity theory, types of distribution systems, as well as an overview of electrical accidents and various safety concepts. Following the presentation, participants viewed a demonstration of the Eversource "Live Line" trailer, which allowed them to see first-hand the risks inherent in working on or near electrical equipment. The program was very successful. The goal going forward will be to conduct regional trainings on an annual basis on this and other OSHA topics that affect municipalities.

The town's Risk Manager, Marty Maynard, earned the designation of Management Liability Insurance Specialist (MLIS) from the International Risk Management Institutes through successfully passing 5 courses and exams.

Human Resources

Worked with a consultant to complete and implement a comprehensive classification and compensation study for the unaffiliated, administrative pay plan resulting in a new pay plan that is both internally equitable and externally competitive with the market.

Worked with department directors to write new job descriptions for the public works and clerical bargaining unit positions to reflect the current duties and qualifications of the positions. Many of the changes are due to the technological advancements that have changed the way the work is performed since the job descriptions were last updated in the 1980's and 1990's.

Coordinated implicit bias and inclusivity training for employees.

Information Technology

Enhanced the main town website to include mobile friendly design and added a community calendar to include town, Board of Education and the Chamber of Commerce events.

Implemented security enhancements to our devices and applications to keep up with advancing cyber threats.

Property Valuation

The Assessor's office conducted a visual field review of business personal property accounts which resulted in a net gain in assessed value and increased revenue to the town.

Personal property audits were conducted through an outside vendor resulting in a \$16,000 net tax gain to the town. Six audits were completed and additional audits will be completed in FY 19.

The Assessor's office continued to track and record all current sales activity to prepare for the October 1, 2018 property revaluation.

ADMINISTRATIVE SERVICES

<i>Key Statistics</i>	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target
Number of staff and public desktops supported	Staff 260 Public 80	Staff 260 Public 70	Staff 260 Public 70	Staff 260 Public 70	Staff 260 Public 70
Mobile devices accessing town applications	N/A	100	105	125	130
Average investment yield	0.20%	0.22%	0.50%	1.00%	1.20%
Bonded debt per capita	\$1,364	\$1,343	\$1,318	\$1,350	\$1,300
Debt as a percent of total budget	6.1%	6.2%	6.2%	6.2%	6.3%
Investment income for the General Fund	\$117,000	\$152,690	\$258,925	\$585,000	\$640,000
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	40,363	40,357	40,478	40,722	40,294
Total loss time claims	23	15	19	12	12
Total Worker Compensation claims	175	132	153	135	130
Number of full time positions posted	13	13	11	14	11
Number of job applications processed	1,286	1,389	2,132	2,050	2,000
Full time employee turnover rate*	7.6%	5.9%	8.3%	6.7%	6.0%

*Turnover includes retirements.

<i>Performance Measures</i>	FY 2017 Actual	FY 2018 Target	FY 2018 Estimate	FY 2019 Target
Availability of network data access (% of time)	99%	99%	99%	99%
Total revenue collected in the Current Levy category as a % of what was billed	99.0%	99.0%	99.0%	98.8%
Annual Certificate of Achievement for Excellence in Financial Reporting award received by finance department	Yes	Yes	Yes	Yes
Reduce auto, liability and property claims by 10% annually based on the previous year or the ten year average of 50 claims	27	25	22	21
Time to hire from job posting closing date to job offer	6.7 weeks	6.2 weeks	6.0 weeks	6.0 weeks
Percent of full time employees completing trial period (measures quality of hire)	92%	100%	100%	100%

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

The Assessors' office updates the property record card with deed transactions one day after they are filed in the Town Clerk's office. Therefore, any taxpayer visiting the office will find the current owner on the counter terminal within a day of the actual transfer. The on-line GIS system is updated on a bi-weekly basis.

ADMINISTRATIVE SERVICES

FY 2019 Goals

1. Reduce slips, trips and falls of field personnel during inclement weather through pro-active training and the purchase of essential footwear needed during snow and ice events
2. Review and propose changes to the town's procurement policy to align with current procurement practices and process improvements, including standardization of forms
3. Begin the transition to Windows 10 for staff devices and applications
4. Assist the Public Works Department's implementation of technology as recommended in the management and operations study
5. Successfully complete negotiations with the Police Department Employee Association (WPDEA) and Public Safety Dispatcher bargaining units and implement contractual changes
6. Develop an online safety training system for employees to track when an employee is required to have training and to document when the training has been fulfilled
7. Complete and implement the state mandated property revaluation as of 10/01/2018.

SPECIAL REVENUE FUNDS

Administrative Services

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
1650	Assessor's Coin-Op Copiers	6,767	400	400	6,767	400	6,767
1651	Delinquent Property Tax Sale	1,091	-	-	1,091	20,800	1,091
		7,858	400	400	7,858	21,200	7,858

#1650 - Assessor's Coin-Op Copiers - Revenues are generated by fees obtained from use of the copying machine (GIS maps, etc.) This fund is used toward the purchase of supplies and for the costs associated with the copier maintenance agreements.

#1651 - Delinquent Property Tax Sale - A public auction is scheduled to be conducted by the tax collector in the Spring of 2019 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale will be applied to clear the back taxes and release the tax liens. This fund listed above represents the estimated expenses and expense recoveries from the buyers for this sale.

GENERAL GOVERNMENT

General Government programs provide funds for the activities of the town's elected officials and appointed boards and commissions as well as the operations of the Town Manager's Office. General Government also includes funding for the Town Attorney, Treasurer, Probate Court, Independent Audit, Intergovernmental Services and Community Services.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Town Council	9,730	17,520	14,530	16,700	16,700
Boards and Commissions	8,699	15,960	11,060	15,520	15,520
Probate Court	6,779	8,970	8,970	8,840	8,840
Elections	133,302	116,280	119,380	140,260	140,260
Counsel and Legal Advice	197,260	166,390	198,040	174,040	174,040
Town Manager's Office	391,499	458,460	386,880	465,830	465,830
Town Treasurer's Office	2,543	2,630	2,630	2,690	2,690
Independent Audit	22,016	26,310	24,710	24,710	24,710
Intergovernmental Services	45,044	45,730	45,730	46,540	46,540
Community Services	117,087	120,530	120,530	120,110	120,110
Total General Fund	933,959	978,780	932,460	1,015,240	1,015,240
Town Support for Education and Charges to Other Departments	51,114	51,260	49,760	49,820	49,820
Special Revenue & Other Funds	10,490	10,490	12,460	12,240	12,240
Total Expenditures	995,563	1,040,530	994,680	1,077,300	1,077,300

Budget Commentary

The FY 18 General Fund expenditures are expected to come in under budget by \$46,320 or 4.7% primarily due to Personal Services savings in the Town Manager's Office due to a vacancy. These savings are offset in part by having to hold an unanticipated special election for the 15th assembly district and for increased cost in Counsel and Legal Advice for workers compensation cases. The FY 19 General Fund budget reflects an increase of \$36,460 or 3.7% as compared to the FY 18 budget mostly due to the FY 18 budget including 2 elections versus 3 elections budgeted for FY 19. The FY 19 budget also includes an increase in Counsel and Legal Advice due to workers compensation litigation.

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	482,853	536,650	468,420	567,870	567,870
Supplies	23,656	21,820	24,850	24,590	24,590
Services	296,701	285,050	304,190	287,920	287,920
Maintenance & Repair	3,320	3,200	3,200	3,420	3,420
Grants & Contributions	117,087	120,530	120,530	120,110	120,110
Capital Outlay	-	-	-	-	-
Energy & Utility	10,342	11,530	11,270	11,330	11,330
Total	933,959	978,780	932,460	1,015,240	1,015,240

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,214	2,300	2,300	2,360	2,360
Supplies	-	-	-	-	-
Services	48,900	48,960	47,460	47,460	47,460
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	51,114	51,260	49,760	49,820	49,820

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	1,970	1,750	1,750
Services	10,490	10,490	10,490	10,490	10,490
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	10,490	10,490	12,460	12,240	12,240

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	485,067	538,950	470,720	570,230	570,230
Supplies	23,656	21,820	26,820	26,340	26,340
Services	356,091	344,500	362,140	345,870	345,870
Maintenance & Repair	3,320	3,200	3,200	3,420	3,420
Grants & Contributions	117,087	120,530	120,530	120,110	120,110
Capital Outlay	-	-	-	-	-
Energy & Utility	10,342	11,530	11,270	11,330	11,330
Total	995,563	1,040,530	994,680	1,077,300	1,077,300

GENERAL GOVERNMENT
Budget Information
Fiscal Year 2015-2019

Expenditures

Expenditures by Category *	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	482,608	557,922	485,067	538,950	470,720	570,230	570,230
Supplies	26,691	23,812	23,656	21,820	26,820	26,340	26,340
Services	274,602	356,880	356,091	344,500	362,140	345,870	345,870
Maintenance & Repair	3,200	3,200	3,320	3,200	3,200	3,420	3,420
Grants & Contributions	104,101	109,275	117,087	120,530	120,530	120,110	120,110
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	11,137	9,800	10,342	11,530	11,270	11,330	11,330
Total	902,339	1,060,889	995,563	1,040,530	994,680	1,077,300	1,077,300

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

Funding Sources

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

Funding Source	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	842,611	999,458	933,959	978,780	932,460	1,015,240	1,015,240
Town Support For Education	48,778	49,645	51,114	51,260	49,760	49,820	49,820
<i>Subtotal: Gen. Govt. Gen. Fund</i>	<i>891,389</i>	<i>1,049,103</i>	<i>985,073</i>	<i>1,030,040</i>	<i>982,220</i>	<i>1,065,060</i>	<i>1,065,060</i>
Special Rev. & Other Funds	10,950	11,786	10,490	10,490	12,460	12,240	12,240
Total	902,339	1,060,889	995,563	1,040,530	994,680	1,077,300	1,077,300

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	2,370	5,670	5,670
Supplies	621	1,470	1,340	1,470	1,470
Services	5,837	12,600	7,420	6,110	6,110
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,272	3,450	3,400	3,450	3,450
Total	9,730	17,520	14,530	16,700	16,700

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

Funding Sources

Town Council expenditures are funded by the General Fund and Special Revenue Funds.

Funding Source:	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Town Council	9,730	17,520	14,530	16,700	16,700
Total	9,730	17,520	14,530	16,700	16,700

Products and Services

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

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

Budget Commentary

The FY 18 General Fund expenditures are expected to come in under budget by \$2,990 or 17.1% primarily due to less use of contractual services for a Clerk of the Council. The FY 19 budget reflects a decrease of \$820 or 4.7% as compared to the FY 18 budget mostly due to Town Council election-related expenses.

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	6,779	8,970	8,970	8,840	8,840
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	6,779	8,970	8,970	8,840	8,840

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

Funding Sources

The town's required expenditures for the Probate Court are funded solely by the General Fund.

Personnel Requirements

Probate staff, including one judge and several clerks are exempt and are not considered town employees. Probate Court salaries are paid by the state court system.

Products and Services

The Probate Court of the District of Windsor was established July 4, 1855 and was located in the Windsor Town Hall. In 2010 the Windsor Court was consolidated with the towns of South Windsor and East Windsor. In January 2011, this district court was relocated to the South Windsor Town Hall and named the Greater Windsor Probate Court. The judge of probate is elected by the residents of the three communities for a four-year term.

Responsibilities include:

- Oversight of the probate of wills and administration of estates of deceased persons
- Appointment of administrators, executors, trustees, conservators and guardians
- Presiding over the adoption process
- Ordering the commitment of mentally ill persons to private and state institutions
- Assisting and advising town staff on matters related to specific cases of individual health, safety and welfare.

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

Budget Commentary

The FY 18 expenditures are expected to come in on budget. The town's share of the district court's budget for FY 19 is \$8,840, which is 44% of the district court budget of \$20,075. The district Probate Court requests a proportionate share as per Connecticut General Statutes 45a-8, which will be allocated between the serving towns of Windsor, East Windsor and South Windsor. The district court budget of \$20,075 is for the municipal share of the court's entire budget and does not include costs for personnel which the state pays. The municipal portion includes such items as materials and supplies, storage and network support. The figures from the Assessor's Grand List of October 1, 2017 were utilized to obtain Windsor's 44% proportionate figure of \$8,840.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	1,563	2,090	3,600	3,680	3,680
Services	6,146	12,880	8,440	12,600	12,600
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	990	990	990	990	990
Total	8,699	15,960	13,030	17,270	17,270

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

Funding Sources

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

Funding Source:	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Boards and Commissions	8,699	15,960	11,060	15,520	15,520
Special Revenue Funds	-	-	1,970	1,750	1,750
Total	8,699	15,960	13,030	17,270	17,270

Products and Services

There are currently 23 boards, commissions and committees serving the Town of Windsor. Responsibilities include:

- Hearing appeals and rendering decisions on orders issued by the town staff
- Advising the town council, town manager and town staff on specific policies
- Conducting public hearings and granting approvals for proposed or existing activities
- Presiding over specific activities and functions as mandated in the Town Charter, State of Connecticut General Statutes and local ordinances.

Budget Commentary

The overall FY 18 expenditures are expected to come in under budget by \$2,930 or 18.4% mostly due to less usage of Services for special projects. The overall FY 19 budget reflects an increase of \$1,310 or 8.2% as compared to the FY 18 budget.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	101,772	92,200	94,300	110,130	110,130
Supplies	20,378	12,480	13,480	15,510	15,510
Services	5,188	5,600	5,600	8,400	8,400
Maintenance & Repair	3,320	3,200	3,200	3,420	3,420
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,644	2,800	2,800	2,800	2,800
Total	133,302	116,280	119,380	140,260	140,260

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

Funding Sources

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

Personnel Requirements

Elections staff, including two elected registrars, two deputy registrars and election workers are exempt and are not considered town employees.

Products and Services

The Office of the Registrar of Voters is located in the Windsor Town Hall and is staffed by two elected registrars and two deputy registrars. The registrars supervise all elections and keep the records of approximately 21,000 registered voters. Funds are included for registrars, poll workers, supplies and the costs of the annual enumeration (counting of voters).

Budget Commentary

The FY 18 expenditures are expected to come over budget by \$3,100 due to the unanticipated special election for the 15th assembly district on January 9, 2018. The FY 19 expenditures reflect a \$23,980 or 20.6% increase mostly due to one additional election. The FY 18 budget included a municipal election in November 2017 and a budget referendum in May 2018. The FY 19 budget includes a state primary, a state election, and a budget referendum.

Elections	Month/Year	FY 2018 Budget	FY 2018 Estimate	FY 2019
State Primary	Aug 2018	-	-	Yes
State Election	Nov 2018	-	-	Yes
Municipal	Nov 2017	Yes	Yes	-
Special Election	Jan 2018	-	Yes	-
Budget Referendum	May 2018/2019	Yes	Yes	Yes

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	4,000	4,000	4,000	4,000
Services	218,840	184,350	216,000	192,000	192,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	218,840	188,350	220,000	196,000	196,000

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

Funding Sources

Funding Source:	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Counsel & Legal Advice	197,260	166,390	198,040	174,040	174,040
Town Support for Education	21,580	21,960	21,960	21,960	21,960
Total: General Fund Budget	218,840	188,350	220,000	196,000	196,000

Products and Services

The town attorney is the legal advisor of the town council, board of education, town manager, other town officials and boards and commissions. Appointed by the town council for a two-year term, the town attorney protects the rights of the town in actions, suits or proceedings brought by or against it or any of its departments, officers, agencies or boards and commissions. Responsibilities include:

- representing the town in suits, litigation, hearings and labor matters
- advising the town on policy issues and questions of law
- preparing or approving contracts or other instruments in which the town has an interest
- appealing orders, decisions and judgments (upon approval of town council)
- compromising or settling any claims by or against the town (upon approval of town council)
- coordinating outside legal services for the town.

Budget Commentary

The breakdown of the budget is as follows:		
	FY 18 Budget	FY 19 Adopted
Retainer	\$87,820	\$87,820
Litigation - Town Attorney	48,000	48,000
Litigation - Other (property tax appeals, workers compensation, outside legal council, etc.)	43,420	51,070
Conflict contingency	5,000	5,000
Books and periodicals	4,000	4,000
Membership fees	110	110
Total Cost	\$188,350	\$196,000

The FY 18 expenditures are expected to come in over budget by \$31,650 or 16.8% as a result of workers compensation litigation. The FY 19 budget reflects an increase of \$7,650 or 4.1% due to workers compensation litigation.

TOWN MANAGER'S OFFICE

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	378,868	442,150	369,450	449,710	449,710
Supplies	1,094	1,780	4,400	1,680	1,680
Services	8,431	10,570	9,280	10,680	10,680
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,106	3,960	3,750	3,760	3,760
Total	391,499	458,460	386,880	465,830	465,830

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

Funding Sources

Town Manager expenditures are funded solely by the General Fund.

Personnel Requirements

Full Time Equivalent (FTE)	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Exempt - Town Manager	1.00	1.00	1.00	1.00	1.00
Regular Full Time Employees	2.00	2.00	1.50	2.00	2.00
Regular Part Time Employees	0.20	0.40	0.40	0.40	0.40
Total FTEs	3.20	3.40	2.90	3.40	3.40

Products and Services

The town manager is the Chief Executive Officer of the town and is responsible to the town council for the administration of all designated departments, agencies and offices. Responsibilities include:

Town Council

- Propose the adoption of policies to improve the health, safety and welfare of the town and uphold those policies adopted by council
- Keep council informed of the financial condition and future needs of the town
- Communicate the policies and financial plans of the town by submission of the annual budget
- Provide processes for the efficient and effective purchase of supplies using budgeted funds.

Town Staff

- Serve the needs of the community by hiring qualified and competent individuals
- Create an environment that encourages town employees to focus on the customer to deliver superior services, to strive for continuous improvement and to recommend increasingly efficient uses of resources.

Community

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

Budget Commentary

The FY 18 expenditures are expected to come in under budget by \$71,580 or 15.6%. This is primarily due to salary savings from a partial year vacancy. The FY 19 budget reflects an increase of \$7,370 or 1.6% due to Personal Services.

TREASURER

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	4,427	4,600	4,600	4,720	4,720
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	330	330	330	330	330
Total	4,757	4,930	4,930	5,050	5,050

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

Funding Sources

Treasurer expenditures are funded by the General Fund and Town Support for Education.

Funding Source:	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Treasurer	2,543	2,630	2,630	2,690	2,690
Town Support for Education	2,214	2,300	2,300	2,360	2,360
Total: Gen. Fund Budget	4,757	4,930	4,930	5,050	5,050

Products and Services

The town treasurer is appointed for a two-year term by the town council. Responsibilities of this office include:

- Countersigning of all town and board of education checks.

Budget Commentary

The FY 18 expenditures are expected to come in on budget. The FY 19 budget reflects a increase of \$120 as compared to the FY 18 budget due to Personal Services.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	59,826	63,800	60,700	60,700	60,700
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	59,826	63,800	60,700	60,700	60,700

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

Funding Sources

Audit expenditures are funded by the General Fund, Town Support for Education and charges to the Enterprise Funds.

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund – Audit	22,016	26,310	24,710	24,710	24,710
Town Support for Education	27,320	27,000	25,500	25,500	25,500
<i>Subtotal: Gen. Fund Budget</i>	<i>49,336</i>	<i>53,310</i>	<i>50,210</i>	<i>50,210</i>	<i>50,210</i>
<u>Charges to:</u>					
Landfill & Resident Transfer Station Enterprise Funds	4,490	4,490	4,490	4,490	4,490
Caring Connection Enterprise Fund	3,000	3,000	3,000	3,000	3,000
Child Day Care Enterprise Fund	3,000	3,000	3,000	3,000	3,000
<i>Subtotal: Other Funds</i>	<i>10,490</i>	<i>10,490</i>	<i>10,490</i>	<i>10,490</i>	<i>10,490</i>
Total	59,826	63,800	60,700	60,700	60,700

Products and Services

An annual audit is conducted by an independent public accounting firm appointed by the town council. The auditor ensures the lawful expenditure of local revenues as well as state and federal grants. The auditor also reports on management or record keeping practices that need improvement. The auditing entity does this by:

- Auditing general purpose financial statements and all governmental, proprietary, fiduciary funds and account groups of the town and board of education
- Assisting town staff in the preparation of the Comprehensive Annual Financial Report (CAFR)
- Conducting federal and state single audits and preparing required reports
- Conducting compliance audits as applicable in accordance with Generally Accepted Accounting Principles (GAAP)
- Reviewing State Department of Education reports including the ED001, ED006 and DTL forms
- Preparing a management letter that includes audit findings and recommendations affecting internal controls, accounting systems and legality of actions.

Budget Commentary

The overall FY 18 budget is expected to come in \$3,100 or 4.9% less than expected. These expenditures are costs incurred for the audit of the FY 17 financial statements. The FY 19 budget reflects a decrease of \$3,100 or 4.9%. These funds will be used to pay for the audit of the FY 18 financial statements. The FY 19 budget represents the first year of a three-year audit service agreement.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	45,044	45,730	45,730	46,540	46,540
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	45,044	45,730	45,730	46,540	46,540

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

Funding Sources

Intergovernmental Services expenditures are funded solely by the General Fund.

Products and Services

Intergovernmental Services are funds that assist the town in developing and maintaining effective, cooperative relationships with federal, state, regional and other town governments and in obtaining maximum intergovernmental support and research for town programs. The forums and mechanisms for these cooperative relationships include:

- ongoing review of federal and state proposed legislation, regulations, rate setting activities and regional affairs, taking appropriate steps to serve the town's interests
- contributions to the Capitol Region Council of Governments
- contributions to the Connecticut Conference of Municipalities for membership
- contributions to the Greater Hartford Transit District.

Budget Commentary

Services:	FY 2018	FY 2019
	Budget	Budget
Capitol Region Council of Governments	\$22,200	\$22,720
Connecticut Conference of Municipalities	19,170	19,170
Greater Hartford Transit District	4,360	4,650
Total	45,730	46,540

COMMUNITY SERVICES

Expenditures

Expenditures by Category*	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	117,087	120,530	120,530	120,110	120,110
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	117,087	120,530	120,530	120,110	120,110

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

Funding Sources

Community Services consists of town expenditures that support community programs and organizations that enrich the quality of life in Windsor.

Funding Source:	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Community Services	117,087	120,530	120,530	120,110	120,110
Total	117,087	120,530	120,530	120,110	120,110

	Budget FY 2018	Adopted FY 2019		Budget FY 2018	Adopted FY 2019
Archer Memorial A.M.E. Zion Church Supports Windsor Freedom Trail activities given that Windsor has six official Freedom Trail sites on the Connecticut Freedom Trail. <i>Requested \$3,500</i>	\$3,780	\$3,500	Fire Explorers Provides personal development and teamwork programs to Windsor youth. <i>Requested \$10,000</i>	\$10,000	\$10,000
Ascend Mentoring Provides mentoring and support services for Windsor's at risk youth and their families. <i>Requested \$5,000</i>	\$2,500	\$2,750	First School Society Supports maintenance efforts at the Palisado Cemetery. <i>Requested \$810</i>	\$810	\$810
Celebrate Wilson Supports an event in the Wilson section of town. <i>Requested \$1,000</i>	\$1,000	\$1,000	First Town Downtown Supports community efforts to revitalize downtown businesses. <i>Requested \$20,000</i>	\$20,000	\$20,000
Cable Television - WIN-TV Contributes to WIN-TV, Windsor's local cable station. <i>Requested \$5,000</i>	\$4,600	\$5,000	Hartford Interval House Provides services to Windsor residents who are victims of domestic violence. <i>Requested \$2,500</i>	\$2,000	\$2,200
Community Health Resources Supports mental health services for Windsor residents. <i>Requested \$12,500</i>	\$12,500	\$12,500			
Farmington River Watershed Supports the restoration and conservation of the natural resources of this watershed. <i>Requested \$1,860</i>	\$1,860	\$1,860			

COMMUNITY SERVICES (continued)

	<u>Budget</u> <u>FY 2018</u>	<u>Adopted</u> <u>FY 2019</u>		<u>Budget</u> <u>FY 2018</u>	<u>Adopted</u> <u>FY 2019</u>
Housing Education Resource Center Supports the provision of housing counseling and assistance services to Windsor residents through the Direct Services Program. <i>Requested \$0</i>	\$2,100	\$0	Tourism Grant to Chamber of Commerce Promotes tourism and increases small business opportunities. <i>Requested \$15,000</i>	\$15,000	\$15,000
Holiday Observance Supports the commemoration of Veterans and Memorial Day. <i>Requested \$5,950</i>	\$5,950	\$5,950	Voices Against Lyme Disease Based in Windsor, brings awareness and education to families, individuals and communities. <i>Requested \$4,000</i>	\$1,500	\$1,750
Network Against Domestic Abuse Provides free support services to Windsor residents who are victims of domestic abuse. <i>Requested \$1,350</i>	\$1,350	\$1,350	Volunteer Appreciation Provides support for the annual Town of Windsor volunteer brunch. <i>Requested \$9,500</i>	\$9,500	\$9,500
North Central Regional Mental Health Board Helps determine and monitors local mental health services. <i>Requested \$2,040</i>	\$2,030	\$2,040	Windsor Art Center Provides aesthetic and educational experiences for the region's residents and visitors. <i>Requested \$2,000</i>	\$1,500	\$1,750
Police Cadets Provides personal development and teamwork programs to Windsor youth. <i>Requested \$10,200</i>	\$10,200	\$10,200	Windsor Early Childhood Council Helps support early childhood programs including a resource EXPO and education/skill building classes for parents. <i>Requested \$5,500</i>	\$5,500	\$5,500
Riverfront Recapture Supports a regional effort to restore access to the Connecticut River. <i>Requested \$1,000</i>	\$750	\$850	Windsor Historical Society Supports outreach and education efforts to families and schools. <i>Requested \$1,000</i>	\$1,000	\$1,000
Shad Derby Supports the activities of the Shad Fest Bureau. <i>Requested \$7,000</i>	\$5,100	\$5,600			

SPECIAL REVENUE FUNDS

Boards and Commissions

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
5250	One Book One Windsor	1,335	-	-	1,335	-	500	835
5252	Bridge Builder's Award	504	770	720	554	500	500	554
5253	Community Day Events	354	250	250	354	250	250	354
5257	Human Relations Commission Scholarship Fund	1,155	500	1,000	655	500	500	655
		3,348	1,520	1,970	2,898	1,250	1,750	2,398

#5250 - One Book One Windsor - This fund's objective is to create a venue where people of different ethnicities and cultures come together and share ideas.

#5252 - Bridge Builder's Award - This fund was created to honor individuals, organizations or businesses that make outstanding contributions to enhance human relations within Windsor. The purpose of this award is to foster greater trust, understanding and solidarity among Windsor's racial, ethnic and religious groups.

#5253 - Community Day Events - A week of community activities including poetry and storytelling, community day and a dinner. These events are organized by the Human Relations Committee.

#5257 - Human Relations Commission Scholarship Fund - Funds raised through various activities to be used for scholarships for Windsor High School students.

GENERAL SERVICES

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

	FY 2017	FY 2018		FY 2019	
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Proposed</u>	<u>Adopted</u>
Expenditures					
Debt Service - Principle	3,514,060	3,577,350	3,577,350	3,877,650	3,877,650
Debt Service - Interest	691,000	727,730	727,730	683,930	683,930
Sewer Services	3,495,750	3,783,000	3,783,000	4,173,800	4,173,800
Great Pond Improvement District Transfer	91,000	94,380	94,380	94,070	94,070
Workers Comp. & Liability Insurance	1,088,190	1,088,960	1,088,960	1,097,930	1,097,930
Retiree Health Insurance and Actuarial Costs	845,976	876,420	876,420	982,000	982,000
Other Post-Employment Benefits (OPEB)	315,000	350,000	350,000	420,000	420,000
Revaluation	20,000	20,000	20,000	20,000	20,000
Recycling Services	444,252	452,780	452,780	465,590	465,590
Capital Projects	2,380,000	1,345,000	1,345,000	2,400,000	2,400,000
Tax Refunds - Prior Year	5,549	20,000	20,000	20,000	20,000
Caring Connection Transfer	-	-	-	60,000	60,000
Open Space	200,000	181,200	181,200	200,000	200,000
Total Expenditures	13,090,777	12,516,820	12,516,820	14,494,970	14,494,970

Budget Commentary

The FY 18 expenditures are expected to come in on budget. The FY 19 budget reflects an increase of \$1,978,150 or 15.8%. This includes increased funding for capital projects of \$1,055,000, an increase in the MDC ad valorem sewer payment of \$390,800, an increase in debt service of \$256,600, a planned funding increase for other post-employment benefits (OPEB) totaling \$70,000, and increased costs associated with retiree health insurance of \$105,580. Additionally for FY 19, a transfer to the Caring Connection adult day care program in the amount of \$60,000 is proposed for the purpose of providing a balanced program budget.

DEBT SERVICE

Debt Services are costs associated with bonds and notes sold by the town for a variety of projects. Principle is the amount allocated annually to reduce the total debt for the town. Interest is the annual cost of all borrowings.

Expenditures

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Debt Service – Principal	6,053,000	6,000,000	6,149,320	6,149,320
Debt Service – Interest	1,077,500	971,100	1,030,910	1,030,910
Total Debt Service	7,130,500	6,971,100	7,180,230	7,180,230

Funding Sources

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund – General Services	4,305,080	4,305,080	4,561,580	4,561,580
Use of Debt Service Fund Balance	159,400	-	-	-
Town Support for Education	2,666,020	2,666,020	2,618,650	2,618,650
Total	7,130,500	6,971,100	7,180,230	7,180,230

2018-2019 DEBT SUMMARY

Appendix F illustrates detailed debt schedules and summaries of principal and interest payments on all bonded projects as of June 30, 2017. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be \$38,340,000.

	Total Debt	Less Anticipated Grants	Net Debt	FY 2019 Payments		
				Principle	Interest	Total
Town	26,660,000	-	26,660,000	3,877,650	683,930	4,561,580
Schools *	11,680,000	-	11,680,000	2,271,670	346,980	2,618,650
TOTAL	38,340,000	-	38,340,000	6,149,320	1,030,910	7,180,230

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

Budget Commentary

The FY 18 budget was based on capital projects totaling \$7.3M, which required using debt service reserve funds in the amount of \$159,400 to supplement the 3.0% budget increase. Several of the projects on the original schedule were put on hold later in the spring due to uncertainty with the state budget and the amount of state aid the town expected to receive for FY 18. Actual borrowing for the reduced schedule of projects totaled \$5.9M. As a result, the FY 18 general fund expenditures will come in on budget without the need to use debt service reserve funds. The FY 19 proposed budget is based on planned FY 18 capital projects totaling \$6.6M with the overall general fund portion of debt service increasing by \$209,130 or 3.0%. No use of debt service reserves is anticipated.

SEWER SERVICE

The Metropolitan District Commission (MDC) is a non-profit municipal corporation that was established in 1929 by Special Act 511 of the Connecticut General Assembly. Member municipalities include the City of Hartford and the towns of East Hartford, West Hartford, Wethersfield, Rocky Hill, Newington, Bloomfield and Windsor. The total population served by the district is approximately 400,000. This budget provides funds for the payment of MDC charges for sewer services to the residents of Windsor. The MDC charge is based on the tax collections of Windsor in proportion to the tax collections of the other seven towns in the district.

Expenditures

Expenditure by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Sewer Services - Annual Ad Valorem	3,783,000	3,783,000	4,173,800	4,173,800
Sewer Services - Contingent Ad Valorem	699,700	-	-	-
Sewer Services	4,482,700	3,783,000	4,173,800	4,173,800

Funding Sources

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	3,783,000	3,783,000	4,173,800	4,173,800
Use of General Fund Fund Balance	699,700	-	-	-
Total	4,482,700	3,783,000	4,173,800	4,173,800

Budget Commentary

The FY 18 general fund expenditures are expected to come in on budget. The FY 19 general fund budget is expected to increase \$390,800 or 10.3% as compared to the FY 18 budget. This increase is based on MDC's budget for calendar year 2018.

History of MDC Ad Valorem Tax

FY	Amount	Increase	% Increase
2019	4,173,800	390,800	10.3%
2018	3,783,000	287,250	8.2%
2017	3,495,750	217,800	6.6%
2016	3,277,950	123,350	3.9%
2015	3,154,600	92,950	3.0%

GREAT POND IMPROVEMENT DISTRICT TRANSFER

Great Pond Village is a multi-phased mixed-used development. In April of 2012, the Town of Windsor entered into an interlocal agreement with the Great Pond Village Improvement District which states that the town will participate with the infrastructure improvements. New taxes attributed to the expansion and growth of the Great Pond development will be shared equally. The town will keep 50% of the new taxes collected and the district will receive the other 50%, which will be used to pay the district's debt retirement for the infrastructure improvements. There will be no town debt issued for this project. The incremental taxes include real estate and personal property. There is no revenue sharing for motor vehicle taxes.

Expenditures

Expenditure by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Great Pond Improvement District Transfer	94,380	94,380	94,070	94,070

Funding Sources

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	94,380	94,380	94,070	94,070
Total	94,380	94,380	94,070	94,070

Estimated taxes collected for Great Pond Village	FY 18 Budget	FY 18 Estimate	FY 19 Budget
Real Estate & Personal Property	266,855	266,855	266,240
Total Estimated	266,855	266,855	266,240
Less: Non-Incremental Taxes	(78,095)	(78,095)	(78,095)
Total incremental taxes	188,760	188,760	188,145
Allocation Percentage:	50%	50%	50%
Town Share	94,380	94,380	94,070
District Share (Transfer to Great Pond Special District Fund)	94,380	94,380	94,070

Budget Commentary

The FY 18 expenditure will come in on budget. The FY 19 general fund budget is expected to decrease \$310 or 0.33% as compared to the FY 18 budget. This is a result of a decrease in the total assessed value of taxable parcels in the Great Pond Improvement District of approximately \$62,000 as calculated in the Assessor's 10/1/17 grand list.

WORKER'S COMPENSATION & LIABILITY INSURANCE

The Town of Windsor is exposed to various risks of loss related to torts, thefts, damage or destruction of its property, on-the-job injury to its employees and natural disasters. All are covered by some form of insurance. Due to prohibitive costs, the town has chosen to manage a certain amount of its risks internally and has set aside assets to settle those claims. To meet these obligations, the town has an Insurance Internal Service Fund out of which premiums, administrative costs and claims are paid. The Insurance Internal Service Fund receives revenue during the year from the General Fund and the town's three enterprise funds, as well as refunds and adjustments based on prior years' claims. Annual payments from the General Fund to the Insurance Internal Service Fund are made to cover the town's exposure to loss from liability, employee injury, property damage, theft and misappropriation of assets (see Section R).

Expenditures

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Worker's Comp & Liability Insurance	2,162,350	2,162,350	2,181,640	2,181,640

Funding Sources

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	1,088,960	1,088,960	1,097,930	1,097,930
Town Support for Education	1,062,470	1,062,470	1,076,130	1,076,130
Fire District	10,920	10,920	7,580	7,580
<i>Subtotal: General Fund</i>	2,162,350	2,162,350	2,181,640	2,181,640
Insurance Internal Service Fund	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	2,162,350	2,162,350	2,181,640	2,181,640

The FY 19 General Services, Fire District and Town Support for Education amounts are allocated as follows:

	General Services	Town Support For Education	Fire District	Total
Auto	101,200	8,800	-	110,000
Comprehensive General Liability	81,480	162,690	2,330	246,500
Catastrophe Coverage (umbrella)	38,500	47,300	200	86,000
Public Official's Liability	28,000	-	-	28,000
Football and Sports Accidents	-	15,000	-	15,000
Employee Protection	135,580	-	-	135,580
Heart & Hypertension	-	-	-	-
School Board Errors & Omissions	-	28,560	-	28,560
Property Protection	54,670	161,330	5,000	221,000
Employee Security	6,000	-	-	6,000
Cyber Liability	4,450	10,500	50	15,000
Statutory	2,300	-	-	2,300
Nurse	5,750	1,950	-	7,700
Workers Comp.	600,000	600,000	-	1,200,000
Excess Workers Comp.	40,000	40,000	-	80,000
Total	1,097,930	1,076,130	7,580	2,181,640

Budget Commentary

The FY 18 expenditures are expected to come in on budget. The overall FY 19 Worker's Compensation and Liability Insurance budget is expected to increase \$19,290 or 0.9% as compared to the overall FY 18 budget. The increase is due to anticipated claims in the current year as well as prior year claims. The fire districts will provide \$7,580 for costs associated with their insurance coverage.

RETIREE HEALTH BENEFITS AND RETIREMENT PLAN ACTUARIAL COSTS

The Town of Windsor provides health, dental and prescription insurance coverage to retirees. Actuarial and defined benefit plan advisor costs are also included in this section of the budget. The amount of funding required by the General Fund to contribute to these costs is included in this section of the budget document.

Total Expenditures

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Budget	Adopted
Retiree Health Benefits	987,380	1,037,000	1,095,000	1,095,000
Retirement Plan Actuarial Costs	86,870	86,870	91,000	91,000
Total	1,074,250	1,123,870	1,186,000	1,186,000

Funding Sources

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Budget	Adopted
General Fund - General Services	876,420	876,420	982,000	982,000
Retiree Copays	197,830	190,000	204,000	204,000
Insurance Internal Service Fund	-	57,450	-	-
Total	1,074,250	1,123,870	1,186,000	1,186,000

Funded By General Fund - General Services - FY 2019

- Retiree Health Benefits** \$891,000
 - Provides health, dental and prescription drug benefits to retirees of the Town of Windsor defined benefit plan as well as to retirees who participate in the Connecticut Municipal Employees Retirement System (CMERS).
- Retirement Plan Actuarial Costs** \$36,900
 - Provides funding for annual pension plan actuarial valuations, participant statements, pension benefit calculations and audit disclosures to comply with GASB (Governmental Accounting Standards Board) statements dealing with retirement services and plan management financial analysis.
- OPEB (Other Post Employment Benefits)** \$12,600
 - Provides funding for biennial OPEB actuarial valuation and annual audit disclosures to comply with Government Accounting Standards Board (GASB) statements dealing with other post-employment benefits.
- Retirement Plan Investment Consultant Costs** \$41,500
 - Provides funding for investment consultant to manage defined benefit plan investments.

Budget Commentary

The FY 18 amount of \$876,420 includes funding for retiree health, dental and prescription drug benefits and defined benefit retirement plan actuarial costs. The retiree health benefit budget amount is transferred to the insurance internal service fund where retiree as well as active employee costs reside, and from where deductibles and claims are paid. The FY 19 proposed budget shows an increase of \$105,580 or 12.0% due to expected claims activity, enrollment changes, and increasing medical inflation for the retiree group.

OTHER POST-EMPLOYMENT BENEFITS (OPEB)

Other Post-Employment Benefits (OPEB) are a form of deferred compensation consisting primarily of health insurance benefits for retirees, their spouses and beneficiaries. The town deposits, or "pre-funds", future retiree health benefits into a trust fund. Pre-funding allows actuaries to use more favorable actuarial assumptions in the valuation process, resulting in a lower liability. Additionally, a trust fund allows for assets to accumulate and earn better rates of return from higher yielding investments, as compared to those from general operating funds. Higher returns help to pay OPEB cost and increases financial and budgetary flexibility.

Expenditures

Expenditure by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Other Post-Employment Benefits	500,000	500,000	600,000	600,000

Funding Sources

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	350,000	350,000	420,000	420,000
Town Support for Education	150,000	150,000	180,000	180,000
Transfer from Insurance Fund	-	-	-	-
Total	500,000	500,000	600,000	600,000

Budget Commentary

The FY 18 expenditures will come in on budget. The FY 19 budget reflects an increase of \$100,000 or 20% as compared to the FY 18 budget. FY 19 will be the fifth year the town has contributed towards funding the town's long-term OPEB obligation. The balance in the OPEB trust fund is projected to be approximately \$1,900,000 on June 30, 2018 which includes gains on the investments in the trust.

REVALUATION

Revaluation is the mass appraisal of all property within the town to determine the fair market value for municipal tax purposes. The last revaluation was for the Grand List dated October 1, 2013 and was implemented in FY 15.

Expenditures

Expenditure by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Revaluation	20,000	20,000	20,000	20,000

Funding Sources

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund	20,000	20,000	20,000	20,000
Total	20,000	20,000	20,000	20,000

Budget Commentary

The funding for the revaluation account for FY 19 is \$20,000. The next mandated revaluation will occur for the grand list dated October 1, 2018. The October 2018 revaluation is estimated to cost \$98,000.

RECYCLING

The Town of Windsor contracts for curbside pick-up and disposal of recyclable materials for Windsor residences. In addition to promoting resource conservation, it helps the town meet state-mandated recycling goals. Leaf collection is also funded through this program.

Expenditures

Expenditure by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Recycling	452,780	452,780	465,590	465,590

Funding Sources

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund	452,780	452,780	465,590	465,590
Non-General Fund	-	-	-	-
Total	452,780	452,780	465,590	465,590

Funded By General Fund - General Services - FY 2019

Curbside Collection Services \$392,040

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

Leaf Collection Services \$62,550

- Collect 1,000 tons of residential leaves in paper bags and barrels during an eight week period in the fall.

Contract Administration & Public Education \$11,000

- Contract with the Resident Transfer Station Enterprise Fund for the oversight and administration of contracts related to curbside recycling collection and disposal and bagged leaf collection
- Track and report the status of residential and commercial recycling programs in Windsor on a quarterly and annual basis to the State of Connecticut Department of Energy and Environmental Protection.

Budget Commentary

The FY 18 expenditures are expected to come in on budget. The FY 19 budget reflects an increase of \$12,810 or 2.8% and is based on the fifth year of a seven year contract for curbside collection services and a 3.0% increase for leaf collection services.

CAPITAL PROJECTS

Capital Projects are projects in the town's six year Capital Improvement Program that are financed using a variety of funding sources including bond proceeds, state and federal aid and General Fund resources. Projects or specific phases of projects that are financed out of the General Fund are referred to as "pay as you go" projects. The funding for these projects comprise one account in the General Services section of the budget.

Expenditures

Expenditure by Category	FY 2018		FY 2019	
	Adopted Budget	Estimate	Proposed	Adopted
Capital Projects – Town	19,465,100	19,465,100	31,365,700	31,365,700
Capital Projects – Schools	2,506,500	2,506,500	1,608,100	1,608,100
Total Capital Projects	21,971,600	21,971,600	32,973,800	32,973,800

Funding Sources

Funding Source	FY 2018		FY 2019	
	Adopted Budget	Estimate	Proposed	Adopted
General Services – Capital Projects	1,345,000	1,345,000	2,400,000	2,400,000
Town Support for Education	-	-	-	-
<i>Subtotal – General Fund</i>	1,345,000	1,345,000	2,400,000	2,400,000
Other Funds	20,626,600	20,626,600	30,573,800	30,573,800
Total	21,971,600	21,971,600	32,973,800	32,973,800

Budget Commentary

The town and school projects included in the proposed FY 19 Capital Improvement Program are summarized in the total above. Details can be found on page Q-11. On this page, "Other Funds" include new borrowing authorizations, state and federal grants, appropriations from the General Fund unassigned fund balance, appropriations from the Capital Projects Fund assigned fund balance and appropriations from other town funds. The general fund allocation for FY 19 will fund pavement management, sidewalks repairs, fleet replacement, public safety apparatus and equipment, as well as parking and pedestrian improvements.

CAPITAL PROJECTS

Anticipated FY 2019 Capital Improvement Projects

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
Pavement Management Program	1,034,300	850,000		184,300		
Sidewalk and Curb Replacement Program	150,000	150,000				
Fleet and Public Works Equipment Replacement	650,000	650,000				
Stormwater Management Improvements	284,200		284,200			
Pavement Resurfacing at Town Facilities and Schools	225,300		225,300			
Island Rd. Street Construction (Design)	57,200					57,200 ¹
Replace Stairway between Lenox Street and the Moorlands (Design)	30,200					30,200 ¹
Day Hill Road Pedestrian Circulation Enhancements	260,000		260,000			
Town Center Parking and Pedestrian Improvements	150,000	150,000				
Town Facility Improvements - Fire and Security Systems Upgrades (Phase II)	370,000		370,000			
Town Facility Improvements - Northwest Park Caretaker House and Nature Center Upgrades	349,300		349,300			
Town Facility Improvements - DPW Restrooms, Office and Meeting Room Window Replacements (Design)	21,800					21,800 ¹
Town Facility Improvements - Pool Improvements (Goslee Pool Filtration System)	75,000					75,000 ¹
Town Facility Improvements - Millbrook Open Space Improvements	400,000		400,000			
Hayden Station Fire House - Engine 10 Replacement Vehicle	930,000	500,000	430,000			
Landfill Closure	1,786,200				1,786,200	
Landfill Leachate Management	967,200				967,200	
BOE - Network Infrastructure Upgrade and Technology Upgrades	100,000	100,000				
BOE - Poquonock School - HVAC Conversion (Phase III, Construction)	1,140,000		1,140,000			
BOE - Sage Park Middle School - Roof Repairs and Partial Roof Replacement (Design)	32,400					32,400 ¹
BOE - Windsor High School - Indoor Pool HVAC Unit Replacement	335,700		335,700			
Subtotal FY 2019	9,348,800	2,400,000	3,794,500	184,300	2,753,400	216,600
FY 2019 Projects Anticipated to Require Voter Approval						
Public Safety Complex Renovation and Police Department Relocation (Phase I)	18,900,000		18,900,000			
Replace Town-Wide Radio System	4,725,000		4,725,000			
Subtotal FY 2019	23,625,000		23,625,000			

GRAND TOTAL FY 2019	32,973,800	2,400,000	27,419,500	184,300	2,753,400	216,600
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¹ Capital Projects Assigned Fund Balance (Total = \$216,600)

TAX REFUNDS - PRIOR YEAR

Expenditures

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Tax Refunds Prior Year	20,000	20,000	20,000	20,000

Funding Sources

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund	20,000	20,000	20,000	20,000
Total	20,000	20,000	20,000	20,000

Budget Commentary

Prior year tax refunds are issued by the town if there is an adjustment to the taxable value of a property for a prior year assessment. These mandatory payments constitute an expense to the town (refunds for the current year show as a reduction of revenue), and can vary significantly from year to year.

CARING CONNECTION TRANSFER

Expenditures

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Transfer to Caring Connection	-	-	60,000	60,000

Funding Sources

Funding Source	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
General Fund	-	-	60,000	60,000
Total	-	-	60,000	60,000

Budget Commentary

Over the past several fiscal years, an appropriation from the general fund unassigned fund balance has been made to the Caring Connection to address the difference between program revenues and operating expenses. For FY 19, a transfer of \$60,000 from the general fund to the Caring Connection is proposed to provide a balanced program budget.

OPEN SPACE

Expenditures - General Fund Transfer to the Open Space Fund

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Open Space	181,200	181,200	200,000	200,000

Expenditures - Open Space Special Revenue Fund

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Open Space	250,000	670,000	150,000	150,000

Budget Commentary

The Open Space Fund was created in January 2003 for the purpose of receiving payments in lieu of open space as well as donations and appropriations for the acquisition and preservation of open space. FY 18 expenditures are related to the purchase of the golf course property located on Pigeon Hill Rd. FY 19 expenditures are intended for open space acquisitions and professional services related to property appraisals. The projected fund balance in the Open Space Fund as of June 30, 2019 is \$266,223.

SPECIAL REVENUE FUNDS

General Services

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
1630	Revaluation	102,634	20,000	-	122,634	20,000	98,000	44,634
1640	OPEB Actuarial Valuation	11,940	12,500	24,300	140	12,600	-	12,740
1703	Open Space Fund	702,023	181,200	670,000	213,223	203,000	150,000	266,223
1709	Great Pond Special District Fund	528	94,380	94,908	-	94,070	94,070	-
		817,125	308,080	789,208	335,997	329,670	342,070	323,597

#1630 - Revaluation - This fund provides the revenue needed to conduct the next revaluation, which is due to occur for the Grand List dated October 1, 2018. The funding for the revaluation account for FY 18 is proposed at \$20,000. This will allow the balance to accumulate and provide the necessary funds to pay for the next revaluation.

#1640 - Other Post-Employment Benefits (OPEB) Actuarial Analysis - This fund provides the revenue needed to conduct the biennial OPEB program actuarial analysis and plan valuation. The funding source for this is the General Fund.

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. They can also be used to improve open spaces and conduct other open space related activities.

#1709 - Great Pond Village Special District Fund - This fund provides the revenue needed to facilitate the transfer of tax increment revenues to the Great Pond Village Improvement District pursuant to the interlocal agreement with the town.

INSURANCE INTERNAL SERVICE FUND

An Internal Service Fund is a proprietary fund which is similar in nature to an enterprise fund (business-type accounting). However, it is internally rather than externally focused. An internal service fund (also called intergovernmental service fund, working capital fund, or revolving fund) is used when one service unit within the town finances the goods and/or services provided to another service unit on a cost reimbursement basis. An internal service fund allows the town to determine the total cost of providing a service by isolating the accounting for this service into separate funds and by matching the total cost of providing this service with the user charge revenues generated by it. Each service or capital project served by an internal service fund includes in its budget an amount sufficient to cover the estimated cost of the goods and/or services to be serviced from the internal service fund. Internal service funds normally recover their complete cost of operations without producing any significant profit.

Insurance Internal Service Fund - Finances both the current cost of the town's insured and self-insured programs and future obligations of the town's risk management program.

Liability Insurance: The town utilizes a variety of insurance programs to provide coverage against liability exposures. The Insurance Commission along with the town's agent of record provides coordination in the purchase of insurance policies for various coverages, high deductibles and limits. The town presently utilizes high deductibles to assist in controlling cost.

Self Insurance Workers Compensation: This program is utilized for paying first dollar claims for injuries sustained by town and Board of Education employees who qualify to receive benefits as injured employees under state law.

Each year the town allocates funds to be used to pay claims below the \$600,000 retention limit. The town purchases insurance for claims in excess of \$600,000. The funds are also used for third party claims, administrative services, excess insurance policy premium and costs associated with centralized safety and training.

Employee/Retiree Benefits: This program accounts for the town's costs for benefits including life insurance and disability for employees and health insurance costs for employees, retirees, and eligible dependents.

DESCRIPTION OF INSURANCE POLICIES

Automobile Liability - A form of liability insurance to protect the insured against claims for bodily injury and property damage arising out of the use of town-owned or operated vehicles. The current policy has a \$1,000,000 limit.

Boiler Insurance - Coverage for loss or damage to objects, structures and personal property of the insured resulting from accidents to heating, air conditioning, cooking, power generating or driven machinery and equipment. The current policy has a \$100,000,000 limit and a \$5,000 deductible.

General Liability - A broad form of liability insurance to protect the insured against claims for bodily injury and property damage arising from the insured premises, operations, products, completed operations or contractual liability. The current policy has a limit of \$1,000,000 per occurrence and a \$3,000,000 aggregate per location.

Excess Workers Compensation - Insures against losses in excess of a self-insured retention for benefits specifically provided by the Workers Compensation or Occupational Disease Laws in the State of Connecticut. The current self-insured retention is \$600,000 for both the Board of Education employees and town operations. The Excess Insurer which provides coverage over the retention has statutory limits (state limits).

Employee Blanket Bond/Crime - Crime coverage includes Faithful Performance (F/P) and Employee Dishonesty (E/D) which indemnifies the town for a loss caused by failure of an employee and loss of money, securities or any property due to acts of fraud, dishonesty, forgery, theft, embezzlement or willful misappropriation from a covered town employee. The current coverage for F/P & E/D has a limit of \$1,000,000 and a \$2,500 deductible.

Catastrophe Coverage/Umbrella - Protects the insured against claims in excess of the limits of the primary General Liability, Automobile Liability, Police Professional, Public Officials Liability and School Board Errors and Omissions policies. The current coverage limits are \$10,000,000 per occurrence and aggregate with a self-insured retention of \$10,000.

Public Officials Liability - Coverage against claims arising out of any actual or alleged error, misstatement, act of omission, negligence or breach of duty by a town public official. The current coverage limits are \$1,000,000 per occurrence and aggregate with a \$10,000 deductible.

Police Professional Liability - Coverage for alleged violations of civil rights (i.e., false arrest, excessive force) by the town's law enforcement employees. The current coverage limits are \$1,000,000 per person, per occurrence and aggregate with a \$10,000 deductible.

Cyber Liability - This coverage protects the town and the board of education from network security liability, privacy liability, network extortion, malicious internet media, regulatory proceedings and provides for a data breach fund. Various carriers will be accessed for best product. The current coverage is estimated at \$15,000 based on a January 1, 2017 policy start date.

Football and Sports Accident - Insures against excess losses resulting directly and independently of all other causes from accidental bodily injury to insured players, managers and coaches sustained while participating in a scheduled game, tournament or practice session and/or while traveling directly to or from such game or practice session. The current coverage limits depend on the injury sustained.

Volunteer Firefighter Accident - Provides accident and specified sickness coverage for Emergency Service personnel. The current coverage limits vary per accident or sickness.

Fiduciary Liability - Provides coverage for pension plan administrators against liability from alleged mismanagement of the town employee's pension fund. The current coverage limit is \$1,000,000 annual aggregate with a \$5,000 deductible.

School Board Errors & Omissions - Coverage against claims arising out of any actual or alleged breach of duty, neglect, error, misstatement, misleading statement or omission committed solely in the performance of duties by an employee of the board of education. The current coverage limits are \$1,000,000 per occurrence and aggregate with a \$10,000 deductible.

Property Policy - Special coverage for loss or damage to town-owned property, contents and personal property of the insured, including extra expense and rental value. The current coverage limits are replacement value on properties with a \$15,000 deductible, property coverage is for \$194,314,576. This also includes \$10,000,000 in coverage for damages caused by flood and earthquake with a \$50,000 deductible and \$25,000 deductible respectively. There is terrorism coverage as well.

Inland Marine (including Watercraft Coverage) - Physical damage coverage for portable equipment including contractors and fire department equipment, computers, valuable papers, accounts receivable and watercraft. The current coverage limits and deductibles vary per type of property insured.

Nurse Professional Liability - A form of liability insurance to protect town and school nurses against claims of alleged malpractice. The current policy has a \$1,000,000 limit.

Landfill Premises Liability - A form of liability insurance to protect the town from claims at and on the landfill premises. The current policy has a \$1,000,000 limit.

Fire Department Insurance - Provides all lines of coverage for the town's fire department, the two fire districts and the four social companies within the fire department. The current policy has a \$10,000,000 limit with an aggregate of \$20,000,000 with very low deductibles.

LIABILITY INSURANCE INSURANCE INTERNAL SERVICE FUND

The town utilizes a variety of insurance programs to provide coverage against liability exposures. The Insurance Commission along with the town's agent of record provides coordination in the purchase of insurance policies for various coverages, high deductibles and limits. The town presently utilizes high deductibles to assist in controlling costs.

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
PUBLIC LIABILITY					
Comprehensive Gen. Liability/Auto	316,370	322,700	322,700	356,500	356,500
Catastrophe Coverage (umbrella)	147,700	150,650	150,650	86,000	86,000
Public Officials' Liability	31,500	31,500	31,500	28,000	28,000
Football and Sports Accident	15,000	15,000	15,000	15,000	15,000
<i>SubTotal - Public Liability</i>	<i>510,570</i>	<i>519,850</i>	<i>519,850</i>	<i>485,500</i>	<i>485,500</i>
EMPLOYEE PROTECTION					
Volunteer Firemen Accident	24,500	25,000	25,000	89,580	89,580
Police Professional Liability	35,000	35,700	35,700	30,000	30,000
Pension Fiduciary Liability	14,000	14,280	14,280	14,000	14,000
School Board Errors & Omissions	28,000	28,560	28,560	28,560	28,560
Heart and Hypertension	-	-	-	-	-
Special Medical Claims	2,000	2,000	2,000	2,000	2,000
<i>SubTotal - Employee Protection</i>	<i>103,500</i>	<i>105,540</i>	<i>105,540</i>	<i>164,140</i>	<i>164,140</i>
PROPERTY PROTECTION					
Property including Flood/Earth	189,000	192,780	192,780	200,000	200,000
Inland Marine including Watercraft	13,650	14,000	14,000	2,000	2,000
Boiler	18,920	19,300	19,300	19,000	19,000
<i>SubTotal - Property Protection</i>	<i>221,570</i>	<i>226,080</i>	<i>226,080</i>	<i>221,000</i>	<i>221,000</i>
SECURITY					
Cyber Liability	15,000	15,000	15,000	15,000	15,000
Employee Blanket Bond (Crime)	6,500	6,500	6,500	6,000	6,000
<i>SubTotal - Security</i>	<i>21,500</i>	<i>21,500</i>	<i>21,500</i>	<i>21,000</i>	<i>21,000</i>
STATUTORY					
Constable's Bond	1,100	1,100	1,100	1,100	1,100
Tax Collector's Bond	1,200	1,200	1,200	1,200	1,200
Nurse Professional	7,700	7,700	7,700	7,700	7,700
<i>SubTotal - Statutory</i>	<i>10,000</i>	<i>10,000</i>	<i>10,000</i>	<i>10,000</i>	<i>10,000</i>
Total - Liability Insurance	867,140	882,970	882,970	901,640	901,640

Funding Sources

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - General Services	450,390	449,270	449,270	457,930	457,930
Town Support for Education	416,750	422,780	422,780	436,130	436,130
Fire District	-	10,920	10,920	7,580	7,580
Total General Fund Budget	867,140	882,970	882,970	901,640	901,640

Budget Commentary

The overall FY 19 liability insurance budget is projected to increase \$18,670 or 2.1% over the FY 18 budget due to industry standards and coverage allocations. The shift between coverage categories is due in part to moving firemen-related coverages to the Volunteer Firemen line, whereas in prior years it was spread between Inland Marine Property Protection and General Liability. In addition, the Auto/Liability amount is also impacted by the shift between Umbrella coverage and General Liability deductibles.

WORKERS COMPENSATION INSURANCE INTERNAL SERVICE FUND

This program is utilized for paying first dollar claims for injuries sustained by the Town of Windsor and Board of Education employees who qualify to receive benefits as injured employees under state law.

Expenditures

Expenditure by Category	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Workers Compensation	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Excess Workers Comp. Premium	75,600	79,380	79,380	80,000	80,000
Total - Workers Compensation	1,275,600	1,279,380	1,279,380	1,280,000	1,280,000

Funding Sources

Funding Source	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - General Services	637,800	639,690	639,690	640,000	640,000
Town Support for Education	637,800	639,690	639,690	640,000	640,000
Total - General Fund Budget	1,275,600	1,279,380	1,279,380	1,280,000	1,280,000

Budget Commentary

Each year the town allocates funds to be used to pay claims below the \$600,000 retention limit. The town's excess insurance provides protection for single claims in which cost exceeds \$600,000. The funds are also used for third party claims, administrative services, excess insurance policy premiums and costs associated with centralized safety and training. The excess insurance reflects a slight increase due to recent claims history.

EMPLOYEE/RETIREE BENEFITS INSURANCE INTERNAL SERVICE FUND

This program accounts for the town's health insurance costs for existing retirees, employees and their dependents as well as the life insurance and disability programs offered by the town. Active employees are reflected in their individual service units whereas retirees are reflected in the General Services section of the budget document (see page Q-5).

BENEFITS	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Cost:					
Health	3,059,262	3,069,900	3,000,000	3,143,000	3,143,000
Dental	215,377	218,000	218,000	232,000	232,000
Prescriptions	726,932	840,000	685,000	785,000	785,000
Life	36,360	38,500	39,000	40,000	40,000
Disability	188,597	130,800	129,500	132,000	132,000
<i>Total Benefit Cost</i>	4,226,528	4,297,200	4,071,500	4,332,000	4,332,000
Less Reimbursements:					
Employee Copay Health/Dental/Prescription	(561,983)	(607,550)	(572,600)	(615,000)	(615,000)
Retiree Copay Health/Dental/Prescription	(183,736)	(197,830)	(190,000)	(204,000)	(204,000)
Prescription Rebates	(103,844)	(90,000)	(90,000)	(90,000)	(90,000)
Landfill Allocated Costs	(55,750)	(57,760)	(55,710)	(55,710)	(55,710)
Resident Transfer Station	(12,340)	(13,680)	(13,200)	(13,200)	(13,200)
Child Day Care Allocated Costs	(130,320)	(136,800)	(128,270)	(131,940)	(131,940)
Adult Day Care Allocated Costs	(43,440)	(30,400)	(29,320)	(29,320)	(29,320)
Community Development Allocated Costs	(28,900)	(30,400)	(14,660)	(14,660)	(14,660)
<i>Total Reimbursements</i>	(1,120,313)	(1,164,420)	(1,093,760)	(1,153,830)	(1,153,830)
Total General Fund Contribution	3,106,215	3,132,780	2,977,740	3,178,170	3,178,170

Budget Commentary

The FY 18 employee and retiree total benefit costs are expected to come in under budget by \$225,700 or 5.3%. This is due to enrollment changes including fewer enrollees in the town's medical benefit plans and a reduction in the number of specialty high-cost drug claims. Health, prescription, dental and disability insurance are all expected to come in under budget and life insurance is expected to come in \$500 or 1.3% over budget. The FY 18 employee and retiree general fund costs, after deducting employee and retiree copays and enterprise fund contributions, are expected to be \$155,040 or 4.9% under budget.

The FY 19 health, dental, life and disability costs are increasing \$89,800 due to medical inflation, mitigated by better than expected claims experience and a slight decrease in enrollment. The \$89,800 increase is offset by a decrease for prescription coverage in the amount of \$55,000 which is a result of an anticipated reduction in claims related to specialty high-cost drugs. This results in a net increase of \$34,800 or 2.4% for FY 19, before deducting employee and retiree copays and enterprise fund contributions.

The FY 19 enterprise fund contributions are decreasing primarily due to the reduction of one full-time position. The total general fund contribution is \$45,390 or 1.4% over the FY 18 budget after deducting employee and retiree copays and enterprise fund contributions.

Landfill Enterprise Fund

**Town of Windsor
FY 2018-2019
Adopted Budget**

LANDFILL ENTERPRISE FUND

INTRODUCTION

From 1972 through July 2014, the Windsor-Bloomfield Sanitary Landfill served the solid waste disposal needs of the towns of Windsor and Bloomfield. During the summer of 2010, a final landform was approved by the State Department of Energy and Environmental Protection (DEEP) and substantially completed in July 2014. The landfill did not have the capacity to take additional external wastes through FY 15 and was closed to customers on July 1, 2014. Enhanced-operations at the Windsor Transfer Station began on July 1, 2014.

The retained earnings of the Enterprise Fund, which were approximately \$8 million in FY 02, ultimately increased to more than \$30 million several years ago, enough to meet the immediate closure and long term post-closure costs for the landfill.

Town staff began preliminary landfill closure and capping work in FY 15. These closure and capping efforts are expected to continue through FY 19 and into FY 20 and include work within the wetlands area and finishing detention basins, surface water let-down structures, and perimeter roads. These projects must all comply with state and federal closure requirements.

Work completed to date includes the installation of drainage basins and improvements to the maintenance of the landfill gas system. The gas system has been expanded to provide complete coverage to the entire waste footprint. Ongoing application of intermediate cover to areas of the site continues as this is a necessary component of the capping process prior to the direct application of the clay cap. Clay material has been applied to approximately 28 acres in the south-western and north-eastern portions of the landfill. Work will commence in the northeast portion of the landfill when the winter weather breaks in late spring of 2018.

The capping process requires that an impervious material be placed and compacted to the required depth and density. Consulting engineers provide quality assurance oversight to confirm that the State DEEP approved capping specifications are met in order to reduce the amount of storm water infiltration into the solid waste. Next, a layer of highly-organic topsoil is spread over the clay and finished with hydro-seed. This vegetative support layer allows grass to grow on the top of the landfill which reduces the potential for erosion. During months when placement of the clay cap is not feasible, landfill staff works on "ancillary" capping projects such as the spreading of intermediate cover and surface re-grading, drainage basin maintenance, road construction and, if weather permits, the screening of large rocks from the main clay stockpile.

Town staff has requested approval from the Connecticut DEEP for the use of a cost-effective alternative to clay material. If approved, this would eliminate the need to purchase additional clay and would result in a savings of approximately \$1.2 million to our landfill closure costs. We have adjusted the FY 18 and FY 19 proposed budgets to reflect this scenario.

Financial Summary

No operational revenues have been budgeted since FY 15. Since January 2015, the town has submitted reimbursement requests for closure-related expenses that totaled approximately \$605,600 through June 30, 2017 as part of a \$2,000,000 closure grant that was awarded many years ago by the State of Connecticut. The town has received approximately 90% of these funds (\$545,000) with the remaining 10% to be received after the entire capping process has been completed and certified by the State DEEP. It is anticipated that \$350,000 will be received in FY 18 which is reflected on the line item entitled "CT DEEP Reimbursement Grant" on page S-3. The FY 19 budget includes a reimbursement from the grant in the amount of \$350,000, primarily for the purchase of the topsoil and for additional material needed for capping purposes in FY 19.

The FY 18 budget includes funds to repair the existing truck scale and for improvements to the landfill gas collection system; both projects are expected to begin construction during the spring of 2018.

The closure-related expense of purchasing topsoil continues to be reflected in the Supplies line of this budget and is expected to continue until the capping process has been completed. The expense of purchasing clay has been eliminated in the Supplies line of the FY 18 and the proposed FY 19 budget due to the pending approval of an alternative low-permeability material which should eliminate the need to purchase additional clay material.

Estimated Year-End Balance Available for Future Obligations

As planned, the Landfill Fund draws down from the retained earnings in order to fund the landfill capping project. The FY 18 budget assumed that there would be an annual net loss of \$1,836,670. The FY 18 estimate of a \$1,258,460 loss is less than the \$1,836,670 budgeted loss by \$578,210. At the end of calendar year 2018, our goal is to have approximately 80% of the clay cap installed. The estimated June 30, 2019 retained earnings balance available for future obligations is expected to be \$23,492,980.

**TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Proposed	FY 2019 Adopted
Operating Revenue					
Other Revenues	20,001	-	-	-	-
CT DEEP Reimbursement Grant *	209,629	725,000	350,000	350,000	350,000
Total Operating Revenue	229,630	725,000	350,000	350,000	350,000
Non-Operating Revenue					
Interest Income	119,144	138,000	230,000	260,000	260,000
Total Non-Operating Revenue	119,144	138,000	230,000	260,000	260,000
Total Revenue	348,774	863,000	580,000	610,000	610,000
Expenses					
Personal Services	413,083	430,080	430,000	449,450	449,450
Supplies	472,021	1,238,140	449,510	757,000	757,000
Services	454,023	654,030	607,250	445,380	445,380
Maintenance & Repairs	209,012	208,000	201,150	182,000	182,000
Energy & Utility	23,349	66,490	40,150	44,300	44,300
Administrative Overhead	50,000	50,000	50,000	50,000	50,000
Grants & Contributions	3,000	3,000	3,000	3,000	3,000
Capital Outlay	76,175	-	-	-	-
Insurance & Permit Fees	30,705	32,000	30,700	31,500	31,500
Total Expenses	1,731,368	2,681,740	1,811,760	1,962,630	1,962,630
Non-Operating Expenses					
Depreciation	26,677	17,930	26,700	26,700	26,700
Total Non-Operating Expenses	26,677	17,930	26,700	26,700	26,700
Total Expenses	1,758,045	2,699,670	1,838,460	1,989,330	1,989,330
Annual Net Operating Income/(loss) **	(1,409,271)	(1,836,670)	(1,258,460)	(1,379,330)	(1,379,330)
Estimated End of Year Balances					
Available for Future Obligations	26,130,768	23,875,844	24,872,308	23,492,978	23,492,978

*Connecticut Department of Energy and Environmental Protection

** FY17 CAFR reflects a loss of \$313,096 due to a change in post-closure liability that is not reflected for this purpose & adding Capital Outlay expenses.

Personnel Requirements

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Proposed	FY 2019 Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	3.85	3.80	3.80	3.80	3.80
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	3.85	3.80	3.80	3.80	3.80

LANDFILL OPERATIONS, CLOSURE & POST-CLOSURE

Products and Services

Landfill Capping Activities \$1,223,590

- Perform grading of immediate cover over the waste materials
- Perform grading of immediate cover over the waste materials and compact the clay cover over the intermediate cover
- Install, grade and seed the topsoil over the clay cover
- Install stormwater drainage structures on the landfill
- Maintain and repair stormwater basins on the site.

Landfill Gas Collection System \$148,600

- Make improvements to the gas collection system including relaying a condensate header line in the Northeast corner of the landfill.
- Disposal of landfill condensate generated by the collection system.
- Ongoing, long-term monitoring of the landfill gas collection system.

Engineering \$265,000

- Provide engineering and survey support services on a contractual basis
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations
- Continue compliance with the Department of Energy and Environmental Protection (DEEP) federal EPA requirements
- Assist with closure of landfill cells
- Collect and analyze stormwater samples as required by storm water regulations
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells, in addition to gas collection wells and equipment.

Equipment Purchase, Maintenance & Fueling \$65,000

- Inspect, repair and maintain heavy equipment
- Perform scheduled preventive maintenance & oil sampling on equipment to detect major failures before they occur.

Administrative Overhead \$50,000

- Payment made to the town for services provided to the landfill by General Fund employees.

Insurance \$31,500

- Liability insurance for on-site premises.

Administrative \$86,840

- Conduct regular site inspections to ensure compliance with federal and state regulations
- Maintain records according to the DEEP and the EPA regulatory requirements
- Maintain all federal and state landfill permits
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations. Continue compliance with the DEEP consent agreement including:
 - testing leachate discharges
 - managing site monitoring programs
 - continuing analysis of decomposition gases
 - conducting overall landfill engineering projects
 - complying with federal environmental requirements
 - updating the landfill capacity analysis
 - assisting with closure of landfill cells
- Collect and analyze stormwater samples as required by storm water regulations
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells, in addition to gas collection wells and equipment.

Property Maintenance \$92,100

- Perform ground maintenance on approximately 200 acres of landfill property
- Maintain 13,900 feet of perimeter fence line
- Mow and plant grassed and capped areas
- Plow access roads, recycling and transfer station areas
- Provide preventive maintenance for all structures and facilities.

Resident Transfer Station Enterprise Fund

**Town of Windsor
FY 2018-2019
Adopted Budget**

RESIDENT TRANSFER STATION ENTERPRISE FUND

INTRODUCTION

Prior to July 1, 2014, the purpose of the transfer station was to provide residents with a highly-competitive low-cost outlet for their wastes which were ultimately disposed on-site in the landfill. The majority of these materials now need to be transported out of town at an additional cost and are subject to higher disposal fees than other disposal sites charge within our region. Construction and demolition materials continue to be deposited within the small amount of airspace that remains in the bulky waste cell of the landfill. This has had a positive impact of more than \$320,000 in avoided disposal costs since the transfer station began "stand-alone" operations in July 2014. The bulky waste area is currently estimated to reach capacity at the conclusion of FY 19; at that point, those savings are expected to reach approximately \$425,000, but then these materials will need to be transported off-site as well.

Services

The FY 19 budget proposes the continuation of services including residential drop off of municipal solid waste (MSW), metal recycling, electronic recycling, appliances, propane tanks, mattresses, other recyclable items not collected at the curb, tires, leaves and brush and the continued operation of the Take-It-Or-Leave-It facility. Oversized and bulky waste items and construction and demolition materials are accepted at the transfer station as well.

The facility is available exclusively to residents of Windsor and Bloomfield. Presently, the hours of operation are as follows: Monday & Friday 8:00am-2:45pm, Tuesday and Wednesday 10:00am-2:45pm, and Saturday 8:00am-3:45pm. Staff is recommending that no changes to hours of operation occur for FY 19, and FY 19 Full Time Equivalent (FTE's) are proposed to remain the same as the FY 18 levels.

Fees

Since July 1, 2014, patrons of the transfer station have enjoyed fees that have remained unchanged. In that same timeframe, actual results from request for proposal (RFP) solicitations have yielded results that are currently 13.3% higher for MSW, and 15.4% higher for construction and demolition wastes than in 2014. This trend is expected to continue into the foreseeable future. It is clear that once our landfill airspace is depleted, our current fee structure will not be sufficient for the Transfer Station Enterprise fund (TSEF) to remain self-sufficient. Staff recommends that the fee schedule be revised in small annual increments to soften the effects of the significant increase in disposal costs that have occurred since FY 15 within our local marketplace.

The current fee for a resident to purchase an annual permit is \$145.00. A "half-year" permit is also available for \$75.00. In an effort to soften the impacts to residents for the increasing price of waste disposal, staff is recommending a "stepped" approach to increasing fees beginning in FY19 and recommends \$10.00 and \$5.00 increases for the full year and half year permits respectively. For residents who do not have a permit, the side-window fee of \$4.00 per visit would be increased to \$5.00 for up to three bags (or 100 lbs) of kitchen-type MSW. Additional bags are currently charged at \$2.00 each; these would be increased to \$3.00 each.

The Transfer Station charges \$68.00 per ton for the disposal of brush and \$140.00 per ton for bulky wastes. Mattresses that qualify under the Connecticut Mattress Recycling Program have not been charged a fee since the site began participation in the program in early FY 18.

Oversized wastes (couches, chairs) are charged a "volume-based" fee (see price guide), and the fee is set to cover the costs to manage, transport and dispose of these materials. In addition, freon-containing appliances and propane tanks are subject to a fee to cover the costs to properly manage and dispose of these wastes. This ensures that the costs for processing, hauling, and disposing of these materials, are covered by the revenues generated.

Financial Summary

It is anticipated that the total revenues for the Resident Transfer Station Enterprise fund will be approximately \$213,970 for FY 18. This amount is \$2,850 better than budgeted, and is mainly driven by an increase in scrap metal recycling prices. Total expenses for FY 18 are estimated to be \$174,460 or \$18,680 under budget. This is primarily a result of lower expenses related to usage of temporary labor, lower disposal costs on certain waste streams, and savings in Energy & Utility line items.

If the proposed price increases are implemented, the FY 19 revenues are anticipated to be \$220,380 and expenses are \$175,280 resulting in a surplus of \$45,100. This surplus is expected to disappear once the landfill airspace has been completely consumed at the conclusion of FY 19.

As the residential transfer station closes the fourth year (FY 15 through FY 18) of stand-alone operations, it appears that existing fees will fall short of operational expenditures once the airspace in the landfill is no longer available at end of FY 19. Staff is researching ways to gain operational efficiencies through the installation of additional equipment that would potentially provide future savings related to our transportation and disposal costs.

**TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Proposed	FY 2019 Adopted
Operating Revenue					
Charges for Services	109,810	98,020	101,450	106,110	106,110
Permits & Other Revenues	129,400	111,200	109,520	110,770	110,770
Total Operating Revenue	239,210	209,220	210,970	216,880	216,880
Non-Operating Revenue:					
Interest Income	1,439	1,900	3,000	3,500	3,500
Total Non-Operating Revenue	240,649	211,120	213,970	220,380	220,380
Operating Expenses:					
Personal Services	61,290	70,160	69,660	71,410	71,410
Supplies	5,716	4,200	5,020	4,200	4,200
Services	41,581	42,250	26,540	22,870	22,870
Services (disposal of MSW)	47,452	52,370	52,890	56,200	56,200
Services (disposal of bulky & oversize)	7,450	8,620	8,220	8,220	8,220
Capital Outlay	-	-	-	-	-
Energy & Utility	13,662	15,540	12,130	12,380	12,380
Total Operating Expenses	177,151	193,140	174,460	175,280	175,280
Annual Income/(Loss)	63,498	17,980	39,510	45,100	45,100
Net Assets (Retained Earnings),					
Beginning of Year	253,559	283,269	317,057	356,567	356,567
Net Assets (Retained Earnings),					
End of Year	317,057	301,249	356,567	401,667	401,667

Personnel Requirements

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Proposed	FY 2019 Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	0.15	0.20	0.20	0.20	0.20
Regular Part Time Employees	0.88	0.88	0.88	0.88	0.88
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.03	1.08	1.08	1.08	1.08

**TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
OPERATING REVENUES BY SOURCE**

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Proposed	FY 2019 Adopted
<u>Residential Bulky & Oversize Waste</u>					
Oversize Waste (typically per item)	12,236	8,920	8,340	8,340	8,340
Construction & Demolition Debris (per ton)	97,574	89,100	93,110	97,770	97,770
<i>Sub-total Residential Bulky & Oversize Waste</i>	<i>109,810</i>	<i>98,020</i>	<i>101,450</i>	<i>106,110</i>	<i>106,110</i>
<u>Permit Fees & Other Revenues</u>					
Permit Fees	43,000	38,650	37,660	40,240	40,240
Fee for "Side Window" Transactions	16,342	16,220	16,050	21,990	21,990
Sale of Scrap Metal & Cardboard	18,242	10,900	16,670	18,340	18,340
Curbside Recyclables Rebate	15,820	18,000	9,500	-	-
Fees for Items not Disposed (Tires, Propane, Textiles, etc.)	5,682	4,320	5,240	5,130	5,130
Yard Waste Revenues (Non-Disposed)	14,014	12,110	13,400	14,070	14,070
Recycling Administrative Payment	16,300	11,000	11,000	11,000	11,000
<i>Sub-total Permit Fees & Other Revenues</i>	<i>129,400</i>	<i>111,200</i>	<i>109,520</i>	<i>110,770</i>	<i>110,770</i>
TOTAL OPERATING REVENUES	239,210	209,220	210,970	216,880	216,880

**RESIDENT TRANSFER STATION
Products and Services**

Solid Waste Management \$124,320

- Process permit holders and approximately 4,750 single-time users through the transfer station
- Process approximately 337 residential permit renewal applications
- Conduct regular site inspections to ensure compliance with federal and state regulations
- Coordinate the handling and processing of roll-off containers at the transfer station with the hauling contractor
- Coordinate the processing of yard waste at the site.

Recycling Service \$22,860

- Collect and market recyclable materials - metal, textiles, paint, tires and batteries
- Manage the take-it-or-leave-it facility at the site
- Track and report quarterly and yearly the status of residential and commercial recycling to the Department of Energy and Environmental Protection (DEEP).

Solid Waste Management \$28,100

- Weigh and process 5,250 residential vehicles per year bringing bulky and oversized waste to the facility.

Adult Day Care Enterprise Fund

**Town of Windsor
FY 2018-2019
Adopted Budget**

ADULT DAY CARE ENTERPRISE FUND

INTRODUCTION

Established in 1987, the Caring Connection was created by innovators in the field of eldercare. In alignment with its core values, the Town of Windsor responded to the need for a caregiving service that supported frail elders and their family caregivers. At that time, adult day centers were an untested and generally unknown venue in which to provide care for frail, older adults. For 30 years, the talented staff of the Caring Connection has cared for elder citizens from Windsor and surrounding towns with professionalism and compassion. The Caring Connection, a medical model adult day center certified with commendation by the Connecticut Association of Adult Day Centers, Inc. and the Connecticut Department of Social Services, offers clients skilled nursing, therapeutic recreation, healthy nutrition, family counseling, personal care, socialization, and transportation. Foot care is also available via a foot care service for an additional fee. Space is allocated for speech, physical and occupational therapists to provide their services as ordered by physicians. Pet therapy with our therapy dog, Jack from Healers with Halos, is provided bi-monthly. This newly added program has been a well-received addition by clients, families and staff.

The Caring Connection has experienced financial challenges in the past few years. Recent staffing changes are helping to reduce the yearly loss which is predicted to be \$80,870 in FY 18. Efforts in marketing and outreach indicate a small increase to the average daily census. Looking forward to FY 19, overall revenues are projected to be \$12,550 or 3.1% higher than FY 18 based on continued growth in our average daily census. Operating expenditures are proposed to increase \$12,490 or 2.58% due primarily to personal services and increased transportation costs.

The FY 19 budget is projected to have an \$86,490 shortfall between revenues and expenses. It is proposed to appropriate \$60,000 from the General Fund operating budget and utilize \$26,490 in retained earnings to provide a balanced budget.

Continued emphasis on marketing in conjunction with growing relationships with our providers will enhance our program. Focused efforts to the surrounding senior communities with an emphasis on Windsor Locks, has been one of the targeted marketing areas in FY 18. We also opened the Caring Connection to the community three times this year, our 30th celebration, an Elder Law workshop and a Spring Open House. These efforts will allow us to fulfill our motto for frail elders in our community, "We change how you live not where you live."

**TOWN OF WINDSOR
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2017	FY 2018		FY 2019	
	Actual	Budget*	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	349,407	371,000	371,000	383,000	383,000
Permits & Other Revenues	31,239	27,000	27,000	27,000	27,000
Total Operating Revenue	380,646	398,000	398,000	410,000	410,000
Non-Operating Revenue:					
Donations	4,896	2,200	3,200	2,500	2,500
Interest Income	178	50	300	300	300
Total Non-Operating Revenue	5,074	2,250	3,500	2,800	2,800
Total Revenue	385,720	400,250	401,500	412,800	412,800
Operating Expenses:					
Personal Services	310,752	269,180	265,650	277,170	277,170
Supplies	12,728	14,500	14,500	14,550	14,550
Services	34,559	42,800	42,800	44,200	44,200
Marketing	9,002	10,000	10,000	10,000	10,000
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,194	3,500	3,500	3,500	3,500
Administrative Overhead	-	-	-	-	-
Rent	71,710	69,090	69,090	69,090	69,090
Transfer Payment to GF Transportation Unit	70,090	74,530	73,630	77,580	77,580
Other	-	1,000	1,000	1,000	1,000
Total Operating Expenses	512,035	484,600	480,170	497,090	497,090
Non-Operating Expenses:					
Depreciation	2,199	2,200	2,200	2,200	2,200
Total Non-Operating Expenses	2,199	2,200	2,200	2,200	2,200
Total Expenses	514,234	486,800	482,370	499,290	499,290
Annual Income/(Loss)	(128,514)	(86,550)	(80,870)	(86,490)	(86,490)
Net Assets (Retained Earnings), Beginning of Year	134,960	(20,288)	113,284	32,414	32,414
Transfer IN - General Fund	106,838			60,000	60,000
Net Assets (Retained Earnings), End of Year	\$ 113,284	\$ (106,838)	\$ 32,414	\$ 5,924	\$ 5,924

* Health insurance savings removed from approved budget

Personnel Requirements

	FY 2017	FY 2018		FY 2019	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalent (FTE)					
Regular Full Time Employees	3.25	2.00	2.00	2.00	2.00
Regular Part Time Employees	2.60	3.17	3.32	3.44	3.44
Total	5.85	5.17	5.32	5.44	5.44

ADMINISTRATION

Administration coordinates the overall operation of the enterprise fund including financial management, education, community outreach, marketing, case management and supervision of paid and volunteer personnel.

Expenditures

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	99,060	99,820	103,060	103,060
Supplies	3,340	3,590	3,640	3,640
Services	9,500	12,400	12,680	12,680
Marketing	10,000	10,000	10,000	10,000
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,500	3,500	3,500	3,500
Administration	-	-	-	-
Rent Expense	69,090	69,090	69,090	69,090
Other	1,000	1,000	1,000	1,000
Total Expenses	195,490	199,400	202,970	202,970

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.29	0.36	0.36	0.36
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.29	1.36	1.36	1.36

Budget Commentary

The FY 18 estimate is expected to come in \$3,910 or 2.0% over budget due to a reallocation of expenses among the various programs in addition to an increase in part-time administrative aide hours. The FY 19 proposed budget is projected to be \$7,480 or 3.8% over the FY 18 approved budget due to the same reasons stated above.

ADMINISTRATION

Products & Services

Administration \$176,230

- Develop the budget and monitor the overall financial operation of the program including accounts receivable, accounts payable, payroll, grant writing and administration, fundraising and donations
- Update all policies and procedures, admissions, discharges and medical records to maintain CT Association of Adult Day Health Center's peer review certification to receive federal and state funding
- Prepare and write grants, contracts and monthly reports for the Home Care for Elders program, Veteran's Administration, North Central Area of Aging IIIB, Alzheimer's Aide Grant, Association and Respite Care program, Reynolds Foundation, United States Department of Agriculture Child & Adult Food program, and Bank of America grants
- Supervise and provide orientation for all personnel, volunteers and students including scheduling and conducting all mandatory in-service training
- Provide administrative support to all areas on the interdisciplinary team
- Provide counseling, information support and referrals to clients and caregivers
- Provide an "hourly day center program". This program fills a community need for individuals who require only intermittent adult day services.

Marketing \$10,000

- Develop outreach efforts and market the program to the community and the private sector.

Intake, Assessment, and Case Management \$16,740

- Conduct interviews of prospective clients, assessments, evaluations and interviews of all clients in conjunction with caregivers and case managers
- Process all new referrals and intakes with admission criteria set forth by the standards of the CT Association of Adult Day Centers
- Secure all intake, release information and medical forms with client, caregiver, case manager, physician and staff
- Produce a monthly newsletter in conjunction with nursing, therapeutic recreation and transportation services
- Serve as client advocate
- Train volunteers on program offerings and issues of health and aging
- Research grant opportunities and refer clients and caregivers to community, state and federal funding opportunities
- Submit program articles and press releases to newspapers and area agencies.

NURSING

The nursing division provides health services including assessments, daily medical monitoring, administration of medications, care planning, coordination of medical and therapy appointments, personal services and emergency care.

Expenditures

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	102,310	136,850	143,900	143,900
Supplies	9,710	9,460	9,460	9,460
Services	29,170	26,620	27,590	27,590
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	141,190	172,930	180,950	180,950

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	1.00	1.00	1.00
Regular Part Time Employees	2.89	2.22	2.33	2.33
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.89	3.22	3.33	3.33

Budget Commentary

The FY 18 estimate is expected to come in \$31,740 or 22.5% over budget due to a reallocation of expenses among the various programs in addition to a change in the second full-time position in this program. The full-time position for the FY 18 budget was accounted for in the Therapeutic Recreation program. The FY 19 proposed budget is projected to be \$39,760 or 28.2% over the FY 18 approved budget due to the same reasons stated above.

NURSING

Products & Services

Skilled/Non-Skilled Nursing \$138,780

- Monitor daily medical status: weight, blood pressure and pulse
- Monitor behavior modification, range of motion exercises, nail care and incontinence
- Administer emergency care
- Provide restorative and rehabilitative nursing
- Administer, order, document and store medications. Update physician orders as needed
- Supply wound and skin treatments as ordered by physician
- Prepare snack calendar and daily snacks
- Monitor meal service, diets and purchase groceries
- Arrange for all vaccines, including purified protein derivatives (tuberculosis testing) and seasonal flu for clients and staff
- Develop interdisciplinary care plans for each individual client and review with caregivers on a 6-month basis
- Monitor and provide special needs diets, provide set ups and cueing as needed
- Assist clients with activities of daily living including walking, eating, toileting, grooming and personal care.

Case Management \$15,750

- Assess and evaluate all clients for intake in conjunction with administration, caregivers, and case managers
- Develop interdisciplinary care plan with client, caregivers and social service agencies
- Review and assess clients for signs of change in mental, physical and emotional condition and report issues to caregivers, case managers and/or physicians
- Arrange for community services and discharge planning
- Serve as client advocate and report any issues to appropriate authorities.

Communication, Record Keeping, \$26,420

Training and Education

- Maintain daily documentation of care through flow sheets including meal intake, toileting, ambulation, medications, treatments, hygiene, mental status and behavior
- Write monthly summaries on each client and complete a 6-month review for each client in compliance with the State of CT Community Care client and care plans
- Provide mandatory in-services with staff
- Coordinate medical and therapy appointments, with transportation for clients.

THERAPEUTIC RECREATION

Therapeutic Recreation delivers a quality therapeutic recreation program with the objective of maintaining and bettering the capacity of lifelong skills, improving physical and emotional well-being and encouraging and fostering community involvement and individual interests.

Operating Expenses

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	68,890	28,980	30,210	30,210
Supplies	1,450	1,450	1,450	1,450
Services	4,130	3,780	3,930	3,930
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	74,470	34,210	35,590	35,590

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	-	-	-
Regular Part Time Employees	-	0.74	0.75	0.75
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.00	0.74	0.75	0.75

Budget Commentary

The FY 18 estimate is expected to come in \$40,260 or 54.1% under budget due to a reallocation of expenses among the various programs in addition to a change in full-time position in this program. The full-time position for the FY 18 budget was originally accounted for in this program. The FY 19 proposed budget is projected to be \$38,880 or 52.2% under the FY 18 approved budget due to the same reasons stated above.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming \$30,620

- Develop, plan and implement a therapeutic recreation program designed to meet clients' cognitive, social, physical and spiritual needs
- Produce a monthly calendar of events, including newsletter
- Involve clients in ongoing intergenerational community programs with Windsor schools, Loomis Chaffee school and pre-school programs
- Integrate clients in the community via attendance at cultural events (external), restaurants and shops outside the Caring Connection
- Provide special programming for clients with Alzheimer's disease and related dementias
- Schedule monthly pet therapy visits
- Further enhance ongoing therapeutic and music therapy programs.

Record Keeping/ Documentation/Education \$4,970

- Assess, evaluate and document clients' therapeutic recreational needs as outlined by the CT Association of Adult Day Health Centers
- Complete all forms in conjunction with the care-plan and update them on a 6-month basis
- Inventory and order all supplies for art, music and therapeutic recreation programs
- Serve as a mentor to undergraduate interns from surrounding colleges and universities.

TRANSPORTATION

Transportation Services provides safe, accessible and assisted transportation for all handicapped and disabled adults.

Expenditures

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Transfer Payment to GF Transportation Unit	74,530	73,630	77,580	77,580
Total Expenses	74,530	73,630	77,580	77,580

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 18 budget is projected to come in under budget by \$900 or 1.2% due to lower than expected fuel costs. The FY 19 proposed budget reflects an increase of \$3,050 or 4.1% due to Personal Services and Energy and Utility cost increases.

TRANSPORTATION

Products & Services

Daily Transportation \$77,580

- Transfer payment to the General Fund to pay for services provided by the Transportation Unit in Human Services.

FY 2018 Highlights

The Caring Connection Adult Day Health Center continues to maintain its excellent reputation as a municipally-operated, community-based health center. The center is a member of the Connecticut Association of Adult Day Health Centers, the Connecticut Association of Not-for-Profits Agencies, and the National Council on Aging.

Clients, caregivers and the Caring Connection facility continued to receive benefits from outside funding sources in FY 18 including:

- The Home Care for Elders Program (Connecticut Community Care, Inc.)
- The North Central Area Agency on Aging (IIIB/Client Subsidies, Alzheimer's Aide Grant, Alzheimer's and Respite Care Funding)
- State of Connecticut Department of Social Services
- Veteran's Administration
- United States Department of Agriculture Adult Day Care Food Grant via State of Connecticut Department of Education
- Granger Trust
- The Reynolds Foundation
- Memorial donations.

The Fiscal Year 2018 highlights include:

- Reaching the service anniversary of thirty years
- Donations and fundraisers by Caring Connection staff, clients and their families to the Windsor Food Bank organizations
- Intergenerational programs with Loomis Chaffee students, Windsor High School Music program, Windsor Discovery Center and Windsor Police Cadets
- Provide site for Windsor Independent Living Association (WILA) clients to volunteer
- Providing bi-monthly pet therapy visits with our therapy dog Jack from Healers with Halos.
- Act as a site for UCONN Nursing School, Central and St. Joseph College nursing student clinical rotation
- Continued marketing efforts to surrounding communities with focus on Windsor Locks
- Recipient of the Chairperson's Bridge Builders Award, Town of Windsor.

Child Development Enterprise Fund

**Town of Windsor
FY 2018-2019
Adopted Budget**

CHILD DEVELOPMENT ENTERPRISE FUND

INTRODUCTION

The National Association for the Education of Young Children (NAEYC) Accredited Windsor Discovery Center and Montessori School located at the Milo W. Peck Building has provided extraordinary educational learning experiences for more than 35 years. This service started as a supplemental child care program for three and four-year-olds attending Windsor Head Start. The service has expanded over the years to include comprehensive child care and educational enrichment programs for children between the ages of six weeks and twelve years. During the school year, the center will serve more than 93 children from 85 families in the following programs: Infant/Toddler Care, Montessori Toddler, Montessori Primary, and Montessori Kindergarten. The Before and After School Elementary Program serves an additional 30 families. For the summer months, we offer a variety of summer programs that have separate enrollments serving an average of 68 children per week ages 18 months to twelve years.

The Montessori programs are designed to meet the developmental needs of young children. The Montessori Method of education, developed by Dr. Maria Montessori, is a child-centered educational approach based on scientific observations of children from birth to adulthood. Dr. Montessori's Method has been time tested, with over 100 years of success in diverse cultures throughout the world. The individual programs provide experiences that enrich and enhance each child's development. With the daily schedule, each child has opportunities to create, explore the environment, learn problem-solving and personal interaction skills, and learn concepts through first-hand experiences. The Montessori approach views the child as one who is naturally eager for knowledge and capable of initiating learning in a supportive, thoughtfully prepared learning environment. It is an approach that values the human spirit and the development of the whole child—physical, social, emotional, cognitive. The professional staff serves as positive role models and provides care and education that is supportive, nurturing, warm and responsive to each child's individual needs. The staff respect parents as the primary and most important provider of care and nurturing and believes that parents and teachers are partners in their child's care and education.

The FY 18 approved budget assumed a loss of \$52,570. FY 18 currently projects a \$44,160 loss. This is due primarily to the fact that total expenses are projected to come in \$5,000 or 0.4% less than the approved budget. Lower expenses are attributable to a full time vacancy for the first quarter resulting in a slight savings in personal services. Overall revenues are projected to be \$3,410 higher than budget for the fiscal year.

An operating loss of \$59,260 is projected for the Child Development Fund for FY 19. Our marketing efforts have generated waiting lists in all but one program. These lists have ensured the programs remain full if families have a change in circumstance. As a result of these waiting lists and the additional Toddler Montessori program we potentially need to recruit only three students for the three to five year old program for FY 19.

We will continue to offer the full and half day programs five days per week in the Primary and Toddler Montessori classrooms, full-time infant/toddler care, and before and after school care for elementary students at the Discovery Center. The FY 19 proposed revenues include a slight fee increase. The FY 19 projected expenditures are based on current staffing patterns.

**TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2017 Actual	FY 2018 Budget*	FY 2018 Estimate	FY 2019 Proposed	FY 2019 Adopted
Operating Revenue:					
Charges For Services	1,092,119	1,090,960	1,090,960	1,095,640	1,095,640
Permits & Other Revenues	1,970	300	1,160	300	300
Total Operating Revenue	1,094,089	1,091,260	1,092,120	1,095,940	1,095,940
Non-Operating Revenue:					
Donations	-	-	-	-	-
Interest Income	1,924	950	3,500	4,000	4,000
Total Non-Operating Revenue	1,924	950	3,500	4,000	4,000
Total Revenue	1,096,013	1,092,210	1,095,620	1,099,940	1,099,940
Operating Expenses:					
Personal Services	873,125	906,750	901,750	915,420	915,420
Supplies	19,841	18,550	18,550	19,550	19,550
Services	43,562	50,250	50,250	52,000	52,000
Marketing	11,914	11,500	7,500	10,750	10,750
Maintenance & Repairs	14,589	16,700	16,700	17,900	17,900
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	16,986	20,200	20,200	20,750	20,750
Administrative Overhead	-	-	-	-	-
Rent	118,830	118,830	118,830	118,830	118,830
Other (bad debt)	2,101	1,000	5,000	3,000	3,000
Total Operating Expenses	1,100,948	1,143,780	1,138,780	1,158,200	1,158,200
Non-Operating Expenses:					
Depreciation	1,000	1,000	1,000	1,000	1,000
Total Non-Operating Expenses	1,000	1,000	1,000	1,000	1,000
Total Expenses	1,101,948	1,144,780	1,139,780	1,159,200	1,159,200
Annual Income/(Loss)	(5,935)	(52,570)	(44,160)	(59,260)	(59,260)
Net Assets (Retained Earnings), Beginning of Year	393,987	333,687	388,052	343,892	343,892
Net Assets (Retained Earnings), End of Year	388,052	281,117	343,892	284,632	284,632

* Health insurance savings removed from approved budget

Personnel Requirements

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Proposed	FY 2019 Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	10.00	10.00	9.75	10.00	10.00
Regular Part Time Employees	6.73	7.67	7.67	7.08	7.08
Temporary/Seasonal Employees	-	-	-	-	-
Total	16.73	17.67	17.42	17.08	17.08

INFANT/TODDLER PROGRAMS

The Windsor Montessori School and Discovery Center offers three programs for children between the ages of six weeks and three years. Full day infant/toddler child care and Montessori Toddler care. A half day school year program is also offered for Montessori Toddler. During the summer months a half-day morning schedule eight week summer program is offered.

Expenditures

Expenditures by Category	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	390,840	390,840	416,410	416,410
Supplies	2,750	2,750	4,890	4,890
Services	4,330	4,330	15,690	15,690
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	1,000	1,000
Total Expenses	397,920	397,920	437,990	437,990

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	5.00	5.00
Regular Part Time Employees	4.50	4.50	2.93	2.93
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	8.50	8.50	7.93	7.93

Budget Commentary

The FY 18 expenditures are expected to come in on budget. The FY 19 proposed budget reflects an increase of \$40,070 or 10.1% as compared to the FY 18 approved budget due to a reallocation of staff time within department programs.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler \$217,670

- Conduct a year-round, full-time program for 8 children age six weeks to twenty months.

Montessori Toddler \$ 220,320

- Provide one morning half-day school year Montessori program for eight children ages eighteen months to three years
- Provide one full-day, year-round program for eight children ages twenty months to three years
- Provide an eight-week half-day summer program for eight toddlers.

PRESCHOOL/KINDERGARTEN PROGRAMS

The Windsor Montessori School and Discovery Center provides the Montessori method of education and development in a thoughtfully prepared learning environment for children three through five years of age. The school year programs and summer programs are offered on part-time or full-time schedules. During the school year, a total of 60 children are served in these programs with an additional enrollment during the summer months.

Expenditures

Expenditures by Category	FY18		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	422,700	417,700	391,070	391,070
Supplies	13,550	13,550	10,750	10,750
Services	38,900	34,900	34,510	34,510
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	1,000	5,000	2,000	2,000
Total Expenses	476,150	471,150	438,330	438,330

Personnel Requirements

Full Time Equivalents (FTE)	FY18		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.25	5.00	4.08	4.08
Regular Part Time Employees	2.18	2.18	3.05	3.05
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	7.43	7.18	7.13	7.13

Budget Commentary

The FY 18 expenditures are expected to come in under budget by \$5,000 or 1.1% due primarily to an increase in bad debts offset by payroll savings as a result of a full-time partial year vacancy. The FY 19 proposed budget reflects a decrease of \$37,820 or 7.9%. This decrease is due to reallocation of staff within the department programs.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori

\$390,300

- Provide a Montessori educational experience for children ages three through five on a full or half-day schedule from August to June.

Preschool Summer Program

\$48,030

- Conduct a nine-week theme-based preschool summer program for children ages three and four.

ELEMENTARY PROGRAMS

The Windsor Montessori School and Discovery Center provides before and after-school child care during the school year for families whose children attend Oliver Ellsworth, Kennedy, Sage Park Middle Schools and/or private elementary schools. A full-day summer camp is offered for nine weeks during the summer months for children ages five through eleven.

Expenditures

Expenditures by Category	FY18		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	93,210	93,210	107,940	107,940
Supplies	2,250	2,250	3,910	3,910
Services	18,520	18,520	12,550	12,550
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total Expenses	113,980	113,980	124,400	124,400

Personnel Requirements

Full Time Equivalent (FTE)	FY18		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.75	0.75	0.92	0.92
Regular Part Time Employees	0.99	0.99	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.74	1.74	2.02	2.02

Budget Commentary

The FY 18 expenditures are expected to come in on budget. The FY 19 proposed budget reflects an increase of \$10,420 or 9.1% as compared to the FY 18 budget due to a reallocation of staff time within department programs and a reconfiguration in program offerings.

ELEMENTARY PROGRAMS

Products & Services

*Before and After
School Elementary* \$67,870

- Provide a before and after-school program for kindergarten through sixth-grade students
- Expand to full-day sessions during inclement weather, in-service days, holidays and school vacations
- Care is provided to children from Oliver Ellsworth, Kennedy Elementary schools, Sage Park Middle School and local private schools.

Elementary Summer Program \$37,440

- Provide a nine-week full-day summer experience for children ages seven through eleven that includes educational and recreational field trips, swimming, arts and crafts activities, archery, science and nature experiences, cooking and non-competitive games.

K-1 Summer Program \$19,090

- Conduct a nine-week summer program experience for children ages five through seven.

FACILITIES MANAGEMENT

The Facilities Management division ensures that the complex, which includes ten classrooms, a gymnasium, two playgrounds, a nature trail, and a soccer field are taken care of and meet safety standards.

Expenditures

Expenditures by Category	FY18		FY 2019	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	16,700	16,700	17,900	17,900
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	-	-	-	-
Rent Expense	118,830	118,830	118,830	118,830
Energy & Utility	20,200	20,200	20,750	20,750
Other	-	-	-	-
Total Expenses	155,730	155,730	157,480	157,480

Personnel Requirements

Full Time Equivalents (FTE)	FY18		FY 2019	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 18 expenditures are expected to come in on budget. The FY 19 budget reflects an increase of \$1,750 or 1.1% due to increased maintenance and repair costs, as well as increased utility costs.

FACILITIES MANAGEMENT

Products & Services

Management

\$118,830

- Pay rental and administrative fees to the Town of Windsor.

Support Services

\$38,650

- Provide custodial services and utilities for Discovery Center programs.

Child Development Enterprise Fund

FY 2018 Highlights

The Milo W. Peck Child Development Center, again this year, offered a variety of programs and services for families attending the center and the community-at-large. Montessori kindergarten children participated in some intergenerational programs at the Caring Connection Adult Day Health Center. Staff provided a variety of trainings and events for family participation: *Parent Education Night* introduced participants to the Montessori approach and classroom set up; *Kindergarten Open House* was an overview of the third year within a Montessori classroom and the importance of that year. *Special Person Visiting Days* are planned three times per year to allow parents, relatives, and friends to explore the Montessori classroom with their child. The annual Winter Social, Kindergarten Ceremony and end of the year celebrations were well attended by families and friends.

After a two year self-study process the school was awarded Accreditation from the National Association for the Education of Young Children (NAEYC) in the first quarter of FY 18.

Our enhanced website has provided us with a new platform for enrollment. We opened the application for the upcoming school year in January 2018 via this new website. The site continues to provide weekly parent inquiries. These daily inquiries provide families answers to their enrollment questions within twenty-four hours. Also in 2017, the Parent Referral program instituted in January 2014 awarded four families a coupon for one hundred dollars for referring customers to the school.

The Toddler Montessori programs are going strong. The full-day program has a waiting list for the 2018-2019 school year. We currently offer eight families a full-day Montessori Toddler program and eight families a half-day program. The Infant Toddler program capacity was decreased to eight from ten to accommodate the need in the full-day program.

We certainly had a year of giving back to our community. Every year we raise money, collect donations of goods, and participate in the "spirit of giving" through various organizations. The staff, children and families adopted a family in Puerto Rico who lost part of their home in the fall of 2017. We collected more than \$300 in coins to send to relatives of an enrolled child. The school collected Halloween candy to send to the troops for the sixth year in a row. The Montessori classrooms conducted a coat drive for the "Coats for Connecticut" program. The students brought 54 coats to Best Cleaners for cleaning and distribution. This was our largest collection to date. We participated in Connecticut Children's Medical Centers PJ Day for the Kids. This is an annual event with a mission to not only raise money, but to honor the brave kids fighting cancer and serious illnesses at Connecticut Children's Medical Center. Students and staff wore their PJs for the kids and we raised \$240 for this worthy cause. We plan on making it an annual event.

APPENDICES

SECTION	TITLE	PAGE
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APPENDIX B	Special Revenue Funds	B-1
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APPENDIX “A”
Capital Improvement Program
2019-2024

Town of Windsor
FY 2018 – 2019
Adopted Budget

**TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2019 – FY 2024**

Relationship Between Operating and Capital Projects Budgets

The Town of Windsor prepares a Capital Improvement Program separate from its operating budget. The operating budget provides for general municipal service delivery, including personnel services costs, supplies, other contractual services and certain capital equipment. Revenues for the operating budget are derived primarily from ad valorem taxes, user fees and intergovernmental sources.

The Capital Improvement Program is a financial plan for the expenditure of monies that add to, support, or improve the physical infrastructure, capital assets or productive capacity of the town. Capital projects typically have the following characteristics: expenditures that take place over two or more years, which require continuing appropriations beyond a single fiscal year; funding with debt due to significant costs that will be shared by current and future beneficiaries; systematic acquisition over an extended period of time in order to implement major operating systems or public programs; and scheduled replacement or maintenance of specific elements of physical assets. Revenues for capital projects can be derived from bond sales, current tax revenues, state and federal grants or private sources.

A proposed Capital Improvement Program (CIP) is submitted to the Town Council, Town Planning and Zoning Commission and Capital Improvements Committee for review. Projects that require General Fund financing and appear in the first year of the proposed CIP are incorporated into the proposed operating budget, which is submitted the following spring.

The following pages represent the schedule of projects in the draft CIP. The General Fund financing corresponds to the Capital Projects budget in section Q of this document.

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Town Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2019						
Pavement Management Program	1,034,300	850,000		184,300		
Sidewalk and Curb Replacement Program	150,000	150,000				
Stormwater Management Improvements	284,200		284,200			
Fleet and Public Works Equipment Replacement	650,000	650,000				
Pavement Resurfacing at Town Facilities & Schools	225,300		225,300			
Island Road Street Reconstruction (Design)	57,200					57,200 ¹
Replace Stairway between Lenox Street and the Moorlands (Design)	30,200					30,200 ¹
Day Hill Road Pedestrian Circulation Enhancements (Marshall Phelps Road, from Day Hill to Orange Way)	260,000		260,000			
Town Center Parking and Pedestrian Improvements	150,000	150,000				
Town Facility Improvements - Fire and Security Systems Upgrades (Phase 2)	370,000		370,000			
Town Facility Improvements - Northwest Park - Caretaker's House and Nature Center Upgrades	349,300		349,300			
Town Facility Improvements - DPW Restrooms, Office and Mtg. Rm. Window Replacements (Design)	21,800					21,800 ¹
Town Facility Improvements - Outdoor Pool Improvements (Goslee Pool Filtration System)	75,000					75,000 ¹
Town Facility - Millbrook Open Space Improvements	400,000		400,000			
Hayden Station Fire House - Engine 10 Replacement Vehicle	930,000	500,000	430,000			
Landfill Closure	1,786,200				1,786,200	
Landfill Leachate Management	967,200				967,200	
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Poquonok School - HVAC Conversion (Phase III, Construction)	1,140,000		1,140,000			
BOE - Sage Park Middle School - Roof Repairs and Partial Roof Replacement (Design)	32,400					32,400 ¹
BOE - Windsor High School - Indoor Pool HVAC Unit Replacement	335,700		335,700			
Subtotal FY 2019	9,348,800	2,400,000	3,794,500	184,300	2,753,400	216,800

FY 2019 Projects Anticipated to Require Voter Approval

Public Safety Complex Renovation and Police Department Relocation (Phase 1)	18,900,000		18,900,000			
Replace Town-Wide Radio System	4,725,000		4,725,000			
Subtotal FY 2019	23,625,000	0	23,625,000	0	0	0

GRAND TOTAL FY 2019 32,973,800 2,400,000 27,419,500 184,300 2,753,400 216,800

¹ Capital Projects Fund Assigned Fund Balance (Total = \$216,600)

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Town Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2020						
Pavement Management Program	1,034,300	850,000		184,300		
Sidewalk and Curb Replacement Program	150,000	150,000				
Stormwater Management Improvements	324,800		324,800			
Fleet and Public Works Equipment Replacement	650,000	650,000				
Tree Replacement Program	25,000					25,000
Island Road Street Reconstruction (Construction)	500,000		500,000			
Construct Sidewalks - Local Roads Within 1 Mile of School	140,000		140,000			
Traffic Signal at Windsor Avenue and Corey Street (Construction)	505,000		505,000			
Day Hill Road Pedestrian Circulation Enhancements (Day Hill from Marshall Phelps to Helmsford Way)	224,000		224,000			
Historic Monument and Ancient Cemetery Preservation	50,000					50,000
Wilson Route 159 Corridor Enhancement Program (Phase 1)	966,900			966,900		
Replace Stairway between Lenox Street and the Moorlands (Construction)	199,800		199,800			
Deerfield Avenue Rehabilitation (Design)	83,800					83,800
Town Facility Improvements - Fire and Security Systems Upgrades (Phase 3)	146,000		146,000			
Town Facility Improvements - Milo Peck HVAC, Electrical & Energy Improvements (Design)	61,000					61,000
Town Facility Improvements - DPW Restrooms, Office and Mfg. Rm. Window Replacements (Const.)	209,200		209,200			
Town Facility Improvements - Northwest Park Roof Replacements and Facility Repairs	362,000		362,000			
Town Facility Improvements - Poquonock Fire Station Roof Replacement (Design)	18,000					18,000
Town Facility Improvements - Wilson Fire Station HVAC Replacement (Design)	28,000					28,000
Poquonock Fire Station - Engine 7 Replacement Vehicle	990,000	500,000	490,000			
Skate Park Improvements (Construction)	180,000		180,000			
Town Center Redevelopment Broad Street Diet (Design)	150,000	150,000				
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Sage Park Middle School - Roof Repairs and Partial Roof Replacement (Construction)	2,110,000		2,110,000			
BOE - Sage Park Middle School - Alternative Energy and Efficiencies Upgrades (Design)	97,000					97,000
BOE - Poquonock School Parking Lot Improvements	400,000		400,000			
Subtotal FY 2020	9,704,800	2,400,000	5,790,800	1,151,200	0	362,800
FY 2020 Projects Anticipated to Require Voter Approval						
Public Safety Complex Renovation and Police Department Relocation (Phase 2)	6,830,000		6,830,000			
Subtotal FY 2020	6,830,000	0	6,830,000	0	0	0
GRAND TOTAL FY 2020						
	16,534,800	2,400,000	12,620,800	1,151,200	0	362,800

¹ Capital Projects Fund Assigned Fund Balance (Total = \$362,800)

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Town Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2021						
Pavement Management Program	1,034,300	850,000		184,300		
Sidewalk and Curb Replacement Program	150,000	150,000				
Fleet and Public Works Equipment Replacement	650,000	650,000				
Pavement Resurfacing at Town Facilities & Schools	243,600		243,600			
Wilson Route 159 Corridor Enhancement Program (Phase II)	1,005,400			1,005,400		
Town Facility Improvements - Milo Peck HVAC, Electrical & Energy Improvements (Construction)	2,360,000		2,360,000			
Town Facility Improvements - Luddy House and Carriage House Windows and Doors Replacement	127,000					127,000 ¹
Town Facility Improvements - Poquonock Fire Station Roof Replacement (Construction)	250,000	250,000				
Town Facility Improvements - Wilson Fire Station HVAC Replacement (Construction)	250,000	250,000				
Town Facility Improvements - Data Centers Storage	120,000					120,000 ¹
Wilson Fire Station - Engine 22 Replacement Vehicle	1,050,000		1,050,000			
Broad Street Signal Modifications and "Road Diet" (Design) Phase II (Phase I \$150,000 in FY 20)	150,000	150,000				
Town Facility Improvements - Outdoor Pool Improvements (Welch and Goslee Facility Designs)	200,000		200,000			
Athletic Field Improvements - Sage Park Middle School West Field Improvements (Design)	92,800					92,800 ¹
BOE - Technology Equipment Upgrades	100,000	100,000				
Subtotal FY 2021	7,783,100	2,400,000	3,853,600	1,189,700	0	339,800
FY 2021 Projects Anticipated to Require Voter Approval						
Public Safety Complex Renovation and Police Department Relocation (Phase 3)	7,140,000		7,140,000			
BOE - Sage Park Middle School - Alternative Energy and Efficiencies Upgrades (Construction)	3,255,000		3,255,000			
Subtotal FY 2021	10,395,000	0	10,395,000	0	0	0

GRAND TOTAL FY 2021	18,178,100	2,400,000	14,248,600	1,189,700	0	339,800
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¹ Capital Projects Fund Assigned Balance (Total = \$339,800)

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Town Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2022						
Pavement Management Program	1,034,300	850,000		184,300		
Sidewalk and Curb Replacement Program	150,000	150,000				
Stormwater Management Improvements	269,000		269,000			
Fleet and Public Works Equipment Replacement	700,000	700,000				
Tree Replacement Program	30,000					30,000
Historic Monument and Ancient Cemetery Preservation	50,000					50,000
River Street Roadway Rehabilitation (Poquonock to Old River, Construction)	649,200		649,200			
Construct Sidewalks - Local Roads Within 1 Mile of School	152,000		152,000			
Pigeon Hill Road Rehabilitation (Lamberton Rd to Addison Rd, Design)	52,600					52,600
Town Facility Improvements - Small Facilities Heating Systems Upgrades	161,400		161,400			
Broad Street Signal Modifications and "Road Diet" (Construction)	4,303,000		860,600	3,442,400		
Athletic Field Improvements - Sage Park Middle School West Field Improvements (Construction)	1,683,900		1,683,900			
Athletic Field Improvements - Sharsnot Park Improvements (Design)	93,600					93,600
Public Safety Equipment Fund	500,000	500,000				
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Clover Street School - ADA Code and Restroom Renovations (Design)	100,000	100,000				
BOE - Clover Street School - Partial Roof Replacement (Design)	156,800					156,800
Subtotal FY 2022	10,185,800	2,400,000	3,776,100	3,626,700	0	383,000

FY 2022 Projects Anticipated to Require Voter Approval

None	0					
Subtotal FY 2022	0	0	0	0	0	0

GRAND TOTAL FY 2022	10,185,800	2,400,000	3,776,100	3,626,700	0	383,000
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¹ Capital Projects Fund Assigned Fund Balance (Total = \$383,000)

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Town Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2023						
Pavement Management Program	1,034,300	850,000		184,300		
Sidewalk and Curb Replacement Program	175,000	175,000				
Stormwater Management Improvements	274,000		274,000			
Fleet and Public Works Equipment Replacement	725,000	725,000				
Pavement Resurfacing at Town Facilities & Schools	261,900		261,900			
Deerfield Road Reconstruction (Construction)	1,011,800		1,011,800			
Pigeon Hill Road Rehabilitation (Lamberton to Addison Rd, Construction)	706,000		706,000			
Construct Sidewalks Along Arterial Roads (Design)	62,500					62,500
Day Hill Road Capacity Improvements - Lane Widening from Addison Road to I-91 (Design)	377,200		377,200			
Town Facility Improvements - LP Wilson Boiler Replacement (Design)	103,400					103,400
Town Facility Improvements - Install Security System Cameras	163,000		163,000			
Palisado Avenue Corridor Improvements and Wall Repairs (Design)	134,000		134,000			
Athletic Field Improvements - Clover Street School Field Improvements (Design)	75,400					75,400
Athletic Field Master Plan Implementation - Sharshon Park Improvements (Construction)	614,000		614,000			
Wilson Fire Station - Replace Brush Truck	210,000	210,000				
Public Safety Equipment Fund	290,000	290,000				
BOE - Technology Equipment Upgrades	150,000	150,000				
BOE - Windsor High School - Roof Restoration (Design)	121,700					121,700
Subtotal FY 2023	6,489,200	2,400,000	3,541,900	184,300	0	363,000

FY 2023 Projects Anticipated to Require Voter Approval						
Town Facility Improvements - Outdoor Pool Improvements (Welch and Goslee Facility Renovations, Const.)	3,654,000		3,654,000			
Subtotal FY 2023	3,654,000	0	3,654,000	0	0	0

GRAND TOTAL FY 2023	10,143,200	2,400,000	7,195,900	184,300	0	363,000
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¹ Capital Projects Fund Assigned Fund Balance (Total = \$363,000)

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Town Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2024						
Pavement Management Program	1,034,300	850,000		184,300		
Sidewalk and Curb Replacement Program	175,000	175,000				
Stormwater Management Improvements	324,800		324,800			
Fleet and Public Works Equipment Replacement	725,000	725,000				
Tree Replacement Program	35,000					35,000
Historic Monument and Ancient Cemetery Preservation	100,000					100,000
Construct Sidewalks - Local Roads Within 1 Mile of School	165,000		165,000			
Construct Sidewalks Along Arterial Roads (Construction)	130,000		130,000			
Street Reconstruction - Basswood Road (Design)	169,600		169,600			
Street Rehabilitation - International Drive (Construction)	1,047,700		1,047,700			
Repair Culvert and Stream Bed at River Street (Design)	47,400					47,400
Town Facility Improvements - LP Wilson Boiler Replacement (Construction)	1,334,000		1,334,000			
Ramp Modification at I-91 & Route 75/Day Hill Road	72,237,000			72,237,000		
Athletic Field Improvements - Clover Street School Field Improvements (Construction)	633,500		633,500			
Public Safety Equipment Fund	500,000	500,000				
BOE - Technology Equipment Upgrades	150,000	150,000				
BOE - Clover Street School - ADA Code and Restroom Renovations (Construction)	1,259,600		1,259,600			
BOE - Windsor High School - HVAC Roof Top Unit Replacements (Design)	67,100					67,100
BOE - L.P. Wilson - ADA Code and Restroom Renovations (Design)	38,000					38,000
Subtotal FY 2024	80,173,000	2,400,000	5,064,200	72,421,300	0	287,500
FY 2024 Projects Anticipated to Require Voter Approval						
None	0	0	0	0	0	0
Subtotal FY 2024	0	0	0	0	0	0
GRAND TOTAL FY 2024						
	80,173,000	2,400,000	5,064,200	72,421,300	0	287,500
¹ Capital Projects Fund Assigned Fund Balance (Total = \$287,500)						
Total CIP Program	168,188,700	14,400,000	70,325,100	78,757,500	2,753,400	1,952,700

APPENDIX "B"
Special Revenue Funds

Town of Windsor
FY 2018 – 2019
Adopted Budget

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
6002	Crisis Intervention Program	773	-	130	643	-	643
6004	Bullet Proof Vest Program	2,460	-	2,460	-	-	-
6012	State Reimbursements	6,553	20,000	20,000	6,553	-	6,553
6026	Car Seat Program	1,244	-	-	1,244	-	1,244
6301	Narcotic Seizures - Federal	210	-	210	-	-	-
6302	Federal Sharing	63,235	-	-	63,235	-	63,235
6305	Asset Forfeiture - State	6,596	-	-	6,596	-	6,596
6700	Animal Shelter	34,548	-	3,000	31,548	2,500	29,048
6701	Powalka Memorial Fund	38	-	-	38	-	38
6702	K-9 Donations	3,874	-	-	3,874	-	3,874
6703	Donations	2,957	-	-	2,957	-	2,957
6800	Police Private Duty	554,529	500,000	552,500	502,029	560,500	441,529
6908	Vehicle Maintenance	14,140	6,000	30,550	(10,410)	-	(10,410)
6915	Just Start Grant	1,187	-	-	1,187	-	1,187
6916	Neighborhood Engagement Team	975	-	-	975	-	975
6919	3M Technology Grant	5,833	-	-	5,833	-	5,833
6923	Justice and Mental Health Collaboration Grant	-	-	-	-	-	-
		(28,820)	60,570	31,750	-	60,000	-
	Total 03 Funds	670,332	586,570	640,600	616,302	623,000	553,302

#6002 - Crisis Intervention Program - Funds provided by donations for enhancement of the Crisis Intervention program including outreach activities and training.

#6004 - Bullet Proof Vest Program - The U.S. Department of Justice initiative designed to provide a critical resource to local law enforcement. Funding supports the purchase of bullet proof vests.

#6012 - State Reimbursements - Funds are received from the state for the purpose of providing safe roads and highways. These funds are used for overtime and the purchase of safety-related equipment.

#6026 - Car Seat Program - Funds are received from contributions given by individuals and businesses. Funds are used to replace materials and supplies related to safety in car seating within vehicles.

#6301 - Narcotic Seizure - Federal - Funds are received from the state and/or federal government after arrests have been made. Any assets of a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with the enforcement of narcotic activity information/seizures.

#6302 - Federal Sharing - Funds received through U.S. Department of Justice on cases that involve the seizure and forfeiture of property.

#6305 - Asset Forfeiture - Funds are received from the state and/or federal government after arrests have been made. Any assets of a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with asset forfeiture.

#6700 - Animal Shelter - These funds are used for the repair, maintenance and capital items associated with the upkeep of the animal shelter.

#6701 - Powalka Memorial Fund - This account was established by donations from individuals received in memory of Laura Powalka. Funds are used to care for neglected animals (veterinarian bills, etc.).

#6702 - K-9 Donations - Funds for this account were received from a private donation. Funds will be used to purchase a bullet proof vest for one police dog.

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

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, private construction contractors, public utilities and the Windsor School District. FY 18 also includes \$20,000 for traffic enforcement, \$62,500 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items. FY 19 also includes \$20,000 for traffic enforcement, \$70,500 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items.

Police Department (cont.)

- #6908 - Vehicle Maintenance - Funds are generated from the sale of unserviceable equipment and used to offset unexpected vehicle expenditures.
- #6915 - Just Start Grant - Collaborative project to reduce juvenile arrests in schools.
- #6916 - Neighborhood Engagement Team - Funds are donated by citizens and businesses in the community. Funds are used for outreach activities to promote neighborhood building and community enhancement.
- #6919 - 3M Technology Grant - Funding provided to municipal departments from 3M to be used for the purpose of maintaining, repairing or replacing the LiveScan Booking Workstation (Fingerprint Capture Device).
- #6923 - Justice and Mental Health Collaboration Grant - Funds are from the U.S. Department of Justice's Bureau of Justice Assistance. Funds are used to increase public safety and improve access to effective treatment for people with mental disorders involved with the criminal justice system. Grantees are given the opportunity to tailor their program to respond best to the particular needs of their community.

Fire Department

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
6903	Fire Department Donation	5,225	-	-	5,225	-	5,225
Total 03 Funds		5,225	-	-	5,225	-	5,225

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

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
2002	Cirilto Youth Theatre	(4,843)	15,000	13,250	(3,093)	16,000	14,500	(1,593)
2004	Fran Elligers Memorial Fund	663	370	370	663	370	370	663
2007	Teen-O-Rama	158,587	380,000	386,000	152,587	382,000	382,000	152,587
2009	O'Brien Field Rental	5,150	2,500	-	7,650	2,500	-	10,150
2010	Positive Youth Development	20,104	11,000	10,950	20,154	11,000	11,000	20,154
2016	Passage Program	6,821	4,200	5,000	6,021	8,500	6,000	8,521
2018	Live-n-Learn	9,487	14,300	14,300	9,487	19,000	15,500	12,987
2069	Youth Services Bureau FY 18	-	18,310	18,310	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 19	-	N/A	N/A	N/A	18,310	18,310	-
2045	Dog Park	4,244	-	500	3,744	-	-	3,744
2068	YSB Enhancement Grant FY 18	-	5,800	5,800	-	N/A	N/A	N/A
NEW	YSB Enhancement Grant FY 19	-	N/A	N/A	N/A	5,800	5,800	-
2070	CASAC* FY 18	-	5,340	5,340	-	N/A	N/A	N/A
NEW	CASAC* FY 19	-	N/A	N/A	N/A	5,340	5,340	-
2071	CASAC* FY 18 OPIOD Mini	-	500	500	-	N/A	N/A	N/A
2072	CASAC* FY 18 OPIOD Health	-	5,000	5,000	-	N/A	N/A	N/A
2202	NW Park Youth Conservation Corp.	993	3,600	3,600	993	3,600	3,600	993
2204	Northwest Park Nature Camp/Clubs	190,008	109,000	97,720	201,288	85,000	95,900	190,388
2207	Friends of Northwest Park Grant	1,700	10,000	10,000	1,700	10,000	10,000	1,700
2208	Northwest Park Shop	2,758	6,500	3,750	5,508	6,500	4,250	7,758
2210	NWP Environ. Education Programs	75,343	34,500	43,300	66,543	38,500	42,300	62,743
2211	Northwest Park Tobacco Museum	(120)	17,220	17,100	-	18,000	18,000	-
2325	NWP Facilities	16,419	12,000	8,300	20,119	8,000	4,500	23,619
4022	River Walkways	19,425	-	2,500	16,925	-	-	16,925
		506,739	655,140	651,590	510,289	638,420	637,370	511,339

*Capital Area Substance Abuse Council

#2002 - Cirilto Youth Theatre - The Cirilto Youth Theatre serves Windsor's youth with theatre opportunities within the town. Revenues are obtained through user fees, ticket sales and donations.

#2004 - Fran Elligers Memorial Fund - Donations into this fund will be used to provide scholarships and pay for expenditures associated with the Pee Wee and Junior Theater.

#2007 - Teen-A-Rama - Fees are collected from all youth and teen programs offered by the town and placed into this fund. Expenditures include staffing, basketballs, exercise & fitness equipment, contracted services for speakers and magicians, etc.

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

#2010 - Positive Youth Development - Revenues received from the Youth Services Bureau programs are placed into this account. Funds are used to pay for a portion of salary and benefits for the Youth Services Coordinator, for a part-time support staff and for program supplies.

#2016 - Passage Program - Revenues for this program are from fees from the ROPES program. Some expenditures associated with this fund include staffing, equipment, materials and supplies and instructors.

#2018 - Live-n-Learn Program - Revenues are from adult program fees. Expenses include staffing, fitness equipment, bus rentals for trips to museums, baseball games, etc.

Recreation & Leisure Services (cont.)

- #2069/NEW - Youth Services Bureau** - Funds from the State of Connecticut Department of Education administration and direct services for youth.
- #2045 - Dog Park** - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.
- #2068/NEW - YSB Enhancement Grant** - Funds from the State of Connecticut Department of Education to provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community.
- #2070/NEW - CASAC** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2071 - CASAC - Opiod Mini** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2072 - CASAC - Opiod Health** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2202 - Northwest Park Youth Conservation Corps (YCC)** - The YCC program account provides funding to hire 3 - 4 high school seniors for nature trail and miscellaneous park upkeep during the summer months. This project is funded through donations made by Friends of Northwest Park and other organizations and businesses in Windsor.
- #2204 - Northwest Park Nature Camp** - This account supports the operation of the Nature Camp during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.
- #2207 - Friends of Northwest Park** - Funding for this account is provided by the Friends of Northwest Park to support projects, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.
- #2208 - Northwest Park Shop** - Revenues within this project are generated through the sale of gift shop items. This account supports the purchase of gift shop stock, exhibit development and upkeep which is managed by Northwest Park staff and volunteers.
- #2210 - Northwest Park Environmental Education** - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and public workshops and classes. The funds from this account are used for part-time wages (clerical staff and environmental educators), contractual services, supplies and equipment.
- #2211 - Tobacco Museum** - This account is managed by the Tobacco Association to support, in part, the operation of the Tobacco Museum and the Tobacco Archive building. Funding is provided to offset the tour guide's wages and the museum brochures. Northwest Park is responsible for facility upkeep, energy and utility costs.
- #2325 - NWP Facilities** - Funds from this account are used to purchase general supplies used by facility rental groups.
- #4022 - River Walkways** - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking and multi-use trails in Windsor.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
2300	Windsor Senior Center	10,071	72,630	72,630	72,630	9,771	
2330	Dial-a-Ride Matching Grant FY 18	-	38,000	38,000	38,000	-	
2331	NCAAAA* Grant 10/01/16 - 9/30/17	-	1,000	1,000	-	-	
3888	NCAAAA* Grant 10/01/17 - 9/30/18	-	3,000	3,000	1,000	-	
NEW	NCAAAA* Grant 10/01/18 - 9/30/19	-	N/A	N/A	3,000	-	
2326	Elderly Transportation Grant	-	-	-	-	-	
3816	Human Services Assistance Fund	63,640	-	4,000	-	56,640	
3840	Operation Fuel Partnering	10,154	1,000	3,000	1,000	6,154	
3807	NCAAAA* SS Grant 10/01/16 - 9/30/17	1,160	-	1,160	-	-	
3812	NCAAAA* SS Grant 10/01/17 - 9/30/18	-	3,280	3,280	1,090	-	
3867	Windsor Community Service Council	1,882	1,700	1,700	1,700	1,882	
		86,907	120,610	127,770	118,420	74,447	

*North Central Area Agency on Aging

#2300 - Windsor Senior Center - Revenues from programs at the Senior Center are placed into this account and are used to pay for a part-time aerobics instructor, contractual staff and program supplies for the Senior Center.

#2330 - Dial-a-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles.

#2331/3888/NEW - NCAAAA Grant - Transportation - Funds are from an evening and weekend transportation matching grant.

#2326 - Elderly Transportation Grant - Funds are from the Greater Hartford Transit District. These funds are used for Dial-a-Ride transportation services and were previously reflected in the general fund revenues. These funds are no longer expected to be received for both FY 18 & FY 19.

#3816 - Human Services Assistance Fund - Funds from this account are approved for usage by the Human Services Committee for individuals who are incapacitated due to illness, disability or crisis situations.

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

#3807/3812 - NCAAAA Grant - Social Services - Funds from this account support part-time staff hours and supplies for the Groceries to Go program.

#3867 - Windsor Community Service Council - Funds are used to offset the cost of fuel for the cargo van that is used to pick up food.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
3805	CPR Classes	469	600	600	469	600	469
3808	Clinic Services	31,001	15,000	15,000	31,001	14,750	31,001
3814	Bike & Ski Safety Equipment	1,214	1,040	1,040	1,214	1,100	1,214
3848	Public Health Emergency Readiness	671	-	-	671	-	671
3872	Public Health Block Grant FY 18	-	7,290	7,290	-	N/A	N/A
NEW	Public Health Block Grant FY 19	-	N/A	N/A	N/A	7,040	-
3884	Bioterrorism Grant FY 18	-	37,860	37,860	-	N/A	N/A
NEW	Bioterrorism Grant FY 19	-	N/A	N/A	N/A	37,860	-
3877	Regional Emergency Planning	1,140	-	1,140	-	-	-
3896	Emergency Mgmt Performance Grant	57	4,260	4,260	57	4,260	57
3897	Property Maintenance Remediation	64,885	13,800	39,500	39,185	13,000	37,185
		99,437	79,850	106,690	72,597	78,610	70,597

#3805 - CPR Classes - These classes are conducted by department personnel. This is an on-going account that runs from year-to-year and will continue as long as classes are offered. Fees are received from those taking classes. Funds are used to purchase books, videos, batteries and other materials used to teach CPR, AED use and First Aid and for Red Cross administrative fees.

#3808 - Clinic Services - This fund is for the Flu Clinics and TB testing for the Police Department (per OSHA requirements) that are conducted by the Health Department each year. This account is used to purchase influenza and pneumococcal vaccines and to pay for clinic supplies. Reimbursements are obtained from Medicare and various insurance companies for the shots that are administered each year. The balance in this fund is used to purchase flu and pneumonia vaccine, tuberculin material (for TB testing) and clinic supplies. Fees charged are in the Price Guide.

#3814 - Bike & Ski Safety Equipment - This fund is used for the purchase and sale of bike safety equipment. On occasion, this account can run a deficit when inventory is purchased prior to those helmets being sold.

#3848 - Public Health Emergency Readiness - Grant monies for local health departments focused on completing exercises and performance assessment tools to improve regional public health response to emergencies.

#3872/NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventative health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period ends on June 30.

#3884/NEW - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via CRCOG. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to CRCOG. Grant funds must be spent per a budget submitted to and approved by CRCOG each year.

#3877 - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support public health emergency regional planning, training, exercise, and evaluation services.

#3896 - Emergency Management Performance Grant - This grant is from the Department of Emergency Services & Public Protection, Division of Emergency Management & Homeland Security. This grant supports local emergency planning with funding for training, exercises and operational services.

#3897 - Property Maintenance Remediation - This fund is used for the remediation of property maintenance violations per Chapter 8, Article VII sec. 8-130(2) of the Town of Windsor Code of Ordinances. The revenues for this project will come from General Fund transfers as well through reimbursement of monies when a lien is released via property transfer or property owner repayment.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
2501	Library Copy Machine Fund	44,383	12,000	12,000	44,383	12,000	20,000	36,383
2502	Windsor Library Association Grant	2,911	1,400	-	4,311	1,400	-	5,711
2503	Main Library Non-Print Materials	35,257	16,000	16,000	35,257	16,000	16,000	35,257
2504	Wilson Library Non-Print	9,382	4,000	4,000	9,382	4,000	4,000	9,382
2505	Connecticut	23,737	4,000	4,000	23,737	-	8,000	15,737
2507	Cary Nearing Book Project	10,885	-	2,500	8,385	-	2,500	5,885
2509	State Library Grant	8,681	-	-	8,681	-	-	8,681
N/A	Library Association Donation***	-	23,000	23,000	-	23,000	23,000	-
		135,236	60,400	61,500	134,136	56,400	73,500	117,036

***Not included in town system

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

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

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

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

#2505 - Connecticut - Revenues are from the state to help reimburse the library for non-residential use. Funds can be used for library materials, supplies, staff and equipment. For FY 19 no funding is expected to be received.

#2507 - Cary Nearing Book Project - Revenues are from a one-time donation made by Cary Nearing to be used expressly for the purchase of large print books. The library will spend a portion of these funds on an annual basis until it is depleted.

#2509 - State Library Grant - Revenues are from the state to be used for the purchase of print material. For FY18 no funding is expected to be received.

N/A - Library Association Donation - Revenues are from the Windsor Library Association annual fund drive and are to be used to help pay for library programs as well as special collections, furniture and new technology.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
1704	Wetlands Inventory Grant	343	-	200	143	-	143
1705	Wetlands Account	2,666	-	-	2,666	-	2,666
1707	Earth Day	480	-	-	480	-	480
		3,489	-	200	3,289	-	3,289

#1704 - Wetlands Inventory Grant - This grant was used to conduct an inventory of inland wetlands. The inventory work has been completed and the terms of the grant allow for the remaining funds to be expended by the town for related purposes.

#1705 - Wetlands Account - This account was created from an escrow account held for an Inland Wetlands and Watercourses Commission (IWWC) habitat evaluation report. This account can be used to enhance inland wetlands programs and activities.

#1707 - Earth Day - This fund was created to accept donations to sponsor Earth Day activities and pay for other expenses, with any balance donated to the Open Space Fund.

Community Development

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
1973	Rt. 159 & Windsor Ave. Redev. Proj.	2,335	-	-	2,335	-	2,335
		2,335	-	-	2,335	-	2,335

SPECIAL REVENUE FUNDS

Public Works and Engineering

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
1980	Stony Hill School	2,753	5,520	6,060	2,213	5,580	2,043
2014	330 Windsor Avenue Maintenance	38,176	130,000	110,340	57,836	130,000	73,816
4003	Archer Road Maintenance	39,698	-	-	39,698	-	39,698
4009	Town Aid Road Improvements	636,272	200,000	363,800	472,472	200,000	427,472
4012	Local Cap. Improve. - Recording Fees	109,486	12,000	-	121,486	12,000	133,486
4018	Veterans Cemetery	1,511	2,800	4,230	81	2,800	81
4100	Rental Revenue (Properties)	8,706	19,760	11,600	16,866	23,580	20,346
4101	Train Station/Freight House	47,649	29,800	39,750	37,699	30,120	37,799
4102	Roger Wolcott Building	51,462	68,800	68,800	51,462	69,950	51,462
4103	Parks Garage Leased Space/100 Addison Road	233,150	-	85,000	148,150	-	52,150
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	5,701
		1,174,564	468,680	689,580	953,664	474,030	844,054

#1980 - Stony Hill School - This is a former one-room school house on Windsor Avenue near the intersection of Hillcrest Road. This historical structure is maintained by the Department of Public Works. It is currently rented out for yoga classes. Funds are used to pay all expenses associated with the maintenance of this facility.

#2014 - 330 Windsor Avenue Maintenance - This revolving fund is used for repair and maintenance at the facility. Revenues are received from the Caring Connection, Recreation Department and the Chinese Restaurant on site.

#4003 - Archer Road Maintenance - This account was funded by a developer for the repair and maintenance of Archer Road in the Hayden Station neighborhood. Funds from the account will be used for paving/resurfacing of the street in the future.

#4009 - Town Aid Road Improvements - This is a state grant used primarily for street maintenance and repair-related activities. This account is used as a revolving fund for management of this grant. A major use of this account is for the purchase of materials for the snow and ice program. It is also used for street pavement markings, pavement preventive maintenance (such as crack filling), and catch basin cleaning.

#4012 - Local Capital Improvements, Recording Fees - This account differs from the Local Capital Improvements Program (LoCIP), which is an annual grant from the state. This account was established to receive funds that are the result of an increase in the recording fees charged by the state. These funds may be used for improvements by local governments in the state.

#4018 - Veterans Cemetery - The Department of Public Works places headstones (provided by the government) at grave sites and maintains the cemetery grounds. The town receives funding from the Department of Veterans Affairs (VA) to place the headstones in their designated area. Expenses associated with the maintenance of the cemetery are paid from this account.

#4100 - Rental Revenue properties - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green), Luddy Carriage House (town green) and the Lang House (Northwest Park). The Chamber of Commerce is located in the Luddy House.

#4101 - Train Station/Freight House - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. Both buildings are presently being used by Windsor Arts Center. Larger expenditures expected in the near future include roof work at the train station.

#4102 - Roger Wolcott Building - This is the former Roger Wolcott School facility. Funds are from the Facilities Management general fund. The costs for utilities and other expenses are paid out of this account for the on-going maintenance of the building.

#4103 - Parks Garage Leased Space/100 Addison Road - This account was originally used to pay for the lease and other related expenses for the facility at 147 Addison Road which replaced the former Parks Garage on Mechanic Street. Public Works equipment and materials (primarily off-season) are stored at this building. This account is funded from the sale of the former Parks Garage facility. As of January 2017 this account is being used to pay the utilities at 100 Addison Road.

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

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
1304	Town Clerk Copier	138,120	40,000	48,000	130,120	40,000	73,000	97,120
1306	Historic Preservation	7,086	6,500	5,500	8,086	8,000	7,500	8,586
1308	Preservation Microfilming Grant	-	5,000	5,000	-	6,500	6,500	-
		145,206	51,500	58,500	138,206	54,500	87,000	105,706

#1304 - Town Clerk Copier - Funds are derived from fees associated with the use of the Town Clerk copier. These funds are used for the upkeep, maintenance, restoration and preservation of the Town of Windsor's records. FY 19 includes funding for the lower archival storage room capital project.

#1306 - Historic Preservation - Funds are derived from fees for land records. The State of CT receives a portion of these funds and the remainder is used to match funds when applying for the Connecticut State Library Historic Documents Preservation Grant.

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program.

Administrative Services

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
1650	Assessor's Coin-Op Copiers	6,767	400	400	6,767	400	400	6,767
1651	Delinquent Property Tax Sale	1,091	-	-	1,091	20,800	20,800	1,091
		7,858	400	400	7,858	21,200	21,200	7,858

#1650 - Assessor's Coin-Op Copiers - Revenues are generated by fees obtained from use of the copying machine (GIS maps, etc.) This fund is used toward the purchase of supplies and for the costs associated with the copier maintenance agreements.

#1651 - Delinquent Property Tax Sale - A public auction is scheduled by the tax collector in the Spring of 2019 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale will be applied to clear the back taxes and release the tax liens. This fund listed above represents the estimated expenses and expense recoveries from the buyers for this sale.

SPECIAL REVENUE FUNDS

Boards and Commissions

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
5250	One Book One Windsor	1,335	-	-	1,335	-	835
5252	Bridge Builder's Award	504	770	720	554	500	554
5253	Community Day Events	354	250	250	354	250	354
5257	Human Relations Commission						
	Scholarship Fund	1,155	500	1,000	655	500	655
		3,348	1,520	1,970	2,898	1,250	1,750
							2,398

#5250 - One Book One Windsor - This fund's objective is to create a venue where people of different ethnicities and cultures come together and share ideas.

#5252 - Bridge Builder's Award - This fund was created to honor individuals, organizations or businesses that make outstanding contributions to enhance human relations within Windsor. The purpose of this award is to foster greater trust, understanding and solidarity among Windsor's racial, ethnic and religious groups.

#5253 - Community Day Events - A week of community activities including poetry and storytelling, community day and a dinner. These events are organized by the Human Relations Committee.

#5257 - Human Relations Commission Scholarship Fund - Funds raised through various activities to be used for scholarships for Windsor High School students.

General Services

Project #	Project Name	FY 2018			FY 2019		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
1630	Revaluation	102,634	20,000	-	122,634	20,000	44,634
1640	OPEB Actuarial Valuation	11,940	12,500	24,300	140	12,600	12,740
1703	Open Space Fund	702,023	181,200	670,000	213,223	203,000	266,223
1709	Great Pond Special District Fund	528	94,380	94,908	-	94,070	-
		817,125	308,080	789,208	335,997	329,670	342,070
							323,597

#1630 - Revaluation - This fund provides the revenue needed to conduct the next revaluation, which is due to occur for the Grand List dated October 1, 2018. The funding for the revaluation account for FY 18 is proposed at \$20,000. This will allow the balance to accumulate and provide the necessary funds to pay for the next revaluation.

#1640 - Other Post-Employment Benefits (OPEB) Actuarial Analysis - This fund provides the revenue needed to conduct the biennial OPEB program actuarial analysis and plan valuation. The funding source for this is the General Fund.

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. They can also be used to improve open spaces and conduct other open space related activities.

#1709 - Great Pond Village Special District Fund - This fund provides the revenue needed to facilitate the transfer of tax increment revenues to the Great Pond Village Improvement District pursuant to the interlocal agreement with the town.

SPECIAL REVENUE FUNDS

Not Allocated to Specific Service Unit

Project #	Project Name	FY 2018			FY 2019			
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/19)
2100	L.P. Wilson Fund	234,102	527,980	560,380	201,702	531,640	571,960	161,382
5200	Community Use of Schools	4,601	40,000	40,000	4,601	40,000	40,000	4,601
0375	375th Anniversary	-	7,170	7,170	-	-	-	-
		238,703	575,150	607,550	206,303	571,640	611,960	165,983

#2100 - L.P. Wilson Fund - This is the town's portion of expenses for facility maintenance/utilities at the L.P. Wilson Center and for the use of the space. The balance is being used for planned on-going maintenance projects.

#5200 - Community Use of Schools - The Board of Education charges groups for the use of school facilities. However, due to state regulations, the town is required to receive this money and it is placed

#0375 - 375th Anniversary - Revenues are from the sale of commemorative items and from donations for the 375th anniversary celebration. Remaining funds to be used for the town green.

APPENDIX “C”
Summary of Personal Services

Town of Windsor
FY 2018 – 2019
Adopted Budget

SUMMARY OF PERSONAL SERVICES

GENERAL FUND POSITIONS

	FY 2018 <u>Approved</u>	FY 2019 <u>Adopted</u>
ADMINISTRATIVE SERVICES		
Full Time	16.89	16.89
Part-time FTE	2.27	2.27
DEVELOPMENT SERVICES		
Full-time	11.00	11.00
Part-time FTE	0.26	0.41
RECREATION & LEISURE SERVICES		
Full-time	6.76	6.76
Part-time FTE	12.15	12.30
HUMAN SERVICES		
Full-time	4.86	4.86
Part-time FTE	6.08	6.08
HEALTH SERVICES		
Full-time	4.00	4.00
Part-time FTE	1.36	1.36
INFORMATION SERVICES		
Full-time	3.00	3.00
Part-time FTE	1.10	1.10
LIBRARY SERVICES		
Full-time	9.00	9.00
Part-time FTE	9.61	9.61
PUBLIC WORKS and ENGINEERING		
Full-time	37.00	37.00
Part-time FTE	8.24	9.19
SAFETY SERVICES		
Full-time	66.00	66.00
Part-time FTE	1.70	1.70
GENERAL GOVERNMENT		
Full-time	3.00	3.00
Part-time FTE	0.40	0.40
COMMUNITY DEVELOPMENT		
Full-time	0.75	1.00
TOTAL GENERAL FUND		
Full-time	162.26	162.51
Part-time FTE	43.17	44.42
Total	<u>205.43</u>	<u>206.93</u>

NON-GENERAL FUND POSITIONS

RECREATION - Special Revenue Fund		
Full-time	0.24	0.24
Part-time FTE	11.87	12.44
INSURANCE INTERNAL SVS FUND		
Full-time	0.11	0.11
ENTERPRISE FUNDS		
Full-time	16.00	16.00
Part-time FTE	11.72	11.40
HUMAN SERVICES - Special Revenue Fund & Transfer from Caring Connection for Transportation		
Full-time	0.14	0.14
Part-time FTE	4.31	4.18
COMMUNITY DEVELOPMENT		
Full-time	1.25	-
Part-time FTE	-	-
TOTAL NON-GENERAL FUND		
Full-time	17.74	16.49
Part-time FTE	27.90	28.02
Total	<u>45.64</u>	<u>44.51</u>

APPENDIX “D”
Employee Pay Plans

Town of Windsor
FY 2018 – 2019
Adopted Budget

APPENDIX D

TOWN OF WINDSOR
 TEAMSTERS LOCAL 671 PAY PLAN A*
 FY 2018-2019

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1	38,326	42,123
GRADE 2 Clerk Typist I Laborer Mechanic's Assistant	39,878	44,266
GRADE 3	42,253	46,474
GRADE 4	44,368	48,802
GRADE 5	46,583	51,237
GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator	48,910	53,803
GRADE 7 Account Clerk I Clerk Typist II Engineering Aide Tax Clerk	51,354	56,493
GRADE 8 Account Clerk II Public Property Maintainer II	53,924	59,317
GRADE 9 Administrative Clerk Assistant Town Clerk Community Development Assistant Weigh Station Clerk	56,624	62,275
GRADE 10 Landfill Operator Public Property Maintainer III Secretary	58,339	65,387
GRADE 11 Mechanic Electrician	62,712	68,659
GRADE 12 Crew Leader Senior Engineering Aide	65,542	72,088
GRADE 13 Public Works Inspector Town Forester	68,821	75,698

*Approved by Town Council 4/02/18

APPENDIX D

**TOWN OF WINDSOR
TEAMSTERS LOCAL 671 PAY PLAN B *
FY 2018-2019**

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1 Clerk Typist I Library Clerk Switchboard Operator/Receptionist	44,187	50,152
GRADE 2 Account Clerk I Clerk Typist II Engineering Aide Police Records Clerk	47,512	53,927
GRADE 3 Tax Clerk Administrative Clerk	49,650	56,353
GRADE 4 Account Clerk II Assistant Town Clerk Community Development Assistant Weighing Station Clerk	51,636	58,607
GRADE 5 Secretary	53,960	61,245

* Employees hired after 9/1/16
Approved by Town Council 4/02/18

**PART TIME SCALE CLERK PAY PLAN
FY 2018 – 2019**

	7/1/2018
Part-time Scale Clerk	17.05/Hour

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
 UPSEU LOCAL 424, UNIT 10 PAY PLAN
 FY 2018 – 2019

PAY GRADE	STEPS				
	1	2	3	4	5
CIVILIAN DISPATCHER	53,129	56,519	59,598	62,677	65,754

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 500 Hours
Part-time Civilian Dispatcher	20.03/Hour	25.01/Hour	27.53/Hour	30.00/Hour

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
 POLICE PAY PLAN
 FY 2018-2019

STEPS

PAY GRADE	A	B	C	D	E	F	G	H
<u>Pay Grade P1*</u>								
Police Officer P1-A	64,621	67,244	69,973	72,813	75,768	78,843	82,042	85,372
Police Officer P1-B	68,576	71,359	74,255	77,269	80,405	83,668	87,063	90,597
Police Officer P1-C	69,263	73,133	77,156	81,405	85,880	90,597		
<u>Pay Grade P2</u>			79,365	83,445	87,748	92,284	96,707	
Detective								
<u>Pay Grade P3</u>			85,107	89,507	94,135	99,031	104,329	
Evidence Technician Sergeant								
<u>Pay Grade P4</u>			94,135	99,031	104,189	109,631		
Police Lieutenant								
<u>Pay Grade DW1</u>			64,760	67,614	70,530	73,698		
Animal Control Officer								

*P1-A - Officers hired after 11/7/16
 P1-B - Officers hired between 3/26/14 and 11/7/16
 P1-C - Officers hired prior to 3/26/14

APPENDIX D

FY 2018-2019 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

TITLE	PAY GRADE	PAY RANGE	
		Minimum	Maximum
Administrative And Technical Staff			
Administrative Aide	1	35,190	47,507
No positions in Grade	2	39,589	53,445
Engineering Assistant Library Assistant Management Analyst	3	44,537	60,125
Caseworker Librarian Technical Services Librarian	4	50,105	67,641
Accountant Assistant Building Official Children's Librarian Community Development Coordinator* Deputy Town Clerk Engineer Environmental Educator Executive Assistant Fire Inspector Human Resources Analyst Information Technology Specialist Payroll & Benefits Analyst Recreation Program Specialist Transportation Coordinator	5	56,368	76,096
Supervisors and Advanced Technical Staff			
Assistant Assessor Assistant Town Planner Assistant Building & Facilities Manager Environmental Planner Human Resources Generalist Lending Services Manager Project Engineer – Traffic Public Health Nurse Sanitarian Social Worker Youth Services Coordinator	6	58,650	82,110

APPENDIX D

FY 2018-2019 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

TITLE	PAY GRADE	PAY RANGE	
		Minimum	Maximum
Assistant to the Town Manager Assistant Recreation Manager Fire Department Administrator Head of Reference and Tech. Svcs. Systems Applications Specialist Lead Social Worker Library Branch Manager Northwest Park Manager Project Engineer Senior Center Coordinator Social Services Coordinator	7	65,981	92,374
Building Official Fire Marshal Management Information Supervisor Risk Manager Solid Waste Manager* Tax Collector	8	74,229	103,920
Assessor Assistant Finance Director Building and Facilities Manager Public Works Operations Manager Town Clerk	9	83,508	116,910
Directors and Managers			
Assistant Town Manager Director of Human Services Director of Recreation & Leisure Services Economic Development Director Library Director Police Captain Town Planner	10	85,170	124,707
Coordinator of Information Technology Director of Health Services Director of Human Resources Finance Director	11	89,429	129,671
Chief of Police Director of Public Works/Town Engineer	12	93,900	136,155

*Position contingent upon funding from State/Federal grants, capital project funds, and/or user charges.

APPENDIX D

TOWN OF WINDSOR
DAY CARE PAY PLAN
[WINDSOR DISCOVERY CENTER AND CARING CONNECTION]
FY 2018-2019

<u>CLASSIFICATION</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
Early Childhood Manager Caring Connection Manager	35,720	79,038
Early Childhood Educator II Adult Day Care Professional	31,210	61,315
Early Childhood Educator I Adult Day Care Associate	22,600	42,435

APPENDIX D

PART-TIME AND SEASONAL PAY PLAN FOR FY 2018-2019

PAY GRADE	MINIMUM	MAXIMUM
<u>GRADE I</u>	\$ 10.10	\$ 10.50
Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant		
<u>GRADE II</u>	\$ 10.10	\$11.56
Clerical Aide II Early Childhood Aide I Janitor Library Clerk I Library Monitor Lifeguard I Parts Runner Program Aide Recreation Leader II Senior Student Aide		
<u>GRADE III</u>	\$ 10.10	\$12.68
Clerical Aide III Early Childhood Aide II Library Clerk II Lifeguard II Recreation Specialist Maintenance Assistant Tax Collection Aide Undergraduate Intern Recreation Specialist		
<u>GRADE IV</u>	\$10.10	\$16.40
Adult Day Care Aide Assistant Head Lifeguard Clerical Assistant Deputy Fire Marshal Engineering Technician Environmental Educator Graduate Intern Instructor Library Clerk III Payroll Assistant Printer Security Monitor Senior Activities Specialist Senior Citizen's Bus Driver		

APPENDIX D

<u>PAY GRADE</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
<u>GRADE IV – Cont'd</u>		
Senior Maintenance Assistant Supernumerary Police Officer Traffic Safety Specialist		
<u>GRADE V</u>	\$10.62	\$18.95
Administrative Aide Code Enforcement Official Head Lifeguard Senior Transportation Lead Driver Youth Theater Director		
<u>GRADE VI</u>	\$12.53	\$26.06
Adult Day Care Professional Code Inspector Director of Aquatics Director of Special Programs Naturalist Substitute Librarian Accounting Assistant		

**APPENDIX “E”
Code of Accounts**

**Town of Windsor
FY 2018 – 2019
Adopted Budget**

**CODE OF ACCOUNTS
AGGREGATED EXPENDITURE CLASSIFICATIONS**

The expenditure classifications are aggregated into seven summary expenditure classifications that describe the types of expenditures to be made in each account.

PERSONAL SERVICES

40010 Regular Full Time	40070 Training Overtime	41125 Retirement Expense - Town
40015 Elected/Appointed Officials	40090 Overtime	41126 Retirement Expense -BOE
40020 Regular Part Time	41010 FICA	41128 457b ICMA Plan
40040 Temporary Full Time	41020 Medicare	41129 401a ICMA Plan
40050 Temporary Part Time	41110 Clothing Allowance	41170 Workers' Compensation
40060 Holiday Overtime	41120 Pension Police - MERF	41190 Other Comp
		41200 Combined insurance

SUPPLIES

- 42140 Books and Periodicals - technical books, newspaper subscriptions, library books and media, special reports and other publications
- 42190 Rentals - use of land, use of buildings, equipment leases, copier leases
- 42220 Materials and Supplies - office supplies, non-inventoried supplies, items with a useful life of less than one year, food
- 42222 Police Department Vest & Equipment – vest and equipment for police officers
- 42240 Postage - postage stamps, regular and bulk mailing

SERVICES

- 43110 Travel and Meeting Expenses - local, regional and national meetings (including transportation, lodging, meals and registration fees), business expenses related to the activity of the department
- 43120 Advertising & Marketing - notices of public hearings, invitations to bid, recruitment ads, publishing ordinances
- 43130 Membership Fees - professional association dues and subscriptions, league and tournament fees
- 43140 Car Allowance - monthly allotment for private vehicles and mileage allowances for use of private vehicles on local routine business
- 43145 Credit Card Fees – fees charged to the Town for customer payments via credit cards
- 43150 Recruitment and Training - special training schools, tuition, educational seminars, recruitment examinations, interviews and in-service training courses
- 43160 OPEB - Other Post Employment Benefits costs
- 43170 MDC - Sewers - Metropolitan District Commission sewer service fees
- 43180 Contractual Services - cleaning/custodial services, unemployment compensation, recycling, trash removal, police and fire fighter physicals, drug testing, property and facility services not provided by employees, aid to private education, mosquito management, protective inspections, tax mailing services, transportation/bus, veterinary, transcription, attorney, auditors, investment/pension consultants, bond counsel, health/workers comp/general liability consultant, professional engineering services, GIS consultant, software consultant, marketing and graphic design consultant, etc.
- 43190 Printing - printing, photocopying, microfilming
- 43200 - Board of Education Schools - BOE payroll and all other costs associated with BOE expenditures
- 43215

**CODE OF ACCOUNTS
AGGREGATED EXPENDITURE CLASSIFICATIONS**

SERVICES (continued)

- 43300 Debt Service - Principal - principal payments for outstanding bond issues
- 43350 Debt Service - Interest - interest payments for outstanding bond issues
- 43400 - Insurance Premium Expense - premium fees for health, general liability and workers compensation
- 43406 insurance
- 43450 TPA Fees - third party administration fees
- 43460 Direct Expenditures - self-funded cost for health and risk management costs
- 43515 Refunds To Taxpayers - prior year tax refunds
- 48000 Administrative Overhead - enterprise fund fees for town administration services
- 48020 Rent Expense To Town - lease of building
- 48503 Transfer To Special Revenue - transfer funds from the general fund to special revenue fund
- 49150 Architectural & Engineering Services - consulting, technical services associated with projects

MAINTENANCE AND REPAIR

- 44210 Repairs & Maintenance - repairs for town buildings, roads, streets, drains and sidewalks
- 44250 Repairs & Maintenance, Vehicles and Heavy Equipment - vehicles and heavy equipment, all parts attached to vehicles and heavy equipment
- 44270 Other Equipment Maintenance - radios, electronic devices, office equipment and all other equipment not elsewhere classified
- 44280 Equipment Maintenance & Service Contracts - annual equipment maintenance & service contracts, annual license fees

GRANTS AND CONTRIBUTIONS

- 45160 Grants and Contributions - Windsor volunteer ambulance, community contributions, annual dog payment to the state, recreation scholarships

CAPITAL OUTLAY

- 46300 Furniture and Equipment - office furniture and related items
- 46310 Vehicles - vehicles, heavy equipment, heavy equipment attachments
- 46320 Other Capital Equipment - all other not elsewhere classified (lawnmowers)
- 46330 Land - acreage
- 46340 Structures - buildings, structures and parts thereof

ENERGY AND UTILITY COSTS

- 47100 Electricity - electric power usage in operations of buildings, facilities, street lights and traffic signals
- 47200 Natural Gas - gas service provided as fuel for heating buildings and facilities
- 47210 Heating Oil - used for heating buildings and facilities
- 47310 Regular Gasoline - used in the operation of motor vehicles and other machinery and equipment
- 47320 Diesel Fuel - used in the operation of motor vehicles and other machinery and equipment
- 47400 Water - water service paid to the Metropolitan District Commission for town-owned properties
- 47500 Communications - telephone services, iPad, cellphone, other electronic devices

APPENDIX “F”
Debt Management

Town of Windsor
FY 2018 – 2019
Adopted Budget

DEBT MANAGEMENT POLICY

Windsor continues to enjoy an outstanding credit rating of Aa1 by Moody's Investor Service and AAA by Standard and Poor's Corporation, which is the same as that is assigned to obligations of the United States Government. In general, bond ratings are assigned by the rating services on the basis of established standards covering four basic criteria: economic strength and diversity, debt burden, administrative process and fiscal performance. In order to maintain its debt burden in line with available resources, the town adheres to certain fundamental policies with respect to incurrence of debt:

- a) Windsor maintains its total debt service requirement to within a range of 6% - 8% of its total operating expenditures
- b) When any new bonds are issued, the future forecasted annual debt service requirements will not exceed 8% of annual operating expenditures
- c) The total amount of bonds Windsor issues will not exceed 50% of its legal debt limit
- d) The town will maintain an unassigned fund balance of between 15% - 20% of annual General Fund operating expenditures.

The town's legal debt limit is in turn based upon its tax collections for the most recently completed fiscal year including interest and lien fees, and net of state reimbursements for revenue losses. As of June 30, 2017, Windsor's base for establishing its debt limit is \$98,791,094. State law establishes various debt percentage limitations based on the purposes for which the debt is issued. The following limitations are currently in effect:

- 1) General Purpose - 2.25 times the base
- 2) Schools - 4.50 times the base
- 3) Sewer - 3.75 times the base
- 4) Urban Renewal - 3.25 times the base
- 5) Unfunded Past Pension - 3.00 times the base
- 6) Total Debt - 7.00 times the base.

Per the FY 2017 Town of Windsor Consolidated Annual Financial Report, the town's total net direct and net overlapping indebtedness totals \$122,633,571 and the total debt limit is \$691,537,658.

Town of Windsor Debt Schedule FY 2018

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2017	PROJECTED ADDITIONS	RETIREMENTS	BALANCE 6/30/2018
General Purpose								
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	2,879,000	276,000	-	276,000	-
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	5,927,000	521,000	-	521,000	-
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,096,000	500,000	-	500,000	-
2012 Public Improvements	2.00	2012	5/1/2024	4,490,000	740,000	-	375,000	365,000
2013 Public Improvements	1.25 - 2.00	2013	5/1/2025	4,085,000	2,731,000	-	341,000	2,390,000
2014 Public Improvements	2.00 - 3.00	2014	4/15/2024	3,690,000	2,580,000	-	370,000	2,210,000
2014 Refunding	2.00 - 4.00	2014	8/15/2022	3,355,000	3,320,000	-	252,000	3,068,000
2015 Public Improvements	2.00 - 2.50	2015	6/15/2027	3,165,000	2,630,000	-	265,000	2,365,000
2016 Public Improvements	2.00	2016	6/15/2028	3,755,000	3,445,000	-	310,000	3,135,000
2017 Public Improvements	TBD	2017	TBD	4,260,000	4,260,000	-	213,000	4,047,000
2017 Refunding - Series A				5,657,000	5,657,000		262,000	5,395,000
2018 Bond Issue - Estimated Principle						3,350,000		3,350,000
Sub-total				47,359,000	26,660,000	3,350,000	3,685,000	26,325,000
Schools								
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	6,051,000	579,000	-	579,000	-
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	3,768,000	334,000	-	334,000	-
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,209,000	715,000	-	715,000	-
2013 School Improvements	1.25 - 2.00	2013	5/1/2025	950,000	634,000	-	79,000	555,000
2014 School Improvements	2.00 - 3.00	2014	4/15/2024	1,330,000	940,000	-	130,000	810,000
2014 Refunding	2.00 - 4.00	2014	8/15/2022	915,000	905,000	-	58,000	847,000
2015 School Improvements	2.00-2.50	2015	6/15/2027	2,205,000	1,840,000	-	185,000	1,655,000
2016 School Improvements	2.00	2016	6/15/2028	530,000	480,000	-	50,000	430,000
2017 School Improvements	TBD	2017	TBD	1,685,000	1,685,000	-	82,000	1,603,000
2017 Refunding - Series A				3,568,000	3,568,000		103,000	3,465,000
2018 Bond Issue - Estimated Principle						3,275,000		3,275,000
Sub-total				27,211,000	11,680,000	3,275,000	2,315,000	12,640,000
Grand-Total				74,570,000	38,340,000	6,625,000	6,000,000	38,965,000

APPENDIX F

**Town of Windsor
Debt Schedule FY 2018 - FY 2019**

Principal Payments

		<u>FY 2018</u>	<u>FY 2019</u>
	<u>Town Projects</u>		
2009	Refunding Issue - Series A	276,000	-
2009	Refunding Issue - Series B	521,000	-
2010	Refunding Issue - Series B	500,000	-
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchas	375,000	-
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipmer	341,000	341,000
2014	Road & Facility Improvements; Emergency Dispatch Console	370,000	370,000
2014	Refunding Issue	252,000	506,000
2015	Road & Facility Improvements; Tower Ladder Truck	265,000	265,000
2016	Road & Facility Improvements	310,000	315,000
2017	Road & Facility Improvements	213,000	213,000
2017	Refunding Issue	262,000	1,573,000
2018	2018 Bond Issue - Estimated New Principal		294,650
	Total Principal - Town Projects	3,685,000	3,877,650
	<u>School Projects</u>		
2009	Refunding Issue - Series A	334,000	-
2009	Refunding Issue - Series B	579,000	-
2010	Refunding Issue - Series B	715,000	-
2013	Ellsworth School Roof	79,000	79,000
	Sage Park HVAC, Ellsworth School Offices & Athletic Fields, O'Brien		
2014	Field Improvements, School Window Replacement	130,000	130,000
2014	Refunding Issue	58,000	164,000
2015	Road & Facility Improvements; Tower Ladder Truck	185,000	185,000
2016	Road & Facility Improvements	50,000	45,000
2017	Road & Facility Improvements	82,000	82,000
2017	Refunding Issue	103,000	1,297,000
2018	2018 Bond Issue - Estimated New Principal		289,670
	Total Principal - School Projects	2,315,000	2,271,670
	Grand Total - Principal	6,000,000	6,149,320

Interest Payments

		<u>FY 2018</u>	<u>FY 2019</u>
	<u>Town Projects</u>		
2009	Refunding Issue - Series A	10,420	-
2009	Refunding Issue - Series B	4,490	-
2010	Refunding Issue - Series B	10,000	-
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchas	14,800	7,300
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipmer	45,235	38,415
2014	Road & Facility Improvements; Emergency Dispatch Console	55,775	44,675
2014	Refunding Issue	107,520	92,360
2015	Road & Facility Improvements; Tower Ladder Truck	57,720	52,420
2016	Road & Facility Improvements	68,900	62,700
2017	Road & Facility Improvements	129,400	123,010
2017	Refunding Issue	138,510	164,230
2018	2018 Bond Issue - Estimated New Interest		98,820
	Total Interest - Town Projects	642,770	683,930
	<u>School Projects</u>		
2009	Refunding Issue - Series A	6,680	-
2009	Refunding Issue - Series B	9,410	-
2010	Refunding Issue - Series B	14,300	-
2013	Ellsworth School Roof	10,500	8,920
	Sage Park HVAC, Ellsworth School Offices & Athletic Fields, O'Brien		
2014	Field Improvements, School Window Replacement	20,275	16,375
2014	Refunding Issue	29,630	25,190
2015	Road & Facility Improvements; Tower Ladder Truck	40,525	36,825
2016	Road & Facility Improvements	9,600	8,600
2017	Road & Facility Improvements	51,140	48,680
2017	Refunding Issue	92,640	105,770
2018	2018 Bond Issue - Estimated New Interest		96,620
	Total Interest - School Projects	284,700	346,980
	Grand Total - Interest	927,470	1,030,910

**APPENDIX “G”
Price Guide**

**Town of Windsor
FY 2018 – 2019
Adopted Budget**

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
DEVELOPMENT SERVICES				
Building Inspection				
Building Permit	General Fund	Resolution	\$35 for 1st \$1,000	4/23/2018
Building Permit - After 1st \$1,000	General Fund	Resolution	\$13 per \$1,000 (after 1st \$1,000)	6/21/1999
Building Permit Fee Reduction Policy Significant fiscal impact projects per CGS 12-65b (b) Biotechnology firms defined by CT Bioscience Cluster Approval of any fee reduction is at the sole discretion of the Town Council	General Fund	Resolution	Based on financial impacts identified as part of the project review policy	1/17/2006
Square Footage Price Used to Calculate Cost of a New Home	General Fund	Resolution	\$75 per sq. ft.	5/05/2003
Re-Inspection Fee on Contractor Projects	General Fund	Resolution	\$25 per inspection	5/05/2003
Working Without Permits	General Fund	Resolution	A fee equal to double the permit fee	5/05/2003
ZBA Residential Application Fee	General Fund	ZBA	\$150 plus \$50 per each additional variance on same application	4/23/2018
ZBA Commercial/Industrial Application Fee	General Fund	ZBA	\$175 plus \$50 per each additional variance on same application	5/13/2014
Motor Vehicle Location Approvals	General Fund	TP+ZC	\$70	5/20/1985
Motor Vehicle Location Re-Approvals	General Fund	TP+ZC	\$35	5/20/1985
Maps - Photocopy	Special Revenue	Resolution	\$4	5/01/1989
Economic Development				
Fee For Processing Subordination requests for mortgages in the OCD portfolio	Special Revenue / Fund 10	Resolution	\$50 plus any direct Expenses Incurred	4/27/2009
Residential Subdivision	General Fund	Resolution	\$300 + \$100 for each lot to be disturbed	2/17/2009
Commercial, Industrial, Residential (multi-family) or other use	General Fund	Resolution	\$300 + \$100 for each acre of area to be disturbed	5/10/2011
Stormwater Manual	General Fund	Resolution	\$30	2/17/2009
Street Cut Permits:				
Curb and Walk - All Permits	General Fund	Resolution	\$50	9/23/1991
Driveway - All Permits	General Fund	Resolution	\$25	6/08/1992
Excavation - All Permits	General Fund	Resolution	\$50	9/23/1991
Additional Charge Per Excavation - adjacent locations at the same property	General Fund	Resolution	\$25	6/04/2013
Street Light Changes - New Residential Development	General Fund	CGS 8-25	One year fee per street light at CL&P rate	1949
Fire Prevention				
Blasting Permit	General Fund	CGS 541, 29- 349	\$60	5/15/2017
Storing Explosives	General Fund	CGS 541, 29- 349	\$100	5/15/2017
Commercial Amusement Fee	General Fund	Resolution	\$100 fee & \$1,000 bond	6/29/1981

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
DEVELOPMENT SERVICES (cont.)				
Inland Wetlands				
Summary Ruling:				
Residential lot containing wetlands or regulated area	General Fund	CGS 22a-36 to 22a-45	\$100 per lot plus \$100 per acre of regulated area of disturbance	7/01/2008
Modification to existing owner-occupied lot	General Fund	CGS 22a-36 to 22a-45	\$85 per lot includes \$60 CT DEEP fee	5/10/2011
Recreational regulated area affected by proposed activity	General Fund	CGS 22a-36 to 22a-45	\$100 per acre of disturbance	5/10/2011
Commercial, industrial or residential multi-family or other use	General Fund	CGS 22a-36 to 22a-45	\$300 plus \$100 per acre of regulated area of disturbance	5/10/2011
Plenary Ruling:				
Residential lot containing wetland or regulated area	General Fund	CGS 22a-36 to 22a-45	\$200 per lot plus \$100 per acre of regulated area of disturbance	5/10/2011
Recreational with regulated area affected by proposed activity	General Fund	CGS 22a-36 to 22a-45	\$200 per acre of disturbance	5/10/2011
Commercial, industrial or multi-family or other use	General Fund	CGS 22a-36 to 22a-45	\$600 plus \$100 per acre of regulated area disturbance	5/10/2011
Permit revisions as they affect wetlands/watercourses	General Fund	CGS 22a-36 to 22a-45	\$90	7/01/2008
Wetlands Permit Renewal	General Fund	CGS 22a-36 to 22a-45	\$70	7/01/2008
Amendments to Map or Regulations	General Fund	CGS 22a-36 to 22a-45	\$250 plus linear foot fee	7/01/2008
Linear Foot Fee	General Fund	CGS 22a-36 to 22a-45	Less than 500 ft: \$250 500 to 1000 ft: \$500 More than 1000 ft: \$750	5/10/2011
Cease and Desist Order	General Fund	CGS 22a-36 to 22a-45	\$250	4/01/2005
Compliance Inspections	General Fund	CGS 22a-36 to 22a-45	\$25 per staff visit	7/01/2008
Public Hearing	General Fund	CGS 22a-36 to 22a-45	\$250	4/01/2005
Activity without permit or not authorized by permit in the upland review area with no immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$75 per day	5/19/2008
Activity without permit or not authorized by permit in the upland review area with immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$150 per day	5/19/2008
Activity without permit or not authorized by permit in a wetland or watercourse which causes limited or correctable damage	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$200 per day	5/19/2008
Activity without permit or not authorized by permit in a wetland or watercourse which causes sediment to flow into the area or otherwise causes pollution to the area	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$750 per day	5/19/2008
Excavation in filling or draining any portion of a wetland and/or watercourse without a permit	Open Space Fund	Town Ordinance: Chapter 14, Art VII	\$750 per day	5/19/2008
NOTE: A \$60 Conservation Fund fee must be added to the cost of all land use applications. Mandated by CT Department of Energy and Environmental Protection (DEEP) effective 10/1/09.				

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
DEVELOPMENT SERVICES (cont.)				
Planning				
Subdivision Application	General Fund	TP&Z	\$100 base fee plus \$300 per lot	5/10/2011
Resubdivision	General Fund	TP&Z	\$100 base fee plus \$300 per lot	5/10/2011
Subdivision Inspection	General Fund	TP&Z	1% improvement costs	3/25/1997
Subdivision Regulations	General Fund	Resolution	\$7	5/05/2003
Plan of Conservation & Development	General Fund	TP&Z	\$35	9/14/2004
PUD - Concept Plan	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U. plus \$25 per 1,000 sq. ft. Gross Non-Residential Floor Area	5/10/2011
Site Development Flat Fee:	General Fund	TP&Z	\$150 base fee plus	5/19/2008
plus commercial floor area - max 49,999 sq. ft.	General Fund	TP&Z	\$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area - over 50,000 sq. ft.	General Fund	TP&Z	\$25 per 1,000 sq. ft.	5/19/2008
Site Plan with Residential Lots or Dwelling Units including PUD, Special Use and Traditional Neighborhood Design Developments	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U.	5/10/2011
Special Use - 1st Use	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U.	5/19/2008
Special Use - Subsequent Applications with Additional Lots	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U.	5/19/2008
Zone Map Revision	General Fund	TP&Z	\$150 Base fee plus \$100 per acre "except for zone changes to AG"	5/19/2008
Zoning Text Amendment	General Fund	TP&Z	\$250	5/15/2012
Subdivision Text Amendment	General Fund	TP&Z	\$250	5/15/2012
Revisions to Subdivisions	General Fund	TP&Z	\$150	5/19/2008
Revisions to Site Plans flat fee:	General Fund	TP&Z	\$150	5/19/2008
plus commercial floor area 10,000-49,999 sq. ft.	General Fund	TP&Z	\$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area 50,000 sq. ft. or greater	General Fund	TP&Z	\$25 per 1,000 sq. ft.	5/19/2008
Bond - Subdivision & Site Plan Performance, Reduction/Release, Maintenance	General Fund	TP&Z	\$50	5/10/2011
Non-Conforming Use	General Fund	TP&Z	\$150	5/10/2011
Build on Unpaved Street	General Fund	TP&Z	\$150	5/19/2008
Design Development - Concept plan	General Fund	TP&Z	\$100 base fee plus \$60 per Lot or D.U.	10/14/2003
Design Development - Detailed plan	General Fund	TP&Z	\$100 base fee plus \$100 per Lot or D.U.	10/14/2003
Traditional Neighborhood Design Development Concept Plan	General Fund	TP&Z	\$10,000	5/10/2011
Traditional Neighborhood Design Development Form-Based Regulation	General Fund	TP&Z	\$10,000	5/10/2011
Traditional Neighborhood Design Development Warrant	General Fund	TP&Z	\$50	5/10/2011
Amendment to Plan of Development	General Fund	TP&Z	\$250	5/15/2012
Custom GIS map	General Fund	Resolution	\$10 to \$25 + hourly labor	5/10/2011
Digital GIS Table Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Digital GIS Map Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Paper MIS Data	General Fund	Resolution	\$0.50 per page + hourly labor for data conversion, if required	5/10/2011
NOTE: A \$60 Conservation Fund fee must be added to the cost of all land use applications.				
Wetlands Map	General Fund	Resolution	Small - \$10; Large - \$20	5/10/2011
Wetlands Regulations	General Fund	Resolution	\$10	5/05/2003
Zoning Regulations	General Fund	Resolution	\$20	5/05/2003
Zoning Map - Large	General Fund	Resolution	\$20	5/05/2003
Zoning Map - Small	General Fund	Resolution	\$10	5/05/2003

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
HEALTH SERVICES				
CPR, AED and First Aid Classes:				
NOTE: If the student has up to date materials, subtract \$10 from the cost of the class.				
Adult CPR	Special Revenue	Resolution	\$50	6/04/2013
Child CPR	Special Revenue	Resolution	\$50	6/04/2013
Infant CPR	Special Revenue	Resolution	\$40	5/10/2011
AED (Adult or Child)	Special Revenue	Resolution	\$50	6/04/2013
Basic First Aid	Special Revenue	Resolution	\$50	6/04/2013
Any Two of the Above	Special Revenue	Resolution	\$55	6/04/2013
Any Three of the Above	Special Revenue	Resolution	\$60	6/04/2013
Any Four of the Above	Special Revenue	Resolution	\$65	6/04/2013
Professional Rescuer	Special Revenue	Resolution	\$70	6/04/2013
CPR and First Aid Challenges:				
Basic First Aid	Special Revenue	Resolution	\$35	6/04/2013
CPR - Any One Component	Special Revenue	Resolution	\$35	6/04/2013
CPR or First Aid - Any Two Components	Special Revenue	Resolution	\$40	6/04/2013
CPR or First Aid - Any Three or More Components	Special Revenue	Resolution	\$45	6/04/2013
Professional Rescuer	Special Revenue	Resolution	\$45	6/04/2013
Bicycle/Multi-Sport Helmet	Special Revenue	Resolution	\$10	4/27/2009
Ski Helmets	Special Revenue	Resolution	\$25	6/04/2013
Knee and Elbow Pads (set)	Special Revenue	Resolution	\$10	4/11/2007
Flu Shots	Special Revenue	Resolution	\$30	7/01/2015
High Dose Flu Shots	Special Revenue	Resolution	\$45	7/01/2015
Pneumonic Shots	Special Revenue	Resolution	\$55	5/10/2011
Tuberculosis Testing (PPD)	Special Revenue	Resolution	\$10	7/01/2015
Food Service Permits:				
Caterer	General Fund	Resolution	\$200 per facility	4/27/2009
Mobile Vendors	General Fund	Resolution	\$200	5/19/2008
Re-Inspections	General Fund	Resolution	\$150	4/27/2009
Class 1	General Fund	Resolution	\$100	2/20/2018
Class 2	General Fund	Resolution	\$200	2/20/2018
Class 3	General Fund	Resolution	\$225	2/20/2018
Class 4	General Fund	Resolution	\$300	2/20/2018
Daycare	General Fund	Resolution	\$200	2/20/2018
Temporary Establishment	General Fund	Resolution	\$75	4/11/2007
Seasonal Establishment	General Fund	Resolution	Annual Fee/12 x # of months open	4/27/2009
Late > 30 Days	General Fund	Resolution	\$100	4/25/2001
Restaurant Plan Review	General Fund	Resolution	\$200	5/19/2008
Septic Permits:				
New System Construction: Less than 2,000 gallons Per Day (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$175	7/01/2015
New System Construction: Greater than 2,000 Gallons Per Day (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$350	7/01/2015
Existing System Repair: Existing System (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$125	7/01/2015
19-13-B100a Building Addition/Use Change Review	General Fund	Resolution	\$65	5/13/2014
Soil Tests	General Fund	Resolution	\$175	5/13/2014
Other Fees:				
Property Maintenance Fines	Special Revenue	Resolution	\$100 per day	4/11/2007
Well Permits	General Fund	Resolution	\$100	4/11/2007
Residential Inspections	General Fund	Resolution	\$150 Flat Fee	5/19/2008
Radon Kit	General Fund	Resolution	\$15	4/26/2000
LIBRARY SERVICES				
Art Sales Commission	Special Revenue	Resolution	10% of sale	1/01/1996
Audio Single Disk Replacement	Special Revenue	Resolution	\$8 per disk	5/19/2008
AV Equipment	Special Revenue	Resolution	\$20 per day	5/05/2003
Book sales	Special Revenue	Resolution	Priced as marked	6/08/1992
Copy Machine and Printers	Special Revenue	Resolution	black & white \$0.20 per page; color \$0.50 per page	5/10/2011
Fax Fees	Special Revenue	Resolution	\$1.95 for first page; \$1 for each thereafter	5/19/2008

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
LIBRARY SERVICES (cont.)				
Lost Library Card	General Fund	Resolution	\$2	5/19/2008
Lost or Damaged Library Materials	Special Revenue	Resolution	Replacement + \$5	4/27/2009
Main Library - After Hours	Special Revenue	Resolution	\$30 per hour	4/11/2007
Main Library - Meeting Rm #1	Special Revenue	Resolution	\$30 per hour	4/11/2007
Main Library - Meeting Rm #2	Special Revenue	Resolution	\$15 per hour	6/21/1999
Visitor Computer Pass	Special Revenue	Resolution	\$1 per session: free with library card	4/23/2018
Overdue Books	General Fund	Resolution	\$0.20 per day	6/08/1992
Overdue Book Buddies	General Fund	Resolution	\$1 per day	12/15/1997
Overdue Books (max fine)	General Fund	Resolution	\$10	4/27/2009
Overdue DVD	General Fund	Resolution	\$0.20 per day	5/13/2014
Overdue Media (max fine)	General Fund	Resolution	\$10	5/11/2010
Overdue Reference	General Fund	Resolution	\$1 per day	6/08/1992
Overdue Videos	General Fund	Resolution	\$0.20 per day	5/13/2014
Passport Acceptance fee \$25 per U.S. Dept. of State	Special Rev Fund	Resolution	25	5/15/2017
Projection System In Meeting Room #1	Special Revenue	Resolution	\$50	4/23/2018
Desktop Projection System in Meeting Room #2	Special Revenue	Resolution	\$20	4/23/2018
Souvenir Bags, Books, Postcards	Special Revenue	Resolution	Priced as marked	6/08/1992
Temporary Card for Visiting Out-of-Staters	General Fund	Resolution	\$25 per six months	5/19/2008
Test Proctoring Service	Special Revenue	Resolution	\$25 per test	5/11/2010
SAFETY SERVICES (Police)				
False Alarm Penalty - 1 st 3 False Alarms	General Fund	Resolution	no penalty	5/05/2003
False Alarm Penalty - 4 th and 5 th	General Fund	Resolution	\$50 each	5/05/2003
False Alarm Penalty - 6 th and 7 th	General Fund	Resolution	\$75 each	5/05/2003
False Alarm Penalty - 8 th and 9 th	General Fund	Resolution	\$100 each	5/05/2003
False Alarm Penalty - 10 th and Each Additional	General Fund	Resolution	\$150 each	5/05/2003
Fire, False Alarm - 1 st and 2 nd	General Fund	Resolution	no penalty	5/05/2003
Fire, False Alarm - 3 rd	General Fund	Resolution	\$100 each	5/05/2003
Fire, False Alarm - 4 th	General Fund	Resolution	\$200 each	5/05/2003
Fire, False Alarm - 5 th	General Fund	Resolution	\$400 each	5/05/2003
Fire, False Alarm - 6 th and Each Additional	General Fund	Resolution	\$500 each	5/05/2003
Bingo Permit Fees:				
Class A	General Fund	Resolution	\$75	5/21/2018
Class B	General Fund	Resolution	\$5 per day	5/21/2018
Class C	General Fund	Resolution	\$50 per day	5/21/2018
Bazaar and Raffle Permits:				
Class I Raffle Permit	General Fund	Resolution	\$50	7/01/1980
Class II Raffle Permit	General Fund	Resolution	\$20	7/01/1980
Class III Raffle Permit	General Fund	Resolution	\$20 per day	7/01/1980
Class IV Raffle Permit	General Fund	Resolution	\$5	7/01/1980
Class V Raffle Permit	General Fund	Resolution	\$80	5/21/2018
Class VI Raffle Permit	General Fund	Resolution	\$100	5/21/2018
Class VII Raffle Permit	General Fund	Resolution	\$100	5/21/2018
Sale of Dog	General Fund	CGS 22-332(b)	\$5	7/01/2008
Redeem Dog	General Fund	Resolution	\$15	10/01/1986
Plus Advertising Fee	General Fund	Resolution	\$15	4/25/2001
Plus Boarding Fee	General Fund	Resolution	\$15 per day	5/05/2003
Pick up of Unwanted Dog	General Fund	Resolution	\$50	5/05/2003
Quarantined Dog	General Fund	Resolution	\$15 per day	5/15/2012
Fingerprinting	General Fund	Resolution	\$10	5/05/2003
Records Check	General Fund	Resolution	\$5	4/11/2007
Handicapped Parking Violation	General Fund	Ordinance	\$95	4/27/2005
After 7 Days	General Fund	Ordinance	\$190	4/27/2005
Failure to Install/Maintain Designated Space	General Fund	Ordinance	\$90	3/31/1986
Continued Failure	General Fund	Ordinance	\$90 per day	3/31/1986
Parking Violation	General Fund	Ordinance	\$25	5/05/2003
After 7 Days	General Fund	Ordinance	\$50	5/05/2003
Junk Car Permits	General Fund	Resolution	\$50	4/01/1997
New Pistol Permit	General Fund	Resolution	\$70	5/10/2011
News rack Permit Application Fee	General Fund	Resolution	\$25	4/11/2007
News rack Location Fee	General Fund	Resolution	\$12 per location	4/11/2007
Sale of Accident and Other Reports	General Fund	Resolution	\$0.50 per page	1/06/1992
Fee for Indigent Person	General Fund	Resolution	\$0	3/20/1978
Photocopy - Reports	General Fund	Resolution	\$0.50 per page	1/06/1992
Traffic Safety Specialist	Special Revenue	Resolution	\$9.00 - \$15.60 per hour	5/13/2014

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
SAFETY SERVICES (Police - cont.)				
Police Private Duty Officer:				
Non-profit, 4 Hours or Less	Special Revenue	Resolution	\$327.82	4/23/2018
Non-profit, Over 4 Hours	Special Revenue	Resolution	\$81.96 per hour	4/23/2018
Board of Education/Municipal	Special Revenue	Resolution	\$81.96 per hour	4/23/2018
Construction, 4 Hours or Less	Special Revenue	Resolution	\$377.26	4/23/2018
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	\$754.53	4/23/2018
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	\$1,131.79	4/23/2018
Construction, Over 12 Hours	Special Revenue	Resolution	\$94.32 per hour	4/23/2018
Vehicle Usage Fee	Special Revenue	Resolution	\$15 per hour if cruiser is required	5/19/2008
Impounded Vehicle Storage Fee	General Fund	Resolution	\$25 per day	6/04/2013
Vendor Licenses - Individual	General Fund	Resolution	\$40	6/07/2016
Vendor Licenses - Group up to 10	General Fund	Resolution	\$60	7/01/2015
Vendor Licenses - Group over 10	General Fund	Resolution	\$7.50 each additional person over 10	6/07/2016
Fire				
Firefighter firewatch	Special Revenue	Resolution	\$25 per hour	5/11/2010
Firefighter firewatch-municipal	Special Revenue	Resolution	\$20 per hour	5/11/2010
PUBLIC WORKS				
Cemetery Markers - Install Veteran Stones	Special Revenue	Resolution	\$100	4/27/2009
Installation of Street Signs - Regulatory and Other	General Fund	Resolution	\$250 per sign	4/27/2009
Installation of Street Signs - Stop Signs	General Fund	Resolution	\$250 per sign	4/27/2009
Storage of Evicted Materials	General Fund	Resolution	Fees charged by the moving vendor &/or storage facility	4/27/2009
Snow Plowing and/or sanding each time on unaccepted street in subdivision(s)				
Sanding Per Subdivision Street	General Fund	Resolution	\$60 per 10th of mile	5/15/2017
Subdivision Street With Base Course Only	General Fund	Resolution	\$230/10th of mile, plus \$30/cul de sac	5/15/2017
Subdivision Street With Paved Top Course	General Fund	Resolution	\$115/10th of mile, plus \$30/cul de sac	5/15/2017
Design Services				
Engineering Specifications	General Fund	Resolution	\$30	4/24/2006
Aerial Map Blueprints	General Fund	Resolution	\$5 per copy	4/24/2006
Other Maps and Blueprints	General Fund	Resolution	\$4 per copy	5/10/2011
Color Copy 24" x 36"	General Fund	Resolution	\$10 per copy	5/10/2011
Erosion And Sediment Control Permit				
<i>(Erosion & Sediment permit fees shall be reduced when Inland Wetland fees are also collected for the same activity)</i>				
Single and Two -Family Residential (not part of a subdivision)	General Fund	Resolution	\$100/lot	2/17/2009
Residential Subdivision	General Fund	Resolution	\$300 + \$100 for each lot to be disturbed	2/17/2009
Commercial, Industrial, Residential (multi-Family) or other use	General Fund	Resolution	\$300 + \$100 for each acre of area to be disturbed	5/10/2011
Storm water Management Permit				
Single and Two -Family Residential (not part of a subdivision)	General Fund	Resolution	\$100/lot	2/17/2009
RECREATION & LEISURE SERVICES				
Non-Resident Fee	Special Revenue	Resolution	\$10 fee per program unless otherwise noted	4/27/2005
Adult Basketball League	Special Revenue	Resolution	\$300 - \$600	5/11/2004
Adult Dance	Special Revenue	Resolution	\$70 - \$130 per course	5/11/2010
Adult Open Basketball	General Fund	Resolution	\$35 annual pass	4/11/2007
Adult Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	\$2	5/19/2008
Adult Open Gym, Drop-In Fee - Non-Resident	Special Revenue	Resolution	\$5	5/19/2008
Adult Open Volleyball	General Fund	Resolution	\$30 annual pass	5/11/2010
Adult Toning and Boxing Program	Special Revenue	Resolution	\$65 - \$150	5/11/2004
Adult Volleyball League	Special Revenue	Resolution	\$300 - \$600	5/11/2004
AM Aerobics	Special Revenue	Resolution	\$55 - \$110 per session	5/10/2011
Archery	Special Revenue	Resolution	\$55 - \$90 per session	5/10/2011
Arts and Crafts	Special Revenue	Resolution	\$30 - \$80 per course	6/07/2016

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Baseball Clinic	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Basketball Clinic	Special Revenue	Resolution	\$90 - \$155	5/10/2011
Movie Night	Special Revenue	Resolution	\$2 - \$7	4/11/2007
Counselor in Training Program	Special Revenue	Resolution	\$80 - \$100 per 4 wk session	5/10/2011
CPR/First Aid	Special Revenue	Resolution	\$145 - \$160	5/13/2014
CPR/First Aid Recertification	Special Revenue	Resolution	\$115 - \$125	5/13/2014
Culinary Arts Program	Special Revenue	Resolution	\$100 - \$150	5/19/2008
Dance Movement Workshop	Special Revenue	Resolution	\$60 - \$130 per session	5/11/2010
Extended Playground Hours	Special Revenue	Resolution	\$25 - \$30 per week	5/13/2014
Family Trips (In-State/Out-of-State)	Special Revenue	Resolution	\$50 - \$1,500	5/19/2008
Field Hockey Clinic	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Foreign Languages	Special Revenue	Resolution	\$45 - \$110	5/15/2017
Full Day Playground	Special Revenue	Resolution	\$125 - \$135 per week	5/15/2017
Full Day Playground with Transportation	Special Revenue	Resolution	\$135 - \$155 per week	5/15/2017
Full Day Playground with Swim Lesson	Special Revenue	Resolution	\$275 - \$295 per session	5/15/2017
Golf	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Gymnastics	Special Revenue	Resolution	\$110 - \$145 per week	5/15/2017
Hotshots	Special Revenue	Resolution	\$60 - \$75	6/07/2016
Indoor Swim Pass - Adult - Winter	Special Revenue	Resolution	\$2.25 - \$4.25 per hour	4/27/2009
Indoor Swim Pass - Adult - Non-resident - Winter	Special Revenue	Resolution	\$2.25 - \$4.25 per hour	4/27/2009
Indoor Swim Pass - Family - Winter	Special Revenue	Resolution	\$60 per 2 hours a week for 8 weeks	4/27/2009
Indoor Swim Pass - Family- Non-resident - Winter	Special Revenue	Resolution	\$60 per 2 hours a week for 8 weeks	4/27/2009
Indoor Swim Pass - Senior Citizen - Winter	Special Revenue	Resolution	\$2.00 - \$4.00 per hour	4/27/2009
Indoor Swim Pass - Senior Citizen - Non-resident	Special Revenue	Resolution	\$2.00 - \$4.00 per hour	4/27/2009
Intensive Special Needs Program	Special Revenue	Resolution	\$100 - \$200 per session	5/13/2014
Karate	Special Revenue	Resolution	\$35 - \$45 per month	4/27/2009
Kindergarten Dance	Special Revenue	Resolution	\$75 - \$150 per session	5/10/2011
Lacrosse Clinic	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Late Pickup Fee	Special Revenue	Resolution	\$10 per 15 minutes	6/07/2016
Life Guard Training	General Fund	Resolution	\$325 per course plus books	5/19/2008
Membership Pass Replacement Fee	Special Revenue	Resolution	\$5 per replacement	5/11/2004
Model Making and Crafts	Special Revenue	Resolution	\$45 - \$90	5/15/2017
Nutrition and Wellness Programs	Special Revenue	Resolution	\$50 - \$150	5/13/2014
Outdoor Adventure	Special Revenue	Resolution	\$80 - \$250	5/15/2012
Painting Class	Special Revenue	Resolution	\$45 - \$125	5/15/2017
Passage	Special Revenue	Resolution	\$45 - \$75 per session	5/15/2017
PM Aerobics	Special Revenue	Resolution	\$60 - \$120 per session	6/07/2016
PM Low Impact Aerobics	Special Revenue	Resolution	\$60 - \$120 per session	6/07/2016
Pool Parties	General Fund	Resolution	\$275/Resident per party; \$375/Non-resident per party	5/15/2017
Pre-School Dance	Special Revenue	Resolution	\$75 - \$150 per session	5/10/2011
Schools Out Special	Special Revenue	Resolution	\$25 - \$30 per day	5/13/2014
Ski Club	Special Revenue	Resolution	\$275 - \$475	5/15/2017
Skyhawks/Mini Hawks	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Soccer Clinic	Special Revenue	Resolution	\$85 - \$160	4/27/2009
Special Events - One Day	Special Revenue	Resolution	Free - \$10	4/11/2007
Special Needs - Adults Program	Special Revenue	Resolution	\$25 per quarter	5/11/2004
Special Needs - Youth Program	Special Revenue	Resolution	\$55 per session	5/11/2004
Special Needs Camp	Special Revenue	Resolution	\$99 per week	4/27/2009
Student Open Basketball	General Fund	Resolution	\$10	4/27/2009
Student Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	\$1	5/10/2011
Summer Youth Theater	Special Revenue	Resolution	\$100 - \$180	5/19/2008
Summer Youth Theater - Non-resident	Special Revenue	Resolution	\$140 - \$225	5/19/2008
Super Saturdays	Special Revenue	Resolution	\$25	5/11/2004
Swim Daily Fee - Non Resident - Adult	General Fund	Resolution	\$5 per day	6/21/1999
Swim Daily Fee - Non-Resident - Child	General Fund	Resolution	\$3 per day	6/21/1999
Swim Daily Fee - Non-Resident - Senior	General Fund	Resolution	\$3 per day	4/25/2001
Swim Daily Fee - Resident - Adult	General Fund	Resolution	\$2.50 per day	6/21/1999
Swim Daily Fee - Resident - Child	General Fund	Resolution	\$1.50 per day	6/21/1999
Swim Daily Fee - Resident - Senior	General Fund	Resolution	\$1.50 per day	4/25/2001
Swim Lessons - Adult	General Fund	Resolution	\$50	5/11/2004

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Swim Lessons - Child	General Fund	Resolution	\$30 Mon-Thurs per two week session (make up lessons Fri)	4/27/2005
Swim Lessons - Family (maximum)	General Fund	Resolution	\$62	6/07/2016
Swim Lessons - Two Children	General Fund	Resolution	\$46 Mon-Thurs per two week session (make up lessons Fri)	6/07/2016
Swim Lessons - Non-residents	General Fund	Resolution	\$40 per child two week sessions (make up lesson on Friday)	4/27/2009
Swim Pass - Non-resident - Adult (17 and over)	General Fund	Resolution	\$70	5/05/2003
Swim Pass - Non-resident - Child (16 and under)	General Fund	Resolution	\$50	5/05/2003
Swim Pass - Non-resident - Family	General Fund	Resolution	\$120	5/05/2003
Swim Pass - Non-resident - Senior Citizen	General Fund	Resolution	\$50	5/05/2003
Swim Pass - Resident - Adult (17 and over)	General Fund	Resolution	\$35	5/05/2003
Swim Pass - Resident - Child (16 and under)	General Fund	Resolution	\$25	5/05/2003
Swim Pass - Resident - Family	General Fund	Resolution	\$60	5/05/2003
Swim Pass - Resident - Senior Citizen	General Fund	Resolution	\$25	5/11/2004
Swing and Swim	Special Revenue	Resolution	\$45 - \$50 per session	5/05/2003
Taking the Lead	Special Revenue	Resolution	\$20 - \$80	4/11/2007
Tai Chi Chuan	Special Revenue	Resolution	\$60 - \$100 per session	5/05/2003
Tennis Camp	Special Revenue	Resolution	\$60-\$160 per session	5/15/2012
Tennis Classes (4 sessions)	Special Revenue	Resolution	\$40 - \$75 varying number of sessions	5/13/2014
Tumbling	Special Revenue	Resolution	\$60 - \$120 per session (winter)	5/13/2014
Water Aerobics	Special Revenue	Resolution	\$60 - \$120	6/07/2016
Windsor Instructional Basketball	Special Revenue	Resolution	\$50 - \$60	7/01/2015
Windsor Sports Academy	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Windsor Youth Theater	Special Revenue	Resolution	\$100 - \$180	5/19/2008
Windsor Youth Theater - Non-resident	Special Revenue	Resolution	\$140 - \$225	5/19/2008
Yoga	Special Revenue	Resolution	\$60 - \$80 per session	4/11/2007
Youth Band	Special Revenue	Resolution	\$150 - \$200 plus bus fee	5/13/2014
Indoor Swim Lessons	Special Revenue	Resolution	\$49 per session	5/15/2017
Windsor Challenge Course - Youth Group	Special Revenue	Resolution	\$200 - \$5,000 depending on group size	5/15/2012
Windsor Challenge Course - Adult Group	Special Revenue	Resolution	\$300 - \$5,800 depending on group size	5/15/2012
Windsor Challenge Course - Corporate Group	Special Revenue	Resolution	\$500 - \$6,500 depending on package and group size	5/15/2012
Indoor Driving Range	Special Revenue	Resolution	\$8 - \$15	4/27/2009
Youth Wrestling	Special Revenue	Resolution	\$45 - \$75	4/27/2009
Babysitting Course	Special Revenue	Resolution	\$115 - \$125	7/01/2015
Full Day Playground, Swim Lessons And Transportation	Special Revenue	Resolution	\$260 - \$300	6/07/2016
Half Day Playground	Special Revenue	Resolution	\$95 - \$120	5/15/2017
Indoor Golf - Resident	Special Revenue	Resolution	\$10 per half hour/\$15 per hour	6/04/2013
Indoor Golf - Non-resident	Special Revenue	Resolution	\$15 per half hour/\$20 per hour	6/04/2013
Scuba Classes	Special Revenue	Resolution	\$270 - \$350	6/07/2016
S.T.E.M.	Special Revenue	Resolution	\$75 - \$280	4/23/2018
Indoor Archery	Special Revenue	Resolution	\$50-\$75	7/01/2015
Softball Clinic	Special Revenue	Resolution	\$40 - \$150	5/15/2012
Volleyball Clinic	Special Revenue	Resolution	\$40 - \$100	5/15/2012
R.I.S.E Elementary School Age	Special Revenue	Resolution	\$180 - \$190 per month	6/07/2016
R.I.S.E Middle School Age	Special Revenue	Resolution	\$180 - \$190 per month	6/07/2016
Rentals:				
Auditorium	General Fund	Resolution	\$80 per hour	5/11/2010
Cafeteria	General Fund	Resolution	\$75 per hour	5/11/2010
Classrooms	General Fund	Resolution	\$30 - \$45 per hour	5/11/2010
Gymnasium (full)	General Fund	Resolution	\$75 per hour	5/11/2010
Indoor Playscape Party - Resident	Special Revenue	Resolution	\$125 - \$735 per party	6/07/2016
Park Pavilion Rental (Washington/Sharshon)	Special Revenue	Resolution	\$25 per 4 hours	4/11/2007
Soccer Field Permits - Not Sponsored	General Fund	Resolution	\$25 per 4 hours	5/15/2012

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Softball Field Permits - Co-Sponsored	General Fund	Resolution	\$25 per 4 hours	5/15/2012
Softball Field Permits - Not Sponsored	General Fund	Resolution	\$25 per 4 hours	5/15/2012
Tournament Permit	General Fund	Resolution	\$100 per field	5/10/2011
Windsor Jesters	General Fund	Resolution	\$140 per month	4/24/2006
O'Brien Field Use:				
Field Use Fee: Resident	Special Revenue	Resolution	\$25 per hour	3/02/2015
Field Use Fee: Non-Resident	Special Revenue	Resolution	\$125 per hour	3/02/2015
Stadium Lights	Special Revenue	Resolution	\$50 per hour	3/02/2015
Scoreboard/PSA	Special Revenue	Resolution	\$25 per hour	3/02/2015
Field Marshall	Special Revenue	Resolution	\$15 per hour	3/02/2015
Facility Deposit	Special Revenue	Resolution	\$300	3/02/2015
Youth Services Bureau				
Counseling Fee Schedule:			See chart below	5/11/2004
Up to \$21,000	Special Revenue	Resolution	\$10	4/27/2009
Over \$21,000	Special Revenue	Resolution	\$25	4/27/2009
Summer Adventures	Special Revenue	Resolution	\$100 - \$230 per week	4/27/2009
Teen Adventure Club	Special Revenue	Resolution	\$25 - \$50 per session	7/01/2015
Youth Adventures After School	Special Revenue	Resolution	\$90 - \$110	5/15/2017
Leader-in-Training Program	Special Revenue	Resolution	\$100 per session	5/15/2017
Adventure Schools Out Special	Special Revenue	Resolution	\$20 - \$30	5/19/2008
Northwest Park				
Public Programs	Special Revenue	Resolution	\$2/person to \$1,500/person depending on activity	5/15/2012
Pavilion Full Day Rental - Resident	General Fund	Resolution	\$50	4/11/2007
Pavilion Rental - Non-resident	General Fund	Resolution	\$200 + \$100 sec. deposit	4/11/2007
Pavilion Half Day Rental - Resident	General Fund	Resolution	\$25	4/11/2007
Pavilion Half Day Rental - Non-resident	General Fund	Resolution	\$50 + \$100 sec. deposit	4/11/2007
Warming Shed Full Day Rental - Resident	General Fund	Resolution	\$45 + \$100 security deposit for inside and outside rental	5/15/2012
Warming Shed Full Day Rental - Non-resident	General Fund	Resolution	\$150 + \$100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Resident	General Fund	Resolution	\$25 + \$100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Non-resident	General Fund	Resolution	\$75 + \$100 security deposit for inside and outside rental	5/15/2012
Community Gardens	Special Revenue	Resolution	\$50 per season	4/23/2018
Community Gardens - Non-resident	Special Revenue	Resolution	\$60 per season	4/23/2018
Interpretive Center Rental - Resident	General Fund	Resolution	\$60 per 2 hours + \$100 security deposit	4/27/2009
Interpretive Center Rental - Non-resident	General Fund	Resolution	\$80 per 2 hours + \$100 sec dep.	5/19/2008
XC Ski Rental	Special Revenue	Resolution	\$10 resident; \$15 non-resident	5/15/2012
School Programs - Excluding Windsor BOE	Special Revenue	Resolution	\$75 per hour and up	5/15/2012
School Programs - Non-Windsor	Special Revenue	Resolution	\$85 per hour and up	5/15/2012
Nature Camp - Half Day - Resident	Special Revenue	Resolution	\$85 per week	4/27/2005
Nature Camp - Half Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/15/2012
Nature Camp - Whole Day - Resident	Special Revenue	Resolution	\$155 - \$310 per week	5/15/2012
Nature Camp - Whole Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/15/2012
Late Registration Fee	Special Revenue	Resolution	\$10 - \$15	6/07/2016
Teen Zone	Special Revenue	Resolution	\$150 - \$800	6/07/2016
Non-resident registration period for all Northwest Park nature camp programs will begin one week following resident registrations.				
Note: Children ages 2 and under can participate in community events at no charge.				

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
HUMAN SERVICES				
Senior Services				
Sit and Stretch	Special Revenue	Resolution	\$30 - \$40 per session	4/27/2009
Sit and Stretch-Drop-In	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Shape Up and Workout	Special Revenue	Resolution	\$40 - \$50 per session	4/27/2009
Shape Up and Workout Drop-In	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Strength, Stretch and Balance with Yoga	Special Revenue	Resolution	\$30-40 per session	6/07/2016
Strength, Stretch and Balance with Yoga - Drop In	Special Revenue	Resolution	\$5-7 per class	6/07/2016
Enrichment Programs	Special Revenue	Resolution	\$5-\$15	4/27/2009
Ballroom Dancing	Special Revenue	Resolution	\$50 - \$70 per session	5/10/2011
Ballroom Dancing, Drop-In	Special Revenue	Resolution	\$5 - \$7 per class	5/10/2011
Computer Classes	Special Revenue	Resolution	\$15 - \$30 per course	4/27/2009
Computer Classes - Non-resident	Special Revenue	Resolution	\$23 - \$38 per course	4/27/2009
Special Events - One Day	Special Revenue	Resolution	\$2-\$15	4/27/2009
Extended Trips	Special Revenue	Resolution	Going Rate	5/10/2011
Parties	Special Revenue	Resolution	\$2 - \$ 30 per party	4/27/2009
Tai Chi Beginner	Special Revenue	Resolution	\$40 - \$55 per session	4/27/2009
Tai Chi Beginner-Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Tai Chi Advanced	Special Revenue	Resolution	\$40 - \$55 per session	4/27/2009
Tai Chi Advanced-Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Trips Day	Special Revenue	Resolution	Going Rate	5/10/2011
Water Aerobics	Special Revenue	Resolution	\$64 - \$98 per session	4/27/2009
Water Aerobics - Non-resident	Special Revenue	Resolution	\$96 - \$114 per session	4/27/2009
Yoga	Special Revenue	Resolution	\$32 - \$44 per session	4/27/2009
Yoga - Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Fitness Center Membership - 3 Months	Special Revenue	Resolution	\$30	4/11/2007
Fitness Center Membership - 6 Months	Special Revenue	Resolution	\$45	4/11/2007
Fitness Center Membership - 1 Year	Special Revenue	Resolution	\$75	4/11/2007
Senior Center Membership Fee - 1 Year	Special Revenue	Resolution	\$10	4/11/2007
Senior Center Membership Fee - Non-resident - 1 Year	Special Revenue	Resolution	\$20	4/11/2007
Fitness Center Membership - Non-resident - 3 months	Special Revenue	Resolution	\$60	4/27/2009
Fitness Center Membership - Non-resident - 6 months	Special Revenue	Resolution	\$90	4/27/2009
Fitness Center Membership - Non resident - 1 Year	Special Revenue	Resolution	\$150	4/27/2009
Zumba Gold	Special Revenue	Resolution	\$40 - \$55 per session	5/11/2010
Zumba Gold Drop In	Special Revenue	Resolution	\$5 - \$7 per class	5/11/2010
Yoga for Beginners	Special Revenue	Resolution	\$25 - \$35 per session	5/11/2010
Yoga for Beginners Drop In	Special Revenue	Resolution	\$5 - \$7 per class	5/11/2010
Personal Training	Special Revenue	Resolution	\$40 - \$50 per class	5/11/2010
Seated Qi Gong	Special Revenue	Resolution	\$40 - \$55 per session	5/11/2010
Seated Qi Gong Drop In	Special Revenue	Resolution	\$5 - \$7 per class	5/11/2010
INFORMATION SERVICES				
Town Clerk				
Animal Licenses:				
Spayed Female or Neutered Male Dog	General Fund	CGS 22-340	\$8	5/05/2003
Unsprayed Female or Unneutered Male Dog	General Fund	CGS 22-340	\$19	4/27/2005
New Owner of Already Licensed Dog	General Fund	CGS 22-338	\$1	10/01/1989
Hunting & Fishing Licenses - Resident:				
Hunting	General Fund	CGS 26-28	\$19	4/14/2010
Junior Hunting - ages 12 - 15	General Fund	CGS 26-28	\$11	6/07/2016
Junior Hunting - ages 16 - 17	General Fund	CGS 26-28	\$10	5/15/2017
Fishing	General Fund	CGS 26-28	\$28	4/14/2010
Hunting & Fishing	General Fund	CGS 26-28	\$40	4/14/2010
Trapping	General Fund	CGS 26-28	\$34	4/14/2010
Pheasant Tags	General Fund	CGS 26-28	\$28	10/01/2009
Resident - Over 65 - Lifetime	General Fund	CGS 26-28	\$0	4/24/2006
Handicapped	General Fund	CGS 26-28	\$0	1/01/1992
Junior Trapping	General Fund	CGS 26-28	\$11	4/14/2010
Hunting & Fishing Licenses - Non-resident:				
Hunting	General Fund	CGS 26-28	\$91	4/14/2010
Fishing	General Fund	CGS 26-28	\$55	4/14/2010

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
Town Clerk (cont.)				
Hunting & Fishing	General Fund	CGS 26-28	\$110	4/14/2010
Three Day Fishing	General Fund	CGS 26-28	\$22	4/14/2010
Legal Documents: Land Records:				
First Page Fee	General Fund	CGS 7-34a	\$10	7/01/1989
Historic Preservation Fee	General Fund	PA-00-146	\$10	4/23/2018
Open Land Preservation	General Fund	PA-05-228	\$40	7/01/2009
Legal Documents - Each Additional Page	General Fund	CGS 7-34a	\$5	7/01/1989
Foreclosure Registration Act (Vacant Property Registration)	General Fund	PA-11-201	\$60	4/23/2018
Trade Names - First Page	General Fund	CGS 7-34a	\$5	7/01/1989
Trade Names - Each Additional Page	General Fund	CGS 7-34a	\$5	7/01/1989
Subdivision Maps (Indexing, 3 or more Parcels)	General Fund	CGS 35-1	\$20	5/19/2008
Maps (Indexing)	General Fund	CGS 7-31	\$10	5/19/2008
Sales Ratio	General Fund	CGS 7-34a	\$2	7/01/1982
Documents With No Known Last Address of Grantee	General Fund	CGS 7-34a	\$5	7/01/1982
Notary Public - Certificate of Appointment	General Fund	CGS 3-94	\$10	7/01/1982
Notary Public - Notarization of Signature	General Fund	Resolution	\$2 per signature	4/27/2009
Local Conveyance Tax	General Fund	CGS 12-494	\$0.0025 times sale price	5/05/2003
Sale of Publications and Materials:				
Agenda, Including Minutes and Backup	General Fund	Resolution	\$71.50 per year	5/10/2011
Agenda, With Minutes	General Fund	Resolution	\$33 per year	5/10/2011
Agenda Only	General Fund	Resolution	\$16.50 per year	5/10/2011
CD - Computer Stored Public Record	General Fund	CGS 1-212	Cost of hourly salary for formatting and cost of storage device	4/27/2009
Lamination of Wallet Size Items	General Fund	Resolution	\$1	3/21/1988
Photocopies:				
Land Records - Per Page	Special Revenue	P.A. 00-92	\$1 per page	10/01/2000
Miscellaneous - Per Page	Special Revenue	P.A. 89-251	\$0.50 per page	4/27/2009
Certification of a Photocopied Document	Special Revenue	PA 07-133	\$2 per document	5/19/2008
Photocopy document to be certified - per page (excludes .50 Copy Fee)	Special Revenue	P.A. 00-92	\$1 per page	10/01/2000
Hand Held Scanners	General Fund	P.A. 09-229	\$20 per visit	5/11/2010
Street Map	General Fund	Resolution	\$2 MDC map; or free street map	5/05/2003
Town Charter	General Fund	Resolution	\$10	6/21/1999
Town Code of Ordinances - Binder	General Fund	Resolution	\$75	4/27/2005
Town Code of Ordinances - No Binder	General Fund	Resolution	\$60	4/27/2005
Town Code Supplemental Service	General Fund	Resolution	\$1 per 2 sided page	6/21/1999
Vital Statistics:				
Birth Certificate - Certified	General Fund	PA 07-133	\$20 per document	10/01/2009
Birth Certificate - Certified - Wallet Size	General Fund	CGS 7-74	\$15 per document	10/01/2009
Death Certificate - Certified	General Fund	PA 07-133	\$20 per document	10/01/2009
Marriage License	General Fund	CGS 7-73	\$30	7/01/1992
Marriage Certificate	General Fund	PA 07-133	\$20 per document	10/01/2009
Burial and Cremation Permit	General Fund	CGS 7-74	\$3 per document	5/19/2008
OTHER				
Registrars				
Voter List	General Fund	CGS 1-15	\$0.50 per page	4/27/2009
Electronic Voter List Tape (Subject to Approval of Registrars of Voters)	General Fund	CGS 1-212	\$0.03 per name	4/27/2009
Financial Reporting				
Bad Check Fee	General Fund	SS52-565a(i)	\$25	6/04/2013
Assessment Abatement Policy				
Application Filing Fee - Economic Development assessment abatement incentive	General Fund	Resolution	\$500	5/15/2012
Application Filing Fee - assessment rehabilitation abatement incentive	General Fund	Ordinance	\$50	5/15/2012

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
OTHER (cont.)				
Town Hall Room Rental				
Roger Ludlow Room North - Capacity 40	General Fund	Resolution	\$35 per hour	4/24/2006
Roger Ludlow Room South - Capacity 40	General Fund	Resolution	\$35 per hour	4/24/2006
Roger Ludlow Rooms North and South	General Fund	Resolution	\$55/hr or \$200/half day	4/24/2006
Council Chambers - Capacity 200 - 300	General Fund	Resolution	\$75/hr or \$300/half day	4/24/2006
Council Chambers w/Full Production/Technical Director	General Fund	Resolution	\$250/hr \$600/half day	4/24/2006
Additional Services:				
Monitor & VCR/DVD Player	General Fund	Resolution	\$30	4/27/2005
One Microphone and PA System	General Fund	Resolution	\$55 per hour	4/27/2005
Council Chambers Video Projector	General Fund	Resolution	\$50 per hour	4/24/2006
An additional 50% charge will apply for room/equipment reservations after regular business hours or on weekends. EXCEPTION: Council Member's request for facilities, use by a Board or Commission, or town government-related program.				
ENTERPRISE FUNDS				
Adult Day Care				
Daily Care	08-3-32-343	Resolution	\$81.60 per day	5/19/2008
Half Daily Care	08-3-32-343	Resolution	\$50 per half day	4/24/2006
Hourly Day Care Services	08-3-32-343	Resolution	\$20 per hour	5/13/2014
Late Fee	08-3-32-343	Resolution	\$25 per 15 minutes	4/27/2005
Child Day Care				
Infant/Toddler	05-3-3-31-340	Resolution	\$1,415 per month	4/23/2018
Elementary Before & After School	05-3-3-31-340	Resolution	\$495 per month	5/11/2010
Elementary After School	05-3-3-31-340	Resolution	\$395 per month	5/15/2012
Elementary Before School	05-3-3-31-340	Resolution	\$340 per month	5/15/2012
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	\$98 per month	5/15/2012
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	\$175 per month	5/15/2012
Elementary After 3 day/Month	05-3-3-31-340	Resolution	\$230 per month	5/15/2012
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	\$330 per month	5/15/2012
Elementary Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$215 per week	6/07/2016
Elementary Summer Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$235 per week	5/13/2014
Montessori Toddler Camp - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	\$170 per week	4/23/2018
K-1 Camp - 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$215 per week	6/07/2016
K-1 Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$235 per week	5/13/2014
Montessori Toddler	05-3-3-31-340	Resolution	\$620 per month	4/23/2018
Montessori Toddler Extended Day	05-3-3-31-340	Resolution	\$1,310 per month	4/23/2018
Montessori Toddler Full Day	05-3-3-31-340	Resolution	\$1,415 per month	4/23/2018
Montessori ½ Day	05-3-3-31-340	Resolution	\$595 per month	4/23/2018
Montessori Extended Day	05-3-3-31-340	Resolution	\$1,085 per month	4/23/2018
Montessori Full Day	05-3-3-31-340	Resolution	\$1,200 per month	4/23/2018
After Hours - 5:30 PM - 6:00 PM	05-3-3-31-340	Resolution	\$10.00 per day	6/07/2016
Late Payment Fee (assessed on 25th of month)	05-3-3-31-340	Resolution	\$10	7/01/2015
Finance Charge for Late Payments	05-3-3-31-340	Resolution	10% monthly on unpaid balances	5/10/2011
Hourly Rate	05-3-3-31-340	Resolution	\$9.50 per hour	5/10/2011
Registration Fees	05-3-3-31-340	Resolution	\$25 per year	7/01/2015
Summer Camp Preschool - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$275 per week	7/01/2015
Summer Camp Preschool - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	\$150 per week	7/01/2015
Sibling Discount (applies to lowest tuition) 2nd Child	05-3-3-31-340	Resolution	10%	6/07/1982
Sibling Discount (applies to lowest tuition) 3rd Child	05-3-3-31-340	Resolution	20%	7/01/2015

FY 19 ADOPTED

Fines and Fees	Fund	Authority	FY 2019	Last Action
Landfill & Resident Transfer Station				
Commercial/Out-of-Town Business Vehicle Permit	04-4-48-480	Resolution	\$30 - \$70 per vehicle depending on gvw	6/08/1992
Residential Permits	04-4-48-480	Resolution	\$155/year; or \$80 each half year	4/23/2018
Demolition and Bulky Waste	04-4-48-480	Resolution	\$140 per ton	5/13/2014
Small Business Recycling Drop-Off	04-4-48-480	Resolution	\$40 per ton	7/01/1991
Tires	04-4-48-480	Resolution	\$4.00/tire	5/13/2014
Contaminated Soil	04-4-48-480	Resolution	\$20 - \$70 per ton	5/11/2004
Special Waste	04-4-48-480	Resolution	\$65 - \$80 per ton	5/11/2004
Sale of Leaf Compost	04-4-48-480	Resolution	\$5-\$15 per cubic yd	10/07/1996
Commercial Scrap Metal	04-4-48-480	Resolution	\$0 up to \$25 per ton	5/06/2002
Scrap Metal, Requiring Removal of Refrigerant Gases	04-4-48-480	Resolution	\$15 per small appliance \$25 per large appliance	1/01/2015
Oversized MSW (per item)	04-4-48-480	Resolution	\$0 - \$50 per item	5/15/2017
Sale of Wood Mulch	04-4-48-480	Resolution	\$3-\$12 per cubic yd	10/07/1996
Penalty for Disposal of Unacceptable Waste Items	04-4-48-480	Resolution	\$20 - \$50 per item	5/13/2014
One-time transaction	04-4-48-480	Resolution	\$5.00 up to 3 bags/cans \$3.00 for single bag/can	4/23/2018
Propane Tanks	04-4-48-480	Resolution	\$4.00 each	5/13/2014
Treewaste	04-4-48-480	Resolution	\$68.00 per ton	5/13/2014
Leaves	04-4-48-480	Resolution	\$0 - \$40 per ton	5/13/2014

APPENDIX “H”
Charter Provisions Concerning
Annual Budget

Town of Windsor
FY 2018 – 2019
Adopted Budget

CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

CHAPTER 8. FINANCE AND TAXATION

Sec. 8-1. Departmental estimates.

It shall be the duty of the town manager to compile preliminary estimates for the annual budget. The head of each department, office or agency of the town supported wholly or in part from town funds, or for which a specific town appropriation is made (except the board of education) shall, at least ninety (90) days before the end of the fiscal year file with the town manager, on forms provided by the town manager a detailed estimate of the expenditures to be made by said department or agency and the revenue (other than tax revenues) to be collected thereby in the ensuing fiscal year.

Sec. 8-2. Duties of town manager on budget.

Not later than thirty (30) days before the date of the annual budget meeting of the town, the town manager shall present to the council:

- (a) Estimates of revenue, presenting in parallel columns the itemized receipts collected in the last-completed fiscal year, the receipts estimated to be collected during the remainder of the current fiscal year and estimates of the receipts to be collected in the ensuing fiscal year;
- (b) Itemized estimates of expenditures, presenting in parallel columns the actual expenditures for each department, office or agency for the last-completed fiscal year, the expenditures as estimated for the current fiscal year and the manager's recommendations of the amounts to be appropriated for the ensuing fiscal year. The town manager shall present reasons for these recommendations. The president of the board of education shall have the same duties and follow the same procedure with respect to the budget for the board of education;
- (c) A program previously considered and acted upon by the Town Planning and Zoning Commission, in accordance with section 8-24 of the general statutes, as amended, concerning municipal improvements, of proposed capital projects for the ensuing fiscal year and for the fiscal years thereafter. Estimates of the cost of such projects shall be submitted by each department, office or agency annually in the form and manner prescribed by the town manager. The town manager shall prepare a six-year capital improvements program and shall recommend to the town council those projects to be undertaken during the first year of such program and the method of financing the same. The town council will establish by ordinance a capital improvement committee with at least one representative from the Public Building Commission to advise and assist the town manager in preparing said program for the second through the sixth year of such program.
- (d) Nothing herein shall preclude the town council from approving any capital project not included in the above described program.
- (e) Times of performance specified in this section are not of the essence, but are goals to be achieved for the orderly processing of the town budget.

Sec. 8-3. Powers and duties of council on budget.

The format of the supporting documentation for the estimates presented to the town council under sections 8-2 (a) and 8-2 (b) shall be determined by the town council before January 15. The town council shall hold one or more public hearings not later than fifteen (15) days before the annual budget meeting at which any elector or taxpayer may have an opportunity to be heard regarding appropriations for the ensuing fiscal year. Following receipt of the estimates from the town manager and the president of the board of education and the holding of such public hearing or hearings, the town council shall prepare a budget which complies with any minimum standards or requirements of the state tax department and shall recommend the same to the town

APPENDIX H

budget meeting of the town. Sufficient copies of said budget shall be made so as to be available for general distribution in the office of the town clerk and the town manager, and at least five (5) days prior to said annual budget meeting the town council shall cause to be published in a newspaper having circulation in the town a summary of the budget showing anticipated revenues by major sources, proposed expenditures by functions or departments, and the amount to be raised by taxation. The budget shall become effective when approved by said annual budget meeting and an official copy shall be filed with the town clerk.

CHAPTER 9. THE TOWN MEETING

Sec. 9-1. Annual budget meeting and special meetings.

(a) Upon town council approval of its recommended annual budget, it shall set a date for an adjourned town meeting vote on the voting machines. If any budget recommendation fails to pass, the council shall make adjustments and resubmit such adjusted budget recommendations to a vote on the voting machines until approved by the voters at which time the final budget shall be considered adopted.

This procedure for the adoption for the annual town budget shall be in lieu of the petition procedures set forth in *Connecticut General Statutes* § 7-7.

(b) Special town meetings shall be called by the town council when required under the terms of this Charter. The procedure for calling a special town meeting shall be as provided in the *Connecticut General Statutes*.

Sec. 9-2. Procedure.

All town meetings shall be called to order by the town clerk or in the absence of the town clerk, by the town manager or the mayor of the council. A moderator shall be elected and all business conducted in the manner now or hereafter provided by the general statutes, except as in this charter otherwise provided. It shall be the duty of the town clerk to serve as clerk of all town meetings but in the absence of the town clerk, an acting clerk may be designated by the meeting.

Sec. 9-3. Appropriation - manner of approval.

(a) Any appropriation in excess of one (1) per cent of the tax levy in the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation, the issuance of bonds or notes in excess of two (2) per cent of the tax levy for the fiscal year in which the borrowing is made except notes in anticipation of taxes to be paid within the fiscal year in which issued and any ordinance providing for the sale of real estate of the town valued in excess of ten thousand dollars (\$10,000.00) used or reserved for town purposes or any appropriation for the purchase of real estate valued in excess of ten thousand dollars (\$10,000.00) for such purposes, shall become effective only after it has been adopted at a town meeting by the vote of a majority of those present and entitled to vote at such meeting, except that any appropriation in excess of three (3) percent of the tax levy for the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation and any bond issue or issuance of notes or other borrowing in excess of three (3) percent of the tax levy for the fiscal year for which the borrowing is made in any fiscal year shall only require approval by referendum vote on the voting machines at any regular or special election. The town meeting shall not act upon any proposal for the sale or purchase of real estate or the issuance of bonds or other borrowing, except upon the recommendation of the town council contained in a resolution of said town council nor act upon any appropriation which has not been acted upon by the town council. The town meeting shall not increase the amount of any appropriation above the amount recommended by the town council or make any appropriation not recommended by the town council and shall not increase the amount of any bond issue above the amount recommended by the council.

(b) The annual budget shall be adopted in accordance with the procedures set forth in § 9-1.

(c) If the voters disapprove the budget appropriation recommended by the town council, the annual budget appropriation for the then existing fiscal year shall be continued until the new budget appropriation is adopted.

APPENDIX “I”
Glossary

Town of Windsor
FY 2018 – 2019
Adopted Budget

APPENDIX I

GLOSSARY OF TERMS

ACCOUNTING SYSTEM: The total set of records and procedures which are used to record, classify and report information on the financial status and operations of an entity.

ACCRUAL BASIS OF ACCOUNTING: The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

APPROPRIATION: An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ASSESSED VALUATION: A valuation set upon real estate and certain personal property by the Town Assessor as a basis for levying property taxes.

ASSETS: Property owned by a government that has a monetary value.

BOND: A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s]) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

BUDGET DOCUMENT: The official written statement prepared by the budget office and supporting staff which presents the proposed budget to the legislative body.

BUDGET MESSAGE: A general discussion of the proposed budget presented in writing as a part of or supplemental to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the Town Manager and budget officer (if not the chief executive).

CAPITAL ASSETS: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL IMPROVEMENT PROGRAM: A plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing those expenditures.

CAPITAL OUTLAYS: Expenditures for the acquisition of capital assets.

CAPITAL PROJECTS: Projects that purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

CASH BASIS: The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

CONTINGENCY ACCOUNT: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

DEBT SERVICE: Payment of interest and repayment of principal to holders of a government's debt instruments.

DEFICIT: (1) The excess of an entity's liabilities over its assets. (See Fund Balance). (2) The excess of expenditures or expenses over revenues during a single accounting period.

DEPRECIATION: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration,

APPENDIX I

action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

ENTERPRISE FUND: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

EXPENDITURES: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FULL FAITH AND CREDIT: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds.)

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE: The excess of a fund's assets over its liabilities. A negative fund balance is sometimes called a deficit.

GENERAL FUND: The fund supported by taxes, fees and other revenues that may be used for any lawful purpose.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

GRANT: A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

MATURITIES: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MILL: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

MODIFIED ACCRUAL BASIS: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

OBJECT OF EXPENDITURE: Expenditure classifications based upon the types of categories of goods and services purchased. Typical objects of expenditures include:

- personal services (salaries and wages);
- contracted services (maintenance contracts);
- supplies and materials; and
- capital outlays.

OPERATING BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

OPERATING TRANSFER: Routine and/or recurring transfers of assets between funds.

APPENDIX I

REVENUE: The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

REVENUE ESTIMATE: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

TAX LEVY: The total amount to be raised by general property taxes.

TAX RATE: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.