



FINANCIAL PLAN AND PROGRAM OF SERVICES

ADOPTED FOR THE
FISCAL YEAR 2023-2024



ADOPTED
FISCAL YEAR 2024
FINANCIAL PLAN
AND
PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2023 and ending June 30, 2024

TOWN OF WINDSOR
CONNECTICUT



TOWN COUNCIL

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

TOWN MANAGER

Peter Souza

ASSISTANT TOWN MANAGER

Scott Colby



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Windsor
Connecticut**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

The Government Finance Officers Association (GFOA) of the United States and Canada awarded the 'Distinguished Budget Presentation Award' to the Town of Windsor, Connecticut for its annual budget for the fiscal year beginning July 1, 2022.

In order to receive this award, the governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. The Town of Windsor believes the current budget continues to conform to program requirements and will be submitting it to the GFOA to determine its eligibility for the next award cycle.

TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION	
Town Manager's Transmittal Letter.....	ix
FY 2024 Proposed Budget Summary.....	x
Changes to the Town Manager's FY 24 Proposed Budget.....	xi
A Reader's Guide to the Budget.....	xii
Organizational Chart.....	xiii
Town Manager's Proposed Budget Message.....	xiv
Town Vision and Values Statement.....	xviii
Budget Process and Calendar.....	xix
A. SUMMARY OF TOWN FUNDS.....	A-1
General Fund Balance Summary.....	A-1
Financial Organization of Accounts.....	A-2
B. GENERAL FUND REVENUES.....	B-1
Revenue Summary.....	B-1
Revenues by Type.....	B-2
Revenue Explanation.....	B-4
C. GENERAL FUND EXPENDITURES.....	C-1
Expenditures by Department.....	C-1
D. BOARD OF EDUCATION.....	D-1
Operating.....	D-1
E. TOWN SUPPORT FOR EDUCATION.....	E-1
Town Support for Education.....	E-1
F. SAFETY SERVICES.....	F-1
Expenditure Breakdown by Fund.....	F-2
Budget Information – FY 2020 – FY 2024.....	F-3
Police.....	F-4
Fire and Rescue Services.....	F-16
Ambulance Services.....	F-18
FY 2024 Highlights.....	F-20
FY 2024 Goals and Performance Measures.....	F-21
Special Revenue Funds.....	F-22
G. RECREATION & LEISURE SERVICES.....	G-1
Expenditure Breakdown by Fund.....	G-2
Budget Information – FY 2020 – FY 2024.....	G-3
Recreation.....	G-4
Facilities Management.....	G-6
Senior Services.....	G-8
Transportation.....	G-10
Youth Services Bureau.....	G-12
Northwest Park Educational/Recreational Activities.....	G-14
Northwest Park Facility/Property Management.....	G-16
FY 2024 Highlights.....	G-18
FY 2024 Goals and Performance Measures.....	G-20
Special Revenue Funds.....	G-22

H.	HUMAN SERVICES	H-1
	Expenditure Breakdown by Fund.....	H-2
	Budget Information – FY 2020 – FY 2024.....	H-3
	Social Services	H-4
	FY 2023 Highlights	H-6
	FY 2024 Goals and Performance Measures	H-7
	Special Revenue Funds.....	H-9
I.	HEALTH SERVICES.....	I-1
	Expenditure Breakdown by Fund.....	I-2
	Budget Information – FY 2020 – FY 2024.....	I-3
	Inspection and Regulation.....	I-4
	Disease Prevention and Control	I-6
	Clinic Services	I-8
	Emergency Management	I-10
	FY 2023 Highlights	I-12
	FY 2024 Goals and Performance Measures	I-13
	Special Revenue Funds.....	I-15
J.	LIBRARY SERVICES	J-1
	Expenditure Breakdown by Fund.....	J-2
	Budget Information – FY 2020 – FY 2024.....	J-3
	Adult and Teen Services	J-4
	Main Building Services	J-6
	Children's Services	J-8
	Wilson Branch Services.....	J-10
	FY 2023 Highlights	J-12
	FY 2024 Goals and Performance Measures	J-13
	Special Revenue Funds.....	J-15
K.	DEVELOPMENT SERVICES	K-1
	Expenditure Breakdown by Fund.....	K-2
	Budget Information – FY 2020 – FY 2024.....	K-3
	Building Safety	K-4
	Economic Development	K-6
	Planning	K-8
	FY 2023 Highlights	K-10
	FY 2024 Goals and Performance Measures	K-12
	Special Revenue Funds.....	K-13
L.	COMMUNITY DEVELOPMENT	L-1
	Expenditure Breakdown by Fund.....	L-2
	Budget Information – FY 2020 – FY 2024.....	L-3
	FY 2023 Highlights	L-5
	FY 2024 Goals and Performance Measures	L-6
	Special Revenue Funds.....	L-7

M.	PUBLIC WORKS AND ENGINEERING	M-1
	Expenditure Breakdown by Fund.....	M-2
	Budget Information – FY 2020 – FY 2024.....	M-3
	Administration.....	M-4
	Design Services.....	M-6
	Parks & Grounds.....	M-8
	Facilities Management.....	M-10
	Pavement Management	M-12
	Stormwater Drainage.....	M-14
	Traffic Safety and Community Support.....	M-16
	Equipment Repair	M-18
	Storm Control.....	M-20
	FY 2024 Highlights	M-22
	FY 2024 Goals and Performance Measures	M-24
	Special Revenue Funds.....	M-25
N.	INFORMATION SERVICES.....	N-1
	Expenditure Breakdown by Fund.....	N-2
	Budget Information – FY 2020 – FY 2024.....	N-3
	Town Clerk.....	N-4
	Public Relations	N-6
	FY 2023 Highlights	N-8
	FY 2024 Goals and Performance Measures	N-9
	Special Revenue Funds.....	N-10
O.	ADMINISTRATIVE SERVICES	O-1
	Expenditure Breakdown by Fund.....	O-2
	Budget Information – FY 2020 – FY 2024.....	O-3
	Financial Accounting and Reporting	O-4
	Human Resources.....	O-6
	Information Technology	O-8
	Risk Management.....	O-10
	Property Valuation	O-12
	Tax Collection	O-14
	FY 2023 Highlights	O-16
	FY 2024 Goals and Performance Measures	O-18
	Special Revenue Funds.....	O-19
P.	GENERAL GOVERNMENT.....	P-1
	Expenditure Breakdown by Fund.....	P-2
	Budget Information – FY 2020 – FY 2024.....	P-3
	Town Council	P-4
	Boards and Commissions	P-5
	Probate Court.....	P-6
	Elections.....	P-7
	Town Attorney and Legal Advice	P-8
	Town Manager's Office.....	P-9
	Town Treasurer's Office	P-10
	Independent Audit.....	P-11
	Intergovernmental Services.....	P-12
	Community Services.....	P-13
	Special Revenue Funds.....	P-15

Q.	GENERAL SERVICES	Q-1
	Debt Service.....	Q-2
	Sewer Service.....	Q-3
	Great Pond Improvement District Transfer.....	Q-4
	Insurance.....	Q-5
	Retirement Services.....	Q-6
	Defined Benefit Retirement Plan Costs.....	Q-7
	Other Post-Employment Benefits (OPEB).....	Q-8
	Revaluation.....	Q-9
	Recycling.....	Q-10
	Capital Projects.....	Q-11
	Tax Refunds.....	Q-13
	Caring Connection Transfer.....	Q-14
	Open Space.....	Q-15
	Special Revenue Funds.....	Q-16
R.	INSURANCE INTERNAL SERVICE FUND	R-1
	Insurance Internal Service Fund.....	R-1
S.	ENTERPRISE FUNDS	S-1
	Landfill Enterprise Fund.....	S-1
	Resident Transfer Station Enterprise Fund.....	S-5
	Adult Day Care Enterprise Fund.....	S-9
	Child Development Enterprise Fund.....	S-20
T.	APPENDICES	
	Appendix A Capital Improvement Program 2024-2029.....	A-1
	Appendix B Special Revenue Funds	B-1
	Appendix C Summary of Personal Services	C-1
	Appendix D Employee Pay Plans.....	D-1
	Appendix E Chart of Accounts.....	E-1
	Appendix F Debt Management.....	F-1
	Appendix G Price Guide.....	G-1
	Appendix H Charter Provisions Concerning Annual Budget	H-1
	Appendix I Financial Policies.....	I-1
	Appendix J Glossary.....	J-1



May 10, 2023

Honorable Mayor, Town Council and Citizens of Windsor:

I am pleased to transmit the Fiscal Year 2024 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 3, 2023. The Town Council conducted several budget workshops throughout the month of April.

Revenues and expenditures in the Proposed Budget totaled \$139,228,850. During budget deliberations on April 26, 2023, the Town Council made changes that resulted in a budget of \$139,205,750 which was adopted by citizen vote at the referendum held on May 9, 2023. This budget yields a mill rate of 33.60.

A summary of the changes made to the Proposed Budget can be found on the following page.

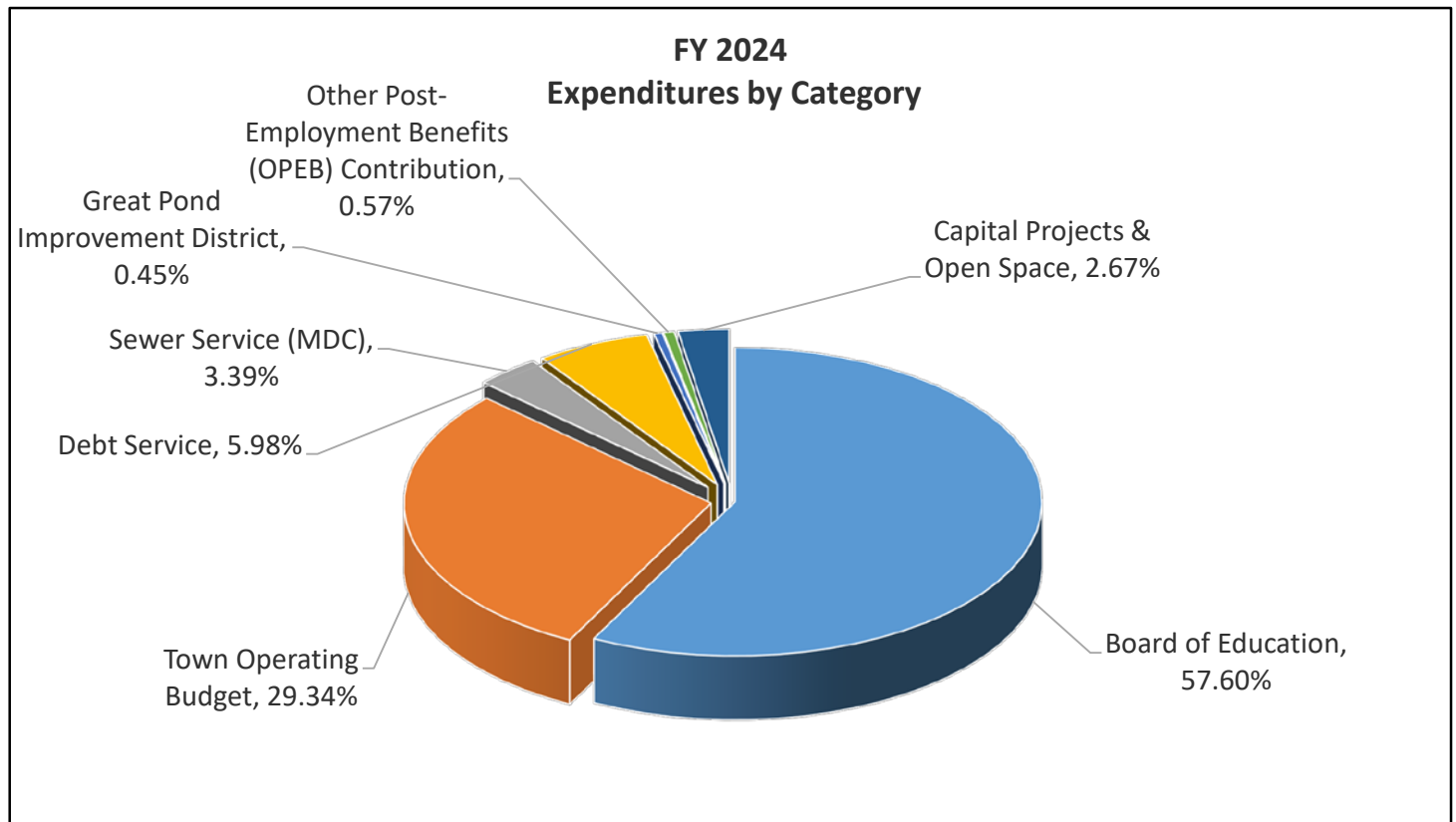
The Adopted Budget represents hundreds of hours of effort on the part of many people, including the Town Council, and I extend my appreciation to all of them.

Sincerely,

Peter Souza
Town Manager

FY 2024 ADOPTED BUDGET SUMMARY

	FY 2023 Adopted Budget	FY 2024 Adopted Budget	\$ Change	% Change
Board of Education	76,484,440	80,184,020	3,699,580	4.84%
Town Operating Budget	36,707,050	40,839,130	4,132,080	11.26%
Sewer Service (MDC)	4,772,150	4,720,080	(52,070)	-1.09%
Debt Service	8,081,410	8,324,320	242,910	3.01%
Great Pond Improvement District	488,250	623,500	135,250	27.70%
Other Post-Employment Benefits (OPEB) Contribution	750,000	800,000	50,000	6.67%
Capital Projects & Open Space	2,611,000	3,714,700	1,103,700	42.27%
Total	\$129,894,300	\$139,205,750	\$9,311,450	7.17%



CHANGES TO THE TOWN MANAGER’S FY 24 PROPOSED BUDGET

The Town Manager’s proposed budget totaled \$138,228,850. During the budget deliberations on April 26, 2023, the Town Council made changes that resulted in a total budget of \$139,205,750. The changes are summarized below.

Budgeted Fiscal Year 2024

Revenues	From	To	Change
<u>April 26, 2023 – General Property Tax</u> <ul style="list-style-type: none"> • Decrease Current Levy revenue line for an increase in tax relief benefits for income qualified military Veterans 	\$116,746,080	\$116,722,980	(\$23,100)
Total Revenues – General Fund	\$139,228,850	\$139,205,750	(\$23,100)

Expenditures	From	To	Change
<u>April 26, 2023 – Development Services</u> <ul style="list-style-type: none"> • Increase \$21,550 for personal services in Planning and Building Safety 	\$1,595,680	\$1,617,230	\$21,550
<u>April 26, 2023 – Community Development</u> <ul style="list-style-type: none"> • Decrease \$44,650 for the Housing Rehabilitation program 	\$535,550	\$490,900	(\$44,650)
Total Expenditures – General Fund	\$139,228,850	\$139,205,750	(\$23,100)

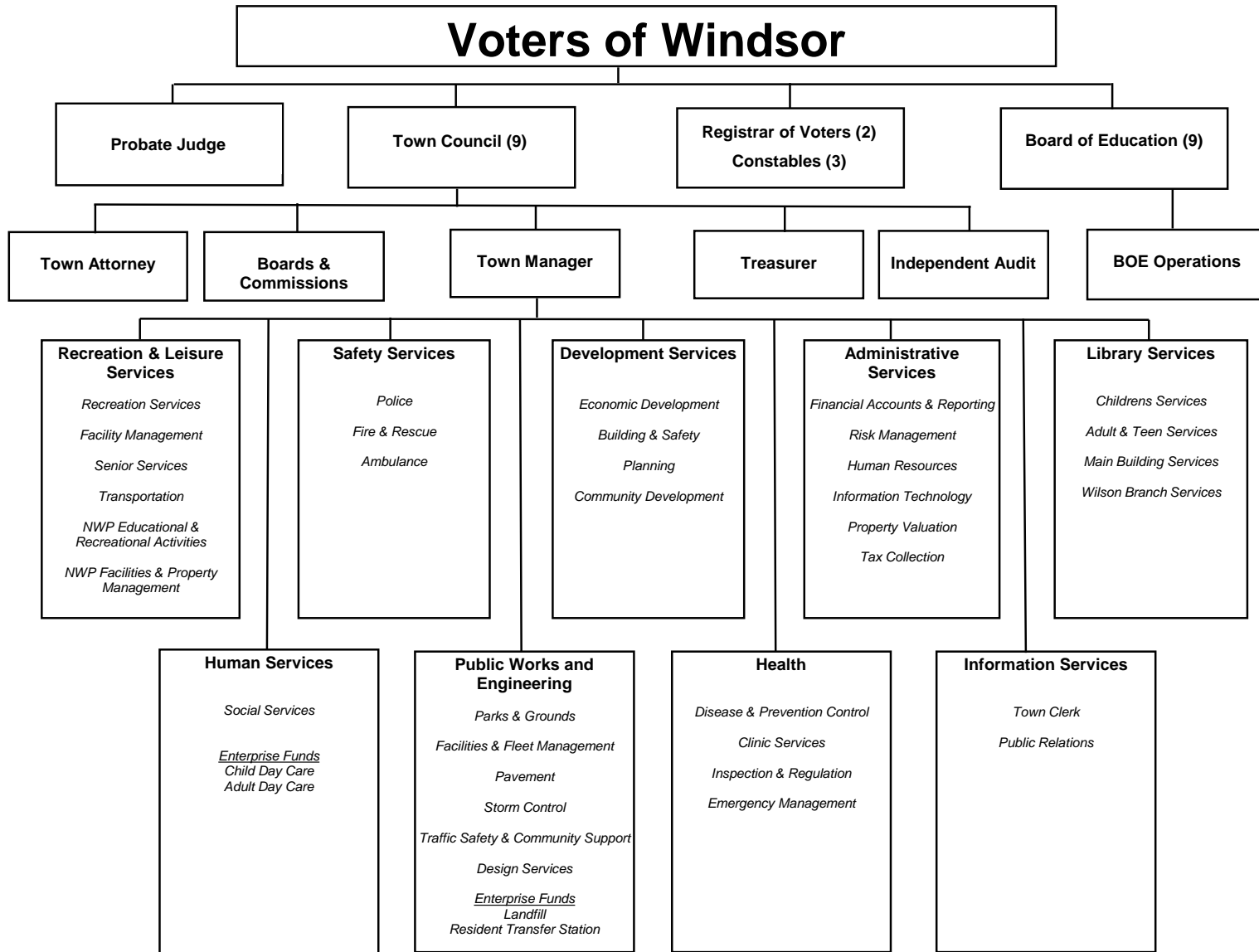
A READER'S GUIDE TO THE BUDGET

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

The budget may be broken down into the following components:

- 1) **Introduction.** The introductory section of the budget describes the overall philosophy upon which the budget was developed. The Town Manager's message provides an executive summary of the budget and outlines the organization's short-term and long-term strategies. The budget process gives an overview of the procedures used to prepare the budget and provides a calendar of important dates.
- 2) **Financial Summary.** Sections A (Summary of Town Funds) and B (General Fund Revenues) provide a summary of all General Fund revenues and expenditures managed by the Town, including an in-depth explanation of revenues. Section C (General Fund Expenditures) lists the General Fund impact of each general government service unit and the Board of Education. Upon the recommendation of the Town Council, the community will vote on the total proposed General Fund expenditures for fiscal year 2024 including the new capital projects budget as described on pages Q-11 and Q-12.
- 3) **Support Sections.** Sections D through R are the supporting sections of the budget document. These sections explain in detail how total and General Fund expenditures were derived and what products and services will be offered to our residents. These sections also list the individual department highlights, key statistics, performance measures, a fun fact and goals.
- 4) **Non-General Fund Services.** Section S contains the budgets for the four town enterprise funds – the Windsor-Bloomfield Sanitary Landfill, the Caring Connection Adult Day Care Center, the Windsor Child Development Center and the Resident Transfer Station. Each of these funds is dependent upon revenues generated from the users of these facilities. The budget for the office of Community Development is shown 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.** The appendices contain various informative items for the reader. For example, a summary of the Town's Capital Improvement Program is provided in Appendix A and a Price Guide listing rates for various town services is provided in Appendix G. Appendix I consists of a Glossary of Budget Terms that the reader may find helpful when using this document.

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





March 28, 2023

Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to present the proposed Fiscal Year 2023-2024 (FY 24) Financial Plan and Program of Services.

As we look forward as a community to the new fiscal year and beyond we continue to face the impacts of inflation, not only for the town, but for our residents and businesses, as well. We are fortunate to be experiencing a large increase in the grand list created by recent economic development activity. The net grand list growth of 7.27% provides flexibility and opportunities to meet various inflation factors, capital investments, as well as service needs.

In addition to maintaining the same level of quality services and addressing a variety of needs of the community, one of the main objectives in preparing the proposed FY 24 budget includes setting the stage for the October 2023 property revaluation which will take effect with the FY 25 budget. The proposed budget does this through the inclusion of several nonrecurring capital projects which provide flexibility and capacity moving into FY 25.

Along with continued funding for previously established initiatives in prior year budgets, the proposed FY 24 General Fund budget also includes additional funding for:

- volunteer firefighter recruitment and retention programs
- assistance to support emergency medical services
- housing rehabilitation program due to loss of grants funds
- reinvestment in capital assets
- community investment initiatives to create future budget capacity. Projects include:
 - Millbrook Open Space improvements of \$420,000
 - Town Clerk facility improvements of \$75,000
 - Senior Transportation mini bus purchase of \$65,700
 - Food Bank improvements of \$60,000 and
 - Goslee Pool repairs and improvements of \$60,000.

This budget also provides the organization with the ability to address increased service demands and initiate succession planning by adding staffing resources in the following areas:

- police department (1 full time Police Officer and 1 full time Dispatcher)
- public works (1 full time Maintainer)
- information services (1 full time Communications / Outreach Specialist)
- library (transition a part time position into full time Librarian)
- health department (transition a part time position into full time Sanitarian)
- building and fire safety (2 part time positions for zoning compliance & fire prevention.

Other budget factors include:

- increased fuel / utilities, equipment and software licensing / maintenance
- increased health insurance costs
- wage adjustments to meet minimum wage increases and remain competitive within labor market
- funding defined benefit pension at 100% of actuarially determined contribution (ADC)
- increased retirement costs for Connecticut Municipal Employee Retirement System plan for Police Officers, defined benefit contributions and an additional \$50,000 in Other Post Employment Benefits

The Board of Education’s proposed budget reflects a 4.84% increase over the adopted FY 23 budget. The Board’s proposed budget is being conveyed separately to the Town Council.

Overall the General Fund budget for FY 24 is proposed to be \$139,228,850, an increase of \$9,334,550 or 7.19% over the adopted FY 23 budget. Below is a breakdown of the primary General Fund budget categories comprising the proposed expenditure increase:

FY 2024 Proposed Budget Summary

	FY 2023 Adopted Budget	FY 2024 Proposed Budget	\$ Change	% Change
Board of Education	76,484,440	80,184,020	3,699,580	4.84%
Town Operating Budget	36,707,050	40,862,230	4,155,180	11.32%
Sewer Service (MDC)	4,772,150	4,720,080	(52,070)	-1.09%
Debt Service	8,081,410	8,324,320	242,910	3.01%
Great Pond Improvement District	488,250	623,500	135,250	27.70%
Other Post-Employment Benefits (OPEB)	750,000	800,000	50,000	6.67%
Capital Projects & Open Space	2,611,000	3,714,700	1,103,700	42.27%
Total	\$129,894,300	\$139,228,850	\$9,334,550	7.19%

Revenues

Below is a table comparing major General Fund municipal aid categories between the adopted FY 23 budget and Governor Lamont’s FY 24 budget proposal. Education Cost Sharing is net of the Alliance District grant and the federal Elementary & Secondary School Emergency Relief Funds (ESSER II), which are both distributed directly to the Board of Education and are not part of General Fund revenues.

	FY 2023 Adopted Budget	FY 2024 Governor's Proposed	\$ Change
Education Cost Sharing	11,547,660	11,547,660	-
Municipal Revenue Sharing	2,432,540	2,790,930	358,390
Special Ed. - Excess Costs	1,000,000	1,300,000	300,000
Municipal Transition Grant	205,070	267,010	61,940
Airport Development Zone	193,000	180,000	(13,000)
PILOT - State Owned Property	75,490	72,060	(3,430)
Veterans Tax Exemption	17,000	17,000	-
Totally Disabled Exemption	3,000	3,000	-
Total	15,473,760	16,177,660	703,900

We are expecting interest rates to maintain or slightly increase over the current level in the coming months and into the new fiscal year. This is based on recent Federal Reserve monetary policy action that affects interest rates we receive with our local banking relationships. We expect to achieve a blended interest rate of approximately 3.00% for FY 24. Based on this rate, we have forecasted to collect approximately \$1.6 million in additional interest income as compared to what was budgeted in FY 23. Other non-tax revenues such as interim motor vehicle tax collections, building permits and conveyance fees are projected to see increases over this year's budget, which helps to off-set any budgeted decreases in other revenue line items.

Of the \$139,228,850 proposed General Fund revenues, \$116,746,080 will come from the current property tax levy and \$22,482,770 from other revenues including State Aid. The FY 24 budget proposal does not assume any funding to come from the Opening Cash category, as per Town Council direction.

Grand List

The October 2022 net grand list increased in value by \$246.3 million or 7.44% as compared to the October 2021 grand list. This increase in assessed value is largely the result of the Amazon facility on Kennedy Road and new commercial construction on Kennedy Road, Tradeport Drive and Baker Hollow Road. A significant investment in personal property that added over \$131 million in new value to the grand list was made by Amazon on Kennedy Road. IBM Credit, LLC, Eversource, Cigna Health & Life Insurance Co. and Connecticut Light & Power all made substantial personal property re-investments. The personal property segment of the grand list increased approximately \$137 million or 30.17% as a result. The motor vehicle portion of the grand list increased by nearly \$16.2 million or 5.61% over the October 2021 grand list. The number of registered vehicles in town increased according to data received from the Connecticut Department of Motor Vehicles, and assessments increased due to the higher sales values of both new and used vehicles as reflected in the JD Power pricing guide.

After accounting for other adjustments, such as elderly exemptions and tax appeals to the Board of Assessment Appeals and the State of Connecticut Superior Court, the net change in assessed value used to calculate the mill rate is increasing 7.27% or \$239 million as compared to FY 23. This increase in taxable assessed value provides approximately \$8 million in additional projected revenue.

October 2023 Revaluation

State-mandated property revaluation is currently underway and will go into effect October 1, 2023. Steps have been taken to create capacity in the proposed FY 24 budget to aid in mitigating the impact of revaluation in FY 25. Capitalizing on the sizable increase in grand list value to aid in funding one time expenditures in FY 24, which, when removed from the FY 25 budget, would assist in moderating the potential FY 25 mill rate increase. Not only do these one-time expenditures provide this capacity, they also lessen the need for debt-financed capital spending, allowing for funds otherwise needed for debt service interest payments to be re-deployed in future years, as well as allow for capital re-investment to take place sooner as opposed to delaying needed replacements and improvements into future years.

Tax Rate & Impact

Based on the overall expenditures and revenues, the proposed mill rate is 33.60, which is 1.00% greater than the current rate.

American Rescue Funds (ARF)

American Rescue Plan Act funding has enabled us to make investments in our community that will have generational impacts. Based on this unique funding source, the FY 24 budget includes the use of ARF funds the Town Council has appropriated thus far. The proposed budget proposes the approval of \$30,000 in ARF funds to partially fund a fulltime librarian position.

Concluding Remarks

The proposed Fiscal Year 2024 Financial Plan and Program of Services builds upon the leadership and foresight of the current and past Town Councils to facilitate economic development and provide community stewardship. This budget provides for the continued provision of responsive quality public services, reinvesting in our infrastructure and meeting emerging service demands particularly in the area of public health and safety.

I look forward to working with the Town Council to review the proposed budget and discuss how, through a multi-year perspective, we can approach the decisions necessary to create a financial plan that is responsive to the current economic climate and maintains the service levels and sense of community we are all so proud of.

In closing I would like to thank the Town's finance department staff and the Town's leadership team for their innovation, responsiveness, passion, integrity and partnership in preparing this proposed budget.

Respectfully Submitted,



Peter P. Souza
Town Manager

ORGANIZATION VISION, MISSION AND CORE VALUES

The Windsor Vision

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

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

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

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

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

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

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

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

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

THE BUDGET PROCESS

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

Council Priorities

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

Capital Improvements Program

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

Long-Range Financial Planning

A multi-year financial forecast is prepared on an annual basis for review and discussion with the Finance Committee and Town Council. This process allows the Town to look at issues, such as budget sustainability, and provides an opportunity to institute revenue and budgetary changes in a timely manner. As part of financial planning, various policies are used to manage financial stability and strength of the Town. These policies have helped during budgetary challenges to meet increasing demands and taxpayer expectations with current economic trends and market influences. They include, but are not limited to, the Town's General Fund and Capital Project Fund policies on fund balance, Cash Management and Investment policy, Procurement policy and Debt Management policy.

Council Retreat and Public Hearings

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

Town Manager's Proposed Budget

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

**TOWN OF WINDSOR, CONNECTICUT
FY 2024
BUDGET CALENDAR BY DEPARTMENT**

Date	Day	Step
February 6, 2023 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens
February 15, 2023	Thursday	Informational meeting on Proposed Budget (<i>hosted by staff</i>)
February 17, 2023	Friday	Board of Education to submit to Town Council information regarding Public Act 13-60 (<i>tentative date</i>)
March 6, 2023	Monday	Town Council suggestions due to the BOE per Public Act 13-60 within 10 days of BOE submission
March 2023	<i>Tentative</i>	Board of Education to submit written responses to Town Council regarding suggestions made per Public Act 13-60.
March 13, 2023	Monday	Finance Committee Meeting (<i>tentative date</i>)
March 28, 2023	Friday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget)
March 30, 2023	Thursday	Informational meeting on Proposed Budget (<i>hosted by staff</i>)
April 3, 2023 7:00 PM	Monday	Town Manager's Presentation of FY 24 Proposed Budget Public Hearing re: public opinion regarding budget as proposed by Town Manager Regular Town Council meeting
April 4, 2023 6:30-9 PM	Tuesday	Board of Education, Revenues, Public Works, Landfill Enterprise Fund, Resident Transfer Station Enterprise Fund
April 17, 2023 6:30-9 PM	Monday	Board of Education, Health Services, Information Services, Library, Human Services, Safety Services, Recreation & Leisure Services, Child and Adult Day Care Enterprise Funds
April 19, 2023 6:30-9 PM	Wednesday	Development Services, Community Development, Administrative Services, General Government, General Services/Capital Spending, Insurance Internal Service Fund, Town Support for Education
April 24, 2023 6:30-9 PM	Monday	Public Comment, Preliminary Deliberations
April 26, 2023 6:30-9 PM	Wednesday	Public Comment, Town Council final deliberations and vote
May 9, 2023	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
May 15, 2023	Monday	Regular Town Council Meeting; Council sets tax rate
June 23, 2023	Friday	Tax bill mailing completed
June 30, 2023	Friday	End of current fiscal year

Note: Windsor School Vacation Week 4/10 – 4/14
Passover (begins at sundown on 4/5/23)

GENERAL FUND BALANCE SUMMARY

(budgetary basis)

	FY 2023 Estimate	FY 2024 Adopted
Revenues		
General Property Tax	\$ 110,497,100	118,567,080
Licenses and Permits	3,948,890	823,740
Fines and Penalties	25,000	22,000
Revenues from Use of Assets	2,135,000	2,637,000
State School Aid	12,847,660	12,847,660
State Grants in Lieu of Taxes	3,479,660	3,330,000
Other State Grants	71,200	70,000
Revenues from Other Agencies	122,370	138,370
Charges for Current Services	1,020,550	749,900
Other Revenues	20,000	20,000
Opening Cash	1,800,000	-
Total Revenues	135,967,430	139,205,750
Expenditures and Encumbrances		
General Government	1,288,990	1,258,630
Safety Services	11,776,810	13,437,180
Recreation & Leisure Services	2,307,760	2,434,500
Human Services	515,520	556,100
Health Services	565,730	646,360
Library Services	1,849,190	1,918,210
Development Services	1,497,750	1,617,230
Community Development	104,900	490,900
Public Works and Engineering	6,986,840	7,457,440
Information Services	618,160	710,400
Administrative Services	2,830,350	2,899,760
General Services	16,926,510	20,033,640
Board of Education	76,484,440	80,184,020
Town Support for Education	5,837,330	5,561,380
Total Expenditures and Encumbrances	129,590,280	139,205,750
Surplus (deficit)	6,377,150	-
Beginning Fund Balance, July 1	34,825,640	38,344,790
<u>Use of Fund Balance:</u>		
Opening Cash	(1,800,000)	-
9/26/22 - Multi-Use Riverfront Trail Design	(310,000)	
10/3/22 - Wilson Firehouse Generator	(88,000)	
1/17/23 - Building Permit Software	(75,000)	
2/6/23 - Sage Park Slab Moisture Mitigation	(140,000)	
4/3/23 - Windsor Emergency Medical Services	(380,000)	
5/1/23 - Goslee Pool Bathhouse Renovation Project	(65,000)	
Estimate Ending Fund Balance, June 30	\$ 38,344,790	\$ 38,344,790

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

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

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

American Rescue Fund (ARF) - Accounts for funding received from the U.S. Department of Treasury under the American Rescue Plan Act to support the Town's response and recovery from the COVID-19 pandemic. The Town Council approves use of the funds, which need to be committed by December 2024 and fully expended by December 2026.

Capital Projects Fund - The Capital Projects Fund accounts for the monies used for the acquisition or construction of major capital items (buildings, roads, equipment, etc.). The Town's Capital Project Funds are:

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

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

Special Revenue Funds - Accounts for revenue derived from specific sources (other than major capital projects) that are restricted by legal and regulatory provisions to finance specific activities. The Town's Special Revenue Funds are as follows:

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

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

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

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

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

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

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

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

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

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

PROPRIETARY AND INTERNAL SERVICE FUNDS

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

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

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

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

Adult Day Care Enterprise Fund - Accounts for the operations of the Windsor Caring Connection, which provides adult day care for frail and elderly clients in the Greater Hartford area.

Insurance Internal Service Fund - Accounts for liability, auto and fire insurance, health and workers' compensation activity including premiums received and claims expended.

FIDUCIARY FUNDS

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

Defined Benefit Retirement Trust Fund - Accounts for the accumulation of resources to be used for future retirement benefits.

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

BASIS OF ACCOUNTING

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

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.

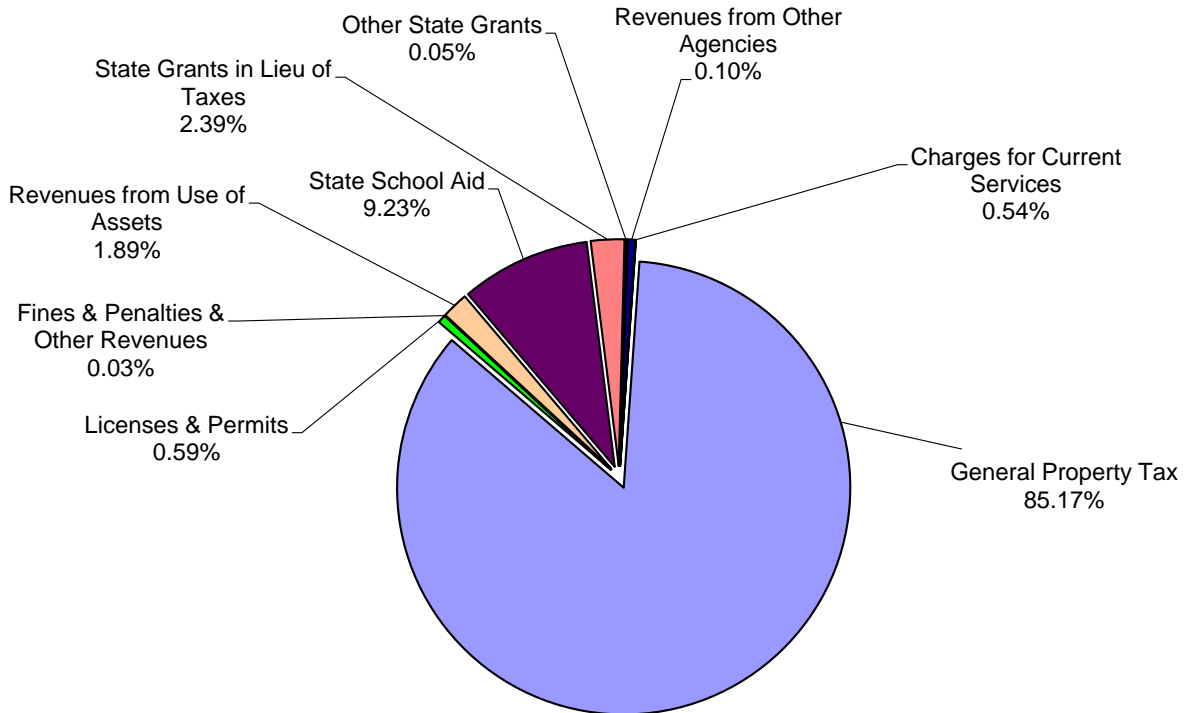
The differences between the budgetary and GAAP basis of accounting are:

- 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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
910 General Property Tax	\$107,311,714	\$109,827,320	\$110,497,100	\$118,590,180	\$118,567,080
915 Licenses and Permits	1,975,959	747,850	3,948,890	823,740	823,740
920 Fines and Penalties	18,165	24,000	25,000	22,000	22,000
925 Revenues from Use of Assets	419,107	993,000	2,135,000	2,637,000	2,637,000
930 State School Aid	13,132,516	12,547,660	12,847,660	12,847,660	12,847,660
935 State Grants In Lieu of Taxes	2,726,660	2,926,100	3,479,660	3,330,000	3,330,000
940 Other State Grants	71,314	43,500	71,200	70,000	70,000
950 Revenues from Other Agencies	129,895	138,370	122,370	138,370	138,370
955 Charges for Current Services	1,585,881	826,500	1,020,550	749,900	749,900
960 Other Revenues	47,778	20,000	20,000	20,000	20,000
965 Opening Cash	-	1,800,000	1,800,000	-	-
Total Revenues	<u><u>\$127,418,989</u></u>	<u><u>\$129,894,300</u></u>	<u><u>\$135,967,430</u></u>	<u><u>\$139,228,850</u></u>	<u><u>\$139,205,750</u></u>

FY 24 General Fund Revenues by Source



Council Action

During budget deliberations, the Town Council increased the tax relief benefits for income qualified military Veterans that resulted in a decrease to the Current Levy of \$23,100.

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
910 GENERAL PROPERTY TAX					
51002 Current Levy	104,871,618	99,048,280	99,575,000	107,341,540	107,318,440
51003 Motor Vehicle Levy	-	8,934,940	8,593,000	9,404,540	9,404,540
51004 Interim Motor Vehicle Tax	1,099,414	700,000	1,030,000	700,000	700,000
51006 Prior Year Levies	712,676	675,000	675,000	675,000	675,000
51008 Interest	625,133	465,000	620,000	465,000	465,000
51009 Liens & Penalties	2,873	4,100	4,100	4,100	4,100
	<u>107,311,714</u>	<u>109,827,320</u>	<u>110,497,100</u>	<u>118,590,180</u>	<u>118,567,080</u>
915 LICENSES AND PERMITS					
51200 Vendor's Licenses	860	300	400	500	500
51202 Animal Licenses	22,978	24,000	23,000	22,500	22,500
51203 Marriage Licenses	1,472	1,500	1,450	1,400	1,400
51204 Hunting & Fishing Licenses	161	170	160	160	160
51205 Engineering Permits	53,207	35,000	36,000	27,000	27,000
51206 Building Permits	1,848,613	642,000	3,840,000	726,000	726,000
51212 Lodging House Licenses	400	350	350	350	350
51213 Well Permits	800	1,000	400	400	400
51214 Food Permits	25,798	26,500	26,500	26,500	26,500
51216 Septic System Permits	4,310	5,000	4,200	4,500	4,500
51219 Pistol Permits	17,360	12,000	16,000	14,000	14,000
51221 Newsrack Permits/Location Fees	-	30	30	30	30
51222 Antique Car Permits	-	-	400	400	400
	<u>1,975,959</u>	<u>747,850</u>	<u>3,948,890</u>	<u>823,740</u>	<u>823,740</u>
920 FINES AND PENALTIES					
51401 Court Fines	8,255	12,000	18,000	15,000	15,000
51402 Parking Fines	9,910	12,000	7,000	7,000	7,000
	<u>18,165</u>	<u>24,000</u>	<u>25,000</u>	<u>22,000</u>	<u>22,000</u>
925 REVENUES FROM USE OF ASSETS					
51501 Unrestricted Interest	79,005	658,000	1,800,000	2,300,000	2,300,000
51504 Cell Tower Leases	340,102	335,000	335,000	337,000	337,000
	<u>419,107</u>	<u>993,000</u>	<u>2,135,000</u>	<u>2,637,000</u>	<u>2,637,000</u>
930 STATE SCHOOL AID					
51701 Special Ed. - Excess Costs	1,511,169	1,000,000	1,300,000	1,300,000	1,300,000
51710 Education Cost Sharing	11,621,347	11,547,660	11,547,660	11,547,660	11,547,660
	<u>13,132,516</u>	<u>12,547,660</u>	<u>12,847,660</u>	<u>12,847,660</u>	<u>12,847,660</u>
935 STATE GRANTS IN LIEU OF TAXES					
51905 PILOT - State Owned Property	75,493	75,490	72,060	72,060	72,060
51910 Airport Development Zone	198,212	193,000	183,080	180,000	180,000
51906 Totally Disabled Exemption	3,258	3,000	3,670	3,000	3,000
51907 Veterans Tax Exemption	16,702	17,000	14,240	17,000	17,000
52710 Municipal Revenue Sharing	2,432,995	2,432,540	3,001,540	2,790,930	2,790,930
52711 Municipal Transition Grant	-	205,070	205,070	267,010	267,010
	<u>2,726,660</u>	<u>2,926,100</u>	<u>3,479,660</u>	<u>3,330,000</u>	<u>3,330,000</u>
940 OTHER STATE GRANTS					
52107 Other State Grants	58,403	43,500	71,200	70,000	70,000
52109 Coronavirus Relief Funds	12,911	-	-	-	-
	<u>71,314</u>	<u>43,500</u>	<u>71,200</u>	<u>70,000</u>	<u>70,000</u>
950 REVENUES FROM OTHER AGENCIES					
52301 Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302 Payments In Lieu of Taxes	6,925	6,920	6,920	6,920	6,920
52303 Telephone Property Tax	111,517	120,000	104,000	120,000	120,000
	<u>129,895</u>	<u>138,370</u>	<u>122,370</u>	<u>138,370</u>	<u>138,370</u>

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
955 <u>CHARGES FOR CURRENT SERVICES</u>					
52500 Recording Legal Documents	216,229	175,000	142,000	130,000	130,000
52501 Vital Statistics	42,435	36,000	55,000	45,000	45,000
52502 Conveyance Fees	931,696	275,000	500,000	275,000	275,000
52504 Special Police Services/Alarm Fees	3,000	8,000	2,500	2,500	2,500
52505 Sale of Accident Reports & Photos	3,319	2,500	3,000	3,000	3,000
52506 Animal Pound Fees	1,290	1,000	600	1,000	1,000
52507 Town Planning & Zoning Comm. Fees	58,509	20,000	41,000	20,000	20,000
52508 Zoning Board of Appeals Fees	935	1,000	500	1,000	1,000
52509 Inland Wetlands Fees	5,036	5,000	7,000	5,000	5,000
52517 Special Education Tuition from Other Towns	194,550	185,000	150,000	150,000	150,000
52518 Library Fines & Fees	11,479	12,000	11,500	11,000	11,000
52519 Recreation Fees	45,238	37,000	37,000	37,000	37,000
52521 Dial-a-Ride Fees	5,031	6,500	5,500	6,000	6,000
52522 Health Service Fees	1,950	1,500	1,800	1,900	1,900
52525 Administrative Overhead	50,000	50,000	50,000	50,000	50,000
52530 Sale of Publications & Materials	5,846	6,000	7,000	6,500	6,500
52531 Miscellaneous Service Charges	8,288	5,000	5,150	5,000	5,000
52534 Economic Development Fees	1,050	-	1,000	-	-
	<u>1,585,881</u>	<u>826,500</u>	<u>1,020,550</u>	<u>749,900</u>	<u>749,900</u>
960 <u>OTHER REVENUES</u>					
52704 Miscellaneous Other Revenues	47,778	20,000	20,000	20,000	20,000
	<u>47,778</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
965 <u>MISCELLANEOUS REVENUES</u>					
52752 Opening Cash	-	1,800,000	1,800,000	-	-
GRAND TOTAL	<u>127,418,989</u>	<u>129,894,300</u>	<u>135,967,430</u>	<u>139,228,850</u>	<u>139,205,750</u>

REVENUE EXPLANATION

910 GENERAL PROPERTY TAX

This category accounts for approximately 85.18% of the town's General Fund revenues in FY 24.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
51002 Current Levy	104,871,618	99,048,280	99,575,000	107,341,540	107,318,440
51003 Motor Vehicle Levy	-	8,934,940	8,593,000	9,404,540	9,404,540
51004 Interim Motor Vehicle Tax	1,099,414	700,000	1,030,000	700,000	700,000
51006 Prior Year Levies	712,676	675,000	675,000	675,000	675,000
51008 Interest	625,133	465,000	620,000	465,000	465,000
51009 Liens & Penalties	2,873	4,100	4,100	4,100	4,100
	<u>107,311,714</u>	<u>109,827,320</u>	<u>110,497,100</u>	<u>118,590,180</u>	<u>118,567,080</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.

FY 2024 MILL RATE CALCULATION

The Town of Windsor's proposed General Fund revenues for FY 24 total \$139,228,850. Of this amount, \$116,746,080 will come from the current property tax and motor vehicle levies and \$22,482,770 from non-tax revenues. The total estimated net taxable grand list is estimated at \$3,534,956,000. The estimated net taxable grand list for real property and personal property is \$3,236,268,300 and \$298,687,700 for motor vehicles. The mill rate for motor vehicles is capped at 32.46 mills for FY 24, and the collection rate is proposed at 97.0%. The proposed collection rate for real estate and personal property is 99.0%. The required tax levy will be 33.60 mills, or \$33.60 for each \$1,000 of assessed value. This is a 1.0% tax increase over the FY 23 adopted mill rate of 33.27.

	Proposed	Adopted
Total Expenditures	139,228,850	139,205,750
Less: Other Revenues	(22,482,770)	(22,482,770)
Less: Motor Vehicle Levy	(9,404,540)	(9,404,540)
Less: Opening Cash	-	-
Current Property Tax Collection	107,341,540	107,318,440
Divided by Estimated Rate of Collection	99.00%	99.00%
Adjusted Tax Levy	108,425,798	108,402,465
Less: Pro Rata Assessor's Additions	(95,000)	(95,000)
Plus: Senior Tax Relief	305,000	305,000
Plus: Veterans Tax Relief	-	23,100
Plus: Exemptions for Volunteer Firefighters	118,500	118,500
Gross Tax Levy	108,754,298	108,754,065
Grand List	3,534,956,000	3,534,956,000
Less: Motor Vehicle Assessments	(298,687,700)	(298,687,700)
Net Taxable Grand List	3,236,268,300	3,236,268,300
Mill Rate - Real Estate and Personal Property Tax	33.60	33.60
Motor Vehicle Assessments	298,687,700	298,687,700
Mill Rate - Motor Vehicles	32.46	32.46
Gross Tax Revenue - Motor Vehicles	9,695,403	9,695,403
Estimated Rate of Collection	97.00%	97.00%
Net Tax Revenue - Motor Vehicles	9,404,540	9,404,540

REVENUE EXPLANATION (continued)

915 LICENSES AND PERMITS

This category accounts for approximately 0.59% of the town's General Fund revenues in FY 24.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
51206 Building Permits	1,848,613	642,000	3,840,000	726,000	726,000
All Other Licenses & Permits	127,346	105,850	108,890	97,740	97,740
	1,975,959	747,850	3,948,890	823,740	823,740

Revenue received from building permit fees is expected to come in over budget for FY 23, mainly due to new commercial building projects. The FY 24 budget proposes a \$84,000 increase in building permit fee revenue. The majority of other revenue sources (marriage licenses, food permits and hunting licenses) remain stable. Current rates for various licenses and permits are listed in Appendix G.

920 FINES AND PENALTIES

This category accounts for approximately 0.02% of the town's General Fund revenues in FY 24.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
51401 Court Fines	8,255	12,000	18,000	15,000	15,000
51402 Parking Fines	9,910	12,000	7,000	7,000	7,000
	18,165	24,000	25,000	22,000	22,000

Court fines are received by state courts and distributed to the town by the state. These fines include a surcharge for motor vehicle violations. The town does not have the authority to levy court fines.

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 1.89% of the town's General Fund revenues in FY 24.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
51501 Unrestricted Interest	79,005	658,000	1,800,000	2,300,000	2,300,000
51504 Cell Tower Leases	340,102	335,000	335,000	337,000	337,000
	419,107	993,000	2,135,000	2,637,000	2,637,000

Unrestricted interest is the revenue received from the investment of cash receipts not immediately being used to pay expenditures. Interest rates have improved recently, and the overall rate of return is expected to be approximately 3.0% for both FY 23 and FY 24. Cell tower lease revenue is increasing due to contractual agreements.

930 STATE SCHOOL AID

This category accounts for approximately 9.23% of the town's General Fund revenues in FY 24.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
51701 Special Ed. - Excess Costs	1,511,169	1,000,000	1,300,000	1,300,000	1,300,000
51710 Education Cost Sharing	11,621,347	11,547,660	11,547,660	11,547,660	11,547,660
	13,132,516	12,547,660	12,847,660	12,847,660	12,847,660

This section consists of state grants for school operations that are a result of formulas established by the state. Revenue estimates for this category are obtained from Governor Lamont's proposed budget. The FY 23 estimate is anticipated to come in over budget by \$300,000 due to increased revenue received from the Special Education - Excess Costs grant. Guidance from the State indicates that the funding level for the Education Cost Sharing grant for FY 24 is expected to remain consistent with the FY 23 budgeted amount.

REVENUE EXPLANATION (continued)

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 2.39% of the Town's General Fund revenues in FY 24.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
51905 PILOT - State Owned Property	75,493	75,490	72,060	72,060	72,060
51910 Airport Development Zone	198,212	193,000	183,080	180,000	180,000
51906 Totally Disabled Exemption	3,258	3,000	3,670	3,000	3,000
51907 Veterans Tax Exemption	16,702	17,000	14,240	17,000	17,000
52710 Municipal Revenue Sharing	2,432,995	2,432,540	3,001,540	2,790,930	2,790,930
	<u>2,726,660</u>	<u>2,721,030</u>	<u>3,274,590</u>	<u>3,062,990</u>	<u>3,062,990</u>

This category contains grants and payments received by the town from the State of Connecticut, some of which are intended to replace lost property tax revenue. Revenues in FY 23 is expected to exceed budget by \$553,560, mainly due to Municipal Revenue Sharing grant funds received that were not budgeted for. The budget for FY 24 is expected to increase \$341,960 due to additional revenue from Municipal Revenue Sharing grants, as proposed in Governor Lamont's budget.

940 OTHER STATE GRANTS

This category accounts for approximately 0.05% of the Town's General Fund revenues in FY 24.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
52107 Other State Grants	58,403	43,500	71,200	70,000	70,000
52109 Coronavirus Relief Funds	12,911	-	-	-	-
	<u>71,314</u>	<u>43,500</u>	<u>71,200</u>	<u>70,000</u>	<u>70,000</u>

The Other State Grants category consists of a state reimbursement for a portion of the town support expenditures for health services to private schools in town. No new revenue is expected for FY 23 or FY 24 from Coronavirus Relief funds.

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.10% of the Town's General Fund revenues in FY 24.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
52301 Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302 Payments In Lieu of Taxes	6,925	6,920	6,920	6,920	6,920
52303 Telephone Property Tax	111,517	120,000	104,000	120,000	120,000
	<u>129,895</u>	<u>138,370</u>	<u>122,370</u>	<u>138,370</u>	<u>138,370</u>

This category includes payments received from the Windsor Housing Authority in lieu of taxes for Fitch Court as well as for properties located at 35 Mack Street and 40 Henry Street. A payment in lieu of taxes is received from the Connecticut Airport Authority for certain property located at the airport. The Telephone Property Tax consists of revenue received from telecommunications companies from State of Connecticut assessments on non-wireless telecommunications equipment.

REVENUE EXPLANATION (continued)

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 0.54% of the town's General Fund revenues in FY 24.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
52500 Recording Legal Documents	216,229	175,000	142,000	130,000	130,000
52501 Vital Statistics	42,435	36,000	55,000	45,000	45,000
52502 Conveyance Fees	931,696	275,000	500,000	275,000	275,000
52504 Special Police Services/Alarm Fees	3,000	8,000	2,500	2,500	2,500
52505 Sale of Accident Reports & Photos	3,319	2,500	3,000	3,000	3,000
52506 Animal Pound Fees	1,290	1,000	600	1,000	1,000
52507 Town Planning & Zoning Comm. Fees	58,509	20,000	41,000	20,000	20,000
52508 Zoning Board of Appeals Fees	935	1,000	500	1,000	1,000
52509 Inland Wetlands Fees	5,036	5,000	7,000	5,000	5,000
52517 Special Education Tuition from Other Towns	194,550	185,000	150,000	150,000	150,000
52518 Library Fines & Fees	11,479	12,000	11,500	11,000	11,000
52519 Recreation Fees	45,238	37,000	37,000	37,000	37,000
52521 Dial-a-Ride Fees	5,031	6,500	5,500	6,000	6,000
52522 Health Service Fees	1,950	1,500	1,800	1,900	1,900
52525 Administrative Overhead	50,000	50,000	50,000	50,000	50,000
52530 Sale of Publications & Materials	5,846	6,000	7,000	6,500	6,500
52531 Miscellaneous Service Charges	8,288	5,000	5,150	5,000	5,000
52534 Economic Development Fees	1,050	-	1,000	-	-
	<u>1,585,881</u>	<u>826,500</u>	<u>1,020,550</u>	<u>749,900</u>	<u>749,900</u>

Revenues received from the overall Charges for Current Services category for FY 23 are expected to come in over budget by \$194,050. This is mainly due to increased conveyance fee collections. For FY 24, revenues for the overall category are expected to decrease \$77,600. This is mainly due to anticipated decreased revenue from legal document recording fees and special education tuition from other towns.

960 OTHER REVENUES

This category accounts for approximately 0.01% of the town's General Fund revenues in FY 24.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
52704 Miscellaneous Other Revenues	47,778	20,000	20,000	20,000	20,000
	<u>47,778</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>

This section contains miscellaneous receipts such as various fees and refunds not applicable to any other section of the revenue budget. These items cannot be anticipated and are therefore budgeted at historic levels.

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.00% of the Town's General Fund revenues in FY 24.

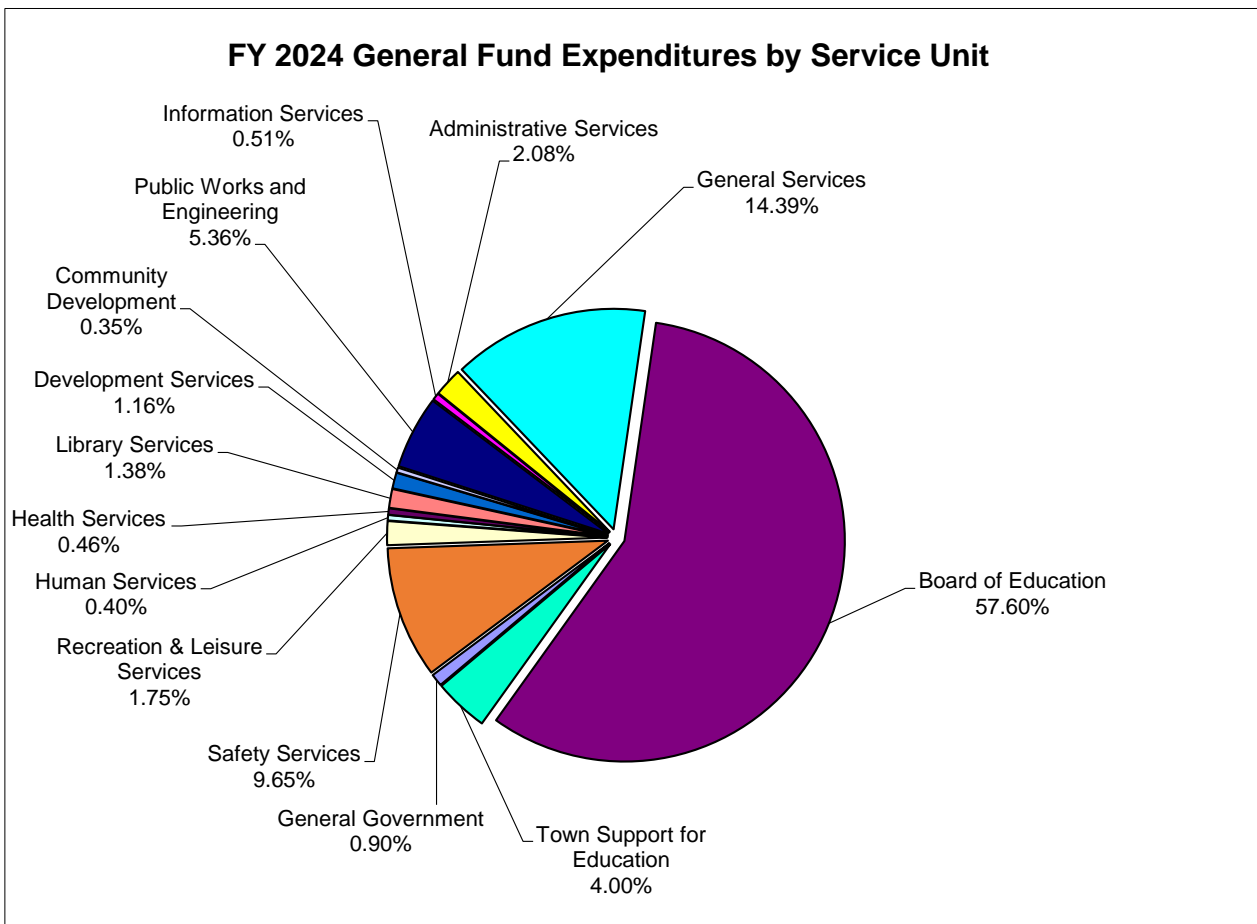
	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
52752 Opening Cash	-	1,800,000	1,800,000	-	-
	<u>-</u>	<u>1,800,000</u>	<u>1,800,000</u>	<u>-</u>	<u>-</u>

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 22, the Opening Cash appropriation was not utilized. This was due to sufficient amounts received from General Property Taxes and Other Revenues, combined with operating expenditures coming in under budget. No revenue from Opening Cash is proposed for FY 24, as per Town Council policy directive.

Fiscal Year Ended June 30	Budgetary Fund Balance	Proposed or Adopted General Fund Expenditures	Fund Balance as a Percent of Expenditures
2024 Adopted	38,344,790	139,205,750	27.55%
2023 Estimate	38,344,790	129,590,280	29.59%
2022	34,825,640	125,787,620	27.69%
2021	33,441,794	122,148,810	27.38%
2020	28,957,216	118,719,040	24.39%
2019	26,827,311	115,219,930	23.28%
2018	23,807,490	110,862,990	21.47%
2017	21,892,324	110,862,990	19.75%
2016	20,666,186	106,384,140	19.43%
2015	19,935,850	104,538,160	19.07%

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

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Government	1,112,780	1,219,070	1,288,990	1,258,630	1,258,630
Safety Services	10,869,932	12,064,540	11,776,810	13,437,180	13,437,180
Recreation & Leisure Services	2,173,387	2,297,220	2,307,760	2,434,500	2,434,500
Human Services	449,265	516,110	515,520	556,100	556,100
Health Services	508,539	581,980	565,730	646,360	646,360
Library Services	1,714,192	1,849,810	1,849,190	1,918,210	1,918,210
Development Services	1,424,546	1,502,270	1,497,750	1,595,680	1,617,230
Community Development	103,840	104,820	104,900	535,550	490,900
Public Works and Engineering	6,638,050	7,106,290	6,986,840	7,457,440	7,457,440
Information Services	574,310	620,440	618,160	710,400	710,400
Administrative Services	2,575,516	2,795,110	2,830,350	2,899,760	2,899,760
General Services	16,697,311	16,937,220	16,926,510	20,033,640	20,033,640
Board of Education	74,363,858	76,484,440	76,484,440	80,184,020	80,184,020
Town Support for Education	5,484,616	5,814,980	5,837,330	5,561,380	5,561,380
Total Expenditures:	124,690,142	129,894,300	129,590,280	139,228,850	139,205,750



Council Action

During budget deliberations, the Town Council made \$23,100 in overall expenditure reductions. These reductions include a decrease of \$44,650 to Community Development for the Housing Rehabilitation program in the Transfer to Loan Repayment Fund and an increase in Development Services of \$21,550 in Personal Services for compensation market adjustments in Building Safety and Planning. The Town Council also increased the tax relief benefits for income qualified military Veterans that resulted in a decrease to the Current Levy of \$23,100.

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 24.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Operating	74,363,858	76,484,440	76,484,440	80,184,020	80,184,020

TOWN SUPPORT FOR EDUCATION

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

Expenditure Summary	FY 2022 Actual	FY 2023		FY 2024	
		Budget	Estimate	Proposed	Adopted
Town Support for Education	5,484,616	5,814,980	5,837,330	5,561,380	5,561,380
Total	5,484,616	5,814,980	5,837,330	5,561,380	5,561,380

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 24:

- state mandated town contributions to private schools for health and welfare services that are partially reimbursed from the state (reflected in General Fund revenues in the Other State Grants category)
- payment of principal and interest on debt-financed school construction projects
- the independent audit, town attorney and town treasurer services
- property, liability and workers compensation insurance and a portion of Risk Management administrative expenses
- retirement and other post-employment benefit services (OPEB) for non-certified employees
- school resource and youth engagement officers to help provide a safe learning environment by minimizing violence through police activities, counseling and other services intended to maximize positive interactions between police and youth
- provide and coordinate environmental education programs for school groups at Northwest Park and in school classrooms to promote environmental stewardship by tailoring education programs, special events and vacation camp programs for school-age children
- grounds maintenance and snow removal for the six Town of Windsor schools.

Budget Commentary

The FY 23 expenditures are expected to come in over budget by \$22,350 or 0.4% due to Aid to Private Education based on increased nursing services costs that are partially state reimbursed to the Town. The FY 24 budget reflects a decrease of \$253,600 or 4.4% as compared to the FY 23 budget mostly due to a decrease in Retirement Services as a result of the re-allocation of defined benefit employer pension costs to the General Services budget. This decrease is offset in part by an increase in debt financing, for costs associated with risk management and the continued increase in nursing services costs for Aid to Private Education.

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TOWN SUPPORT FOR EDUCATION

	FY 2022	FY 2023		FY 2024	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
Aid to Private Education:					
St. Gabriel School	52,307	43,300	58,500	60,260	60,260
Trinity Christian	14,320	25,840	14,320	15,040	15,040
Madina Academy	38,904	25,910	46,370	47,770	47,770
Loomis Chaffee School	37,980	39,120	39,120	40,300	40,300
Subtotal - Aid to Private Schools	143,511	134,170	158,310	163,370	163,370
Debt Service:					
Principal	1,632,670	1,855,000	1,855,000	1,925,500	1,925,500
Interest	434,100	506,380	506,380	733,030	733,030
Subtotal - Debt Service	2,066,770	2,361,380	2,361,380	2,658,530	2,658,530
General Government:					
Audit Fee	29,860	31,800	31,800	45,000	45,000
Town Attorney (25% of town attorney retainer)	21,960	21,960	21,960	21,960	21,960
Town Treasurer (50%)	2,492	2,560	2,560	2,650	2,650
Subtotal - General Government	54,312	56,320	56,320	69,610	69,610
Risk Management:					
Automobile Liability (9%)	13,900	15,020	15,020	15,780	15,780
Comp. General Liability (66%)	189,830	207,230	207,230	220,700	220,700
Umbrella Liability (55%)	58,820	65,880	65,880	71,150	71,150
Football and Sports Accidents (100%)	18,000	21,000	21,000	23,100	23,100
School Board Errors & Omissions (100%)	31,500	33,100	33,100	35,090	35,090
Property Protection (73%)	206,520	223,040	223,040	240,880	240,880
Cyber Liability (70%)	12,880	22,540	22,540	33,810	33,810
Nurse (25%)	2,000	2,000	2,000	2,000	2,000
Workers Compensation (50%)	600,000	600,000	600,000	600,000	600,000
Excess Workers Comp. Premium (50%)	65,000	76,500	76,500	81,850	81,850
Risk Manager (40%)	64,463	69,890	67,860	67,120	67,120
Subtotal - Risk Management	1,262,913	1,336,200	1,334,170	1,391,480	1,391,480
Retirement Services:					
School Retirement	1,239,000	1,150,950	1,150,950	456,960	456,960
Other Post-Employment Benefits (OPEB)	225,000	225,000	225,000	240,000	240,000
Subtotal - Retirement Services	1,464,000	1,375,950	1,375,950	696,960	696,960
Youth Protection Services:					
Police - Support Services (school resource officer)	101,580	104,510	104,470	112,270	112,270
Police - Support Services (youth engagement officer)	203,820	209,050	208,980	224,530	224,530
Recreation & Leisure Services	85,520	87,430	87,430	91,500	91,500
Subtotal - Youth Protection Services	390,920	400,990	400,880	428,300	428,300
Public Works:					
Maintenance & Snow Removal	102,190	149,970	150,320	153,130	153,130
Subtotal - Public Works	102,190	149,970	150,320	153,130	153,130
TOTAL	5,484,616	5,814,980	5,837,330	5,561,380	5,561,380

SAFETY SERVICES

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

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	9,460,353	10,723,530	10,300,160	11,389,630	11,389,630
Supplies	170,119	97,790	101,680	103,610	103,610
Services	499,650	429,900	566,250	559,550	559,550
Maintenance & Repair	799,076	740,160	758,900	797,850	797,850
Grants & Contributions	113,150	185,710	185,710	554,270	554,270
Capital Outlay	577,020	434,250	484,250	453,180	453,180
Energy & Utility	444,285	539,110	517,310	617,820	617,820
Total	12,063,653	13,150,450	12,914,260	14,475,910	14,475,910

* 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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Safety Services	10,869,932	12,064,540	11,776,810	13,437,180	13,437,180
Town Support for Education	305,400	313,450	313,450	336,800	336,800
<i>Subtotal: Safety General Fund Budget</i>	<i>11,175,332</i>	<i>12,377,990</i>	<i>12,090,260</i>	<i>13,773,980</i>	<i>13,773,980</i>
State & Federal Grants	35,000	5,000	15,000	25,500	25,500
Donations & User Fees	10,004	200	1,000	2,430	2,430
Vehicle Maintenance	-	5,000	5,000	5,000	5,000
Use of Police Private Duty Account	767,147	612,260	619,000	633,000	633,000
WEMS Special Revenue Fund	76,170	-	-	-	-
American Rescue Funds (ARF)	-	150,000	184,000	36,000	36,000
<i>Subtotal: Special Revenue Funds</i>	<i>888,321</i>	<i>772,460</i>	<i>824,000</i>	<i>701,930</i>	<i>701,930</i>
Total	12,063,653	13,150,450	12,914,260	14,475,910	14,475,910

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	61.72	67.48	65.47	70.00	70.00
Regular Part Time Employees	1.82	1.44	1.44	1.44	1.44
Temporary/Seasonal Employees	-	-	-	-	-
Total	63.54	68.92	66.91	71.44	71.44

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$236,190 or 1.8% mostly due to savings in Personal Services for partial year vacancies and workers compensation and disability leave, offset in part by an increase in use of American Rescue Funds (ARF) for mental health clinician services. The FY 23 General Fund budget is expected to come in \$287,730 or 2.4% under budget due to the same Personal Services reasons. The overall FY 24 proposed budget reflects an increase of \$1,325,460 or 10.1% as compared to the FY 23 budget primarily due to Personal Services for funding an additional officer and dispatcher position and the required contribution to the Connecticut Municipal Employees Retirement System (CMERS). The increase is also due to a \$525,000 proposed increase to the Windsor Emergency Medical Services annual contribution. The FY 24 General Fund proposed budget, including Town Support for Education, reflects an increase of \$1,395,990 or 11.3% due to the same reasons.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,600,955	9,926,820	9,481,710	10,532,830	10,532,830
Supplies	125,115	97,590	101,680	101,680	101,680
Services	499,650	429,900	531,250	522,550	522,550
Maintenance & Repair	787,727	740,160	758,900	797,850	797,850
Grants & Contributions	36,980	35,710	35,710	554,270	554,270
Capital Outlay	375,220	295,250	350,250	310,180	310,180
Energy & Utility	444,285	539,110	517,310	617,820	617,820
Total	10,869,932	12,064,540	11,776,810	13,437,180	13,437,180

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	305,400	313,450	313,450	336,800	336,800
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	305,400	313,450	313,450	336,800	336,800

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	553,998	483,260	505,000	520,000	520,000
Supplies	45,004	200	-	1,930	1,930
Services	-	-	35,000	37,000	37,000
Maintenance & Repair	11,349	-	-	-	-
Grants & Contributions	76,170	150,000	150,000	-	-
Capital Outlay	201,800	139,000	134,000	143,000	143,000
Energy & Utility	-	-	-	-	-
Total	888,321	772,460	824,000	701,930	701,930

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	9,460,353	10,723,530	10,300,160	11,389,630	11,389,630
Supplies	170,119	97,790	101,680	103,610	103,610
Services	499,650	429,900	566,250	559,550	559,550
Maintenance & Repair	799,076	740,160	758,900	797,850	797,850
Grants & Contributions	113,150	185,710	185,710	554,270	554,270
Capital Outlay	577,020	434,250	484,250	453,180	453,180
Energy & Utility	444,285	539,110	517,310	617,820	617,820
Total	12,063,653	13,150,450	12,914,260	14,475,910	14,475,910

SAFETY SERVICES
Budget Information
Fiscal Year 2020-2024

Expenditures

Expenditures by Category *	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	9,287,571	9,415,114	9,460,353	10,723,530	10,300,160	11,389,630	11,389,630
Supplies	123,342	153,047	170,119	97,790	101,680	103,610	103,610
Services	346,687	316,211	499,650	429,900	566,250	559,550	559,550
Maintenance & Repair	582,120	547,849	799,076	740,160	758,900	797,850	797,850
Grants & Contributions	88,523	34,957	113,150	185,710	185,710	554,270	554,270
Capital Outlay	629,426	655,225	577,020	434,250	484,250	453,180	453,180
Energy & Utility	335,689	355,656	444,285	539,110	517,310	617,820	617,820
Total	11,393,358	11,478,059	12,063,653	13,150,450	12,914,260	14,475,910	14,475,910

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

Funding Sources

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	10,349,434	10,418,499	10,869,932	12,064,540	11,776,810	13,437,180	13,437,180
Town Support for Education	226,625	229,240	305,400	313,450	313,450	336,800	336,800
<i>Subtotal: Safety General Fund Budget</i>	<i>10,576,059</i>	<i>10,647,739</i>	<i>11,175,332</i>	<i>12,377,990</i>	<i>12,090,260</i>	<i>13,773,980</i>	<i>13,773,980</i>
Asset Forfeitures	-	-	-	-	-	-	-
State & Federal Grants	35,688	27,273	35,000	5,000	15,000	25,500	25,500
Donations & User Fees	1,402	1,294	10,004	200	1,000	2,430	2,430
Vehicle Maintenance	-	8,052	-	5,000	5,000	5,000	5,000
Use of Police Private Duty Acct.	726,379	793,701	767,147	612,260	619,000	633,000	633,000
WVA Special Revenue Fund	53,830	-	76,170	-	-	-	-
American Rescue Funds	-	-	-	150,000	184,000	36,000	36,000
<i>Subtotal: Special Revenue Funds</i>	<i>817,299</i>	<i>830,320</i>	<i>888,321</i>	<i>772,460</i>	<i>824,000</i>	<i>701,930</i>	<i>701,930</i>
Total	11,393,358	11,478,059	12,063,653	13,150,450	12,914,260	14,475,910	14,475,910

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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	9,131,505	10,386,100	9,962,730	11,051,420	11,051,420
Supplies	136,228	68,080	70,920	72,950	72,950
Services	297,121	207,810	343,160	277,620	277,620
Maintenance & Repair	388,754	377,260	384,180	411,690	411,690
Grants & Contributions	12,397	16,650	16,650	16,650	16,650
Capital Outlay	473,972	310,800	360,800	329,730	329,730
Energy & Utility	275,373	279,990	289,090	342,320	342,320
Total	10,715,350	11,646,690	11,427,530	12,502,380	12,502,380

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

Funding Sources

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

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Police	9,597,799	10,710,780	10,441,080	11,464,650	11,464,650
Town Support for Education	305,400	313,450	313,450	336,800	336,800
<i>Subtotal: Police General Fund Budget</i>	<i>9,903,199</i>	<i>11,024,230</i>	<i>10,754,530</i>	<i>11,801,450</i>	<i>11,801,450</i>
State & Federal Grants	35,000	5,000	15,000	25,500	25,500
Donations & User Fees/Reimb	10,004	200	-	1,430	1,430
Vehicle Maintenance	-	5,000	5,000	5,000	5,000
Use of Police Private Duty Account	767,147	612,260	619,000	633,000	633,000
American Rescue Funds (ARF)	-	-	34,000	36,000	36,000
<i>Subtotal: Special Revenue Funds</i>	<i>812,151</i>	<i>622,460</i>	<i>673,000</i>	<i>700,930</i>	<i>700,930</i>
Total	10,715,350	11,646,690	11,427,530	12,502,380	12,502,380

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	60.72	66.48	64.47	69.00	69.00
Regular Part Time Employees	1.82	1.44	1.44	1.44	1.44
Temporary/Seasonal Employees	-	-	-	-	-
Total	62.54	67.92	65.91	70.44	70.44

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$219,160 or 1.9% mostly due to savings in Personal Services for partial year vacancies and workers compensation and disability leave, offset in part by an increase in use of American Rescue Funds (ARF) for mental health clinician services. The FY 23 General Fund budget is expected to come in \$269,700 or 2.4% under budget due to the same Personal Services reasons. The overall FY 24 proposed budget reflects an increase of \$855,690 or 7.3% as compared to the FY 23 budget primarily due to Personal Services for funding an additional officer and dispatcher position, for an increase in the Connecticut Municipal Employees Retirement System (CMERS) rates and for the continued use of ARF funding for mental health clinician services. Also contributing to the increase is higher Services and Energy & Utility costs. The FY 24 General Fund proposed budget, including Town Support for Education, reflects an increase of \$777,220 or 7.1% mostly due to the same Personal Services reasons as well as increased costs for Energy & Utilities, Maintenance & Repair, Services and Capital Outlay.

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

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,272,107	9,589,390	9,144,280	10,194,620	10,194,620
Supplies	91,224	67,880	70,920	71,020	71,020
Services	297,121	207,810	309,160	241,620	241,620
Maintenance & Repair	377,405	377,260	384,180	411,690	411,690
Grants & Contributions	12,397	16,650	16,650	16,650	16,650
Capital Outlay	272,172	171,800	226,800	186,730	186,730
Energy & Utility	275,373	279,990	289,090	342,320	342,320
Total	9,597,799	10,710,780	10,441,080	11,464,650	11,464,650

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	305,400	313,450	313,450	336,800	336,800
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	305,400	313,450	313,450	336,800	336,800

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	553,998	483,260	505,000	520,000	520,000
Supplies	45,004	200	-	1,930	1,930
Services	-	-	34,000	36,000	36,000
Maintenance & Repair	11,349	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	201,800	139,000	134,000	143,000	143,000
Energy & Utility	-	-	-	-	-
Total	812,151	622,460	673,000	700,930	700,930

Total Expenditures (agrees to page F-4):

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	9,131,505	10,386,100	9,962,730	11,051,420	11,051,420
Supplies	136,228	68,080	70,920	72,950	72,950
Services	297,121	207,810	343,160	277,620	277,620
Maintenance & Repair	388,754	377,260	384,180	411,690	411,690
Grants & Contributions	12,397	16,650	16,650	16,650	16,650
Capital Outlay	473,972	310,800	360,800	329,730	329,730
Energy & Utility	275,373	279,990	289,090	342,320	342,320
Total	10,715,350	11,646,690	11,427,530	12,502,380	12,502,380

POLICE - ADMINISTRATION AND RECORDS

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,047,890	970,690	1,058,060	1,058,060
Supplies	36,180	37,820	37,820	37,820
Services	46,210	143,310	61,370	61,370
Maintenance & Repair	82,030	82,700	84,300	84,300
Grants & Contributions	-	-	-	-
Capital Outlay	-	55,000	-	-
Energy & Utility	145,290	145,290	166,120	166,120
Total	1,357,600	1,434,810	1,407,670	1,407,670

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,357,600	1,434,810	1,407,670	1,407,670
	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	1,357,600	1,434,810	1,407,670	1,407,670

Personnel Requirements

Full Time Equivalent (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.00	5.79	7.00	7.00
Regular Part Time Employees	0.98	0.98	0.98	0.98
Temporary/Seasonal Employees	-	-	-	-
Total	7.98	6.77	7.98	7.98

Budget Commentary

The FY 23 General Fund expenditures are expected to come in \$77,210 or 5.7% over budget primarily due to Services for converting camera storage to a cloud based system and Capital Outlay for an HVAC replacement at the Wilson firehouse cell tower, offset by savings in Personal Services related to partial year vacancies. The FY 24 General Fund budget reflects an increase of \$50,070 or 3.7% as compared to the FY 23 budget due to increased Energy & Utility and Services costs and State Municipal Employee Retirement Fund increases, offset in part by a decrease in Personal Services as a result of the reallocation of defined benefit employer pension costs to the General Services budget.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management \$380,050

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

Information Services \$1,027,620

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

POLICE - SUPPORT SERVICES

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,757,230	1,531,030	1,887,780	1,887,780
Supplies	5,700	5,700	6,800	6,800
Services	56,500	91,500	107,100	107,100
Maintenance & Repair	-	-	7,500	7,500
Grants & Contributions	-	-	-	-
Capital Outlay	41,200	41,200	44,000	44,000
Energy & Utility	-	-	-	-
Total	1,860,630	1,669,430	2,053,180	2,053,180

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,505,980	1,280,780	1,635,580	1,635,580
Town Support for Education	313,450	313,450	336,800	336,800
<i>Subtotal: Police General Fund Budget</i>	<i>1,819,430</i>	<i>1,594,230</i>	<i>1,972,380</i>	<i>1,972,380</i>
Donations	-	-	800	800
Use of Police Private Duty Account	41,200	41,200	44,000	44,000
American Rescue Funds (ARF)	-	34,000	36,000	36,000
<i>Subtotal: Special Revenue Funds</i>	<i>41,200</i>	<i>75,200</i>	<i>80,800</i>	<i>80,800</i>
Total	1,860,630	1,669,430	2,053,180	2,053,180

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	11.00	9.83	11.00	11.00
Regular Part Time Employees	0.36	0.36	0.36	0.36
Temporary/Seasonal Employees	-	-	-	-
Total	11.36	10.19	11.36	11.36

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$191,200 or 10.3% primarily due to Personal Services related to partial year vacancies and staff out on workers compensation and disability leave offset in part by in an increase in use of American Rescue Funds (ARF) for mental health clinician services. The overall FY 24 proposed budget reflects an increase of \$192,550 or 10.3% as compared to the FY 23 budget mostly due to Personal Services and the continued use of ARF funding for mental health clinician services. The FY 24 General Fund proposed budget reflects an increase of \$129,600 or 8.6% mostly due to Personal Services as well as an increase in Services for the mental health clinician and Maintenance & Repair for camera licensing. The Capital Outlay expenditure is for the replacement of a vehicle and is funded by the Police Private Duty Special Revenue Account.

SUPPORT SERVICES

Products & Services

Criminal Investigations \$1,450,390

- Investigate felonies and other serious crimes, including but not limited to sexual assault, residential and commercial burglary, robbery, identity theft, computer crime, human trafficking and serious assault with the goal of maintaining a clearance rate higher than the national average for all Part 1 crimes
- Provide crime prevention training presentations to residents and businesses with a concentration on at-risk communities to prevent crimes such as identity theft and scams along with office security
- Primary liaison for intelligence sharing and gathering with local, State and federal law enforcement agencies.

Evidence & Court Duties \$190,520

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

Recruitment/Training/Community \$75,470

- Manage department training including mandated recertification, Fair and Impartial Policing, Diversity, Equity and Inclusion, De-Escalation and Crisis Intervention training
- Provide continued development of the investigative and crime scene processing skills of all sworn police officers focusing on evidence collection including digital photography and DNA collection
- Conduct pre-employment background investigations to ensure high quality and highly ethical police recruits
- Conduct pistol permit background investigations to ensure proper, legal and suitable issuance of permits to carry a firearm
- Enhance community involvement through outreach with National Night Out, Community Block Parties and Coffee with a Cop events
- Continue to work in conjunction with other town organizations (e.g., Chamber of Commerce, existing neighborhood watches) to educate individuals on crime prevention.

School and Youth Engagement \$336,800

- 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 and become a trusted resource for both students and school staff
- Assist in the development and implementation of the school mentoring and weekend community service programs
- Collaborate with middle and elementary schools to build rapport and trust with the town's youth
- Communicate and share information with school staff to better serve children and families in Windsor
- Assist Recreation Department with event planning and program implementation to increase positive police interactions with our youth
- Work with the Juvenile Review Board to provide appropriate services outside of the judicial system for juveniles who commit minor crimes
- Youth Commission Liaison - provide an ex-officio member to the Youth Commission assisting with the commission's goals and objectives
- Social and Life Skills Development - provide instruction and presentations with topics including bullying, gangs, diversity, drugs, personal safety, sexual assault, etc. to school-age children at the high school, middle school, elementary schools and other town programs.

POLICE - UNIFORMED PATROL

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	6,329,850	6,181,790	6,779,400	6,779,400
Supplies	22,800	24,200	24,830	24,830
Services	97,850	101,100	101,900	101,900
Maintenance & Repair	168,130	168,130	168,130	168,130
Grants & Contributions	-	-	-	-
Capital Outlay	269,600	264,600	285,730	285,730
Energy & Utility	125,800	133,800	166,200	166,200
Total	7,014,030	6,873,620	7,526,190	7,526,190

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	6,432,970	6,275,820	6,906,360	6,906,360
<i>Subtotal: Police General Fund Budget</i>	<i>6,432,970</i>	<i>6,275,820</i>	<i>6,906,360</i>	<i>6,906,360</i>
State and Federal Grants	5,000	15,000	25,500	25,500
Donations	-	-	330	330
Vehicle Maintenance	5,000	5,000	5,000	5,000
Use of Police Private Duty Account	571,060	577,800	589,000	589,000
<i>Subtotal: Special Revenue Funds</i>	<i>581,060</i>	<i>597,800</i>	<i>619,830</i>	<i>619,830</i>
Total	7,014,030	6,873,620	7,526,190	7,526,190

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	38.48	38.23	40.00	40.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	38.48	38.23	40.00	40.00

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$140,410 or 2.0% mostly due to partial year vacancies and staff out on military and disability leave. The FY 23 General Fund is expected to come in under budget by \$157,150 or 2.4% due to the same reasons. The FY 24 General Fund proposed budget reflects an increase of \$473,390 or 7.4% as compared to the FY 23 budget mostly due to Personal Services for wage and salary step increases and funding an officer position for a full year as opposed to half a year in FY 23, adding an additional officer in FY 24, as well as State Municipal Employee Retirement System (CMERS) rate increases.

UNIFORMED PATROL

Products & Services

EMS and Public Assistance \$2,025,760

- First responders to over 3,200 Emergency Medical Services (EMS) and fire dispatches
- Provide medical and life saving assistance and protection against further injury and property damage
- Train and develop emergency medical practice skills.

Traffic Control \$2,087,730

- Participate in regional traffic initiatives such as the North Central Accident Reconstruction team to increase staffing and capability to investigate serious motor vehicle crashes
- Use traffic accident data and citizen requests to help target specific traffic concerns and reduce accidents
- Partner with town departments in traffic planning and calming including the Drive Wise program
- Use federal and state grants to fund traffic enforcement and accident reduction efforts in the areas of driving under the influence (DUI), seat belt use and distracted driving (cell phone calling/texting)
- Perform motor vehicle enforcement to prevent aggressive and dangerous drivers.

Police Private Duty \$633,000

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

Protect Persons and Property \$2,554,600

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

Community Resource Officer \$225,100

- Resolve Quality of Life Issues: SeeClickFix, Town Ordinance Violations (abandoned/junk car)
- Enhance Police-Business Outreach: safety presentations, active shooter prevention and response training
- Enhance Police-Community Outreach: collaborate with other town services (Social Services, Senior Services, Youth Services, Fire Marshal's Office) to plan and participate in events throughout town.

POLICE - COMMUNICATIONS

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,132,980	1,160,460	1,196,420	1,196,420
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	123,600	128,850	148,260	148,260
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,256,580	1,289,310	1,344,680	1,344,680

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,256,580	1,289,310	1,344,680	1,344,680
Special Revenue Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	1,256,580	1,289,310	1,344,680	1,344,680

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	9.62	10.00	10.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	9.00	9.62	10.00	10.00

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$32,730 or 2.6% due to adding a dispatcher position needed to enhance the quality of services and to mitigate dispatcher stress and overtime as a result of increased workload due to routine turnover and unexpected short and long-term absences. This is offset in part by savings due to a partial year vacancy and staff on disability leave. The overall FY 24 proposed budget reflects an increase of \$88,100 or 7.0% as compared to the FY 23 budget mostly due to the added dispatcher position and is offset in part by a decrease in Personal Services as a result of the reallocation of defined benefit employer pension costs to the General Services budget.

COMMUNICATIONS

Products & Services

Communications \$1,344,680

- Serve as the first contact for citizens seeking a safety service response, consisting of more than 11,000 9-1-1 calls for service
- Coordinate approximately 38,000 calls for service per year
- Answer and redirect over 58,000 phone calls into the Public Safety Dispatch Center
- Obtain and assess information to direct Police, Fire, Emergency Medical Services (EMS) and other responses as appropriate
- Utilize all available private, public and criminal justice information networks to search for and to disseminate information necessary to respond to emergency or criminal incidents
- Provide Emergency Medical Dispatch for approximately 3,000 callers annually.

POLICE - ANIMAL CONTROL

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	118,150	118,760	129,760	129,760
Supplies	3,400	3,200	3,500	3,500
Services	7,250	7,250	7,250	7,250
Maintenance & Repair	3,500	4,500	3,500	3,500
Grants & Contributions	16,650	16,650	16,650	16,650
Capital Outlay	-	-	-	-
Energy & Utility	8,900	10,000	10,000	10,000
Total	157,850	160,360	170,660	170,660

* 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. Animal Control expenditures are funded solely by the General Fund.

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	157,650	160,360	170,360	170,360
Donations	200	-	300	300
<i>Subtotal: Special Revenue Funds</i>	<i>200</i>	<i>-</i>	<i>300</i>	<i>300</i>
Total	157,850	160,360	170,660	170,660

Personnel Requirements

Full Time Equivalent (FTE)	FY 2023		FY 2024	
	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 FY 23 General Fund expenditures are expected to come in over budget by \$2,710 or 1.7% mostly due to repairs and Energy & Utility costs. The FY 24 General Fund proposed budget reflects an increase of \$12,710 or 8.1% as compared to the FY 23 budget mostly due to Personal Services.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances \$83,710

- Provide prevention and assertive enforcement efforts to maintain a low number of animal complaints in town
- Ensure that patrol officers are continually updated on proper protocols regarding animal issues
- Provide ongoing training to elementary school students on dog bite prevention, the humane treatment of animals and other relevant topics
- When necessary, notify the public of potential threats from wild animals and educate the public on the proper methods of interacting with wild animals
- Maintain a relationship with court officials to ensure quick resolution to serious nuisance and aggressive dog incidents as well as quality of life issues
- Hold a number of high profile pet food drives to resupply the pet food pantry to supplement Windsor residents' pet foods. Monetary donations are used to supplement medical costs for animals taken in at the pound. Organize low cost rabies vaccination clinic
- Maintain active social media presence to communicate directly with the public regarding wild and domestic animal safety and adoptions
- Conduct survey to ensure voluntary compliance with dog licensures.

Operate Dog Pound/Animal Placement \$86,950

- 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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	328,848	337,430	337,430	338,210	338,210
Supplies	33,891	29,710	30,760	30,660	30,660
Services	176,382	194,140	195,140	252,550	252,550
Maintenance & Repair	410,322	362,900	374,720	386,160	386,160
Grants & Contributions	-	-	-	-	-
Capital Outlay	103,048	123,450	123,450	123,450	123,450
Energy & Utility	149,812	236,300	205,400	247,670	247,670
Total	1,202,303	1,283,930	1,266,900	1,378,700	1,378,700

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

Funding Sources

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

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Fire and Rescue Services	1,202,303	1,283,930	1,265,900	1,377,700	1,377,700
Donations	-	-	1,000	1,000	1,000
State and Federal Grants	-	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	1,000	1,000	1,000
Total	1,202,303	1,283,930	1,266,900	1,378,700	1,378,700

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	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 overall FY 23 expenditures are expected to come in under budget by \$17,030 or 1.3% due to less Energy & Utility costs. The FY 23 General Fund budget is expected to come in under by \$18,030 or 1.4% for the same reason. The overall FY 24 proposed budget reflects an increase of \$94,770 or 7.4% as compared to the FY 23 budget primarily due to increased utility costs, funding for firefighter recruitment and retention efforts and maintenance costs for the firehouses.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration \$587,180

- Respond to an estimated 600 emergency incidents annually
- Contract for water supply with the Metropolitan District Commission (MDC) for maintenance and service of 1,114 hydrants
- Manage, direct and monitor all fire department activities
- Prepare, administer and monitor the fire department budget including maintenance contracts and new equipment purchases.

Fire Facilities & Building Maintenance \$199,970

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

Apparatus Maintenance & Service \$180,660

- 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 \$149,860

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

Fire Prevention, Equipment and Supplies \$261,030

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

AMBULANCE SERVICES

Ambulance Services are contracted with the Windsor Emergency Medical Services (EMS), 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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	27,950	27,950	29,380	29,380
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	169,060	169,060	537,620	537,620
Capital Outlay	-	-	-	-	-
Energy & Utility	-	22,820	22,820	27,830	27,830
Total	-	219,830	219,830	594,830	594,830

* 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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Ambulance Services	69,830	69,830	69,830	594,830	594,830
WEMS Special Revenue Fund	76,170	-	-	-	-
American Rescue Funds (ARF)	-	150,000	150,000	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>76,170</i>	<i>150,000</i>	<i>150,000</i>	-	-
Total	146,000	219,830	219,830	594,830	594,830

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The overall and General Fund FY 23 expenditures are expected to come in on budget. The FY 24 General Fund proposed budget reflects an increase of \$525,000 for additional ambulance coverage and to assist in meeting annual operational costs.

AMBULANCE SERVICES

Products & Services

Emergency Medical Care \$594,830

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

SAFETY SERVICES

FY 2023 Highlights

Police Department

With several officers retiring and moving on from service, the police department continues to recruit and hire new members to the police officer ranks in FY 23. The Department continues to provide a diverse work force that strengthens our ties within the community. 70% of our sworn officers have less than 10 years experience, with 47% having 6 years of law enforcement experience. With a young police force, FY 24 will involve a focus on officer development and community involvement.

The Windsor Police Department hired two part time code enforcement officers to tackle junk/abandoned cars in Windsor. Working with our residents, they have removed over 320 junk/disabled vehicles from homes throughout Windsor. In the vast majority of cases, homeowners were provided assistance in making arrangements to remove vehicles. This effort to remove these vehicles works to improve quality of life in these neighborhoods.

In FY 23, the police department initiated a customer satisfaction survey to measure performance and satisfaction of police and dispatch services. Surveys are generated automatically based on department criteria using information on calls for service logged in the department's Computer Aided Dispatch (CAD) system. It is the department's goal that this tool will provide valuable data to measure citizen satisfaction of our police and dispatch operations to improve services for our residents. Of equal importance, survey results will also boost officer morale and reinforce positive interactions as our customers provide officer/dispatcher specific feedback.

In FY 23, our public safety dispatchers began using new software that assists dispatchers by using validated questions and scripts to help ensure that emergency responders en route have the information they need and that callers in distress receive clear instructions. This new software provides dispatchers with tools to provide lifesaving information to callers and responders alike.

Fire and Rescue Services

The fire departments' main focus this year has been on recruitment and retention. Recruitment activities have included attending town functions such as the Windsor Chili Challenge, community block parties and sporting events at the high school. The fire department has recently started a door hanger program in which a group of firefighters canvas a neighborhood placing a door hanger with recruitment information on it. In addition, a new class began at the high school that introduces fire services as both a career opportunity and community involvement. In the past year, we have received 20 plus applications with four new members being added to the roles of the fire department, and one of our Fire Juniors has joined the ranks of the fire department. There has also been the reduction of staffing due to retirements and non-activity, the department currently has 60 active members.

In FY 22, volunteer firefighters responded to more than 680 fire and emergency service calls and logged more than 3,000 hours of training.

A new fire pumper was placed in service to replace a 25-year old pumper at the Poquonock Station and the fire chief received a new vehicle. Design work continues on a new brush truck that will be used for extinguishing fires in our limited access areas such as Northwest Park and a new rescue pumper for Company 3.

With the completion of the Fire/Emergency Medical Services (EMS) headquarters at 340 Bloomfield Avenue, an open house was held in October showing off the newly renovated facility to the public with EMS and fire department staff providing demonstrations.

SAFETY SERVICES

<i>Key Statistics</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Number of Part I crimes	728	681	618	600	600
Number of motor vehicle accidents with injuries	86	70	77	98	75
Number of calls for service received by Dispatch	32,654	30,825	30,604	31,000	31,500
Number of Fire Department responses	758	750	682	725	750
Number of structure fires	12	15	21	14	12

<i>Performance Measures</i>	FY 2022 Actual	FY 2023 Target	FY 2023 Estimate	FY 2024 Target
Burglary rate per resident. (U.S. rate for burglaries was 4.3 per 1,000 population)	.61	1	.75	1
Part I violent crime rate per resident. (U.S. rate Part 1 violent crime was 3.9 per 1,000 population)	.75	1	.75	1
Motor vehicle accidents with injuries per 1,000 residents	2.6	2.5	3.3	2.5

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

The Windsor Volunteer Fire Department now has a headquarters building that has held several regional emergency service meetings in the past year.

When a police recruit is hired, they spend the first 11+ months of employment in training (approximately 2,000 hours) before they become certified as a police officer.

FY 2024 Goals

1. Improve traffic safety through education and enforcement efforts.
2. Coordinate with regional partners to identify and reduce multi-jurisdiction crime sprees.
3. Enhance Police Department community outreach utilizing satisfaction surveys.
4. Continue the renewed effort towards recruitment and retention to bolster the ranks of the fire department.
5. Complete the acquisition and delivery of a new brush vehicle.
6. Complete Emergency Medical Services assessment.

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
6002	Crisis Intervention Program	500	-	-	500	-	500	-
6004	Bullet Proof Vest Program	12,067	-	-	12,067	5,000	5,000	12,067
6012	State Reimbursements	18,982	15,000	15,000	18,982	20,000	20,000	18,982
6026	Car Seat Program	1,244	-	-	1,244	-	300	944
6301	Narcotic Seizures - Federal	-	-	-	-	-	-	-
6302	Federal Sharing	66,699	-	-	66,699	-	-	66,699
6305	Asset Forfeiture - State	6,596	-	-	6,596	-	-	6,596
6700	Animal Shelter	31,496	500	-	31,996	600	-	32,596
6702	K-9 Donations	5,556	200	-	5,756	200	300	5,656
6703	Donations	4,827	1,000	-	5,827	500	500	5,827
6800	Police Private Duty	668,631	600,000	619,000	649,631	650,000	633,000	666,631
6908	Vehicle Maintenance	-	73,730	5,000	68,730	20,000	5,000	83,730
6915	Just Start Grant	1,188	-	-	1,188	-	-	1,188
6916	Neighborhood Engagement Team	1,069	-	-	1,069	-	-	1,069
6919	3M Technology Grant	5,833	-	-	5,833	-	-	5,833
6923	Justice and Mental Health Collaboration Grant	17,305	-	-	17,305	-	-	17,305
6929	National Night Out	30	-	-	30	300	330	-
1927	CHR Mental Health Clinician Services	-	70,000	34,000	36,000	-	36,000	-
		842,023	760,430	673,000	929,453	696,600	700,930	925,123

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

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

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

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

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

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

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

#6700 - Animal Shelter - Funds are received from private donations. The funds are used for maintenance and capital items to enhance the program.

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

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

Police Department (cont.)

#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 23 expenditures include \$20,000 for traffic enforcement, \$84,000 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items. FY 24 expenditures include \$20,000 for traffic enforcement, \$88,000 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items.

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

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

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

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

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

#6929 - National Night Out - Donated funds are used for supplies and food for this annual community-building event that promotes police/community partnerships and neighborhood camaraderie.

#1927 - Community Health Resources (CHR) Mental Health Clinician Services - Under the Community Health & Awareness focus area of the ARF Grant Revenue. This program was established to increase the hours of the embedded mental health clinician contracted in the Police Department's budget. \$34,000 for FY 23 and \$36,000 for FY 24.

Police Department (cont.)

#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 23 expenditures include \$20,000 for traffic enforcement, \$84,000 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items. FY 24 expenditures include \$20,000 for traffic enforcement, \$88,000 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items.

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SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	Beginning Balance (7/1/22)	FY 2023		Projected Balance (6/30/23)	FY 2024		Projected Balance (6/30/24)
			Projected Revenue	Estimated Expenditures		Projected Revenue	Budgeted Expenditures	
6903	Fire Department Donation	6,671	1,200	1,000	6,871	200	1,000	6,071
Total 03 Funds		6,671	1,200	1,000	6,871	200	1,000	6,071

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

Ambulance

Project #	Project Name	Beginning Balance (7/1/22)	FY 2023		Projected Balance (6/30/23)	FY 2024		Projected Balance (6/30/24)
			Projected Revenue	Estimated Expenditures		Projected Revenue	Budgeted Expenditures	
1922	Windsor Emergency Medical Services ARF Contribution	-	150,000	150,000	-	-	-	-
Total 13 Fund		-	150,000	150,000	-	-	-	-

#1922 - Windsor Emergency Medical Services ARF Contribution - Under the Safe, Strong, Diverse Neighborhoods & Families focus area of the ARF Grant Revenue. This program is for funding of \$150,000 for operations and principal retirement.

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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,002,251	2,190,870	2,175,080	2,281,010	2,281,010
Supplies	213,897	197,110	208,350	241,000	241,000
Services	578,401	606,730	663,480	668,020	668,020
Maintenance & Repair	116,043	87,410	100,030	96,090	96,090
Grants & Contributions	14,000	14,000	19,000	25,000	25,000
Capital Outlay	21,809	-	-	-	-
Energy & Utility	189,732	230,060	228,200	248,750	248,750
Total	3,136,134	3,326,180	3,394,140	3,559,870	3,559,870

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

Funding Sources

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

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Recreation & Leisure Services	2,173,387	2,297,220	2,307,760	2,434,500	2,434,500
Town Support for Education	85,520	87,430	87,430	91,500	91,500
Subtotal: Rec. Svcs General Fund Budget	2,258,907	2,384,650	2,395,190	2,526,000	2,526,000
Grants	156,879	121,800	155,670	110,800	110,800
Private Contributions	18,444	26,040	36,190	38,790	38,790
User Fees	647,806	732,190	722,770	772,760	772,760
American Rescue Funds (ARF)	-	-	30,000	50,000	50,000
Subtotal: Special Revenue Funds	823,130	880,030	944,630	972,350	972,350
Transfer from Caring Connection	54,097	61,500	54,320	61,520	61,520
Total	3,136,134	3,326,180	3,394,140	3,559,870	3,559,870

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.62	10.60	10.60	10.60	10.60
Regular Part Time Employees	11.91	17.07	16.62	16.12	16.12
Temporary/Seasonal Employees	14.67	15.63	14.76	15.65	15.65
Total FTEs	36.20	43.30	41.98	42.37	42.37

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$67,960 or 2.0%. This is primarily due to increased program offerings associated with the allocation of American Rescue Funds (ARF) to implement the town-wide "Be Well Windsor" initiative and other grants. Other reasons for the increase in the FY 23 budget include rising costs for Services and Repairs & Maintenance. Other grants included the Connecticut Cultural grant awarded to Northwest Park and a Department of Family and Child Juvenile Justice grant awarded to the Youth Services Bureau. The FY 23 General Fund expenditures are expected to come in over budget by \$10,540 or 0.5% due to increases in Services, Repairs & Maintenance and Energy & Utility. The FY 24 overall proposed budget reflects an increase of \$233,690 or 7.0% primarily due to increased program offerings associated with the "Be Well Windsor" initiative and other grants. The FY 24 General Fund proposed budget reflects an increase of \$137,280 or 6.0% compared to FY 23 due to Services, Energy & Utility and Personal Services.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,389,415	1,509,970	1,495,110	1,583,240	1,583,240
Supplies	92,415	83,450	85,800	105,480	105,480
Services	388,082	407,480	418,020	421,760	421,760
Maintenance & Repair	106,543	77,910	90,530	86,590	86,590
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	3,904	-	-	-	-
Energy & Utility	179,028	204,410	204,300	223,430	223,430
Total	2,173,387	2,297,220	2,307,760	2,434,500	2,434,500

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	85,520	87,430	87,430	91,500	91,500
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	85,520	87,430	87,430	91,500	91,500

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	527,316	593,470	592,540	606,270	606,270
Supplies	121,482	113,660	122,550	135,520	135,520
Services	190,319	199,250	245,460	246,260	246,260
Maintenance & Repair	9,500	9,500	9,500	9,500	9,500
Grants & Contributions	-	-	5,000	11,000	11,000
Capital Outlay	17,905	-	-	-	-
Energy & Utility	10,704	25,650	23,900	25,320	25,320
Total	877,227	941,530	998,950	1,033,870	1,033,870

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,002,251	2,190,870	2,175,080	2,281,010	2,281,010
Supplies	213,897	197,110	208,350	241,000	241,000
Services	578,401	606,730	663,480	668,020	668,020
Maintenance & Repair	116,043	87,410	100,030	96,090	96,090
Grants & Contributions	14,000	14,000	19,000	25,000	25,000
Capital Outlay	21,809	-	-	-	-
Energy & Utility	189,732	230,060	228,200	248,750	248,750
Total	3,136,134	3,326,180	3,394,140	3,559,870	3,559,870

RECREATION AND LEISURE SERVICES

Budget Information

Fiscal Year 2020-2024

Expenditures

Expenditures by Category *	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,766,311	1,635,544	2,002,251	2,190,870	2,175,080	2,281,010	2,281,010
Supplies	242,010	162,725	213,897	197,110	208,350	241,000	241,000
Services	577,981	484,505	578,401	606,730	663,480	668,020	668,020
Maintenance & Repair	71,973	97,399	116,043	87,410	100,030	96,090	96,090
Grants & Contributions	14,000	14,000	14,000	14,000	19,000	25,000	25,000
Capital Outlay	-	24,000	21,809	-	-	-	-
Energy & Utility	175,256	177,962	189,732	230,060	228,200	248,750	248,750
Total	2,847,531	2,596,135	3,136,134	3,326,180	3,394,140	3,559,870	3,559,870

* 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 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,938,528	1,958,675	2,173,387	2,297,220	2,307,760	2,434,500	2,434,500
Town Support for Education	81,268	83,800	85,520	87,430	87,430	91,500	91,500
<i>Subtotal: Rec. Svcs. General Fund Budget</i>	<i>2,019,796</i>	<i>2,042,475</i>	<i>2,258,907</i>	<i>2,384,650</i>	<i>2,395,190</i>	<i>2,526,000</i>	<i>2,526,000</i>
Grants	87,320	81,503	156,879	121,800	155,670	110,800	110,800
Private Contributions	21,276	24,044	18,444	26,040	36,190	38,790	38,790
User Fees	677,139	399,044	647,806	732,190	722,770	772,760	772,760
American Rescue Funds (ARF)	-	-	-	-	30,000	50,000	50,000
<i>Subtotal: Special Revenue Funds</i>	<i>785,735</i>	<i>504,591</i>	<i>823,130</i>	<i>880,030</i>	<i>944,630</i>	<i>972,350</i>	<i>972,350</i>
Transfer From Caring Connection	42,000	49,069	54,097	61,500	54,320	61,520	61,520
Total	2,847,531	2,596,135	3,136,134	3,326,180	3,394,140	3,559,870	3,559,870

RECREATION

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	946,730	965,570	992,090	992,090
Supplies	66,260	66,460	94,350	94,350
Services	152,230	179,740	194,010	194,010
Maintenance & Repair	14,920	16,600	18,260	18,260
Grants & Contributions	14,000	19,000	25,000	25,000
Capital Outlay	-	-	-	-
Energy & Utility	11,490	9,490	9,490	9,490
Total	1,205,630	1,256,860	1,333,200	1,333,200

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	767,370	781,390	809,330	809,330
Private Contributions	-	1,000	-	-
User Fees	438,260	444,470	473,870	473,870
American Rescue Funds (ARF)	-	30,000	50,000	50,000
<i>Subtotal: Special Revenue Funds</i>	<i>438,260</i>	<i>475,470</i>	<i>523,870</i>	<i>523,870</i>
Total	1,205,630	1,256,860	1,333,200	1,333,200

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.60	3.60	3.60	3.60
Regular Part Time Employees	6.00	5.60	6.00	6.00
Temporary/Seasonal Employees	10.58	10.00	10.58	10.58
Total FTEs	20.18	19.20	20.18	20.18

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$51,230 or 4.2% due to increased program offerings associated with the allocation of American Rescue Funds (ARF) and increases in Services. The FY 23 General Fund budget is expected to come in over budget by \$14,020 or 1.8% mainly due to increases in annual fees associated with program registration and timeclock software. The overall FY 24 proposed budget is expected to increase by \$127,570 or 10.6% mostly due to increased program offerings associated with the allocation of ARF funding and other special revenue accounts covered by user fees. The FY 24 General Fund proposed budget reflects an increase of \$41,960 or 5.5% compared to the FY 23 budget primarily due to Supplies for community events, Services and Personal Services, including part time wages to meet market conditions.

RECREATION

Products & Services

Aquatics \$228,940

- Provide various aquatic programs for more than 1,600 individuals and persons with disabilities
- Provide certified staff for the safety of swimmers
- Offer four family events at the outdoor pools.

Leisure Opportunities \$340,500

- Provide outdoor winter activities
- Provide theater experiences for more than 300 youth
- Provide adult open gym programs such as volleyball, basketball, badminton, cricket and pickleball
- Coordinate adult programs such as dance, adult fitness, badminton, tennis, volleyball, basketball and yoga
- Provide after-school programming and transportation for elementary students
- Provide programs for elementary and middle school children during school vacation week
- Continue lifetime sports series including outdoor winter activities, basketball, lacrosse, soccer, tennis and badminton for more than 500 residents
- Continue to facilitate cross country and track programs for local youth
- Provide a collection of culinary arts and dance programs for all ages
- Provide four Teen Extravaganza programs for Windsor Middle School students
- Provide staffing and activities for the 330 Windsor Avenue teen center
- Provide opportunities for children and youth birthday events.

Community Centers \$271,720

- Provide safe and enjoyable facilities
- Schedule facilities for use by more than 4,450 residents and sports groups
- Provide staffing for community center facilities.

Summer Activities \$342,620

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

Community Events \$149,420

- Provide town events to include *Movies in the Parks*, *Winter Wonderland*, *Night of 1001 Pumpkins*, *Family Bingo Nights* and various pool outings
- Support community events such as *Shad Derby* and *Youth Fishing Derby*
- Coordinate activities for “*July is Recreation Month.*”

FACILITIES MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	27,690	27,690	30,280	30,280
Services	342,950	342,950	343,950	343,950
Maintenance & Repair	9,650	21,050	11,850	11,850
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	104,070	105,730	114,010	114,010
Total	484,360	497,420	500,090	500,090

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	469,360	482,420	485,090	485,090
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	484,360	497,420	500,090	500,090

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The overall and General Fund FY 23 expenditures are expected to come in over budget by \$13,060 or 2.7% due to Maintenance & Repair expenditures to outdoor pools. The overall FY 24 proposed budget reflects an increase of \$15,730 or 3.4% due to increased costs in Energy & Utility for electricity.

FACILITIES MANAGEMENT

Products & Services

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

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

330 Windsor Ave. Community Center \$41,140

- Provide support for utilities at 330 Windsor Avenue.

Outdoor Pools & Parks Amenities \$133,000

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

SENIOR SERVICES

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	225,160	212,800	226,610	226,610
Supplies	17,400	16,500	19,300	19,300
Services	34,040	51,670	54,300	54,300
Maintenance & Repair	3,000	3,180	3,470	3,470
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,640	6,440	5,270	5,270
Total	285,240	290,590	308,950	308,950

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	222,660	215,890	230,560	230,560
Grants	-	2,880	2,880	2,880
Private Contributions	-	8,000	9,800	9,800
User Fees	62,580	63,820	65,710	65,710
<i>Subtotal: Special Revenue Funds</i>	<i>62,580</i>	<i>74,700</i>	<i>78,390</i>	<i>78,390</i>
Total	285,240	290,590	308,950	308,950

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.80	1.80	1.80	1.80
Regular Part Time Employees	1.29	1.10	1.29	1.29
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.09	2.90	3.09	3.09

Budget Commentary

The FY 23 overall expenditures are expected to come in over budget by \$5,350 or 1.9% due to increased program offerings offset by Special Revenue Fund user fees. The FY 23 General Fund budget is expected to come in under budget by \$6,770 or 3.0% due to a part time vacancy. The overall FY 24 proposed budget reflects an increase of \$23,710 or 8.3% primarily for additional instructor-led program offerings and trips. The FY 24 General Fund proposed budget reflects an increase of \$7,900 or 3.5% due to an increase in Services for implementing enhancements to the monthly newsletter, special events and marketing to promote programs and services.

SENIOR SERVICES

Products & Services

Senior Center \$246,460

- Working to meet the needs of the growing 55+ population by offering more programming and activities during the evening and weekend hours
- Promote overall health and wellness by providing a variety of physical activities including multiple levels of aerobics, tai chi, dance and yoga classes, seated exercise, mindfulness and meditation, a membership-based fitness center offering the Renew Active®, Silver & Fit® and Active & Fit® programs, as well as evidence-based programming, such as Tai Ji Quan: Moving for Better Balance®
- Promote technological skills by providing a variety of both one-on-one and classroom style technology classes, as well as access to laptops and workstations with a printer and photocopier
- 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 throughout the year by celebrating holidays, birthdays, special occasions, themed events and intergenerational programming during both daytime hours and scheduled evening & weekend hours
- Encourage overall health & wellness by offering a variety of health clinics such as hearing, foot care, blood pressure, memory and balance screenings, dementia workshops as well as mindfulness and meditation sessions
- Offer outdoor adventure programs including kayaking trips, a biking club, a hiking club, outdoor discovery courses and beach trips
- Provide a location for the hot lunch meal program Monday through Friday
- Coordinate and serve hot lunch program when Community Renewal Team (CRT) congregate meal is not available
- Operate a busy medical device lending closet that loans equipment to residents free of charge
- Coordinate programs for senior center clubs
- Work with a variety of town departments and outside organizations to provide comprehensive services including art classes, day and evening bereavement support groups and a Veterans Coffee Hour, to name a few
- Coordinate with the Health Department to offer the annual senior health and wellness fair and flu shot clinic.

Volunteer Programs \$62,490

- 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 out-of-town medical appointments
 - Offer assistance with Senior Center tasks, such as the coffee bar three days a week
 - Provide front desk coverage and customer service throughout the week
 - Help set up, lead and break down large monthly events
 - Organize and lead all of the senior center clubs
 - Provide staffing for the health fair and vaccination clinics
 - Receive recognition at a volunteer event.

TRANSPORTATION

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	272,530	265,330	297,350	297,350
Supplies	3,050	3,650	4,130	4,130
Services	5,400	5,400	5,400	5,400
Maintenance & Repair	29,340	29,340	30,960	30,960
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	44,060	36,470	41,600	41,600
Total	354,380	340,190	379,440	379,440

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	241,450	223,790	268,790	268,790
Grants	51,430	62,080	49,130	49,130
<i>Subtotal: Special Revenue Funds</i>	<i>51,430</i>	<i>62,080</i>	<i>49,130</i>	<i>49,130</i>
Transfer from Caring Connection	61,500	54,320	61,520	61,520
Total	354,380	340,190	379,440	379,440

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.20	1.20	1.20	1.20
Regular Part Time Employees	4.17	4.15	4.01	4.01
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	5.37	5.35	5.21	5.21

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$14,190 or 4.0% due to Personal Services and Energy & Utility due to lower Dial-A-Ride and Caring Connection ridership, as well as receipt of an Elderly Transportation grant. The FY 23 General Fund expenditures are expected to come in under budget by \$17,660 or 7.3% for the same reasons. The FY 24 General Fund proposed budget reflects an increase of \$27,340 or 11.3% primarily due to Personal Services associated with part time staff.

TRANSPORTATION

Products & Services

Senior Transportation \$379,440

- 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 throughout town
- Provide evening and weekend transportation to special events and programs sponsored by the Senior Center
- Provide Caring Connection clients with time-specific transportation to and from the facility
- Provide trained drivers to transport Caring Connection clients on special trips throughout the year
- Perform special tasks daily for various departments including Senior Services and Social Services and on an as-needed basis for the Caring Connection
- Support the Human Services Department when transportation or vehicles are needed
- Support Windsor Senior Housing with transportation between housing sites and the main office for social functions
- Provide round trip transportation to COVID-19 pandemic testing vaccination locations.

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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	185,640	185,150	182,370	182,370
Supplies	29,560	30,140	23,150	23,150
Services	26,920	39,030	23,250	23,250
Maintenance & Repair	3,000	3,000	3,500	3,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,280	4,280	4,280	4,280
Total	249,400	261,600	236,550	236,550

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	172,980	178,320	183,450	183,450
Grants	70,370	80,700	48,100	48,100
User Fees	6,050	2,580	5,000	5,000
<i>Subtotal: Special Revenue Funds</i>	<i>76,420</i>	<i>83,280</i>	<i>53,100</i>	<i>53,100</i>
Total	249,400	261,600	236,550	236,550

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	1.86	2.02	0.92	0.92
Temporary/Seasonal Employees	1.88	1.90	1.90	1.90
Total	4.74	4.92	3.82	3.82

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$12,200 or 4.9% primarily due to spending associated with the allocation of a Department of Children's & Families (DCF) Juvenile Justice grant. The FY 23 General Fund expenditures are expected to come in over budget by \$5,340 or 3.1% due to costs associated with Services for the summer neighborhood block parties. This was necessitated by the loss of a grant to the Police Department that supported the program. The overall FY 24 proposed budget reflects a decrease of \$12,850 or 5.2% due to the ending of a grant provided by the Hartford Foundation for Public Giving for the expansion of the Youth-In-Action program. The FY 24 General Fund proposed budget reflects an increase of \$10,470 or 6.1%, mainly due to Personal Services. The decrease in FTEs is due to the reduction of staff needed for the Youth-in-Action program due to the Hartford Foundation for Public Giving grant period ending.

YOUTH SERVICES BUREAU

Products & Services

Positive Youth Development \$128,810

- Offer a variety of after-school programs for middle school and high school youth
- Provide various activity programs for out-of-school days
- Provide high school Youth-in-Action leadership program
- Provide enrichment field trips for high school youth in leadership program
- Provide social skills, development and support for at-risk youth referred to the high school Youth-In-Action program
- Provide six eight-week social skills development programs for adolescent boys, girls and parents
- Provide a seven-week summer teen employment development program (STEP)
- Provide opportunities for community service
- Provide Annual Teen Summit for 75 high school students.

Family Events \$14,100

- Coordinate with Recreation department to present various family special events
- Present three school-year special events led by the Youth-in-Action participants
- Host three summer block parties coordinated by STEP participants
- Provide family engagement programs such as art therapy workshops and circle groups
- Continue regional partnerships with Windsor Locks and Suffield Youth Services to present forums and workshops on topics related to youth matters.

Prevention Programs \$33,650

- Coordinate dissemination of substance abuse prevention information and organize Red Ribbon Week activities
- Educate groups in social skills development and substance abuse prevention during after-school and summer programs
- Partner with Amplify (Local Prevention Council) in developing an annual Youth Conference with several other towns in the region
- Collaborate with Social Services to offer a collection of prevention campaigns
- Partner with Windsor School District to host community forums to families on topics related to substance abuse and mental health.

Juvenile Justice \$59,990

- Coordinate community service, intervention and family assessments for juvenile offenders
- Serve on Juvenile Review Board (JRB)
- Coordinate truancy and defiance of school referrals with school district
- Provide outreach and referrals to families of at-risk-youth referred to the JRB
- Provide case management to JRB families.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	365,290	349,420	383,080	383,080
Supplies	38,550	47,360	51,940	51,940
Services	25,220	25,870	26,390	26,390
Maintenance & Repair	3,000	3,000	4,050	4,050
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	250	250	280	280
Total	432,310	425,900	465,740	465,740

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	130,870	128,920	147,860	147,860
Town Support for Education	87,430	87,430	91,500	91,500
<i>Subtotal: Rec. Services General Fund Budget</i>	<i>218,300</i>	<i>216,350</i>	<i>239,360</i>	<i>239,360</i>
Grants	-	10,010	10,690	10,690
Private Contributions	26,040	27,190	28,990	28,990
User Fees	187,970	172,350	186,700	186,700
<i>Subtotal: Special Revenue Funds</i>	<i>214,010</i>	<i>209,550</i>	<i>226,380</i>	<i>226,380</i>
Total	432,310	425,900	465,740	465,740

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	3.30	3.30	3.45	3.45
Temporary/Seasonal Employees	2.57	2.26	2.57	2.57
Total FTEs	7.37	7.06	7.52	7.52

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$6,410 or 1.5% due to a decrease in Personal Services associated with staffing vacancies in Special Revenue account supported programs. The FY 23 General Fund expenditures are expected to come in under budget by \$1,950 or 1.5% due to Personal Services. The overall FY 24 proposed budget reflects an increase of \$33,430 or 7.7% due to increased spending associated with the allocation of the Connecticut Cultural grant. The FY 24 General Fund proposed budget reflects an increase of \$16,990 or 13.0% due in part to Personal Services and Supplies for animal care, previously paid for from Special Revenue funds.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Visitor Services \$112,830

- Provide customer service to respond to general inquiries, resolve visitor issues and assist registration for programs and community garden plots
- Coordinate development and installation of aids for park visitors to enjoy use of 12 miles of walking trails, including wayfinding signage, trail markers and maps, trailside benches, overlooks and boardwalks
- Develop content for printed and digital media to engage the community in exploring Northwest Park and local nature
- Provide and administer reservations for private events held in the picnic pavilion and warming shed
- Install and maintain devices to enhance accessibility of trails, such as guide ropes and braille signs for the visually impaired and wheelchair accessible surfaces
- Offer a variety of products for sale in the Nature Center Gift Shop that enhance discovery and appreciation of the local natural environment.

Educational Exhibits and Information \$139,230

- Develop and maintain environmental education exhibits and information in the Nature Center for over 24,000 visitors per year
- Care for live animals and their habitats on exhibit in the nature center or used in programming
- Display and care for heritage breed domestic livestock and poultry in the animal barn to highlight the connection between historic agriculture practices and natural resources
- Develop outdoor exhibits and educational signage to increase public awareness, understanding and appreciation of the park's environmental and historical features
- Develop and maintain educational displays and signage to enhance public use and benefit from special features including the animal barn, demonstration organic garden, maple sugarhouse, sensory trail, community gardens and outdoor living skills area
- Maintain the Libby and Gordon Taylor Tobacco Museum and Archives to preserve and showcase the history of tobacco agriculture in Connecticut.

Environmental Education Programs \$213,680

- Develop and present more than 200 environmental education hikes, workshops, and events annually for community groups and families or individuals of all ages
- Plan and provide over 120 full day sessions of environmentally themed summer camp for school aged children each year
- Develop and teach field trip programs annually for every grade K-5 classroom in Windsor public schools that align with the national and state science standards and the Windsor curriculum calendar; offer customized science field trips for all grade levels at local schools
- Plan and coordinate training opportunities for Windsor teens to develop work skills and environmental knowledge as junior counselors in summer camps or STEP interns working on trails at Northwest Park
- Provide public learning opportunities to build outdoor recreation skills such as canoeing, cross country skiing, outdoor cooking and overnight camping
- Present outreach programs and activities for corporate and civic meetings, environmental organizations and community festivals and events
- Provide training and coordination for corporate and community volunteer groups completing service projects at Northwest Park
- Provide guidance and coordination for scouts planning major projects to enhance the park
- Provide training and ongoing education of 15-20 volunteer animal feeders who provide essential daily care for the resident farm animals at the park.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	195,520	196,810	199,510	199,510
Supplies	14,600	16,550	17,850	17,850
Services	19,970	18,820	20,720	20,720
Maintenance & Repair	24,500	23,860	24,000	24,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	60,270	65,540	73,820	73,820
Total	314,860	321,580	335,900	335,900

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	292,530	297,030	309,420	309,420
Private Contributions	-	-	-	-
User Fees	22,330	24,550	26,480	26,480
<i>Subtotal: Special Revenue Funds</i>	<i>22,330</i>	<i>24,550</i>	<i>26,480</i>	<i>26,480</i>
Total	314,860	321,580	335,900	335,900

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	0.45	0.45	0.45	0.45
Temporary/Seasonal Employees	0.60	0.60	0.60	0.60
Total FTEs	2.55	2.55	2.55	2.55

The overall FY 23 expenditures are expected to come in over budget by \$6,720 or 2.1% due to Energy & Utility, specifically for the upgrade of the network circuit to fiber. The FY 23 General Fund budget is expected to come in over budget by \$4,500 or 1.5% for the same reason. The overall FY 24 proposed budget reflects an increase of \$21,040 or 6.7% primarily due to Energy & Utility. The FY 24 General Fund proposed budget reflects an increase of \$16,890 or 5.8% compared to the FY 23 budget for the same reason.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance \$160,200

- Manage all park land for the safety, educational use and the enjoyment of the public
- Maintain over 12 miles of hiking trails, gravel roadways and paved surfaces
- Monitor and maintain health of all natural areas to support native plants and wildlife and mow grasslands or thickets as prescribed in the park land management plan
- Maintain landscaping beds, lawn trees, and display gardens as well as prepare 21 community garden plots
- Maintain the security and safety of all grounds, trails and structures
- Maintain picnic pavilion and warming shed and support access and use by approximately 24,000 visitors per year during private rental events
- Maintain access and function of special features such as the playground, dog park and livestock pens
- Oversee mandatory and volunteer community service programs and coordinate the Youth Conservation Corps (YCC) to complete overall trail maintenance.

Building Operation/Maintenance \$175,700

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

RECREATION AND LEISURE SERVICES

FY 2023 Highlights

Recreation

The Recreation Services Division continued to provide family–friendly special events and leisure opportunities for the community. Special events included Night of 1,001 Pumpkins, Winter Wonderland, Family Nights on the Green and Deck the House Holiday Light Contest. In addition, new programs offered included badminton, Next Level Basketball and indoor pickleball.

Throughout the year, Recreation offers an array of youth sports programs. New programs included badminton and Next Level Basketball. Boys and girls lacrosse was also reintroduced. The youth sports programs saw an increase of 62% in registrations.

Due to the lifting of COVID-19 restrictions, Recreation staff offered a full schedule of aquatic programs. Swim lessons, family swims and fitness swims were offered with more than 1,600 registrations. Recreation adjusted the swim lesson schedule to accommodate participants on a waitlist.

Recreation staff coordinated with other town departments to implement the “Be Well Windsor” health and wellness initiative. Staff collaborated with Hartford Health and Anthem Blue Cross to enhance program offerings and expertise. Programs included get-fit workouts, yoga and joint health, nutrition and healthy cooking, mental health first aid certification courses, lectures and program scholarships. Similar programs were offered for school-aged children. Funding for programs and activities in the “Be Well Windsor” initiative is funded by American Rescue Funds.

Recreation, Youth Service Bureau and the Windsor Police Department collaborated on hosting a community block party at the redevelopment parcel in Wilson. This block party was held to gather input on what the neighbors and residents would like to see in the Wilson Gateway Park project. Residents enjoyed food, fun, games, arts and crafts and more. More than 400 participants enjoyed this fun-filled event.

Recreation and Youth Services Bureau staff collaborated to provide free registrations for at-risk youth through the Department of Children and Families (DCF) Juvenile Review Board grant. Recreation also strengthened partnerships with the Community Based Transition Academy (CBTA) and provided work readiness and recreation opportunities for clients. In collaboration with the Social Services department, donations of winter clothing were collected and distributed to approximately 150 families participating in recreation programs.

Senior & Transportation Services

Senior Services staff expanded day-trip offerings as well as evening and weekend programs. Programs included the addition of various sports and fitness classes, a bereavement support group, arts and intergenerational programs with the Recreation Department.

Other new programs included a Longest Day Concert on the Green in collaboration with the Caring Connection Adult Day Center staff.

The Annual Health and Wellness Clinic was held indoors again in the Senior Center, while the Health Department offered the Flu Shot Clinic in the gymnasium. Thirty-one vendors were in attendance, providing information on a variety of senior health & wellness topics. During the event, a new senior center class, Fitness Drumming, was introduced by fitness instructor Dee Abrams.

Senior Services hired a new part time position and welcomed a new Drama Therapy intern. Unique trips for seniors to explore New England and a collection of engaging drama programs focusing on improving the wellness of individuals through creative expression were implemented.

RECREATION AND LEISURE SERVICES

FY 2023 Highlights (continued)

Renovations to the Senior Center space included a reorganized staff office, a new senior lounge and flooring in the senior fitness center. A key fob system was also added to the senior fitness center to serve our patrons better and to allow longer operational hours. Senior Services staff implemented enhancements to the monthly newsletter and program flyers.

In December, the Senior Services staff received the “Community Partner of the Year” award from Connecticut Easter Seals. The staff was extremely honored to receive this recognition. Throughout the year, staff’s collaboration with the Easter Seals has provided balance and memory screenings programs, and dementia-related workshops for those 55 years of age and over.

Transportation Services resumed with full seating capacity on all buses and provided volunteer-led, out-of-town medical rides. Volunteer medical ride services were previously suspended due to COVID-19 restrictions. A new email system was implemented to enhance communication effectiveness between staff and Dial-A-Ride patrons.

Youth Services Bureau (YSB)

A new YSB Coordinator was hired and continued to implement new activities in the after-school program for high school students using the 2nd year of the Hartford Foundation for Public Giving grant.

Throughout the year, the YSB offers youth programs such as Boys Club, Boys to Men, mother-daughter workshops, mentorship programs and family engagement programs. All programs focus on youth social and emotional development, career identification and job readiness and fostering family togetherness.

12 high school student interns were hired for the 2022 Summer Teen Employment Program (STEP). STEP participants completed various clean-up projects throughout town and organized community block parties. The community block parties provided fun activities for the entire family in a substance-free environment.

The YSB received a Department of Children and Families (DCF) grant for enhancements and support to the Town Juvenile Review Board.

Northwest Park

Northwest Park’s summer day-camp program, Camp Foxfire, enrolled 314 children in six week-long sessions to learn about nature and the environment through fun, field-based activities. The program increased in the summer of 2022 to its pre-pandemic levels, with five separate age groups for children entering preschool through eighth grade. The oldest campers were able to camp overnight in the park for the first time since 2019.

New exhibits in the nature center feature live native frogs, along with recordings of their breeding calls and life history information. Winners of a “Photogenic Frog Contest” complemented the theme with framed photos on display. A nearby display screen highlighted seasonal changes in wildlife and the landscape, inviting visitors to discover these sights as they walk the trails.

In addition to leading environmental education field trips for school classes, park educators expanded the number of workshops offered to families seeking science enrichment activities for their children. Public program series included “Wee Wanderers” classes for ages 2-5, a series for home school students aged 5-11 and new sessions for pre-teens aged 11-14.

Staff continued to provide a demonstration organic garden, a community vegetable garden, a sensory garden walk trail, picnic facilities, in addition to maintaining 12 miles of hiking trails and open fields and providing care for various livestock.

RECREATION AND LEISURE SERVICES

<i>Key Statistics</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Number of recreational activities offered	406	200	375	365	385
Number of visits to the Senior Fitness Center at LP Wilson	N/A	N/A	N/A	2,785	2,925
Number of rides the Transportation Unit provides annually (includes Caring Connection)	12,432	11,720	12,971	23,664	25,000
Number of elementary school-age children registrations for after-school & vacation programs	2,960	1,200	1,395	1,930	2,000
Number of school children attending environmental education classes at Northwest Park	2,144	652	2,665	4,500	4,500
Number of participants at Northwest Park community events and programs	3,000	1,329	3,500	4,300	4,500
Number of middle school and high school youth registrations for after-school and vacation programs	542	400	690	650	800
Number of participants at Youth Services Bureau community events	2,800	N/A	1,000	2,700	2,500
Number of meals served to senior and disabled persons through the Elderly Nutrition program	8,186	5,504	5,354	6,375	7,000
Number of medical equipment items borrowed from the lending closet	152	90	160	200	225

<i>Performance Measures</i>	FY 2022 Actual	FY 2023 Target	FY 2023 Estimate	FY 2024 Target
Retention rate for youth participants in after-school programs	N/A	85%	80%	85%
Achieve a "good" or "very good" overall satisfaction rating by those who responded to the Annual Senior Center Survey	93%	90%	95%	95%
Total number of clubs led by senior center volunteers	18	23	24	25
Achieve a 90% average satisfaction rating for overall service by those who responded to the annual senior transportation survey	94%	95%	94%	95%
Achieve a 90% average satisfaction rating regarding on-time service on the senior transportation annual survey	91%	96%	92%	96%
Number of new recreation programs offered	9	8	14	16
Percentage of Recreation department program participant survey respondents that rate department programs as "good" or "very good"	97%	90%	95%	90%

RECREATION AND LEISURE SERVICES

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

Volunteers provide 1,500 hours of their time annually feeding the animals at Northwest Park.

FY 2024 Goals

1. Initiate renovations to the Welch Pool facility.
2. Increase education opportunities for youth and families in areas such as employment services, counseling support/treatment, and positive youth development through the Juvenile Review Board.
3. Enhance social connections for those 55 years of age and over, as well as provide an inclusive Senior Center environment by developing a one-on-one mentorship program.
4. Expand opportunities for Camp Foxfire participants to learn about Windsor's agricultural history through a collaborative partnership with the Connecticut Valley Tobacco Museum.
5. Explore the feasibility of scheduling out-of-town medical rides using electronic devices and further explore micro-transportation options.
6. Continue to implement programs in the "Be Well Windsor" initiative.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	Beginning Balance (7/1/22)	FY 2023			FY 2024		
			Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
2002	Youth Theatre	2,039	13,700	9,980	5,759	14,100	11,850	8,009
2004	Fran Elligers Memorial Fund	776	350	-	1,126	350	-	1,476
2007	Teen-A-Rama	(19,359)	458,500	436,910	2,231	488,000	463,790	26,441
2009	O'Brien Field Rental	8,092	1,500	-	9,592	1,500	-	11,092
2010	Positive Youth Development	19,632	5,370	2,580	22,422	5,870	5,000	23,292
2016	Passage Program	2,885	-	-	2,885	-	-	2,885
2018	Live-n-Learn	15,687	15,800	12,580	18,907	16,500	13,230	22,177
2045	Dog Park	4,243	-	1,000	3,243	-	-	3,243
2077	Youth Services Bureau	(1,834)	18,900	18,900	(1,834)	18,900	18,900	(1,834)
2078	YSB Enhancement Grant	682	10,860	10,860	682	10,860	10,860	682
2079	Local Prevention Council	(632)	5,340	5,340	(632)	5,340	5,340	(632)
2080	YSB Hartford Foundation for Public Giving	32,600	-	32,600	-	-	-	-
2082	DCF Junior Review Board Grant	-	13,000	13,000	-	13,000	13,000	-
2204	Northwest Park Nature Camp/Clubs	116,083	130,230	114,250	132,063	136,430	130,210	138,283
2207	Friends of Northwest Park Grant	-	13,600	13,600	-	14,500	14,500	-
2208	Northwest Park Shop	7,567	9,000	6,000	10,567	11,500	7,500	14,567
2210	NWP Environ. Education Programs	16,897	44,040	52,100	8,837	50,380	48,990	10,227
2211	Northwest Park Tobacco Museum	274	13,590	13,590	274	14,490	14,490	274
2215	NWP CT Cultural Grant	-	15,520	10,010	5,510	5,180	10,690	-
2300	Windsor Senior Center	12,883	54,000	71,820	(4,937)	59,800	75,510	(20,647)
2325	NWP Facilities	30,853	20,000	24,550	26,303	28,540	26,480	28,363
2326	Elderly Transportation Grant	9,300	8,680	17,980	-	9,320	9,320	-
2330	Dial-a-Ride Matching Grant	-	34,810	34,810	-	34,810	34,810	-
2333	CT Healthy Living - Tai Chi	-	2,880	2,880	-	2,880	2,880	-
3889	NCAA* Grant	3,465	9,290	9,290	3,465	5,000	5,000	3,465
4022	River Walkways	19,996	-	-	19,996	-	-	19,996
1928	Health and Wellness Initiative	-	110,000	30,000	80,000	-	50,000	30,000
		282,129	1,008,960	944,630	346,459	947,250	972,350	321,359

*North Central Area Agency on Aging

#2002 - Cirillo Youth Theatre - The Cirillo Youth Theatre serves Windsor's youth with theatre opportunities within the town. Revenues are obtained from user fees, ticket sales and donations.

#2004 - Fran Elligers Memorial Fund - Donations into this fund are used to provide scholarships and pay for expenditures associated with the Pee Wee and Junior Theater.

#2007 - Teen-A-Rama - Fees are collected from all youth and teen programs offered by the town and placed into this fund. Examples of expenditures include staffing, basketballs, exercise & fitness equipment and contracted services, such as speakers and various types of entertainment.

#2009 - O'Brien Field Rental - Fees collected from groups renting the field are used to offset future maintenance costs.

#2010 - Positive Youth Development - Revenues received from the Youth Services Bureau programs are placed into this account. Funds are used to pay for a portion of salary and benefits for the Youth Services Coordinator, for a part-time support staff and for program supplies.

#2016 - Passage Program - Revenues for this program are from fees from the ROPES program. Examples of expenditures associated with this program include staffing, equipment, materials and supplies and instructors.

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

Recreation & Leisure Services (cont.)

#2045 - Dog Park - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.

#2077 - Youth Services Bureau - Funds from the State of Connecticut Department of Education are used to provide direct services for youth.

#2078 - YSB Enhancement Grant - Funds from the State of Connecticut Department of Education provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community.

#2079 - Local Prevention Council - Funds are used for substance abuse prevention programs and for positive youth development programs.

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

#2082 - DCF Juvenile Review Board - Grant funding is to be used to support and enhance the Juvenile Review Board (JRB).

#2204 - Northwest Park Nature Camp - This account supports the operation of the Nature Camp during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.

#2207 - Friends of Northwest Park - Funding for this account is provided by the Friends of Northwest Park to support projects, internship staffing, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.

#2208 - Northwest Park Shop - Revenues within this project are generated through the sale of gift shop items. This account supports the purchase of gift shop inventory and exhibit development and upkeep, which is managed by Northwest Park staff and volunteers.

#2210 - Northwest Park Environmental Education - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and 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 museum brochures. Northwest Park is responsible for facility upkeep, as well as energy and utility costs.

#2215 - NWP Cultural Grant - Funds are from the CT Cultural Fund and will be used for general operating support to expand programs offered by Northwest Park.

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

#2325 - NWP Facilities - Funds from this account are used to purchase general supplies used by facility rental groups.

#2326 - Elderly Transportation Grant - Funds are from the Greater Hartford Transit District, and are used for Dial-a-Ride transportation services.

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

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

#3889 - NCAAA Grant - Funds from this account support weekend and evening transportation services for the senior center.

#4022 - River Walkways - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking and multi-use trails in Windsor.

#1928 - Health and Wellness Initiative - Funds are from the Community Health & Awareness focus area of the ARF Grant. This program was established to help address resident's emotional, mental and physical health needs by encouraging them to engage in a range of educational, social and leisure activities.

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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	434,410	502,730	504,870	541,150	541,150
Supplies	14,936	10,260	11,050	10,100	10,100
Services	17,190	12,170	12,050	13,070	13,070
Maintenance & Repair	45	500	500	500	500
Grants & Contributions	7,565	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	5,763	8,900	8,900	8,900	8,900
Total	479,908	534,560	537,370	573,720	573,720

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

Funding Sources

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

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	449,265	516,110	515,520	556,100	556,100
Grants	27,963	15,490	14,870	14,600	14,600
Donations	2,680	2,960	6,980	3,020	3,020
User Fees	-	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>30,643</i>	<i>18,450</i>	<i>21,850</i>	<i>17,620</i>	<i>17,620</i>
Total	479,908	534,560	537,370	573,720	573,720

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.17	4.17	4.17	4.17	4.17
Regular Part Time Employees	2.81	2.08	2.20	2.58	2.58
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	5.98	6.25	6.37	6.75	6.75

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$2,810 or 0.5% primarily due to Personal Services. The FY 23 General Fund expenditures are expected to be under budget by \$590 or 0.1% as a result of using grant funds. The overall FY 24 proposed budget reflects an increase of \$39,160 or 7.3% primarily due to Personal Services. The FY 24 General Fund budget proposed reflects an increase of \$39,990 or 7.7% as compared to the FY 23 budget due to the same reason mostly for the addition of a 0.50 part time FTE to assist with the increased demand for renters rebate, and energy and housing assistance requests.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	427,240	495,360	494,170	534,630	534,630
Supplies	10,421	6,200	7,000	6,200	6,200
Services	6,796	6,150	5,950	6,870	6,870
Maintenance & Repair	45	500	500	500	500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,763	7,900	7,900	7,900	7,900
Total	449,265	516,110	515,520	556,100	556,100

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	7,170	7,370	10,700	6,520	6,520
Supplies	4,515	4,060	4,050	3,900	3,900
Services	10,394	6,020	6,100	6,200	6,200
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	7,565	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,000	1,000	1,000	1,000	1,000
Total	30,643	18,450	21,850	17,620	17,620

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	434,410	502,730	504,870	541,150	541,150
Supplies	14,936	10,260	11,050	10,100	10,100
Services	17,190	12,170	12,050	13,070	13,070
Maintenance & Repair	45	500	500	500	500
Grants & Contributions	7,565	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	5,763	8,900	8,900	8,900	8,900
Total	479,908	534,560	537,370	573,720	573,720

HUMAN SERVICES

Budget Information

Fiscal Year 2020-2024

Expenditures

Expenditures by Category *	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	403,805	421,925	434,410	502,730	504,870	541,150	541,150
Supplies	6,109	10,595	14,936	10,260	11,050	10,100	10,100
Services	38,071	9,808	17,190	12,170	12,050	13,070	13,070
Maintenance & Repair	23,316	-	45	500	500	500	500
Grants & Contributions	-	-	7,565	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	33,238	6,584	5,763	8,900	8,900	8,900	8,900
Total	504,539	448,912	479,908	534,560	537,370	573,720	573,720

* 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 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	496,585	438,704	449,265	516,110	515,520	556,100	556,100
Grants	5,973	7,834	27,963	15,490	14,870	14,600	14,600
Donations	1,981	2,374	2,680	2,960	6,980	3,020	3,020
User Fees	-	-	-	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>7,954</i>	<i>10,208</i>	<i>30,643</i>	<i>18,450</i>	<i>21,850</i>	<i>17,620</i>	<i>17,620</i>
<i>Transfer From Caring Connection</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total	504,539	448,912	479,908	534,560	537,370	573,720	573,720

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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	502,730	504,870	541,150	541,150
Supplies	10,260	11,050	10,100	10,100
Services	12,170	12,050	13,070	13,070
Maintenance & Repair	500	500	500	500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	8,900	8,900	8,900	8,900
Total	534,560	537,370	573,720	573,720

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	516,110	515,520	556,100	556,100
Grants	15,490	14,870	14,600	14,600
Donations	2,960	6,980	3,020	3,020
<i>Subtotal: Special Revenue Funds</i>	<i>18,450</i>	<i>21,850</i>	<i>17,620</i>	<i>17,620</i>
Total	534,560	537,370	573,720	573,720

Personnel Requirements

Full Time Equivalent (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.17	4.17	4.17	4.17
Regular Part Time Employees	2.08	2.20	2.58	2.58
Temporary/Seasonal Employees	-	-	-	-
Total	6.25	6.37	6.75	6.75

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$2,810 or 0.5% primarily due to Personal Services. The FY 23 General Fund expenditures are expected to be under budget by \$590 or 0.1% as a result of using grant funds. The overall FY 24 proposed budget reflects an increase of \$39,160 or 7.3% primarily due to Personal Services. The FY 24 General Fund budget proposed reflects an increase of \$39,990 or 7.7% as compared to the FY 23 budget mostly due Personal Services for the addition of a 0.50 part time FTE to assist with the increased demand for renters rebate and energy and housing assistance requests.

SOCIAL SERVICES

Products & Services

Casework Services \$222,150

- Provide casework services and advocacy to seniors, adults with disabilities, families and individuals who reside in Windsor
- Provide information and referral services about local, state and federal social services programs to Windsor residents who may call or come in for service information
- Provide counseling, education and eligibility enrollment choices related to Medicare, Medicare supplements, Medicare Advantage plans, prescription drug plans and Medicare Savings plans
- Triage and provide relocation support on interagency referrals from police, fire, EMS, mobile crisis units and the health department
- Serve as the Municipal Veteran's Service contact and Municipal Agent for the elderly
- Coordinate and provide ongoing oversight to relocation cases in collaboration with the town's health department
- Provide support services appointments at the main library as a convenience for Windsor center residents to connect them to basic needs programs.

Basic Human Needs Programs \$169,130

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

Support Services \$182,440

- Plan and lead programs for the monthly Diabetic Support Group
- Complete State of CT Renters' Rebate applications for qualifying Windsor residents
- Participate in the Juvenile Review Board
- Collaborate with agencies, civic organizations and town departments to provide outreach and basic needs programs
- Facilitate the Windsor Citizens Assisting Residents Everywhere by Sharing (CARES) group made up of volunteers who take on a wide variety of community projects
- Provide grandparents raising grandchildren with support, training and resources together with North Central Area Agency on Aging
- Host educational programs on topics relevant to adults, seniors, families and low-income residents with a focus on nutrition, mental health, financial issues and other life skills
- Represent the town on state and regional committees. Advocate on the local, state and federal level for people in need of social services programs
- Monitor the Town of Windsor At-Risk Registry that identifies Windsor residents who might require extra assistance during an emergency
- Collaborate with Community Health Resource (CHR) on mental health support and education for the community.

HUMAN SERVICES

FY 2023 Highlights

This past year, requests for food, housing and energy/utility assistance has been steadily trending upward. These increases in demand for services were not as notable in the earlier stages of the COVID-19 pandemic due to additional temporary assistance and programs provided by the State in response to the emergency situation. Now that some of those state options have ceased to exist as the pandemic is trending down, the Social Services department continues to assist clients with available resources.

Food Bank home grocery deliveries have increased by 200% from 10, now averaging more than 30 deliveries a month.

The Windsor Food and Fuel Bank (WFFB) is a valuable partner to the Social Services Department and Windsor is fortunate to have these hard-working and compassionate volunteers in its corner. In 2022, the WFFB assisted 23 Windsor families with rental assistance. This is a 53% increase as they assisted 15 in 2021.

Requests for fuel assistance continues to escalate. Staff processed 116 applications from July to December of 2022 compared to 61 applications in the previous year during the same time.

The Social Services team processed 86 of the state-funded Renters Rebate program for Windsor residents. This is a 15% increase from 2021. This does not include Windsor Housing Authority residents as those applications are facilitated by Windsor Housing Authority staff.

The annual turkey distribution offered both daytime and evening pick-up hours with drive-thru service. 216 households were registered compared to 169 last year.

The Social Services team facilitated 25 community food drives with promotion, coordination of pick-up and organizing collected donations this year from organizations including the Kiwanis Canoe Race, Lions Club Food Drive and many neighborhood collections. Thank you to everyone in the community for their support.

Social Services Windsor C.A.R.E.S. collected 1,883 new winter socks that were distributed to those in need. Thank you to our collection site partners: Windsor Town Hall, Windsor Main Library, Dom's Broad Street Eatery, Bart's, Hairology, Jim's Pizza, Geissler's and Windsor Police Department.

As part of an outreach initiative aimed at meeting residents in Windsor center, the team began offering "Lean on Me" support services at the Main Library once a month beginning in January 2023.

In October 2022, evening hours were reinstated at the food bank for the convenience of our clients.

Outreach efforts continued throughout the year to promote the department's programs and services with department visibility at the Clover Street School Literacy Night and our first mental health community workshop, "Healthy Minds, Healthy Windsor" in May 2022. We also participated in the Windsor Police Department National Night Out, the Greater Windsor Veterans Council Veterans Rally, the Youth Services Bureau Deerfield Park Community Block Party and the Board of Education back to school block party.

Each year the department supports Project Santa by processing applications. This year, a promotion for the Weekend Wheels program was included in the 125 Project Santa application packets resulting in 30 additional households enrolling in the program.

HUMAN SERVICES

<i>Key Statistics</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Number of times the food bank was utilized annually (duplicated number of households)	3,335	2,486	2,735	3,537	3,600
Participants in support groups and special events (duplicated number of actual participants per group)	132	37	251	100	150
Telephone and walk-in contacts related to case management	5,318	5,539	5,422	7,500	7,500
Inquiries and requests for energy assistance from Social Services staff	1,392	1,550	1,703	2,300	2,300

<i>Performance Measures</i>	FY 2022 Actual	FY 2023 Target	FY 2023 Estimate	FY 2024 Target
Total number of volunteer hours contributed to all social services programs	1,560	3,500	1,644	3,500
Achieve a "good" or "very good" rating of at least 80% of those clients participating in supplemental nutrition food programs	89%	99%	100%	100%

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

We have moved to serve you better! The Social Services office has moved to a new location inside the L.P. Wilson Community Center. We are now conveniently located on the south end of the building with both inside and outside access. Come visit our new crib!

FY 2024 Goals

1. Collaborate with the Youth Services Bureau and Community Health Resources (CHR) on a two-part Mental Health First Aid Series for the community.
2. Create a streamlined process to facilitate the increase in Renters Rebate applications as a result of the Windsor Housing Authority no longer administering the program.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
3816	Human Services Assistance Fund	55,847	-	3,000	52,847	-	3,000	49,847
3840	Operation Fuel Partnering	13,684	2,670	3,000	13,354	-	3,000	10,354
3513/NEW	NCAAA*SS Groceries To Go	-	4,810	4,810	-	4,500	4,500	-
3512/NEW	NCAAA*SS Grant Grandparents	-	4,060	4,060	-	4,100	4,100	-
3867	Windsor Food and Fuel Bank	3,790	2,990	6,780	-	2,820	2,820	-
3901	Social Services Donations	810	-	200	610	-	200	410
		74,131	14,530	21,850	66,811	11,420	17,620	60,611

*North Central Area Agency on Aging

- #3816 - **Human Services Assistance Fund** - Funds from this account are approved for usage by the Human Services Committee for individuals who are incapacitated due to illness, disability or crisis situations.
- #3840 - **Operation Fuel Partnering** - Funds are from the Operation Fuel Grant. These funds are used to support the Social Services division.
- #3513/NEW - **NCAAA Grant-Social Services** - Funds from this account support part time hours and supplies for the Groceries To Go program.
- #3512/NEW - **NCAAA Grant-Social Services** - Funds from this account support part time hours and supplies for the Grandparent and Kinship Circle program.
- #3867 - **Windsor Food and Fuel Bank** (formally known as " Windsor Community Service Council") - Funds are used to offset the cost of fuel for the cargo van that is used to pick up food and support for part-time staff.
- #3901 - **Social Services Donations**- Funds are used to support programs of the Social Services division.

HEALTH SERVICES

Health and Emergency Management is responsible for protecting and promoting the health of citizens, 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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	606,747	647,230	618,520	640,430	640,430
Supplies	26,304	25,680	20,110	24,160	24,160
Services	211,554	109,690	71,250	78,230	78,230
Maintenance & Repair	5,077	1,950	3,650	1,800	1,800
Grants & Contributions	1,000	-	-	-	-
Capital Outlay	640	-	-	-	-
Energy & Utility	10,923	12,140	12,020	13,800	13,800
Total	862,245	796,690	725,550	758,420	758,420

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

Funding Sources

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

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	508,539	581,980	565,730	646,360	646,360
Grants	209,963	162,640	111,390	63,590	63,590
Donations	-	-	-	-	-
User Fees	143,744	52,070	48,430	48,470	48,470
<i>Subtotal: Special Revenue Funds</i>	<i>353,706</i>	<i>214,710</i>	<i>159,820</i>	<i>112,060</i>	<i>112,060</i>
Total	862,245	796,690	725,550	758,420	758,420

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	4.00	5.00	5.00
Regular Part Time Employees	1.10	1.10	1.20	1.10	1.10
Temporary/Seasonal Employees	1.20	1.94	1.25	0.28	0.28
Total	6.30	7.04	6.45	6.38	6.38

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$71,140 or 8.9% due to a decrease in available grant funding. The FY 23 General Fund expenditures are expected to be under budget by \$16,250 or 2.8% due to COVID-19 grant funds. The overall FY 24 proposed budget reflects a decrease of \$38,270 or 4.8% as compared with the FY 23 budget and is also due to a decrease in available grant funding. The FY 24 General Fund proposed budget reflects an increase of \$64,380 or 11.1% primarily due to an increase in Personal Services, including the addition of a new full time sanitarian position.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	448,651	523,870	507,640	582,460	582,460
Supplies	5,574	5,400	5,300	5,600	5,600
Services	38,115	39,340	40,020	43,300	43,300
Maintenance & Repair	5,077	1,950	1,350	1,800	1,800
Grants & Contributions	-	-	-	-	-
Capital Outlay	576	-	-	-	-
Energy & Utility	10,546	11,420	11,420	13,200	13,200
Total	508,539	581,980	565,730	646,360	646,360

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	158,096	123,360	110,880	57,970	57,970
Supplies	20,730	20,280	14,810	18,560	18,560
Services	173,439	70,350	31,230	34,930	34,930
Maintenance & Repair	-	-	2,300	-	-
Grants & Contributions	1,000	-	-	-	-
Capital Outlay	64	-	-	-	-
Energy & Utility	377	720	600	600	600
Total	353,706	214,710	159,820	112,060	112,060

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	606,747	647,230	618,520	640,430	640,430
Supplies	26,304	25,680	20,110	24,160	24,160
Services	211,554	109,690	71,250	78,230	78,230
Maintenance & Repair	5,077	1,950	3,650	1,800	1,800
Grants & Contributions	1,000	-	-	-	-
Capital Outlay	640	-	-	-	-
Energy & Utility	10,923	12,140	12,020	13,800	13,800
Total	862,245	796,690	725,550	758,420	758,420

HEALTH SERVICES

Budget Information

Fiscal Year 2020-2024

Expenditures

Expenditures by Category *	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	457,053	580,372	606,747	647,230	618,520	640,430	640,430
Supplies	29,889	56,354	26,304	25,680	20,110	24,160	24,160
Services	106,014	116,129	211,554	109,690	71,250	78,230	78,230
Maintenance & Repair	1,530	3,828	5,077	1,950	3,650	1,800	1,800
Grants & Contributions	-	-	1,000	-	-	-	-
Capital Outlay	-	-	640	-	-	-	-
Energy & Utility	8,003	10,829	10,923	12,140	12,020	13,800	13,800
Total	602,489	767,512	862,245	796,690	725,550	758,420	758,420

* 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 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	495,297	393,137	508,539	581,980	565,730	646,360	646,360
Grants	54,608	299,299	209,963	162,640	111,390	63,590	63,590
Donations	-	-	-	-	-	-	-
User Fees	52,584	75,076	143,744	52,070	48,430	48,470	48,470
<i>Subtotal: Special Revenue Funds</i>	<i>107,192</i>	<i>374,375</i>	<i>353,706</i>	<i>214,710</i>	<i>159,820</i>	<i>112,060</i>	<i>112,060</i>
Total	602,489	767,512	862,245	796,690	725,550	758,420	758,420

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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	136,990	143,020	252,570	252,570
Supplies	4,300	4,300	4,400	4,400
Services	54,370	55,250	56,240	56,240
Maintenance & Repair	1,850	1,300	1,700	1,700
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	7,020	7,020	8,960	8,960
Total	204,530	210,890	323,870	323,870

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	176,530	182,890	295,870	295,870
Grants	-	-	-	-
Private Contributions	-	-	-	-
Reimbursements	-	-	-	-
User Fees	28,000	28,000	28,000	28,000
<i>Subtotal: Special Revenue Funds</i>	<i>28,000</i>	<i>28,000</i>	<i>28,000</i>	<i>28,000</i>
Total	204,530	210,890	323,870	323,870

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.86	0.86	1.75	1.75
Regular Part Time Employees	0.75	0.78	0.75	0.75
Temporary/Seasonal Employees	0.20	0.20	0.20	0.20
Total	1.81	1.84	2.70	2.70

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$6,360 or 3.1% due to Personal Services. The FY 23 General Fund proposed budget reflects an increase of \$6,360 or 3.6% primarily due to Personal Services. The overall FY 24 proposed budget and General Fund proposed budget reflect an increase of \$119,340 as compared to the FY 23 budget. This is due to a reallocation of employee time between programs and the addition of a new sanitarian position, which is partially grant funded.

INSPECTION AND REGULATION

Products & Services

Food Safety \$98,200

- Issue permits and inspect 147 permanent food service establishments
- Issue permits to approximately 71 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 \$10,370

- 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 \$29,190

- 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 \$99,870

- Receive and investigate more than 300 complaints and issue over 87 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 \$8,300

- Inspect for compliance with state regulations and licensing requirements and investigate any complaints of unsanitary conditions at 11 public and private schools, five day care centers, 16 public/semi-public swimming pools and spas, two youth resident and day camps, four group homes, parks and public playgrounds, one school infirmary, six hotels, motels and salons.

Emergency & Hazardous Situations \$28,050

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

Mosquito Control \$38,550

- Organize, monitor, direct and assess treatment of town-owned property by a licensed mosquito contractor to prevent mosquito breeding
- Treat approximately 4,600 storm water drainage catch basins multiple times from June through September to prevent mosquito breeding
- Distribute 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 associated with Lyme disease.

Environmental Assessment \$11,340

- 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	421,590	352,870	260,190	260,190
Supplies	6,430	1,410	5,360	5,360
Services	9,510	6,460	9,760	9,760
Maintenance & Repair	100	2,350	100	100
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,650	3,650	3,490	3,490
Total	441,280	366,740	278,900	278,900

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	318,090	294,830	258,220	258,220
Grants	121,590	71,110	19,680	19,680
Private Contributions	-	-	-	-
Reimbursements	-	-	-	-
User Fees	1,600	800	1,000	1,000
<i>Subtotal: Special Revenue Funds</i>	<i>123,190</i>	<i>71,910</i>	<i>20,680</i>	<i>20,680</i>
Total	441,280	366,740	278,900	278,900

Personnel Requirements

Full Time Equivalent (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.45	2.45	2.07	2.07
Regular Part Time Employees	0.30	0.36	0.30	0.30
Temporary/Seasonal Employees	1.66	0.49	-	-
Total	4.41	3.30	2.37	2.37

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$74,540 or 16.9% due to a change in allocations between grant funded programs. The FY 23 General Fund budget is projected to come in under budget by \$23,260 or 7.3% due to a COVID-19 related grant. The overall FY 24 proposed budget reflects a decrease of \$162,380 or 36.8% as compared with the FY 23 budget due to a reallocation of employee time between programs and the addition of a new sanitarian position. The FY 24 General Fund proposed budget reflects a decrease of \$59,870 or 18.8% as compared to the FY 23 budget due primarily to the reallocation of employee time between programs, as well as the reallocation of defined benefit employer pension costs to the General Services budget.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment \$84,470

- Gather and monitor local health data in order to evaluate and plan for community health needs
- Participate on the Oliver Ellsworth School Governance Council to ensure parents and families have access and awareness of Windsor Health Department Resources
- Continue working with the Windsor School Readiness Council 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 \$94,080

- 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. chickenpox, COVID-19, diphtheria, hepatitis, HIV, influenza, lead poisoning in children and adults, Lyme disease, measles, meningococcal disease, monkeypox, rabies, RSV, 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 \$100,350

- 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
- Explore grant opportunities for FY 24 through the DPH Preventative Health and Health Services Block Grant
- As members of the Hunger Action Team, collaborate with town departments, the Board of Education and regional partners and agencies to address the nutritional needs of Windsor's families
- 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
- Distribute the Vial of Life product to Windsor residents
- Sponsor visits by the Mobile Mammography Van to provide mammogram screenings to women with and without insurance coverage
- Provide OSHA-required blood borne pathogen and airborne pathogen training and testing for town employees and assist in monitoring town compliance as required in these areas
- Participate on the town employee Wellness Committee and WinWellness program planning committee
- Collaborate with community partners with planning and implementation of the Project Santa Toy Drive and toy giveaway program
- Precept UConn nursing students and develop objectives for public health clinical rotation. Six UCONN Certificate Entry into Nursing (CEIN) students rotated through Caring Connection, Health Department and the Senior Center
- Collaborate with Public Relations to raise public awareness of Health Department resources.

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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	84,390	86,040	86,830	86,830
Supplies	14,000	14,000	14,000	14,000
Services	5,320	1,310	1,700	1,700
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	103,710	101,350	102,530	102,530

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	81,240	81,720	83,060	83,060
Grants	-	-	-	-
Private Contributions	-	-	-	-
Reimbursements	-	-	-	-
User Fees	22,470	19,630	19,470	19,470
<i>Subtotal: Special Revenue Funds</i>	<i>22,470</i>	<i>19,630</i>	<i>19,470</i>	<i>19,470</i>
Total	103,710	101,350	102,530	102,530

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.69	0.69	0.69	0.69
Regular Part Time Employees	0.05	0.06	0.05	0.05
Temporary/Seasonal Employees	0.08	0.05	0.08	0.08
	0.82	0.80	0.82	0.82

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$2,360 or 2.3% due to the reallocation of employee time between programs. The FY 24 General Fund proposed budget reflects an increase of \$1,820 or 2.2% over the FY 23 budget due to increased Personal Service costs.

CLINIC SERVICES

Products & Services

Health Screenings

\$18,230

- The Senior Health and Wellness Fair was held at the L.P. Wilson Community Center. A partnership was formed with Stop and Shop Pharmacy to provide the high dose flu vaccine for persons 65 years of age and older. Stop and Shop Pharmacy vaccinated 130 persons with the high dose flu vaccine and the Health Department vaccinated 21 persons with the standard dose
- Monthly blood pressure screenings resumed and eight persons were screened in FY 23
- Hosted Take the Time Mobile Mammography Program through Hartford Hospital biannually. Eleven women screened in December 2022.

Immunization Clinics

\$67,170

- Administer approximately 400 doses of seasonal flu vaccine to Windsor and South 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, clinics and hospitals to assist customers in getting required immunizations for school and travel
- Continue newly established electronic billing and increase number of contracted insurance providers to expand accessibility of flu vaccine to Windsor citizens.
- Plan and implement COVID-19 vaccine clinics to meet the needs of Windsor residents and workforce. Clinics are hosted bimonthly at community sites at varying times to accommodate a variety of schedules. Recipients may start the primary series or receive a COVID-19 booster vaccine.

Health Services

\$17,130

- Provide public health information to residents seeking access to health services by responding to their questions and referring them to health care providers and other health services
- Confer with state and local health care professionals and health agencies on issues related to the provision of health services, the interpretation of public health code requirements and community public health issues
- Partner with the Windsor Public Schools and Community Health Center's (CHC) Mobile Dental Services, to provide dental services to students on site, as well as education and information to the public about these services.

EMERGENCY MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	4,260	36,590	40,840	40,840
Supplies	950	400	400	400
Services	40,490	8,230	10,530	10,530
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,470	1,350	1,350	1,350
Total	47,170	46,570	53,120	53,120

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	6,120	6,290	9,210	9,210
Grants	41,050	40,280	43,910	43,910
Private Contributions	-	-	-	-
Reimbursements	-	-	-	-
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>41,050</i>	<i>40,280</i>	<i>43,910</i>	<i>43,910</i>
Total	47,170	46,570	53,120	53,120

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	0.49	0.49
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	0.51	-	-
Total	-	0.51	0.49	0.49

Budget Commentary

The FY 23 General Fund expenditures are expected to come under budget by \$600 or 1.3%. A new State of Connecticut Department of Public Health requirement recently came into effect requiring a health department employee to assume the role of Public Health Emergency Preparedness Coordinator. Prior to this requirement, a contractor was used to fulfill this role. The associated costs were shown in Services, but are now being shown in Personal Services. The overall FY 24 proposed budget reflects an increase of \$5,950 or 12.6% due to Personal Services. The FY 24 General Fund proposed budget reflects an increase of \$3,090 over the FY 23 budget primarily due to Personal Services.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response

\$18,130

- Update the town's Emergency Operations Plan (all hazards plan) annually, distribute and review with all town departments
- Conduct at least one exercise of the town's Emergency Operations Plan annually and submit 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 and 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, cell phones, landlines, or text messages
- Debrief all incidents impacting the town so that emergency response and recovery plans can be updated
- Conduct drill at the South Windsor Drive-thru Flu Vaccine Clinic to meet PHEP preparedness guidelines.

Local Homeland Security

\$34,990

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

HEALTH SERVICES

FY 2023 Highlights

The COVID-19 pandemic continued into FY 23 primarily with the Omicron variant and sub-variants. In response, the department continued with contact tracing, vaccination clinics, employee health monitoring as well as enforcement of guidance from the Centers for Disease Control and Prevention (CDC), CT Department of Public Health (CTDPH), and Connecticut Department of Economic Development (CTDECD).

The Health Department transitioned to hosting COVID-19 Vaccination Clinics in partnership with the CT DPH/Griffin Hospital VAX Van in April 2022. The department hosted a monthly clinic for young children and youth and a monthly clinic for children, youth and adults. The Health Department held a clinic on June 21, 2022 which was one of the first clinics for children in the State of Connecticut for the COVID-19 vaccine. This clinic gained media attention with several news and radio stations present. Ongoing efforts are made to promote clinics on the Town of Windsor website and social media.

Efforts continue to promote vaccination for Windsor's youngest citizens working with schools and child care centers. With grant support, student interns were hired and educational and promotional vaccine information was distributed to increase interest. Student interns spent time at community pools to engage children in the Windsor Wheel of Wellness game and prizes were awarded. Parents were approached and COVID-19 Clinic information was distributed.

The Health Department offered 17 flu vaccine clinics and vaccinated nearly 400 individuals. Clinics were held publicly as well as at private businesses and schools including Windsor Public Schools. The Health Department also administered flu vaccines to homebound residents in Windsor, and partnered with Community Health Services and offered the Mpox (Monkeypox) vaccine in the Fall of 2022. The Windsor Health Department maintained its partnership with the South Windsor Health Department for influenza vaccination clinics and held a drive-thru flu vaccine clinic in October. The Health Department also partnered with Stop and Shop pharmacy to administer the high dose flu vaccine which was recommended by the CDC this year for persons 65 years of age and older. This was a successful partnership and it was extended to the Caring Connection and South Windsor.

The Health Department again hosted UCONN nursing students and continued a rotation with the Caring Connection, the Windsor Health Department and Windsor Senior Services. The students were able to experience an assortment of community health nursing activities from a variety of roles and the evaluations were positive.

The Health Department continued to provide blood pressure programming in FY 23. Programs were offered virtually as well as recorded sessions at the Senior Center monthly. There were a few participants who joined these scheduled programs and many who found the archived recordings on the Town of Windsor website. Promotional information was sent to Windsor businesses and a few participants joined the workshops.

In FY 23, Windsor's two full time sanitarians continued to enforce code compliance within their primary responsibilities of conducting inspections of food establishments, swimming pools, early childcare centers, and responding to reports of foodborne illness and housing complaints. Throughout the year there have been a few exciting upgrades and changes with our food permit holders. Dunkin Donuts at the Windsor Avenue location has been newly renovated and now boasts cozy window seating for patrons who dine in. One of our seasonal Farmer's Market permit holders, Amazing Ackee, has been issued an annual food permit for Likkle Patti Shop, a plant-based Caribbean grab and go located on Poquonock Avenue. In addition, the plan review phase is underway for Square Peg Pizzeria (1001 Day Hill Road), which should be a popular location for visitors and residents alike.

Windsor Health Department also recruited a new Medical Advisor, Ian Kleinhen MD. He is an internal medicine physician associated with Hartford Hospital and is an important addition to the Health Department team.

The focus of Emergency Management this year was the conclusion of the distribution of COVID PPE supplies to the public and staff. In addition, time was spent attending Eversource updates on their emergency response and restoration efforts, along with training on emergency management updates with the State of Connecticut.

HEALTH SERVICES

<i>Key Statistics</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Number of total flu shots administered	565	565	585	400	450
Number of residential larvicide packets distributed	50	38	42	50	50
Number of public nuisance complaints received*	302	270	339	300	300
Number of persons participating in blood pressure program	45	115	106	90	n/a
Number of mandatory reportable diseases, emergency illnesses and health conditions reported and reviewed**	274	208	227	275	300
Number of COVID-19 positive cases	584	2,294	4,325	3,000	3,000
Number of COVID-19 vaccine clinics	n/a	72	59	27	12
Number of COVID-19 vaccines administered/facilitated	n/a	7,374	2,501	500	250
Number of animals tested for rabies/number tested positive	2/0	0/0	3/1	2/0	2/0
Number of children reported as having blood lead levels exceeding 3.5ug/dL ***	0	0	4	8	8
Number of housing units relocated under the Uniform Relocation Act	8	4	10	6	6
Number of housing complaints resulting in corrective actions	30	10	37	30	30
Number of bicycle helmets sold	74	164	34	25	50

* 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 over 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 and recently lowered from 5.0ug/dL to 3.5ug/dL as of 1/1/2023.

<i>Performance Measures</i>	FY 2022 Actual	FY 2023 Target	FY 2023 Estimate	FY 2024 Target
Percentage of required food service inspections performed	89%	100%	93%	100%
Acknowledgement time for SeeClickFix complaints	0.5 days	0.5 days	0.5 days	0.5 days

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

In a two year period from December of 2020 to December of 2022, the Windsor Health Department staffed or hosted 146 COVID-19 vaccine clinics and administered 10,202 COVID-19 vaccines.

HEALTH SERVICES

FY 2024 Goals

1. Continue to promote, provide and facilitate COVID-19 and influenza vaccines for Windsor residents and workforce to enhance health and reduce the transmission of respiratory viruses.
2. Initiate a vaccine education program in conjunction with the CDC RISE (Routine Immunizations on Schedule for Everyone) program to increase vaccination rates in Windsor.
3. Emergency Management will start to access Community Risk Reduction data from the Fire Marshal's office.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2023				FY 2024		
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
3805	CPR Classes	469	-	-	469	-	-	469
3808	Clinic Services	98,516	18,770	19,630	97,656	19,470	19,470	97,656
3814	Bike & Ski Safety Equipment	3,543	800	800	3,543	1,000	1,000	3,543
3910/3913	Public Health Emergency Preparedness/BT	-	35,810	35,810	-	39,420	38,850	570
3896	Emergency Mgmt Performance Grant	(10,234)	4,470	4,470	(10,234)	5,310	5,060	(9,984)
3897	Property Maintenance Remediation/Relocation	29,484	15,000	28,000	16,484	15,000	28,000	3,484
3903/3911	Public Health Block Grant	390	3,570	3,960	-	7,130	7,130	-
3905	ELC-1 Enhancing Covid Grant	28,080	-	28,080	-	-	-	-
3908	COVID-19-Hartford Foundation Vaccine Equity	2,300	-	2,300	-	-	-	-
3912	ELC-2 Enhancing Covid Grant	-	107,210	36,770	70,440	-	12,550	57,890
		152,548	185,630	159,820	178,358	87,330	112,060	153,628

#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.

#3910/3913 - Public Health Emergency Preparedness/Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via CRCOG. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to CRCOG. Grant funds must be spent per a budget submitted to and approved by CRCOG each year.

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

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

#3903/3911 - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period runs October 1st through September 30th.

#3905 - ELC-1 Enhancing Covid Grant - This grant money is from the Connecticut Department of Public Health and is intended to enhance local efforts in supporting COVID-19 pandemic surveillance and prevention of further coronavirus transmission. The grant period runs through November 2022.

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

#3912 - ELC-2 Enhancing Covid Grant - This grant money is from the Connecticut Department of Public Health and is intended to enhance local efforts in supporting COVID-19 pandemic surveillance and prevention of further coronavirus transmission.

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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,290,824	1,442,780	1,426,110	1,490,560	1,490,560
Supplies	234,113	196,240	212,490	211,640	211,640
Services	61,156	67,910	67,910	68,410	68,410
Maintenance & Repair	103,272	81,350	84,520	81,350	81,350
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	8,000	8,000	-	-
Energy & Utility	100,319	133,030	129,660	151,950	151,950
Total	1,789,684	1,929,310	1,928,690	2,003,910	2,003,910

* 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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,714,192	1,849,810	1,849,190	1,918,210	1,918,210
Grants	19,056	20,000	20,000	4,200	4,200
Donations	22,178	22,000	22,000	22,000	22,000
User Fees	34,258	37,500	37,500	29,500	29,500
ARF (American Rescue Funds)	-	-	-	30,000	30,000
<i>Subtotal: Special Revenue Funds</i>	<i>75,492</i>	<i>79,500</i>	<i>79,500</i>	<i>85,700</i>	<i>85,700</i>
Total	1,789,684	1,929,310	1,928,690	2,003,910	2,003,910

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.27	9.00	8.25	10.00	10.00
Regular Part Time Employees	9.23	9.61	9.61	9.11	9.11
Temporary/Seasonal Employees	-	0.68	0.13	0.13	0.13
Total	17.50	19.29	17.99	19.24	19.24

Budget Commentary

The overall FY 23 budget is expected to come in over budget by \$3,780 or 0.2% due to unanticipated HVAC repairs at the Wilson Branch. The FY 23 General Fund budget is expected to come in just under budget by \$620. The overall FY 24 proposed budget reflects an increase of \$74,600 or 3.9% due to Personal Services, electricity, natural gas, books and to expand one part time position to a full time Librarian in response to increased demand for Early Literacy programs and services. A portion of salary and benefits for that position is proposed to come from American Rescue Funds. The FY 24 General Fund proposed budget reflects an increase of \$68,400 or 3.7% for the same reasons offset by savings in Personal Services as a result of the reallocation of defined benefit employer pension costs to the General Services budget.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,290,824	1,422,780	1,406,110	1,456,360	1,456,360
Supplies	181,648	162,740	178,990	178,140	178,140
Services	38,129	49,910	49,910	50,410	50,410
Maintenance & Repair	103,272	81,350	84,520	81,350	81,350
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	100,319	133,030	129,660	151,950	151,950
Total	1,714,192	1,849,810	1,849,190	1,918,210	1,918,210

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	20,000	20,000	34,200	34,200
Supplies	52,465	33,500	33,500	33,500	33,500
Services	23,027	18,000	18,000	18,000	18,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	8,000	8,000	-	-
Energy & Utility	-	-	-	-	-
Total	75,492	79,500	79,500	85,700	85,700

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,290,824	1,442,780	1,426,110	1,490,560	1,490,560
Supplies	234,113	196,240	212,490	211,640	211,640
Services	61,156	67,910	67,910	68,410	68,410
Maintenance & Repair	103,272	81,350	84,520	81,350	81,350
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	8,000	8,000	-	-
Energy & Utility	100,319	133,030	129,660	151,950	151,950
Total	1,789,684	1,929,310	1,928,690	2,003,910	2,003,910

LIBRARY SERVICES

Budget Information

Fiscal Year 2020-2024

Expenditures

Expenditures by Category *	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,225,141	1,242,234	1,290,824	1,442,780	1,426,110	1,490,560	1,490,560
Supplies	229,607	211,833	234,113	196,240	212,490	211,640	211,640
Services	76,578	73,167	61,156	67,910	67,910	68,410	68,410
Maintenance & Repair	91,510	92,487	103,272	81,350	84,520	81,350	81,350
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	1,805	-	-	8,000	8,000	-	-
Energy & Utility	101,623	100,060	100,319	133,030	129,660	151,950	151,950
Total	1,726,264	1,719,781	1,789,684	1,929,310	1,928,690	2,003,910	2,003,910

* 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 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,650,684	1,673,613	1,714,192	1,849,810	1,849,190	1,918,210	1,918,210
Grants	4,321	285	19,056	20,000	20,000	4,200	4,200
Donations	28,487	24,350	22,178	22,000	22,000	22,000	22,000
User Fees	42,772	21,533	34,258	37,500	37,500	29,500	29,500
ARF (American Rescue Funds)	-	-	-	-	-	30,000	30,000
<i>Subtotal: Special Revenue Funds</i>	<i>75,580</i>	<i>46,168</i>	<i>75,492</i>	<i>79,500</i>	<i>79,500</i>	<i>85,700</i>	<i>85,700</i>
Total	1,726,264	1,719,781	1,789,684	1,929,310	1,928,690	2,003,910	2,003,910

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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	956,400	941,340	920,580	920,580
Supplies	112,540	127,180	124,740	124,740
Services	12,250	12,250	12,250	12,250
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,081,190	1,080,770	1,057,570	1,057,570

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,039,190	1,038,770	1,031,370	1,031,370
Grants	20,000	20,000	4,200	4,200
Donations	9,000	9,000	9,000	9,000
User Fees	13,000	13,000	13,000	13,000
<i>Subtotal: Special Revenue Funds</i>	<i>42,000</i>	<i>42,000</i>	<i>26,200</i>	<i>26,200</i>
Total	1,081,190	1,080,770	1,057,570	1,057,570

Personnel Requirements

Full Time Equivalent (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.25	6.00	6.00
Regular Part Time Employees	4.64	4.64	4.64	4.64
Temporary/Seasonal Employees	0.68	0.13	0.13	0.13
Total	11.32	10.02	10.77	10.77

Budget Commentary

The overall FY 23 General Fund expenditures are expected to come in under budget by \$420 due to salary savings from a short-term staff vacancy. The overall FY 24 proposed budget reflects a decrease of \$23,620 or 2.2% due to Personal Services as a result of the reallocation of defined benefit employer pension costs to the General Services budget and a grant funded student internship program that is near completion. The FY 24 General Fund proposed budget reflects a decrease of \$7,820 or 0.8% due to the reallocation of pension costs to General Services.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More \$502,630

- Select, acquire and catalog over 9,000 novels, non-fiction titles, audiobooks, DVDs, compact discs and downloadable audio and electronic books
- Provide and maintain access to over 80,000 digital items
- Subscribe to over 120 magazines and daily newspapers in print and nearly 200 in digital formats
- Assist users in accessing and placing holds on materials from a collection of 3.5 million items through LCI, a 32-member library consortium
- Lend and ensure prompt return and re-shelving of library materials
- Maintain a database of over 9,200 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 over 200,000 loans per year
- Assist patrons with managing their library card accounts and payment of fines and fees via cash, personal checks, credit or debit cards
- Manage 37,000 holds and share materials with other libraries through the statewide lending and delivery system
- Solicit input and concerns from patrons and seek appropriate solutions
- Provide online access to a Connecticut State supported service, ResearchIT.CT, which funds access to databases containing over 8,000 full text periodicals
- Provide free scanning service as well as access and assistance to computer, fax machine and photocopier users for a modest charge
- Proctor exams for long-distance learners
- Assist patrons with special needs to access library materials by providing curbside pick-up and homebound delivery service
- Provide nearly 500 free and discounted passes to over 23 area venues.

Information, Research and Referral \$446,510

- Maintain a collection of research materials for direct use by customers
- Offer one-on-one or small group training for patrons interested in learning new technology
- Provide in-depth research and referral services for 57,000 reference requests in person, by phone, email, social media and through one-on-one instruction
- Assist patrons with the 35 public computers in the adult and teen areas that give users access to the internet, the library catalog and a collection of informational databases which receive over 13,000 "hits"
- Troubleshoot, maintain and upgrade 88 public and staff computers at the Main Library
- Provide wireless Internet and printing access throughout the public library building
- Maintain a library website that offers users frequently updated information about the Main Library and Wilson Branch Library programs
- Recruit, train, supervise and provide opportunities for adults and teens to volunteer over 1,500 hours annually.

Cultural & Recreational Programs \$108,430

- Plan, conduct and host nearly 150 adult and 100 teen cultural, educational and recreational in-person, virtual or "hybrid" programs each year such as book discussions, hands-on workshops, guest speakers and other instructional enrichment programs
- Partner with Windsor Public Schools, Senior Services and local businesses to provide community outreach programs
- Provide teens with materials, programs and information that encourage teen involvement in the community
- Continue the federal and state tax form distribution program that provides access to hard copy and online tax forms and publications for Windsor citizens
- Raise community awareness of library services via press releases, an online newsletter with 900 subscribers, brochures, library website and over 3,000 social media followers
- Provide meeting space for library and community programs, quiet study use and small group meetings. The six main library meeting rooms are booked over 2,400 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	33,310	33,310	34,320	34,320
Supplies	21,100	21,100	21,100	21,100
Services	37,650	37,650	37,650	37,650
Maintenance & Repair	68,310	68,310	68,310	68,310
Grants & Contributions	-	-	-	-
Capital Outlay	8,000	8,000	-	-
Energy & Utility	107,660	107,660	122,300	122,300
Total	276,030	276,030	283,680	283,680

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	259,030	259,030	274,680	274,680
Grants	-	-	-	-
Donations	-	-	-	-
User Fees	17,000	17,000	9,000	9,000
<i>Subtotal: Special Revenue Funds</i>	<i>17,000</i>	<i>17,000</i>	<i>9,000</i>	<i>9,000</i>
Total	276,030	276,030	283,680	283,680

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	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 and General Fund FY 23 expenditures are expected to come in on budget. The FY 24 General Fund proposed budget reflects an increase of \$15,650 or 6.0% due to increased electricity and natural gas costs.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance \$283,680

- Provide lighting, heat, air conditioning, telephones, elevator and water for nearly 200,000 annual visits to the Main Library
- Clean and maintain library seven days per week
- Maintain the library's computer system, which is comprised of the online catalog, user database and database of library materials
- Provide printers, photocopiers, scanner and a fax machine for public use.

CHILDREN'S SERVICES

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	265,870	264,260	340,270	340,270
Supplies	32,820	34,430	34,590	34,590
Services	10,630	10,630	10,630	10,630
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	309,320	309,320	385,490	385,490

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	299,320	299,320	345,490	345,490
Grants	-	-	-	-
Donations	7,000	7,000	7,000	7,000
User Fees	3,000	3,000	3,000	3,000
ARF (American Rescue Funds)	-	-	30,000	30,000
<i>Subtotal: Special Revenue Funds</i>	<i>10,000</i>	<i>10,000</i>	<i>40,000</i>	<i>40,000</i>
Total	309,320	309,320	385,490	385,490

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	3.00	3.00
Regular Part Time Employees	1.95	1.95	1.45	1.45
Temporary/Seasonal Employees	-	-	-	-
Total	3.95	3.95	4.45	4.45

Budget Commentary

The FY 23 overall budget is expected to come in on budget. The FY 24 General Fund proposed budget reflects an increase of \$46,170 or 15.4% due to Personal Services as well as a portion of the salary and benefits needed to expand one part time position to a full time Librarian in response to increased demand for Early Literacy programs and services. The FY 24 overall proposed budget reflects an increase of \$76,170 or 24.6% as it includes American Rescue Funds to go towards the remaining salary and benefits for a full-time Librarian position in response to increased demand for Early Literacy programs and services.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More \$133,400

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

Information, Research and Referral \$134,750

- Satisfy the demand for informational requests by answering over 7,000 inquiries on parenting, reading readiness, reader's advisory and homework/home schooling in a timely and accurate manner
- Assist children in Kidspace with internet access via computers as well as three AWE Early Literacy educational game computers.

Cultural and Recreational Events/Programs \$117,340

- Provide over 600 programs for children birth through fifth grade and their caregivers including regularly scheduled programs that feature interactive play, stories, songs, crafts and games to encourage early literacy and school readiness.
- Operate a 1,000 Books Before Kindergarten reading program to reach over 100 young children and their families
- Provide summer reading programs, school vacation programs and special events for over 8,000 children
- Provide library tours and visits to Windsor Public and area private schools and daycare centers to highlight library resources and programs for children of all ages
- Partner with Family Resource Centers, area daycare centers and school district's Family and Community Engagement staff on initiatives that promote literacy
- Provide programs and drop-in opportunities for children and families to explore over 30 different instruments in the Kidspace Music Makerspace.

WILSON BRANCH SERVICES

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	187,200	187,200	195,390	195,390
Supplies	29,780	29,780	31,210	31,210
Services	7,380	7,380	7,880	7,880
Maintenance & Repair	13,040	16,210	13,040	13,040
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	25,370	22,000	29,650	29,650
Total	262,770	262,570	277,170	277,170

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	252,270	252,070	266,670	266,670
Grants	-	-	-	-
Donations	6,000	6,000	6,000	6,000
User Fees	4,500	4,500	4,500	4,500
<i>Subtotal: Special Revenue Funds</i>	<i>10,500</i>	<i>10,500</i>	<i>10,500</i>	<i>10,500</i>
Total	262,770	262,570	277,170	277,170

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	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 FY 23 overall budget is expected to come in over budget by \$4,200 or 1.6% due to unanticipated HVAC repairs. The FY 23 General Fund budget is expected to come in slightly under budget by \$200 or 0.1%. The FY 24 General Fund proposed budget reflects an increase of \$14,400 or 5.7% due to Personal Services and increased electricity costs.

WILSON BRANCH SERVICES

Products & Services

Books and More \$101,350

- Lend and ensure prompt return and re-shelving of nearly 16,000 library items
- Offer renewal of borrowed materials by email, in person and by phone
- Assist customers in reserving needed materials using their home or library computers
- Acquire and catalog approximately 2,000 bestsellers, paperbacks, high-interest factual titles and audiovisual materials
- Provide free scanning service as well as access and assistance to fax machine and photocopier for a modest charge.

Information, Research and Referral \$50,420

- Assist over 15,000 library patrons by providing information, computer assistance, one-on-one training and community referrals
- Troubleshoot, maintain and upgrade 23 public and staff computers, 11 laptops as well as wireless service
- Provide access to resources such as the internet, word processing, the library catalog and a large selection of databases to 3,500 computer users
- Recruit, train, supervise and provide opportunities for adults and teens to volunteer over 700 hours annually.

Cultural and Recreational Events/Programs \$61,570

- 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 \$63,830

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

LIBRARY SERVICES

FY 2023 Highlights

The Windsor Library Association gifted ownership of the Wilson Branch Library building and property to the town. Built in 1965 with funds from philanthropist Leland P. Wilson's estate, the branch functions as a community and activities center, offering unique programs such as the tutoring program and multi-cultural events that enrich the lives of Windsor residents.

Mark Gervino became the new Head of Reference and Technical Services following the departure of Andrea O'Shea. Mark comes to Windsor with 12 years of library experience, most recently as Head of Support Services at the New City Library, New York where he supervised 23 employees within the Circulation and Technical Services departments. Mark holds a Master of Library and Information Science degree from Rutgers University.

Staff members, Victoria Huertas and Meg Tomasetti received a \$150 award from the CT NASA Space Grant Consortium for transforming Kidspace into a universe complete with a rocket, mission control center, sparkly phases of the moon and a starlight mobile. The service desk became a night sky emblazoned with a moon themed poem and children visiting the library added their own constellation creations to the indoor "outer space."

In consultation with Senior Services and Caring Connection staff, librarians at both the main library and the branch developed some new and more effective strategies for offering technology help to patrons with memory loss issues.

Using funds from several memorial bequests, the main library created a "Library of Things" collection comprised of gadgets, tools, cookware, games and other items for patrons to borrow for short term projects. Similar to the book lending model, borrowing infrequently used items makes more economic sense and creates less environmental waste.

Isabel Medina Ayala was hired to become the first intern in our "Librarians in Training" program. Funded through a State Library grant, the program runs from October through May and was created to develop a more diverse workforce by hiring young adults who might not otherwise consider pursuing library science as a career. Isabel is a senior at Windsor High School, serves as an officer in the Air Force JROTC program and looks forward to attending college next fall.

The Social Services department began offering "Lean on Me" casework services at the Main Library in January as part of an outreach initiative aimed at meeting residents in need of places more convenient to them.

With the help of several volunteers, 238 patrons at the Main Library were surveyed during the last week of August about services they use most frequently and the ease of accessing them in the building. Nearly all (98%) of the respondents felt it was easy to find what they were looking for but there were also patrons (11%) with suggestions for things we could do to make the experience more convenient. Popular suggestions included more time on the public computers, easier way to register and cancel from programs and more quiet study spaces in the building. Staff hopes to remedy each of these concerns.

The library transitioned to a new online calendar system that invites patrons to make reservations for events or meeting rooms, add events to their own digital calendars, get automated program reminders and manage all of their program registrations. Windsor Library Association is underwriting the expense of this new software that we hope will allow smoother and more independent use of our program calendar.

Windsor's own Kid Governor, Makhi Etienne-Modesto and his "Protecting our Pets" platform were featured at the main library in September. Six libraries throughout the State were selected for a visit from Makhi and Windsor Public Library was, of course, chosen to be one of them.

Artist Sarah Schneiderman displayed unique portraits at the Main Library made from non-recyclable materials, such as food wrappers, buckles, broken eye glasses, feathers and marbles. Her artwork featured people who have been the first in their group to break racial, cultural and gender barriers, to be elected to or to hold local, state or federal government positions. Using similar non-recyclable materials, artist Kat Owens' display featured endangered animal species.

With the recent addition of Farmington and Middletown libraries to Library Connection, our regional consortium, Windsor patrons can now enjoy the convenience of requesting items from 32 member libraries and then having them delivered for check out at either the Main Library or the branch.

LIBRARY SERVICES

<i>Key Statistics</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Volunteer hours per week	55	27	26	28	30
Total circulation of items	204,323	220,946	214,719	216,000	220,000
Circulation per capita	7.11	6.90	7.30	7.35	7.48
Ebook/Audiobook downloads	23,578	24,209	25,904	26,350	27,000
Library visits	173,497	125,674	155,817	176,000	180,000
Computer users	29,475	18,239	21,158	22,000	23,000

<i>Performance Measures</i>	FY 2022 Actual	FY 2023 Target	FY 2023 Estimate	FY 2024 Target
Volunteer hours per capita is more than the statewide average	Windsor 0.46 Statewide 0.01	0.08	0.049	0.053
Circulation per capita exceeds statewide average	Windsor 7.30 Statewide 5.30	7.81	7.35	7.48
Library visits per capita exceed statewide average	Windsor 5.30 Statewide 2.70	5.26	5.99	6.12
Computer users exceed the statewide average	Windsor 0.72 Statewide 0.12	0.71	0.74	0.78

Note: Windsor's population of 29,376 and statewide per capita numbers are from Connecticut Public Library Annual Report 2021/2022.

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

Planted in 1902, the large oak tree that stands in front of the Mather House portion of the Main Library is one of our state's historic Constitution oaks. U.S. Secretary of Agriculture and the originator of Arbor Day, J. Sterling Norton, sent 168 young oak trees to Joseph R. Hawley, Senator from Connecticut; one for each of the towns in this state. The Abigail Wolcott Ellsworth Chapter, D.A.R. celebrated the 50th anniversary of the planting of the tree in 1952 by placing a marker on it and identifying it as the "Constitutional Oak". A ground marker was installed in front of the tree on its 100th anniversary in 2012. Portions of the 1952 marker can still be seen embedded in the trunk of the now 121 year old tree.

As of 2002, Windsor was one of only 74 towns in Connecticut whose Constitution oaks were still standing.

LIBRARY SERVICES

FY 2024 Goals

1. Explore the potential for additional quiet study space at the Main Library. Consider options such as constructing more rooms or installing moveable “pods” and identifying places in the building where quiet study is most needed by February 2024.
2. Create a sustainability committee to research and consider environmentally friendly alternatives for delivering some library programs and services. Incorporate three changes that promote sustainability by October 2023.
3. Re-purpose the Kidspace program room into an area for adults and organizations serving children to meet or for small group activities. Reconfigure space, furniture and make room available to the public by December 2023.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	Beginning Balance (7/1/22)	FY 2023		Projected Balance (6/30/23)	FY 2024		Projected Balance (6/30/24)
			Projected Revenue	Estimated Expenditures		Projected Revenue	Budgeted Expenditures	
2501	Library Copy Machine Fund	62,032	12,000	16,000	58,032	13,000	8,000	63,032
2503	Main Library Non-Print Materials	43,917	16,000	16,000	43,917	17,000	17,000	43,917
2504	Wilson Library Non-Print	11,549	4,800	5,500	10,849	4,500	4,500	10,849
2505	Connecticard	40,631	20,000	20,000	40,631	4,200	4,200	40,631
2509	State Library Grant	8,681	-	-	8,681	-	-	8,681
2512	WLA/Wilson Building Transfer Bequest	-	135,500	-	135,500	-	-	135,500
N/A	Library Association Donation***	-	22,000	22,000	-	22,000	22,000	-
1933	ARF - Children's Library Early Childhood Educ Enhancement	-	-	-	-	30,000	30,000	-
		166,810	210,300	79,500	297,610	90,700	85,700	302,610

***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.

#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.

#2509 - State Library Grant - Revenues from the state to be used for the purchase of print material.

#2512 - WLA/Wilson Building Transfer Bequest - Revenues are from a one-time donation from the Windsor Library Association included in the transfer of the Wilson Branch Library building and property to the town. Funds will be used for Wilson Branch Library capital projects.

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.

#1933 - ARF - Children's Library Early Childhood Education Enhancement - American Rescue Funds have been allocated to this project to add 1.0 FTE with an early childhood education background to serve Windsor's growing population of infants, toddlers and preschoolers and to expand programs and services.

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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,309,647	1,387,960	1,388,500	1,466,650	1,488,200
Supplies	10,331	8,760	12,590	14,650	14,650
Services	73,564	65,990	63,030	51,350	51,350
Maintenance & Repair	16,110	23,190	20,010	45,710	45,710
Grants & Contributions	618,737	-	55,000	70,000	70,000
Capital Outlay	2,022	-	-	-	-
Energy & Utility	15,915	16,370	14,620	17,320	17,320
Total	2,046,327	1,502,270	1,553,750	1,665,680	1,687,230

* 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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	1,424,546	1,502,270	1,497,750	1,595,680	1,617,230
Special Revenue Funds	3,043	-	1,000	-	-
American Rescue Funds (ARF)	618,737	-	55,000	70,000	70,000
<i>Subtotal: Other Funds</i>	<i>621,780</i>	<i>-</i>	<i>56,000</i>	<i>70,000</i>	<i>70,000</i>
Total	2,046,327	1,502,270	1,553,750	1,665,680	1,687,230

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	10.38	11.00	10.83	11.00	11.00
Regular Part Time Employees	0.25	0.25	0.73	1.62	1.62
Temporary/Seasonal Employees	0.65	0.30	0.42	0.20	0.20
Total	11.28	11.55	11.98	12.82	12.82

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$51,480 or 3.4% primarily due to the use of American Rescue Funds (ARF) for a Small Business Incubator program. The General Fund expenditures for FY 23 are expected to be under budget by \$4,520 or 0.3%. The overall FY 24 proposed budget reflects an increase of \$163,410 or 10.9% as compared to the FY 23 budget mostly due to the continued use of ARF for a Small Business Incubator program and Personal Services. The FY 24 General Fund proposed budget reflects an increase of \$93,410 or 6.2% as compared to the FY 23 budget primarily due to Personal Services for increased part time hours related to fire inspection and zoning enforcement, as well as maintenance costs associated with a new online permitting software system in the Building Safety department.

Council Action

During budget deliberations, the Town Council increased funding to Development Services by \$21,550 in Personal Services for compensation market adjustments in Building Safety and Planning.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,309,647	1,387,960	1,388,500	1,466,650	1,488,200
Supplies	7,288	8,760	11,590	14,650	14,650
Services	73,564	65,990	63,030	51,350	51,350
Maintenance & Repair	16,110	23,190	20,010	45,710	45,710
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,022	-	-	-	-
Energy & Utility	15,915	16,370	14,620	17,320	17,320
Total	1,424,546	1,502,270	1,497,750	1,595,680	1,617,230

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	3,043	-	1,000	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	618,737	-	55,000	70,000	70,000
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	621,780	-	56,000	70,000	70,000

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,309,647	1,387,960	1,388,500	1,466,650	1,488,200
Supplies	10,331	8,760	12,590	14,650	14,650
Services	73,564	65,990	63,030	51,350	51,350
Maintenance & Repair	16,110	23,190	20,010	45,710	45,710
Grants & Contributions	618,737	-	55,000	70,000	70,000
Capital Outlay	2,022	-	-	-	-
Energy & Utility	15,915	16,370	14,620	17,320	17,320
Total	2,046,327	1,502,270	1,553,750	1,665,680	1,687,230

DEVELOPMENT SERVICES

Budget Information

Fiscal Year 2020-2024

Expenditures

Expenditures by Category *	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,222,705	1,266,862	1,309,647	1,387,960	1,388,500	1,466,650	1,488,200
Supplies	4,290	4,898	10,331	8,760	12,590	14,650	14,650
Services	49,453	46,625	73,564	65,990	63,030	51,350	51,350
Maintenance & Repair	8,359	11,485	16,110	23,190	20,010	45,710	45,710
Grants & Contributions	-	-	618,737	-	55,000	70,000	70,000
Capital Outlay	2,997	-	2,022	-	-	-	-
Energy & Utility	13,428	14,068	15,915	16,370	14,620	17,320	17,320
Total	1,301,232	1,343,938	2,046,327	1,502,270	1,553,750	1,665,680	1,687,230

* 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 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,298,223	1,343,938	1,424,546	1,502,270	1,497,750	1,595,680	1,617,230
Special Revenue Funds	3,009	-	3,043	-	1,000	-	-
American Relief Funds	-	-	618,737	-	55,000	70,000	70,000
<i>Subtotal: Other Funds</i>	<i>3,009</i>	<i>-</i>	<i>621,780</i>	<i>-</i>	<i>56,000</i>	<i>70,000</i>	<i>70,000</i>
Total	1,301,232	1,343,938	2,046,327	1,502,270	1,553,750	1,665,680	1,687,230

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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	702,030	717,210	801,810	814,280
Supplies	6,170	8,220	10,800	10,800
Services	22,420	24,710	9,100	9,100
Maintenance & Repair	15,190	15,350	35,010	35,010
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	12,250	10,550	13,150	13,150
Total	758,060	776,040	869,870	882,340

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	758,060	775,040	869,870	882,340
Special Revenue Funds	-	1,000	-	-
<i>Subtotal: Other Funds</i>	-	<i>1,000</i>	-	-
Total	758,060	776,040	869,870	882,340

Personnel Requirements

Full Time Equivalents	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.85	6.00	6.00
Regular Part Time Employees	0.25	0.73	1.62	1.62
Temporary/Seasonal Employees	0.10	0.22	-	-
Total	6.35	6.80	7.62	7.62

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$17,980 or 2.4% mostly due to Personal Services as a result of back-filling for vacancies and a vacation payout for a retirement. The overall and General Fund FY 24 proposed budget reflects an increase of \$111,810 or 14.7% mostly due to Personal Services due to an increase in part time hours for zoning enforcement, fire inspections and to support Community Risk Reduction initiatives, as well as maintenance costs associated with a new online permitting software system.

Council Action

During budget deliberations, the Town Council increased funding to Building Safety by \$12,470 in Personnel Services for compensation market adjustments.

BUILDING SAFETY

Products & Services

Construction Support \$347,950

- Administer the permit process including plan review, issuance of permits, and issuance of certificates of occupancy and compliance. (number of residential and commercial permits)
- Conduct 2,400 construction inspections to ensure compliance with approved plans and applicable building and fire codes.

Code Enforcement \$260,960

- Conduct fire code inspections in all existing buildings, except one and two family homes, to ensure continued compliance with applicable codes
- Issue certificates of compliance to licensed facilities such as daycares, health care facilities, and restaurants with liquor permits
- Respond to and address reports of unsafe structures and conditions to ensure public safety and compliance with applicable State statutes.

Community Outreach and Risk Reduction \$130,480

- Provide reference, research and consultation services on code issues to design professionals and their clients, building owners and occupants
- Present 70 public education programs to the community related to fire safety and code compliance, in partnership with private and other government agencies (state & local)
- Provide support and technical assistance to the Zoning Board of Appeals, the Housing Code Board of Appeals and the Local Emergency Planning Commission
- Provide public safety information via multiple social media platforms. Themes and campaigns are selected based on local and national statistics regarding fire and life safety hazards
- Maintain data and analysis for a Community Risk Assessment. This information is shared with other departments to enhance efforts toward data-driven decision-making
- Provide public information and administrative support to Emergency Management
- Provide support and training assistance to the volunteer fire department.

After Emergency Support \$86,980

- Conduct investigations of fires, alarms and building failures to determine the causes, origins, circumstances and responsibilities of the 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.

Records Management \$43,500

- Maintain and update hazardous material information at industrial and commercial facilities in support of emergency services and to improve public access to the information
- Assist with property research for realtors, lawyers and mortgage lenders
- Maintain archive of property files and building plans for all commercial buildings.

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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	201,590	195,720	183,780	183,780
Supplies	230	1,130	990	990
Services	26,800	29,100	28,350	28,350
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	55,000	70,000	70,000
Capital Outlay	-	-	-	-
Energy & Utility	1,130	1,130	1,130	1,130
Total	229,750	282,080	284,250	284,250

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	229,750	227,080	214,250	214,250
Special Revenue Funds	-	-	-	-
American Rescue Funds (ARF)	-	55,000	70,000	70,000
<i>Subtotal: Other Funds</i>	-	<i>55,000</i>	<i>70,000</i>	<i>70,000</i>
Total	229,750	282,080	284,250	284,250

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.20	0.20	0.20	0.20
Total	1.20	1.20	1.20	1.20

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$52,330 or 22.8% due to spending associated with the use of American Rescue Funds (ARF) for the Small Business Incubator program. The FY 24 budget reflects an increase of \$54,500 or 23.7% as compared to the FY 23 budget primarily due to the continued use of ARF funding. The FY 24 General Fund proposed budget reflects a decrease of \$15,500 or 6.7% due to Personal Services.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion \$127,910

- 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
- Facilitate the development of Windsor Worx business incubator.

Economic Development Planning & Redevelopment \$107,160

- 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 \$49,180

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

PLANNING

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	484,340	475,570	481,060	490,140
Supplies	2,360	3,240	2,860	2,860
Services	16,770	9,220	13,900	13,900
Maintenance & Repair	8,000	4,660	10,700	10,700
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,990	2,940	3,040	3,040
Total	514,460	495,630	511,560	520,640

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	514,460	495,630	511,560	520,640
Special Revenue Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	514,460	495,630	511,560	520,640

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	3.98	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	3.98	4.00	4.00

Budget Commentary

The General Fund FY 23 expenditures are expected to come in under budget by \$18,830 or 3.7% mostly due to savings in Services and Personal Services. The FY 24 General Fund proposed budget reflects a decrease of \$2,900 or 0.6% primarily due to Personal Services as a result of the reallocation of defined benefit employer pension costs to the General Services budget.

Council Action

During budget deliberations, the Town Council increased funding to Planning by \$9,080 in Personnel Services for compensation market adjustments.

PLANNING

Products & Services

Plan Review & Design Development \$328,150

- 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
- Administering the results of the 2020 Census and provide local review and input as required.

Geographic Information System \$55,260

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

Support Boards & Commissions \$128,150

- 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 2023 Highlights

Building Safety

FY 23 brought many changes to Building Safety. We welcomed a new Building Official, David Langworthy, and a new secretary, Jen Bretas. We also began working with the newly adopted state Fire and Building Codes. With all of these changes, our commitment to safety and customer service has remained constant. It was another busy construction year with several large projects completed including:

- 110 Tradeport – UPS distribution
- 1190 Kennedy Rd – Life Science Logistics
- 105 Baker Hollow – Saf-Lite Warehouse
- 99 Lamberton – Traveler’s Laboratory renovation
- 4 Batchelder – Palmer Dorm renovation

Projects still in progress include:

- 777 Day Hill – The Day Hill Dome
- 4 Batchelder – Warham Dorm renovation
- 500 Groton Rd – Target distribution

In addition to construction support, the Fire Marshal’s Office continued their Community Risk Reduction (CRR) efforts. These included a home safety campaign aimed at new homeowners and a new quarterly newsletter highlighting seasonal fire and life safety topics. We were also pleased to be fully back to in-person Fire Prevention Month visits at the schools and community groups. Fire Inspector Volkert was invited to present at several national events, both in person and virtual, highlighting the CRR initiatives here in Windsor.

Economic Development

Economic Development incentives were negotiated with Blueprint Partners Corporation to build a manufacturing center which will create up to 120 full-time jobs and enhance the local tax base.

Organized and hosted a successful Windsor Business Breakfast with the Chamber of Commerce with more than 70 attendees. Connecticut’s Chief Manufacturing Officer was the keynote speaker.

Received Town Council approval for the establishment of the Windsor Center Tax Increment Financing District Plan (TIF) and negotiated the first Credit Enhancement Agreement under the town’s TIF policy.

Secured an increase to the CT Communities Challenge Grant to \$3.2 million in support of a key redevelopment project in Windsor Center. Facilitated a \$3 million federal grant earmarked for the Broad Street Complete Streets project.

Planning

In FY 23, several major projects were approved, including a 525,497 sq. ft. warehouse at 500 Groton Road, a 218,400 sq. ft. warehouse/flex building at 100 Hazelwood Road, a 170,300 sq. ft. warehouse/flex building at 415 Day Hill Road, a 43,919 sq. ft. hotel at 685 DayHill Road, 77 apartments at 109 Poquonock Avenue, and 106 apartments at 144 Broad Street.

Other noteworthy projects include adopting an affordable housing plan, a site plan approval for a 12,300 sq. ft. addition to a dorm at 4 Batchelder Road, and a text amendment to give the Town Planning and Zoning Commission (TPZC) more discretion to control warehouse development.

DEVELOPMENT SERVICES

<i>Key Statistics</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Total construction value of building permits issued	\$61,788,449	\$389,862,916	\$156,809,846	\$370,000,000	\$54,130,000
Building permit fees collected	\$633,039	\$2,889,998	\$1,848,613	\$3,840,000	\$726,000
Existing business contacts by Economic Development staff	200	230	360	400	400
Prospective business contacts made by staff	16	18	20	22	24
Fees in-lieu of open space collected	\$3,000	\$3,000	0	0	0
Acres of open space preserved	6	0	0	0	60
Dwelling units approved by P&Z	0	4	10	173	200
Non-residential floor area approved by P&Z (square feet)	4,243,400	1,245,469	1,007,549	1,400,000	500,000
IWWC, HDC & P&Z applications	68	92	58	130	100
Equivalent number of household energy needs met by solar installations	95	144	105	550	500

<i>Performance Measures</i>	FY 2022 Actual	FY 2023 Target	FY 2023 Estimate	FY 2024 Target
Percentage of residential permits without final inspection	52%	20%	40%	20%
Average turnaround time for commercial permits, measured in calendar days	7.4	2.0	10.0	7.0
Percentage of multi-family residential buildings that are fully fire code compliant	60%	80%	75%	80%
Number of fire and life safety in-person and virtual programs conducted by Fire Marshal's Office	54	70	60	70

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

Recently retired Economic Development Director, Jim Burke, was recognized by the Connecticut Economic Development Association with a Lifetime Achievement Award recognizing his 21 years of service to the Windsor community and the success he and the Development Services team achieved together during his tenure.

DEVELOPMENT SERVICES

FY 2024 Goals

1. The Building Safety team will complete the implementation of online permitting and transition to a fully digital plan review process.
2. The Fire Marshal's Office will expand Community Risk Reduction (CRR) efforts to provide for a more efficient and equitable deployment of resources.
3. The Planning department will facilitate the hiring of a consultant to develop a community vision and update the Plan of Conservation and Development (POCD) with the goal of adoption by the fall of 2025.
4. Economic and Community Development will facilitate the reuse of the town's priority redevelopment properties.
5. Economic and Community Development will develop strategies for the activation/reuse of vacant office space.
6. Economic and Community Development will pursue Windsor Center development projects in support of the Transient Oriented Development (TOD) Master Plan.
7. Economic and Community Development will facilitate the launch of the Windsor Worx business incubator.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2023			FY 2024		
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures
1722	Fire & Life Educator Award	1,000	-	1,000	-	-	-
1924	Windsor Worx Small Business Incubator	165,000	-	55,000	110,000	-	70,000
		166,000	-	56,000	110,000	-	70,000
						40,000	

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

#1924 - Windsor Worx Small Business Incubator - Under the Competitive & Sustainable Economy focus area of the ARF Grant Revenue, this program was established to provide funding to Windsor Worx, a new co-work space and resource center in Windsor Center, to be used for establishing the shared work and collaboration spaces, write-down a portion of start-up costs, as well as to provide resources to small businesses and new ventures across town.

COMMUNITY DEVELOPMENT

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

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	111,331	114,020	122,410	110,530	110,530
Supplies	5,413	850	970	950	950
Services	20,398	38,590	35,730	107,200	107,200
Grants & Contributions	-	-	50,000	285,000	285,000
Loans	144,930	195,000	132,550	35,000	35,000
Energy & Utility	750	750	750	750	750
Transfer to Loan Repayment Fund	-	-	-	350,000	305,350
Total	282,822	349,210	342,410	889,430	844,780

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

Funding Sources

In addition to General Fund budget, other funding sources may become available. The Office of Community Development actively pursues grant funding. In addition, it has revolving funds which generate program income for the activity from which such income was derived.

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Community Development	103,840	104,820	104,900	535,550	490,900
LISC* Housing Leadership Grant	-	-	4,970	-	-
Small Cities Funds	-	7,780	-	-	-
Loan Repayment Fund	178,982	236,610	163,600	44,200	44,200
American Rescue Funds (ARF)	-	-	68,940	309,680	309,680
<i>Subtotal: Other Funds</i>	<i>178,982</i>	<i>244,390</i>	<i>237,510</i>	<i>353,880</i>	<i>353,880</i>
Total	282,822	349,210	342,410	889,430	844,780

*Local Initiatives Support Corporation

Personnel Requirements

Full Time Equivalent (FTE's)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.50	0.50	0.50	0.50	0.50
Temporary/Seasonal Employees	-	-	0.33	-	-
Total	1.50	1.50	1.83	1.50	1.50

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$6,800 or 1.9% mostly due to decreased Loans as a result of staff disability leave, offset in part by an increase in Personal Services by \$8,390 due to hiring a temporary part time intern. Increased expenditures in Grants & Contributions are associated with the allocation of American Rescue Funds (ARF) for the Community and Neighborhood Enhancement Grant Program. The FY 24 overall budget is increasing \$540,220 due in part to use of ARF for the Multifamily Rehabilitation Grant Program and a General Fund contribution to our longstanding housing rehabilitation program. The FY 24 General Fund budget is expected to increase by \$430,730 due to a transfer of \$350,000 due to the priority shift of the Department of Housing away from residential housing rehabilitation programs, of which \$160,000 will be used as loans in FY 24 and the remaining amount is to be available for housing rehab loans over future fiscal years. There is also an increase of \$75,000 in Services for the creation of a Senior & Workforce Housing planning initiative.

Council Action

During budget deliberations, the Town Council decreased funding to Community Development by \$44,650 for the Housing Rehabilitation program in the Transfer to Loan Repayment Fund.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	90,215	99,420	103,810	106,100	106,100
Supplies	145	850	220	150	150
Services	12,730	3,800	120	78,550	78,550
Grants & Contributions	-	-	-	-	-
Loans	-	-	-	-	-
Energy & Utility	750	750	750	750	750
Transfer to Loan Repayment Fund	-	-	-	350,000	305,350
Total	103,840	104,820	104,900	535,550	490,900

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Loans	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Transfer to Loan Repayment Fund	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	21,116	14,600	18,600	4,430	4,430
Supplies	5,268	-	750	800	800
Services	7,668	34,790	35,610	28,650	28,650
Grants & Contributions	-	-	50,000	285,000	285,000
Loans	144,930	195,000	132,550	35,000	35,000
Energy & Utility	-	-	-	-	-
Transfer to Loan Repayment Fund	-	-	-	-	-
Total	178,982	244,390	237,510	353,880	353,880

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	111,331	114,020	122,410	110,530	110,530
Supplies	5,413	850	970	950	950
Services	20,398	38,590	35,730	107,200	107,200
Grants & Contributions	-	-	50,000	285,000	285,000
Loans	144,930	195,000	132,550	35,000	35,000
Energy & Utility	750	750	750	750	750
Transfer to Loan Repayment Fund	-	-	-	350,000	305,350
Total	282,822	349,210	342,410	889,430	844,780

**COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2020-2024**

Expenditures

Expenditures by Category *	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	88,868	109,027	111,331	114,020	122,410	110,530	110,530
Supplies	1,197	715	5,413	850	970	950	950
Services	20,762	30,058	20,398	38,590	35,730	107,200	107,200
Grants & Contributions	-	-	-	-	50,000	285,000	285,000
Loans	69,072	128,594	144,930	195,000	132,550	35,000	35,000
Energy & Utility	660	750	750	750	750	750	750
Transfer to Loan Repayment Fund	-	-	-	-	-	350,000	305,350
Total	180,559	269,144	282,822	349,210	342,410	889,430	844,780

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

Funding Sources

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Community Development	103,731	102,980	103,840	104,820	104,900	535,550	490,900
LISC Housing Leadership Grant	-	-	-	-	4,970	-	-
Small Cities Funds	-	-	-	7,780	-	-	-
Loan Repayment Fund	76,828	166,164	178,982	236,610	163,600	44,200	44,200
American Rescue Funds (ARF)	-	-	-	-	68,940	309,680	309,680
<i>Subtotal: Other Funds</i>	<i>76,828</i>	<i>166,164</i>	<i>178,982</i>	<i>244,390</i>	<i>237,510</i>	<i>353,880</i>	<i>353,880</i>
Total	180,559	269,144	282,822	349,210	342,410	889,430	844,780

COMMUNITY DEVELOPMENT

Products & Services

Neighborhood and Grant Activities \$443,530

- Solicit and administer grant funds including Community Development Block Grant (CDBG) - Small Cities funds
- Provide staff support to the Wilson/Deerfield Advisory Committee, Human Relations Commission, and the Fair Rent Commission
- Address quality of life issues in neighborhoods through various initiatives
- Administer the Neighborhood Assistance Act (NAA) Tax Credit program providing local non-profit organizations with an opportunity to leverage private donations
- Promote fair housing awareness through outreach efforts such as holding educational forums and posting notices
- Administer a Community and Neighborhood Enhancement Grant Program in partnership with Recreation and the Town Managers Office
- Administer a Multi-family Rehabilitation Grant program to enhance the quality of affordable rental units in Windsor
- Create and preserve senior and workforce housing through planning, technical assistance and feasibility studies.

Housing Rehabilitation Program \$445,900

- Promote neighborhood reinvestment by providing financial and technical assistance to income-eligible residential property owners for needed home repairs. Eligible activities include the correction of housing code violations, cost-effective energy conservation measures, lead and asbestos abatement, removal of underground storage tanks and modifications to improve handicap accessibility
- Leverage additional resources for housing rehabilitation by referring clients to the town's Social Services Energy, Utility Assistance Program and to other community agencies.

COMMUNITY DEVELOPMENT

FY 2023 Highlights

The Community Development team has completed five of the projected seven Housing Rehabilitation projects during FY 23. Projects have taken longer to complete due to supply chain issues and lack of contractor availability. Throughout the year, the Community Development office has worked on a total of eleven projects, of which, five are to be completed in FY 24. Loans are provided to income-eligible households. The total amount expected to be lent for this fiscal year is approximately \$133,000, with an average loan amount of \$28,000 per unit. The scope of work includes cost-effective energy conservation measures, correction of code violations, modifications for handicap accessibility, replacements of critical systems (i.e. septic tanks, heating units) and removal or encapsulation of hazardous material, which includes the removal of lead based paint, asbestos, mold and underground fuel tanks.

During FY 23, in collaboration with the Social Services department, the Community Development office has continued to refer home owners to the appropriate agency for a variety of energy-related needs, including energy audits, furnace cleaning and conversions from oil to gas.

The department worked on newly funded American Rescue Funds (ARF) programs by creating and implementing a Multi-family Rehabilitation Program in collaboration with Windsor Federal. The program has started committing funds and anticipates expending these funds during FY 24. The department has also administered a successful Community and Neighborhood Enhancement Grant Program in partnership with other town service units. We have also been exploring the development of an energy efficiency program, potentially utilizing ARF funds.

Community Development staff supported the Human Relations Commission (HRC) with the continuation of the Conversations series, as well as organized and presented the third Windsor-sponsored Juneteenth celebration. The department continued to assist the HRC with the production of Bridge Builders Awards and Phenomenal Women Awards, as well as the promotion of Women's History Month and Black History Month.

The department also supported the Wilson/Deerfield Advisory Committee with successful events, such as a community cleanup and a tree planting event in the Wilson neighborhood. Staff also informed and collected input from committee members, as well as collaborated with them to ensure a stronger public participation on town initiatives, such as the Affordable Housing Plan and the new park to be built in the Wilson Neighborhood.

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

COMMUNITY DEVELOPMENT

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS As Of 6/30/2022

<u>Type of Loan</u>	<u>Principal Balances</u>
Amortized Payment Loans: <i>Housing Rehab. & Downpayment Assistance</i>	\$121,976
Deferred Payment Loans: <i>Housing Rehabilitation</i>	2,284,041
Forgiveness Loans: <i>Housing Rehabilitation</i>	14,028
Amortized Economic Development Loans:	<u>24,783</u>
Sub-total	<u>\$2,444,828</u>
Allowance for uncollectible loans	<u>(500,000)</u>
Loans Receivable, net	<u>\$1,944,828</u>

<i>Performance Measures</i>	FY 2022 Actual	FY 2023 Target	FY 2023 Estimate	FY 2024 Target
Number of housing rehabilitation completed projects	5	7	6	6

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

For over 40 years, the Community Development Office has completed over 410 residential rehabilitation projects.

FY 2024 Goals

1. Continue to work towards strengthening the community via the Human Relations Commission and the Wilson/Deerfield Advisory Committee.
2. Continue implementing an effective Multifamily Rehabilitation Program.
3. Continue implementing a successful Community and Neighborhood Enhancement Grant Program.
4. Develop and implement an Energy Efficiency program.
5. Initiate the creation and preservation of senior and workforce housing.

AMERICAN RESCUE FUNDS

Community Development

Project #	Project Name	Beginning Balance (7/1/22)	FY 2023		Projected Balance (6/30/23)	FY 2024		Projected Balance (6/30/24)
			Projected Revenue	Estimated Expenditures		Projected Revenue	Budgeted Expenditures	
1929	Multi-Family Housing Rehabilitation Program	-	375,000	13,940	361,060	-	264,680	96,380
1930	Community & Neighborhood Enhancement Grant	-	100,000	55,000	45,000	-	45,000	-
		-	475,000	68,940	406,060	-	309,680	96,380

#1929 - Multi-Family Rehabilitation Program - This program was established to initiate a Multi-family Housing Rehabilitation program to stabilize and preserve the quality and availability of affordable rental housing throughout the town of Windsor.

#1930 - Community & Neighborhood Enhancement Grant - This program is designed to provide financial assistance for community-led efforts such as small scale public improvements, public events/programs, neighborhood-wide activities and community clean-ups.

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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	4,310,074	4,961,190	4,641,620	5,004,930	5,004,930
Supplies	472,968	488,220	388,810	505,070	505,070
Services	773,216	1,072,590	1,440,600	1,494,680	1,494,680
Maintenance & Repair	686,915	668,930	668,870	735,760	735,760
Grants & Contributions	-	-	-	-	-
Capital Outlay	284,981	51,000	176,500	64,000	64,000
Energy & Utility	931,691	1,125,600	1,111,910	1,267,840	1,267,840
Total	7,459,845	8,367,530	8,428,310	9,072,280	9,072,280

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

Funding Sources

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

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	6,638,050	7,106,290	6,986,840	7,457,440	7,457,440
Charges to Other Departments	118,748	115,000	115,000	116,000	116,000
Town Support for Education	102,190	149,970	150,320	153,130	153,130
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>6,858,988</i>	<i>7,371,260</i>	<i>7,252,160</i>	<i>7,726,570</i>	<i>7,726,570</i>
State Grants - Town Aid Road Improvements	309,952	587,000	599,800	607,000	607,000
Facilities Revenues	272,506	150,870	150,250	143,310	143,310
Reimbursements	-	60,000	44,700	30,000	30,000
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400
American Rescue Funds (Capital Outlay Fund)	-	-	183,000	367,000	367,000
State Grants - LoCIP (Capital Outlay Fund)	-	180,000	180,000	180,000	180,000
<i>Subtotal: Other Funds</i>	<i>600,857</i>	<i>996,270</i>	<i>1,176,150</i>	<i>1,345,710</i>	<i>1,345,710</i>
Total	7,459,845	8,367,530	8,428,310	9,072,280	9,072,280

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	36.73	39.15	36.44	40.15	40.15
Regular Part Time Employees	2.89	3.02	3.28	3.05	3.05
Temporary/Seasonal Employees	3.00	4.45	4.45	4.45	4.45
Total	42.62	46.62	44.17	47.65	47.65

Budget Commentary

The overall FY 23 expenditures are expected to be over budget \$60,780 or 0.7% primarily due to the use of American Rescue Funds (ARF) for the Riverwalk Multi-Use Trail and Wilson Gateway Park projects, offset by savings in Personal Services. The FY 23 General Fund expenditures are expected to be under budget by \$119,450 or 1.7% primarily due to savings in Personal Services. The overall FY 24 proposed budget reflects an increase of \$704,750 or 8.4% due mostly to the continued use of ARF funding. The FY 24 General Fund proposed budget reflects an increase of \$351,150 or 4.9% mostly due to Energy & Utility and Personal Services for the addition of a Maintainer position in Parks and Grounds. These increases are offset in part by savings in Personal Services due to the reallocation of defined benefit employer pension costs to the General Services budget.

PUBLIC WORKS AND ENGINEERING EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	4,203,571	4,761,470	4,469,150	4,844,350	4,844,350
Supplies	330,308	302,670	299,560	320,620	320,620
Services	469,544	416,370	490,710	456,180	456,180
Maintenance & Repair	641,100	628,530	620,370	693,560	693,560
Grants & Contributions	-	-	-	-	-
Capital Outlay	263,233	51,000	176,500	64,000	64,000
Energy & Utility	730,294	946,250	930,550	1,078,730	1,078,730
Total	6,638,050	7,106,290	6,986,840	7,457,440	7,457,440

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	75,536	109,020	109,370	112,180	112,180
Supplies	26,574	35,950	35,950	35,950	35,950
Services	80	5,000	5,000	5,000	5,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	118,748	115,000	115,000	116,000	116,000
Total	220,938	264,970	265,320	269,130	269,130

Special Revenue & Other Fund Expenditures:

Expenditures by Category	2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	30,967	90,700	63,100	48,400	48,400
Supplies	116,086	149,600	53,300	148,500	148,500
Services	303,592	651,220	944,890	1,033,500	1,033,500
Maintenance & Repair	45,815	40,400	48,500	42,200	42,200
Grants & Contributions	-	-	-	-	-
Capital Outlay	21,748	-	-	-	-
Energy & Utility	82,649	64,350	66,360	73,110	73,110
Total	600,857	996,270	1,176,150	1,345,710	1,345,710

Total Expenditures (agrees with page M-1):

Expenditures by Category	2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	4,310,074	4,961,190	4,641,620	5,004,930	5,004,930
Supplies	472,968	488,220	388,810	505,070	505,070
Services	773,216	1,072,590	1,440,600	1,494,680	1,494,680
Maintenance & Repair	686,915	668,930	668,870	735,760	735,760
Grants & Contributions	-	-	-	-	-
Capital Outlay	284,981	51,000	176,500	64,000	64,000
Energy & Utility	931,691	1,125,600	1,111,910	1,267,840	1,267,840
Total	7,459,845	8,367,530	8,428,310	9,072,280	9,072,280

PUBLIC WORKS AND ENGINEERING BUDGET INFORMATION Fiscal Year 2020-2024

Expenditures

Expenditures by Category *	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,910,220	4,177,954	4,310,074	4,961,190	4,641,620	5,004,930	5,004,930
Supplies	372,708	380,326	472,968	488,220	388,810	505,070	505,070
Services	694,421	629,748	773,216	1,072,590	1,440,600	1,494,680	1,494,680
Maintenance & Repair	674,675	818,785	686,915	668,930	668,870	735,760	735,760
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	348,059	226,812	284,981	51,000	176,500	64,000	64,000
Energy & Utility	1,033,195	1,007,692	931,691	1,125,600	1,111,910	1,267,840	1,267,840
Total	7,033,278	7,241,317	7,459,845	8,367,530	8,428,310	9,072,280	9,072,280

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

Funding Sources

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

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	6,290,902	6,381,129	6,638,050	7,106,290	6,986,840	7,457,440	7,457,440
Charges to Other Departments	106,575	118,748	118,748	115,000	115,000	116,000	116,000
Town Support for Education	142,058	123,139	102,190	149,970	150,320	153,130	153,130
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>6,539,535</i>	<i>6,623,016</i>	<i>6,858,988</i>	<i>7,371,260</i>	<i>7,252,160</i>	<i>7,726,570</i>	<i>7,726,570</i>
State Grants - Town Aid Road Improvements	162,565	236,797	309,952	587,000	599,800	607,000	607,000
Facilities Revenues & User Fees	312,778	363,104	272,506	150,870	150,250	143,310	143,310
Reimbursements	-	-	-	60,000	44,700	30,000	30,000
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400	18,400	18,400
American Rescue Funds (Capital Outlay Fund)	-	-	-	-	183,000	367,000	367,000
State Grants- LoCIP (Capital Outlay Fund)	-	-	-	180,000	180,000	180,000	180,000
<i>Subtotal: Other Funds</i>	<i>493,743</i>	<i>618,301</i>	<i>600,857</i>	<i>996,270</i>	<i>1,176,150</i>	<i>1,345,710</i>	<i>1,345,710</i>
Total	7,033,278	7,241,317	7,459,845	8,367,530	8,428,310	9,072,280	9,072,280

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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	666,060	558,220	662,720	662,720
Supplies	3,400	3,400	3,400	3,400
Services	3,000	25,300	4,300	4,300
Maintenance & Repair	7,360	7,360	10,000	10,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	7,000	7,000	7,000	7,000
Total	686,820	601,280	687,420	687,420

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	668,420	582,880	669,020	669,020
Town Support for Education	-	-	-	-
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>668,420</i>	<i>582,880</i>	<i>669,020</i>	<i>669,020</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	686,820	601,280	687,420	687,420

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.15	2.48	4.15	4.15
Regular Part Time Employees	1.31	1.57	1.34	1.34
Temporary/Seasonal Employees	-	-	-	-
Total	5.46	4.05	5.49	5.49

Budget Commentary

The FY 23 expenditures are expected to come in under budget by \$85,540 or 12.5% mostly due to savings in Personal Services for a partial year vacancies. The FY 24 General Fund proposed budget reflects an increase of \$600 or 0.1% due to Services and Maintenance & Repairs but is offset by the reallocation of defined benefit employer pension costs to the General Services budget.

ADMINISTRATION

Products & Services

Executive Management \$669,020

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

Landfill \$18,400

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

DESIGN SERVICES

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

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	603,090	531,640	641,100	641,100
Supplies	3,900	4,050	5,250	5,250
Services	34,400	255,000	428,400	428,400
Maintenance & Repair	9,400	9,400	9,400	9,400
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,040	5,000	6,120	6,120
Total	655,830	805,090	1,090,270	1,090,270

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	655,830	597,090	703,270	703,270
State Grants - Town Aid Road Improvements	-	75,000	20,000	20,000
American Rescue Funds (Capital Outlay Fund)	-	133,000	367,000	367,000
<i>Subtotal: Special Revenue Funds</i>	-	<i>208,000</i>	<i>387,000</i>	<i>387,000</i>
Total	655,830	805,090	1,090,270	1,090,270

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	4.38	5.00	5.00
Regular Part Time Employees	0.65	0.65	0.65	0.65
Temporary/Seasonal Employees	-	-	-	-
Total	5.65	5.03	5.65	5.65

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$149,260 or 22.8% mostly due to the use of American Rescue Funds (ARF) for the Wilson Gateway Park project. The FY 23 General Fund expenditures are coming in under budget by \$58,740 or 9.0% mostly due to Personal Services. The FY 24 General Fund proposed budget reflects an increase of \$47,440 or 7.2% primarily due to Personal Services.

DESIGN SERVICES

Products & Services

Road Improvements \$218,040

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

Professional and Technical Advice \$163,560

- 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 \$109,040

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

Stormwater Management \$196,260

- Implement applicable portions of the plan and monitor staff reporting requirements
- Continue to inventory and assess the drainage system and identify and resolve local drainage issues
- Administer and implement the provisions of the Erosion and Sediment Control Ordinance, Stormwater Management Ordinance, Illicit Discharges and Connections Ordinance, MS4 and associated requirements.

Capital Improvements \$218,050

- 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 \$163,560

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

Floodplain Management \$21,760

- 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,448,840	1,442,970	1,556,780	1,556,780
Supplies	121,660	118,650	123,180	123,180
Services	50,600	100,600	58,000	58,000
Maintenance & Repair	1,200	1,200	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	11,800	11,800	13,060	13,060
Total	1,634,100	1,675,220	1,751,020	1,751,020

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	1,424,130	1,430,200	1,567,890	1,567,890
Town Support for Education	149,970	150,320	153,130	153,130
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>1,574,100</i>	<i>1,580,520</i>	<i>1,721,020</i>	<i>1,721,020</i>
Reimbursements	60,000	44,700	30,000	30,000
American Rescue Funds (Capital Outlay Fund)	-	50,000	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>60,000</i>	<i>94,700</i>	<i>30,000</i>	<i>30,000</i>
Total	1,634,100	1,675,220	1,751,020	1,751,020

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	12.75	12.50	13.75	13.75
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	4.45	4.45	4.45	4.45
Total	17.20	16.95	18.20	18.20

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$41,120 or 2.5% primarily due to the use of American Rescue Funds (ARF) for the Riverwalk Multi-Use Trail. The FY 24 General Fund proposed budget reflects an increase of \$143,760 or 10.1% primarily due to Personal Services for the addition of a Maintainer position offset in part by the reallocation of defined benefit employer pension costs to the General Services budget.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas \$553,210

- Mow approximately 95 acres of turf area at town facilities, parks and playgrounds
- Provide for trimming of grass in the parks and other public spaces
- Cut back roadside grass and trim brush to provide clear lines of sight at intersections and along approximately 47 miles of road
- Pick up leaves from town parks, medians and around town buildings.

Irrigate Turf Areas \$53,440

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

Improve Turf Areas \$89,060

- Re-seed and aerate turf at town hall, main library, Veterans Cemetery and playing fields
- Spray for weeds and fertilize turf at these locations.

Maintain Parks Equipment \$92,620

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

Veterans Cemetery Maintenance \$26,720

- Install cemetery headstones and other related maintenance.

Prepare Fields for Recreational Use \$67,690

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

Maintain Safe Playground Equipment \$35,640

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

Maintain Medians & Planted Areas \$213,750

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

Maintain Safe Healthy Trees \$320,630

- 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 \$44,530

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

Public Property Litter \$39,200

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

Maintain Public Trail Areas \$48,100

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

Install & Maintain Ice Rinks \$13,300

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

Town Support for Education \$153,130

- 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	440,990	445,120	408,970	408,970
Supplies	30,310	29,160	31,460	31,460
Services	128,180	170,490	136,100	136,100
Maintenance & Repair	311,770	311,710	377,160	377,160
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	2,500	3,000	3,000
Energy & Utility	419,950	406,300	438,850	438,850
Total	1,333,200	1,365,280	1,395,540	1,395,540

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	1,067,330	1,100,030	1,136,230	1,136,230
Charges to Other Departments	115,000	115,000	116,000	116,000
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>1,182,330</i>	<i>1,215,030</i>	<i>1,252,230</i>	<i>1,252,230</i>
Facilities Revenues	150,870	150,250	143,310	143,310
<i>Subtotal: Special Revenue Funds</i>	<i>150,870</i>	<i>150,250</i>	<i>143,310</i>	<i>143,310</i>
Total	1,333,200	1,365,280	1,395,540	1,395,540

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.08	3.00	3.00
Regular Part Time Employees	0.50	0.50	0.50	0.50
Temporary/Seasonal Employees	-	-	-	-
Total	3.50	3.58	3.50	3.50

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$32,080 or 2.4% primarily due to increases in Services for converting camera storage to a cloud based system, offset by savings in Energy & Utility. The overall FY 24 proposed budget reflects an increase of \$62,340 or 4.7% as compared to the FY 23 budget mostly due to an increase in Energy & Utility and Maintenance & Repair costs offset in part by the reallocation of defined benefit employer pension costs to the General Services budget.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center \$307,020

- Maintain a clean and safe working environment in the town hall by managing the HVAC system, utilities, elevator and custodial services
- Ensure code compliance, effect necessary repairs and maintenance of the facility
- Perform preventive and emergency maintenance
- Provide program support to offices located at the town hall
- Manage the fleet of pool cars for employee use
- Administer and fund telecommunications services for all town offices
- Maintain 70 decorative street lights throughout the town.

Public Works Facilities \$237,250

- Ensure code compliance, effect necessary repairs and maintenance of the facilities
- Fund utilities, supply charges, cell phones and postage.

330–332 Windsor Ave. Community Center \$147,930

- 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 \$111,650

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

Police/Public Works facility, Fire/EMS building, Northwest Park, Libraries, Fire Stations, Milo Peck Center & 20 William Street \$265,160

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

Community Services & Repair of Other Town Facilities \$160,490

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

Administration of Building Improvements \$166,040

- 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	423,330	429,710	421,990	421,990
Supplies	64,530	64,430	68,110	68,110
Services	573,110	605,910	573,300	573,300
Maintenance & Repair	99,200	99,200	99,200	99,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,160,170	1,199,250	1,162,600	1,162,600

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	595,170	601,450	597,600	597,600
State Grants - Town Aid Road Improvements	385,000	417,800	385,000	385,000
<i>Subtotal: Special Revenue Funds</i>	<i>385,000</i>	<i>417,800</i>	<i>385,000</i>	<i>385,000</i>
State Grants - LoCIP (Capital Outlay Fund)	180,000	180,000	180,000	180,000
Total	1,160,170	1,199,250	1,162,600	1,162,600

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	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 23 expenditures are expected to come in over budget by \$39,080 or 3.4% due to an increase in Services related to the design of roadway improvements for Baker Hollow Road. The overall and General Fund FY 24 proposed budget reflects an increase of \$2,430 or 0.2% as compared to the FY 23 budget primarily due to Supplies offset by the reallocation of defined benefit employer pension costs to the General Services budget.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks \$148,820

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

Localized Pavement Repairs \$116,260

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

Pavement Preventive Maintenance/Snow Materials
\$161,610

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

Mill & Repave Streets \$558,050

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

Repair Curbing, Driveways & Lawns \$149,980

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

Repair Dirt Roads \$16,280

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

Pavement Management System Maintenance
\$11,600

- 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	418,960	374,410	401,060	401,060
Supplies	31,000	31,000	32,480	32,480
Services	45,500	45,500	45,500	45,500
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	495,460	450,910	479,040	479,040

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	473,460	428,910	457,040	457,040
State Grants - Town Aid Road Improvements	22,000	22,000	22,000	22,000
<i>Subtotal: Special Revenue Funds</i>	<i>22,000</i>	<i>22,000</i>	<i>22,000</i>	<i>22,000</i>
Total	495,460	450,910	479,040	479,040

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	3.98	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	3.98	4.00	4.00

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$44,550 or 9.0% due to savings in Personal Services. The FY 24 General Fund proposed budget reflects a decrease of \$16,420 or 3.3% compared to the FY 23 budget due to the reallocation of defined benefit employer pension costs to the General Services budget.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins and Adjust Manholes \$287,430

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

Clean Detention Ponds \$11,980

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

Maintain Channels of Brooks \$6,230

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

New Drainage Systems \$11,980

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

Maintain Stormwater Drainage Pipe \$95,810

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

Maintain Inlet, Outlet & Watercourses \$4,800

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

Catch Basin Sand and Litter Removal & Inspection \$60,810

- 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	317,990	277,990	291,000	291,000
Supplies	16,420	16,120	17,390	17,390
Services	173,800	173,800	181,300	181,300
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	545,380	545,380	648,970	648,970
Total	1,053,590	1,013,290	1,138,660	1,138,660

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	1,018,590	978,290	1,103,660	1,103,660
State Grants - Town Aid Road Improvements	35,000	35,000	35,000	35,000
<i>Subtotal: Special Revenue Funds</i>	<i>35,000</i>	<i>35,000</i>	<i>35,000</i>	<i>35,000</i>
Total	1,053,590	1,013,290	1,138,660	1,138,660

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.77	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	2.77	3.00	3.00

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$40,300 or 3.8% primarily due to Personal Services. The overall FY 24 proposed budget reflects an increase of \$85,070 or 8.1% compared to the FY 23 budget primarily due to an increase in Energy & Utility costs.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings \$56,940

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

Traffic & Safety Signage \$91,100

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

Streetlights \$569,280

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

Traffic Signals \$136,640

- Fund utility costs for 60 traffic signals and flashers
- Maintain traffic signals and school signs
- Conduct annual safety tests and monitor repairs
- Maintain 29 town-owned traffic signals and flashers.

Community Events \$83,130

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

Guiderails & Barricades \$22,780

- Maintain and repair four miles of guiderails.

State-Mandated Evictions and Auctions \$14,810

- Respond to up to 45 evictions yearly
- Move and store property from evictions
- Auction unclaimed property from evictions and town surplus property.

Election Setup \$20,500

- Set up and take down equipment for referendums, primaries and elections.

24-Hour Emergency Response \$34,160

- Respond to police requests to remove debris caused by motor vehicle accidents
- Remove dead animals from roads
- Respond to requests for chemical spill containment.

Clean Streets \$75,160

- Sweep and remove sand and litter from 155 miles of roads and from town and Board of Education parking areas
- Sweep streets in support of street resurfacing as well as community events.

Sanitary Waste Removal \$34,160

- Remove waste from town facilities and litter receptacles.

EQUIPMENT REPAIR

Equipment Repair provides for the repair, maintenance and replacement of Department of Public Works vehicles and heavy equipment and supports the town's fuel dispensing system.

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	396,630	396,800	388,660	388,660
Supplies	65,400	65,400	71,800	71,800
Services	64,000	64,000	67,780	67,780
Maintenance & Repair	240,000	240,000	240,000	240,000
Grants & Contributions	-	-	-	-
Capital Outlay	49,000	174,000	61,000	61,000
Energy & Utility	136,430	136,430	153,840	153,840
Total	951,460	1,076,630	983,080	983,080

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	951,460	1,076,630	983,080	983,080
State Grants - Town Aid Road Improvements	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	951,460	1,076,630	983,080	983,080

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.25	3.25	3.25	3.25
Regular Part Time Employees	0.56	0.56	0.56	0.56
Temporary/Seasonal Employees	-	-	-	-
Total	3.81	3.81	3.81	3.81

Budget Commentary

The FY 23 overall and General Fund expenditures are expected to come in over budget by \$125,170 or 13.2% due to an increase in Capital Outlay for the replacement of outdated equipment and vehicle lift. The FY 24 overall proposed budget reflects an increase of \$31,620 or 3.3% as compared to the FY 23 budget due to an increase in Energy & Utility costs.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance \$707,820

- 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 \$226,110

- Procure gasoline and diesel fuel for town
- Monitor automated fuel system for town vehicles.

Vehicle & Equipment Procurement \$49,150

- Procure vehicles and equipment for public works and other town departments.

STORM CONTROL

The Storm Control division's goal is to minimize disruptions caused by inclement weather, especially winter storms. An additional goal is to provide safe streets and other public ways, reduce delays for motorists and emergency service vehicles and allow for the efficient transportation of goods.

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	245,300	184,760	232,650	232,650
Supplies	151,600	56,600	152,000	152,000
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	396,900	241,360	384,650	384,650

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	251,900	191,360	239,650	239,650
State Grants - Town Aid Road Improvements	145,000	50,000	145,000	145,000
<i>Subtotal: Special Revenue Funds</i>	<i>145,000</i>	<i>50,000</i>	<i>145,000</i>	<i>145,000</i>
Total	396,900	241,360	384,650	384,650

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The overall FY 23 expenditures are expected to come in under budget by \$155,540 or 39.2% due to reduced use of Personal Services and Supplies for the mild winter. The overall FY 24 proposed budget reflects a decrease of \$12,250 or 3.1% due to Personal Services for the reallocation of the defined benefit employer pension costs to the General Services budget.

STORM CONTROL

Products & Services

Clear, Safe Pavement Surfaces \$384,650

- Respond immediately, 24-hours-a-day, to hazardous road conditions reported by the Windsor Police Department or others
- Plow and sand over 150 miles of roads, 189 cul-de-sacs, 39 acres of public parking lots, and all town-owned sidewalks along streets and at town buildings
- Maintain snow plowing and ice control vehicles and attachments including 25 snowplows, 20 material spreaders, three payloaders and three 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 2023 Highlights

Public Works and Engineering

During FY 23, Public Works/Engineering added microsurfacing of roadways to its arsenal of treatments meant to rehabilitate pavement based on the degree of deterioration. We coordinated the microsurfacing, milling and paving of approximately seven miles of roadway. This included all, or portions of, Herbert Lane, Lincoln Way, Pierce Boulevard, Walden Meadow, Windbrook Drive, Indian Hill Road, Oxford Drive, Somerset Drive, Hampden Place, Settlement Hill, Randall Circle, Holcomb Hill Road, Silliman Circle, Scott Lane, Kearney Street, Meakin Drive, Settler Circle, Lighthouse Hill, Stage Coach Road, Strawberry Hill and Macktown Road. Prior to the milling and paving, Public Works staff performed drainage improvements on these streets. The work included piping repairs and the replacement of tops and other portions of approximately 120 catch basins. Public Works staff also paved all, or portions of, Chase Park, Dewey Avenue, Corporate Drive and Northwest Park parking lots and driveways. Coordination and oversight of cracked sealing on almost six lane miles of town streets was also completed.

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

The Engineering department oversaw the construction of the Sage Park Middle School Field Improvements and the Day Hill Road adaptive signal project. Construction began on improvements to the northbound side of International Drive. This construction is funded by the Connecticut Department of Transportation's Local Transportation Capital Improvement Program (LOTICIP), which provides 100% state funding toward the nearly \$2.1 million of construction costs. Construction of the L.P. Wilson Community Center tennis court improvement project began in the early summer of 2023. Design documents were prepared for the Wilson Gateway Park, the Clover Street School field improvements and Baker Hollow Road reconstruction. A grant application for the southbound side of International Drive for another \$2.2 million was also prepared and submitted.

Facility Management

The Sage Park Middle School HVAC efficiencies project's two phases are continuing. Phase two has been delayed by logistical issues, but is scheduled to be completed in the summer of 2023. Phase three is scheduled to start May 2023 and be completed November 2023.

The design for the Goslee Pool renovations was completed and bids were solicited with construction beginning in March 2023 and completion by June 2023. The design for Welch Park Pool is ongoing and expected to be completed in the summer of 2023.

The JFK School HVAC project, which includes adding air conditioning to the gymnasium and hallways and the replacement of the kitchen fresh air make up unit is scheduled to begin June 2023 and be completed by the start of school in the fall of 2023.

The L.P. Wilson Community Center Social Services relocation project was completed this year. The previous space for the Senior Lounge was renovated into office spaces, a client service counter and a new vestibule for improved client accessibility in Social Services.

The design portion of the L.P. Wilson Community Center HVAC improvements project for both phases is complete. Phase one consists of the north side of the building, which houses the Board of Education (BOE). Construction bids have been received for the installation of new electric heat pumps for air conditioning with new ventilation units, which will bring conditioned fresh air into the building.

The HVAC replacement project for the Child Development Center has been bid and approved by the Public Building Commission (PBC).

Design projects were completed for Clover Elementary School ADA code compliancy for restrooms, roof replacement at Sage Park Middle School, Poquonock Elementary School replacement roof and L.P. Wilson/BOE main restroom renovations.

The completion of HVAC improvements at the 330 Windsor Avenue Community Center Gymnasium has been delayed due to logistics. Equipment is scheduled to be received and installed in March, 2023.

The O'Brien Field House feasibility study project was completed January 2023.

PUBLIC WORKS AND ENGINEERING

FY 2023 Highlights (continued)

Traffic Safety and Community Support

Public Works/Engineering oversaw the removal of the obsolete fire station traffic signal and the installation of new solar-powered, flashing fire station warning signs as part of the 340 Bloomfield Avenue fire and emergency medical services building renovation project.

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

The departments also completed the review of the consultant's bid plans and specifications for the Day Hill Road adaptive traffic signal system, which was delayed because of the COVID-19 pandemic.

<i>Key Statistics</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Pavement management activities such as milling, paving and crack sealing	\$1,240,000	\$1,200,000	\$1,050,000	\$1,200,000	\$1,250,000
Snow control services from the General Fund and grant funding	\$271,294	\$297,120	\$336,680	\$340,560	\$483,850
Public outreach efforts including meetings and direct mailings	7	5	7	4	6
Total value of construction engineering projects awarded	\$4,690,000	\$3,980,000	\$3,390,000	\$3,360,000	\$4,500,000

<i>Performance Measures</i>	FY 2022 Actual	FY 2023 Target	FY 2023 Estimate	FY 2024 Target
Number of center-line miles of streets milled and paved	6.3	5.0	6.9	5.0
Average number of days to close SeeClickFix complaints regarding pothole or pavement issues	8.0	10.0	8.5	9.0
Number of traffic data collections by Engineering	63	40	45	40
Value of change orders as a % of original contract	3.3%	4.5%	3.0%	4.5%

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

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

- Advertising a bid package for the paving of town roads and parking lots rather than utilizing current state bid pricing that realized an average savings of approximately 10%
- Procurement of gasoline and diesel through a bulk purchasing agreement that realized an average savings of approximately 40% when compared to retail costs. In 2022, the fuel station was improved with modern tanks, equipment and dispensers to continue these savings into the future.

PUBLIC WORKS AND ENGINEERING

FY 2024 Goals

1. Administer and oversee the construction of phase one of the International Drive rehabilitation project, which is funded through the State Local Transportation Capital Improvement Program Grant.
2. Oversee the design and initiation of construction of Clover Street School field improvements.
3. Complete the construction of the Baker Hollow Road improvements.
4. Advance the design of the Broad Street road diet project and continue to explore grant opportunities for construction.
5. Monitor and document ongoing elements of the 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).
6. Oversee the completion of the L.P. Wilson Community Center tennis/pickleball court improvements.
7. Complete the installation of solar arrays at 100 Addison Road, 340 Bloomfield Avenue and the Poquonock firehouse through power purchase agreements.
8. Complete HVAC projects at Sage Park Middle School, 330 Windsor Avenue Community Center and the L.P. Wilson Community Center.
9. Complete Goslee Pool House Renovation project and solicit bids for Welch Park Pool House improvements.
10. Complete design of Sharshon Park improvements.

SPECIAL REVENUE FUNDS

Public Works and Engineering

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
1980	Stony Hill School	1,601	8,840	5,500	4,941	9,040	7,610	6,371
2014	330 Windsor Avenue Maintenance	89,860	130,300	84,900	135,260	136,370	87,200	184,430
4009	Town Aid Road Improvements	1,396,708	403,000	599,800	1,199,908	403,000	607,000	995,908
4012	Local Cap. Improve. - Recording Fees	163,759	15,620	-	179,379	14,300	-	193,679
4018	Veterans Cemetery	4,435	1,800	-	6,235	2,000	-	8,235
4024	Solid Waste Management/Anti-Littering	14,700	30,000	44,700	-	30,000	30,000	-
4100	Rental Revenue (Properties)	26,734	24,700	27,150	24,284	24,970	13,750	35,504
4101	Train Station/Freight House	101,742	29,500	32,700	98,542	29,300	34,750	93,092
4102	Roger Wolcott Building	115,053	-	-	115,053	-	-	115,053
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
1925	Riverwalk Multi-Use Trail Project	-	50,000	50,000	-	-	-	-
1926	Wilson Gateway Park Project	-	500,000	133,000	367,000	-	367,000	-
		1,920,293	1,193,760	977,750	2,136,303	648,980	1,147,310	1,637,973

#1980 - Stony Hill School - This is a former one-room school house on Windsor Avenue near the intersection of Hillcrest Road. This historical structure is maintained by the Department of Public Works. It is currently rented out for fitness training classes. Funds are used to pay all expenses associated with the maintenance of this facility.

#2014 - 330 Windsor Avenue Maintenance - This revolving fund is used for repair and maintenance at the facility. Revenues are received from the Caring Connection, Recreation Department and the Chinese restaurant on site.

#4009 - Town Aid Road Improvements - This is a state grant used primarily for street maintenance and repair-related activities. This account is used as a revolving fund for management of this grant. A major use of this account is for the purchase of materials for the snow and ice program. It is also used for street pavement markings, pavement preventive maintenance (such as crack filling) and catch basin cleaning.

#4012 - Local Capital Improvements, Recording Fees - This account differs from the Local Capital Improvements Program (LoCIP), which is an annual grant from the State. This account was established to receive funds that are the result of an increase in the recording fees charged by the State. These funds may be used for improvements by local governments in the State.

#4018 - Veterans Cemetery - The Department of Public Works places headstones (provided by the government) at grave sites and maintains the cemetery grounds. The town receives funding from the Department of Veterans Affairs (VA) to place the headstones in their designated area. Some of the expenses associated with the maintenance of the cemetery are paid from this account.

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

#4100 - Rental Revenue properties - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green), Luddy Carriage House (town green) and the Lang House (Northwest Park). The Chamber of Commerce is located in the Luddy House.

#4101 - Train Station/Freight House - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. Both buildings are presently being used by Windsor Arts Center. Larger expenditures expected in the near future include roof work at the train station.

#4102 - Roger Wolcott Building - This is the former Roger Wolcott School facility. Funds are from the Facilities Management General Fund. The costs for utilities and other expenses are paid out of this account for the on-going maintenance of the building. As of February 2022, this building no longer belongs to the town and the balance will be allocated to General Fund expenditures.

#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.

#1925 - Riverwalk Multi-Use Trail Project - This program was established to contribute to funding needed in addition to a grant submittal to the State's Community Investment Fund 2030 to help increase the competitiveness of the grant request. The project will connect the trail from Hartford north to Windsor Center.

#1926 - Wilson Gateway Park Project - This program was established to contribute to funding needed in addition to a grant submittal to the State's Community Investment Fund 2030 to help increase the competitiveness of the grant request. The project will include construction of the Wilson gateway park on the town-owned parcel at 458 Windsor Avenue.

INFORMATION SERVICES

Information Services provides records management, information, referral and response to the community, Town Council and other departments.

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	454,612	491,520	491,500	573,760	573,760
Supplies	71,070	81,680	81,640	83,520	83,520
Services	113,025	128,040	129,670	138,300	138,300
Maintenance & Repair	31,363	32,500	32,500	32,800	32,800
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,668	5,300	4,800	5,300	5,300
Total	674,738	739,040	740,110	833,680	833,680

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

Funding Sources

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

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	574,310	620,440	618,160	710,400	710,400
Other General Fund Accounts	42,246	49,500	49,500	49,500	49,500
<i>Subtotal: Info. Services Gen. Fund</i>	<i>616,556</i>	<i>669,940</i>	<i>667,660</i>	<i>759,900</i>	<i>759,900</i>
Grants	7,500	7,500	10,850	8,780	8,780
User Fees	32,682	43,600	43,600	43,500	43,500
<i>Subtotal: Special Revenue Funds</i>	<i>40,182</i>	<i>51,100</i>	<i>54,450</i>	<i>52,280</i>	<i>52,280</i>
Other Funds	18,000	18,000	18,000	21,500	21,500
Total	674,738	739,040	740,110	833,680	833,680

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.78	4.23	4.23	5.23	5.23
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	0.28	0.07	0.07	0.07	0.07
Total	4.06	4.30	4.30	5.30	5.30

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$1,070 or 0.1% primarily due to receiving an absentee ballot grant from the state. The FY 23 General Fund expenditures are expected to come in under budget by \$2,280 or 0.4% due to savings in Supplies in the Public Relations department. The overall FY 24 budget reflects an increase of \$94,640 or 12.8% as compared to the FY 23 budget due to increased costs in Supplies and Services and a requested additional FTE in the Public Relations Division.

The FY 24 General Fund proposed budget reflects an increase of \$89,960 or 14.5% as compared to the FY 23 budget. The main driver of this increase is the aforementioned additional FTE to the Public Relations budget, but it also includes small increases in Supplies and Services in both divisions. Some of the impact of these increases is absorbed by the reallocation of defined benefit employer pension costs to the General Services budget.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	454,612	488,920	488,900	571,560	571,560
Supplies	29,025	31,680	30,330	33,020	33,020
Services	54,642	62,540	62,130	68,520	68,520
Maintenance & Repair	31,363	32,000	32,000	32,000	32,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,668	5,300	4,800	5,300	5,300
Total	574,310	620,440	618,160	710,400	710,400

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	36,470	44,000	44,000	44,000	44,000
Services	5,776	5,500	5,500	5,500	5,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	42,246	49,500	49,500	49,500	49,500

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	2,600	2,600	2,200	2,200
Supplies	5,575	6,000	7,310	6,500	6,500
Services	52,607	60,000	62,040	64,280	64,280
Maintenance & Repair	-	500	500	800	800
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	58,182	69,100	72,450	73,780	73,780

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	454,612	491,520	491,500	573,760	573,760
Supplies	71,070	81,680	81,640	83,520	83,520
Services	113,025	128,040	129,670	138,300	138,300
Maintenance & Repair	31,363	32,500	32,500	32,800	32,800
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,668	5,300	4,800	5,300	5,300
Total	674,738	739,040	740,110	833,680	833,680

INFORMATION SERVICES

Budget Information

Fiscal Year 2020-2024

Expenditures

Expenditures by Category *	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	395,822	430,326	454,612	491,520	491,500	573,760	573,760
Supplies	82,011	87,501	71,070	81,680	81,640	83,520	83,520
Services	116,049	81,718	113,025	128,040	129,670	138,300	138,300
Maintenance & Repair	31,391	30,830	31,363	32,500	32,500	32,800	32,800
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	15,000	-	-	-	-	-
Energy & Utility	4,204	4,681	4,668	5,300	4,800	5,300	5,300
Total	629,477	650,056	674,738	739,040	740,110	833,680	833,680

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

Funding Sources

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

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	531,533	559,240	574,310	620,440	618,160	710,400	710,400
Other General Fund Accounts	38,927	49,730	42,246	49,500	49,500	49,500	49,500
<i>Subtotal: Info. Services Gen. Fund</i>	<i>570,460</i>	<i>608,970</i>	<i>616,556</i>	<i>669,940</i>	<i>667,660</i>	<i>759,900</i>	<i>759,900</i>
Grants	7,500	7,500	7,500	7,500	10,850	8,780	8,780
User Fees	33,517	27,916	32,682	43,600	43,600	43,500	43,500
<i>Subtotal: Special Revenue Funds</i>	<i>41,017</i>	<i>35,416</i>	<i>40,182</i>	<i>51,100</i>	<i>54,450</i>	<i>52,280</i>	<i>52,280</i>
<i>Other Funds</i>	<i>18,000</i>	<i>5,670</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>	<i>21,500</i>	<i>21,500</i>
Total	629,477	650,056	674,738	739,040	740,110	833,680	833,680

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, dog licenses and sportsmen licenses. Each of these responsibilities is mandated by state statute. The Town Clerk’s Office also provides customer service to the citizens of Windsor by answering the main telephone line and providing information and notary services.

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	319,100	319,810	322,680	322,680
Supplies	18,750	19,910	19,470	19,470
Services	49,800	51,610	51,160	51,160
Maintenance & Repair	32,500	32,500	32,800	32,800
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,300	3,100	3,300	3,300
Total	423,450	426,930	429,410	429,410

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	372,350	372,480	377,130	377,130
Other General Fund Accounts	-	-	-	-
Subtotal: Info. Services General Fund	372,350	372,480	377,130	377,130
Grants	7,500	10,850	8,780	8,780
User Fees	43,600	43,600	43,500	43,500
Subtotal: Special Revenue Funds	51,100	54,450	52,280	52,280
Other Funds	-	-	-	-
Total	423,450	426,930	429,410	429,410

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.07	0.07	0.07	0.07
Total	3.07	3.07	3.07	3.07

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$3,480 or 0.8% due to receiving an absentee ballot grant from the state. The FY 23 General Fund expenditures are expected to come in over budget by \$130 due to the Personal Services line. The overall FY 24 proposed budget reflects an increase of \$5,960 or 1.4% as compared to the FY 23 budget due to increased costs associated with the Personal Services and Services lines. The FY 24 General Fund proposed budget reflect an increase of \$4,780 or 1.3% due to the same reasons. Some of the impact of these increases is absorbed by the reallocation of defined benefit employer pension costs to the General Services budget.

TOWN CLERK

Products & Services

Public Records \$189,720

- Record, process and maintain deeds, mortgages, liens, maps and other real property transactions off-site, as well as in the town vault
- Assist other departments in complying with the state's record retention requirements
- Facilitate the research of town land records, making it easier and more convenient by maintaining an online image and land index
- Protect original maps that are on file in the clerk's office by making them available to users as electronic images
- Identify, preserve and manage historic records.

Licensing & Vital Statistics \$64,800

- Issue marriage licenses, dog and kennel licenses and sportsmen licenses through the State of Connecticut sporting license web portal
- Account for and report to the state on all fees collected and licenses issued
- Receive, index and record vital records, issue certified copies to the State Vital Records Division and to resident towns
- Issue approximately 2,500 certified copies during the fiscal year
- Issue burial and cremation permits and maintain a Windsor cemetery burial database.



Rosie (Bravakis) is our 2022 Win Wag Photo Contest Winner in the Puppy Category. This annual contest is held to promote June as dog licensing month. It is a fantastic opportunity to show off our residents' beloved dogs while bringing the community together for a fun family event.

Elections Support \$72,850

- Administer absentee ballots
- Manage a permanent absentee ballot database and outreach to voters with disabilities
- Record campaign finance filings for each active political party for municipal elections
- File election documents as required by the Secretary of the State
- Support special town meetings according to state statutes and the town charter
- Support and assist the Registrars of Voters, as needed.

Notary/Trade Names/Veteran Records \$15,080

- 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 \$86,960

- 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 (FOI) 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	172,420	171,690	251,080	251,080
Supplies	62,930	61,730	64,050	64,050
Services	78,240	78,060	87,140	87,140
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,000	1,700	2,000	2,000
Total	315,590	313,180	404,270	404,270

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	248,090	245,680	333,270	333,270
Other General Fund Accounts	49,500	49,500	49,500	49,500
<i>Subtotal: Info. Services General Fund</i>	<i>297,590</i>	<i>295,180</i>	<i>382,770</i>	<i>382,770</i>
Grants	-	-	-	-
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Other Funds	18,000	18,000	21,500	21,500
Total	315,590	313,180	404,270	404,270

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.23	1.23	2.23	2.23
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.23	1.23	2.23	2.23

Budget Commentary

The General Fund FY 23 expenditures are expected to come in under budget by \$2,410 or 0.8% mostly due to savings in Supplies. The FY 24 General Fund proposed budget reflects an increase of \$85,180 or 34.3% primarily for an additional FTE to support the growth of the department's spectrum of services. Increases in printing and contractual services also affected this budget. Some of the impact of these increases is absorbed by the reallocation of defined benefit employer pension costs to the General Services budget.

PUBLIC RELATIONS

Products & Services

Support to Town Manager \$31,180

- 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 \$121,570

- Supervise social services, Caring Connection and Windsor Discovery staff to achieve exemplary levels of service to the residents
- Train and advise staff in event planning and town-wide marketing
- Support departments with copying, mail and supply resources.



3CMA Silver Circle Award 3CMA Award of Excellence



“Rocky,” a sequel” to the award winning “Pay Attention” PSA, to promote the home delivery of *There’s a lot to do in Windsor* magazine surpassed 1,700 Facebook views, receiving over 160 interactions and a total viewtime of 794 minutes, or 13.3 hours!

Marketing/Information Assistance \$251,520

- Encourage greater community engagement and connectivity with town services through online and mobile applications such as *SeeClickFix*
- Assist in maintaining Windsor’s website including *Windsor E-Mail Direct, E-Gov Direct, E-Calendar* and *WinCal.org*
- Create content and oversee town social media platforms
- Write and publish three seasonal magazines entitled “There’s a lot to do in Windsor,” produce an annual Citizen’s Guide to the Windsor Town Budget, Budget in Brief, and other public relations materials promoting town services
- Coordinate marketing efforts with Windsor Public School system
- Develop budget communication methods and materials to educate residents on the budget process and value of town services
- Plan Memorial Day and Veteran’s Day observances
- Conduct Citizen’s Academy to educate citizens on town services
- Assist community groups in special event planning
- Interpret and clarify the town’s graphic standards for various departments. Examine language, attitude and presentation to make sure they are consistent with organizational standards
- Produce informational programs highlighting town services for television and video streaming
- Provide technical assistance to other departments in public relations and marketing
- Assist with dispensing of information for MDA Region 3 (Hartford County).



Following 25 years of publication, and 75 photo covers by Windsor’s own Dr. Len Hellerman, *There’s a lot to do in Windsor* magazine underwent a facelift resulting in new design elements, full color and streamlined copy to enhance the reading experience for Windsor residents.

INFORMATION SERVICES

FY 2023 Highlights

Public Relations

Public Relations received two national awards at the 2022 3CMA (City, County, Communications and Marketing Association) Conference Savvy Awards presentation in the “Best Use of Humor” category. “Buses Are Back,” promoting school bus road safety was awarded a *Silver Circle Award*, and “Pay Attention!” promoting the home delivery of *There’s a lot to do in Windsor* magazine received an *Award of Excellence*.

High profile marketing efforts this year focused on organic recycling, the Caring Connection Adult Day Health Center, vaccination clinics, American Rescue Funds (ARF), the Multi-Family Rehabilitation program and the Community & Neighborhood Enhancement program.

The content that Public Relations creates and distributes through social media channels reaches and engages more and more people each year, and this past year has seen impressive growth. Across the town’s main social media platforms (@townofwindsorct) we have gained 951 new fans and followers giving us a total of 6,600 people following our pages. Not only that, our posts across all platforms have made 1.2 million total impressions on users. Our most successful outreach projects this year included our “Rocky” PSA, reaching over 3,300 individuals, and our “Shop with a Cop” video, highlighting the incredible work of the Windsor Police Department, reaching more than 2,500 individuals.

Driving traffic to our website is an essential step in helping our community find correct and timely information. Within the past year, our social media posts have driven more than 5,800 clicks to our website.

Town Clerk

This past year the State of Connecticut implemented a new statewide electronic death registry system (EDRS). The Clerk’s office now has the ability to file death certificates electronically with the State rather than mailing the death certificates weekly. EDRS has streamlined the issuance of death certificates to residents and local funeral homes as our office now can issue death certificates for a death that occurred anywhere in the state rather than Windsor only. This enhanced capability has generated additional revenue for the Town as local funeral homes and residents no longer need to travel to other towns for death certificates.

Election Activity:

On the March 1st Special Election, voters in Districts 1, 2 & 3 elected Maryam Kahn as 5th District State Representative, which was vacant due to the resignation of Brandon McGee. Voters and property owners voted on the annual FY 23 Budget Referendum on May 10, 2022. The annual budget submitted by the town council was approved by a vote of 1,290 (Yes) to 339 (No) with a 7% turnout. In the November 8, 2022 State Election, 12,122 out of 22,479 registered voters participated for a 54% turnout. The Democratic Party garnered the majority vote in all races in our town. Additionally, Windsor voters overwhelmingly voted in favor of allowing the General Assembly to amend the Constitution of the State of Connecticut to provide for early voting, which was in line with the majority of voters statewide.

Land Activity & Revenues:

Despite the fact that the single-family housing market was still robust this year, interest rates rose multiple times in 2022 causing home prices to level off slightly. During FY 22, the Town Clerk’s office recorded a total of 6,600 land documents, a slight decrease from the prior fiscal year. Even with fewer documents recorded, greater revenue was generated than the previous fiscal year. Land recording fees generated \$213,990 and Conveyance Tax generated \$931,696 for the town’s general fund revenues.

Grant Funds

The FY 22 Targeted Historic Document Grant was awarded to the town for the maximum amount of \$7,500. The grant funds were utilized to restore the 1896 and 1913 through 1919 Tax Grand Lists that are part of the Tax Assessor’s historic records in need of preservation work. The completion of these records is part of a multi-year preservation project for the historic Grand Lists. An additional new grant for our office resulted from the Secretary of the State receiving federal funds to support the 2022 midterm elections. Accordingly, all municipalities received a grant to fund the purchasing, processing and mailing of absentee ballots. As a part of the grant, Windsor was awarded \$10,165.

INFORMATION SERVICES

<i>Key Statistics</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Land Recordings	5,543	6,736	6,600	5,900	5,700
Dog Licenses	2,653	2,524	2,185	2,300	2,400
Birth, Death & Marriage Certificates Recorded	1,028	843	1,049	1,050	1,000
Certified Vital Records Issued*	2,519	1,602	1,679	4,500	5,000
Notarized Documents	1,144	1,567	1,553	1,450	1,500
Sportsman Licenses	262	327	324	310	300
Citizen Academy Participants	14	n/a	n/a	16	20
Referendum Participation	n/a**	2,090	1,629	1,850	2,000

*Count represents each individual transaction and not total certified copies issued.

**Executive Order No.7 HH restricted in-person budget votes due to the COVID-19 pandemic.

<i>Performance Measures</i>	FY 2022 Actual	FY 2023 Target	FY 2023 Estimate	FY 2024 Target
Number of business days to assemble land record books from receipt of documents	1.0	1.0	1.0	1.0
Number of calendar days by which land documents are returned to the appropriate party	3.0	2.0	2.0	2.0
Number of business days to prepare revenue reports to the State. (State requirement is 15 calendar days) *Timeline also includes Finance Department check processing time	8.0	7.0	7.0	7.0
Number of business days to prepare revenue reports to the town departments	2.0	2.0	2.0	2.0
Percentage of requests for copies of land documents or vital records that are responded to within 24 hours	95%	98%	98%	98%
Number of Twitter followers (townofwindsorct)	1,275	1,400	1,280	1,350
Total follows on Facebook (townofwindsorct)	3,700	4,000	4,300	4,500
Total followers on Instagram (townofwindsorct)	1,300	1,500	1,385	1,500
Total subscribers to Windsor Email Direct	1,600	2,000	1,800	2,000

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

In the past year, the social media platforms managed by our department have posted 1,700 times, receiving more than 1,000 comments and replies, 12,000 reactions to our posts, and an average engagement rating of 8.7%. According to Hootsuite, social media marketing experts agree that a good engagement rate is between 1%-5%.

FY 2024 Goals

1. Determine the financial feasibility of scanning the archived public building plans presently stored in the lower archive room at town hall as a collaborative multi-year plan with the Building Inspection Services to incorporate digital images to provide electronic images when in the field.
2. Continue to implement a multi-year plan to preserve the town's historical records.
3. Increase social media post reach across networks by 1% and average post engagement rate across networks by 25% through the creation of a social media strategy and a focus on exploring new platforms, short-form videos and increasingly diversified content.
4. Create a strategic plan that focuses on diversifying town-wide communication delivery with new and exciting ways to educate, inform and engage the community. This could include initiatives such as synergizing marketing and information throughout town facilities and a new email newsletter or more storytelling projects.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
1304	Town Clerk Copier	138,866	34,000	37,600	135,266	30,000	37,500	127,766
1306	Historic Preservation	22,561	5,500	6,000	22,061	5,500	6,000	21,561
1308	Preservation Microfilming Grant	-	7,500	7,500	-	8,000	8,000	-
1421	Election COVID Grant	-	10,170	3,350	6,820	-	780	6,040
		161,427	57,170	54,450	164,147	43,500	52,280	155,367

#1304 - Town Clerk Copier - Funds are derived from fees associated with the use of the Town Clerk copier. These funds are used for the upkeep, maintenance, restoration and preservation of the Town of Windsor's records.

#1306 - Historic Preservation - Funds are derived from fees for land records. The State of Connecticut receives a portion of these funds and the remainder is used to match funds when applying for the Connecticut State Library Historic Documents Preservation Grant.

#1308 - Preservation Microfilming Grant - This account is used for the Connecticut State Library Historic Documents Preservation Grant program.

#1421 - Election COVID-19 Pandemic Grant - This account is used to support the processing, mailing and counting of absentee ballots.

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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,208,452	2,369,130	2,386,980	2,374,920	2,374,920
Supplies	74,248	71,880	71,890	73,540	73,540
Services	261,459	347,220	364,040	404,870	404,870
Maintenance & Repair	76,649	91,520	93,250	103,900	103,900
Grants & Contributions	-	-	-	-	-
Capital Outlay	54,094	42,000	42,000	42,000	42,000
Energy & Utility	16,660	19,170	19,170	18,970	18,970
Total	2,691,562	2,940,920	2,977,330	3,018,200	3,018,200

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

Funding Sources

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

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	2,575,516	2,795,110	2,830,350	2,899,760	2,899,760
Town Support for Education	64,463	69,890	67,860	67,120	67,120
<i>Subtotal: General Fund Budget</i>	<i>2,639,979</i>	<i>2,865,000</i>	<i>2,898,210</i>	<i>2,966,880</i>	<i>2,966,880</i>
Insurance Internal Service Fund	37,340	37,780	37,780	37,780	37,780
Enterprise Funds	13,340	13,340	13,340	13,340	13,340
Special Revenue Funds	903	24,800	28,000	200	200
<i>Subtotal: Other Funds</i>	<i>51,583</i>	<i>75,920</i>	<i>79,120</i>	<i>51,320</i>	<i>51,320</i>
Total	2,691,562	2,940,920	2,977,330	3,018,200	3,018,200

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	17.00	17.87	17.43	17.42	17.42
Regular Part Time Employees	2.16	1.89	2.64	2.58	2.58
Temporary/Seasonal Employees	0.72	0.97	0.43	0.46	0.46
Total	19.88	20.73	20.50	20.46	20.46

Budget Commentary

The FY 23 overall budget is expected to come in over budget by \$36,410 or 1.2% mostly due to Personal Services for vacation payouts as a result of two retirements and Services for increased contractual costs. The overall FY 24 proposed budget is expected to increase \$77,280 or 2.6% primarily due to Services as a result of increased costs for software programs and is offset in part by a decrease in Special Revenue Fund expenditures for a delinquent property tax sale not included in the FY 24 budget. The FY 24 General Fund proposed budget reflects an increase of \$104,650 or 3.7% due to increased costs for software programs and is offset in part by decreases seen in Personal Services as a result of the reallocation of defined benefit employer pension costs to the General Services budget.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,107,087	2,265,490	2,284,550	2,274,190	2,274,190
Supplies	73,710	68,570	68,480	72,630	72,630
Services	247,316	309,660	324,200	389,470	389,470
Maintenance & Repair	76,649	91,220	92,950	103,420	103,420
Grants & Contributions	-	-	-	-	-
Capital Outlay	54,094	42,000	42,000	42,000	42,000
Energy & Utility	16,660	18,170	18,170	18,050	18,050
Total	2,575,516	2,795,110	2,830,350	2,899,760	2,899,760

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	64,025	65,860	64,650	62,950	62,950
Supplies	438	710	610	710	710
Services	-	2,020	1,300	2,060	2,060
Maintenance & Repair	-	300	300	480	480
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	1,000	1,000	920	920
Total	64,463	69,890	67,860	67,120	67,120

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	37,340	37,780	37,780	37,780	37,780
Supplies	100	2,600	2,800	200	200
Services	14,143	35,540	38,540	13,340	13,340
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	51,583	75,920	79,120	51,320	51,320

Total Expenditures (agrees with page O-1):

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,208,452	2,369,130	2,386,980	2,374,920	2,374,920
Supplies	74,248	71,880	71,890	73,540	73,540
Services	261,459	347,220	364,040	404,870	404,870
Maintenance & Repair	76,649	91,520	93,250	103,900	103,900
Grants & Contributions	-	-	-	-	-
Capital Outlay	54,094	42,000	42,000	42,000	42,000
Energy & Utility	16,660	19,170	19,170	18,970	18,970
Total	2,691,562	2,940,920	2,977,330	3,018,200	3,018,200

ADMINISTRATIVE SERVICES

Budget Information

Fiscal Year 2020-2024

Expenditures

Expenditures by Category *	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,018,275	2,118,674	2,208,452	2,369,130	2,386,980	2,374,920	2,374,920
Supplies	75,358	64,031	74,248	71,880	71,890	73,540	73,540
Services	334,480	336,001	261,459	347,220	364,040	404,870	404,870
Maintenance & Repair	65,251	72,388	76,649	91,520	93,250	103,900	103,900
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	101,087	28,601	54,094	42,000	42,000	42,000	42,000
Energy & Utility	15,185	19,003	16,660	19,170	19,170	18,970	18,970
Total	2,609,636	2,638,698	2,691,562	2,940,920	2,977,330	3,018,200	3,018,200

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

Funding Sources

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

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	2,504,860	2,476,771	2,575,516	2,795,110	2,830,350	2,899,760	2,899,760
Town Support for Education	59,843	62,712	64,463	69,890	67,860	67,120	67,120
<i>Subtotal: Adm. Services Gen. Fund</i>	<i>2,564,703</i>	<i>2,539,483</i>	<i>2,639,979</i>	<i>2,865,000</i>	<i>2,898,210</i>	<i>2,966,880</i>	<i>2,966,880</i>
Insurance Internal Service Fund	30,000	36,200	37,340	37,780	37,780	37,780	37,780
Enterprise Funds	13,340	13,340	13,340	13,340	13,340	13,340	13,340
Other Funds	1,593	49,675	903	24,800	28,000	200	200
<i>Subtotal: Other Funds</i>	<i>44,933</i>	<i>99,215</i>	<i>51,583</i>	<i>75,920</i>	<i>79,120</i>	<i>51,320</i>	<i>51,320</i>
Total	2,609,636	2,638,698	2,691,562	2,940,920	2,977,330	3,018,200	3,018,200

FINANCIAL ACCOUNTING AND REPORTING

The Financial Accounting and Reporting division is responsible for oversight of the town's financial activities and records. In addition, it provides fiscal and related services to employees, vendors and other departments. This division also appraises the town manager, staff, town council and public of the overall fiscal status and performance of the town.

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	811,680	820,610	802,640	802,640
Supplies	17,850	17,850	18,240	18,240
Services	40,600	50,700	52,730	52,730
Maintenance & Repair	70,620	70,620	74,150	74,150
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,570	4,570	4,570	4,570
Total	945,320	964,350	952,330	952,330

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

Funding Sources

The General Fund is the primary funding source for the Accounting Department. A small portion for cash management and record keeping is funded by the Insurance Internal Service Fund under the self-insurance program.

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	930,320	949,350	937,330	937,330
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	945,320	964,350	952,330	952,330

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.12	6.12	6.00	6.00
Regular Part Time Employees	0.58	1.13	1.13	1.13
Temporary/Seasonal Employees	0.77	0.31	0.31	0.31
Total	7.47	7.56	7.44	7.44

Budget Commentary

The FY 23 overall and General Fund expenditures are expected to come in over budget by \$19,030 or 2.0% mostly due to a vacation payout for a retirement and for costs associated with the purchase of a software program. The FY 24 General Fund proposed budget reflects an increase of \$7,010 or 0.8% as compared to the FY 23 budget mostly due to Services for software costs and is partially offset by a decrease in Personal Services as a result of the reallocation of defined benefit employer pension costs to the General Services budget offset by an increase for software in the Services line.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis \$400,410

- Ensure the town's financial activities and records are properly accounted for and maintained
- Maintain the town's general ledger
- Provide financial information and assistance to internal and external customers
- Prepare vendor payments and related expenditure reports
- Administer non-tax cash receipts and accounts receivable reports for town services
- Prepare various monthly, quarterly and annual financial statements for town management and other town committees and boards
- Prepare year-end financial statements and the town's annual comprehensive financial report (ACFR).

Audit \$123,000

- Manage the audit and assist the independent auditor during field work
- Prepare all documentation required by the independent auditor
- Adhere to Generally Accepted Accounting Principles (GAAP) and General Accounting Standards Board (GASB) recommendations
- Ensure best practices are in place
- Adhere to and review internal controls to ensure that proper controls are in place and policies and procedures are being followed.

Payroll & Benefits \$146,670

- Process weekly payroll by compiling payroll data such as hours worked, leave taken, insurance, union dues and state & federal tax liabilities
- Coordinate the preparation and issuance of paychecks/direct deposits and applicable vendor payments
- Coordinate and calculate pension benefits, retirement insurance programs and 457 plan contributions to various savings plans
- Prepare and distribute W2 and 1095 tax forms.

Cash Management \$34,410

- Monitor the cash position of the town, including the Board of Education, pursuant to the town's investment policy
- Execute short and long-term investment strategies to maximize the return on available funds
- Oversee and monitor the town's retirement and other post-employment investments and funding of the plans
- Reconcile bank statements to the town's general ledger monthly.

Debt Management \$15,420

- Manage the issuance of general obligation bonds and bond anticipation notes pursuant to the town's debt management policy
- Prepare the official statement required for the issuance of debt
- Prepare rating agency presentations and meet with them to attain rating for bond sales.

Budgeting \$232,420

- Coordinate the preparation of the town's annual General Fund and related budgets
- Monitor revenues and expenditures for all town funds on an on-going basis
- Prepare multi-year financial forecasts
- Provide the technical financial assistance necessary for the preparation of the Capital Improvement Program.

HUMAN RESOURCES

Human Resources assists departments and the town manager in the recruitment, selection, retention and training of town employees. It also administers employee benefit plans including health, disability and life insurance and implements employee involvement and quality service initiatives. Equitable and cooperative labor relations are promoted by the department through collective bargaining and contract administration while ensuring compliance with state and federal labor and employment laws.

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	417,780	421,170	431,380	431,380
Supplies	3,770	3,770	3,870	3,870
Services	103,220	105,740	112,010	112,010
Maintenance & Repair	19,850	19,850	25,250	25,250
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,850	2,850	2,850	2,850
Total	547,470	553,380	575,360	575,360

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

Funding Sources

Funding sources consist of the General Fund, and the Insurance Internal Service Fund and Special Revenue Funds.

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	539,690	542,400	567,580	567,580
Insurance Internal Service Fund	7,780	7,780	7,780	7,780
Enterprise Funds	-	-	-	-
Special Revenue Funds	-	3,200	-	-
<i>Subtotal: Other Funds</i>	<i>7,780</i>	<i>10,980</i>	<i>7,780</i>	<i>7,780</i>
Total	547,470	553,380	575,360	575,360

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.96	3.00	3.00
Regular Part Time Employees	0.47	0.48	0.45	0.45
Temporary/Seasonal Employees	-	-	-	-
Total	3.47	3.44	3.45	3.45

Budget Commentary

The FY 23 General Fund expenditures are expected to come in over budget by \$2,710 or 0.5% due to Personal Services and higher than expected tuition reimbursement expenses in Services. The FY 24 General Fund proposed budget reflects an increase of \$27,890 or 5.2% as compared to the FY 23 budget due to Personal Services, an increase in the cost for employee service awards and recognition activities and increased cost of applicant tracking and onboarding software.

HUMAN RESOURCES

Products & Services

Recruitment and Selection \$115,510

- Recruit and select qualified applicants through advertising and the posting of job announcements, answering telephone and walk-in inquiries, reviewing and processing applications, interviewing and testing; background and reference checking and final hiring
- Maintain hiring statistics and workforce demographic data in compliance with Equal Employment Opportunity reporting requirements.

Employee Relations \$84,500

- Administer three labor contracts for the Town of Windsor: WPDEA (Police), UPSEU Local 424, Unit 10 (public safety dispatchers) and Teamsters Local 671 (public works and clerical), coordinate grievance and labor board hearings and contract negotiations
- Provide advice and direction to administrative staff on personnel policies and regulations
- Provide assistance with employee counseling, discipline issues and coordination of grievance processing
- Update administrative and personnel policies in accordance with legal developments, governmental mandates and best practices
- Lead a multidisciplinary team of town employees to publish a quarterly employee newsletter.

Employee Benefits Administration \$106,360

- 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 \$107,350

- Conduct onboarding of new full time and part time employees
- Identify and implement improvements in town services and programs
- Provide consultation to staff on career growth and development
- Provide tuition reimbursement for job-related courses
- Develop, implement and coordinate supervisory and other training programs that include, but are not limited to, the following topics:
 - developing leadership skills
 - improving Diversity, Equity & Inclusion (DEI) culture awareness
 - enhancing employee engagement.

Unemployment Compensation \$37,420

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

Classification and Salary Administration \$64,840

- 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 \$59,380

- 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	433,950	432,120	420,380	420,380
Supplies	8,000	8,100	10,000	10,000
Services	117,040	117,040	163,900	163,900
Maintenance & Repair	-	1,730	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	42,000	42,000	42,000	42,000
Energy & Utility	5,000	5,000	5,000	5,000
Total	605,990	605,990	644,280	644,280

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

Funding Sources

A portion of the funding for the Information Technology Program is generated via user charges to the enterprise funds. The table on the next page provides a detailed breakdown of these charges.

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	592,650	592,650	630,940	630,940
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	13,340	13,340	13,340	13,340
Other Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>13,340</i>	<i>13,340</i>	<i>13,340</i>	<i>13,340</i>
Total	605,990	605,990	644,280	644,280

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	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 overall and General Fund FY 23 expenditures are expected to come in on budget. The FY 24 General Fund proposed budget reflects an increase of \$38,290 or 6.5% as compared to the FY 23 budget primarily due to increased costs for security enhancement expenditures in Services offset by a decrease in Personal Services as a result of the reallocation of defined benefit employer pension costs to the General Services budget.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support \$192,000

- Provide departments with short and long-term consultation in evaluating, maintaining and updating department specific applications
- Support information systems and applications
- Manage desktop and virtual licensing
- Assist departments in developing and maintaining electronic content and communications
- Administer technology purchasing
- Support the police department's State, internal and mobile applications
- Provide mapping applications to assessor, development services and police departments
- Provide database development and administration.

Enterprise Systems and Security \$335,280

- Provide 24-hour, seven days a week access to town applications
- Manage Local Area Networks (LAN) used by town staff at offices in ten locations
- Provide 24-hour, seven days a week access to the Wide Area Network (WAN)
- Support wireless hardware and software used by the Public Safety Department for mobile applications including dispatch, field reporting and querying state maintained information
- Provide system security including virus protection, patch management, filtering and cyber security
- Provide data backup and recovery services for all information systems
- Provide internet infrastructure maintenance, management and security
- Provide infrastructure support for the phone system
- Provide remote connectivity and access.

Support Services \$75,000

- 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	164,610	161,560	157,330	157,330
Supplies	1,770	1,510	1,770	1,770
Services	5,050	3,230	5,150	5,150
Maintenance & Repair	750	750	1,200	1,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,500	2,500	2,300	2,300
Total	174,680	169,550	167,750	167,750

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	89,790	86,690	85,630	85,630
Town Support for Education	69,890	67,860	67,120	67,120
<i>Subtotal: Risk Mngt. General Fund Budget</i>	<i>159,680</i>	<i>154,550</i>	<i>152,750</i>	<i>152,750</i>
Insurance Internal Service Fund	15,000	15,000	15,000	15,000
Enterprise Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>
Total	174,680	169,550	167,750	167,750

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	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 overall FY 23 expenditures are expected to come in under budget by \$5,130 or 2.9% primarily due to savings in Personal Services and Services. The overall FY 24 proposed budget reflects a decrease of \$6,930 or 4.0% mostly due to Personal Services as a result of the reallocation of defined benefit employer pension costs to the General Services budget.

RISK MANAGEMENT

Products and Services

Insurance \$50,330

- 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 \$25,160

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

Employee Safety \$67,100

- Provide safety training programs in conjunction with the Town of Windsor Safety Team concerning regulatory compliance and safe operating procedures
- Manage self-insured workers compensation program to ensure proper and efficient handling of claims
- Serve as interim Coordinator of the Automated External Defibrillators (AED) program.

Loss Control \$25,160

- 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	293,460	303,830	315,280	315,280
Supplies	6,890	7,060	7,960	7,960
Services	30,760	36,580	41,250	41,250
Maintenance & Repair	300	300	300	300
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,270	2,270	2,270	2,270
Total	333,680	350,040	367,060	367,060

* 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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	333,480	349,840	366,860	366,860
Other Funds	200	200	200	200
<i>Subtotal: Other Funds</i>	<i>200</i>	<i>200</i>	<i>200</i>	<i>200</i>
Total	333,680	350,040	367,060	367,060

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.75	2.35	2.42	2.42
Regular Part Time Employees	0.14	0.38	0.35	0.35
Temporary/Seasonal Employees	-	-	-	-
Total	2.89	2.73	2.77	2.77

Budget Commentary

The overall FY 23 expenditures are expected to come in over budget by \$16,360 or 4.9% mostly due to Personal Services for a vacation payout based on a retirement and for the interim succession planning for the department and Services for increased contractual costs. The FY 24 overall proposed budget reflects an increase of \$33,380 or 10.0% as compared to the FY 23 budget primarily due to the same reasons including the continued succession planning of the department.

PROPERTY VALUATION

Products and Services

Property Valuation \$271,770

- Develop and maintain valuations for 12,153 real estate, 27,153 motor vehicle and 1,282 personal property accounts
- Maintain and enhance the town's Geographic Information System (GIS)/Assessment website.

Exemptions & Benefits \$95,290

- Administer various exemptions to over 2,600 veteran, elderly, blind and disabled taxpayers with total benefits exceeding \$300,000.

TAX COLLECTION

The Tax Collector's Office is responsible for collecting property taxes which provide support for the General Governmental Services and the Board of Education.

Expenditures

Expenditures by Category *	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	247,650	247,690	247,910	247,910
Supplies	33,600	33,600	31,700	31,700
Services	50,550	50,750	29,830	29,830
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,980	1,980	1,980	1,980
Total	333,780	334,020	311,420	311,420

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

Funding Sources

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

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	309,180	309,420	311,420	311,420
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Special Revenue Fund	24,600	24,600	-	-
<i>Subtotal: Other Funds</i>	<i>24,600</i>	<i>24,600</i>	-	-
Total	333,780	334,020	311,420	311,420

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.70	0.65	0.65	0.65
Temporary/Seasonal Employees	0.20	0.12	0.15	0.15
Total	2.90	2.77	2.80	2.80

Budget Commentary

The FY 23 overall expenditures are expected to come in slightly over budget by \$240 or 0.1%. The FY 24 overall proposed budget reflects a decrease of \$22,360 or 6.7% as compared to the FY 23 budget primarily due to expenditures for a delinquent property tax sale not included in the FY 24 budget. The FY 24 General Fund proposed budget reflects an increase of \$2,240 or 0.7% mostly due to an increase in Personal Services but is also offset in part by the reallocation of defined benefit employer pension costs to the General Services budget.

TAX COLLECTION

Products and Services

Current Tax Collection \$79,060

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

Delinquent Tax Collection \$164,390

- Use a variety of methods and procedures such as updating new addresses, mailing delinquent tax notices, issuing alias tax warrants through state marshals and constables, recording liens against real estate with the town clerk's office and conducting delinquent property tax sales in an attempt to collect the balance of the total tax levy.

Parking Tickets \$3,120

- Collect parking ticket fees for the police department.

Tax Billing Preparation \$64,850

- Prepare consolidated tax statements for leasing companies and banks acting as escrow agents in anticipation of annual tax billing
- Mail more than 40,000 tax bills.

ADMINISTRATIVE SERVICES

FY 2023 Highlights

Tax Collection

The Tax Office will be conducting a delinquent property tax sale in the Spring of 2023 in an effort to clear numerous delinquent real estate taxes. The accounts fitting the criteria for the sale had taxes, interest and fees of nearly \$680,000 at the start of the process. We also continue to assist delinquent taxpayers with setting up payment arrangements to bring their accounts current within a mutually acceptable time frame.

Finance and Accounting

During FY 23, the town received a clean audit from the appointed auditing firm RSM US, LLP for the fiscal year 2022. Related to the audit and during FY 23, the town received the national Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 37th consecutive year for the submission for the Town of Windsor's FY 21 Annual Comprehensive Financial Report (ACFR). In addition, in November, 2022 the town was awarded the GFOA's Distinguished Budget Presentation award for the Town's FY 23 Budget document.

During FY 23, two employees within the Finance Department were promoted as a result of vacancies created, and three new hires took place, two based on back-filling for the promotions and one as a result of a retirement. Everyone in the department has been working together to train and create new efficiencies for these positions. It's been a team effort and the department has benefitted from this collaboration and from the experience and expertise that everyone has brought to their new positions.

Risk Management

During FY 23, Risk Management provided 35 sets of ice cleats to field personnel in order to reduce slip and fall injuries to these personnel during the winter months. This is the fifth year of this program. Our medical costs for slips and falls have dropped by \$131,645 during the same time period.

Human Resources

During FY 23, Human Resources conducted and completed negotiations with the Public Works and Clerical bargaining unit and implemented the resulting contractual changes.

The Human Resources team conducted a selection process for a new vendor for the town's employee wellness program, *WinWellness*, and coordinated the kickoff of the program including the on-site biometric screening.

Human Resources furthered the town's goal of increasing employee awareness and education around Diversity, Equity and Inclusion by coordinating training for town employees.

Information Technology

Configured and implemented information technology resources and infrastructure for the social services and senior services office renovation located at the L.P. Wilson Community Center.

Implemented features of the new applicant tracking system including enhancing the employee onboarding program and analyzing recruitment data to determine effective recruitment sources.

Property Valuation

Completed and signed the October 1, 2021 Grand List on January 31, 2022.

Conducted a visual field review of business personal property accounts which resulted in a net gain in assessed value and increased revenue to the town.

Personal property audits were conducted with the services of an outside vendor resulting in a \$32,000 net tax gain to the town. Six audits were completed and additional audits will be completed in FY 24.

ADMINISTRATIVE SERVICES

<i>Key Statistics</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Number of staff and public desktops supported	Staff 260 Public 70	Staff 285 Public 70	Staff 285 Public 70	Staff 265 Public 55	Staff 265 Public 55
Mobile devices accessing town applications	225	240	275	300	300
Average investment yield	1.10%	0.30%	0.13%	3.30%	3.10%
Bonded debt per capita	\$2,226	\$2,416	\$2,289	\$2,330	\$2,477
Debt as a percent of total budget	6.6%	6.6%	6.2%	6.2%	6.1%
Investment income for the General Fund	\$1,072,800	\$131,351	\$79,005	\$1,800,000	\$2,300,000
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	40,516	40,829	39,661	40,024	40,697
Total loss time claims	15	10	13	4	7
Total Worker Compensation claims	340**	240**	162	118	115
Number of full time positions posted	21	21	24	24	14
Number of job applications processed	1,090	2,044	2,590	2,600	2,200
Full time employee turnover rate*	7.6%	11.5%	12.4%	10.6%	8.0%

*Turnover includes retirements.

**Includes COVID-19 exposure reports.

<i>Performance Measures</i>	FY 2022 Actual	FY 2023 Target	FY 2023 Estimate	FY 2024 Target
Availability of network data access (% of time)	99%	99%	99%	99%
Total revenue collected in the Current Levy category as a percent of what was billed	98.9	98.8	98.8	98.8
Annual Certificate of Achievement for Excellence in Financial Reporting award received by finance department	Yes	Yes	Yes	Yes
Reduce auto, liability and property claims by 10% annually based on the previous year or the ten year average of 50 claims	27	16	14	15
Time to hire from job posting closing date to job offer	6.4 weeks	5.0 weeks	6.0 weeks	5.5 weeks
Percent of full time employees completing trial period (measures quality of hire)	92%	100%	96%	100%

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

Beginning in FY 22, the Accounts Payable area of the Finance Department developed and implemented paying vendors through electronic payments versus paying with printed checks. As of today, over 100 vendors are signed up and utilizing this program. This allows vendors to receive their payments quickly and more efficiently and it also saves money and staff time for the Town.

ADMINISTRATIVE SERVICES

FY 2024 Goals

1. Focus on implementing a revised Certificate of Insurance program town-wide.
2. Continue to review and propose changes to the town's procurement policy to align with current procurement practices and process improvements, including standardization of forms.
3. Implement Tyler Content Manager for the Munis accounting software system that will reduce paper and create efficiencies.
4. Transition the building permit application system to a platform that will allow better data collected and online entry and status checks by the public.
5. Replace our core networking equipment in 10 facilities.
6. Update Human Resources related features in Munis and implement Tyler Content Manager to electronically store employee records.
7. Develop succession plans for leadership roles in the organization focusing on those where retirements are anticipated in the next five years.
8. Reinforce work zone safety and proper flagging training with all Public Works employees to minimize employee injuries and reduce hazards to the motoring public.

SPECIAL REVENUE FUNDS

Administrative Services

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
1650	Assessor's Coin-Op Copiers	7,880	200	200	7,880	200	200	7,880
1651	Delinquent Property Tax Sale	12,893	24,600	24,600	12,893	-	-	12,893
1691	Diversity, Equity & Inclusion Training	3,200	-	3,200	-	-	-	-
		23,972	24,800	28,000	20,772	200	200	20,772

#1650 - Assessor's Coin-Op Copiers - Revenues are generated by fees obtained from use of the copying machine (GIS maps, etc.) This fund is used toward the purchase of supplies and for the costs associated with the copier maintenance agreements.

#1651 - Delinquent Property Tax Sale - A public auction is scheduled to be conducted by the tax collector in the spring of 2023 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale will be applied to clear the back taxes and release the tax liens. This fund listed above represents the estimated expenses and expense recoveries from the buyers for this sale.

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

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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Town Council	18,972	18,480	17,330	19,650	19,650
Boards and Commissions	13,416	18,480	17,600	18,480	18,480
Probate Court	5,775	9,190	9,190	11,290	11,290
Elections	137,263	190,060	179,640	189,360	189,360
Counsel and Legal Advice	217,960	174,040	256,570	174,040	174,040
Town Manager's Office	521,158	597,950	597,790	610,420	610,420
Town Treasurer's Office	2,867	2,940	2,940	3,020	3,020
Independent Audit	30,700	32,710	32,710	44,510	44,510
Intergovernmental Services	46,834	47,790	47,790	48,000	48,000
Community Services	117,835	127,430	127,430	139,860	139,860
<i>Subtotal: Gen Gov General Fund Budget</i>	<u>1,112,780</u>	<u>1,219,070</u>	<u>1,288,990</u>	<u>1,258,630</u>	<u>1,258,630</u>
Town Support for Education	54,312	56,320	56,320	69,610	69,610
Special Revenue & Other Funds	16,090	16,520	16,480	16,590	16,590
<i>Subtotal: Other Funds</i>	<u>70,402</u>	<u>72,840</u>	<u>72,800</u>	<u>86,200</u>	<u>86,200</u>
Total Expenditures	<u><u>1,183,182</u></u>	<u><u>1,291,910</u></u>	<u><u>1,361,790</u></u>	<u><u>1,344,830</u></u>	<u><u>1,344,830</u></u>

Budget Commentary

The FY 23 General Fund expenditures are expected to come in over budget by \$69,920 or 5.7% mostly due to the Counsel and Legal Advice budget for workers compensation litigation offset with savings in Elections for receiving less than anticipated absentee ballots. The FY 24 General Fund budget reflects an increase of \$39,560 or 3.2% as compared to the FY 23 budget mainly due to an increase in Community Services and Independent Audit Services.

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	600,604	661,940	666,220	681,440	681,440
Supplies	37,169	26,330	38,220	39,510	39,510
Services	342,877	386,420	440,220	380,670	380,670
Maintenance & Repair	3,600	3,600	4,000	4,000	4,000
Grants & Contributions	109,519	127,430	127,430	139,860	139,860
Capital Outlay	-	-	-	-	-
Energy & Utility	19,011	13,350	12,900	13,150	13,150
Total	1,112,780	1,219,070	1,288,990	1,258,630	1,258,630

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,492	2,560	2,560	2,650	2,650
Supplies	-	-	-	-	-
Services	51,820	53,760	53,760	66,960	66,960
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	54,312	56,320	56,320	69,610	69,610

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	100	100	100	100
Services	10,490	10,820	10,780	10,890	10,890
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	5,600	5,600	5,600	5,600	5,600
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	16,090	16,520	16,480	16,590	16,590

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	603,096	664,500	668,780	684,090	684,090
Supplies	37,169	26,430	38,320	39,610	39,610
Services	405,187	451,000	504,760	458,520	458,520
Maintenance & Repair	3,600	3,600	4,000	4,000	4,000
Grants & Contributions	115,119	133,030	133,030	145,460	145,460
Capital Outlay	-	-	-	-	-
Energy & Utility	19,011	13,350	12,900	13,150	13,150
Total	1,183,182	1,291,910	1,361,790	1,344,830	1,344,830

GENERAL GOVERNMENT

Budget Information

Fiscal Year 2020-2024

Expenditures

Expenditures by Category *	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	494,388	608,255	603,096	664,500	668,780	684,090	684,090
Supplies	18,743	59,401	37,169	26,430	38,320	39,610	39,610
Services	373,414	384,365	405,187	451,000	504,760	458,520	458,520
Maintenance & Repair	3,257	3,200	3,600	3,600	4,000	4,000	4,000
Grants & Contributions	100,917	94,769	115,119	133,030	133,030	145,460	145,460
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	12,284	12,856	19,011	13,350	12,900	13,150	13,150
Total	1,003,003	1,162,846	1,183,182	1,291,910	1,361,790	1,344,830	1,344,830

* 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 2020	FY 2021	FY 2022	FY 2023		FY 2024	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	941,056	1,060,348	1,112,780	1,219,070	1,288,990	1,258,630	1,258,630
Town Support For Education	51,132	52,531	54,312	56,320	56,320	69,610	69,610
<i>Subtotal: Gen. Govt. Gen. Fund</i>	<i>992,188</i>	<i>1,112,879</i>	<i>1,167,092</i>	<i>1,275,390</i>	<i>1,345,310</i>	<i>1,328,240</i>	<i>1,328,240</i>
Special Rev. & Other Funds	10,815	49,967	16,090	16,520	16,480	16,590	16,590
Total	1,003,003	1,162,846	1,183,182	1,291,910	1,361,790	1,344,830	1,344,830

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	488	-	-	-	-
Supplies	1,206	1,400	1,330	1,600	1,600
Services	7,039	12,180	11,100	13,150	13,150
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	10,239	4,900	4,900	4,900	4,900
Total	18,972	18,480	17,330	19,650	19,650

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

Funding Sources

The town's required expenditures for Town Council are funded solely by the General Fund.

Products and Services

The Town Council is the town's legislative and policy making body composed of nine volunteers elected at large for terms of two years. The mayor is selected by the other members of the Town 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 23 General Fund expenditures are expected to come in under budget by \$1,150 or 6.2% due to a savings in Supplies and Services. The FY 24 General Fund budget reflects an increase of \$1,170 or 6.3% mainly due to Town Council election-related expenses.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	224	-	-	-	-
Supplies	5,070	2,030	1,770	2,030	2,030
Services	6,199	15,750	15,090	15,820	15,820
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,923	1,130	1,130	1,130	1,130
Total	13,416	18,910	17,990	18,980	18,980

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

Funding Sources

Board and Commission expenditures are funded by the general fund and various Special Revenue Funds.

Funding Source:	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Boards and Commissions	13,416	18,480	17,600	18,480	18,480
Special Revenue Funds	-	430	390	500	500
Total	13,416	18,910	17,990	18,980	18,980

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 23 expenditures are expected to come in under budget by \$920 or 4.9% due to a savings in Supplies and Services. The FY 24 overall budget shows a slight increase of \$70 or 0.4% over FY 23 mainly due to additional training for the Zoning Board of Appeals Commission.

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	5,775	9,190	9,190	11,290	11,290
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	5,775	9,190	9,190	11,290	11,290

* 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 23 expenditures are expected to come in on budget. The town's share of the District's budget for FY 24 is \$11,290, which is 45% of the \$25,080 budget. The district Probate Court requests a proportionate share as per Connecticut General Statutes 45a-8, which will be allocated between the towns it serves. The district court budget of \$25,080 is for the municipal share of the court's entire budget and does not include costs for personnel which the state pays. It also includes such items as materials and supplies, storage and network support. The figures from the Assessor's Grand List of October 1, 2022 were utilized to obtain Windsor's 45% proportionate figure of \$11,290.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	103,254	134,900	132,400	141,520	141,520
Supplies	20,945	18,150	31,600	27,460	27,460
Services	6,669	30,410	8,840	13,580	13,580
Maintenance & Repair	3,600	3,600	4,000	4,000	4,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,795	3,000	2,800	2,800	2,800
Total	137,263	190,060	179,640	189,360	189,360

* 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 overall FY 23 expenditures are expected to come in under budget by \$10,420 or 5.5% due to receiving less than anticipated absentee ballots. The FY 24 expenditures reflect a decrease of \$700 or 0.4% due to the same reason. The FY 23 budget included a budget referendum, a state primary and a state election. The FY 24 includes a budget referendum, a municipal election and a presidential primary election. Also included is \$4,000 in anticipation of the State authorizing early voting.

Elections	Month/Year	FY 2023 Budget	FY 2023 Estimate	FY 2024
Budget Referendum	May 2022/2023	✓	✓	✓
State Primary	Aug 2022	✓	✓	
State Election	Nov 2022	✓	✓	
Municipal	Nov 2023			✓
Presidential Primary	April 2024			✓

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	239,920	196,000	278,530	196,000	196,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	239,920	196,000	278,530	196,000	196,000

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

Funding Sources

Funding Source:	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Counsel & Legal Advice	217,960	174,040	256,570	174,040	174,040
Town Support for Education	21,960	21,960	21,960	21,960	21,960
Total: General Fund Budget	239,920	196,000	278,530	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 FY 23 expenditures are expected to come in over budget by \$82,530 or 42.1% as a result of workers compensation litigation. The FY 24 budget reflects no changes as compared to the FY 23 budget.

The breakdown of the budget is as follows:

	FY 23 Budget	FY 24 Adopted
Retainer	\$87,820	\$87,820
Litigation - Town Attorney	48,000	48,000
Litigation - Other (property tax appeals, workers compensation, outside legal council, etc.)	55,070	55,070
Conflict contingency	5,000	5,000
Membership fees	110	110
Total Cost	\$196,000	\$196,000

TOWN MANAGER'S OFFICE

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	494,146	524,480	531,260	537,280	537,280
Supplies	2,236	4,850	3,620	8,520	8,520
Services	21,097	64,680	59,220	60,680	60,680
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,679	3,940	3,690	3,940	3,940
Total	521,158	597,950	597,790	610,420	610,420

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

Funding Sources

Town manager expenditures are funded solely by the General Fund.

Personnel Requirements

Full Time Equivalents (FTE)	FY 2022	FY 2023		FY 2024	
	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	2.00	2.00	2.00
Regular Part Time Employees	0.50	0.50	0.50	0.50	0.50
Total FTEs	3.50	3.50	3.50	3.50	3.50

Products and Services

The town manager is the Chief Executive Officer of the town and is responsible to the Town Council for the administration of all designated departments, agencies and offices. Responsibilities include:

Town Council

- propose the adoption of policies to improve the health, safety and welfare of the town and uphold those policies adopted by council
- keep council informed of the financial condition and future needs of the town
- communicate the policies and financial plans of the town by submission of the annual budget
- provide processes for the efficient and effective purchase of supplies using budgeted funds.

Town Staff

- serve the needs of the community by hiring qualified and competent individuals
- create an environment that encourages town employees to focus on the customer to deliver superior services, to strive for continuous improvement and to recommend increasingly efficient uses of resources.

Community

- guide the balanced growth of Windsor by the promotion of economic development
- represent Windsor among other towns, states and regional organizations to exchange effective ideas and to promote policies
- serve residents by keeping the community informed of town matters, encouraging dialogue between citizens and municipal officers and improving the quality and range of public service.

Budget Commentary

The FY 23 expenditures are expected to come in on budget. The FY 24 General Fund proposed budget reflects an increase of \$12,470 or 2.1% due to Personal Services.

TREASURER

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	4,984	5,120	5,120	5,290	5,290
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	375	380	380	380	380
Total	5,359	5,500	5,500	5,670	5,670

* 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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Treasurer	2,867	2,940	2,940	3,020	3,020
Town Support for Education	2,492	2,560	2,560	2,650	2,650
Total: Gen. Fund Budget	5,359	5,500	5,500	5,670	5,670

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 23 expenditures are expected to come in on budget. The FY 24 budget reflects an increase of \$170 or 3.1% as compared to the FY 23 budget due to Personal Services.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	71,050	75,000	75,000	100,000	100,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	71,050	75,000	75,000	100,000	100,000

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

Funding Sources

Audit expenditures are funded by the General Fund, Town Support for Education and charges to the Enterprise Funds.

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund – Audit	30,700	32,710	32,710	44,510	44,510
Town Support for Education	29,860	31,800	31,800	45,000	45,000
<i>Subtotal: Gen. Fund Budget</i>	<i>60,560</i>	<i>64,510</i>	<i>64,510</i>	<i>89,510</i>	<i>89,510</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	71,050	75,000	75,000	100,000	100,000

Products and Services

An annual audit is conducted by an independent public accounting firm appointed by the Town Council. The auditor ensures the lawful expenditure of local revenues as well as state and federal grants. The auditor also reports on management or record keeping practices that need improvement. The auditing entity does this by:

- auditing general purpose financial statements and all governmental, proprietary, fiduciary funds and account groups of the town and board of education
- assisting town staff in the preparation of the Annual Comprehensive Financial Report (ACFR)
- conducting federal and state single audits and preparing required reports
- conducting compliance audits as applicable in accordance with Generally Accepted Accounting Principles (GAAP)
- reviewing State Department of Education reports including the ED001, ED006 and DTL forms
- preparing a management letter that includes audit findings and recommendations affecting internal controls, accounting systems and legality of actions.

Budget Commentary

The overall FY 23 expenditures are expected to come in on budget. These expenditures are costs incurred for the audit of the FY 22 financial statements. The overall FY 24 budget reflects an increase of \$25,000 or 33.3% as compared to the FY 23 budget. The FY 24 budget represents the first year of a three year audit service agreement.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	46,834	47,790	47,790	48,000	48,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	46,834	47,790	47,790	48,000	48,000

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

Funding Sources

Intergovernmental Services expenditures are funded solely by the General Fund.

Products and Services

Intergovernmental Services are funds that assist the town in developing and maintaining effective, cooperative relationships with federal, state, regional and other town governments and in obtaining maximum intergovernmental support and research for town programs. The forums and mechanisms for these cooperative relationships include:

- ongoing review of federal and state proposed legislation, regulations, rate setting activities and regional affairs, taking appropriate steps to serve the town's interests
- contributions to the Capitol Region Council of Governments
- contributions to the Connecticut Conference of Municipalities for membership
- contributions to the Greater Hartford Transit District.

Budget Commentary

	FY 2023	FY 2024
	Budget	Budget
Capitol Region Council of Governments	\$23,210	\$23,130
Connecticut Conference of Municipalities	19,560	19,560
Greater Hartford Transit District	5,020	5,310
Total	47,790	48,000

Budget Commentary

The overall FY 23 expenditures are expected to come in on budget. The overall FY 24 budget reflects an increase of \$210 or 0.4% as compared to the FY 23 budget.

COMMUNITY SERVICES

Expenditures

Expenditures by Category*	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	7,712	-	-	-	-
Services	604	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	115,119	133,030	133,030	145,460	145,460
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	123,435	133,030	133,030	145,460	145,460

* 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 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Community Services	117,835	127,430	127,430	139,860	139,860
Use of Police Private Duty Account	5,600	5,600	5,600	5,600	5,600
<i>Subtotal: Special Revenue Funds</i>	<i>5,600</i>	<i>5,600</i>	<i>5,600</i>	<i>5,600</i>	<i>5,600</i>
Total	123,435	133,030	133,030	145,460	145,460

	Budget	Adopted		Budget	Adopted
	<u>FY 2023</u>	<u>FY 2024</u>		<u>FY 2023</u>	<u>FY 2024</u>
Amplify Helps determine and monitor local mental health services. <i>Requested \$2,070</i>	\$2,070	\$2,070	Caribbean Cultural Heritage Promotes Caribbean culture, history and heritage through exhibitions, programs and activities. <i>Requested \$10,000</i>	\$7,000	\$10,000
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>	\$3,500	\$3,500	Community Health Resources Supports mental health services for Windsor residents. <i>Requested \$12,500</i>	\$12,500	\$12,500
Ascend Mentoring Provides mentoring and support services for Windsor's at risk youth and their families. <i>Requested \$3,000</i>	\$3,000	\$3,000	Farmington River Watershed Supports the restoration and conservation of the natural resources of this watershed. <i>Requested \$2,600</i>	\$2,600	\$2,600
Celebrate Wilson Supports an event in the Wilson section of town. <i>Requested \$1,000</i>	\$1,000	\$1,000	Fire Explorers Provides personal development and teamwork programs to Windsor youth. <i>Requested \$10,000</i>	\$10,000	\$10,000
Cable Television - WIN-TV Contributes to WIN-TV, Windsor's local cable station. <i>Requested \$6,000</i>	\$6,000	\$6,000	First School Society Supports maintenance efforts at the Palisado Cemetery. <i>Requested \$810</i>	\$810	\$810

COMMUNITY SERVICES (continued)

	<u>Budget</u> <u>FY 2023</u>	<u>Adopted</u> <u>FY 2024</u>		<u>Budget</u> <u>FY 2023</u>	<u>Adopted</u> <u>FY 2024</u>
First Town Downtown Supports community efforts to revitalize downtown businesses. <i>Requested \$20,000</i>	\$20,000	\$20,000	Shad Derby Supports the activities of the Shad Fest Bureau. <i>Requested \$7,100</i>	\$7,100	\$7,100
Hartford Interval House Provides services to Windsor residents who are victims of domestic violence. <i>Requested \$10,000</i>	\$5,000	\$10,000	Tourism Grant to Chamber of Commerce Promotes tourism and increases small business opportunities. <i>Requested \$14,000</i>	\$14,000	\$14,000
Holiday Observance Supports the commemoration of Veterans Day and Memorial Day. <i>Requested \$8,280</i>	\$7,600	\$8,280	Voices Against Lyme Disease Based in Windsor, brings awareness and education to families, individuals and communities. <i>Requested \$3,000</i>	\$3,000	\$3,000
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 \$13,500</i>	\$10,000	\$13,500
Police Cadets Provides personal development and teamwork programs to Windsor youth. <i>Requested \$11,250</i>	\$11,000	\$11,250	Windsor Art Center Provides aesthetic and educational experiences for the region's residents and visitors. <i>Requested \$2,000</i>	\$2,000	\$2,000
Riverfront Recapture Supports a regional effort to restore access to the Connecticut River. <i>Requested \$2,500</i>	\$2,500	\$2,500	Windsor Historical Society Supports outreach and education efforts to families and schools. <i>Requested \$1,000</i>	\$1,000	\$1,000

SPECIAL REVENUE FUNDS

Boards and Commissions/Community Services

Project #	Project Name	FY 2023				FY 2024		
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
5250	One Book One Windsor	-	-	-	-	-	-	-
5252	Bridge Builder's Award	-	-	-	-	-	-	-
5253	Community Day Events	604	-	100	504	-	100	404
5257	HRC Scholarship Fund	690	-	290	400	-	400	-
5258	Hrtfrd Found For Publ Giv-Mural	534	-	-	534	-	-	534
6800	Police Private Duty	-	5,600	5,600	-	5,600	5,600	-
		1,828	5,600	5,990	1,438	5,600	6,100	938

#5250 - One Book One Windsor - This fund's objective is to create a venue where people of different ethnicities and cultures come together and share ideas.

#5252 - Bridge Builder's Award - This fund was created to honor individuals, organizations or businesses that make outstanding contributions to enhance human relations within Windsor. The purpose of this award is to foster greater trust, understanding and solidarity among Windsor's racial, ethnic and religious groups.

#5253 - Community Day Events - A week of community activities including poetry and storytelling, community day and a dinner. These events are organized by the Human Relations Committee.

#5257 - HRC (Human Relations Commission) Scholarship Fund - Funds raised through various activities to be used for scholarships for Windsor High School students.

#5258 - Hartford Foundation for Public Giving - Grant funds received from the state were used to paint a street mural to promote community awareness of racial injustice issues.

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for the Shad Derby event. The balance shown is representative of Shad Derby expenditures only. For the full balance in this fund, please refer to page F-22.

GENERAL SERVICES

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

	FY 2022	FY 2023		FY 2024	
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Proposed</u>	<u>Adopted</u>
Expenditures					
Debt Service - Principle & Interest	5,779,260	5,720,030	5,720,030	5,665,790	5,665,790
Sewer Services	4,521,450	4,772,150	4,772,150	4,720,080	4,720,080
Great Pond Improvement District Transfer	460,573	488,250	477,540	623,500	623,500
Workers Comp. & Liability Insurance	1,234,530	1,287,930	1,287,930	1,332,870	1,332,870
Defined Benefit Retirement Plan	-	-	-	1,915,000	1,915,000
Retiree Health Insurance	919,878	830,980	830,980	746,000	746,000
Other Post-Employment Benefits (OPEB)	525,000	525,000	525,000	598,000	598,000
Revaluation	10,000	20,000	20,000	25,000	25,000
Recycling Services	551,620	561,880	561,880	572,700	572,700
Capital Projects	2,375,000	2,411,000	2,411,000	3,514,700	3,514,700
Tax Refunds - Prior Year	-	20,000	20,000	20,000	20,000
Caring Connection Transfer	120,000	100,000	100,000	100,000	100,000
Open Space	200,000	200,000	200,000	200,000	200,000
Total Expenditures	<u>16,697,311</u>	<u>16,937,220</u>	<u>16,926,510</u>	<u>20,033,640</u>	<u>20,033,640</u>

Budget Commentary

The FY 23 expenditures are expected to come in under budget by \$10,710 or 0.1% due to the lower tax revenue transfer payment to Great Pond. The FY 24 General Fund proposed budget reflects an increase of \$3,096,420 or 18.3%. This is mostly due to a new section included in General Services starting in FY 24 that reflects defined benefit retirement costs associated with the Town's retirees. Also included in the increase for FY 24 is \$1,103,700 in additional funding for Capital Projects, \$73,000 in additional funding for the Town's OPEB program and \$44,940 for workers compensation and liability insurance. Tax revenue payments to the Great Pond Improvement District are expected to increase \$135,250 due to increased real property assessed values at Great Pond. The FY 24 Caring Connection transfer reflects a contribution of \$100,000 to assist towards addressing the projected operating loss in the upcoming fiscal year.

DEBT SERVICE

Debt Services are costs associated with bonds and notes sold by the town for a variety of projects. Principle is the amount allocated annually to reduce the total debt for the town. Interest is the annual cost of all borrowings.

Expenditures

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Debt Service – Principal	7,069,400	7,165,000	6,882,000	6,882,000
Debt Service – Interest	1,991,350	1,901,230	2,322,320	2,322,320
Total Debt Service	9,060,750	9,066,230	9,204,320	9,204,320

Funding Sources

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund – General Services	5,720,030	5,720,030	5,665,790	5,665,790
Use of Debt Service Fund Balance	979,340	984,820	880,000	880,000
Town Support for Education	2,361,380	2,361,380	2,658,530	2,658,530
Total	9,060,750	9,066,230	9,204,320	9,204,320

2023-2024 DEBT SUMMARY

Appendix F illustrates detailed debt schedules and summaries of principal and interest payments on all bonded projects as of June 30, 2023. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be \$78,225,000.

	Total Debt	Less Anticipated Grants	Net Debt	FY 2024 Payments		
				Principle	Interest	Total
Town	56,737,000	-	56,737,000	4,956,500	1,589,290	6,545,790
Schools *	21,488,000	-	21,488,000	1,925,500	733,030	2,658,530
TOTAL	78,225,000	-	78,225,000	6,882,000	2,322,320	9,204,320

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

Budget Commentary

The FY 23 General Fund expenditures will come in on budget. The FY 24 proposed budget is based on planned FY 23 capital projects to be financed in the spring of 2023 through general obligation bonds as well as short-term borrowing. The General Fund portion of debt service, including Town Support for Education, is proposed to increase by \$242,910 or 3.0% with the anticipated use of debt service reserves in the amount of \$880,000.

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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Sewer Services - Annual Ad Valorem	4,772,150	4,772,150	4,720,080	4,720,080
Sewer Services	4,772,150	4,772,150	4,720,080	4,720,080

Funding Sources

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	4,772,150	4,772,150	4,720,080	4,720,080
Total	4,772,150	4,772,150	4,720,080	4,720,080

Budget Commentary

The FY 23 General Fund expenditures will come in on budget. The FY 24 General Fund proposed budget is expected to decrease by \$52,070 or 1.1% as compared to the FY 23 budget. This decrease is based on the MDC 2023 calendar year budget.

History of MDC Ad Valorem Tax

FY	Amount	Change	% Change
2024	4,720,080	(52,070)	-1.1%
2023	4,772,150	250,700	5.5%
2022	4,521,450	(258,500)	-5.4%
2021	4,779,950	368,350	8.3%
2020	4,411,600	237,800	5.7%
2019	4,173,800	390,800	10.3%

GREAT POND IMPROVEMENT DISTRICT TRANSFER

Great Pond Village is a multi-phased mixed-use development. In April of 2012, the Town of Windsor entered into an interlocal agreement with the Great Pond Village Improvement District which states that the town will participate with the infrastructure improvements. New taxes attributed to the expansion and growth of the Great Pond development will be shared equally. The town will keep 50% of the new taxes collected and the district will receive the other 50%, which will be used to pay the district's debt retirement for the infrastructure improvements. There will be no town debt issued for this project. The incremental taxes include real estate and personal property. There is no revenue sharing for motor vehicle taxes.

Expenditures

Expenditure by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Great Pond Improvement District Transfer	488,250	477,540	623,500	623,500

Funding Sources

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	488,250	477,540	623,500	623,500
Total	488,250	477,540	623,500	623,500

Estimated taxes collected for Great Pond Village	FY 23 Budget	FY 23 Estimate	FY 24 Budget
Real Estate & Personal Property	1,054,600	1,033,177	1,325,178
Total Estimated	1,054,600	1,033,177	1,325,178
Less: Non-Incremental Taxes	(78,095)	(78,095)	(78,095)
Total incremental taxes	976,505	955,082	1,247,083
Allocation Percentage:	50%	50%	50%
Town Share	488,250	477,540	623,500
District Share (Transfer to Great Pond Special District Fund)	488,250	477,540	623,500

Budget Commentary

The FY 23 expenditure will come in under budget by \$10,710 or 2.2%. The FY 24 General Fund proposed budget is expected to increase \$135,250 or 27.7% as compared to the FY 23 budget. This is due to the increased assessed value of real property at Great Pond created by additional development.

WORKER'S COMPENSATION & LIABILITY INSURANCE

The Town of Windsor is exposed to various risks of loss related to torts, thefts, damage or destruction of its property, on-the-job injury to its employees and natural disasters. All are covered by some form of insurance. Due to prohibitive costs, the town has chosen to manage a certain amount of its risks internally and has set aside assets to settle those claims. To meet these obligations, the town has an Insurance Internal Service Fund out of which premiums, administrative costs and claims are paid. The Insurance Internal Service Fund receives revenue during the year from the General Fund and the town's two fire districts, as well as refunds and adjustments based on prior years' claims. Annual payments from the General Fund to the Insurance Internal Service Fund are made to cover the town's exposure to loss from liability, employee injury, property damage, theft and misappropriation of assets (see Section R).

Expenditures

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Worker's Comp & Liability Insurance	2,563,190	2,563,190	2,666,630	2,666,630

Funding Sources

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	1,287,930	1,287,930	1,332,870	1,332,870
Town Support for Education	1,266,310	1,266,310	1,324,360	1,324,360
Fire District	8,950	8,950	9,400	9,400
<i>Subtotal: General Fund</i>	<i>2,563,190</i>	<i>2,563,190</i>	<i>2,666,630</i>	<i>2,666,630</i>
Insurance Internal Service Fund	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total	2,563,190	2,563,190	2,666,630	2,666,630

The FY 24 General Services, Fire District and Town Support for Education amounts are allocated as follows:

	General Services	Town Support For Education	Fire District	Total
Auto	159,520	15,780	-	175,300
Comprehensive General Liability	110,220	220,700	3,480	334,400
Catastrophe Coverage (umbrella)	57,930	71,150	280	129,360
Public Official's Liability	35,610	-	-	35,610
Football and Sports Accidents	-	23,100	-	23,100
Employee Protection	169,190	-	-	169,190
Heart & Hypertension	-	-	-	-
School Board Errors & Omissions	-	35,090	-	35,090
Property Protection	83,550	240,880	5,550	329,980
Employee Security	6,900	-	-	6,900
Cyber Liability	14,400	33,810	90	48,300
Statutory	7,700	-	-	7,700
Nurse	6,000	2,000	-	8,000
Workers Comp.	600,000	600,000	-	1,200,000
Excess Workers Comp.	81,850	81,850	-	163,700
Total	1,332,870	1,324,360	9,400	2,666,630

Budget Commentary

The FY 23 expenditures are expected to come in on budget. The overall FY 24 Worker's Compensation and Liability Insurance proposed budget is expected to increase \$103,440 or 4.0% as compared to the overall FY 23 budget. The increase is due to anticipated claims in the current and prior year claims as well as expected increases in the market nationwide. The Windsor and Wilson fire districts will provide \$9,400 for costs associated with their insurance coverage.

RETIREE HEALTH BENEFITS

The Town of Windsor provides health, dental and prescription insurance coverage to retirees. The amount of funding required by the General Fund to contribute to these costs is included in this section of the budget document. Actuarial and investment advisory costs previously included in this section of the budget have been moved to pages Q-7 and Q-8.

Total Expenditures

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Budget	Adopted
Over 65 Fully-Insured Medicare Premium	445,000	445,000	410,000	410,000
<i>Under 65 Self-Insured Claims:</i>				
Health	310,000	310,000	353,000	353,000
Prescription	96,000	96,000	130,000	130,000
Dental	56,000	56,000	74,000	74,000
Retirement & OPEB Consultant Costs	103,980	103,980	-	-
Total	1,010,980	1,010,980	967,000	967,000

Funding Sources

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Budget	Adopted
General Fund - General Services	830,980	830,980	746,000	746,000
Retiree Copays	180,000	180,000	221,000	221,000
Insurance Internal Service Fund	-	-	-	-
Total	1,010,980	1,010,980	967,000	967,000

Funded By General Fund - General Services - FY 2024

Retiree Health Benefits

- Provides health, dental and prescription drug benefits to retirees of the Town of Windsor retirement plans as well as to retirees who participate in the Connecticut Municipal Employees Retirement System (CMERS).

Budget Commentary

The FY 24 General Fund budget includes funding for self-insured retiree health, dental and prescription claims, as well as the cost of the insurance premium for fully-insured over-65 Medicare retirees. The retiree health benefit budget amount is transferred to the Insurance Internal Service Fund where retiree claims and expenses are paid. The FY 24 General Fund proposed budget reflects a decrease of \$84,980 or 10.2% and is mainly due to the reallocation of defined benefit retirement and OPEB plan consultant costs to other sections of the General Services budget.

DEFINED BENEFIT RETIREMENT PLAN COSTS

Included in this section of the budget are defined benefit retirement plan costs allocated to current and future retirees, as well as actuarial and investment advisory costs associated with the town's defined benefit retirement plan.

Total Expenditures

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Budget	Adopted
Retirement Plan Employer Contribution	2,530,000	2,530,000	2,800,000	2,800,000
Retirement Plan Consultant Costs	-	-	67,000	67,000
Total	2,530,000	2,530,000	2,867,000	2,867,000

Funding Sources

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Budget	Adopted
General Fund - General Services	-	-	1,915,000	1,915,000
General Fund - Town Departments	1,239,220	1,239,220	437,340	437,340
General Fund - Town Support for Education	1,150,950	1,150,950	456,960	456,960
Landfill/Transfer Station Enterprise Fund	87,370	87,370	36,050	36,050
Child Development Enterprise Fund	52,460	52,460	21,650	21,650
	2,530,000	2,530,000	2,867,000	2,867,000

Funded By General Fund - General Services - FY 2024

Employer Contribution to Defined Benefit Retirement Plan \$1,848,000

- Actuarially determined contribution allocated to current and future retirees

Defined Benefit Retirement Plan Actuarial Costs \$44,000

- 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.

Defined Benefit Retirement Plan Investment Advisory Costs \$23,000

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

Budget Commentary

This new section in the budget for FY 24 reflects costs associated with the Town's defined benefit retirement plan. The required contribution, as determined by the Town's actuary, is \$2,800,000, and is allocated to General Services and town department budgets respectively based on the ratio of 65% for retirees and 35% for plan participants still employed with the Town. Consultant costs related to the defined benefit retirement plan, totaling \$67,000, that were previously included on the Retiree Health page Q-6, are now included on this page of the budget.

OTHER POST-EMPLOYMENT BENEFITS (OPEB)

Other Post-Employment Benefits (OPEB) are a form of deferred compensation consisting primarily of health insurance benefits for retirees, their spouses and beneficiaries. The town pre-funds future retiree health benefits into a trust fund. Pre-funding allows actuaries to use more favorable actuarial assumptions in the valuation process, resulting in a lower liability. Additionally, a trust fund allows for assets to accumulate and earn better rates of return from higher yielding investments, as compared to those from general operating funds. Higher returns help to pay OPEB cost and increases financial and budgetary flexibility.

Expenditures

Expenditure by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Other Post-Employment Benefits	750,000	750,000	800,000	800,000
OPEB Plan Consultant Costs	-	-	38,000	38,000
Other Post-Employment Benefits	750,000	750,000	838,000	838,000

Funding Sources

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	525,000	525,000	598,000	598,000
Town Support for Education	225,000	225,000	240,000	240,000
Total	750,000	750,000	838,000	838,000

OPEB Plan Actuarial Costs

\$15,000

- Provides funding for biennial OPEB actuarial valuation and annual audit disclosures to comply with Government Accounting Standards Board (GASB) statements dealing with other post-employment benefits.

OPEB Plan Investment Advisory Costs

\$23,000

- Provides funding for investment advisory services to manage OPEB plan investments.

Budget Commentary

The FY 23 expenditures will come in on budget. The FY 24 budget proposes a contribution to the OPEB trust of \$800,000. FY 24 will be the tenth year the Town has contributed towards funding the Town's long-term OPEB obligation. Consultant costs related to the OPEB plan, totaling \$38,000 that were previously located on the Retiree Health page Q-6, are now included in this page of the budget. The balance in the OPEB trust fund is projected to be approximately \$6,000,000 on June 30, 2023.

REVALUATION

Revaluation is the mass appraisal of all property within the town to determine the fair market value for municipal tax purposes. The last revaluation was for the Grand List dated October 1, 2018 and was implemented in FY 20.

Expenditures

Expenditure by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Revaluation	20,000	20,000	25,000	25,000

Funding Sources

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund	20,000	20,000	25,000	25,000
Total	20,000	20,000	25,000	25,000

Budget Commentary

The recommended funding for the revaluation account for FY 24 is \$25,000. The next mandated revaluation will occur for the grand list dated October 1, 2023 and will be effective for the FY 25 budget.

RECYCLING

The Town of Windsor contracts for curbside pick-up and disposal of recyclable materials for Windsor residences. In addition to promoting resource conservation, it helps the town meet state-mandated recycling goals. Leaf collection is also funded through this program.

Expenditures

Expenditure by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Recycling	561,880	561,880	572,700	572,700

Funding Sources

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund	561,880	561,880	572,700	572,700
Total	561,880	561,880	572,700	572,700

Funded By General Fund - General Services - FY 2024

Curbside Collection Services \$489,200

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

Leaf Collection Services \$72,500

- 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 23 expenditures are expected to come in on budget. The FY 24 General Fund proposed budget reflects an increase of \$10,820 or 1.9%, and is based on the third year of a five-year contract for curbside collection services, as well as a 3.0% increase for leaf collection services.

CAPITAL PROJECTS

Capital Projects are projects in the town's six-year Capital Improvement Program that are financed using a variety of funding sources including debt financing, state and federal aid and General Fund resources. Projects or specific phases of projects that are financed out of the General Fund are referred to as "pay as you go" projects. The funding for these projects comprise one account in the General Services section of the budget.

Expenditures

Expenditure by Category	FY 2023		FY 2024	
	Adopted Budget	Estimate	Proposed	Adopted
Capital Projects – Town	18,252,000	18,252,000	9,895,700	9,895,700
Capital Projects – Schools	5,116,000	5,116,000	7,137,000	7,137,000
Total Capital Projects	23,368,000	23,368,000	17,032,700	17,032,700

Funding Sources

Funding Source	FY 2023		FY 2024	
	Adopted Budget	Estimate	Proposed	Adopted
General Services – Capital Projects	2,411,000	2,411,000	3,514,700	3,514,700
Town Support for Education	-	-	-	-
<i>Subtotal – General Fund</i>	<i>2,411,000</i>	<i>2,411,000</i>	<i>3,514,700</i>	<i>3,514,700</i>
Other Funds	20,957,000	20,957,000	13,518,000	13,518,000
Total	23,368,000	23,368,000	17,032,700	17,032,700

Budget Commentary

The Town and school projects included in the proposed FY 24 Capital Improvement Program are summarized in the total above. Details can be found on page Q-12. On this page, "Other Funds" include new borrowing authorizations, state and federal grants, appropriations from the General Fund unassigned fund balance, appropriations from the Capital Projects Fund assigned fund balance and other town funds. The General Fund allocation for FY 24 will fund pavement management, sidewalks repairs, Public Works and Public Safety fleet replacement, as well as project design services.

Anticipated FY 2024 Capital Improvement Projects

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2024						
Pavement Management Program	1,110,000	930,000		180,000		
Sidewalk and Curb Replacement Program	185,000	185,000				
Stormwater Management Improvements	325,000		325,000			
Fleet and Public Works Equipment Replacement	879,700	814,000				65,700 ³
Tree Replacement Program	35,000					35,000 ¹
Historic Monument and Ancient Cemetery Preservation	120,000					120,000 ²
Day Hill Road Pedestrian Circulation Enhancements (Day Hill from Marshall Phelps Rd to Helmsford Way, Constructic	263,000					263,000 ¹
International Drive Rehabilitation (Construction - Phase 2 Westbound)	2,290,000		2,290,000			
Street Reconstruction - Basswood Road (Design)	210,000					210,000 ²
Millbrook Enhancement Project - Stream Stabilization (Planning & Design)	420,000					420,000 ³
Town Facility Improvements - Core Networking Equipment	295,000	295,000				
Town Facility Improvements - Goslee Pool Tile Markings and Fencing Repair	60,000					60,000 ³
Town Facility Improvements - Town Clerk's Office	75,000					75,000 ³
Town Facility Improvements - Food Bank	60,000					60,000 ³
Town Facility Improvements - Welch Pool Improvements	2,255,000		2,255,000			
Athletic Field Improvements - Clover Street School Field Improvements (Construction)	640,000		640,000			
Athletic Field Improvements - O'Brien Field Turf Replacement (Design)	63,000					63,000 ¹
Playscape Equipment Replacement	110,000	110,000				
Public Safety Equipment Fund	500,000	500,000				
BOE - LP Wilson HVAC Improvements - North Phase II (Construction)	2,555,000		2,555,000			
BOE - Windsor High School Fieldhouse Renovation (Design)	66,000					66,000 ¹
BOE - Sage Park Roof Replacement (Construction)	2,900,000		2,900,000			
BOE - Clover Street School - ADA Code and Restroom Renovations (Construction)	1,350,000		1,350,000			
BOE - Windsor High School - HVAC Systems Replacement (Design)	266,000					266,000 ²
Subtotal FY 2024	17,032,700	2,834,000	12,315,000	180,000	-	1,703,700
<u>FY 2024 Projects Anticipated to Require Voter Approval</u>						
Broad Street Road Diet (Construction)	4,500,000		500,000	4,000,000		
Town Facility Improvements - Milo Peck HVAC, Electrical, and Energy Improvements (Construction)	3,995,000		3,995,000			
Subtotal FY 2024	8,495,000	-	4,495,000	4,000,000	-	-
GRAND TOTAL FY 2024	25,527,700	2,834,000	16,810,000	4,180,000	-	1,703,700

¹ Capital Projects Fund Assigned Fund Balance (Total = \$427,000)

² General Fund Unassigned Fund Balance (Total = \$596,000)

³ Community Investment Initiatives (Total = \$680,700)

TAX REFUNDS - PRIOR YEAR

Prior year tax refunds are issued by the town if there is an adjustment to the taxable value of a property for a prior year assessment. These payments constitute an expense to the town (refunds for the current year show as a reduction of revenue) and can vary significantly from year to year.

Expenditures

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Tax Refunds Prior Year	20,000	20,000	20,000	20,000

Funding Sources

Funding Source	FY 2023		FY 2024	
	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 FY 23 expenditures are projected to come in on budget. No increase is proposed for FY 24.

CARING CONNECTION TRANSFER

Over the past several fiscal years, an appropriation from either the General Fund unassigned fund balance or from General Services has been made to the Caring Connection to address the difference between program revenues and operating expenses.

Expenditures

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Transfer to Caring Connection	100,000	100,000	100,000	100,000

Funding Sources

Funding Source	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
General Fund	100,000	100,000	100,000	100,000
Total	100,000	100,000	100,000	100,000

Budget Commentary

A transfer from General Services of \$100,000 was adopted for the FY 23 budget. In addition, the Town Council approved an appropriation of \$100,000 from American Rescue Funds for use over the next two fiscal years. The amount requested for FY 24 is \$100,000 in order to address the projected operating loss in the upcoming fiscal year.

OPEN SPACE

The Open Space Fund was created in January 2003 for the purpose of receiving payments in lieu of open space as well as donations and appropriations for the acquisition and preservation of open space.

Expenditures - General Fund Transfer to the Open Space Fund

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Open Space	200,000	200,000	200,000	200,000

Expenditures - Open Space Special Revenue Fund

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Open Space	12,000	12,000	12,000	12,000

Budget Commentary

Expenditures for FY 23 and FY 24 are intended for professional services related to property surveys and appraisals. The fund balance in the Open Space Fund as of June 30, 2023 is projected to be approximately \$1,180,000.

SPECIAL REVENUE FUNDS

General Services

Project #	Project Name	FY 2023				FY 2024		
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
1630	Revaluation	90,591	20,000	15,850	94,741	25,000	118,000	1,741
1640	OPEB Actuarial Valuation	28,540	15,000	28,500	15,040	15,000	30,000	40
1703	Open Space Fund	991,077	200,000	12,000	1,179,077	200,000	12,000	1,367,077
1709	Great Pond Special District Fund	3,291	477,540	477,540	3,291	675,700	675,700	3,291
1710	Mill Brook Open Space	20,298	-	-	20,298	-	-	20,298
		1,133,797	712,540	533,890	1,312,447	915,700	835,700	1,392,447

#1630 - Revaluation - This fund provides the revenue needed to conduct the next revaluation, which is due to occur for the Grand List dated October 1, 2023. The funding for the revaluation account for FY 23 is proposed at \$20,000. This will allow the balance to accumulate and provide the necessary funds to pay for the next revaluation.

#1640 - Other Post-Employment Benefits (OPEB) Actuarial Analysis - This fund provides the revenue needed to conduct the biennial OPEB program actuarial analysis and plan valuation. The funding source for this is the General Fund.

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. They can also be used to improve open spaces and conduct other open space related activities.

#1709 - Great Pond Village Special District Fund - This fund provides the revenue needed to facilitate the transfer of tax increment revenues to the Great Pond Village Improvement District pursuant to the interlocal agreement with the town.

#1710 - Mill Brook Open Space Fund - This fund is intended to be used to pay for improvements to the Mill Brook Open Space parcel.

INSURANCE INTERNAL SERVICE FUND

An internal service fund is a proprietary fund which is similar in nature to an enterprise fund (business-type accounting). However, it is internally rather than externally focused. An internal service fund (also called intergovernmental service fund, working capital fund or revolving fund) is used when one service unit within the town finances the goods and/or services provided to another service unit on a cost reimbursement basis. An internal service fund allows the town to determine the total cost of providing a service by isolating the accounting for this service into separate funds and by matching the total cost of providing this service with the user charge revenues generated by it. Each service or capital project served by an internal service fund includes in its budget an amount sufficient to cover the estimated cost of the goods and/or services to be serviced from the internal service fund. Internal service funds normally recover their complete cost of operations without producing any significant profit.

Insurance Internal Service Fund - Finances both the current cost of the town's insured and self-insured programs and future obligations of the town's risk management program.

Liability Insurance: The town utilizes a variety of insurance programs to provide coverage against liability exposures. The Insurance Commission along with the town's agent of record provides coordination in the purchase of insurance policies for various coverages, high deductibles and limits. The town presently utilizes high deductibles to assist in controlling cost.

Self Insurance Workers Compensation: This program is utilized for paying first dollar claims for injuries sustained by town and Board of Education employees who qualify to receive benefits as injured employees under state law.

Each year the town allocates funds to be used to pay claims below the \$600,000 retention limit. The town purchases insurance for claims in excess of \$600,000. The funds are also used for third party claims, administrative services, excess insurance policy premiums and costs associated with centralized safety and training.

Employee/Retiree Benefits: This program accounts for the town's costs for benefits including life insurance and disability for employees and health insurance costs for employees, retirees and eligible dependents.

DESCRIPTION OF INSURANCE POLICIES

Automobile Liability - A form of liability insurance to protect the insured against claims for bodily injury and property damage arising out of the use of town-owned or operated vehicles. The current policy has a \$1,000,000 limit. Travelers is the current carrier.

Boiler Insurance - Coverage for loss or damage to objects, structures and personal property of the insured resulting from accidents to heating, air conditioning, cooking, power generating or driven machinery and equipment. The current policy has a \$100,000,000 limit and a \$50,000 deductible.

General Liability - A broad form of liability insurance to protect the insured against claims for bodily injury and property damage arising from the insured premises, operations, products, completed operations or contractual liability. The current policy has a limit of \$1,000,000 per occurrence and a \$3,000,000 aggregate per location. Travelers is the current carrier.

Excess Workers Compensation - Insures against losses in excess of a self-insured retention for benefits specifically provided by the Workers Compensation or Occupational Disease Laws in the State of Connecticut. The current self-insured retention is \$600,000 for both the Board of Education and town employees and \$750,000 for police and firefighters. The Excess Insurer which provides coverage over the retention has statutory limits (state limits).

Employee Blanket Bond/Crime - Crime coverage includes Faithful Performance (F/P) and Employee Dishonesty (E/D) which indemnifies the town for a loss caused by failure of an employee and loss of money, securities or any property due to acts of fraud, dishonesty, forgery, theft, embezzlement or willful misappropriation from a covered town employee. The current coverage for F/P & E/D has a limit of \$1,000,000 and a \$2,500 deductible.

Catastrophe Coverage/Umbrella - Protects the insured against claims in excess of the limits of the primary General Liability, Automobile Liability, Police Professional, Public Officials Liability and School Board Errors and Omissions policies. The current coverage limits are \$15,000,000 per occurrence and aggregate with a self-insured retention of \$10,000.

Public Officials Liability - Coverage against claims arising out of any actual or alleged error, misstatement, act of omission, negligence or breach of duty by a town public official. The current coverage limits are \$1,000,000 per occurrence and aggregate with a \$10,000 deductible.

Police Professional Liability - Coverage for alleged violations of civil rights (i.e., false arrest, excessive force) by the town's law enforcement employees. The current coverage limits are \$1,000,000 per person, per occurrence and aggregate with a \$10,000 deductible.

Cyber Liability – This coverage protects the town and the Board of Education from network security liability, privacy liability, network extortion, malicious internet media, regulatory proceedings and provides for a data breach fund. The current coverage limits are \$1,000,000 per occurrence with a \$10,000 deductible.

Football and Sports Accident - Insures against excess losses resulting directly and independently of all other causes from accidental bodily injury to insured players, managers and coaches sustained while participating in a scheduled game, tournament or practice session and/or while traveling directly to or from such game or practice session. The current coverage limits depend on the injury sustained.

Volunteer Firefighter Accident - Provides accident and specified sickness coverage for Emergency Service personnel. The current coverage limits vary per accident or sickness.

Fiduciary Liability - Provides coverage for pension plan administrators against liability from alleged mismanagement of the town employee's pension fund. The current coverage limit is \$1,000,000 annual aggregate with a \$5,000 deductible.

School Board Errors & Omissions - Coverage against claims arising out of any actual or alleged breach of duty, neglect, error, misstatement, misleading statement or omission committed solely in the performance of duties by an employee of the Board of Education. The current coverage limits are \$1,000,000 per occurrence and aggregate with a \$35,000 deductible.

Property Policy - Special coverage for loss or damage to town-owned property, contents and personal property of the insured, including extra expense and rental value. The current coverage limits are replacement value on properties with a \$15,000 deductible, property coverage is for \$280,852,492. This also includes \$10,000,000 in coverage for damages caused by flood and earthquake with a \$50,000 deductible and \$25,000 deductible respectively. There is terrorism coverage as well. Travelers is the current carrier.

Inland Marine (including Watercraft Coverage) - Physical damage coverage for portable equipment including contractors and fire department equipment, computers, valuable papers, accounts receivable and watercraft. The current coverage limits and deductibles vary per type of property insured.

Nurse Professional Liability - A form of liability insurance to protect town and school nurses against claims of alleged malpractice. The current policy has a \$1,000,000 limit.

Landfill Premises Liability - A form of liability insurance to protect the town from claims at and on the landfill premises. The current policy has a \$1,000,000 limit.

Fire Department Insurance – Provides all lines of coverage for the town's fire department, the two fire districts and the four social companies within the fire department. The current policy has a \$10,000,000 limit with an aggregate of \$20,000,000 with very low deductibles.

Workplace Violence Insurance - This provides additional coverage for all public facilities in the event of an incident. There is 1st party and 3rd party liability coverage to supplement the existing liability and property policies and to cover items not normally covered by our existing policies. Currently there is a limit of \$4,000,000.

LIABILITY INSURANCE INSURANCE INTERNAL SERVICE FUND

The town utilizes a variety of insurance programs to provide coverage against liability exposures. The Insurance Commission along with the town's agent of record provides coordination in the purchase of insurance policies for various coverages, high deductibles and limits. The town presently utilizes high deductibles to assist in controlling costs.

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
PUBLIC LIABILITY					
Comprehensive Gen. Liability	310,340	342,060	342,060	334,400	334,400
Auto Liability	134,890	138,790	138,790	175,300	175,300
Catastrophe Coverage (umbrella)	106,950	119,780	119,780	129,360	129,360
Public Officials' Liability	31,700	33,600	33,600	35,610	35,610
Football and Sports Accident	18,000	21,000	21,000	23,100	23,100
<i>SubTotal - Public Liability</i>	<i>601,880</i>	<i>655,230</i>	<i>655,230</i>	<i>697,770</i>	<i>697,770</i>
EMPLOYEE PROTECTION					
Volunteer Firemen Accident	100,900	104,950	104,950	110,200	110,200
Police Professional Liability	35,100	37,560	37,560	39,440	39,440
Pension Fiduciary Liability	16,000	16,320	16,320	16,650	16,650
School Board Errors & Omissions	31,500	33,100	33,100	35,090	35,090
Special Medical Claims	2,500	2,700	2,700	2,900	2,900
<i>SubTotal - Employee Protection</i>	<i>186,000</i>	<i>194,630</i>	<i>194,630</i>	<i>204,280</i>	<i>204,280</i>
PROPERTY PROTECTION					
Property including Flood/Earth	256,000	276,480	276,480	298,600	298,600
Inland Marine including Watercraft	2,600	2,800	2,800	3,020	3,020
Boiler	24,300	26,250	26,250	28,350	28,350
<i>SubTotal - Property Protection</i>	<i>282,900</i>	<i>305,530</i>	<i>305,530</i>	<i>329,970</i>	<i>329,970</i>
SECURITY					
Cyber Liability	18,400	32,200	32,200	48,300	48,300
Employee Blanket Bond (Crime)	6,900	6,900	6,900	6,900	6,900
<i>SubTotal - Security</i>	<i>25,300</i>	<i>39,100</i>	<i>39,100</i>	<i>55,200</i>	<i>55,200</i>
STATUTORY					
Constable's Bond	6,000	6,200	6,200	6,200	6,200
Tax Collector's Bond	1,500	1,500	1,500	1,500	1,500
Nurse Professional	8,000	8,000	8,000	8,000	8,000
<i>SubTotal - Statutory</i>	<i>15,500</i>	<i>15,700</i>	<i>15,700</i>	<i>15,700</i>	<i>15,700</i>
Total - Liability Insurance	1,111,580	1,210,190	1,210,190	1,302,920	1,302,920

Funding Sources

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - General Services	569,530	611,430	611,430	651,010	651,010
Town Support for Education	533,450	589,810	589,810	642,510	642,510
Fire District	8,600	8,950	8,950	9,400	9,400
Total General Fund Budget	1,111,580	1,210,190	1,210,190	1,302,920	1,302,920

Budget Commentary

The FY 23 estimate is expected to come in on budget. The overall FY 24 liability insurance budget is projected to increase \$92,730 or 7.7% over the FY 23 budget due to industry standards and coverage allocations. Based on current and recent past events, the insurance market has been increasing premiums in the public sector from 10% to as much as 30% in certain liability and property insurance coverage categories.

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 2022	FY 2023		FY 2024	
	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	130,000	153,000	153,000	163,700	163,700
Total - Workers Compensation	1,330,000	1,353,000	1,353,000	1,363,700	1,363,700

Funding Sources

Funding Source	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - General Services	665,000	676,500	676,500	681,850	681,850
Town Support for Education	665,000	676,500	676,500	681,850	681,850
Total - General Fund Budget	1,330,000	1,353,000	1,353,000	1,363,700	1,363,700

Budget Commentary

Each year the Town allocates funds to be used to pay claims below the \$600,000 retention limit. The Town's excess insurance provides protection for single claims in which cost exceeds \$600,000 for most employees and \$750,000 for public safety employees. The funds are also used for third party claims, administrative services, excess insurance policy premiums and costs associated with centralized safety and training. The excess insurance reflects an increase due to the excess worker compensation market hardening nationwide with the presumption of COVID-19 pandemic claims by state governments, along with market correction nationwide.

EMPLOYEE/RETIREE BENEFITS INSURANCE INTERNAL SERVICE FUND

This program accounts for the town's health insurance costs for existing retirees, employees and their dependents as well as the life insurance and disability programs offered by the town. Active employees are reflected in their individual service units whereas retirees are reflected in the General Services section of the budget document (see page Q-5).

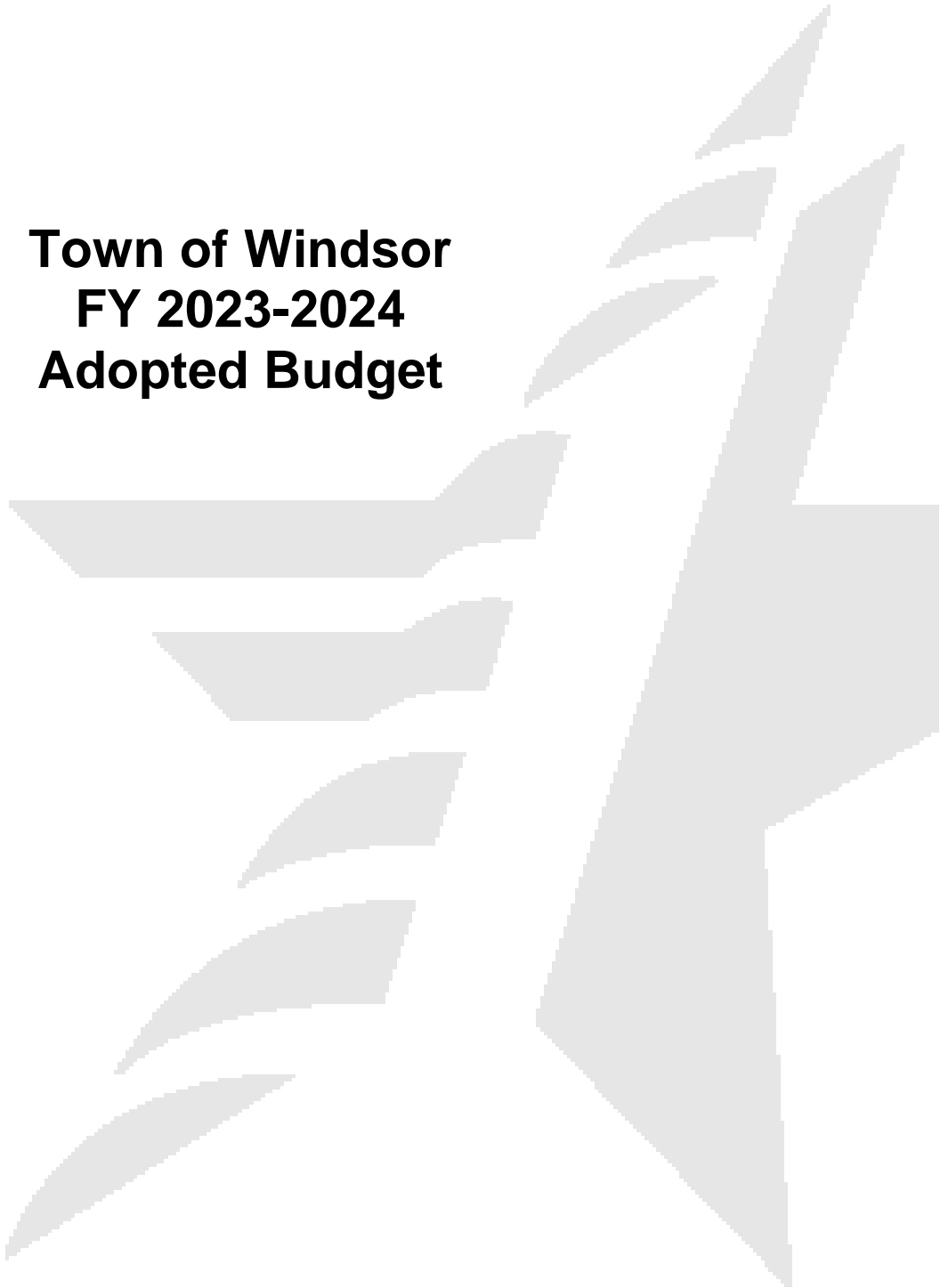
BENEFITS	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Cost - Active Employees:					
Health	3,401,000	2,757,000	2,992,000	3,243,100	3,243,100
Prescriptions	512,000	527,000	685,000	720,000	720,000
Dental	128,000	117,000	125,000	141,000	141,000
Disability	220,000	150,000	188,000	163,000	163,000
Life	42,000	47,000	45,000	47,000	47,000
<i>Sub-total - Actives</i>	4,303,000	3,598,000	4,035,000	4,314,100	4,314,100
Cost - Retirees					
Health	598,000	755,000	625,000	763,000	763,000
Prescriptions	165,000	96,000	200,000	130,000	130,000
Dental	45,500	56,000	50,000	74,000	74,000
<i>Sub-total - Retirees</i>	808,500	907,000	875,000	967,000	967,000
<i>Total Benefit Cost</i>	5,111,500	4,505,000	4,910,000	5,281,100	5,281,100
Less Reimbursements:					
Employee Copay Health/Dental/Prescription	722,000	721,000	723,000	821,000	821,000
Retiree Copay Health/Dental/Prescription	190,000	180,000	180,000	221,000	221,000
Prescription Rebates	58,000	65,000	108,000	83,000	83,000
Insurance Fund Reserves	-	50,690	410,690	50,000	50,000
Landfill Allocated Costs	56,200	56,830	56,830	66,070	66,070
Resident Transfer Station	12,400	12,550	12,550	14,590	14,590
Child Day Care Allocated Costs	141,700	147,600	147,600	205,920	205,920
Adult Day Care Allocated Costs	29,200	29,520	29,520	34,320	34,320
<i>Total Reimbursements</i>	1,209,500	1,263,190	1,668,190	1,495,900	1,495,900
Total General Fund Contribution	3,902,000	3,241,810	3,241,810	3,785,200	3,785,200

Budget Commentary

The FY 23 employee and retiree total benefit costs are expected to come in over budget by \$405,000 or 9.0%. This is mostly due to higher claims experience for prescriptions, health and disability. The FY 23 employee and retiree General Fund costs, after deducting employee and retiree copays and enterprise fund contributions, are expected to be \$405,000 or 32.1% over budget. The FY 24 total benefit costs are increasing \$776,100 or 17.2% based on medical, prescription and disability claims trend and expected claims experience. The total FY 24 General Fund contribution is increasing \$543,390 or 16.8% over the FY 23 budget after deducting employee and retiree copays and enterprise fund contributions.

Landfill Enterprise Fund

**Town of Windsor
FY 2023-2024
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 (CT 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; enough to meet the immediate closure expenses and expected long term post-closure costs for the landfill.

Closure and capping efforts are expected to be completed at the end of the first half of FY 24 and include work within the wetlands area and finishing detention basins, surface water let-down structures and perimeter roads. Work performed in calendar year 2024 is also expected to include the capping of the tornado debris area, which is off the waste footprint and is east of Huckleberry Road. These projects must all comply with state and federal closure requirements.

Work completed to date includes the installation of drainage basins and the completed landfill gas collection system. The gas system provides complete coverage to the entire waste footprint and was fully-completed in FY 19.

The capping process requires that an impervious material be placed and compacted to the required depth and density. Consulting engineers provide quality assurance oversight to confirm that the CT DEEP approved capping specifications are met in order to reduce the amount of storm water infiltration into the solid waste. Next, a layer of highly-organic topsoil is spread over the clay and finished with hydro-seed. This vegetative support layer allows grass to grow on the top of the landfill which reduces the potential for erosion. During months when placement of the clay cap is not feasible, landfill staff works on “ancillary” capping projects such as spreading of intermediate cover and surface re-grading, drainage basin maintenance, road construction and, if weather permits, the screening of large rocks from the main clay stockpile.

A fully-completed cap has been applied to approximately 50 acres which encompasses the entire landfill with the exception of the landfill’s outer slopes. Both layers of impervious cap layer have been applied to most of the outer slopes. The only remaining slope where clay needs to be applied lies along the western edge of the waste footprint. We will begin applying topsoil to the north and south landfill slopes, and will place both lifts of clay on the western slope when the winter weather breaks in late spring of 2023. After those last lifts of clay have been successfully compacted, the final topsoil layer can be applied and the western slope can be hydro-seeded as well.

Within the last year, the CT DEEP has agreed to a modified wetlands approach to address the aesthetic concerns in the wetlands. This much simpler and less-intrusive process utilizes the wetlands natural ability to filter contaminants from ground and surface waters in the area. Additional plantings in the wetlands will provide improved visual screening for the orange staining that is considered to primarily be an aesthetic issue in the wetlands area.

The FY 23 approved budget assumed the subsurface horizontal pipe that was previously agreed upon would be constructed during FY 23. To that end, an estimated \$900,000 expense related to that subsurface pipe project was included in the Services line of the proposed FY 23 budget. This estimated expense has been reduced to \$400,000 and is included in the FY 24 expense column.

The FY 23 budget includes “other revenues” that total \$100,000 for the sale of the remaining trash compactor that is no longer needed at the landfill. The FY 23 approved budget included capital expense

funds of \$275,000 to replace the 1996 wheel loader that is utilized in the capping process, and will continue to be utilized for long-term transfer station operations as well. The pickup truck that was previously budgeted but unavailable in FY 22 is expected to be purchased in FY 23, in addition to a small off-road utility vehicle that will be used long-term. The FY 23 estimate also includes the purchase of a used D-5 bulldozer that will offset rental expenses and improve the overall financial position of the landfill enterprise fund by approximately \$10,000 at the end of FY 24. The wheel loader that was ordered in April of 2022, is not expected to be delivered until shortly after FY 24 begins and is now reflected in the FY24 proposed budget.

Financial Summary

No operational revenues have been budgeted since FY 15. Revenues for the sale of solid waste compactors is expected to bring in \$100,000 in FY 23, as included in the budget accordingly. Since January 2015, the town has submitted reimbursement requests for closure-related expenses that totaled approximately \$1,275,000 as part of a \$2,000,000 closure grant that was awarded many years ago by the State of Connecticut. The town has received 90% of the requested funds (\$1,148,703) with the remaining 10% to be received after the entire capping process has been completed and certified by the CT DEEP. It is anticipated that \$258,080 will be received in FY 23 which is reflected on the line item entitled "CT DEEP Reimbursement Grant" on page S-3. The FY 24 budget includes a reimbursement from the grant in the amount of \$297,000, which would leave a remaining balance of the grant of approximately \$106,910. The remaining balance will be used to partially offset the expense related to the wetlands work that is expected to occur in FY 24. The wetlands project expenses are included in the Services line, and the expense of purchasing topsoil continues to be reflected in the Supplies line of this budget as well.

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 23 budget assumed that there would be an annual net loss of \$2,142,700. The FY 23 estimate of a \$933,060 loss is \$1,209,640 less than budgeted. At the end of calendar year 2024, the entire clay cap is expected to be installed. The estimated June 30, 2024 retained earnings balance available for future obligations is expected to be \$18,059,816.

**TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue					
Other Revenues	70,000	100,000	100,000	-	-
CT DEEP Reimbursement Grant *	294,019	536,540	258,080	297,000	297,000
Total Operating Revenue	364,019	636,540	358,080	297,000	297,000
Non-Operating Revenue					
Interest Income	50,374	95,000	300,000	350,000	350,000
Total Non-Operating Revenue	50,374	95,000	300,000	350,000	350,000
Total Revenue	414,393	731,540	658,080	647,000	647,000
Expenses					
Personal Services	443,113	492,180	488,790	461,240	461,240
Supplies	613,973	451,000	357,760	390,090	390,090
Services	336,445	1,311,840	315,440	778,940	778,940
Maintenance & Repairs	95,901	181,030	131,550	115,000	115,000
Energy & Utility	41,287	35,040	39,600	39,740	39,740
Administrative Overhead	50,000	50,000	50,000	50,000	50,000
Grants & Contributions	-	3,000	3,000	3,000	3,000
Capital Outlay	-	275,000	157,100	250,000	250,000
Insurance & Permit Fees	31,940	32,250	32,250	32,250	32,250
Total Expenses	1,612,659	2,831,340	1,575,490	2,120,260	2,120,260
Non-Operating Expenses					
Depreciation	11,929	42,900	15,650	41,600	41,600
Total Non-Operating Expenses	11,929	42,900	15,650	41,600	41,600
Total Expenses	1,624,588	2,874,240	1,591,140	2,161,860	2,161,860
Annual Net Operating Income/(loss)	(1,210,195)	(2,142,700)	(933,060)	(1,514,860)	(1,514,860)
Estimated End of Year Balances					
Available for Future Obligations	20,507,737	18,401,085	19,574,677	18,059,816	18,059,816
*Connecticut Department of Energy and Environmental Protection					
Personnel Requirements					
	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	3.85	3.85	3.85	3.85	3.85
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	3.85	3.85	3.85	3.85	3.85

LANDFILL OPERATIONS, CLOSURE & POST-CLOSURE

Products and Services

Landfill Capping Activities \$787,390

- Perform grading and compaction of clay cover over waste materials
- Install, grade and seed the topsoil over the clay cover
- Install stormwater drainage structures on the landfill
- Maintain and repair stormwater basins on the site.

Landfill Wetlands Project \$400,000

- Modify and enhance wetlands as agreed upon by the Connecticut Department of Energy and Environmental Protection (DEEP).

Landfill Gas Collection System \$34,800

- Perform ongoing maintenance to the landfill gas collection system and flare including relaying condensate header lines and repairing well casings as necessary
- Perform ongoing and long-term monitoring of the landfill gas flare and collection system.

Engineering \$269,960

- Provide engineering and survey support services on a contractual basis
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations
- Continue compliance with the state DEEP and the federal Environment Protection Agency (EPA) requirements
- Assist with closure of landfill cells
- Collect and analyze storm water samples as required by storm water regulations
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells, in addition to gas collection wells and equipment.

Equipment Purchase, Maintenance & Fueling \$380,130

- Inspect, repair and maintain heavy equipment
- Perform scheduled preventive maintenance and oil sampling on equipment to detect major failures before they occur
- Purchase new wheel loader to replace a 1996 Volvo L120C loader that is used for capping, pushing up brush, loading out scrap metal and plowing snow at the Landfill/Transfer Station. These costs were budgeted for FY 23, but the equipment will not be delivered until FY 24.

Administrative \$97,260

- Conduct regular site inspections to ensure compliance with federal and state regulations
- Maintain records according to the State DEEP and the federal EPA regulatory requirements
- Maintain all federal and state landfill permits
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations. Continue compliance with the site Stewardship Permit including:
 - testing leachate discharges
 - managing site monitoring programs
 - continuing analysis of decomposition gases
 - conducting overall landfill engineering projects
 - complying with federal environmental requirements
 - assisting with closure of landfill cells.

Property Maintenance \$68,470

- Perform ground maintenance on approximately 200 acres of landfill property
- Maintain 13,900 feet of perimeter fence line
- Mow and plant grassed and capped areas
- Plow access roads and recycling and transfer station areas
- Provide preventive maintenance for all structures and facilities.

Administrative Overhead \$50,000

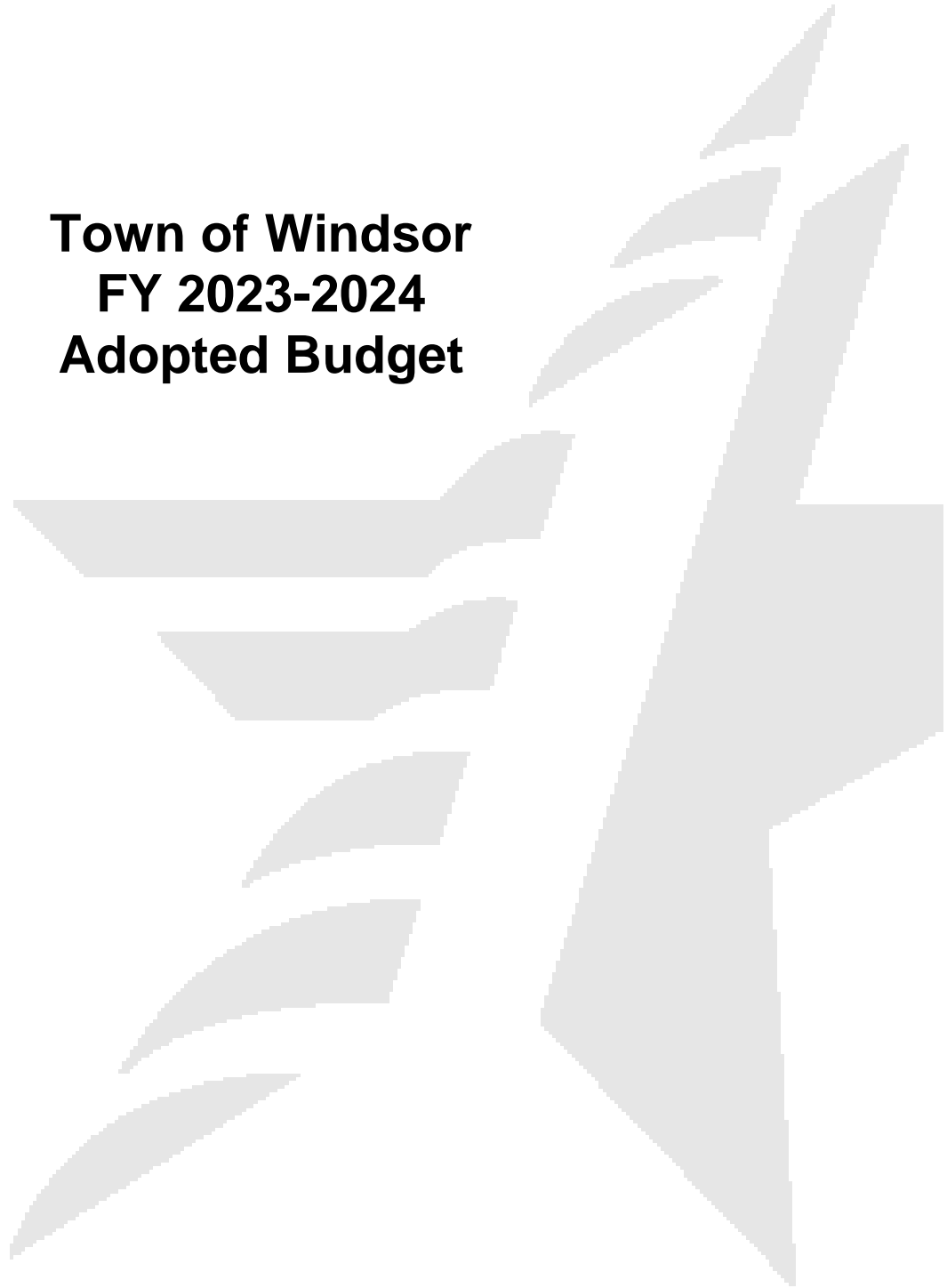
- Payment made to the town for services provided to the landfill by General Fund employees.

Insurance \$32,250

- Liability insurance for facilities and premises.

Resident Transfer Station Enterprise Fund

**Town of Windsor
FY 2023-2024
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 waste materials which were then ultimately disposed of onsite in the landfill. Once the landfill closed, materials have been transported out of town at an additional cost and are subject to higher disposal fees than other disposal sites charge within our region.

The State of Connecticut continues to operate in the midst of a waste disposal crisis. Due to continued rising disposal costs, the Transfer Station Enterprise Fund has showed negative net annual operating income for each of the last two fiscal years. In the FY 24 proposed budget, we propose steps to bring our pricing models closer to market conditions in order to address these increased disposal costs.

Services

The FY 24 budget proposes the continuation of services including residential drop off of municipal solid waste (MSW), metal recycling, electronic recycling, appliances, propane tanks, mattresses, other recyclable items not collected at the curb, tires, leaves and brush and the continued operation of the Take-It-Or-Leave-It facility. Oversized and bulky waste items and construction and demolition materials are accepted at the transfer station as well. In addition to the existing list of materials that are managed at the Transfer Station, staff has begun a Food Scraps recycling pilot-study during the second half of FY 23 to evaluate the feasibility of a long-term organics recycling program at the Transfer Station.

The Transfer Station facility is available exclusively to Windsor and Bloomfield residents. Presently, the hours of operation are: Monday & Friday 8:00 am - 2:45 pm, Tuesday & Wednesday 10:00 am - 2:45 pm, and Saturday 8:00 am - 3:45 pm. Staff is recommending no changes to hours of operation for FY 23.

Fees

As mentioned above, net annual losses in previous fiscal years supports the need to make additional changes to the pricing structure at the Transfer Station in FY 24 in order to mitigate further dependence upon retained earnings to meet our ongoing operational expenses.

The local solid waste marketplace continues to operate in a state of unrest which is expected to continue through 2024. The proposed FY 24 budget includes expense increases of approximately \$10 per ton for MSW and bulky waste disposal, with no increases to the rate-per-haul. If unaddressed, these fee increases would result in further net annual losses to the Transfer Station. In order to try to maintain a small positive net annual balance, the proposed FY 24 budget includes fee increases to several materials managed at the Transfer Station. The proposed changes to our Transfer Station tipping fees are detailed below.

The current fee for a resident to purchase an annual permit is \$180. A half-year permit is also available for \$95. For residents who do not have a permit, the side-window fee is \$8 for up to three bags (or 100 lbs.) of kitchen-type MSW. Additional bags are currently charged at \$4 each. Town staff has proposed that permits be raised to \$190 and \$100 respectively; side window transactions are not proposed to be increased for FY 24.

The Transfer Station currently charges \$115 per ton for the disposal of brush and \$190 per ton for bulky wastes. Town staff has proposed that these fees be increased to \$125 per ton and \$200 per ton respectively. These tipping fees remain well-aligned with the fees at other disposal facilities within our local marketplace.

Oversized wastes are charged a "volume-based" fee, and that fee is set to cover the costs to manage, transport and dispose of these materials. The fees for these items are currently \$20 for chairs and \$30 for sofas respectively and no changes in this pricing is proposed for FY 24.

Freon-containing appliances, propane tanks and tires are each subject to a fee to cover the costs to properly manage and dispose of these wastes as well. Current fees cover the expense of disposing for the Freon-containing appliances and town staff has proposed that fees remain unchanged for FY 24. Staff proposes to increase the cost to dispose of tires from \$6 per tire and \$6 per propane tank to \$10 and \$8 respectively. These costs continue to be lower than similar fees for these materials at other disposal sites in our area.

China's "National Sword" policy continues to impact the global recyclables market and continues to affect Windsor at the local level. Recyclables that once had value remain an economic liability. No significant changes in the recyclables market are expected during FY 24.

New recycling fees were established in FY 20 for patrons of the transfer station who choose to use the recycling roll-off containers at the transfer station instead of recycling their materials curbside at their homes. Two fees are charged for recyclables based upon size of vehicle. (\$5 per car, \$10 per truck). These fees continue to be in line with similar charges at other facilities within our region and no change is proposed for FY 24.

Mattresses that qualify under the Connecticut Mattress Recycling program are not charged a fee since the site began participation in the program in early FY 18.

Financial Summary

It is anticipated that the total revenues for the Resident Transfer Station Enterprise fund will be \$338,610 for FY 23. This is under budget by \$74,920 and is driven primarily by a significant decrease in the receipt of construction and demolition materials and yard wastes which brings those back down near pre-COVID-19 pandemic levels. As expected, total expenses for FY 23 were also lower than budget and are estimated to be \$342,230 or \$66,280 under budget. When considered with the costs for the Organics Recycling PILOT program, the resulting annual net loss of \$14,650 is \$11,760 less than budgeted.

The proposed FY 24 budget incorporates the changes to our fee structure recommended above. If these proposed fee increases are implemented, the FY 24 revenues are anticipated to be \$366,620 and expenses are expected to come in at \$363,620, resulting in a \$3,000 operating surplus for the year. When the \$12,450 expense related to our continued Organics Recycling Pilot Program is taken into consideration, the result is an annual loss of \$9,450 to the Transfer Station Enterprise Fund for FY 24.

As has always been the case, it is important to note that due to the volatility of the recyclables market and additional uncertainty related to regional solid waste disposal issues, the economics of the Transfer Station Enterprise Fund could rise or fall sharply due to broader trends that are beyond the town's control. In addition, waste generation rates for many material types have declined dramatically since the time when the COVID-19 pandemic was at its peak.

If the global recyclable markets rebound to former levels, the Transfer Station Enterprise Fund could show a positive annual balance and would be further supported by the current fee schedule. Conversely, if scrap metal or other markets dip below current levels, the opposite would hold true. Staff continues to look for ways to gain operational efficiencies that could potentially provide future savings related to our transportation and disposal costs in order to keep our fees as low as possible for our residents.

**TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue					
Charges for Services	199,539	243,690	191,390	202,320	202,320
Permits & Other Revenues	159,398	166,340	134,720	147,800	147,800
Total Operating Revenue	358,937	410,030	326,110	350,120	350,120
Non-Operating Revenue:					
Interest Income	576	3,500	12,500	16,500	16,500
Total Non-Operating Revenue	576	3,500	12,500	16,500	16,500
Total Revenue	359,514	413,530	338,610	366,620	366,620
Operating Expenses:					
Personal Services	94,233	96,210	94,370	96,570	96,570
Supplies	4,702	7,010	6,570	7,230	7,230
Services	31,696	33,050	21,700	23,430	23,430
Services (disposal of MSW)	62,753	66,480	52,450	56,390	56,390
Services (disposal of bulky & oversized)	162,941	194,190	154,880	166,510	166,510
Capital Outlay	-	-	-	-	-
Energy & Utility	11,319	11,570	12,260	13,490	13,490
Total Operating Expenses	367,644	408,510	342,230	363,620	363,620
Non-Operating Expenses:					
Organics Recycling PILOT Program	-	31,430	11,030	12,450	12,450
Total Non-Operating Expenses	-	31,430	11,030	12,450	12,450
Total Expenses	367,644	439,940	353,260	376,070	376,070
Annual Income/(Loss)	(8,130)	(26,410)	(14,650)	(9,450)	(9,450)
Net Assets (Retained Earnings), Beginning of Year	527,760	545,201	519,630	504,980	504,980
Net Assets (Retained Earnings), End of Year	519,630	518,791	504,980	495,530	495,530
Personnel Requirements					
	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	0.15	0.15	0.15	0.15	0.15
Regular Part Time Employees	1.33	1.33	1.33	1.33	1.33
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.48	1.48	1.48	1.48	1.48

**TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
OPERATING REVENUES BY SOURCE**

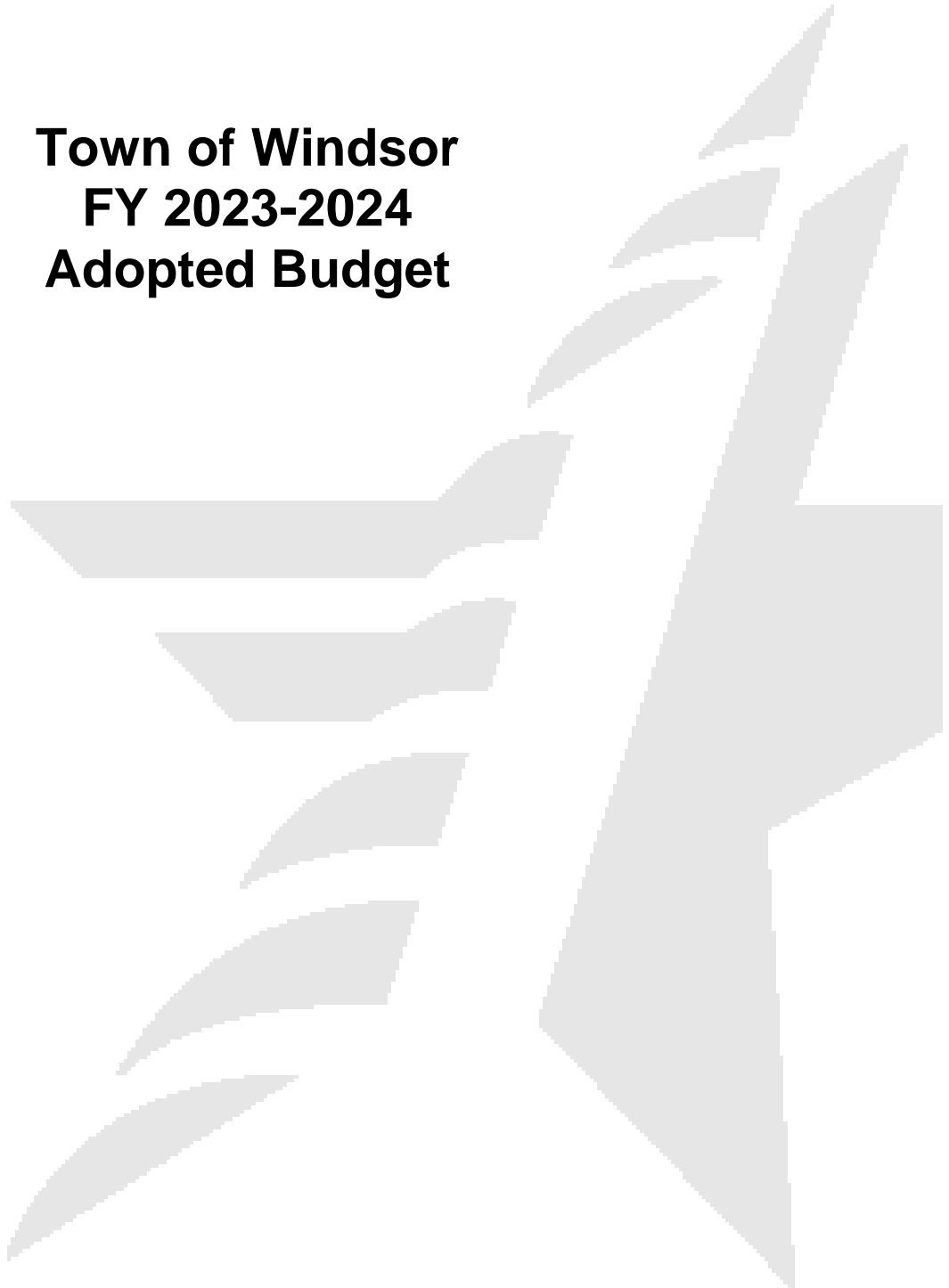
	FY 2022 Actual	FY 2023 Budget	FY 2023 Estimate	FY 2024 Proposed	FY 2024 Adopted
<u>Residential Bulky & Oversize Waste</u>					
Oversize Waste (typically per item)	14,510	15,690	11,200	12,320	12,320
Construction & Demolition Debris (per ton)	185,029	228,000	180,190	190,000	190,000
<i>Sub-total Residential Bulky & Oversize Waste</i>	<u>199,539</u>	<u>243,690</u>	<u>191,390</u>	<u>202,320</u>	<u>202,320</u>
<u>Permit Fees & Other Revenues</u>					
Permit Fees	49,140	56,300	54,020	56,200	56,200
Fee for "Side Window" Transactions	20,110	25,150	20,180	21,190	21,190
Sale of Scrap Metal & Cardboard	24,874	21,620	11,720	17,990	17,990
Fees for Items not Disposed (Tires, Propane, Textiles, etc.)	15,184	17,770	12,660	13,290	13,290
Yard Waste Revenues (Non-Disposed)	39,090	34,500	25,140	28,130	28,130
Recycling Administrative Payment	11,000	11,000	11,000	11,000	11,000
<i>Sub-total Permit Fees & Other Revenues</i>	<u>159,398</u>	<u>166,340</u>	<u>134,720</u>	<u>147,800</u>	<u>147,800</u>
TOTAL OPERATING REVENUES	<u><u>358,937</u></u>	<u><u>410,030</u></u>	<u><u>326,110</u></u>	<u><u>350,120</u></u>	<u><u>350,120</u></u>

**RESIDENT TRANSFER STATION
Products and Services**

<i>Solid Waste Management</i>	\$ 14,000
<ul style="list-style-type: none"> • Process permit holders and approximately 3,800 single-time users through the transfer station • Process approximately 335 residential permit renewal applications • Conduct regular site inspections to ensure compliance with federal and state regulations • Coordinate the handling and processing of roll-off containers at the transfer station with the hauling contractor • Weigh and process 7,910 residential vehicles per year transporting bulky and oversized waste to the facility • Coordinate the processing of yard waste at the site. 	
<i>Recycling Service</i>	\$ 126,720
<ul style="list-style-type: none"> • Collect and market recyclable materials such as - metal, textiles, paint, tires and batteries • Manage the Take-It-Or-Leave-It facility at the site • Quarterly and annual tracking and reporting of residential and commercial recycling to the Department of Energy and Environmental Protection (DEEP). 	
<i>Solid Waste Transportation & Disposal Expense</i>	\$ 222,900
<ul style="list-style-type: none"> • Transportation and Disposal expenses for MSW and bulky and oversized wastes hauled away from the facility. 	

Adult Day Care Enterprise Fund

**Town of Windsor
FY 2023-2024
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 35 years, the talented staff of the Caring Connection has cared for elder citizens from Windsor and surrounding towns with professionalism and compassion. More recently with the result of the COVID-19 pandemic and a number of Adult Day vendors closing, clients from more outlying areas have sought the services of the Caring Connection, a medical model adult day center. The Caring Connection is certified by the Connecticut Association of Adult Day Centers, Inc. and the Connecticut Department of Social Services, offering clients skilled nursing, therapeutic recreation, healthy nutrition, family counseling, personal care, socialization and transportation. Space is allocated for speech, physical and occupational therapists to provide their services as ordered by physicians.

The COVID-19 pandemic has continued to challenge the Caring Connection. The center continues to operate as a mask wearing community in a socially distanced environment. While eating, our clients sit six feet apart, as this is the only time during the day masks are removed. Some outside vendors and partners, such as our creative arts therapist, entertainers and our therapy dog, Jack, have been able to return to our program, all following our mitigation plan and best practices, developed in conjunction with the Connecticut Association of Adult Day Centers.

While the financial challenges at the Caring Connection continue, we are seeing some improvement. The yearly loss for FY 23 is predicted to be \$116,110, which is \$20,900 or 15.3% less than the loss we projected in the FY 23 adopted budget. Total Revenues are up by \$1,790 or 0.6% compared to the FY 23 adopted budget. Total expenditures are down by \$19,110 or 4.6% due to Personal Services and transportation costs that are all related to the impact of a lower census.

Overall FY 24 revenues, based on our current census trends, projected growth and current COVID-19 pandemic reality are projected to be \$292,660, which is \$9,890 or 3.5% higher than the FY 23 adopted budget. Total FY 24 proposed expenditures reflect an increase of \$51,680 or 12.3%, which is in line with a projected census increase. The FY 24 budget is projected to have a \$178,800 shortfall between revenues and expenses.

Our community partners continue to be an integral component of our FY 24 marketing efforts including surrounding senior centers and communities, physician offices and social/caseworkers with emphasis in Windsor, Hartford, Bloomfield and Windsor Locks. Recently the Caring Connection contracted with Windsor caterer, Lilly's, to provide our lunch meal. This partnership of two Windsor businesses has been very positive and also very attractive to new clients familiar with Lilly's excellent food and looking at the Caring Connection for their family member. We look forward to resuming our intergenerational relationships with the Windsor Montessori School, the Loomis Chaffee School and Windsor High School when partnering is safe in our current COVID-19 pandemic environment. These relationships embellish our activity calendar and keep our clients connected in the community.

**TOWN OF WINDSOR
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2022 Actual	FY 2023 Budget	FY 2023 Estimate	FY 2024 Proposed	FY 2024 Adopted
Operating Revenue:					
Charges For Services	208,387	259,370	255,060	268,260	268,260
Permits & Other Revenues	31,506	20,000	25,600	20,000	20,000
Total Operating Revenue	239,893	279,370	280,660	288,260	288,260
Non-Operating Revenue:					
Donations	3,244	3,200	3,200	3,200	3,200
Interest Income	49	200	700	1,200	1,200
Total Non-Operating Revenue	3,293	3,400	3,900	4,400	4,400
Total Revenue	243,186	282,770	284,560	292,660	292,660
Operating Expenses:					
Personal Services	217,236	233,830	228,490	271,110	271,110
Supplies	16,689	10,400	7,850	8,380	8,380
Services	10,501	38,250	33,650	51,110	51,110
Marketing	6,504	6,000	6,000	8,900	8,900
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,830	3,710	4,270	4,350	4,350
Rent	65,090	65,090	65,090	65,090	65,090
Transfer Payment to GF Transportation Unit	54,097	61,500	54,320	61,520	61,520
Other (bad debt)	-	1,000	1,000	1,000	1,000
Total Operating Expenses	373,947	419,780	400,670	471,460	471,460
Non-Operating Expenses:					
Depreciation	-	-	-	-	-
Total Non-Operating Expenses	-	-	-	-	-
Total Expenses	373,947	419,780	400,670	471,460	471,460
Annual Income/(Loss)	(130,761)	(137,010)	(116,110)	(178,800)	(178,800)
Net Assets (Retained Earnings), Beginning of Year	29,441	2,251	18,680	42,570	42,570
Transfer In - General Fund - General Services	120,000	100,000	100,000	100,000	100,000
Transfer In - General Fund - Fund Balance	-	-	-	-	-
Transfer In - American Rescue Fund	-	40,000	40,000	60,000	60,000
Net Assets (Retained Earnings), End of Year	\$ 18,680	\$ 5,241	\$ 42,570	\$ 23,770	\$ 23,770
Personnel Requirements					
	FY 2022	FY 2023	FY 2023	FY 2024	FY 2024
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00	2.00
Regular Part Time Employees	1.40	1.58	1.41	2.10	2.10
Total	3.40	3.58	3.41	4.10	4.10

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 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	103,830	103,170	108,830	108,830
Supplies	1,400	1,100	1,180	1,180
Services	6,240	6,240	5,780	5,780
Marketing	6,000	6,000	8,900	8,900
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,710	4,270	4,350	4,350
Administration	-	-	-	-
Rent Expense	65,090	65,090	65,090	65,090
Other	1,000	1,000	1,000	1,000
Total Expenses	187,270	186,870	195,130	195,130

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.20	0.18	0.20	0.20
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.20	1.18	1.20	1.20

Budget Commentary

The FY 23 expenditures are expected to come in under budget by \$400 or 0.2% primarily due to savings in Personal Services. The FY 24 proposed budget is projected to be \$7,860 or 4.2% higher than the FY 23 adopted budget due to increases in Personal Services and Marketing costs, offset by savings in Supplies and Services.

ADMINISTRATION

Products & Services

Administration \$170,850

- Develop the budget and monitor the overall financial operation of the program including accounts receivable, accounts payable, payroll, grant writing and administration, fundraising and donations
- Update all policies and procedures, admissions, discharges and medical records to maintain CT Association of Adult Day Health Center's peer review certification to receive federal and state funding
- Prepare and write grants, contracts and monthly reports for the Home Care for Elders program, Veteran's Administration, North Central Area of Aging IIIB, Alzheimer's Aide Grant, Association and Respite Care program, Reynolds Foundation, United States Department of Agriculture Child & Adult Food program and Bank of America grants
- Supervise and provide orientation for all personnel, volunteers and students including scheduling and conducting all mandatory in-service training
- Provide administrative support to all areas on the interdisciplinary team
- Provide counseling, information, support and referrals to clients and caregivers
- Provide an "hourly day center program". This program fills a community need for individuals who require only intermittent adult day services
- Produce a monthly newsletter in conjunction with nursing, therapeutic recreation and transportation services
- Oversee the Therapeutic Recreation program including planning and development of the monthly calendar, leading select activities and assisting with off-site trips
- Complete all required client therapeutic recreation goals, assessments and care plans
- Inventory and order all supplies for art, music and therapeutic recreation programs.

Intake, Assessment, and Case Management \$15,380

- Conduct interviews of prospective clients, assessments, evaluations and interviews of all clients in conjunction with caregivers and case managers
- Process all new referrals and intakes with admission criteria set forth by the standards of the CT Association of Adult Day Centers
- Secure all intake, release information and medical forms with client, caregiver, case manager, physician and staff
- Serve as client advocate
- Train volunteers on program offerings and issues of health and aging
- Research grant opportunities and refer clients and caregivers to community, state and federal funding opportunities
- Submit program articles and press releases to newspapers and area agencies.

Marketing \$8,900

- Develop outreach efforts and market the program to the community and the private sector.

NURSING

The nursing division provides health services including assessments, daily medical monitoring, administration of medications, care planning, coordination of medical and therapy appointments, personal care services and emergency care.

Expenditures

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	126,550	118,420	139,880	139,880
Supplies	7,000	5,250	5,600	5,600
Services	24,210	19,610	37,530	37,530
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	157,760	143,280	183,010	183,010

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	1.28	1.08	1.40	1.40
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.28	2.08	2.40	2.40

Budget Commentary

The FY 23 expenditures are expected to be under budget by \$14,480 or 9.2% due primarily to less nursing services needed as a result of the decreased census. The FY 24 proposed budget is projected to be \$25,250 or 16.0% higher than the FY 23 adopted budget due to increases in Personal Services for minimum wage compression increases and Services for increased food costs.

NURSING

Products & Services

Skilled/Non-Skilled Nursing \$135,580

- Monitor daily medical status: weight, blood pressure and pulse
- Monitor behavior modification, range of motion exercises, nail care and incontinence
- Administer emergency care
- Provide restorative and rehabilitative nursing
- Administer, order, document and store medications. Update physician orders as needed
- Supply wound and skin treatments as ordered by physician
- Prepare snack calendar and daily snacks
- Monitor meal service, diets and purchase groceries
- Arrange for all vaccines, including purified protein derivatives (tuberculosis testing) and seasonal flu for clients and staff
- Develop interdisciplinary care plans for each individual client and review with caregivers on a 6-month basis
- Monitor and provide special needs diets, provide set ups and cueing as needed
- Assist clients with activities of daily living including walking, eating, toileting, grooming and personal care
- Assist with the planning and development of the monthly calendar, leading select activities and assisting with "out trips."

Case Management \$17,780

- 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, \$29,650

Training and Education

- Maintain daily documentation of care through flow sheets including meal intake, toileting, ambulation, medications, treatments, hygiene, mental status and behavior
- Write monthly summaries on each client and complete a 6-month review for each client in compliance with the State of CT Community Care client and care plans
- Provide mandatory in-services with staff
- Coordinate medical and therapy appointments with transportation for clients.

THERAPEUTIC RECREATION

Therapeutic Recreation delivers a quality therapeutic recreation program with the objective of maintaining and improving the capacity of lifelong skills and improving physical and emotional well-being, and encouraging and fostering community involvement and individual interests.

Operating Expenses

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	3,450	6,900	22,400	22,400
Supplies	2,000	1,500	1,600	1,600
Services	7,800	7,800	7,800	7,800
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	13,250	16,200	31,800	31,800

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.10	0.15	0.50	0.50
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	0.10	0.15	0.50	0.50

Budget Commentary

The FY 23 expenditures are expected to come in over budget by \$2,950 or 22.3% due to increased therapeutic recreation staff as a result of census increases seen in the second half of the fiscal year. The program director, being a Therapeutic Recreation Director, supervises that aspect of the program at this time. The FY 24 proposed budget is projected to increase \$18,550 over the FY 23 adopted budget due to increases in Personal Services for a new part time therapeutic recreation coordinator.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming \$31,800

- Assist in developing, planning and implementing a therapeutic recreation program designed to meet clients' cognitive, social, physical and spiritual needs
- Involve clients in ongoing intergenerational community programs with Windsor schools, Loomis Chaffee school and the Child Development Center programs
- Assist with integrating clients in the community via attendance at cultural events (external), restaurants and shops outside the Caring Connection
- Provide special programming for clients with Alzheimer's disease and related dementias
- Further enhance ongoing therapeutic music therapy and creative arts programs.

TRANSPORTATION

Transportation Services provides safe, accessible and assisted transportation for all handicapped and disabled adults.

Expenditures

Expenditures by Category	FY 2023		FY 2024	
	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	61,500	54,320	61,520	61,520
Total Expenses	61,500	54,320	61,520	61,520

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 23 estimate is projected to come in under budget by \$7,180 or 11.7% due to the lower than expected census. The FY 24 proposed budget reflects a slight increase of \$20 due to increased transportation costs for gasoline and is offset with the projected census.

TRANSPORTATION

Products & Services

Daily Transportation \$61,520

- Transfer payment to the General Fund to pay for services provided by the Transportation Unit in Recreation & Leisure Services.

ADULT DAY CARE ENTERPRISE FUND

FY 2023 Highlights

The Caring Connection Adult Day Health Center continues to maintain its excellent reputation as a municipally-operated, community-based health center. The center is a member of the Connecticut Association of Adult Day Health Centers, the Connecticut Association of Not-for-Profits Agencies and the National Council on Aging. FY 19 was our re-accreditation year when the Center had a deficiency-free review with commendation.

FY 23 marketing efforts have slowly returned to in-person in the current COVID-19 landscape. In the fall, we participated in senior health fairs here in Windsor and in neighboring Bloomfield.

Since the summer of 2022, the Caring Connection has been working with marketing strategists at ZenCity to develop and implement a digital marketing and advertising strategy in an effort to attract more clients. This targeted approach examines the Caring Connection's already existing client data to deploy consistent communication and specific advertisements to those who are most likely to take action. This digital media marketing will continue through the following year which will improve the Caring Connection's overall reach and brand recognition.

Once again in FY 23, staff, clients and their families donated to the Social Services "Socktober" drive and clients worked to make and donate about 12 fleece tied blankets to support Windsor's Project Santa. Both of these wonderful Windsor community projects were an honor to participate in. Caring Bags for Windsor first responders were assembled by clients in appreciation and support of these individuals.

Clients, caregivers and the Caring Connection facility continued to receive benefits from outside funding sources in FY 23 including:

- Home Care for Elders Program (Connecticut Community Care, Inc.)
- North Central Area Agency on Aging (IIIB/Client Subsidies, Alzheimer's Aide Grant, Alzheimer's and Respite Care Funding)
- State of Connecticut Department of Social Services
- Veteran's Administration
- United States Department of Agriculture Adult Day Care Food Grant via State of Connecticut Department of Education
- Granger Trust
- Reynolds Foundation
- Memorial donations.

Other Fiscal Year 2023 program highlights include:

- Act as a site for UCONN Nursing School students
- More robust social media presence including the use of sponsored Facebook posts to boost in-house events
- Socially distanced and mask wearing safe environment continuing to successfully meet client needs during the pandemic
- 35th anniversary celebration
- Sharing of Drama Therapy Leslie University Master's Intern with Windsor Senior Center participants bringing a space for creative expression through theater and drama activities two times a week
- Second annual "Longest Day Concert on the Green" celebrating caregivers on the longest day of the year.

Child Development Enterprise Fund

**Town of Windsor
FY 2023-2024
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 over 40 years. During the school year, the center will serve more than 90 children from 83 families in the following programs: Infant/Toddler Care, Montessori Toddler, Montessori Primary, Montessori Kindergarten and Elementary after-school care. During the summer months, we offer a variety of programs with separate enrollments serving an average of 68 children per week with an age range between 18 months to 10 years.

What a difference a year makes! The Montessori school has been one hundred percent enrolled for the 2022-2023 academic year, with waiting lists across all groups. The majority of the families waiting are enrolled for the 2023-2024 school year. Based on the current enrollment and spaces available for siblings, we do not anticipate more than five openings in the programs for children under three years old for the 2023-2024 school year. In January of 2023, we started processing applications for the 2023-2024 school year. We will accommodate families from the waiting list to keep the school enrollment at one hundred percent capacity. We anticipate we will have the ability to open additional classrooms if the interest continues at the same momentum as this past year.

The FY 23 adopted budget assumed a loss of \$176,640. Our enrollment experienced a considerable increase during the summer months, as well as during the academic year across all programs which were under-enrolled since the COVID-19 Pandemic. The Child Development fund is estimating a loss of \$99,530 in FY 23 as compared to the \$118,557 in FY 22.

An operating loss of \$5,350 is projected for the Child Development fund for FY 24 as compared to our projected budgeted loss of \$176,640 for FY 23. The FY 24 budget was developed with the assumption of returning to full capacity in all programs with the addition of a fourth 3 to 5-year-old classroom. Our marketing efforts continue to generate waiting lists in all of the programs offered. Parent referrals, the birth of siblings and word of mouth continue to be driving forces in our enrollment.

We will continue to offer full and half-day programs five days per week in the Primary and Toddler Montessori classrooms, full time infant/toddler care and after-school care for elementary students at the Discovery Center. The FY 24 proposed revenues include an increase in tuition for all programs. The FY 24 projected expenditures are based on current staffing patterns with the addition of two full time staff.

**TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	1,062,117	1,156,250	1,168,700	1,466,890	1,466,890
Permits & Other Revenues	685	200	37,020	30,600	30,600
Total Operating Revenue	1,062,802	1,156,450	1,205,720	1,497,490	1,497,490
Non-Operating Revenue:					
Donations	-	-	-	-	-
Interest Income	228	250	3,800	5,500	5,500
Total Non-Operating Revenue	228	250	3,800	5,500	5,500
Total Revenue	1,063,030	1,156,700	1,209,520	1,502,990	1,502,990
Operating Expenses:					
Personal Services	984,956	1,096,970	1,095,410	1,274,460	1,274,460
Supplies	16,805	23,900	23,630	33,750	33,750
Services	33,081	56,560	45,400	50,000	50,000
Marketing	4,104	8,000	4,000	5,000	5,000
Maintenance & Repairs	10,155	10,300	7,000	10,300	10,300
Capital Outlay	-	-	-	-	-
Energy & Utility	12,656	15,780	10,280	13,000	13,000
Administrative Overhead	-	-	-	-	-
Rent	118,830	118,830	118,830	118,830	118,830
Other (bad debt)	-	2,000	3,500	2,000	2,000
Total Operating Expenses	1,180,587	1,332,340	1,308,050	1,507,340	1,507,340
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	1,181,587	1,333,340	1,309,050	1,508,340	1,508,340
Annual Income/(Loss)	(118,557)	(176,640)	(99,530)	(5,350)	(5,350)
Net Assets (Retained Earnings), Beginning of Year	243,910	79,920	215,158	195,748	195,748
Transfer In - General Fund - Fund Balance	-	-	-	-	-
OEC Stabilization Grant Funds Used	89,805	96,720	80,120	24,560	24,560
Net Assets (Retained Earnings), End of Year	215,158	-	195,748	214,958	214,958
Personnel Requirements					
	FY 2022	FY 2023		FY 2024	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	10.88	11.00	10.92	13.00	13.00
Regular Part Time Employees	6.62	7.18	7.44	8.18	8.18
Temporary/Seasonal Employees	-	-	-	-	-
Total	17.50	18.18	18.36	21.18	21.18

INFANT/TODDLER PROGRAMS

The Windsor Montessori School and Discovery Center offers three programs for children between the ages of six weeks and three years. Full-day infant/toddler child care and Montessori Toddler care. A half-day school year program is also offered for the Montessori Toddler program. During the summer months an eight week half-day program is offered.

Expenditures

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	488,080	451,110	382,770	382,770
Supplies	5,980	5,910	8,440	8,440
Services	16,810	11,350	12,500	12,500
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	1,000	1,000	1,000	1,000
Total Expenses	511,870	469,370	404,710	404,710

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.50	4.50	4.50
Regular Part Time Employees	2.50	2.46	2.74	2.74
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	8.50	7.96	7.24	7.24

Budget Commentary

The FY 23 expenditures are expected to come in under budget by \$42,500 or 8.3% due to the retiring of a long-time employee, hiring a replacement at a lower salary and reallocation of full time hours to another program. The FY 24 proposed budget reflects a decrease of \$107,160 or 20.9% as compared to the FY 23 adopted budget primarily due to Personal Services for the re-allocation of full time hours and administrative salaries to the Facilities Management/Administration department.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler \$169,310

- Conduct a year-round, full time program for 8 children age six weeks to twenty months
- Provide monthly field trips for eight infants
- Provide weekly music class for eight infants.

Montessori Toddler \$235,400

- Provide eight half-day spaces for children 18 months to three years (10 Month Program)
- Provide one full-day, year-round program for eight children ages 18 months to three years
- Provide an eight-week half-day summer program for eight toddlers
- Provide bi-monthly Mindfulness Yoga for 16 children
- Provide weekly music class for 16 children
- Provide monthly field trips for 16 children.

PRESCHOOL/KINDERGARTEN PROGRAMS

The Windsor Montessori School and Discovery Center provides the Montessori method of education and development in a thoughtfully prepared learning environment for children three through five years of age. The school year programs and summer programs are offered on a half day or full day schedule. During the school year, a total of 60 children are served in these programs with additional enrollment during the summer months.

Expenditures

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	469,080	504,980	603,060	603,060
Supplies	13,150	14,170	20,250	20,250
Services	33,770	25,420	30,000	30,000
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	1,000	2,500	1,000	1,000
Total Expenses	517,000	547,070	654,310	654,310

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.83	4.33	5.83	5.83
Regular Part Time Employees	3.78	3.77	3.95	3.95
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	7.61	8.10	9.78	9.78

Budget Commentary

The FY 23 expenditures are expected to come in over budget by \$30,070 or 5.8% due to the reallocation of full time employee hours. The FY 24 proposed budget reflects an increase of \$137,310 or 26.6% due primarily to Personal Services because of increased enrollment capacity.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori *\$590,880*

- Provide a Montessori educational experience for children ages 32 months through five years on a full or half-day schedule from August to June
- Provide weekly music and Spanish classes to all students.
- Provide bi-monthly mindfulness yoga class for all students
- Provide monthly internal fieldtrips for all children.

Preschool Summer Program *\$63,430*

- Conduct a nine-week theme-based preschool summer program for children ages three and four.

ELEMENTARY PROGRAMS

The Windsor Montessori School and Discovery Center provides before and after-school child care during the school year for families whose children attend Oliver Ellsworth, Kennedy, Sage Park Middle schools and/or private elementary schools. A full day summer camp is offered for nine weeks during the summer months for children entering kindergarten through fourth grade.

Expenditures

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	139,810	139,320	107,560	107,560
Supplies	4,770	3,550	5,060	5,060
Services	13,980	8,630	7,500	7,500
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total Expenses	158,560	151,500	120,120	120,120

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.17	1.17	0.67	0.67
Regular Part Time Employees	0.90	0.88	1.44	1.44
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.07	2.05	2.11	2.11

Budget Commentary

The FY 23 expenditures are expected to come in under budget by \$7,060 or 4.5% primarily due to savings in Supplies and Services. The FY 24 proposed budget reflects a decrease of \$38,440 or 24.2% as compared to the FY 23 adopted budget due to Personal Services for the re-allocation of administrative salaries to Facilities Management/Administration, as well as the re-allocation of defined benefit costs to the town's General Fund General Services budget.

ELEMENTARY PROGRAMS

Products & Services

After School Elementary \$58,870

- Provide an after-school program for kindergarten through sixth grade students
- Expand to full-day sessions during inclement weather, in-service days and school vacations
- Care is provided to children from Oliver Ellsworth, John F. Kennedy, and Poquonock Elementary schools, Sage Park Middle School and local private schools.

Elementary Summer Program \$28,110

- Provide a nine-week full-day summer experience for children entering into first through fourth grades that includes educational and recreational field trips, swimming, arts and crafts activities, archery, science and nature experiences, cooking and non-competitive games.

K-1 Summer Program \$33,140

- Conduct a nine-week summer program experience for children ages five through seven that includes educational and recreational field trips, swimming, arts and crafts activities, archery, science and nature experiences, cooking and non-competitive games.

FACILITIES MANAGEMENT

The Facilities and Administration 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, as well as compensation for administrative personnel.

Expenditures

Expenditures by Category	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	181,070	181,070
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	10,300	7,000	10,300	10,300
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	-	-	-	-
Rent Expense	118,830	118,830	118,830	118,830
Energy & Utility	15,780	10,280	13,000	13,000
Other	-	-	-	-
Total Expenses	144,910	136,110	323,200	323,200

Personnel Requirements

Full Time Equivalents (FTE)	FY 2023		FY 2024	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	2.00	2.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	2.00	2.00

Budget Commentary

The FY 23 expenditures are expected to come in \$8,800 or 6.1% under budget due to savings in Energy & Utility and Maintenance & Repair. The FY 24 proposed budget reflects an increase of \$178,290 or 55.2% due to Personal Services for the re-allocation of administrative salaries that were previously reflected in the Infant & Toddler and Elementary budgets.

FACILITIES MANAGEMENT

Products & Services

Management \$118,830

- Pay rental fee to the Town of Windsor special revenue fund for the Milo Peck building.

Support Services \$23,350

- Provide for general maintenance and telecommunication costs.

Administration \$181,020

- Ensure the school meets all state required operational standards and criteria
- Supervise all teaching staff, provide new employee orientation, and scheduling of employees time
- Maintain accurate records for all employees, ensure staff meet state required, background checks, professional development hours, and physical health records
- Develop the budget and monitor the overall fiscal operations of the program including accounts receivable, accounts payable, payroll, fundraising, and donations
- Conduct program tours for potential families
- Maintain accurate waiting list
- Ensure all students files are complete with required state and program requirements, enroll new students each academic year and summer program
- Maintain NAEYC Program Portfolio to ensure compliance with NAEYC Standards
- Complete Annual Reports for NAEYC
- Participate in Office of Early Childhood compliance unannounced compliance visits, provide appropriate documentation and corrective action if necessary
- Responsible for the maintenance of the facility.

Child Development Enterprise Fund

FY 2023 Highlights

The Windsor Montessori School and Discovery Center continue to offer a variety of programs and services for families attending the center and the community-at-large.

We slowly integrated internal field trips during the school year and external trips during the summer months for the older summer program participants. We conducted weekly music, Spanish, and bi-monthly Mindfulness Yoga classes for all age groups.

Our teaching staff met the OEC Professional Development requirements by completing online training to uphold the school's reputation of having highly qualified faculty. Staff participated in CPR/First Aid and Medication training as well as enrolled in college courses. For the first time, staff had an amazing opportunity to attend the National Montessori Professional Development Conference in Boston, Massachusetts.

Our school participates in a variety of community service projects. We participated in Connecticut Children's Medical Centers *PJ Day for the Kids* event. This is an annual event with a mission to raise money while honoring the brave kids fighting cancer and serious illnesses at Connecticut Children's Medical Center. Students and staff wore their pajamas for the kids and raised \$240 for this worthy cause. During the winter months, we collect food for the Windsor Food Bank. The kindergarten students count, sort and graph the items each week.

We offered an event called "Second Cup of Coffee," held on the first Friday of each month. This is a simple way to bolster our communication with families and to let them know we appreciate them for trusting us to educate their children during this difficult time. Families were able to meet and socialize with each other and have conversations with the Director. We also held parent orientation and our parent education events, while following Federal CDC guidelines for group events.

Our marketing efforts consisted of family referral coupons, new enrollee sign-on bonuses, and cold calling previous visitors, conducting in-house personal tours and posting openings on our social media platforms.

APPENDICES

SECTION	TITLE	PAGE
APPENDIX A	Capital Improvement Program 2024-2029	A-1
APPENDIX B	Special Revenue Funds	B-1
APPENDIX C	Summary of Personal Services	C-1
APPENDIX D	Employee Pay Plans	D-1
APPENDIX E	Chart of Accounts	E-1
APPENDIX F	Debt Management	F-1
APPENDIX G	Price Guide	G-1
APPENDIX H	Charter Provisions Concerning Annual Budget	H-1
APPENDIX I	Financial Policies	I-1
APPENDIX J	Glossary	J-1

APPENDIX "A"
Capital Improvement Program
2024-2029

Town of Windsor
FY 2023 - 2024
Adopted Budget

**TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2024 – FY 2029**

Relationship between Operating Budget and CIP

The Town of Windsor prepares a Capital Improvement Program (CIP) separate from its operating budget. The operating budget provides for general municipal service delivery, including personnel services costs, supplies, contractual services and certain capital equipment. Revenues for the operating budget are derived primarily from property taxes, intergovernmental sources and user fees.

The Capital Improvement Program is a financial plan that adds to, supports, or improves capital assets, physical infrastructure, or productive capacity of the town. Capital projects typically have the following characteristics: expenditures that take place over two or more years; continuing appropriations beyond a single fiscal year; debt financing due to significant costs, that will be shared by current and future beneficiaries; systematic acquisition over an extended period of time in order to implement major operating systems or public programs; and scheduled replacement or maintenance of physical assets. Revenues for capital projects can be derived from debt financing, current property tax revenues, state and federal grants or private sources.

The initial prioritization of projects occurs at the task team level. Once that is done, a proposed Capital Improvements Program is submitted to and reviewed by the Capital Improvements Committee, the town Planning and Zoning Commission and the Public Building Commission. The final proposed version is then reviewed and approved by the Town Council.

Schedules of the Town's debt capacity, principal and interest payments through maturity, and current bond rating are located in our Annual Comprehensive Financial Report. The principal and interest payments related to FY 24 are included in Appendix F of this document. These schedules provide information to assess the affordability of the Town's current levels of outstanding debt and the ability to issue additional debt in the future.

The following pages represent the schedule of projects in the CIP. The General Fund contribution corresponds to the Capital Projects budget in the General Services section of the budget on pages Q-11 and Q-12.

Draft Capital Improvement Program

To be reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2024						
Pavement Management Program	1,110,000	930,000		180,000		
Sidewalk and Curb Replacement Program	185,000	185,000				
Stormwater Management Improvements	325,000		325,000			
Fleet and Public Works Equipment Replacement	879,700	814,000				65,700 ³
Tree Replacement Program	35,000					35,000 ¹
Historic Monument and Ancient Cemetery Preservation	120,000					120,000 ²
Day Hill Road Pedestrian Circulation Enhancements (Day Hill from Marshall Phelps Rd to Helmsford Way, Construction)	263,000					263,000 ¹
International Drive Rehabilitation (Construction - Phase 2 Westbound)	2,290,000		2,290,000			
Street Reconstruction - Basswood Road (Design)	210,000					210,000 ²
Millbrook Enhancement Project - Stream Stabilization (Planning & Design)	420,000					420,000 ³
Town Facility Improvements - Core Networking Equipment	295,000	295,000				
Town Facility Improvements - Goslee Pool Tile Markings and Fencing Repair	60,000					60,000 ³
Town Facility Improvements - Town Clerk's Office	75,000					75,000 ³
Town Facility Improvements - Food Bank	60,000					60,000 ³
Town Facility Improvements - Welch Pool Improvements	2,255,000		2,255,000			
Athletic Field Improvements - Clover Street School Field Improvements (Construction)	640,000		640,000			
Athletic Field Improvements - O'Brien Field Turf Replacement (Design)	63,000					63,000 ¹
Playscape Equipment Replacement	110,000	110,000				
Public Safety Equipment Fund	500,000	500,000				
BOE - LP Wilson HVAC Improvements - North Phase II (Construction)	2,555,000		2,555,000			
BOE - Windsor High School Fieldhouse Renovation (Design)	66,000					66,000 ¹
BOE - Sage Park Roof Replacement (Construction)	2,900,000		2,900,000			
BOE - Clover Street School - ADA Code and Restroom Renovations (Construction)	1,350,000		1,350,000			
BOE - Windsor High School - HVAC Systems Replacement (Design)	266,000					266,000 ²
Subtotal FY 2024	17,032,700	2,834,000	12,315,000	180,000	-	1,703,700
FY 2024 Projects Anticipated to Require Voter Approval						
Broad Street Road Diet (Construction)	4,500,000		500,000	4,000,000		
Town Facility Improvements - Milo Peck HVAC, Electrical, and Energy Improvements (Construction)	3,995,000		3,995,000			
Subtotal FY 2024	8,495,000		4,495,000	4,000,000		
GRAND TOTAL FY 2024	25,527,700	2,834,000	16,810,000	4,180,000	-	1,703,700
¹ Capital Projects Fund Assigned Fund Balance (Total = \$537,000)						
² General Fund Unassigned Fund Balance (Total = \$596,000)						
³ Community Investment Initiatives (Total = \$680,700)						

Draft Capital Improvement Program

To be reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2025						
Pavement Management Program	1,120,000	940,000		180,000		
Sidewalk and Curb Replacement Program	210,000	210,000				
Pavement Resurfacing at Town Facilities & Schools	281,000					281,000 ²
River Street - Repair Culvert and Stream Bed (Design)	92,400					92,400 ¹
Fleet and Public Works Equipment Replacement	814,000	814,000				
Town Hall Roof Replacement Project (Design)	41,000					41,000 ¹
Town Facility Improvements - LP Wilson HVAC Improvements - South Phase III (Construction)	2,555,000		2,555,000			
Pigeon Hill Road Rehabilitation (Lamberton to Addison Rd, Construction)	715,000		715,000			
Day Hill Road Ped. Circulation Enhancements (Old Day Hill Road, Design)	26,000					26,000 ¹
Day Hill Road Ped. Circulation Enhancements (Mashall Phelps from Day Hill to Orange Way, Construction)	282,500					282,500 ²
River Street Roadway Rehabilitation (Poquonock Ave to Old River St, Construction)	649,000		649,000			
Construct Sidewalks - Arterial Roads (Design)	76,000					76,000 ¹
Athletic Field Master Plan - Sharshon Park Improvements (Construction)	637,000		637,000			
Athletic Field Improvement - O'Brien Field Turf Replacement (Construction)	1,095,000		1,095,000			
Replace Tennis/Pickleball Courts at Welch Park (Design/Build)	1,000,000		1,000,000			
Public Safety Fund - Wilson Firehouse Interior Renovations and Roof Replacement	316,000	316,000				
Public Safety Equipment Fund - Replace Engine 8	1,217,700	284,000	633,700			300,000 ³
BOE - L.P. Wilson - Main Hall Restroom Renovation (Construction)	880,000		880,000			
BOE - LPW Roof Replacement Project - (North End - Design)	100,000					100,000 ¹
BOE - Poquonock Elementary School Roof Replacement	2,330,000		2,330,000			
BOE - Windsor High School Roof Replacement Project (Design)	270,000	270,000				
Subtotal FY 2025	14,707,600	2,834,000	10,494,700	180,000	-	1,198,900
FY 2025 Projects Anticipated to Require Voter Approval						
BOE - Windsor High School HVAC Systems Replacement (Construction)	3,555,000	-	3,555,000	-	-	-
Subtotal FY 2025	3,555,000	-	3,555,000	-	-	-
GRAND TOTAL FY 2025	18,262,600	2,834,000	14,049,700	180,000	-	1,198,900

¹ Capital Projects Fund Assigned Fund Balance (Total = \$335,400)

² General Fund Unassigned (Total = \$563,500)

³ Public Safety Equipment Fund (Total = \$300,000)

Draft Capital Improvement Program

To be reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2026						
Pavement Management Program	1,140,000	960,000		180,000		
Sidewalk and Curb Replacement Program	230,000	230,000				
Stormwater Management Improvements	330,000		330,000			
Fleet and Public Works Equipment Replacement	800,000	800,000				
Tree Replacement Program	40,000					40,000 ¹
Train Station Boiler Replacement	225,000					225,000 ³
Town Facility Improvements - Core Server Replacements	149,000	149,000				
Town Hall Roof Replacement (Construction)	567,000		567,000			
Town Facility Improvements - Main Library Roof Top Unit Replacements (Design)	30,000					30,000 ¹
Town Facility Improvements - Wilson Branch Library Roof Top Unit Replacements (Design)	30,000					30,000 ¹
Veterans Memorial Cemetery Expansion & Enhancements	210,000					210,000 ³
Town Facility Improvements - LP Wilson HVAC Improvements - South Phase IV (Construction)	2,370,000		2,370,000			
Replace Tennis/Pickleball Courts at Sage Park Middle School (Design/Build)	1,250,000		1,250,000			
Outdoor Pool Facilities Improvements (Design)	350,000					350,000 ³
Public Safety Equipment - Poquonock Fire Station - Ladder Truck 2 Replacement	1,981,000	600,000	781,000			600,000 ²
Public Safety Fund - Hayden Station Utility / Mobile Cascade Vehicle Replacement	284,000	284,000				
BOE - L.P. Wilson Roof Replacement Project - North End (Construction)	2,400,000		2,400,000			
BOE - Clover Street School Roof Replacement (Construction)	2,422,000		2,422,000			
Subtotal FY 2026	14,808,000	3,023,000	10,120,000	180,000	-	1,485,000
FY 2026 Projects Anticipated to Require Voter Approval						
None	-	-	-	-	-	-
Subtotal FY 2026	-	-	-	-	-	-
GRAND TOTAL FY 2026	14,808,000	3,023,000	10,120,000	180,000	-	1,485,000

¹ Capital Projects Fund Assigned Fund Balance (Total = \$100,000)

² Public Safety Equipment Fund (Total = \$600,000)

³ General Fund Unassigned (Total = \$785,000)

Draft Capital Improvement Program

To be reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
<u>FY 2027</u>						
Pavement Management Program	1,140,000	960,000		180,000		
Sidewalk and Curb Replacement Program	230,000	230,000				
Pavement Resurfacing at Town Facilities & Schools	299,000		299,000			
River Street - Repair Culvert and Stream Bed (Construction)	673,000		673,000			
Fleet and Public Works Equipment Replacement	800,000	800,000				
Town Facility Improvements - Main Library Roof Top Unit Replacements (Construction)	466,000		466,000			
Town Facility Improvements - Wilson Branch Library Roof Top Unit Replacements (Construction)	240,000	240,000				
Poquonock Firehouse HVAC Replacement - Design	48,000					48,000 ¹
Day Hill Road Ped. Circulation Enhancements (Old Day Hill Road, Construction)	378,500		378,500			
Street Reconstruction - Basswood Road (Construction)	2,143,000		2,143,000			
River Street Road Rehabilitation - Design (Kennedy Rd - Old River St)	106,000	106,000				
Palisado Avenue Corridor Improvements and Wall Repairs (Construction)	897,000		897,000			
Athletic Field Master Plan - Welch Field Improvements ¹	341,000		300,000			41,000
Public Safety Equipment Fund	600,000	600,000				
Additional Fire Hydrants	204,000					204,000 ²
BOE - School Window Replacement (Design)	102,000	102,000				
BOE - LP Wilson Window Replacement (Design)	60,000					60,000 ¹
Subtotal FY 2027	8,727,500	3,038,000	5,156,500	180,000	-	353,000
<u>FY 2027 Projects Anticipated to Require Voter Approval</u>						
BOE - Windsor High School Roof Replacement Project (Construction)	9,902,000	-	9,902,000	-	-	-
Subtotal FY 2027	9,902,000	-	9,902,000	-	-	-
GRAND TOTAL FY 2027	18,629,500	3,038,000	15,058,500	180,000	-	353,000

¹ Capital Projects Fund Assigned Fund Balance (Total = \$149,000)

² General Fund Unassigned (Total = \$204,000)

Draft Capital Improvement Program

To be reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
<u>FY 2028</u>						
Pavement Management Program	1,170,000	990,000		180,000		
Sidewalk and Curb Replacement Program	245,000	245,000				
Stormwater Management Improvements	340,000		340,000			
Fleet and Public Works Equipment Replacement	810,000	810,000				
Tree Replacement Program	45,000					45,000 ¹
Painting Town Facilities - Interiors and Exteriors	380,000					380,000 ³
Poquonock Firehouse HVAC Replacement	740,000	240,000				500,000 ²
HVAC Roof Top Replacement at Addison Road DPW	335,000		335,000			
HVAC Roof Top Replacement at 330 Windsor Ave	255,000	255,000				
Emergency Power Generators Replacement	509,000		509,000			
River Street Road Rehabilitation (Kennedy Rd - Old River St)	1,112,000		1,112,000			
Day Hill Road Capacity Improvements - Right Turn Lanes (Design)	101,000	101,000				
Rainbow Neighborhood - Road Reconstruction (Design)	550,000		550,000			
Public Safety Equipment Fund	360,000	360,000				
Additional Fire Hydrants	212,800					212,800 ³
BOE - School Window Replacement (Construction)	1,073,000		1,073,000			
BOE - School Emergency Generators (Design)	310,000					310,000 ¹
Subtotal FY 2028	8,547,800	3,001,000	3,919,000	180,000	-	1,447,800
<u>FY 2028 Projects Anticipated to Require Voter Approval</u>						
Riverfront Trail Project - Windsor Center to East Barber Street	3,885,200			3,885,200		
Town Facility Improvements - Veteran's Pool Improvements	3,750,000	-	3,750,000	-	-	-
Subtotal FY 2028	7,635,200	-	3,750,000	3,885,200	-	-
GRAND TOTAL FY 2028	16,183,000	3,001,000	7,669,000	4,065,200	-	1,447,800

¹ Capital Projects Fund Assigned Fund Balance (Total = \$355,000)

² Public Safety Equipment Fund (Total = \$500,000)

³ General Fund Unassigned (Total = \$592,800)

Draft Capital Improvement Program

To be reviewed by the Capital Improvements Committee, the Town Planning Zoning Commission and the Town Council

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
<u>FY 2029</u>						
Pavement Management Program	1,140,000	960,000		180,000		
Sidewalk and Curb Replacement Program	230,000	230,000				
Sidewalk Installation - Poquonock Avenue (Marshall St to Tiffany Dr, Design & Cnstruction)	267,000		267,000			
Fleet and Public Works Equipment Replacement	800,000	800,000				
Mill Brook Clubhouse Improvements	1,585,000		1,585,000			
Day Hill Road Capacity - Right Turn Lanes	321,400		321,400			
Route 305 Corridor Improvements (Design)	645,000		645,000			
Public Safety Equipment Fund	600,000	600,000				
Additional Fire Hydrants	220,880					220,880 ³
BOE - Poquonock Boiler Replacement	1,525,000		1,525,000			
BOE - Oliver Ellsworth School - Code Compliance Upgrades	340,000		340,000			
Subtotal FY 2029	7,674,280	2,590,000	4,683,400	180,000	-	220,880
<u>FY 2029 Projects Anticipated to Require Voter Approval</u>						
BOE - Windsor High School Fieldhouse Renovation (Construction)	10,000,000		10,000,000			
Subtotal FY 2029	10,000,000	-	10,000,000	-	-	-
GRAND TOTAL FY 2029	17,674,280	2,590,000	14,683,400	180,000	-	220,880
¹ Capital Projects Fund Assigned Fund Balance (Total = \$0)						
² Public Safety Equipment Fund (Total = \$0)						
³ General Fund Unassigned (Total = \$220,872)						
Total CIP Program FY 24 - FY 29	111,085,080	17,320,000	78,390,600	8,965,200	-	6,409,280

APPENDIX "B"
Special Revenue Funds

Town of Windsor
FY 2023 – 2024
Adopted Budget

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
6002	Crisis Intervention Program	500	-	-	500	-	500	-
6004	Bullet Proof Vest Program	12,067	-	-	12,067	5,000	5,000	12,067
6012	State Reimbursements	18,982	15,000	15,000	18,982	20,000	20,000	18,982
6026	Car Seat Program	1,244	-	-	1,244	-	300	944
6301	Narcotic Seizures - Federal	-	-	-	-	-	-	-
6302	Federal Sharing	66,699	-	-	66,699	-	-	66,699
6305	Asset Forfeiture - State	6,596	-	-	6,596	-	-	6,596
6700	Animal Shelter	31,496	500	-	31,996	600	-	32,596
6702	K-9 Donations	5,556	200	-	5,756	200	300	5,656
6703	Donations	4,827	1,000	-	5,827	500	500	5,827
6800	Police Private Duty	668,631	600,000	619,000	649,631	650,000	633,000	666,631
6908	Vehicle Maintenance	-	73,730	5,000	68,730	20,000	5,000	83,730
6915	Just Start Grant	1,188	-	-	1,188	-	-	1,188
6916	Neighborhood Engagement Team	1,069	-	-	1,069	-	-	1,069
6919	3M Technology Grant	5,833	-	-	5,833	-	-	5,833
6923	Justice and Mental Health Collaboration Grant	17,305	-	-	17,305	-	-	17,305
6929	National Night Out	30	-	-	30	300	330	-
1927	CHR Mental Health Clinician Services	-	70,000	34,000	36,000	-	36,000	-
		842,023	760,430	673,000	929,453	696,600	700,930	925,123

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

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

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

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

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

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

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

#6700 - Animal Shelter - Funds are received from private donations. The funds are used for maintenance and capital items to enhance the program.

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

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

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, private construction contractors, public utilities and the Windsor School District. FY 23 expenditures include \$20,000 for traffic enforcement, \$84,000 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items. FY 24 expenditures include \$20,000 for traffic enforcement, \$88,000 for vehicle replacement, \$25,000 for information technology equipment and \$20,000 for other capital replacement items.

#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.

Police Department (cont.)

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

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

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

#6929 - National Night Out - Donated funds are used for supplies and food for this annual community-building event that promotes police/community partnerships and neighborhood camaraderie.

#1927 - Community Health Resources (CHR) Mental Health Clinician Services - Under the Community Health & Awareness focus area of the ARF Grant Revenue. This program was established to increase the hours of the embedded mental health clinician contracted in the Police Department's budget. \$34,000 for FY 23 and \$36,000 for FY 24.

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
6903	Fire Department Donation	6,671	1,200	1,000	6,871	200	1,000	6,071
		6,671	1,200	1,000	6,871	200	1,000	6,071

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

Ambulance

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
1922	Windsor Emergency Medical Services ARF Contribution	-	150,000	150,000	-	-	-	-
		-	150,000	150,000	-	-	-	-

#1922 - Windsor Emergency Medical Services ARF Contribution - Under the Safe, Strong, Diverse Neighborhoods & Families focus area of the ARF Grant Revenue. This program is for funding of \$150,000 for operations and principal retirement.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	Beginning Balance (7/1/22)	FY 2023		Projected Balance (6/30/23)	FY 2024		Projected Balance (6/30/24)
			Projected Revenue	Estimated Expenditures		Projected Revenue	Budgeted Expenditures	
2002	Youth Theatre	2,039	13,700	9,980	5,759	14,100	11,850	8,009
2004	Fran Elligers Memorial Fund	776	350	-	1,126	350	-	1,476
2007	Teen-A-Rama	(19,359)	458,500	436,910	2,231	488,000	463,790	26,441
2009	O'Brien Field Rental	8,092	1,500	-	9,592	1,500	-	11,092
2010	Positive Youth Development	19,632	5,370	2,580	22,422	5,870	5,000	23,292
2016	Passage Program	2,885	-	-	2,885	-	-	2,885
2018	Live-n-Learn	15,687	15,800	12,580	18,907	16,500	13,230	22,177
2045	Dog Park	4,243	-	1,000	3,243	-	-	3,243
2077	Youth Services Bureau	(1,834)	18,900	18,900	(1,834)	18,900	18,900	(1,834)
2078	YSB Enhancement Grant	682	10,860	10,860	682	10,860	10,860	682
2079	Local Prevention Council	(632)	5,340	5,340	(632)	5,340	5,340	(632)
2080	YSB Hartford Foundation for Public Giving	32,600	-	32,600	-	-	-	-
2082	DCF Junior Review Board Grant	-	13,000	13,000	-	13,000	13,000	-
2204	Northwest Park Nature Camp/Clubs	116,083	130,230	114,250	132,063	136,430	130,210	138,283
2207	Friends of Northwest Park Grant	-	13,600	13,600	-	14,500	14,500	-
2208	Northwest Park Shop	7,567	9,000	6,000	10,567	11,500	7,500	14,567
2210	NWP Environ. Education Programs	16,897	44,040	52,100	8,837	50,380	48,990	10,227
2211	Northwest Park Tobacco Museum	274	13,590	13,590	274	14,490	14,490	274
2215	NWP CT Cultural Grant	-	15,520	10,010	5,510	5,180	10,690	-
2300	Windsor Senior Center	12,883	54,000	71,820	(4,937)	59,800	75,510	(20,647)
2325	NWP Facilities	30,853	20,000	24,550	26,303	28,540	26,480	28,363
2326	Elderly Transportation Grant	9,300	8,680	17,980	-	9,320	9,320	-
2330	Dial-a-Ride Matching Grant	-	34,810	34,810	-	34,810	34,810	-
2333	CT Healthy Living - Tai Chi	-	2,880	2,880	-	2,880	2,880	-
3889	NCAAA* Grant	3,465	9,290	9,290	3,465	5,000	5,000	3,465
4022	River Walkways	19,996	-	-	19,996	-	-	19,996
1928	Health and Wellness Initiative	-	110,000	30,000	80,000	-	50,000	30,000
		282,129	1,008,960	944,630	346,459	947,250	972,350	321,359

*North Central Area Agency on Aging

#2002 - Cirillo Youth Theatre - The Cirillo Youth Theatre serves Windsor's youth with theatre opportunities within the town. Revenues are obtained from user fees, ticket sales and donations.

#2004 - Fran Elligers Memorial Fund - Donations into this fund are used to provide scholarships and pay for expenditures associated with the Pee Wee and Junior Theater.

#2007 - Teen-A-Rama - Fees are collected from all youth and teen programs offered by the town and placed into this fund. Examples of expenditures include staffing, basketballs, exercise & fitness equipment and contracted services, such as speakers and various types of entertainment.

#2009 - O'Brien Field Rental - Fees collected from groups renting the field are used to offset future maintenance costs.

#2010 - Positive Youth Development - Revenues received from the Youth Services Bureau programs are placed into this account. Funds are used to pay for a portion of salary and benefits for the Youth Services Coordinator, for a part-time support staff and for program supplies.

#2016 - Passage Program - Revenues for this program are from fees from the ROPES program. Examples of expenditures associated with this program include staffing, equipment, materials and supplies and instructors.

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

Recreation & Leisure Services (cont.)

- #2045 - Dog Park** - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.
- #2077 - Youth Services Bureau** - Funds from the State of Connecticut Department of Education are used to provide direct services for youth.
- #2078 - YSB Enhancement Grant** - Funds from the State of Connecticut Department of Education provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community.
- #2079 - Local Prevention Council** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2080 - YSB Hartford Foundation for Public Giving** - The intention of this grant is to enhance the Youth in Action high school leadership program with focus on students' loss of learning during the COVID-19 pandemic, specifically those who have lost school credit due to accumulated unexcused absences.
- #2082 - DCF Juvenile Review Board** - Grant funding is to be used to support and enhance the Juvenile Review Board (JRB).
- #2204 - Northwest Park Nature Camp** - This account supports the operation of the Nature Camp during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.
- #2207 - Friends of Northwest Park** - Funding for this account is provided by the Friends of Northwest Park to support projects, internship staffing, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.
- #2208 - Northwest Park Shop** - Revenues within this project are generated through the sale of gift shop items. This account supports the purchase of gift shop inventory and exhibit development and upkeep, which is managed by Northwest Park staff and volunteers.
- #2210 - Northwest Park Environmental Education** - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and 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 museum brochures. Northwest Park is responsible for facility upkeep, as well as energy and utility costs.
- #2215 - NWP Cultural Grant** - Funds are from the CT Cultural Fund and will be used for general operating support to expand programs offered by Northwest Park.
- #2300 - Windsor Senior Center** - Revenues from programs at the Senior Center are placed into this account and are used to pay for a part time aerobics instructor, contractual staff and program supplies for the Senior Center.
- #2325 - NWP Facilities** - Funds from this account are used to purchase general supplies used by facility rental groups.
- #2326 - Elderly Transportation Grant** - Funds are from the Greater Hartford Transit District, and are used for Dial-a-Ride transportation services.
- #2333 - CT Healthy Living - Tai Chi** - Funds are used to provide evidence-based therapeutic movement through Tai Chi programs to seniors.
- #2330 - Dial-a-Ride Matching Grant** - Funds received from this grant are used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles.
- #3889 - NCAAA Grant** - Funds from this account support weekend and evening transportation services for the senior center.
- #4022 - River Walkways** - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking and multi-use trails in Windsor.
- #1928 - Health and Wellness Initiative** - Funds are from the Community Health & Awareness focus area of the ARF Grant. This program was established to help address resident's emotional, mental and physical health needs by encouraging them to engage in a range of educational, social and leisure activities.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
3816	Human Services Assistance Fund	55,847	-	3,000	52,847	-	3,000	49,847
3840	Operation Fuel Partnering	13,684	2,670	3,000	13,354	-	3,000	10,354
3513/NEW	NCAAA*SS Groceries To Go	-	4,810	4,810	-	4,500	4,500	-
3512/NEW	NCAAA*SS Grant Grandparents	-	4,060	4,060	-	4,100	4,100	-
3867	Windsor Food and Fuel Bank	3,790	2,990	6,780	-	2,820	2,820	-
3901	Social Services Donations	810	-	200	610	-	200	410
		74,131	14,530	21,850	66,811	11,420	17,620	60,611

*North Central Area Agency on Aging

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

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

#3513/NEW - NCAAA Grant-Social Services - Funds from this account support part time hours and supplies for the Groceries To Go program.

#3512/NEW - NCAAA Grant-Social Services - Funds from this account support part time hours and supplies for the Grandparent and Kinship Circle program.

#3867 - Windsor Food and Fuel Bank (formally known as " Windsor Community Service Council") - Funds are used to offset the cost of fuel for the cargo van that is used to pick up food and support for part-time staff.

#3901 - Social Services Donations- Funds are used to support programs of the Social Services division.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
3805	CPR Classes	469	-	-	469	-	-	469
3808	Clinic Services	98,516	18,770	19,630	97,656	19,470	19,470	97,656
3814	Bike & Ski Safety Equipment	3,543	800	800	3,543	1,000	1,000	3,543
3910/3913	Public Health Emergency Preparedness/BT	-	35,810	35,810	-	39,420	38,850	570
3896	Emergency Mgmt Performance Grant	(10,234)	4,470	4,470	(10,234)	5,310	5,060	(9,984)
3897	Property Maintenance Remediation/Relocation	29,484	15,000	28,000	16,484	15,000	28,000	3,484
3903/3911	Public Health Block Grant	1,200	3,570	3,960	810	7,130	7,130	810
3905	ELC-1 Enhancing Covid Grant	28,080	-	28,080	-	-	-	-
3908	COVID-19-Hartford Foundation Vaccine Equity	2,300	-	2,300	-	-	-	-
3912	ELC-2 Enhancing Covid Grant	-	107,210	36,770	70,440	-	12,550	57,890
		153,358	185,630	159,820	179,168	87,330	112,060	154,438

#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.

#3910/3913 - Public Health Emergency Preparedness/Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via CRCOG. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to CRCOG. Grant funds must be spent per a budget submitted to and approved by CRCOG each year.

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

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

#3903/3911 - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period runs October 1st through September 30th.

#3905 - ELC-1 Enhancing Covid Grant - This grant money is from the Connecticut Department of Public Health and is intended to enhance local efforts in supporting COVID-19 pandemic surveillance and prevention of further coronavirus transmission. The grant period runs through November 2022.

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

#3912 - ELC-2 Enhancing Covid Grant - This grant money is from the Connecticut Department of Public Health and is intended to enhance local efforts in supporting COVID-19 pandemic surveillance and prevention of further coronavirus transmission.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2023				FY 2024		
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
2501	Library Copy Machine Fund	62,032	12,000	16,000	58,032	13,000	8,000	63,032
2503	Main Library Non-Print Materials	43,917	16,000	16,000	43,917	17,000	17,000	43,917
2504	Wilson Library Non-Print	11,549	4,800	5,500	10,849	4,500	4,500	10,849
2505	Connecticard	40,631	20,000	20,000	40,631	4,200	4,200	40,631
2509	State Library Grant	8,681	-	-	8,681	-	-	8,681
2512	WLA/Wilson Building Transfer Bequest	-	135,500	-	135,500	-	-	135,500
N/A	Library Association Donation***	-	22,000	22,000	-	22,000	22,000	-
1933	ARF - Children's Library Early Childhood Educ Enhancement	-	-	-	-	30,000	30,000	-
		166,810	210,300	79,500	297,610	90,700	85,700	302,610

***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.

#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.

#2509 - State Library Grant - Revenues from the state to be used for the purchase of print material.

#2512 - WLA/Wilson Building Transfer Bequest - Revenues are from a one-time donation from the Windsor Library Association included in the transfer of the Wilson Branch Library building and property to the town. Funds will be used for Wilson Branch Library capital projects.

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.

#1933 - ARF - Children's Library Early Childhood Education Enhancement - American Rescue Funds have been allocated to this project to add 1.0 FTE with an early childhood education background to serve Windsor's growing population of infants, toddlers and preschoolers and to expand programs and services.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2023			FY 2024		
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures
1722	Fire & Life Educator Award	1,000	-	1,000	-	-	-
1924	Windsor Worx Small Business Incubator	165,000	-	55,000	110,000	-	40,000
		166,000	-	56,000	110,000	-	40,000

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

#1924 - Windsor Worx Small Business Incubator - Under the Competitive & Sustainable Economy focus area of the ARF Grant Revenue, this program was established to provide funding to Windsor Worx, a new co-work space and resource center in Windsor Center, to be used for establishing the shared work and collaboration spaces, write-down a portion of start-up costs, as well as to provide resources to small businesses and new ventures across town.

AMERICAN RESCUE FUNDS

Community Development

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
1929	Multi-Family Housing Rehabilitation Program	-	375,000	13,940	361,060	-	264,680	96,380
1930	Community & Neighborhood Enhancement Grant	-	100,000	55,000	45,000	-	45,000	-
		-	475,000	68,940	406,060	-	309,680	96,380

#1929 - Multi-Family Rehabilitation Program - This program was established to initiate a Multi-family Housing Rehabilitation program to stabilize and preserve the quality and availability of affordable rental housing throughout the Town of Windsor.

#1930 - Community & Neighborhood Enhancement Grant - This program is designed to provide financial assistance for community-led efforts such as small scale public improvements, public events/programs, neighborhood-wide activities and community clean-ups.

SPECIAL REVENUE FUNDS

Public Works and Engineering

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
1980	Stony Hill School	1,601	8,840	5,500	4,941	9,040	7,610	6,371
1925	Riverwalk Multi-Use Trail Project	-	50,000	50,000	-	-	-	-
1926	Wilson Gateway Park Project	-	500,000	133,000	367,000	-	367,000	-
2014	330 Windsor Avenue Maintenance	89,860	130,300	84,900	135,260	136,370	87,200	184,430
4009	Town Aid Road Improvements	1,396,708	403,000	599,800	1,199,908	403,000	607,000	995,908
4012	Local Cap. Improve. - Recording Fees	163,759	15,620	-	179,379	14,300	-	193,679
4018	Veterans Cemetery	4,435	1,800	-	6,235	2,000	-	8,235
4024	Solid Waste Management/Anti-Littering	14,700	30,000	44,700	-	30,000	30,000	-
4100	Rental Revenue (Properties)	26,734	24,700	27,150	24,284	24,970	13,750	35,504
4101	Train Station/Freight House	101,742	29,500	32,700	98,542	29,300	34,750	93,092
4102	Roger Wolcott Building	115,053	-	-	115,053	-	-	115,053
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		1,920,293	1,193,760	977,750	2,136,303	648,980	1,147,310	1,637,973

- #1980 - Stony Hill School** - This is a former one-room school house on Windsor Avenue near the intersection of Hillcrest Road. This historical structure is maintained by the Department of Public Works. It is currently rented out for fitness training classes. Funds are used to pay all expenses associated with the maintenance of this facility.
- #1925 - Riverwalk Multi-Use Trail Project** - This program was established to contribute to funding needed in addition to a grant submittal to the State's Community Investment Fund 2030 to help increase the competitiveness of the grant request. The project will connect the trail from Hartford north to Windsor Center.
- #1926 - Wilson Gateway Park Project** - This program was established to contribute to funding needed in addition to a grant submittal to the State's Community Investment Fund 2030 to help increase the competitiveness of the grant request. The project will include construction of the Wilson gateway park on the town-owned parcel at 458 Windsor Avenue.
- #2014 - 330 Windsor Avenue Maintenance** - This revolving fund is used for repair and maintenance at the facility. Revenues are received from the Caring Connection, Recreation Department and the Chinese restaurant on site.
- #4009 - Town Aid Road Improvements** - This is a state grant used primarily for street maintenance and repair-related activities. This account is used as a revolving fund for management of this grant. A major use of this account is for the purchase of materials for the snow and ice program. It is also used for street pavement markings, pavement preventive maintenance (such as crack filling) and catch basin cleaning.
- #4012 - Local Capital Improvements, Recording Fees** - This account differs from the Local Capital Improvements Program (LoCIP), which is an annual grant from the State. This account was established to receive funds that are the result of an increase in the recording fees charged by the State. These funds may be used for improvements by local governments in the State.
- #4018 - Veterans Cemetery** - The Department of Public Works places headstones (provided by the government) at grave sites and maintains the cemetery grounds. The town receives funding from the Department of Veterans Affairs (VA) to place the headstones in their designated area. Expenses associated with the maintenance of the cemetery are paid from this account.
- #4024 - Solid Waste Management/Anti-Littering** - This account was established pursuant to CT PA 21-58. A portion of the revenues received by liquor wholesalers from the sale of "nip" bottles is allocated to cities and towns in Connecticut and used towards managing solid waste and reducing the impact of littering.
- #4100 - Rental Revenue properties** - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green), Luddy Carriage House (town green) and the Lang House (Northwest Park). The Chamber of Commerce is located in the Luddy House.
- #4101 - Train Station/Freight House** - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. Both buildings are presently being used by Windsor Arts Center. Larger expenditures expected in the near future include roof work at the train station.
- #4102 - Roger Wolcott Building** - This is the former Roger Wolcott School facility. Funds are from the Facilities Management General Fund. The costs for utilities and other expenses are paid out of this account for the on-going maintenance of the building. As of February 2022, this building no longer belongs to the town and the balance will be allocated to General Fund expenditures.
- #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 2023				FY 2024		
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
1304	Town Clerk Copier	138,866	34,000	37,600	135,266	30,000	37,500	127,766
1306	Historic Preservation	22,561	5,500	6,000	22,061	5,500	6,000	21,561
1308	Preservation Microfilming Grant	-	7,500	7,500	-	8,000	8,000	-
1421	Election COVID Grant	-	10,170	3,350	6,820	-	780	6,040
		161,427	57,170	54,450	164,147	43,500	52,280	155,367

#1304 - Town Clerk Copier - Funds are derived from fees associated with the use of the Town Clerk copier. These funds are used for the upkeep, maintenance, restoration and preservation of the Town of Windsor's records.

#1306 - Historic Preservation - Funds are derived from fees for land records. The State of Connecticut receives a portion of these funds and the remainder is used to match funds when applying for the Connecticut State Library Historic Documents Preservation Grant.

#1308 - Preservation Microfilming Grant - This account is used for the Connecticut State Library Historic Documents Preservation Grant program.

#1421 - Election COVID-19 Pandemic Grant - This account is used to support the processing, mailing and counting of absentee ballots.

SPECIAL REVENUE FUNDS

Administrative Services

Project #	Project Name	FY 2023				FY 2024		
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
1650	Assessor's Coin-Op Copiers	7,880	200	200	7,880	200	200	7,880
1651	Delinquent Property Tax Sale	12,893	24,600	24,600	12,893	-	-	12,893
1691	Diversity, Equity & Inclusion Training	3,200	-	3,200	-	-	-	-
		23,972	24,800	28,000	20,772	200	200	20,772

#1650 - Assessor's Coin-Op Copiers - Revenues are generated by fees obtained from use of the copying machine (GIS maps, etc). This fund is used toward the purchase of supplies and for the costs associated with the copier maintenance agreements.

#1651 - Delinquent Property Tax Sale - A public auction is scheduled to be conducted by the tax collector in the spring of 2023 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale will be applied to clear the back taxes and release the tax liens. This fund listed above represents the estimated expenses and expense recoveries from the buyers for this sale.

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

SPECIAL REVENUE FUNDS

Boards and Commissions/Community Services

Project #	Project Name	FY 2023				FY 2024		
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
5250	One Book One Windsor	-	-	-	-	-	-	-
5252	Bridge Builder's Award	-	-	-	-	-	-	-
5253	Community Day Events	604	-	100	504	-	100	404
5257	HRC Scholarship Fund	690	-	290	400	-	400	-
5258	Hartford Foundation For Public Giving-Mural	534	-	-	534	-	-	534
6800	Police Private Duty	-	5,600	5,600	-	5,600	5,600	-
		1,828	5,600	5,990	1,438	5,600	6,100	938

#5250 - One Book One Windsor - This fund's objective is to create a venue where people of different ethnicities and cultures come together and share ideas.

#5252 - Bridge Builder's Award - This fund was created to honor individuals, organizations or businesses that make outstanding contributions to enhance human relations within Windsor. The purpose of this award is to foster greater trust, understanding and solidarity among Windsor's racial, ethnic and religious groups.

#5253 - Community Day Events - A week of community activities including poetry and storytelling, community day and a dinner. These events are organized by the Human Relations Committee.

#5257 - HRC (Human Relations Commission) Scholarship Fund - Funds raised through various activities to be used for scholarships for Windsor High School students.

#5258 - Hartford Foundation for Public Giving - Grant funds received from the state were used to paint a street mural to promote community awareness of racial injustice issues.

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for the Shad Derby event. The balance shown is representative of Shad Derby expenditures only. For the full balance in this fund, please refer to page F-22.

SPECIAL REVENUE FUNDS

General Services

Project #	Project Name	FY 2023				FY 2024		
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
1630	Revaluation	90,591	20,000	15,850	94,741	25,000	118,000	1,741
1640	OPEB Actuarial Valuation	28,540	15,000	28,500	15,040	15,000	30,000	40
1703	Open Space Fund	991,077	200,000	-	1,191,077	200,000	12,000	1,379,077
1709	Great Pond Special District Fund	3,291	477,540	477,540	3,291	675,700	675,700	3,291
1710	Mill Brook Open Space	20,298	-	-	20,298	-	-	20,298
		1,133,797	712,540	521,890	1,324,447	915,700	835,700	1,404,447

#1630 - Revaluation - This fund provides the revenue needed to conduct the next revaluation, which is due to occur for the Grand List dated October 1, 2023. The funding for the revaluation account for FY 23 is proposed at \$20,000. This will allow the balance to accumulate and provide the necessary funds to pay for the next revaluation.

#1640 - Other Post-Employment Benefits (OPEB) Actuarial Analysis - This fund provides the revenue needed to conduct the biennial OPEB program actuarial analysis and plan valuation. The funding source for this is the General Fund.

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. They can also be used to improve open spaces and conduct other open space related activities.

#1709 - Great Pond Village Special District Fund - This fund provides the revenue needed to facilitate the transfer of tax increment revenues to the Great Pond Village Improvement District pursuant to the interlocal agreement with the Town.

#1710 - Mill Brook Open Space Fund - This fund is intended to be used to pay for improvements to the Mill Brook Open Space parcel.

SPECIAL REVENUE FUNDS

Not Allocated to Specific Service Unit

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
0375	375th Anniversary	7,162	-	-	7,162	-	-	7,162
2100	L.P. Wilson Fund	136,676	539,820	523,400	153,096	542,820	566,780	129,136
4104	John Mason Statue Relocation	15,000	-	-	15,000	-	-	15,000
5200	Community Use of Schools	56,753	30,000	20,000	66,753	30,000	30,000	66,753
7219	OEC Stabilization Grant	104,680	-	80,120	24,560	-	24,560	-
7225	Milo Peck Building	48,897	118,830	123,230	44,497	118,830	126,820	36,507
		369,168	688,650	746,750	311,068	691,650	748,160	254,558

#0375 - 375th Anniversary - Revenues are from the sale of commemorative items and from donations for the 375th anniversary celebration. Remaining funds to be used for construction of a commemorative bench from a historical elm tree removed from the Town green.

#2100 - L.P. Wilson Fund - This is the town's portion of expenses for facility maintenance/utilities at the L.P. Wilson Center and for the use of the space. The balance is being used for planned on-going capital maintenance projects.

#4104 - John Mason Statue Relocation - This account was set up as a result of an appropriation made by Town Council from the General Fund Unassigned Fund Balance for a contribution to the Windsor Historical Society for site preparation costs for the relocation of the John Mason Statue.

#5200 - Community Use of Schools - The Board of Education charges groups for the use of school facilities. However, due to state regulations, the Town is required to receive this money and it is placed into this account. In the past, the Board of Education has used these funds for custodial overtime at their facilities. These funds can also be used for facility repairs and maintenance (i.e., refinishing of gym floors).

#7219 - OEC Child Day Care Stabilization Grant - This is funding the Child Day Care Enterprise received from the State Office of Early Childhood. Funds are to be used to cover personnel costs, educational advancement, tuition reimbursement, facility maintenance and improvements, personal protective equipment, cleaning and sanitization supplies, goods and services necessary to maintain the child care business and mental health support for children and employees. All funds will be spent between July 1, 2021 and September 2023.

#7225 - Milo Peck Building - This is the Town's portion of expenses for facility maintenance/utilities at the Milo Peck building and for the use of the space. The balance will be used for maintenance projects as needed.

AMERICAN RELIEF FUNDS (ARF)

Project #	Project Name	FY 2023			FY 2024			
		Beginning Balance (7/1/22)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/23)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/24)
1919	ARF Grant Revenue	3,531,774	4,258,038	2,525,000	5,264,812	-	30,000	5,234,812
		3,531,774	4,258,038	2,525,000	5,264,812	-	30,000	5,234,812

#1919 - ARF Grant Revenue - This project was created to account for the total receipt of Coronavirus State and Local Fiscal Recovery funds, which will get allocated to specific projects as they get approved by Town Council. The funding from this grant comes from the U.S. Office of Treasury as a result of the American Rescue Plan Act to support the town's response and recovery from the COVID-19 pandemic. Funds need to be committed by December 2024 and fully expended by December 2026.

ALLOCATION OF THE AMERICAN RELIEF FUND (ARF) FROM PROJECT 1919

Safety Services - Police Department

1927	CHR Mental Health Clinician Services	-	70,000	34,000	36,000	-	36,000	-
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Safety Services - Ambulance Services

1922	Windsor Emergency Medical Services Contribution	-	150,000	150,000	-	-	-	-
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Recreation and Leisure Services - Recreation

1928	Health and Wellness Initiative	-	110,000	30,000	80,000	-	50,000	30,000
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Library Services - Children's Library

1933	Early Childhood Education Enhancement	-	-	-	-	30,000	30,000	-
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Development Services - Economic Development

1924	Windsor Worx Small Business Incubator	165,000	-	55,000	110,000	-	70,000	40,000
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Community Development

1929	Multi-Family Housing Rehabilitation Program	-	375,000	13,940	361,060	-	264,680	96,380
1930	Community & Neighborhood Enhancement Grant	-	100,000	55,000	45,000	-	45,000	-

Public Works

1925	Riverwalk Multi-Use Trail Project	-	50,000	50,000	-	-	-	-
1926	Wilson Gateway Park Project	-	500,000	133,000	367,000	-	367,000	-

Capital Outlay

1931	Pickleball/Tennis Court Project	-	800,000	800,000	-	-	-	-
1932	JFK HVAC System Project	-	270,000	70,000	200,000	-	200,000	-

Caring Connection Transfer

1923	Caring Connection ARF Contribution	-	100,000	42,570	57,430	-	23,770	33,660
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		165,000	2,525,000	1,433,510	1,256,490	30,000	1,086,450	200,040
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AMERICAN RELIEF FUNDS (ARF) (cont.)

#1927 - Community Health Resources (CHR) Mental Health Clinician Services - Under the Community Health & Awareness focus area of the ARF Grant Revenue. This program was established to increase the hours of the embedded mental health clinician contracted in the Police Department's budget; \$34,000 for FY 23 and \$36,000 for FY 24.

#1922 - Windsor Emergency Medical Services ARF Contribution - Under the Safe, Strong, Diverse Neighborhoods & Families focus area of the ARF Grant Revenue. This program is for funding of \$150,000 for operations and principal retirement.

#1928 - Health and Wellness Initiative - Under the Community Health & Awareness focus area of the ARF Grant Revenue. This program was established to help address resident's emotional, mental and physical health needs by encouraging them to engage in a range of educational, social and leisure activities.

#1933 - Children's Library Early Childhood Education Enhancement - Under the Community Health & Awareness focus area of the ARF Grant Revenue. This program is for an additional 1.0 FTE with an early childhood education background to serve Windsor's growing population of infants, toddlers and preschoolers and to expand programs and services.

#1924 - Windsor Worx Small Business Incubator - Under the Competitive & Sustainable Economy focus area of the ARF Grant Revenue. This program was established to provide funding to Windsor Worx, a new co-work space and resource center in Windsor Center, to be used for establishing the shared work and collaboration spaces, write-down a portion of start-up costs, as well as to provide resources to small businesses and new ventures across town.

#1929 - Multi-Family Rehabilitation Program - Under the Safe, Strong, Diverse Neighborhoods & Families focus area of the ARF Grant Revenue. This program was established to initiate a Multi-family Housing Rehabilitation program to stabilize and preserve the quality and availability of affordable rental housing throughout the Town of Windsor.

#1930 - Community & Neighborhood Enhancement Grant - Under the Safe, Strong, Diverse Neighborhoods & Families focus area of the ARF Grant Revenue. This program is designed to provide financial assistance for community-led efforts such as small scale public improvements, public events/programs, neighborhood-wide activities and community clean-ups.

#1925 - Riverwalk Multi-Use Trail Project - This program was established to contribute to funding needed in addition to a grant submittal to the State's Community Investment Fund 2030 to help increase the competitiveness of the grant request. The project will connect the trail from Hartford north to Windsor Center.

#1926 - Wilson Gateway Park Project - This program was established to contribute to funding needed in addition to a grant submittal to the State's Community Investment Fund 2030 to help increase the competitiveness of the grant request. The project will include construction of the Wilson gateway park on the Town-owned parcel at 458 Windsor Avenue.

#1931 - LP Wilson Pickleball/Tennis Courts - Under the Capital and Infrastructure Investments focus area of the ARF Grant Revenue. This project is to reconstruct the existing tennis courts at LP Wilson with post-tension concrete foundation and surface and have them lined for both tennis and pickleball.

#1932 - John F. Kennedy Elementary HVAC Upgrade Project - Under the Capital and Infrastructure Investments focus area of the ARF Grant Revenue. This project is to replace original HVAC units in the gymnasium with air conditioning units, as well as air condition hallways and the kitchen at JFK Elementary School. Board of Education ESSER III funds in the amount of \$500,000 are to be used in addition to ARF money, for a total project cost of \$770,000.

#1923 - Caring Connection ARF Contribution - Under the Safe, Strong, Diverse Neighborhoods & Families focus area of the ARF Grant Revenue. This program is for funding of \$100,000 for use over the next two fiscal years.

APPENDIX "C"
Summary of Personal Services

Town of Windsor
FY 2023 - 2024
Adopted Budget

APPENDIX C

**SUMMARY OF PERSONAL SERVICES
Full Time Equivalent (FTE)**

GENERAL FUND POSITIONS

	FY 2022 Adopted Budget	FY 2023 Adopted Budget	FY 2024 Adopted Budget
SAFETY SERVICES			
Full time	66.83	67.48	70.00
Part time	1.44	1.44	1.44
RECREATION & LEISURE SERVICES			
Full time	9.27	10.27	10.27
Part time	15.30	15.02	15.02
HUMAN SERVICES			
Full time	3.17	4.17	4.17
Part time	2.76	2.03	2.53
HEALTH SERVICES			
Full time	4.00	4.00	4.34
Part time	1.10	1.84	1.20
LIBRARY SERVICES			
Full time	9.00	9.00	9.50
Part time	9.61	9.61	9.11
DEVELOPMENT SERVICES			
Full time	11.00	11.00	11.00
Part time	0.55	0.55	1.82
COMMUNITY DEVELOPMENT			
Full time	1.00	1.00	1.00
Part time	0.20	0.33	0.15
PUBLIC WORKS and ENGINEERING			
Full time	38.15	39.15	40.15
Part time	5.96	6.02	6.05
INFORMATION SERVICES			
Full time	4.23	4.23	5.23
Part time	0.07	0.07	0.07
ADMINISTRATIVE SERVICES			
Full time	16.89	17.76	17.31
Part time	3.05	2.69	2.87
GENERAL GOVERNMENT			
Full time	3.00	3.00	3.00
Part time	0.50	0.50	0.50
TOTAL GENERAL FUND			
Full time	166.54	171.06	175.97
Part time	40.54	40.10	40.76
Total	207.08	211.16	216.73

NON-GENERAL FUND POSITIONS

RECREATION - Special Revenue Fund & Adult Day Care for Transportation			
Full time	0.33	0.33	0.33
Part time	17.52	17.68	16.75
HUMAN SERVICES - Special Revenue Fund			
Part time	0.05	0.05	0.05
HEALTH SERVICES - Special Revenue Fund			
Full time	-	-	0.66
Part time	1.20	1.20	0.18
LIBRARY SERVICES - Special Revenue Fund & ARF*			
Full time	-	-	0.50
Part time	-	0.68	0.13
COMMUNITY DEVELOPMENT - Loan Repayment Fund & ARF*			
Part time	0.30	0.17	0.35
PUBLIC WORKS - Special Revenue Fund			
Part time	-	1.45	1.45
ADMIN SERVICES - Insurance Internal Services Fund			
Full time	0.11	0.11	0.11
Part time	0.17	0.17	0.17
ENTERPRISE FUNDS**			
Full time	17.00	17.00	19.00
Part time	10.37	10.09	11.61
TOTAL NON-GENERAL FUND			
Full time	17.44	17.44	20.60
Part time	29.61	31.49	30.69
Total	47.05	48.93	51.29
COMBINED TOTAL OVERALL			
Full time	183.98	188.50	196.57
Part time	70.15	71.59	71.45
Total	254.13	260.09	268.02

* American Rescue Funds (ARF)

** Landfill, Resident Transfer Station, Child Development & Adult Day Care

APPENDIX "D"
Employee Pay Plans

Town of Windsor
FY 2023 - 2024
Adopted Budget

APPENDIX D

**TOWN OF WINDSOR
TEAMSTERS LOCAL 671 PAY PLAN A
FY 24 (July 1, 2023 – June 30, 2024)**

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1	42,729	46,961
GRADE 2 Clerk Typist I Laborer Mechanic's Assistant	44,458	49,350
GRADE 3	47,106	51,812
GRADE 4	49,464	54,407
GRADE 5	51,934	57,123
GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator	54,528	59,982
GRADE 7 Account Clerk I Engineering Aide Police Records Clerk Records and Information Clerk Tax Clerk	57,253	62,982
GRADE 8 Account Clerk II Public Property Maintainer II	60,117	66,130
GRADE 9 Administrative Clerk Assistant Town Clerk Community Development Assistant Weigh Station Clerk	63,128	69,428
GRADE 10 Landfill Operator Public Property Maintainer III Secretary	65,039	72,897
GRADE 11 Mechanic Electrician	69,916	76,545
GRADE 12 Crew Leader Senior Engineering Aide	73,070	80,368
GRADE 13 Mechanic Crew Leader Public Works Inspector Town Forester	76,726	84,393

APPENDIX D

**TOWN OF WINDSOR
TEAMSTERS LOCAL 671 PAY PLAN B *
FY 24 (July 1, 2023 – June 30, 2024)**

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1 Clerk Typist I Library Clerk Switchboard Operator/Receptionist	49,262	55,912
GRADE 2 Account Clerk I Engineering Aide Police Records Clerk Records and Information Clerk	52,970	60,120
GRADE 3 Administrative Clerk Assessment Technician Tax Clerk	55,353	62,826
GRADE 4 Account Clerk II Assistant Town Clerk Community Development Assistant Weighing Station Clerk	57,567	65,339
GRADE 5 Secretary	60,158	68,279

* Employees hired after 9/1/16

**PART TIME SCALE CLERK PAY PLAN
FY 24 (July 1, 2023 – June 30, 2024)**

	7/1/2023
Part-time Scale Clerk	\$16.40 - \$22.22/hour

APPENDIX D

**TOWN OF WINDSOR, CONNECTICUT
 UPSEU LOCAL 424, UNIT 10 PAY PLAN
 FY 24 (July 1, 2023 – June 30, 2024)
 (Pending Contract Negotiations)**

PAY GRADE	STEPS				
	1	2	3	4	5
CIVILIAN DISPATCHER	58,359	62,082	65,465	68,847	72,227

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 +500 Hours
Part-time Civilian Dispatcher	22.00/Hour	27.47/Hour	30.24/Hour	32.96/Hour

APPENDIX D

**TOWN OF WINDSOR, CONNECTICUT
POLICE PAY PLAN
FY 24 (July 1, 2023 – June 30, 2024)**

STEPS

PAY GRADE	A	B	C	D	E	F	G	H
<u>Pay Grade P1*</u>								
Police Officer P1-A	71,904	73,683	76,673	79,785	83,023	86,392	90,421	95,941
Police Officer P1-B	75,893	78,974	82,179	85,514	88,985	92,596	96,353	100,264
<u>Pay Grade P2</u>								
Detective			87,390	91,883	96,621	101,616	106,486	
<u>Pay Grade P3</u>								
Sergeant			95,308	100,235	105,418	110,901	116,834	
<u>Pay Grade P4</u>								
Police Lieutenant			107,800	113,407	119,314	125,546		
<u>Pay Grade DW1</u>								
Animal Control Officer			69,569	72,636	75,767	79,171		

*P1-A - Officers hired after 11/7/16
P1-B - Officers hired before 11/7/16

APPENDIX D

**TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN
FY 24 (July 1, 2023 – June 30, 2024)**

TITLE	PAY GRADE	PAY RANGE	
		Minimum	Maximum
Administrative And Technical Staff			
Administrative Aide	1	38,845	52,435
No positions in Grade	2	43,700	58,990
Engineering Assistant Library Assistant Management Analyst Senior Center Activities Specialist	3	49,162	66,365
Caseworker Communications & Community Outreach Specialist Librarian Information Technology Librarian	4	55,305	74,660
Accountant Assistant Building Official Children’s Services Librarian Community Development Coordinator* Deputy Town Clerk Engineer Environmental Educator Executive Assistant Fire Inspector Human Resources Analyst Information Technology Specialist Payroll & Benefits Specialist Recreation Program Specialist Transportation Coordinator	5	62,215	83,990
Supervisors and Advanced Technical Staff			
Assistant Assessor Assistant Town Planner Assistant Building & Facilities Manager Budget Manager/Senior Accountant Environmental Planner Human Resources Generalist Lending Services Manager Project Engineer – Traffic Public Health Nurse Sanitarian Social Worker	6	64,737	90,630

APPENDIX D

**TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN
FY 24 (July 1, 2023 – June 30, 2024)**

TITLE	PAY GRADE	PAY RANGE	
		Minimum	Maximum
Assistant Recreation Manager Fire Department Administrator Head of Reference and Tech. Services Lead Social Worker Library Branch Manager Northwest Park Manager Project Engineer Senior Center Coordinator Senior Human Resources Generalist Social Services Coordinator Systems Applications Specialist Youth Services Coordinator	7	72,830	101,958
Assistant to the Town Manager Building Official Fire Marshal Human Resources Manager Communications and Information Supervisor Risk Manager Solid Waste Manager* Tax Collector	8	81,933	114,705
Assessor Assistant Town Engineer Assistant Finance Director Building and Facilities Manager Public Works Operations Manager Town Clerk	9	92,170	129,035
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	94,468	139,660
Coordinator of Information Technology Director of Health Services Director of Human Resources Finance Director Town Engineer Director of Public Works	11	100,680	148,275
Chief of Police	12	105,715	155,690

*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 24 (July 1, 2023 – June 30, 2024)

<u>CLASSIFICATION</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
Caring Connection Manager Early Childhood Manager	41,045	90,815
Adult Day Care Professional Early Childhood Educator II Education Coordinator	35,858	70,455
Adult Day Care Associate Early Childhood Educator I	32,136	54,630

APPENDIX D

PART-TIME AND SEASONAL PAY PLAN
FY 24 (July 1, 2023 – June 30, 2024)

PAY GRADE	MINIMUM	MAXIMUM
<u>GRADE I</u>	\$ 15.00	\$16.54
Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant		
<u>GRADE II</u>	\$15.28	\$17.00
Clerical Aide II Early Childhood Aide I Janitor Library Clerk I Library Monitor Lifeguard I Parts Runner Program Aide Recreation Leader II Senior Student Aide		
<u>GRADE III</u>	\$15.57	\$18.33
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>	\$16.00	\$19.79
Adult Day Care Aide Assistant Head Lifeguard Clerical Assistant Deputy Fire Marshal Engineering Technician Environmental Educator Graduate Intern Instructor Library Clerk III Payroll Assistant Printer Security Monitor Senior Citizen's Bus Driver Senior Maintenance Assistant Traffic Safety Specialist		

APPENDIX D

PAY GRADE	MINIMUM	MAXIMUM
<u>GRADE V</u>	\$16.30	\$21.65
Administrative Aide Code Enforcement Office Head Lifeguard Senior Center Activities Specialist Senior Transportation Lead Driver Youth Theater Director		
<u>GRADE VI</u>	\$16.61	\$29.15
Adult Day Care Professional Code Inspector Director of Aquatics Director of Special Programs Naturalist Substitute Librarian Accounting Assistant		
<u>GRADE VII</u>	\$19.43	\$37.54
Supernumerary Police Officer		

APPENDIX "E"
Chart of Accounts

Town of Windsor
FY 2023 - 2024
Adopted Budget

CHART 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 Social Security	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 - CMERS	41190 Other Compensation
		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, vendor memberships/discount cards
- 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, fire fighter and teamster CDL license 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

CHART 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 2023 - 2024
Adopted Budget

DEBT MANAGEMENT POLICY

Windsor continues to maintain an outstanding credit rating of AAA by Standard and Poor's Corporation, which is the same that is assigned to obligations of the United States Government. In general, bond ratings are assigned by the rating services on the basis of established standards covering four basic criteria: economic strength and diversity, management policies and practices, debt burden and fiscal performance. The Town adheres to certain fundamental policies with respect to the incurrence of debt, in order to maintain its debt burden in line with available resources:

- a) total debt service requirement maintained to within a range of 6% - 8% of total operating expenditures
- b) forecasted future annual debt service requirements not to exceed 8% of annual general fund operating expenditures when any new bonds are issued
- c) total amount of bonds issued will not exceed 50% of the legal debt limit
- d) unassigned fund balance for the General Fund maintained between 15% - 20% of annual General Fund operating expenditures.

The Town's legal debt limit is based upon tax collections for the most recently completed fiscal year including interest and lien fees and net of state reimbursements for revenue losses. As of June 30, 2022, Windsor's base for establishing its debt limit is \$107,311,715. State law establishes various debt percentage limitations based on the purposes for which the debt is issued. The following limitations are currently in effect:

- 1) General Purpose - 2.25 times the base
- 2) Schools - 4.50 times the base
- 3) Sewer - 3.75 times the base
- 4) Urban Renewal - 3.25 times the base
- 5) Unfunded Past Pension - 3.00 times the base
- 6) Total Debt - 7.00 times the base.

The Town's net direct debt and net overlapping indebtedness totals \$142,558,131 and the total debt limit is \$751,182,005, as presented in the FY 2022 Town of Windsor Annual Consolidated Financial Report.

Town of Windsor Debt Schedule FY 2023

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2022	PROJECTED ADDITIONS	RETIREMENTS	BALANCE 6/30/2023
<u>General Purpose</u>								
2014 Refinancing	2.00% - 4.00%	2014	8/15/2022	3,355,000	538,000	-	538,000	-
2016 Public Improvements	2.00%	2016	6/15/2028	3,755,000	1,880,000	-	310,000	1,570,000
2017 Public Improvements	2.00% - 4.00%	2017	6/1/2037	4,260,000	1,917,000	-	213,000	1,704,000
2017 Refinancing	2.00% - 4.00%	2017	7/15/2023	5,657,000	641,000	-	588,000	53,000
2018 Public Improvements	2.00% - 5.00%	2018	6/15/2033	3,135,000	630,000	-	210,000	420,000
2019 Public Improvements	2.00% - 5.00%	2019	6/15/2039	8,085,000	6,873,000	-	404,000	6,469,000
2020 Public Improvements	2.00% - 5.00%	2020	6/30/2040	14,140,000	12,720,000	-	710,000	12,010,000
2020 Refinancing	0.25% - 4.00%	2020	7/15/2033	7,965,000	6,451,000	-	1,005,000	5,446,000
2021 Public Improvements	2.00% - 5.00%	2021	6/15/2036	16,895,000	15,770,000	-	1,125,000	14,645,000
2022 Public Improvements	3.00% - 5.00%	2022	6/15/2037	2,905,000	2,905,000	-	195,000	2,710,000
2023 Public Improvements	TBD	2023	TBD	-	-	7,190,000	-	7,190,000
			Sub-total	70,152,000	50,325,000	7,190,000	5,298,000	52,217,000
<u>Schools</u>								
2014 Refunding	2.00% - 4.00%	2014	8/15/2022	915,000	142,000	-	142,000	-
2016 School Improvements	2.00%	2016	6/15/2028	530,000	250,000	-	45,000	205,000
2017 School Improvements	2.00% - 4.00%	2017	6/1/2037	1,685,000	758,000	-	82,000	676,000
2017 Refinancing	2.00% - 4.00%	2017	7/15/2023	3,568,000	244,000	-	197,000	47,000
2018 School Improvements	2.00% - 5.00%	2018	6/15/2033	3,630,000	720,000	-	240,000	480,000
2019 School Improvements	2.00% - 5.00%	2019	6/15/2039	1,915,000	1,627,000	-	96,000	1,531,000
2020 School Improvements	2.00% - 5.00%	2020	6/30/2040	1,430,000	1,290,000	-	70,000	1,220,000
2020 Refinancing	0.25% - 4.00%	2020	7/15/2033	4,500,000	3,979,000	-	445,000	3,534,000
2021 School Improvements	2.00% - 5.00%	2021	6/15/2036	4,375,000	4,080,000	-	295,000	3,785,000
2022 School Improvements	3.00% - 5.00%	2022	6/15/2037	3,820,000	3,820,000	-	255,000	3,565,000
2023 School Improvements	TBD	2023	TBD	-	-	6,445,000	-	6,445,000
			Sub-total	26,368,000	16,910,000	6,445,000	1,867,000	21,488,000
			Grand-Total	96,520,000	67,235,000	13,635,000	7,165,000	73,705,000

**Town of Windsor
Debt Schedule FY 2023 - FY 2024**

Principal Payments

	<u>Town Projects</u>	<u>FY 2023</u>	<u>FY 2024</u>
2014	Refunding Issue	538,000	-
2016	Road & Facility Improvements	310,000	310,000
2017	Road & Facility Improvements	213,000	213,000
2017	Refunding Issue	588,000	53,000
2018	Road & Facility Improvements	210,000	210,000
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	404,000	404,000
2020	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	710,000	710,000
2020	Refunding Issue	1,005,000	1,377,000
2021	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	1,125,000	1,125,000
2022	Pavement & Facility Improvements; Public Safety Complex	195,000	195,000
2023	2023 Debt Financing - Estimated Principal	-	359,500
	Total Principal - Town Projects	5,298,000	4,956,500
	<u>School Projects</u>		
2014	Refunding Issue	142,000	-
2016	Facility Improvements	45,000	45,000
2017	Facility Improvements	82,000	82,000
2017	Refunding Issue	197,000	47,000
2018	Facility Improvements	240,000	240,000
2019	Facility Improvements	96,000	96,000
2020	Facility Improvements	70,000	70,000
2020	Refunding Issue	445,000	473,000
2021	Facility Improvements	295,000	295,000
2022	Facility Improvements	255,000	255,000
2023	2023 Debt Financing - Estimated Principal	-	322,500
	Total Principal - School Projects	1,867,000	1,925,500
	Grand Total - Principal	<u>7,165,000</u>	<u>6,882,000</u>

Interest Payments

	<u>Town Projects</u>	<u>FY 2023</u>	<u>FY 2024</u>
2014	Refunding Issue	10,760	-
2016	Road & Facility Improvements	37,600	31,400
2017	Road & Facility Improvements	51,653	43,133
2017	Refunding Issue	8,000	1,060
2018	Road & Facility Improvements	19,688	9,188
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	200,635	180,435
2020	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	378,210	342,713
2020	Refunding Issue	122,167	86,786
2021	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	484,150	427,900
2022	Pavement & Facility Improvements; Public Safety Complex	114,327	107,175
2023	2023 Debt Financing - Estimated Interest	-	359,500
	Total Interest - Town Projects	1,427,190	1,589,290
	<u>School Projects</u>		
2014	Refunding Issue	2,840	-
2016	Facility Improvements	5,000	4,100
2017	Facility Improvements	20,460	17,180
2017	Refunding Issue	3,850	940
2018	Facility Improvements	22,500	10,500
2019	Facility Improvements	47,490	42,690
2020	Facility Improvements	38,038	34,538
2020	Refunding Issue	58,094	48,909
2021	Facility Improvements	125,850	111,100
2022	Facility Improvements	149,918	140,573
2023	2023 Debt Financing - Estimated Interest	-	322,500
	Total Interest - School Projects	474,040	733,030
	Grand Total - Interest	<u>1,901,230</u>	<u>2,322,320</u>

APPENDIX "G"
Price Guide

Town of Windsor
FY 2023 - 2024
Adopted Budget

Fines and Fees	Fund	Authority	FY 2024	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	\$14 per \$1,000 (after 1st \$1,000)	4/26/2023
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
Re-Inspection Fee on Contractor Projects	General Fund	Resolution	\$25 per inspection	5/05/2003
ZBA Residential Application Fee	General Fund	ZBA	\$150 plus \$50 per each additional variance on same application	4/23/2018
ZBA Commercial/Industrial Application Fee	General Fund	ZBA	\$175 plus \$50 per each additional variance on same application	5/13/2014
Motor Vehicle Location Approvals	General Fund	TP+ZC	\$70	5/20/1985
Motor Vehicle Location Re-Approvals	General Fund	TP+ZC	\$35	5/20/1985
Maps - Photocopy	Special Revenue	Resolution	\$4	5/01/1989
Economic Development				
Assessment Abatement Policy:				
Application Filing Fee - Economic Development assessment abatement incentive	General Fund	Resolution	\$500	5/15/2012
Application Filing Fee - assessment rehabilitation abatement incentive	General Fund	Ordinance	\$50	5/15/2012
Filing fee for Credit Enhancement Agreement applications	General Fund	Resolution	\$500	7/06/2022
Fire Prevention				
Blasting Permit	General Fund	P.A. 09-3	\$60	5/15/2017
Storing Explosives	General Fund	P.A. 09-3	\$100	5/15/2017
Commercial Amusement Fee	General Fund	Resolution	\$100 fee & \$1,000 bond	6/29/1981
Inland Wetlands				
Summary Ruling:				
Residential lot containing wetlands or regulated area	General Fund	CGS 22a-36 to 22a-45	\$100 per lot plus \$100 per acre of regulated area of disturbance	7/01/2008
Modification to existing owner-occupied residential lot (Agent Action)	General Fund	CGS 22a-36 to 22a-45	\$85 per lot includes \$60 CT DEEP fee	4/26/2023
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, where applicable	4/26/2023
Linear Foot Fee	General Fund	CGS 22a-36 to 22a-45	Less than 500 ft: \$250 to 1,000 ft: \$500 More than 1,000 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

Fines and Fees	Fund	Authority	FY 2024	Last Action
DEVELOPMENT SERVICES (cont.)				
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.				
Planning				
Subdivision Application	General Fund	TP&Z	\$100 base fee plus \$300 per lot	5/10/2011
Resubdivision	General Fund	TP&Z	\$100 base fee plus \$300 per lot	5/10/2011
Subdivision Inspection	General Fund	TP&Z	1% improvement costs	3/25/1997
Subdivision Regulations	General Fund	Resolution	\$7	5/05/2003
Residential Subdivision	General Fund	Resolution	\$300 + \$100 for each lot to be disturbed	2/17/2009
Commercial, Industrial, Residential (multi-family) or Subdivision	General Fund	Resolution	\$300 + \$100 for each acre of area to be disturbed	4/26/2023
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 (covers first 10,000 sq. ft. at \$15 per 1,000 sq. ft.)	4/26/2023
plus commercial floor area - between 10,000 and 50,000 sq. ft.	General Fund	TP&Z	\$20 per 1,000 sq. ft.	4/26/2023
plus commercial floor area above 50,000 sq. ft.	General Fund	TP&Z	\$25 per 1,000 sq. ft.	4/26/2023
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	\$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 (covers first 10,000 sq. ft. at \$15 per \$1,000 sq. ft. of new floor area)	4/26/2023
plus new commercial floor area between 10,000-50,000 sq. ft.	General Fund	TP&Z	\$20 per 1,000 sq. ft.	4/26/2023
plus new commercial floor area above 50,000 sq. ft.	General Fund	TP&Z	\$25 per 1,000 sq. ft.	4/26/2023
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

Fines and Fees	Fund	Authority	FY 2024	Last Action
DEVELOPMENT SERVICES (cont.)				
Amendment to Plan of Development	General Fund	TP&Z	\$250	5/15/2012
Custom GIS map	General Fund	Resolution	\$10 to \$25 + hourly labor	5/10/2011
Digital GIS Table Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Digital GIS Map Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Paper MIS Data	General Fund	Resolution	\$0.50 per page + hourly labor for data conversion, if required	5/10/2011
NOTE: A \$60 Conservation Fund fee must be added to the cost of all land use applications.				
Wetlands Map	General Fund	Resolution	Small - \$10; Large - \$20	5/10/2011
Wetlands Regulations	General Fund	Resolution	\$10	5/05/2003
Zoning Regulations	General Fund	Resolution	\$20	5/05/2003
Zoning Map - Large	General Fund	Resolution	\$20	5/05/2003
Zoning Map - Small	General Fund	Resolution	\$10	5/05/2003
Community Development				
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
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	\$15	4/27/2022
Ski Helmets	Special Revenue	Resolution	\$30	4/27/2022
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

Fines and Fees	Fund	Authority	FY 2024	Last Action
HEALTH SERVICES (cont.)				
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
Book sales	Special Revenue	Resolution	Priced as marked	6/08/1992
Copy Machine and Printers	Special Revenue	Resolution	black & white \$0.20 per page; color \$0.50 per page	5/10/2011
Fax Fees	Special Revenue	Resolution	\$1.95 for first page; \$1 for each thereafter	5/19/2008
Lost Library Card	General Fund	Resolution	\$2	5/19/2008
Lost or Damaged Library Materials	Special Revenue	Resolution	Replacement + \$5	4/27/2009
Main Library - Before/After Hours	Special Revenue	Resolution	\$45 per hour	4/29/2020
Main Library - Meeting Rm #1	Special Revenue	Resolution	\$45 per hour	4/29/2020
Main Library - Meeting Rm #2	Special Revenue	Resolution	\$20 per hour	4/29/2020
Overdue Books/Nonprint	General Fund	Resolution	\$0.20 per day	4/29/2020
Overdue Books/Nonprint (max fine)	General Fund	Resolution	\$10	4/29/2020
Overdue Kits	General Fund	Resolution	\$1 per day	4/29/2020
Overdue Kits (max fine)	General Fund	Resolution	\$10	4/29/2020
Passport Acceptance Fee	Special Rev Fund	Resolution	\$35	5/14/2019
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	\$100.00	4/27/2022
False Alarm Penalty - 6 th and 7 th	General Fund	Resolution	\$150.00	4/27/2022
False Alarm Penalty - 8 th and 9 th	General Fund	Resolution	\$200.00	4/27/2022
False Alarm Penalty - 10 th and Each Additional	General Fund	Resolution	\$250.00	4/27/2022
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
Records Check	General Fund	Resolution	\$5	4/11/2007
Handicapped Parking Violation	General Fund	Ordinance	\$95	4/27/2005
After 7 Days	General Fund	Ordinance	\$190	4/27/2005
Failure to Install/Maintain Designated Space	General Fund	Ordinance	\$90	3/31/1986
Continued Failure	General Fund	Ordinance	\$90 per day	3/31/1986
Parking Violation	General Fund	Ordinance	\$15	4/29/2020
After 7 Days	General Fund	Ordinance	\$30	4/29/2020
Fire Lane Parking Violation (first 7 days)	General Fund	Resolution	\$50	5/14/2019
Fire Lane Parking Violation (after 7 days)	General Fund	Resolution	\$100	5/14/2019
Massage Parlor Permit	General Fund	Ordinance	\$50	5/14/2019
Masseur Filing Fee	General Fund	Ordinance	\$25	5/14/2019

Fines and Fees	Fund	Authority	FY 2024	Last Action
SAFETY SERVICES (Police - cont.)				
Junk Car Permits	General Fund	Resolution	\$50	4/01/1997
New Pistol Permit	General Fund	Resolution	\$70	5/10/2011
News rack Permit Application Fee	General Fund	Resolution	\$25	4/11/2007
News rack Location Fee	General Fund	Resolution	\$12 per location	4/11/2007
Sale of Accident and Other Reports	General Fund	Resolution	\$0.50 per page	1/06/1992
Fee for Indigent Person	General Fund	Resolution	\$0	3/20/1978
Photocopy - Reports	General Fund	Resolution	\$0.50 per page	1/06/1992
Traffic Safety Specialist	Special Revenue	Resolution	\$15.38 - \$20.38 per hour	4/27/2022
Police Private Duty Officer:				
Non-profit, 4 Hours or Less	Special Revenue	Resolution	\$384.92	4/26/2023
Non-profit, Over 4 Hours	Special Revenue	Resolution	\$96.23 per hour	4/26/2023
Board of Education/Municipal	Special Revenue	Resolution	\$96.23 per hour	4/26/2023
Construction, 4 Hours or Less	Special Revenue	Resolution	\$436.92	4/26/2023
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	\$873.84	4/26/2023
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	\$1,310.77	4/26/2023
Construction, Over 12 Hours	Special Revenue	Resolution	\$109.23 per hour	4/26/2023
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 (Erosion & Sediment permit fees shall be reduced when Inland Wetland fees are also collected for the same activity)				
Single and Two -Family Residential (not part of a subdivision)	General Fund	Resolution	\$100/lot	2/17/2009
Residential Subdivision	General Fund	Resolution	\$300 + \$100 for each lot to be disturbed	2/17/2009
Commercial, Industrial, Residential (multi-Family) or other use	General Fund	Resolution	\$300 + \$100 for each acre of area to be disturbed	5/10/2011
Stormwater Management Permit				
Single and Two-Family Residential (not part of a subdivision)	General Fund	Resolution	\$100/lot	2/17/2009
Stormwater Manual	General Fund	Resolution	\$30	2/17/2009
Street Cut Permits:				
Curb and Walk - All Permits	General Fund	Resolution	\$50	9/23/1991
Driveway - All Permits	General Fund	Resolution	\$25	6/08/1992
Excavation - All Permits	General Fund	Resolution	\$50	9/23/1991
Additional Charge Per Excavation - adjacent locations at the same property	General Fund	Resolution	\$25	6/04/2013
Street Light Changes - New Residential Development	General Fund	CGS 8-25	One year fee per street light at CL&P rate	1949

Fines and Fees	Fund	Authority	FY 2024	Last Action
RECREATION & LEISURE SERVICES				
Non-Resident Fee	Special Revenue	Resolution	\$10 fee per program unless otherwise noted	4/27/2005
Adult Basketball League	Special Revenue	Resolution	\$400 - \$650	4/29/2020
Adult Dance	Special Revenue	Resolution	\$100 - \$150 per course	4/29/2020
Adult Open Basketball	General Fund	Resolution	\$40 annual pass	4/27/2022
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	\$40 annual pass	4/27/2022
Adult Volleyball League	Special Revenue	Resolution	\$300 - \$600	5/11/2004
AM Aerobics	Special Revenue	Resolution	\$80 - \$175 per session	4/26/2023
Archery	Special Revenue	Resolution	\$55 - \$110 per session	4/29/2020
Arts and Crafts	Special Revenue	Resolution	\$60 - \$150 per course	4/27/2022
Babysitting Course	Special Revenue	Resolution	\$115 - \$125	7/01/2015
Badminton	Special Revenue	Resolution	\$60 - 120 per session	
Baseball Clinic	Special Revenue	Resolution	\$110 - \$200 per session	4/27/2022
Basketball Clinic	Special Revenue	Resolution	\$125 - \$200 per session	4/27/2022
Movie Night	Special Revenue	Resolution	\$2 - \$7	4/11/2007
Counselor in Training Program	Special Revenue	Resolution	\$100 - \$150 per 4 wk session	4/27/2022
CPR/First Aid	Special Revenue	Resolution	\$155 - \$170	4/27/2022
CPR/First Aid Recertification	Special Revenue	Resolution	\$125 - \$135	5/13/2014
Culinary Arts Program	Special Revenue	Resolution	\$25 - \$200	5/14/2019
Dance Movement Workshop	Special Revenue	Resolution	\$75 - \$150 per session	5/11/2010
Extended Playground Hours	Special Revenue	Resolution	\$55 - \$65 per session	4/26/2023
Family Trips (In-State/Out-of-State)	Special Revenue	Resolution	\$50 - \$1,500	5/19/2008
Field Hockey Clinic	Special Revenue	Resolution	\$110 - \$200	5/13/2014
Fly Badminton Club Session	Special Revenue	Resolution	\$60 - \$120 per session	4/27/2022
Foreign Languages	Special Revenue	Resolution	\$100 - \$400	4/27/2022
Full Day Playground	Special Revenue	Resolution	\$150 - \$175 per week	4/27/2022
Full Day Playground with Transportation	Special Revenue	Resolution	\$150 - \$225 per week	4/27/2022
Full Day Playground with Swim Lesson	Special Revenue	Resolution	\$290 - \$325 per session	4/27/2022
Golf	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Gymnastics	Special Revenue	Resolution	\$125 - \$225 per week	4/27/2022
Hotshots	Special Revenue	Resolution	\$65 - \$80	4/26/2023
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
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	\$45 - \$55 per month	4/27/2022
Kindergarten Dance	Special Revenue	Resolution	\$75 - \$150 per session	5/10/2011
Lacrosse Clinic	Special Revenue	Resolution	\$125 - \$200	4/27/2022
Late Pickup Fee	Special Revenue	Resolution	\$10 per 15 minutes	6/07/2016
Life Guard Training	General Fund	Resolution	\$350 per course plus books	4/27/2022
Membership Pass Replacement Fee	Special Revenue	Resolution	\$5 per replacement	5/11/2004
Model Making and Crafts	Special Revenue	Resolution	\$55 - \$125	4/26/2023
Nutrition and Wellness Programs	Special Revenue	Resolution	\$50 - \$350	4/27/2022
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	\$70 - \$140 per session	4/27/2022
PM Low Impact Aerobics	Special Revenue	Resolution	\$70 - \$140 per session	4/27/2022
Pool Parties	General Fund	Resolution	\$290/Resident per party; \$390/Non-resident per party	4/28/2021
Pre-School Dance	Special Revenue	Resolution	\$75 - \$150 per session	5/10/2011
Schools Out Special	Special Revenue	Resolution	\$45 - \$55 per day	4/26/2023
Scuba Classes	Special Revenue	Resolution	\$270 - \$350	6/07/2016
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	\$100 - \$225	4/27/2022
Special Events - One Day	Special Revenue	Resolution	Free - \$10	4/11/2007
Special Needs - Adults Program	Special Revenue	Resolution	\$40 - \$75 per session	4/27/2022
Special Needs - Youth Program	Special Revenue	Resolution	\$60 - \$100 per session	4/27/2022
Special Needs Camp	Special Revenue	Resolution	\$150 - \$175 per week	4/27/2022
Student Open Basketball	General Fund	Resolution	\$10	4/27/2009
Student Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	\$1	5/10/2011

Fines and Fees	Fund	Authority	FY 2024	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Summer Youth Theater	Special Revenue	Resolution	\$180 - \$250	4/29/2020
Summer Youth Theater - Non-resident	Special Revenue	Resolution	\$220 - \$295	4/29/2020
Super Saturdays	Special Revenue	Resolution	\$40 - \$50	4/27/2022
Swim Daily Fee - Non Resident - Adult	General Fund	Resolution	\$5 per day	6/21/1999
Swim Daily Fee - Non-Resident - Child	General Fund	Resolution	\$3 per day	6/21/1999
Swim Daily Fee - Non-Resident - Senior	General Fund	Resolution	\$3 per day	4/25/2001
Swim Daily Fee - Resident - Adult	General Fund	Resolution	\$2.50 per day	6/21/1999
Swim Daily Fee - Resident - Child	General Fund	Resolution	\$1.50 per day	6/21/1999
Swim Daily Fee - Resident - Senior	General Fund	Resolution	\$1.50 per day	4/25/2001
Swim Lessons - Adult	General Fund	Resolution	\$50	5/11/2004
Swim Lessons - Child	General Fund	Resolution	\$30 Mon-Thurs per two week session (make up lessons Fri)	4/27/2005
Swim Lessons - Family (maximum)	General Fund	Resolution	\$62	6/07/2016
Swim Lessons - Two Children	General Fund	Resolution	\$46 Mon-Thurs per two week session (make up lessons Fri)	6/07/2016
Swim Lessons - Non-residents	General Fund	Resolution	\$40 per child two week sessions (make up lesson on Friday)	4/27/2009
Swim Pass - Non-resident - Adult (17 and over)	General Fund	Resolution	\$70	5/05/2003
Swim Pass - Non-resident - Child (16 and under)	General Fund	Resolution	\$50	5/05/2003
Swim Pass - Non-resident - Family	General Fund	Resolution	\$120	5/05/2003
Swim Pass - Non-resident - Senior Citizen	General Fund	Resolution	\$50	5/05/2003
Swim Pass - Resident - Adult (17 and over)	General Fund	Resolution	\$35	5/05/2003
Swim Pass - Resident - Child (16 and under)	General Fund	Resolution	\$25	5/05/2003
Swim Pass - Resident - Family	General Fund	Resolution	\$60	5/05/2003
Swim Pass - Resident - Senior Citizen	General Fund	Resolution	\$25	5/11/2004
Taking the Lead	Special Revenue	Resolution	\$20 - \$80	4/11/2007
Tai Chi Chuan	Special Revenue	Resolution	\$60 - \$100 per session	5/05/2003
Tennis Camp	Special Revenue	Resolution	\$60-\$160 per session	5/15/2012
Tennis Classes (4 sessions)	Special Revenue	Resolution	\$60 - \$160 per session	4/29/2020
Tumbling	Special Revenue	Resolution	\$60 - \$120 per session (winter)	5/13/2014
Water Aerobics	Special Revenue	Resolution	\$80 - \$140	4/27/2022
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	\$175 - \$200	4/29/2020
Windsor Youth Theater - Non-resident	Special Revenue	Resolution	\$215 - \$245	4/29/2020
Yoga	Special Revenue	Resolution	\$80 - \$120 per session	5/14/2019
Youth Band	Special Revenue	Resolution	\$150 - \$200 plus bus fee	5/13/2014
Indoor Swim Lessons	Special Revenue	Resolution	\$70 - \$75 per session	4/26/2023
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
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
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	\$100 - \$200 per session	4/29/2020
Volleyball Clinic	Special Revenue	Resolution	\$100 - \$200 per session	4/29/2020
R.I.S.E Elementary School Age	Special Revenue	Resolution	\$195 - \$205 per month	4/26/2023
R.I.S.E Middle School Age	Special Revenue	Resolution	\$185 - \$200 per month	4/29/2020
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 2 hours	4/26/2023
Softball Field Permits - Co-Sponsored	General Fund	Resolution	\$25 per 2 hours	4/26/2023
Softball Field Permits - Not Sponsored	General Fund	Resolution	\$25 per 2 hours	4/26/2023
Tournament Permit	General Fund	Resolution	\$100 per field	5/10/2011

Fines and Fees	Fund	Authority	FY 2024	Last Action
RECREATION & LEISURE SERVICES (cont.)				
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
Senior Services				
Chair Aerobics	Special Revenue	Resolution	\$20 - \$40 per session	4/26/2023
Chair Aerobics-Drop-In	Special Revenue	Resolution	\$5 - \$7 per class	4/26/2023
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
Mat Pilates for Beginners	Special Revenue	Resolution	\$5 - \$7 per class	4/26/2023
Fitness Drumming	Special Revenue	Resolution	\$5 - \$7 per class	4/26/2023
Yoga	Special Revenue	Resolution	\$5 - \$7 per class	4/26/2023
Fitness Drop In Cards	Special Revenue	Resolution	\$60 - 70, 10 class card	4/26/2023
Enrichment Programs	Special Revenue	Resolution	\$5 - \$50	4/26/2023
Ballroom Dancing	Special Revenue	Resolution	\$50 - \$70 per session	5/10/2011
Ballroom Dancing, Drop-In	Special Revenue	Resolution	\$5 - \$7 per class	5/10/2011
Chair Yoga	Special Revenue	Resolution	\$30 - \$40 per session	4/29/2020
Chair Yoga, Drop-In	Special Revenue	Resolution	\$5 - \$7 per class	4/29/2020
Computer Classes	Special Revenue	Resolution	\$15 - \$30 per course	4/27/2009
Computer Classes - Non-resident	Special Revenue	Resolution	\$23 - \$38 per course	4/27/2009
Special Events - One Day	Special Revenue	Resolution	\$2-\$15	4/27/2009
Extended Trips	Special Revenue	Resolution	Going Rate	5/10/2011
Parties	Special Revenue	Resolution	\$2 - \$ 30 per party	4/27/2009
Tai Chi Beginner	Special Revenue	Resolution	\$40 - \$55 per session	4/27/2009
Tai Chi Beginner-Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Tai Chi Advanced	Special Revenue	Resolution	\$40 - \$55 per session	4/27/2009
Tai Chi Advanced-Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Tai Ji Quan Moving for Better Balance	Special Revenue	Resolution	\$35 - \$55 per session	4/27/2022
Tai Ji Quan Moving for Better Balance-Drop-In	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2022
Pickleball Membership	Special Revenue	Resolution	\$20 - \$60	4/27/2022
Pickleball-Drop-In	Special Revenue	Resolution	\$2 - \$4	4/27/2022
Trips Day	Special Revenue	Resolution	Going Rate	5/10/2011
Water Aerobics	Special Revenue	Resolution	\$64 - \$98 per session	4/27/2009
Water Aerobics - Non-resident	Special Revenue	Resolution	\$96 - \$114 per session	4/27/2009
Yoga	Special Revenue	Resolution	\$32 - \$44 per session	4/27/2009
Yoga - Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Fitness Center Membership - 3 Months	Special Revenue	Resolution	\$35 - \$45	5/14/2019
Fitness Center Membership - 6 Months	Special Revenue	Resolution	\$50 - \$60	5/14/2019
Fitness Center Membership - 1 Year	Special Revenue	Resolution	\$80 - \$90	5/14/2019
Senior Center Membership Fee - 1 Year	Special Revenue	Resolution	\$10	4/11/2007
Senior Center Membership Fee - Non-resident - 1 Year	Special Revenue	Resolution	\$20	4/11/2007
Fitness Center Membership - Non-resident - 3 months	Special Revenue	Resolution	\$60 - \$80	5/14/2019
Fitness Center Membership - Non-resident - 6 months	Special Revenue	Resolution	\$100 - \$120	5/14/2019
Fitness Center Membership - Non resident - 1 Year	Special Revenue	Resolution	\$160 - \$180	5/14/2019
Zumba Gold	Special Revenue	Resolution	\$40 - \$55 per session	5/11/2010
Zumba Gold Drop In	Special Revenue	Resolution	\$5 - \$7 per class	5/11/2010
Yoga for Beginners	Special Revenue	Resolution	\$25 - \$35 per session	5/11/2010
Yoga for Beginners Drop In	Special Revenue	Resolution	\$5 - \$7 per class	5/11/2010
Personal Training	Special Revenue	Resolution	\$40 - \$50 per class	5/11/2010
Seated Qi Gong	Special Revenue	Resolution	\$40 - \$55 per session	5/11/2010
Seated Qi Gong Drop In	Special Revenue	Resolution	\$5 - \$7 per class	5/11/2010
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

Fines and Fees	Fund	Authority	FY 2024	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Northwest Park				
Public Programs	Special Revenue	Resolution	\$2/person to \$1,500/person depending on activity	5/15/2012
Pavilion Full Day Rental - Resident	Special Revenue	Resolution	\$200 + \$100 sec. deposit	4/26/2023
Pavilion Full Day Rental - Non-resident	Special Revenue	Resolution	\$260 + \$100 sec. deposit	4/26/2023
Pavilion Full Day Rental - Commercial	Special Revenue	Resolution	\$230 + \$100 sec. deposit	4/26/2023
Pavilion Half Day Rental - Resident	Special Revenue	Resolution	\$145 + \$100 sec. deposit	4/26/2023
Pavilion Half Day Rental - Non-resident	Special Revenue	Resolution	\$200 + \$100 sec. deposit	4/26/2023
Pavilion Half Day Rental - Commercial	Special Revenue	Resolution	\$175 + \$100 sec. deposit	4/26/2023
Warming Shed Full Day Rental - Resident	Special Revenue	Resolution	\$145 + \$100 sec. deposit	4/26/2023
Warming Shed Full Day Rental - Non-resident	Special Revenue	Resolution	\$200 + \$100 sec. deposit	4/26/2023
Warming Shed Full Day Rental - Commercial	Special Revenue	Resolution	\$175 + \$100 sec. deposit	4/26/2023
Warming Shed Half Day Rental - Resident	Special Revenue	Resolution	\$85 + \$100 sec. deposit	4/26/2023
Warming Shed Half Day Rental - Non-resident	Special Revenue	Resolution	\$145 + \$100 sec. deposit	4/26/2023
Warming Shed Half Day Rental - Commercial	Special Revenue	Resolution	\$115 + \$100 sec. deposit	4/26/2023
Community Gardens	Special Revenue	Resolution	\$60 per season + \$50 sec. deposit	4/29/2020
Community Gardens - Non-resident	Special Revenue	Resolution	\$75 per season + \$50 sec. deposit	4/29/2020
Interpretive Center Rental - Resident	General Fund	Resolution	\$60 per 2 hours + \$100 sec dep.	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	\$20 resident; \$25 non-resident	4/26/2023
School Programs - Excluding Windsor BOE	Special Revenue	Resolution	\$115 - \$160 per hour and up	4/28/2021
School Programs - Non-Windsor	Special Revenue	Resolution	\$125 - \$185 per hour and up	4/28/2021
Camp Foxfire - Half Day - Resident	Special Revenue	Resolution	\$175 - \$250 per week	4/28/2021
Camp Foxfire - Half Day - Non-resident	Special Revenue	Resolution	\$15 greater than resident fee	4/29/2020
Camp Foxfire - Whole Day - Resident	Special Revenue	Resolution	\$275 - \$500 per week	4/28/2021
Camp Foxfire - Whole Day - Non-resident	Special Revenue	Resolution	\$25 greater than resident fee	4/29/2020
Late Registration Fee	Special Revenue	Resolution	\$10 - \$15	6/07/2016
Teen Zone	Special Revenue	Resolution	\$150 - \$800	6/07/2016
Non-resident registration period for all Northwest Park summer camp programs will begin two weeks following resident registrations.				
Note: Children ages 2 and under can participate in community events at no charge.				
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
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	\$10	7/02/2018
Trade Names - Each Additional Page	General Fund	CGS 7-34a	\$5	7/01/1989
Subdivision Maps (Indexing, 3 or more Parcels)	General Fund	CGS 35-1	\$30	7/02/2018
Maps (Indexing)	General Fund	CGS 7-31	\$20	7/02/2018
Sales Ratio	General Fund	CGS 7-34a	\$2	7/01/1982
Documents With No Known Last Address of Grantee	General Fund	CGS 7-34a	\$5	7/01/1982
Notary Public - Certificate of Appointment	General Fund	CGS 3-94	\$20	7/02/2018
Notary Public - Notarization of Signature	General Fund	Resolution	\$5 per signature	4/27/2022

Fines and Fees	Fund	Authority	FY 2024	Last Action
INFORMATION SERVICES (cont.)				
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	\$50	7/02/2018
Marriage Certificate	General Fund	PA 07-133	\$20 per document	10/01/2009
Burial and Cremation Permit	General Fund	CGS 7-74	\$5 per document	7/02/2018
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
Town Hall Room Rental				
Roger Ludlow Room North - Capacity 40	General Fund	Resolution	\$35 per hour	4/24/2006
Roger Ludlow Room South - Capacity 40	General Fund	Resolution	\$35 per hour	4/24/2006
Roger Ludlow Rooms North and South	General Fund	Resolution	\$55/hr or \$200/half day	4/24/2006
Council Chambers - Capacity 200 - 300	General Fund	Resolution	\$75/hr or \$300/half day	4/24/2006
Council Chambers w/Full Production/Technical Director	General Fund	Resolution	\$250/hr \$600/half day	4/24/2006
Additional Services:				
Monitor & VCR/DVD Player	General Fund	Resolution	\$30	4/27/2005
One Microphone and PA System	General Fund	Resolution	\$55 per hour	4/27/2005
Council Chambers Video Projector	General Fund	Resolution	\$50 per hour	4/24/2006
An additional 50% charge will apply for room/equipment reservations after regular business hours or on weekends.				
EXCEPTION: Council Member's request for facilities, use by a Board or Commission, or town government-related program.				

Fines and Fees	Fund	Authority	FY 2024	Last Action
ENTERPRISE FUNDS				
Adult Day Care				
Daily Care	08-3-32-343	Resolution	\$100.00 per day	2/21/2023
Half Daily Care	08-3-32-343	Resolution	\$65 per half day	2/21/2023
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	\$1,540 per month	4/26/2023
Elementary After School	05-3-3-31-340	Resolution	\$405 per month	4/26/2023
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	\$105 per month	4/26/2023
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	\$185 per month	4/26/2023
Elementary After 3 day/Month	05-3-3-31-340	Resolution	\$245 per month	4/26/2023
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	\$350 per month	4/26/2023
Elementary Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$255 per week	4/26/2023
Elementary Summer Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$275 per week	4/26/2023
Montessori Toddler Camp - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	\$180 per week	4/26/2023
K-1 Camp - 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$255 per week	4/26/2023
K-1 Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$275 per week	4/26/2023
Montessori Toddler	05-3-3-31-340	Resolution	\$675 per month	4/26/2023
Montessori Toddler Extended Day 8:15AM - 4:45PM	05-3-3-31-340	Resolution	\$1,470 per month	4/26/2023
Montessori Toddler Full Day	05-3-3-31-340	Resolution	\$1,540 per month	4/26/2023
Montessori ½ Day	05-3-3-31-340	Resolution	\$650 per month	4/26/2023
Montessori Extended Day	05-3-3-31-340	Resolution	\$1,180 per month	4/26/2023
Montessori Full Day	05-3-3-31-340	Resolution	\$1,310 per month	4/26/2023
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	5% monthly on unpaid balances	4/26/2023
Hourly Rate	05-3-3-31-340	Resolution	\$15.00 per hour	4/29/2020
Daily Rate Drop In Care	05-3-3-31-340	Resolution	\$75 per day 5 or more hours	4/29/2020
Registration Fees	05-3-3-31-340	Resolution	\$50 per program	4/27/2022
Activity Fees	05-3-3-31-340	Resolution	\$100 annual	4/27/2022
Summer Camp Preschool - 7:30 AM - 5:30 PM	05-3-3-31-340	Resolution	\$320 per week	4/26/2023
Summer Camp Preschool - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	\$175 per week	4/26/2023
Summer Camp Preschool - 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$300 per week	4/26/2023
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
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	\$190/year; or \$100 each half year	4/26/2023
Demolition and Bulky Waste	04-4-48-480	Resolution	\$200 per ton	4/26/2023
Recycling Drop-Off	04-4-48-480	Resolution	\$5 per car; or \$10 per truckload	5/14/2019
Tires	04-4-48-480	Resolution	\$10/tire	4/26/2023
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	\$8 up to 3 bags/cans \$4 for single bag/can	4/27/2022
Propane Tanks	04-4-48-480	Resolution	\$8 each	4/26/2023
Treewaste	04-4-48-480	Resolution	\$125 per ton	4/26/2023
Leaves	04-4-48-480	Resolution	\$0 - \$40 per ton	5/13/2014

APPENDIX "H"
Charter Provisions Concerning
Annual Budget

Town of Windsor
FY 2023 - 2024
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"

Financial Policies

Town of Windsor
FY 2023 – 2024
Adopted Budget

RELEVANT FINANCIAL POLICIES

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

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

If the unassigned fund balance exceeds the 20% policy threshold, the surplus in the General Fund unassigned fund balance will be available for possible appropriation. In making said allocation of funds, the Town Council will give priority to the following activities:

- Transfer up to 40% to a Tax Rate Stabilization Fund to use to reduce the tax rate in the subsequent year(s) provided that care is taken to avoid a major fluctuation in the tax rate in succeeding years.
- Transfer up to 20% of excess to the Capital Projects Fund for capital projects.
- Transfer up to 20% of excess to fund long-term liabilities in Other Post-Employment Benefit programs (OPEB) or defined benefit pension plan.
- Transfer up to 20% of excess to a Clean Energy & Sustainable Projects Fund.

The Town Council has also enacted a policy that the Town's Capital Project Fund assigned fund balance will be kept to no less than the sum of 20% of the 6-year average of the annual cash portion of the Capital Improvement Plan, plus \$350,000.

APPENDIX I

- **Cash Management Policy** – The Town’s Investment Policy applies to all financial assets of the Town, with the exception of the defined benefit retirement plan, Other Post-Employment Benefit (OPEB) Trust and state and federal grant funds. The primary purpose of the policy is to provide for the prudent and productive investment of funds. The Town authorizes the Finance Director to act as the investment officer. Investments are allowed in any financial institution in accordance with this policy, as well as the provisions of Connecticut General Statutes Sections 7-400-402, 3-24f, 3-27f and other applicable state statutes.
- **Purchase Orders** – Upon award of a bid, proposal, or quotation, a purchase order shall be initiated in accordance with Town policy. Purchase orders are required for all purchases greater than or equal to \$5,000. A purchase order can be issued in cases where a vendor requests a purchase order for items under \$5,000. Equipment repairs, utility bills, membership dues, advertising, grants and contributions do not require a purchase order. When a General Fund purchase order carries over into the following fiscal year for goods and services that are received and paid for in the next fiscal year, the Town Council must formally extend General Fund budgetary authority to encumber the funds into the next fiscal year.
- **Procurement Policy** – The fundamental objective of all service units in the purchasing function is to procure supplies, materials, equipment, or services required for departmental operations in the right quality and quantity, on a timely basis, as efficiently as possible, and at the lowest cost. In pursuit of this objective, we seek to establish practical and efficient purchasing procedures to obtain:
 - the most value for each tax dollar spent
 - proper commitment and expenditure of Town funds
 - compliance with State and local legal requirements
 - fair and equitable treatment of all vendors who deal with the purchasing system of the Town
 - public confidence in the procedures followed in public purchasing
 - increased economy in procurement activities by fostering effective competition
 - maintenance of a purchasing system of quality and integrity
- **Debt Policy** – The primary objectives of the Town’s debt policy are to establish conditions for the use of debt, create procedures and policies that minimize the Town’s debt service and issuance costs for the bonds that are issued, retain the highest practical credit rating, maintain full and complete financial disclosure and reporting, and maintain established levels of debt within certain measures of affordability. Additional Debt Policy information can be found in Appendix F.
- **Defined Benefit Retirement Plan Policy** – The Defined Benefit Retirement Plan Trust Fund assets shall be invested in accordance with sound investment practices that emphasize long-term investment fundamentals as stated in the Town’s Defined Benefit Retirement Plan Trust Fund Policy. The Defined Benefit Retirement Plan Board is charged with the responsibility of overseeing the assets of the Plan. The Defined Benefit Retirement Plan Board reviews the fund performance quarterly to monitor adherence to the policy’s investment guidelines. An actuarial analysis is performed annually.
- **Other Post-Employment Benefit (OPEB) Trust Fund Policy** – The OPEB Trust Fund assets shall be invested in accordance with sound investment practices that emphasize long-term investment fundamentals as stated in the Town’s OPEB Trust Fund Policy. The OPEB Board is charged with the responsibility of overseeing the assets of the Trust. The OPEB Board reviews the fund performance quarterly to monitor adherence to the policy’s investment guidelines. An actuarial analysis is performed biennially.

APPENDIX I

- **Long-Range Financial Planning** – Annually, the Town Manager prepares a six-year Capital Improvement Plan (CIP) in accordance with the Town Charter, which is reviewed by the Capital Improvements Committee, Town Improvements Committee of the Town Council and the full Town Council. The CIP is adopted by the Town Council and includes both Town general government and Board of Education projects involving road improvements, building renovations, new building facilities, major equipment purchases, and other capital improvements.

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

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

- **Information Technology Policies** – The Town of Windsor may give employees access to computers, computer files, the email system, software and the internet to use in doing their work. The policy explains the guidelines for using these resources responsibly and productively, including, but not limited to, the Town's rights and responsibilities, usage guidelines, and actions if violations occur.

The computer equipment, services, and technology provided to employees are always the property of Town of Windsor. All work prepared or created on town-owned computers is the property of the Town as are all files, documents, spreadsheets, calendar entries, notes, email messages and any other data that reside within the Town computer system. The Town may enter the system and review any and all materials and information that reside therein. Although the Town does not routinely monitor employees' computer records, management reserves the right to retrieve the contents for business reasons, such as to find lost messages, to comply with investigations of wrongful acts, to recover from system failure, to aid in capacity planning and troubleshooting, as well as to ensure that employees refrain from improper use. Employees must also comply with all specified security measures and internal controls that have been established for safeguarding the integrity and validity of computer systems, as well as complete all required cyber security training.

APPENDIX "J"

Glossary

Town of Windsor
FY 2023 – 2024
Adopted Budget

GLOSSARY OF TERMS

ACCOUNTING SYSTEM: The total set of records and procedures which are used to record, classify and report information on the financial status and operations of an entity.

ACCRUAL BASIS OF ACCOUNTING: The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

APPROPRIATION: An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ASSESSED VALUATION: A valuation set upon real estate and certain personal property by the Town Assessor as a basis for levying property taxes.

ASSETS: Property owned by a government that has a monetary value.

BOND: A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s]) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

BUDGET DOCUMENT: The official written statement prepared by the budget office and supporting staff which presents the proposed budget to the legislative body.

BUDGET MESSAGE: A general discussion of the proposed budget presented in writing as a part of or supplemental to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the Town Manager and supporting Town and Board of Education staff.

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.

APPENDIX J

DEPRECIATION: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

ENTERPRISE FUND: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

EXPENDITURES: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FIDUCIARY FUND: Funds used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organization or others.

FULL FAITH AND CREDIT: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds.)

FULL TIME EQUIVALENT (FTE): A unit of measurement used to figure out the number of full-time hours worked. The Town observes a 40 hour work week.

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 Town's primary operating 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.

GOVERNMENTAL FUNDS: Funds generally used to account for activities, supported by taxes, grants and similar revenue sources.

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.

MAJOR FUND: Major funds are those where total assets plus deferred outflows, liabilities plus deferred inflows, revenues, or expenditures/expenses of the individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that type. The Town has four major funds: the General Fund, Capital Projects Fund, Educational Grant Programs and the American Rescue Fund.

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.

APPENDIX J

NON-MAJOR FUND: Governmental funds or enterprise funds combined and reported separately from Major Funds in the basic fund financial statements. The Town reports Special Revenue Funds and Debt Service Funds as non-major.

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.

PROPRIETARY FUND: Funds used to account for the Town's activities that are similar to those in the private sector. These activities are not financed by property tax revenue, but by fees charged to the users of the service. The Town has four proprietary funds that are called Enterprise Funds: the Landfill Enterprise Fund, the Resident Transfer Station Enterprise Fund, the Child Development Enterprise Fund and the Adult Day Care Enterprise Fund.

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 valuations.