



FINANCIAL PLAN AND PROGRAM OF SERVICES

ADOPTED FOR THE
FISCAL YEAR 2019-2020



ADOPTED
FISCAL YEAR 2020
FINANCIAL PLAN
AND
PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2019 and ending June 30, 2020

TOWN OF WINDSOR
CONNECTICUT



TOWN COUNCIL

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

TOWN MANAGER

Peter Souza



May 15, 2019

Honorable Mayor, Town Council and Citizens of Windsor:

I am pleased to transmit the Fiscal Year 2020 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 1, 2019. The Town Council conducted several budget workshops throughout the month of April.

Revenues and expenditures in the Proposed Budget totaled \$118,864,040. During budget deliberations on April 24, 2019, the Town Council made changes that resulted in a budget of \$118,719,040, which was adopted by citizen vote at the referendum held on May 14, 2019. This budget yields a mill rate of 32.38.

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

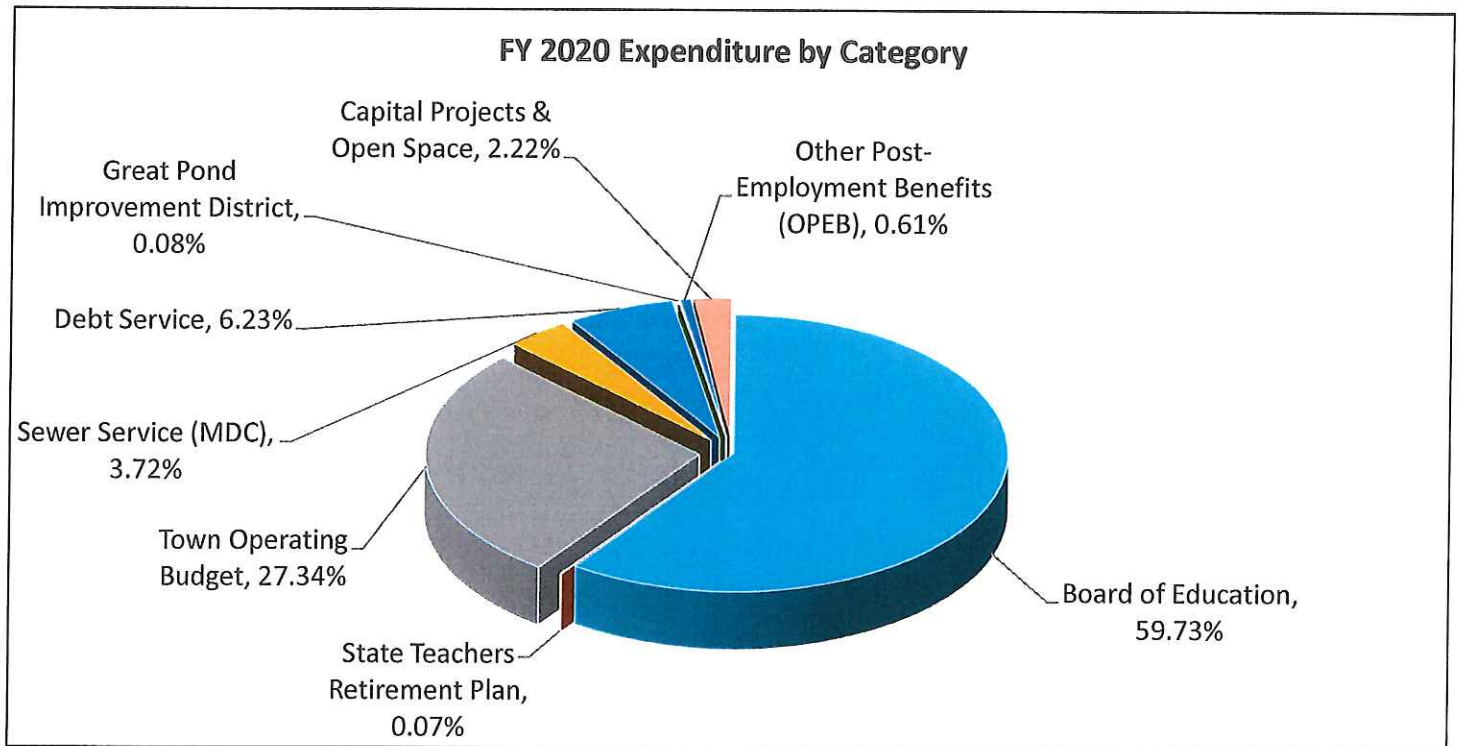
The Adopted Budget represents hundreds of hours of effort on the part of many people, including the Town Council, and I extend my appreciation to all of them.

Sincerely,

Peter Souza
Town Manager

FY 2020 ADOPTED BUDGET SUMMARY

	FY 2019 Adopted Budget	FY 2020 Adopted Budget	\$ Change	% Change
Board of Education	69,068,800	70,913,360	1,844,560	2.67%
State Teachers Retirement Plan	0	90,800	90,800	100.00%
Town Operating Budget	31,503,030	32,459,140	956,110	3.03%
Sewer Service (MDC)	4,173,800	4,411,600	237,800	5.70%
Debt Service	7,180,230	7,395,640	215,410	3.00%
Great Pond Improvement District	94,070	93,500	(570)	-0.61%
Other Post-Employment Benefits (OPEB)	600,000	725,000	125,000	20.83%
Capital Projects & Open Space	2,600,000	2,630,000	30,000	1.15%
Total	\$115,219,930	\$118,719,040	\$3,499,110	3.04%



CHANGES TO THE TOWN MANAGER'S FY 19-20 PROPOSED BUDGET

The Town Manager's proposed budget totaled \$118,864,040. During the budget deliberations on April 24, 2019, the Town Council made changes that resulted in a total budget of \$118,719,040. The changes are summarized below.

Budgeted Fiscal Year 2020

Revenues	From	To	Change
<u>April 24, 2019 – General Property Tax</u> <ul style="list-style-type: none"> • Decrease Current Levy revenue line 	\$100,442,450	\$100,237,450	(\$205,000)
<u>April 24, 2019 – Charges For Current Services</u> <ul style="list-style-type: none"> • Increase Special Education Tuition From Other Towns revenue line 	\$579,370	\$639,370	\$60,000
Total Revenues – General Fund	\$118,864,040	\$118,719,040	(\$145,000)

Expenditures	From	To	Change
<u>April 24, 2019 – Town Support for Education</u> <ul style="list-style-type: none"> • Decrease \$100,000 for State Teachers' Retirement Plan proposed contribution 	\$5,547,480	\$5,447,480	(\$100,000)
<u>April 24, 2019 – Public Works & Engineering</u> <ul style="list-style-type: none"> • Decrease \$8,000 in funding for the Energy & Utility expenditure line 	\$6,456,640	\$6,448,640	(\$8,000)
<u>April 24, 2019 – General Services</u> <ul style="list-style-type: none"> • Decrease \$25,000 in funding for Other Post-Employment Benefits (OPEB) and decrease \$12,000 in the Transfer to the Caring Connection • Increase the Use of Debt Service Fund Balance from \$394,290 to \$570,000 to accommodate the revised debt financing structure for the Spring 2019 Bond/Note Issue (this does not impact the General Fund) 	\$15,027,990	\$14,990,990	(\$37,000)
Total Expenditures – General Fund	\$118,864,040	\$118,719,040	(\$145,000)

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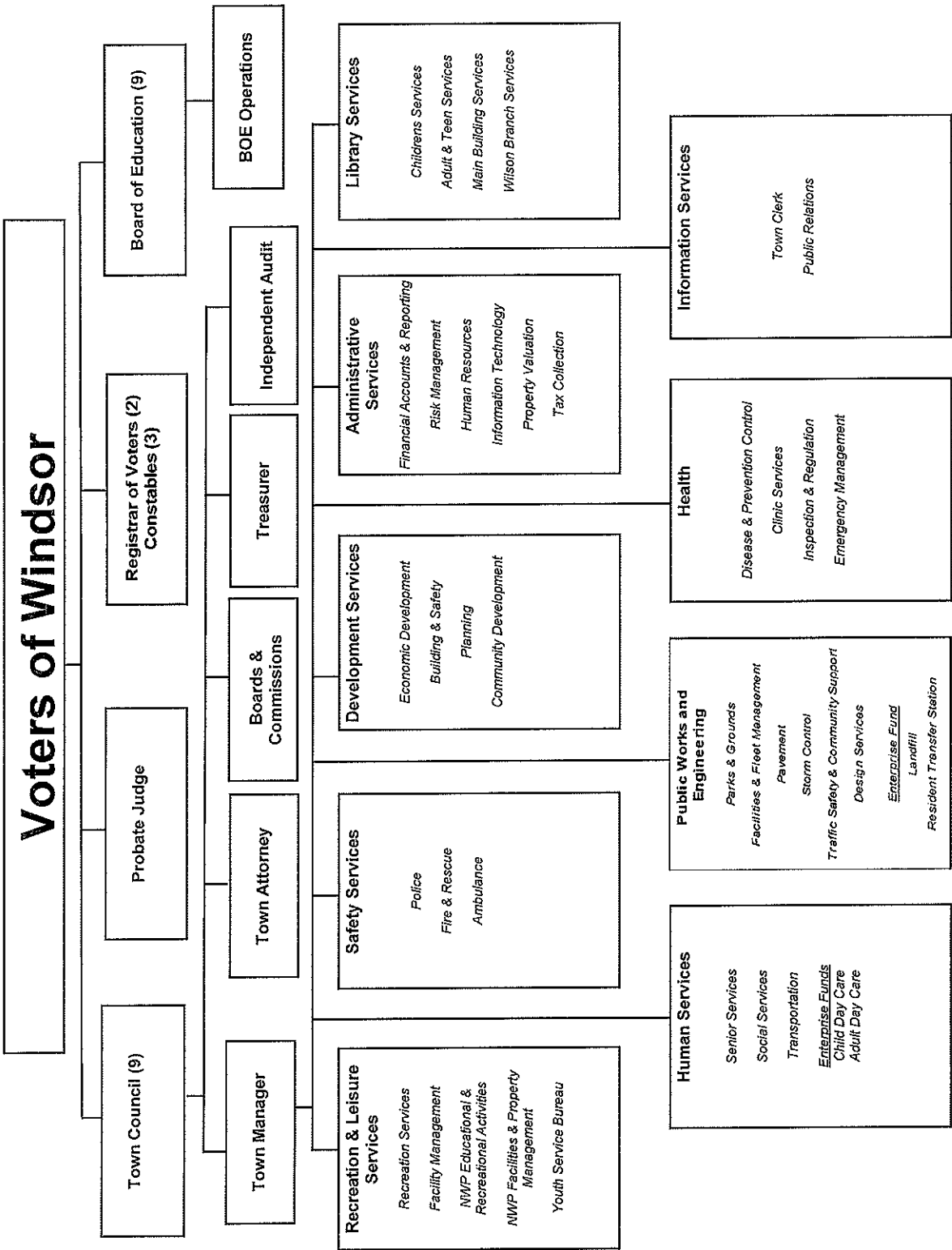
A READER'S GUIDE TO THE BUDGET

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

The budget may be broken down into the following components:

- 1) **Introduction.** The introductory section of the budget describes the overall philosophy upon which the budget was developed. The Town Manager's message provides an executive summary of the budget and outlines the organization's short-term and long-term strategies. The budget process gives an overview of the procedures used to prepare the budget and provides a calendar of important dates.
- 2) **Financial Summary.** Sections A (Summary of Town Funds) and B (General Fund Revenues) provide a summary of all the funds managed by the town, as well as a detailed explanation of revenues. Section C (General Fund Expenditures) lists the General Fund impact of each department and the Board of Education. Upon the recommendation of the Town Council, the community will vote on the total proposed General Fund expenditures for fiscal year 2020 including the new capital projects budget as described on pages Q-10 and Q-11.
- 3) **Support Sections.** Sections D through R are the supporting sections of the budget document. These sections explain in detail how total and General Fund expenditures were derived and what products and services will be offered to our residents. These sections also list the individual department goals and highlights.
- 4) **Non-General Fund Services.** Section S contains the budgets for the four town enterprise funds – Windsor Child Development Center, the Caring Connection Adult Day Health Center, the Resident Transfer Station, and the Windsor-Bloomfield Sanitary Landfill. Each of these funds is dependent upon revenues generated from the users of these facilities. The budget for the Windsor's Office of Community Development is listed in Section L. The Community Development Office receives partial support from town tax dollars in addition to operating through grant funds and loan repayments.
- 5) **Appendices.** Contains various informative items for the reader. For example, a summary of the town's Capital Improvement Program is provided in Appendix A and a Price Guide listing rates for various Town services is provided in Appendix G. Also, Appendix I consists of a Glossary of Budget Terms that the reader may find helpful when using this document.

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





March 27, 2019

Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to transmit the proposed Fiscal Year 2019-2020 Financial Plan and Program of Services.

In preparing the FY 2020 proposed budget, a large focus was placed on continuing to invest in a wide variety of community assets, maintaining and where possible, enhancing services while being cognizant of the impacts of the state-mandated property revaluation process. The proposed financial plan preserves and enhances services, reinvests in capital assets and infrastructure, while also meeting several long-term financial obligations. Below are some of the actions included in this plan:

- continue the planned incremental increase in contribution to the Other Post Employment Benefit (OPEB) Trust for future retiree health insurance liabilities
- fully meets the actuarial recommended contributions to defined pension plans
- fund a part-time community mental health clinician within the police department
- maintain pay-as-you-go funding for street repaving, sidewalk replacement, school technology and fire apparatus replacement
- increase fleet and equipment replacement resources
- allocate funds for Northwest Park habitat management activities
- maintain programs for our seniors and frail elderly.

Additional focus was placed on one of town government's most valuable assets, our employees. Therefore, resources are also allocated for certain part-time wage adjustments and supervisory training and development. Also, in an effort to more efficiently meet service needs, mitigate staff turnover and reduce recurring new-employee orientation and training time, the budget reallocates funding for several existing part-time positions into two full-time positions. As we proceed through the budget presentations, staff will provide more detail about these changes as well as their associated costs.

As with other Connecticut municipalities, the governor has proposed that Windsor contribute for the first time to the State of Connecticut Teachers' Retirement Fund. This proposal includes a multi-year phase-in with year one equaling \$190,800, year two at \$394,000 and year three at \$597,000. Clearly, the General Assembly still needs to debate and decide on whether or not to shift to towns and cities what has been a responsibility of the State for decades.

In addition to the possibility of taking on a portion of the teachers' retirement costs, there are increased contributions to our town pension plans, as well as to the State Municipal Employee Retirement Fund (MERF), which is the pension plan our police officers participate in. These increases total \$375,530 and are in part related to more conservative actuarial assumptions.

Together with the increases in the expenditures outlined above, the proposed budget includes key expense drivers such as the Metropolitan District Commission (MDC) Sewer Assessment (+5.70%) debt service (+3.00%) and salaries / wages (+2.44%).

The Board of Education's proposed budget reflects a 2.67% increase over the adopted FY 2019 budget.

Overall the General Fund budget for FY 2020 is proposed to be \$118,864,040, an increase of \$3,644,110 or 3.16% over the adopted FY 2019 budget. Below is a breakdown of the primary General Fund budget categories comprising the proposed expenditure increase:

FY 2020 PROPOSED BUDGET SUMMARY

	FY 2019 Adopted Budget	FY 2020 Proposed Budget	\$ Change	% Change
Board of Education	69,068,800	70,913,360	1,844,560	2.67%
State Teachers Retirement Plan	0	190,800	190,800	100.00%
Town Operating Budget	31,503,030	32,479,140	976,110	3.10%
Sewer Service (MDC)	4,173,800	4,411,600	237,800	5.70%
Debt Service	7,180,230	7,395,640	215,410	3.00%
Great Pond Improvement District	94,070	93,500	(570)	-0.61%
Other Post-Employment Benefits (OPEB)	600,000	750,000	150,000	25.00%
Capital Projects & Open Space	2,600,000	2,630,000	30,000	1.15%
Total	\$115,219,930	\$118,864,040	\$3,644,110	3.16%

If the cost of the State Teachers' Retirement obligation is not shifted from the state to the town in FY 2020, the overall proposed expenditure increase would decrease from 3.16% to 3.0%.

FY 2020 Revenues

The proposed budget utilizes the governor's proposed state aid revenues. These General Fund state aid revenues, as proposed, are essentially level with the FY 2019 amounts. We are projecting increases in interest income and propose using \$900,000 in opening cash from the General Fund unassigned fund balance in the operating budget for FY 2020.

While I am pleased the governor's proposed budget does not reduce the statutory state aid revenue categories, I would like to point out that over the past five years a number of state revenue programs have decreased or been eliminated, such as the town used to receive a reimbursement of approximately \$200,000 per year under the state mandated Elderly Tax Relief Program. This reimbursement ended in FY 2017.

Grand List and Revaluation

Revaluation, mandated by the State of Connecticut, provides for equal payment of taxes based on current real estate property values. The effect of revaluation on the Grand List is a \$111M increase in assessed value. The impact of revaluation is unique to each individual property in Windsor. For the October 2018 Grand List we experienced approximately \$31.1M in net new economic growth related to new construction, substantial improvements and expansions to existing buildings and reinvestment in personal property.

Tax Rate & Impact

Based on the results of the property revaluation and overall projected expenditures and revenues, the proposed mill rate is 32.44, down from the current rate of 32.96.

The budgetary tax impact (which reflects changes in expenditures and non-tax revenues and growth) is 2.09%. Over the past 10 fiscal years, Windsor's average annual non-revaluation related tax increase is 1.55%.

When the town's budgetary related tax is combined with revaluation this year, 13% of residential property owners will receive no increase or a decrease to their tax bill, and 59% of property owners will see a 0-4% increase.

Concluding Remarks Summary

Knowing that revaluation has a unique impact on every Windsor household, this proposed budget process included careful consideration of a number of community and organizational needs. Some examples are the inclusion of funds to help address community mental health needs, maintenance of the Caring Connection program for our frail elderly and increases in certain part-time wages to help retain and attract qualified, dedicated employees to serve our patrons.

Town staff continue to seek cost efficiencies in every aspect of our business. Their actions and support during this budget process demonstrate their commitment to continuously strive to do what is best for the Windsor community. In the end, our efforts were somewhat tempered by the governor's proposed shift of teacher retirement costs to municipalities, a nearly 6.0% increase in

MDC sewer assessment and increases in long-term pension contributions. Despite these challenges, I am confident this proposed spending plan maintains town services, enhances service delivery and continues to invest in our diverse portfolio of capital assets and infrastructure.

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

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

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Peter Souza", with a long horizontal flourish extending to the right.

Peter Souza
Town Manager

ORGANIZATION VISION, MISSION AND CORE VALUES

The Windsor Vision

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

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

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

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

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

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

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

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

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

THE BUDGET PROCESS

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

Council Priorities

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

Capital Improvements Program

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

Council Retreat and Public Hearings

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

Town Manager's Proposed Budget

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

**TOWN OF WINDSOR, CONNECTICUT
FY 2020
BUDGET CALENDAR BY DEPARTMENT**

Date	Day	Step
February 4, 2019 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens.
February 21, 2019	<i>Tentative</i>	Board of Education to submit to Town Council information regarding Public Act 13-60
February 27, 2019	Wednesday	Informational meeting on Proposed Budget (<i>hosted by staff</i>)
March 4, 2019	<i>Tentative</i>	Town Council suggestions due to the BOE per Public Act 13-60 within 10 days of BOE submission
March 2019	<i>Tentative</i>	Board of Education to submit written responses to Town Council regarding suggestions made per Public Act 13-60.
March 11, 2019	Monday	Finance Committee Meeting (<i>tentative date</i>)
March 27, 2019	Wednesday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget)
March 28, 2019	Thursday	Informational meeting on Proposed Budget (<i>hosted by staff</i>)
April 1, 2019 7:00 PM	Monday	Town Manager's Presentation of FY 20 Proposed Budget Public Hearing re: public opinion regarding budget as proposed by Town Manager Regular Town Council meeting
April 3, 2019 6:30- 9 PM	Wednesday	Board of Education, Revenues, Public Works, Landfill Enterprise Fund, Resident Transfer Station Enterprise Fund, Child and Adult Day Care
April 15, 2019 6:30- 9 PM	Monday	Board of Education, Information Services, Health Services, Library, Human Services, Safety Services, Recreation & Leisure Services
April 17, 2019 6:30 - 9 PM	Wednesday	Development Services, Community Development, Administrative Services, General Government, General Services, Insurance Internal Service Fund, Town Support for Education
Cancelled April 22, 2019 6:30 - 9 PM	Monday	Public Comment, Capital Spending, Price Guide, Preliminary Deliberations
April 24, 2019 6:30 - 9 PM	Wednesday	Public Comment, Capital Spending, Price Guide, Preliminary Deliberations, Town Council final deliberations and vote
May 14, 2019	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
May 20, 2019	Monday	Regular Town Council Meeting; Council sets tax rate
June 19, 2019	Wednesday	Tax bill mailing completed
June 30, 2019	Sunday	End of current fiscal year

Additional Community Budget Forums – April 25, May 1 & May 9 (sponsored by League of Women Voters & CT Votes)

Windsor school vacation week is April 8-12, 2019

GENERAL FUND BALANCE SUMMARY
(budgetary basis)

	<u>FY 2019 Estimate</u>	<u>FY 2020 Adopted</u>
Revenues		
General Property Tax	\$ 98,374,100	\$ 100,237,450
Licenses and Permits	1,192,610	629,410
Fines and Penalties	36,600	36,000
Revenues from Use of Assets	1,363,830	1,518,830
State School Aid	12,783,340	12,847,660
State Grants in Lieu of Taxes	1,798,610	1,728,240
Other State Grants	43,210	43,210
Revenues from Other Agencies	124,370	118,370
Charges for Current Services	1,008,900	639,370
Other Revenues	22,200	20,500
Opening Cash	900,000	900,000
	117,647,770	118,719,040
Total Revenues		
Expenditures and Encumbrances		
General Government	1,001,200	1,036,260
Safety Services	10,048,960	10,764,580
Recreation & Leisure Services	1,538,390	1,600,390
Human Services	858,340	898,800
Health Services	488,200	508,150
Library Services	1,658,820	1,717,780
Development Services	1,312,040	1,344,760
Community Development	103,800	103,800
Public Works and Engineering	6,150,560	6,448,640
Information Services	479,400	540,080
Administrative Services	2,303,600	2,403,970
General Services	14,530,670	14,990,990
Board of Education	69,068,800	70,913,360
Town Support for Education	5,225,850	5,447,480
	114,768,630	118,719,040
Total Expenditures and Encumbrances		
Surplus (deficit)	2,879,140	-
Beginning Fund Balance, July 1	23,807,490	25,331,630
<u>Use of Fund Balance:</u>		
Opening Cash	(900,000)	(900,000)
School Safety & Security Project	(400,000)	
Mill Brook Property Improvements	(55,000)	
Estimate Ending Fund Balance, June 30	\$ 25,331,630	\$ 24,431,630

FINANCIAL ORGANIZATION OF ACCOUNTS

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

GOVERNMENTAL FUNDS

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

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

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

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

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

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

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

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

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

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

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

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

PROPRIETARY AND INTERNAL SERVICE FUNDS

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

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

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

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

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

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

FIDUCIARY FUNDS

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

Trust Funds

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

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

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

Agency Funds

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

Student Activity
Adult Education
Performance Bonds
Town Escrow
Scholarship Fund

BASIS OF ACCOUNTING

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

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

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

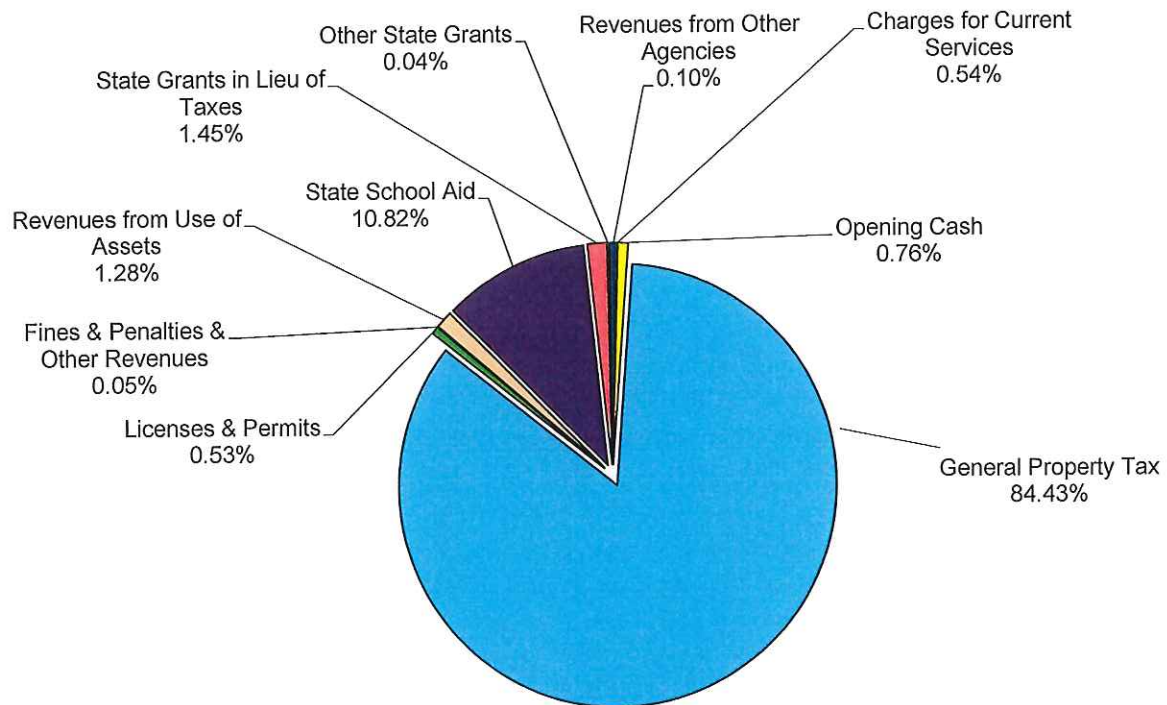
The differences between the budgetary and GAAP basis of accounting are:

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

ANNUAL BUDGET GENERAL FUND REVENUE SUMMARY

Revenue Source	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
910 General Property Tax	\$94,339,805	\$97,360,030	\$98,374,100	\$100,442,450	100,237,450
915 Licenses and Permits	872,805	625,960	1,192,610	629,410	629,410
920 Fines and Penalties	44,851	36,000	36,600	36,000	36,000
925 Revenues from Use of Assets	1,051,763	1,048,830	1,363,830	1,518,830	1,518,830
930 State School Aid	12,920,269	13,010,540	12,783,340	12,847,660	12,847,660
935 State Grants In Lieu of Taxes	1,684,594	1,488,740	1,798,610	1,728,240	1,728,240
940 Other State Grants	37,465	37,460	43,210	43,210	43,210
950 Revenues from Other Agencies	129,977	108,370	124,370	118,370	118,370
955 Charges for Current Services	749,055	583,500	1,008,900	579,370	639,370
960 Other Revenues	21,455	20,500	22,200	20,500	20,500
965 Opening Cash	-	900,000	900,000	900,000	900,000
Total Revenues	<u>\$111,852,039</u>	<u>\$115,219,930</u>	<u>\$117,647,770</u>	<u>\$118,864,040</u>	<u>\$118,719,040</u>

FY 20 Adopted General Fund Revenues by Source



Council Action

During budget deliberations, the Town Council made the following changes: an increase to Special Education Tuition From Other Towns under the revenue category Charges For Current Services of \$60,000; and a net decrease to General Fund expenditures of \$145,000; thereby decreasing the amount of revenue required from Current Levy under the General Property Tax category by \$205,000.

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
910 GENERAL PROPERTY TAX					
51002 Current Levy	92,210,790	95,645,930	96,000,000	98,688,350	98,483,350
51004 Interim Motor Vehicle Tax	874,695	570,000	920,000	610,000	610,000
51006 Prior Year Levies	737,928	675,000	850,000	675,000	675,000
51008 Interest	513,382	465,000	600,000	465,000	465,000
51009 Liens & Penalties	3,010	4,100	4,100	4,100	4,100
	<u>94,339,805</u>	<u>97,360,030</u>	<u>98,374,100</u>	<u>100,442,450</u>	<u>100,237,450</u>
915 LICENSES AND PERMITS					
51200 Vendor's Licenses	760	700	700	700	700
51202 Animal Licenses	24,656	26,000	26,000	26,000	26,000
51203 Marriage Licenses	924	1,000	1,450	1,450	1,450
51204 Hunting & Fishing Licenses	287	230	230	230	230
51205 Engineering Permits	22,833	15,000	26,000	17,000	17,000
51206 Building Permits	775,580	545,000	1,100,000	545,000	545,000
51212 Lodging House Licenses	450	400	400	400	400
51213 Well Permits	-	100	300	100	100
51214 Food Permits	28,380	26,000	26,000	27,000	27,000
51216 Septic System Permits	3,605	3,500	3,500	3,500	3,500
51219 Pistol Permits	15,330	8,000	8,000	8,000	8,000
51221 Newsrack Permits/Location Fees	-	30	30	30	30
	<u>872,805</u>	<u>625,960</u>	<u>1,192,610</u>	<u>629,410</u>	<u>629,410</u>
920 FINES AND PENALTIES					
51401 Court Fines	21,900	20,000	18,600	20,000	20,000
51402 Parking Fines	22,951	16,000	18,000	16,000	16,000
	<u>44,851</u>	<u>36,000</u>	<u>36,600</u>	<u>36,000</u>	<u>36,000</u>
925 REVENUES FROM USE OF ASSETS					
51501 Interest: Unrestricted	641,537	640,000	950,000	1,100,000	1,100,000
51504 Cell Tower Leases	291,396	290,000	295,000	300,000	300,000
51505 Rental of Town Property	118,830	118,830	118,830	118,830	118,830
	<u>1,051,763</u>	<u>1,048,830</u>	<u>1,363,830</u>	<u>1,518,830</u>	<u>1,518,830</u>
930 STATE SCHOOL AID					
51701 Special Ed. - Excess Costs	1,451,743	1,500,000	1,310,000	1,300,000	1,300,000
51710 Education Cost Sharing	11,488,526	11,510,540	11,473,340	11,547,660	11,547,660
	<u>12,920,269</u>	<u>13,010,540</u>	<u>12,783,340</u>	<u>12,847,660</u>	<u>12,847,660</u>
935 STATE GRANTS IN LIEU OF TAXES					
51905 PILOT - State Owned Property	-	-	27,300	27,300	27,300
51910 Airport Development Zone	-	-	71,000	-	-
51906 Totally Disabled Exemption	2,500	3,200	2,650	3,000	3,000
51907 Veterans Tax Exemption	20,508	20,000	18,720	19,000	19,000
51909 Pequot-Mohegan Grant	68,446	-	-	-	-
52710 Municipal Revenue Sharing	1,593,140	1,465,540	1,678,940	1,678,940	1,678,940
	<u>1,684,594</u>	<u>1,488,740</u>	<u>1,798,610</u>	<u>1,728,240</u>	<u>1,728,240</u>
940 OTHER STATE GRANTS					
52107 Other State Grants	37,465	37,460	43,210	43,210	43,210
	<u>37,465</u>	<u>37,460</u>	<u>43,210</u>	<u>43,210</u>	<u>43,210</u>
950 REVENUES FROM OTHER AGENCIES					
52301 Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302 In Lieu of Tax Payments	6,925	6,920	6,920	6,920	6,920
52303 Telephone Property Tax	111,599	90,000	106,000	100,000	100,000
	<u>129,977</u>	<u>108,370</u>	<u>124,370</u>	<u>118,370</u>	<u>118,370</u>

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
955 <u>CHARGES FOR CURRENT SERVICES</u>					
52500 Recording Legal Documents	139,720	135,000	140,000	135,000	135,000
52501 Vital Statistics	33,306	32,000	33,500	35,000	35,000
52502 Conveyance Fees	337,723	200,000	447,000	220,000	220,000
52504 Special Police Services/Alarm Fees	2,675	3,300	2,200	2,200	2,200
52505 Sale of Accident Reports & Photos	4,892	3,900	4,800	3,900	3,900
52506 Animal Pound Fees	1,320	1,000	1,300	1,000	1,000
52507 Town Planning & Zoning Comm. Fees	30,302	37,000	41,000	18,000	18,000
52508 Zoning Board of Appeals Fees	1,816	1,000	1,000	1,000	1,000
52509 Inland Wetlands Fees	6,243	5,000	5,000	5,000	5,000
52517 Special Education Tuition from Other Towns	46,584	25,000	200,000	25,000	85,000
52518 Library Fines & Fees	17,491	15,500	14,300	14,570	14,570
52519 Recreation Fees	48,345	49,000	43,300	43,500	43,500
52521 Dial-a-Ride Fees	6,398	7,000	7,000	7,000	7,000
52522 Health Service Fees	5,250	4,800	4,000	4,200	4,200
52525 Administrative Overhead	50,000	50,000	50,000	50,000	50,000
52530 Sale of Publications & Materials	6,763	6,000	6,000	6,000	6,000
52531 Miscellaneous Service Charges	9,427	8,000	8,000	8,000	8,000
52534 Assessment Abatement Policy	800	-	500	-	-
	<u>749,055</u>	<u>583,500</u>	<u>1,008,900</u>	<u>579,370</u>	<u>639,370</u>
960 <u>OTHER REVENUES</u>					
52701 Sale of Capital Assets	-	500	500	500	500
52704 Miscellaneous Other Revenues	21,455	20,000	21,700	20,000	20,000
	<u>21,455</u>	<u>20,500</u>	<u>22,200</u>	<u>20,500</u>	<u>20,500</u>
965 <u>MISCELLANEOUS REVENUES</u>					
52752 Opening Cash	-	900,000	900,000	900,000	900,000
GRAND TOTAL	<u>111,852,039</u>	<u>115,219,930</u>	<u>117,647,770</u>	<u>118,864,040</u>	<u>118,719,040</u>

REVENUE EXPLANATION

910 GENERAL PROPERTY TAX

This category accounts for approximately 84.43% of the town's Adopted General Fund revenues in FY 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
51002 Current Levy	92,210,790	95,645,930	96,000,000	98,688,350	98,483,350
51004 Interim Motor Vehicle Tax	874,695	570,000	920,000	610,000	610,000
51006 Prior Year Levies	737,928	675,000	850,000	675,000	675,000
51008 Interest	513,382	465,000	600,000	465,000	465,000
51009 Liens & Penalties	3,010	4,100	4,100	4,100	4,100
	<u>94,339,805</u>	<u>97,360,030</u>	<u>98,374,100</u>	<u>100,442,450</u>	<u>100,237,450</u>

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

The Town of Windsor's Adopted General Fund expenditures for FY 20 total \$118,719,040. Of this amount, \$98,483,350 will come from the current property tax, \$19,335,690 from other revenues, and \$900,000 from opening cash. The total estimated net taxable grand list for FY 20 is estimated at \$3,085,190,000. The adopted collection rate is 98.80%. The required tax levy will be 32.38 mills; or \$32.38 for each \$1,000 of assessed value.

FY 2020 MILL RATE CALCULATION

	Proposed	Adopted
Total Expenditures	118,864,040	118,719,040
Less: Other Revenues	(19,275,690)	(19,335,690)
Less: Opening Cash	(900,000)	(900,000)
Current Property Tax Collection	98,688,350	98,483,350
Divided by Estimated Rate of Collection	98.80%	98.80%
Adjusted Tax Levy	99,886,994	99,679,504
Less: Pro Rata Assessor's Additions	(45,000)	(45,000)
Plus: Senior Tax Relief	130,000	130,000
Plus: Exemptions for Volunteer Firefighters	118,500	118,500
Gross Tax Levy	100,090,494	99,883,004
Divided by Estimated Taxable Grand List	3,085,190,000	3,085,190,000
Mill Rate	32.44	32.38

REVENUE EXPLANATION (continued)

915 LICENSES AND PERMITS

This category accounts for approximately 0.53% of the town's Adopted General Fund revenues in FY 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
51206 Building Permits	775,580	545,000	1,100,000	545,000	545,000
All Others	97,225	80,960	92,610	84,410	84,410
	872,805	625,960	1,192,610	629,410	629,410

Revenue received from building permit fees is expected to come in over budget by \$555,000 for FY 19. The majority of other revenue sources (marriage licenses, food permits and hunting licenses) remain stable. Current rates for various licenses and permits are listed in Appendix G.

920 FINES AND PENALTIES

This category accounts for approximately 0.03% of the town's Adopted General Fund revenues in FY 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
51401 Court Fines	21,900	20,000	18,600	20,000	20,000
51402 Parking Fines	22,951	16,000	18,000	16,000	16,000
	44,851	36,000	36,600	36,000	36,000

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

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 1.28% of the town's Adopted General Fund revenues in FY 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
51501 Interest: Unrestricted	641,537	640,000	950,000	1,100,000	1,100,000
51504 Cell Tower Leases	291,396	290,000	295,000	300,000	300,000
51505 Rental of Town Property	118,830	118,830	118,830	118,830	118,830
	1,051,763	1,048,830	1,363,830	1,518,830	1,518,830

Unrestricted interest is the revenue received from the investment of cash receipts not immediately used to meet expenditures. Interest rates continue to improve, and the town expects to achieve an overall rate of return of approximately 1.50% for FY 19 and 2.00% for FY 20. Cell tower lease revenue is increasing due to contractual escalation agreements. Rental of Town Property consists of revenue received from the Child Day Care Enterprise Fund for rent of the Windsor Discovery Center located at 114 Palisado Ave.

930 STATE SCHOOL AID

This category accounts for approximately 10.82% of the town's Adopted General Fund revenues in FY 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
51701 Special Ed. - Excess Costs	1,451,743	1,500,000	1,310,000	1,300,000	1,300,000
51710 Education Cost Sharing	11,468,526	11,510,540	11,473,340	11,547,660	11,547,660
	12,920,269	13,010,540	12,783,340	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 the governor's proposed budget. The FY 19 estimate is anticipated to come in under budget mainly due to a decrease in funds received from the Special Education - Excess Costs grant. Guidance from the State indicates that the funding level for the Education Cost Sharing grant for FY 20 is expected to remain consistent with the FY 19 budgeted amount.

REVENUE EXPLANATION (continued)

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 1.45% of the town's Adopted General Fund revenues in FY 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
51905 PILOT - State Owned Property	-	-	27,300	27,300	27,300
51910 Airport Development Zone	-	-	71,000	-	-
51906 Totally Disabled Exemption	2,500	3,200	2,650	3,000	3,000
51907 Veterans Tax Exemption	20,508	20,000	18,720	19,000	19,000
51909 Pequot-Mohegan Grant	68,446	-	-	-	-
52710 Municipal Revenue Sharing	1,593,140	1,465,540	1,678,940	1,678,940	1,678,940
	<u>1,684,594</u>	<u>1,488,740</u>	<u>1,798,610</u>	<u>1,728,240</u>	<u>1,728,240</u>

This section contains grants and payments received by the Town from the State of Connecticut, some of which are intended to replace lost tax revenue. This category is expected to come in over budget by \$309,870 for FY 19, mostly due to Municipal Revenue Sharing and Airport Development Zone funds received in excess of budget. This category is expected to come in over budget by \$239,500 for FY 20, mostly due to anticipated Municipal Revenue Sharing funds. No revenue is anticipated from the State for the elderly tax relief program (HEART) for FY 19 or FY 20 due to reductions in funding at the State level. No revenue was budgeted for FY 19 for the Pequot-Mohegan grant as this grant funding was eliminated in the State's budget for FY 19 so consequently we are not anticipating receiving any revenue for FY 20 for this category.

940 OTHER STATE GRANTS

This category accounts for approximately 0.04% of the town's Adopted General Fund revenues in FY 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
52107 Other State Grants	37,465	37,460	43,210	43,210	43,210
	<u>37,465</u>	<u>37,460</u>	<u>43,210</u>	<u>43,210</u>	<u>43,210</u>

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

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.10% of the town's Adopted General Fund revenues in FY 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
52301 Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302 In Lieu of Tax Payments	6,925	6,920	6,920	6,920	6,920
52303 Telephone Property Tax	111,599	90,000	106,000	100,000	100,000
	<u>129,977</u>	<u>108,370</u>	<u>124,370</u>	<u>118,370</u>	<u>118,370</u>

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

REVENUE EXPLANATION (continued)

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 0.54% of the town's Adopted General Fund revenues in FY 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
52500 Recording Legal Documents	139,720	135,000	140,000	135,000	135,000
52501 Vital Statistics	33,306	32,000	33,500	35,000	35,000
52502 Conveyance Fees	337,723	200,000	447,000	220,000	220,000
52504 Special Police Services/Alarm Fees	2,675	3,300	2,200	2,200	2,200
52505 Sale of Accident Reports & Photos	4,892	3,900	4,800	3,900	3,900
52506 Animal Pound Fees	1,320	1,000	1,300	1,000	1,000
52507 Town Planning & Zoning Comm. Fees	30,302	37,000	41,000	18,000	18,000
52508 Zoning Board of Appeals Fees	1,816	1,000	1,200	1,000	1,000
52509 Inland Wetlands Fees	6,243	5,000	5,000	5,000	5,000
52517 Special Education Tuition from Other Towns	46,584	25,000	200,000	25,000	85,000
52518 Library Fines & Fees	17,491	15,500	14,300	14,570	14,570
52519 Recreation Fees	48,345	49,000	43,300	43,500	43,500
52521 Dial-a-Ride Fees	6,398	7,000	7,000	7,000	7,000
52522 Health Service Fees	5,250	4,800	4,000	4,200	4,200
52525 Administrative Overhead	50,000	50,000	50,000	50,000	50,000
52530 Sale of Publications & Materials	6,763	6,000	6,000	6,000	6,000
52531 Miscellaneous Service Charges	9,427	8,000	8,000	8,000	8,000
52534 Assessment Abatement Policy	800	-	500	-	-
	<u>749,055</u>	<u>583,500</u>	<u>1,009,100</u>	<u>579,370</u>	<u>639,370</u>

For FY 19, revenues received from the overall Charges for Current Services category are expected to be \$425,600 greater than what was budgeted. This is mainly due to increased conveyance fee collections, additional revenue from special education tuition, and increased collections from planning and zoning fees associated with the Great Pond development. For FY 20, revenues for the overall category are expected to be \$55,870 more than the FY 19 budget, mainly due to increased special education tuition funds. During budget deliberations the Town Council added \$60,000 to Special Education Tuition from Other Towns.

960 OTHER REVENUES

This category accounts for approximately 0.02% of the town's Adopted General Fund revenues in FY 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
52701 Sale of Capital Assets	-	500	500	500	500
52704 Miscellaneous Other Revenues	21,455	20,000	21,700	20,000	20,000
	<u>21,455</u>	<u>20,500</u>	<u>22,200</u>	<u>20,500</u>	<u>20,500</u>

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

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.76% of the town's Adopted General Fund revenues in FY 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
52752 Opening Cash	-	900,000	900,000	900,000	900,000
	<u>-</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>

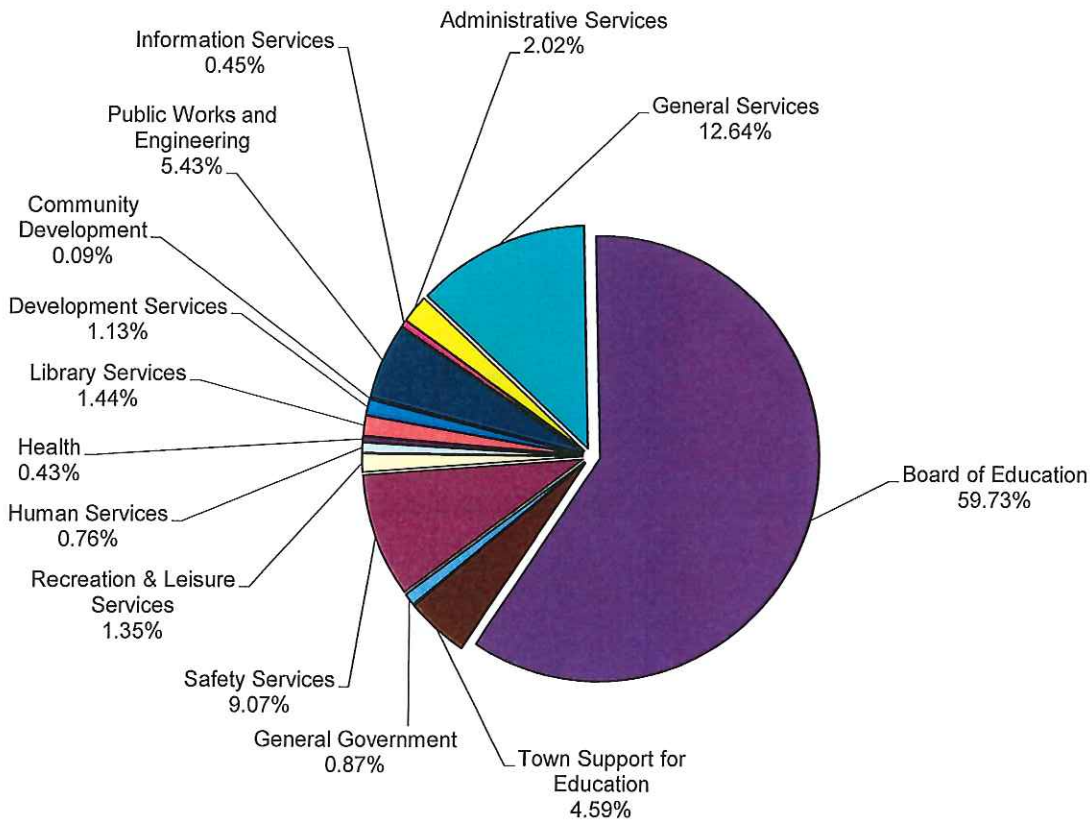
This section reflects the amount of fund balance at year-end that is appropriated for use in the following fiscal year. This reduces the amount of revenue that is raised through property taxes. For FY 18, the Opening Cash appropriation was not utilized. This was due to sufficient amounts received from the General Property Tax levy and Other Revenues, combined with an overall surplus from operating expenditures.

Fiscal Year Ended June 30	Budgetary Fund Balance	Adopted General Fund Expenditures	Fund Balance as a Percent of Expenditures
2020 Adopted	\$24,431,630	\$118,719,040	20.58%
2019 Estimate	25,331,630	115,219,930	21.99%
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%
2014	18,599,141	100,313,850	18.54%
2013	18,501,393	98,884,600	18.71%
2012	16,265,164	97,339,890	16.71%
2011	16,023,699	96,313,530	16.64%
2010	15,223,877	95,069,970	16.01%

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

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Government	926,294	1,015,240	1,001,200	1,036,260	1,036,260
Safety Services	9,727,723	10,346,090	10,048,960	10,764,580	10,764,580
Recreation & Leisure Services	1,494,259	1,538,390	1,538,390	1,600,390	1,600,390
Human Services	816,801	865,940	858,340	898,800	898,800
Health	472,361	494,800	488,200	508,150	508,150
Library Services	1,603,893	1,678,840	1,658,820	1,717,780	1,717,780
Development Services	1,219,376	1,318,030	1,312,040	1,344,760	1,344,760
Community Development	104,278	103,800	103,800	103,800	103,800
Public Works and Engineering	5,695,168	6,260,520	6,150,560	6,456,640	6,448,640
Information Services	458,130	491,270	479,400	540,080	540,080
Administrative Services	2,204,760	2,313,740	2,303,600	2,403,970	2,403,970
General Services	12,501,118	14,494,970	14,530,670	15,027,990	14,990,990
Board of Education	67,418,256	69,068,800	69,068,800	70,913,360	70,913,360
Town Support for Education	5,110,229	5,229,500	5,225,850	5,547,480	5,447,480
Total Expenditures:	109,752,646	115,219,930	114,768,630	118,864,040	118,719,040

FY 2020 Adopted General Fund Expenditures by Service Unit



Council Action

During budget deliberations, the Town Council made \$145,000 in overall reductions to expenditures. These reductions include: a decrease of \$100,000 in Town Support for Education for the State Teachers' Retirement Plan; a decrease of \$8,000 in Public Works & Engineering for energy and utility costs; a decrease in funding in General Services of \$25,000 for Other Post-Employment Benefits (OPEB) and a decrease of \$12,000 in the transfer to the Caring Connection.

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 20.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Operating	67,418,256	69,068,800	69,068,800	70,913,360	70,913,360

TOWN SUPPORT FOR EDUCATION

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

Expenditure Summary	FY 2018 Actual	FY 2019		FY 2020	
		Budget	Estimate	Proposed	Adopted
Town Support for Education	5,110,229	5,229,500	5,225,850	5,547,480	5,447,480
Total	5,110,229	5,229,500	5,225,850	5,547,480	5,447,480

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 20:

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

Budget Commentary

The FY 19 expenditures are expected to come in under budget by \$3,650 or 0.1%. The FY 20 budget reflects an increase of \$317,980 or 6.1% more than the FY 19 budget mostly due to Retirement Services which includes the Governor's proposed budget requiring towns to contribute to the State Teachers' Retirement Plan. These increases are partly offset by a decrease in debt service.

Council Action

During budget deliberations, the Town Council decreased funding to Town Support for Education by \$100,000 for the town's contribution to the State Teachers' Retirement Plan.

TOWN SUPPORT FOR EDUCATION

	FY 2018	FY 2019		FY 2020	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
Aid to Private Education:					
St. Gabriel School	37,340	38,460	38,460	39,620	39,620
Trinity Christian	22,280	22,950	22,950	23,640	23,640
Madina Academy	5,353	18,440	18,440	19,000	19,000
Loomis Chaffee School	33,740	34,750	34,750	35,800	35,800
Subtotal - Aid to Private Schools	98,713	114,600	114,600	118,060	118,060
Debt Service:					
Principal	2,316,250	2,271,670	2,271,670	2,262,330	2,262,330
Interest	349,770	346,980	346,980	352,170	352,170
Subtotal - Debt Service	2,666,020	2,618,650	2,618,650	2,614,500	2,614,500
General Government:					
Audit Fee	27,000	25,500	25,500	26,800	26,800
Town Attorney (25% of town attorney retainer)	21,960	21,960	21,960	21,960	21,960
Town Treasurer (50%)	2,269	2,360	2,360	2,410	2,410
Subtotal - General Government	51,229	49,820	49,820	51,170	51,170
Risk Management:					
Automobile Liability (8%)	9,300	8,800	8,800	9,240	9,240
Umbrella Liability (55%)	58,680	47,300	47,300	48,720	48,720
Comp. General Liability (66%)	138,400	162,690	162,690	148,670	148,670
Property Protection (73%)	160,390	161,330	161,330	167,800	167,800
Cyber Liability (70%)	10,500	10,500	10,500	10,710	10,710
School Board Errors & Omissions (100%)	28,560	28,560	28,560	29,130	29,130
Football and Sports Accidents (100%)	15,000	15,000	15,000	15,000	15,000
Nurse (25%)	1,950	1,950	1,950	2,000	2,000
Workers Compensation (50%)	600,000	600,000	600,000	600,000	600,000
Excess Workers Comp. Premium (50%)	39,690	40,000	40,000	42,500	42,500
Risk Manager (40%)	58,024	59,800	59,800	61,190	61,190
Subtotal - Risk Management	1,120,494	1,135,930	1,135,930	1,134,960	1,134,960
Retirement Services:					
School Retirement	628,298	694,470	694,470	760,000	760,000
Other Post-Employment Benefits (OPEB)	150,000	180,000	180,000	225,000	225,000
State Teachers' Retirement	-	-	-	190,800	90,800
Subtotal - Retirement Services	778,298	874,470	874,470	1,175,800	1,075,800
Youth Services:					
Police - Support Services (school resource officer)	213,220	122,940	118,880	128,970	128,970
Police - Support Services (youth engagement officer)	-	92,630	92,030	97,170	97,170
Recreation & Leisure Services	71,450	79,770	81,100	84,270	84,270
Subtotal - Youth Services	284,670	295,340	292,010	310,410	310,410
Public Works:					
Maintenance & Snow Removal	110,805	140,690	140,370	142,580	142,580
Subtotal - Public Works	110,805	140,690	140,370	142,580	142,580
TOTAL	5,110,229	5,229,500	5,225,850	5,547,480	5,447,480

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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,797,397	9,488,670	9,085,790	9,774,990	9,774,990
Supplies	111,538	94,730	87,910	87,250	87,250
Services	463,260	300,100	413,190	361,560	361,560
Maintenance & Repair	429,855	501,560	535,070	541,330	541,330
Grants & Contributions	37,961	33,180	33,180	29,110	29,110
Capital Outlay	426,240	399,210	414,210	409,070	409,070
Energy & Utility	331,830	367,210	364,660	382,410	382,410
Total	10,598,081	11,184,660	10,934,010	11,585,720	11,585,720

* 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Safety Services	9,727,723	10,346,090	10,048,960	10,764,580	10,764,580
Town Support for Education	213,220	215,570	210,910	226,140	226,140
<i>Subtotal: Safety General Fund Budget</i>	<i>9,940,943</i>	<i>10,561,660</i>	<i>10,259,870</i>	<i>10,990,720</i>	<i>10,990,720</i>
State & Federal Grants	122,997	60,000	113,390	30,000	30,000
Donations & User Fees	3,222	2,500	250	-	-
Vehicle Maintenance	14,906	-	-	-	-
Use of Police Private Duty Account	516,013	560,500	560,500	565,000	565,000
<i>Subtotal: Special Revenue Funds</i>	<i>657,138</i>	<i>623,000</i>	<i>674,140</i>	<i>595,000</i>	<i>595,000</i>
Total	10,598,081	11,184,660	10,934,010	11,585,720	11,585,720

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	62.50	66.00	65.32	66.00	66.00
Regular Part Time Employees	1.50	1.70	1.08	1.08	1.08
Temporary/Seasonal Employees	-	-	-	-	-
Total	64.00	67.70	66.40	67.08	67.08

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$250,650 or 2.2% mostly due to Police Department savings in Personal Services as a result of partial year vacancies combined with hiring new officers at a lower rate, military leave, workers compensation and overtime costs. These savings are offset in part by Fire Services going over budget by approximately \$30,000 due to Maintenance & Repair costs. The FY 19 General Fund budget is expected to come in \$297,130 or 2.9% under budget due to the same reasons. The overall FY 20 budget reflects an increase of \$401,060 or 3.6% as compared to the FY 19 budget mostly due to Police Department Personal Services as a result of State Municipal Employee Retirement Fund increases and Fire Services Maintenance & Repairs. The FY 20 General Fund budget, including Town Support for Education, reflects an increase of \$429,060 or 4.1% primarily due to the same reason and for funding a part time community mental health clinician due to an expected expiration of a grant.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,134,285	8,788,100	8,414,880	9,088,850	9,088,850
Supplies	95,276	84,730	83,930	87,250	87,250
Services	416,987	287,600	333,530	346,560	346,560
Maintenance & Repair	409,230	501,560	535,070	541,330	541,330
Grants & Contributions	37,961	33,180	33,180	29,110	29,110
Capital Outlay	304,518	283,710	283,710	289,070	289,070
Energy & Utility	329,467	367,210	364,660	382,410	382,410
Total	9,727,723	10,346,090	10,048,960	10,764,580	10,764,580

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	213,220	215,570	210,910	226,140	226,140
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	213,220	215,570	210,910	226,140	226,140

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	449,892	485,000	460,000	460,000	460,000
Supplies	16,262	10,000	3,980	-	-
Services	46,273	12,500	79,660	15,000	15,000
Maintenance & Repair	20,625	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	121,723	115,500	130,500	120,000	120,000
Energy & Utility	2,362	-	-	-	-
Total	657,138	623,000	674,140	595,000	595,000

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,797,397	9,488,670	9,085,790	9,774,990	9,774,990
Supplies	111,538	94,730	87,910	87,250	87,250
Services	463,260	300,100	413,190	361,560	361,560
Maintenance & Repair	429,855	501,560	535,070	541,330	541,330
Grants & Contributions	37,961	33,180	33,180	29,110	29,110
Capital Outlay	426,240	399,210	414,210	409,070	409,070
Energy & Utility	331,830	367,210	364,660	382,410	382,410
Total	10,598,081	11,184,660	10,934,010	11,585,720	11,585,720

SAFETY SERVICES
Budget Information
Fiscal Year 2016-2020

Expenditures

Expenditures by Category *	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,598,099	8,637,199	8,797,397	9,488,670	9,085,790	9,774,990	9,774,990
Supplies	93,083	113,857	111,538	94,730	87,910	87,250	87,250
Services	414,472	543,006	463,260	300,100	413,190	361,560	361,560
Maintenance & Repair	464,219	439,321	429,855	501,560	535,070	541,330	541,330
Grants & Contributions	40,225	48,424	37,961	33,180	33,180	29,110	29,110
Capital Outlay	498,291	416,802	426,240	399,210	414,210	409,070	409,070
Energy & Utility	337,722	307,152	331,830	367,210	364,660	382,410	382,410
Total	10,446,111	10,505,761	10,598,081	11,184,660	10,934,010	11,585,720	11,585,720

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

Funding Sources

Funding Source	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	9,707,277	9,617,229	9,727,723	10,346,090	10,048,960	10,764,580	10,764,580
Town Support for Education	117,890	119,420	213,220	215,570	210,910	226,140	226,140
Subtotal: Safety General Fund Budget	9,825,167	9,736,649	9,940,943	10,561,660	10,259,870	10,990,720	10,990,720
Asset Forfeitures	18,781	-	-	-	-	-	-
State & Federal Grants	72,996	125,849	122,997	60,000	113,390	30,000	30,000
Donations & User Fees	18	6,978	3,222	2,500	250	-	-
Vehicle Maintenance	17,037	-	14,906	-	-	-	-
Use of Police Private Duty Acct.	512,112	636,285	516,013	560,500	560,500	565,000	565,000
Subtotal: Special Revenue Funds	620,944	769,112	657,138	623,000	674,140	595,000	595,000
Total	10,446,111	10,505,761	10,598,081	11,184,660	10,934,010	11,585,720	11,585,720

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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,524,144	9,207,300	8,804,420	9,485,590	9,485,590
Supplies	86,482	69,520	63,000	61,140	61,140
Services	210,949	138,170	252,050	191,350	191,350
Maintenance & Repair	237,581	210,330	214,320	215,740	215,740
Grants & Contributions	15,412	16,650	16,650	16,650	16,650
Capital Outlay	304,423	277,700	292,700	285,620	285,620
Energy & Utility	195,778	217,470	213,780	229,510	229,510
Total	9,574,769	10,137,140	9,856,920	10,485,600	10,485,600

* 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Police	8,704,411	9,298,570	8,971,870	9,664,460	9,664,460
Town Support for Education	213,220	215,570	210,910	226,140	226,140
<i>Subtotal: Police General Fund Budget</i>	<i>8,917,631</i>	<i>9,514,140</i>	<i>9,182,780</i>	<i>9,890,600</i>	<i>9,890,600</i>
State & Federal Grants	122,997	60,000	113,390	30,000	30,000
Donations & User Fees/Reimb	3,222	2,500	250	-	-
Vehicle Maintenance	14,906	-	-	-	-
Use of Police Private Duty Account	516,013	560,500	560,500	565,000	565,000
<i>Subtotal: Special Revenue Funds</i>	<i>657,138</i>	<i>623,000</i>	<i>674,140</i>	<i>595,000</i>	<i>595,000</i>
Total	9,574,769	10,137,140	9,856,920	10,485,600	10,485,600

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	61.50	65.00	64.32	65.00	65.00
Regular Part Time Employees	1.50	1.70	1.08	1.08	1.08
Temporary/Seasonal Employees	-	-	-	-	-
Total	63.00	66.70	65.40	66.08	66.08

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$280,220 or 2.8% mostly due to savings in Personal Services as a result of partial year vacancies combined with hiring new officers at a lower rate, military leave, workers compensation and overtime costs. The FY 19 General Fund budget is expected to come in \$326,700 or 3.4% under budget due to the same reasons. The overall FY 20 budget reflects an increase of \$348,460 or 3.4% as compared to the FY 19 budget primarily due to Personal Services as a result of State Municipal Employee Retirement Fund increases. The FY 20 General Fund budget, including Town Support for Education, reflects an increase of \$376,460 or 4.0% for the same reason and for funding a part time community mental health clinician due to an expected expiration of a grant.

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

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	7,861,032	8,506,730	8,133,510	8,799,450	8,799,450
Supplies	70,220	59,520	59,020	61,140	61,140
Services	164,675	125,670	172,390	176,350	176,350
Maintenance & Repair	216,956	210,330	214,320	215,740	215,740
Grants & Contributions	15,412	16,650	16,650	16,650	16,650
Capital Outlay	182,701	162,200	162,200	165,620	165,620
Energy & Utility	193,415	217,470	213,780	229,510	229,510
Total	8,704,411	9,298,570	8,971,870	9,664,460	9,664,460

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	213,220	215,570	210,910	226,140	226,140
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	213,220	215,570	210,910	226,140	226,140

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	449,892	485,000	460,000	460,000	460,000
Supplies	16,262	10,000	3,980	-	-
Services	46,273	12,500	79,660	15,000	15,000
Maintenance & Repair	20,625	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	121,723	115,500	130,500	120,000	120,000
Energy & Utility	2,362	-	-	-	-
Total	657,138	623,000	674,140	595,000	595,000

Total Expenditures (agrees to page F-4):

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,524,144	9,207,300	8,804,420	9,485,590	9,485,590
Supplies	86,482	69,520	63,000	61,140	61,140
Services	210,949	138,170	252,050	191,350	191,350
Maintenance & Repair	237,581	210,330	214,320	215,740	215,740
Grants & Contributions	15,412	16,650	16,650	16,650	16,650
Capital Outlay	304,423	277,700	292,700	285,620	285,620
Energy & Utility	195,778	217,470	213,780	229,510	229,510
Total	9,574,769	10,137,140	9,856,920	10,485,600	10,485,600

POLICE - ADMINISTRATION AND RECORDS

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	733,190	748,790	783,350	783,350
Supplies	30,350	29,850	31,260	31,260
Services	27,100	26,400	28,400	28,400
Maintenance & Repair	60,860	63,750	60,860	60,860
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	112,410	115,540	126,860	126,860
Total	963,910	984,330	1,030,730	1,030,730

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

Funding Sources

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

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	963,910	984,330	1,030,730	1,030,730
	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	963,910	984,330	1,030,730	1,030,730

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	1.00	0.98	0.98	0.98
Temporary/Seasonal Employees	-	-	-	-
Total	7.00	6.98	6.98	6.98

Budget Commentary

The FY 19 General Fund expenditures are expected to come in \$20,420 or 2.1% over budget due to reallocating funding for a part-time dispatcher in Communications to replace a part-time administrative aide position with a police supernumerary to handle evidence and court paperwork. The FY 20 General Fund budget reflects an increase of \$66,820 or 6.9% mostly due to Personal Services, including the reallocation of the part-time position.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management \$278,300

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

Information Services \$752,430

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

POLICE - SUPPORT SERVICES

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,522,160	1,272,200	1,370,460	1,370,460
Supplies	5,000	5,000	5,150	5,150
Services	5,600	39,290	51,800	51,800
Maintenance & Repair	2,750	2,750	2,800	2,800
Grants & Contributions	-	-	-	-
Capital Outlay	32,500	32,500	36,000	36,000
Energy & Utility	-	-	-	-
Total	1,568,010	1,351,740	1,466,210	1,466,210

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,319,940	1,108,330	1,204,070	1,204,070
Town Support for Education	215,570	210,910	226,140	226,140
<i>Subtotal: Police General Fund Budget</i>	<i>1,535,510</i>	<i>1,319,240</i>	<i>1,430,210</i>	<i>1,430,210</i>
Use of Police Private Duty Account	32,500	32,500	36,000	36,000
<i>Subtotal: Special Revenue Funds</i>	<i>32,500</i>	<i>32,500</i>	<i>36,000</i>	<i>36,000</i>
Total	1,568,010	1,351,740	1,466,210	1,466,210

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	10.00	9.00	9.00	9.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	10.00	9.00	9.00	9.00

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$216,270 or 13.8% primarily due to Personal Services for reallocating a full-time officer position from Support Services to Uniformed Patrol as a result of utilizing a part-time police supernumerary position in Administration and Records to perform evidence and court duties. This enables a full-time sworn officer position previously performing these duties in the Support division to be reallocated to Uniformed Patrol. The overall FY 20 General Fund budget reflects a decrease of \$115,870 or 8.8% mostly due to the same reason offset in part by increases for Personal Services as a result of State Municipal Employee Retirement Fund increases. The FY 20 increase in Services is for the reallocation of the funding source (from Uniformed Patrol Special Revenue Funds) for a mental health clinician due to an expected loss of a grant. 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 \$942,430

- 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 \$120,410

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

Recruitment/Training/Community \$177,230

- Manage department training including mandated recertification
- Provide continued development of the investigative and crime scene processing skills of all sworn police officers focusing on evidence collection including digital photography and DNA collection
- Oversee training in the use of the automated fingerprint identification system and record management system for the booking of prisoners and report writing
- Conduct pre-employment background investigations to ensure high quality, highly ethical police recruits
- Conduct Pistol Permit background investigations to ensure proper, legal, and suitable issuance of permits to carry a firearm
- Continue to work in conjunction with other town organizations (i.e., Chamber of Commerce, existing neighborhood watches) to educate individuals on crime prevention.

School and Youth Engagement \$226,140

- Provide security and protection for students and staff members at Windsor High School
- Assist school administration with planned emergency action drills for dealing with potential outside threats such as hazardous material incidents, bombs, terrorists and active shooter(s)
- Develop intelligence to identify and prevent crimes of violence, drug use and gang activity
- Improve relationships between teenagers and officers. Become a trusted resource for both students and 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 (Bullying, Gangs, Diversity, Drugs, Personal Safety, Sexual Assault, etc.) to school age children at the high schools, middle schools, elementary schools and other town programs.

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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	5,876,000	5,748,460	6,250,630	6,250,630
Supplies	31,070	25,050	21,630	21,630
Services	84,700	166,910	91,900	91,900
Maintenance & Repair	112,830	112,830	116,030	116,030
Grants & Contributions	-	-	-	-
Capital Outlay	245,200	260,200	249,620	249,620
Energy & Utility	98,910	90,500	94,500	94,500
Total	6,448,710	6,403,950	6,824,310	6,824,310

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	5,860,710	5,762,310	6,265,310	6,265,310
State and Federal Grants	60,000	113,390	30,000	30,000
Donations	-	250	-	-
Vehicle Maintenance	-	-	-	-
Use of Police Private Duty Account	528,000	528,000	529,000	529,000
<i>Subtotal: Special Revenue Funds</i>	<i>588,000</i>	<i>641,640</i>	<i>559,000</i>	<i>559,000</i>
Total	6,448,710	6,403,950	6,824,310	6,824,310

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	40.00	40.32	41.00	41.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	40.00	40.32	41.00	41.00

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$44,760 or 0.7%. This is mostly due to partial year vacancies combined with hiring new officers at a lower rate, military leave, workers compensation and overtime costs. These savings are offset in part by reallocating a full-time position from Support Services to Uniformed Patrol. This enabled a full-time sworn officer position previously performing these duties in the Support division to be reallocated to Uniformed Patrol. The FY 19 General Fund is expected to come in under budget by \$98,400 or 1.7% due to the same reason. The overall FY 20 budget reflects an increase of \$375,600 or 5.8% as compared to the FY 19 budget mostly due to reallocating the full-time position from Support Services to Uniformed Patrol and as a result of State Municipal Employee Retirement Fund increases. The FY 20 General Fund reflects an increase of \$404,600 or 6.9% as compared to the FY 19 budget due to the same reason.

UNIFORMED PATROL

Products & Services

EMS and Public Assistance \$1,954,280

- 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 \$1,986,860

- 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 curb aggressive and dangerous drivers.

Police Private Duty \$565,000

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

Protect Persons and Property \$2,318,170

- Patrol residential neighborhoods and business districts to protect persons and property and to reduce crime
- Respond to calls for service
- Investigate criminal complaints, identify the perpetrator(s) and arrest them
- Utilize assertive patrol techniques to identify suspicious persons, vehicles and circumstances in order to prevent crimes and develop potential suspects
- Use crime analysis as a means of detecting crime trends and predicting when and where the next crime in a series of crimes is likely to occur. Use the information to prevent crimes or make arrests
- Liaison with the state court handling all departmental business with the court including but not limited to prisoner transport and court paperwork
- 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.

POLICE - COMMUNICATIONS

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	958,130	920,180	958,720	958,720
Supplies	-	-	-	-
Services	12,000	12,000	12,000	12,000
Maintenance & Repair	33,390	33,390	34,400	34,400
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,003,520	965,570	1,005,120	1,005,120

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,003,520	965,570	1,005,120	1,005,120
	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	1,003,520	965,570	1,005,120	1,005,120

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.00	8.00	8.00	8.00
Regular Part Time Employees	0.60	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	8.60	8.00	8.00	8.00

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$37,950 or 3.8% due to reallocating funding for a part-time dispatch position in Communications to adding a police supernumerary position in the Administration and Records division to handle evidence and court paperwork. The FY 20 budget reflects an increase of \$1,600 or 0.2% as compared to the FY 19 budget. FY 20 also reflects the reallocating of the part-time dispatch position from Communications to Administration and Records.

COMMUNICATIONS

Products & Services

Communications \$1,005,120

- Serve as the first contact for citizens seeking a safety service response, including more than 11,000 911 calls for service
- Coordinate more than 34,000 calls for service per year
- Answer and redirect more than 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 more than 2,700 callers.

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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	117,820	114,790	122,430	122,430
Supplies	3,100	3,100	3,100	3,100
Services	8,770	7,450	7,250	7,250
Maintenance & Repair	500	1,600	1,650	1,650
Grants & Contributions	16,650	16,650	16,650	16,650
Capital Outlay	-	-	-	-
Energy & Utility	6,150	7,740	8,150	8,150
Total	152,990	151,330	159,230	159,230

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

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	150,490	151,330	159,230	159,230
Donations	2,500	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>2,500</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total	152,990	151,330	159,230	159,230

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	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 19 General Fund expenditures are expected to come in over budget by \$840 or 0.6%. The FY 20 General Fund is expected to increase by \$8,740 or 5.8% primarily due to Personal Services as a result of State Municipal Employee Retirement Fund increases.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances \$78,020

- 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 our relationship with court officials to ensure quick resolution to serious nuisance and aggressive dog incidents as well as quality of life issues
- Hold number of high profile pet food drives to resupply the pet food pantry to supplements Windsor Residents' pet foods. Monetary donations are used to supplement medical cost for animals taken in at the pound. Organize low cost rabies vaccination clinic
- Maintains 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 \$81,210

- 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	273,252	281,370	281,370	289,400	289,400
Supplies	25,056	25,210	24,910	26,110	26,110
Services	226,627	136,080	135,290	144,340	144,340
Maintenance & Repair	185,023	281,230	310,750	315,590	315,590
Grants & Contributions	-	-	-	-	-
Capital Outlay	121,817	121,510	121,510	123,450	123,450
Energy & Utility	121,707	132,290	133,430	131,400	131,400
Total	953,482	977,690	1,007,260	1,030,290	1,030,290

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

Funding Sources

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

Funding Source	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Fire and Rescue Services	953,482	977,690	1,007,260	1,030,290	1,030,290
	-	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-	-
Total	953,482	977,690	1,007,260	1,030,290	1,030,290

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.00	1.00	1.00	1.00	1.00

Budget Commentary

The FY 19 overall expenditures are expected to come in over budget by \$29,570 or 3.0% due to an increased mid-year unanticipated price increase by the Metropolitan District Commission (MDC) for fire hydrant maintenance. The FY 20 budget reflects an increase of \$52,600 or 5.4% as compared to the FY 19 budget primarily for the same reason and Personal Services.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration \$472,120

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

Fire Facilities & Building Maintenance \$141,390

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

Apparatus Maintenance & Service \$123,760

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

Recruitment, Training and Retention \$96,890

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

Fire Prevention, Equipment and Supplies \$196,130

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

AMBULANCE SERVICES

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

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	25,685	25,850	25,850	25,870	25,870
Maintenance & Repair	7,251	10,000	10,000	10,000	10,000
Grants & Contributions	22,549	16,530	16,530	12,460	12,460
Capital Outlay	-	-	-	-	-
Energy & Utility	14,345	17,450	17,450	21,500	21,500
Total	69,830	69,830	69,830	69,830	69,830

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

Funding Sources

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

Funding Source	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Ambulance Services	69,830	69,830	69,830	69,830	69,830
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-	-
Total	69,830	69,830	69,830	69,830	69,830

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The FY 19 expenditures are expected to come in on budget. The FY 20 budget is expected to have no increase over the FY 19 budget. The Services line is increasing slightly in FY 20 as compared to the FY 19 budget. This represents the Windsor Volunteer Ambulance's payment to the North Central Connecticut Emergency Medical Services Council for regional and hospital coordination of emergency medical dispatching. The Grants & Contributions portion of the budget represents the town's non-specific subsidy to the Windsor Volunteer Ambulance.

AMBULANCE SERVICES

Products & Services

Emergency Medical Care \$69,830

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

SAFETY SERVICES

FY 19 HIGHLIGHTS

Police Department

Throughout FY 19, the men and women of the Windsor Police Department have been working hard to ensure that Windsor remains a safe and vibrant community. Our police officers responded to over 34,000 calls for service. This includes over 3,200 medical calls, investigating 936 motor vehicle accidents (78 with injuries), and making over 10,800 motor vehicle stops.

Our dispatchers handled all public safety communications for the town. In addition to the 34,000 police calls for service, which included over 11,400 911 calls, they answered approximately 58,000 other phone calls into the dispatch center to gather and relay information to officers, staff and other law enforcement and social agencies. Our dispatchers are trained to provide immediate emergency assistance through the use of the Emergency Medical Dispatch (EMD) function and provide communications for our Volunteer Fire Department.

The town's 911 system was upgraded to an enhanced 911 system to include Text to 911. This new system allows those in need of emergency services to send text messages to 911 in circumstances where talking on the phone may not be appropriate. This is an enhanced feature that can be used by those who are hearing impaired, have a speech disability, or are in a situation where it is not safe to call 911 for help. All Windsor Public Safety Dispatchers are trained to use the enhanced 911 system.

This past year, the Windsor Police Department responded to 1,185 animal complaints. The Animal Control Officer placed 32 pets for adoption and investigated 21 dog bite complaints. The Animal Control Officer hosts a volunteer community service program that has 32 Windsor High School students enrolled.

The Department also participated in the design process for the future renovation of 100 Addison Road into the new police headquarters.

Fire and Rescue Services

A statewide formal recruitment effort for volunteer firefighters called "Do you have what it takes?" was completed several years ago in conjunction with a grant received by the Connecticut Fire Chiefs Association. The fire department was chosen to be involved with the second phase of this effort. The second phase of "Do you have what it takes?" focuses on the use of social media, printed materials and interaction within the community. The Fire Chief has created a recruitment and retention committee to manage these processes. In the past year, we received more than 25 volunteer firefighter inquiries and have added 10 new members; also during this period 16 firefighters resigned. Currently the fire department has 95 members with 67 being active members.

In FY 19, volunteer firefighters responded to more than 700 fire and emergency service calls and logged more than 3,800 hours of training. Training sessions were held at the Connecticut Fire Academy and at commercial buildings throughout town. Firefighters also attended training throughout the region.

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

SAFETY SERVICES

<i>Key Statistics</i>	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target
Number of Part I crimes	523	575	853	809	775
Number of motor vehicle accidents with injuries	68	84	90	80	75
Number of calls for service received by Dispatch (beginning in FY 2017 - no longer tracking property checks)	46,545	36,500	30,947	34,300	35,000
Number of Fire Department responses*	1,269	717	743	737	725
Number of structure fires	19	14	11	10	10

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

<i>Performance Measures</i>	FY 2018 Actual	FY 2019 Target	FY 2019 Estimate	FY 2020 Target
Burglary rate per resident. U.S. rate for burglaries was 4.3 per 1,000 population	1.95	<1.95	1.75	<1.70
Part I violent crime rate per resident. U.S. rate Part 1 violent crime was 3.9 per 1,000 population	.71	.70	.85	<.75
Motor vehicle accidents with injuries per 1,000 residents	3.0	2.0	2.8	2.0
Fire Department quality of service rating (based on the Good/Very Good rating in the Citizens Survey)	N/A	80%	N/A	80%

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

The Windsor Volunteer Fire Department in addition to responding to emergencies and supporting fire prevention also participates in townwide activities such as the Holiday Toy Drive, the Chilifest, food drives and the Torchlight Parade. The Windsor Police Department participates in the Municipal RX Medical Take Back Program, where residents can dispose of unused/unwanted prescription medications. This program gives residents the ability to safely remove potentially dangerous medications from their homes that could lead to accidental overdoses in children. In FY 19, Windsor Police collected more than 828 pounds of prescription medications from our residents.

FY 2020 Goals

1. Oversee installation and implementation of a new townwide Radio Communications System.
2. Begin departmental accreditation through the CT Police Officer Standards and Training Council.
3. Work with other town departments to manage the design and construction of the Police Department and Public Safety complex renovation project.
4. Continue to participate in the volunteer firefighter recruitment program via the Connecticut Fire Chief Association.
5. Host public safety community information event(s) with the Windsor Police Department, Windsor Volunteer Ambulance (WVA) and Windsor Volunteer Fire Department.

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
6002	Crisis Intervention Program	646	-	-	646	-	646
6004	Bullet Proof Vest Program	2,459	3,730	3,730	2,459	-	2,459
6012	State Reimbursements	7,884	15,000	15,000	7,884	15,000	7,884
6026	Car Seat Program	1,244	-	-	1,244	-	1,244
6301	Narcotic Seizures - Federal	208	-	-	208	-	208
6302	Federal Sharing	64,067	-	5,000	59,067	-	59,067
6305	Asset Forfeiture - State	6,596	-	-	6,596	-	6,596
6700	Animal Shelter	31,548	-	-	31,548	-	31,548
6701	Powalka Memorial Fund	38	-	-	38	-	38
6702	K-9 Donations	4,053	500	250	4,303	-	4,303
6703	Donations	3,277	100	-	3,377	-	3,377
6800	Police Private Duty	616,331	500,000	560,500	555,831	565,000	490,831
6908	Vehicle Maintenance	-	-	-	-	-	-
6915	Just Start Grant	1,188	-	-	1,188	-	1,188
6916	Neighborhood Engagement Team	975	-	-	975	-	975
6919	3M Technology Grant	5,833	-	-	5,833	-	5,833
6921	JAG Local VCP Grant FY19 Justice and Mental Health	-	10,000	10,000	-	-	-
6923	Collaboration Grant	2,440	48,700	51,140	-	-	-
6924	Youth Services Prev Grant FY17	2,040	-	2,040	-	-	-
6926	Youth Services Prev Grant FY18	11,280	-	11,280	-	-	-
6927	Youth Services Prev Grant FY19/FY 20	-	15,200	15,200	-	15,000	-
Total 03 Funds		762,107	593,230	674,140	681,197	530,000	616,197

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

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

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

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

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

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

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

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

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

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

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

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, private construction contractors, public utilities and the Windsor School District. FY 19 also includes \$20,000 for traffic enforcement, \$70,500 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items. FY 20 also includes \$20,000 for traffic enforcement, \$75,000 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items.

Police Department (cont.)

- #6908 - **Vehicle Maintenance** - Funds are generated from the sale of unserviceable equipment and used to offset unexpected vehicle expenditures.
- #6915 - **Just Start Grant** - Collaborative project to reduce juvenile arrests in schools.
- #6916 - **Neighborhood Engagement Team** - Funds are donated by citizens and businesses in the community. Funds are used for outreach activities to promote neighborhood building and community enhancement.
- #6919 - **3M Technology Grant** - Funding provided to municipal departments from 3M to be used for the purpose of maintaining, repairing or replacing the LiveScan Booking Workstation (Fingerprint Capture Device).
- #6921 - **JAG Local VCP Grant** - Funding is being provided through the JAG program for the purchase of an automated license plate reader.
- #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.
- #6924/6926/6927 - **Youth Services Prevention Grant** - Windsor Police Department and Windsor Public Schools will develop an outreach team. The team will provide early intervention, prevention strategies, and referral to resources and services to at risk youth students in grades 7-12. The outreach provided by this collaborative team will strive to reduce violence, reduce recidivism, and provide the skills, proactive strategies, and opportunities for these youth to become productive members of society.

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	FY 2019			FY 2020			
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
6903	Fire Department Donation	5,225	500	-	5,725	-	-	5,725
Total 03 Funds		5,225	500	-	5,725	-	-	5,725

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

RECREATION AND LEISURE SERVICES

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

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,294,448	1,356,710	1,356,810	1,450,590	1,450,590
Supplies	216,308	166,280	189,220	185,610	185,610
Services	559,081	558,410	566,410	573,410	573,410
Maintenance & Repair	61,739	39,550	41,890	38,450	38,450
Grants & Contributions	14,000	14,370	14,360	14,360	14,360
Capital Outlay	-	-	-	-	-
Energy & Utility	115,532	120,210	141,380	125,950	125,950
Total	2,261,108	2,255,530	2,310,070	2,388,370	2,388,370

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

Funding Sources

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

Funding Source	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Recreation & Leisure Services	1,494,259	1,538,390	1,538,390	1,600,390	1,600,390
Town Support for Education	71,450	79,770	81,100	84,270	84,270
<i>Subtotal: Rec. Svcs General Fund Budget</i>	<i>1,565,709</i>	<i>1,618,160</i>	<i>1,619,490</i>	<i>1,684,660</i>	<i>1,684,660</i>
Grants	34,952	29,450	34,810	29,810	29,810
Private Contributions	12,209	31,970	34,260	36,820	36,820
User Fees	648,238	575,950	621,510	637,080	637,080
<i>Subtotal: Special Revenue Funds</i>	<i>695,399</i>	<i>637,370</i>	<i>690,580</i>	<i>703,710</i>	<i>703,710</i>
Total	2,261,108	2,255,530	2,310,070	2,388,370	2,388,370

Personnel Requirements

Full Time Equivalent (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.00	7.00	7.00	7.00	7.00
Regular Part Time Employees	10.47	10.47	10.63	9.53	9.53
Temporary/Seasonal Employees	14.91	14.27	13.94	16.10	16.10
Total FTEs	32.38	31.74	31.57	32.63	32.63

Budget Commentary

The overall FY 19 expenditures are expected to come in over budget by \$54,540 or 2.4%. This is due to supplies for increased programs and energy and utility costs. This increase was offset by user fees. The FY 19 General Fund expenditures are expected to come in on budget. The overall FY 20 budget is expected to increase by \$132,840 or 5.9%, mostly due to Personal Services and Supplies associated with program offerings and is offset by user fees. The FY 20 General Fund budget is expected to increase by \$62,000 or 4.0% primarily due to Personal Services and Utilities. Increase in Personal Services reflects adjustments made to accommodate the raise in minimum wage and higher starting pay to summer lifeguards. Changes in FTE's reflect staffing changes to the Summer Camp program as well as the addition of a Northwest Park facility monitor and a tobacco museum intern. Costs associated with the FTE's increase are offset by user fees and Private Contributions.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	900,474	947,160	944,110	991,860	991,860
Supplies	46,948	50,200	50,680	55,870	55,870
Services	383,011	385,320	384,710	392,510	392,510
Maintenance & Repair	54,104	38,000	41,290	37,500	37,500
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	-	-	-	-	-
Energy & Utility	95,722	103,710	103,600	108,650	108,650
Total	1,494,259	1,538,390	1,538,390	1,600,390	1,600,390

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	71,450	79,770	81,100	84,270	84,270
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	71,450	79,770	81,100	84,270	84,270

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	322,524	329,780	331,600	374,460	374,460
Supplies	169,360	116,080	138,540	129,740	129,740
Services	176,070	173,090	181,700	180,900	180,900
Maintenance & Repair	7,635	1,550	600	950	950
Grants & Contributions	-	370	360	360	360
Capital Outlay	-	-	-	-	-
Energy & Utility	19,810	16,500	37,780	17,300	17,300
Total	695,399	637,370	690,580	703,710	703,710

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,294,448	1,356,710	1,356,810	1,450,590	1,450,590
Supplies	216,308	166,280	189,220	185,610	185,610
Services	559,081	558,410	566,410	573,410	573,410
Maintenance & Repair	61,739	39,550	41,890	38,450	38,450
Grants & Contributions	14,000	14,370	14,360	14,360	14,360
Capital Outlay	-	-	-	-	-
Energy & Utility	115,532	120,210	141,380	125,950	125,950
Total	2,261,108	2,255,530	2,310,070	2,388,370	2,388,370

RECREATION AND LEISURE SERVICES

Budget Information

Fiscal Year 2016-2020

Expenditures

Expenditures by Category *	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,157,664	1,224,556	1,294,448	1,356,710	1,356,810	1,450,590	1,450,590
Supplies	181,469	186,593	216,308	166,280	189,220	185,610	185,610
Services	608,334	568,000	559,081	558,410	566,410	573,410	573,410
Maintenance & Repair	48,770	50,167	61,739	39,550	41,890	38,450	38,450
Grants & Contributions	14,000	14,000	14,000	14,370	14,360	14,360	14,360
Capital Outlay	3,927	612	-	-	-	-	-
Energy & Utility	121,548	107,476	115,532	120,210	141,380	125,950	125,950
Total	2,135,712	2,151,404	2,261,108	2,255,530	2,310,070	2,388,370	2,388,370

* 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 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,407,193	1,448,770	1,494,259	1,538,390	1,538,390	1,600,390	1,600,390
Town Support for Education	63,900	66,680	71,450	79,770	81,100	84,270	84,270
Subtotal: Rec. Svcs. General Fund Budget	1,471,093	1,515,450	1,565,709	1,618,160	1,619,490	1,684,660	1,684,660
Grants	30,625	30,157	34,952	29,450	34,810	29,810	29,810
Private Contributions	40,649	31,447	12,209	31,970	34,260	36,820	36,820
User Fees	593,345	574,350	648,238	575,950	621,510	637,080	637,080
Subtotal: Special Revenue Funds	664,619	635,954	695,399	637,370	690,580	703,710	703,710
Total	2,135,712	2,151,404	2,261,108	2,255,530	2,310,070	2,388,370	2,388,370

RECREATION

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	746,820	742,280	786,410	786,410
Supplies	95,760	115,260	101,260	101,260
Services	147,650	154,150	156,580	156,580
Maintenance & Repair	1,500	3,000	1,500	1,500
Grants & Contributions	14,370	14,360	14,360	14,360
Capital Outlay	-	-	-	-
Energy & Utility	8,200	8,500	9,000	9,000
Total	1,014,300	1,037,550	1,069,110	1,069,110

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	616,930	616,240	653,000	653,000
Private Contributions	370	1,360	1,360	1,360
User Fees	397,000	419,950	414,750	414,750
<i>Subtotal: Special Revenue Funds</i>	<i>397,370</i>	<i>421,310</i>	<i>416,110</i>	<i>416,110</i>
Total	1,014,300	1,037,550	1,069,110	1,069,110

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	7.00	7.25	5.98	5.98
Temporary/Seasonal Employees	9.00	8.54	10.08	10.08
Total FTEs	19.00	18.79	19.06	19.06

Budget Commentary

The overall FY 19 expenditures are expected to come in over budget by \$23,250 or 2.3% for Supplies and Services. This is a result of increased program offerings such as cooking/baking and fencing. In addition, enrollments for the Summer Fun camp program was higher than expected. Expenditures and revenues for these programs are accounted for in Special Revenue Funds User Fees. The FY 19 General Fund expenditures are expected to come in on target. The overall FY 20 budget reflects an increase of \$54,810 or 5.4% as compared to the FY 19 budget primarily due to Personal Services. Increases in Personal Services also reflect adjustment made due to increases in minimum hourly wage. The FY 20 General Fund budget reflects an increase of \$36,070 or 5.8% as compared to the FY 19 budget for the same reason.

RECREATION

Products & Services

Aquatics \$176,300

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

Leisure Opportunities \$237,290

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

Community Centers \$237,570

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

Summer Activities \$302,260

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

Community Events \$115,690

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

FACILITIES MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	22,690	23,100	25,290	25,290
Services	342,550	341,550	342,550	342,550
Maintenance & Repair	11,500	11,500	9,500	9,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	66,270	85,860	69,650	69,650
Total	443,010	462,010	446,990	446,990

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

Funding Sources

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

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	428,010	427,010	431,990	431,990
User Fees	15,000	35,000	15,000	15,000
<i>Subtotal: Special Revenue Funds</i>	<i>15,000</i>	<i>35,000</i>	<i>15,000</i>	<i>15,000</i>
Total	443,010	462,010	446,990	446,990

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The overall FY 19 expenditures are expected to come in over budget by \$19,000 or 4.3%. This is due to Energy and Utility costs for an expense associated with a water line leak at Welch Park and is offset by User Fees. The overall FY 20 budget reflects an increase of \$3,980 or 0.9% due to increased costs in Energy & Utilities.

FACILITIES MANAGEMENT

Products & Services

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

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

330 Windsor Ave. Community Center \$35,000

- Provide support for utilities at 330 Windsor Avenue.

Outdoor Pools & Parks Amenities \$86,040

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

YOUTH SERVICES BUREAU

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	154,800	153,980	157,710	157,710
Supplies	12,050	17,110	14,610	14,610
Services	22,420	23,180	21,450	21,450
Maintenance & Repair	950	1,890	2,450	2,450
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	600	-	-
Total	190,220	196,760	196,220	196,220

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

Funding Sources

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

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	149,770	150,750	155,260	155,260
Grants	29,450	34,810	29,810	29,810
User Fees	11,000	11,200	11,150	11,150
<i>Subtotal: Special Revenue Funds</i>	<i>40,450</i>	<i>46,010</i>	<i>40,960</i>	<i>40,960</i>
Total	190,220	196,760	196,220	196,220

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.48	0.48	0.48	0.48
Temporary/Seasonal Employees	2.50	2.50	2.50	2.50
Total	3.98	3.98	3.98	3.98

Budget Commentary

The overall FY 19 expenditures are expected to be over budget by \$6,540 or 3.4% due to the receipt of an unanticipated Local Prevention Council Opioid Prevention Grant. The grant was used for program materials and speakers for various community workshops. The FY 19 General Fund expenditures are expected to come in over budget by \$980 or 0.7%. The overall FY 20 budget reflects an increase of \$6,000 or 3.2% primarily due to Personal Services. The FY 20 General Fund budget reflects an increase of \$5,490 or 3.7% for the same reason.

YOUTH SERVICES BUREAU

Products and Services

Positive Youth Development \$125,720

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

Family Events \$8,170

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

Prevention Programs \$24,170

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

Juvenile Justice \$38,160

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

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	297,290	298,650	330,140	330,140
Supplies	26,370	24,320	33,260	33,260
Services	36,340	37,580	33,540	33,540
Maintenance & Repair	1,100	500	500	500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,500	2,180	2,300	2,300
Total	362,600	363,230	399,740	399,740

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	106,380	106,410	109,930	109,930
Town Support for Education	79,770	81,100	84,270	84,270
<i>Subtotal: Rec. Services General Fund Budget</i>	<i>186,150</i>	<i>187,510</i>	<i>194,200</i>	<i>194,200</i>
Private Contributions	28,000	29,900	32,460	32,460
User Fees	148,450	145,820	173,080	173,080
<i>Subtotal: Special Revenue Funds</i>	<i>176,450</i>	<i>175,720</i>	<i>205,540</i>	<i>205,540</i>
Total	362,600	363,230	399,740	399,740

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	2.56	2.50	2.64	2.64
Temporary/Seasonal Employees	2.66	2.70	2.98	2.98
Total FTEs	6.72	6.70	7.12	7.12

Budget Commentary

The overall FY 19 expenditures are expected to come in slightly over budget by \$630 or 0.2%, while the General Fund expenditures will come in approximately on budget. The overall FY 20 budget reflects an increase of \$37,140 or 10.2% as compared to the FY 19 budget primarily due to Personal Services for the Summer Camp program and the tobacco museum. The FY 20 General Fund reflects an increase of \$3,550 or 3.3% and is primarily due to Personal Services. The increase in FTE's reflects additional hours for the Summer Camp program and the addition of a tobacco museum intern. These costs are offset by user fees and private contributions.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Indoor Activities \$77,510

- Plan and develop environmental education exhibits and services in the Nature Center for over 38,000 visitors per year
- Maintain an animal barn on a daily basis for heritage breed domestic livestock and poultry for the 20-70 daily visitors
- Maintain the Libby and Gordon Taylor Tobacco Museum annually to showcase the tobacco industry in Connecticut
- Maintain the Tobacco Archive Building for the preservation of historical items relating to the tobacco industry in Connecticut
- Offer a variety of environmental education products that reflect the uniqueness of Northwest Park within the Nature Center Gift Shop.

Outdoor Recreational Activities \$93,500

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

Educational / Recreational Programs \$228,730

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

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	157,800	161,900	176,330	176,330
Supplies	9,410	9,430	11,190	11,190
Services	9,450	9,950	19,290	19,290
Maintenance & Repair	24,500	25,000	24,500	24,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	44,240	44,240	45,000	45,000
Total	245,400	250,520	276,310	276,310

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	237,300	237,980	250,210	250,210
Private Contributions	3,600	3,000	3,000	3,000
User Fees	4,500	9,540	23,100	23,100
<i>Subtotal: Special Revenue Funds</i>	<i>8,100</i>	<i>12,540</i>	<i>26,100</i>	<i>26,100</i>
Total	245,400	250,520	276,310	276,310

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	0.43	0.40	0.43	0.43
Temporary/Seasonal Employees	0.11	0.20	0.54	0.54
Total FTEs	2.04	2.10	2.47	2.47

Budget Commentary

The overall FY 19 expenditures are expected to come in over budget by \$5,120 or 2.1%. This is mostly due to the hiring of a part-time facility monitor for group rentals and outings at the park and is offset by user fees. The FY 19 General Fund expenditures are projected to be over budget by \$680 or 0.3% due to Supplies and Maintenance & Repairs. The overall FY 20 budget reflects an increase of \$30,910 or 12.6% and is due primarily to Personal Services associated with the facility monitor and is offset by user fees. The FY 20 General Fund budget reflects an increase of \$12,910 or 5.4% as compared to the FY 19 budget. This increase is due to Personal Services, Supplies and Energy and Utility, as well as funding to implement the Land Management Plan. The increase in FTE's reflects hours associated with the facility monitor.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance \$127,200

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

Building Operation/Maintenance \$149,110

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

RECREATION AND LEISURE SERVICES

FY 2019 Highlights

Recreation

The Summer Fun Camp program and the Hartford Yard Goats minor league baseball team created a partnership that led with a camp dance party and a visit by the Yard Goats mascot "Chompers". The following day 275 campers enjoyed a game at the park. A collection of wellness activities such as yoga, meditation and hiking were added to the camp program.

Quality of the swim lesson program was strengthened. Staff training levels were increased and now the swim program includes a minimum of 12 certified American Red Cross Water Safety Instructors (WSI). 3 portable training platforms were also purchased and are used during swim lessons to increase comfort levels of younger children.

New programs were added in the areas of sensory rooms during special events, cooking and baking, acting, science for children, and online learning.

A marketing collaboration with the Windsor school district was developed. Monitors in schools, recreation facilities and a local business display information and programs offered by schools and the Recreation and Leisure Services Department. Staff have also increased social media presence by uploading daily posts.

Youth Services Bureau

The Youth Services Bureau received a second year of grant funding to educate parents, coaches, and youth on the risks associated with prescription opioids. The Windsor Youth Commission, Youth Services Bureau and Windsor High School collaborated on hosting a documentary screening and panel discussion on the growing epidemic. The programs were held at the high school and facilitated by FBI personnel.

Participants of the Youth-In-Action program and the Summer Teen Employment Program, coordinated and presented 5 special events with the police department and collected over 2,000 items of non-perishable food items for the Windsor Food and Fuel Bank and Weekend Wheels Program.

Windsor Public School and Youth Services Bureau continued to work closely together on streamlining the truancy referral process that is now the responsibility of the Youth Services Bureau.

Northwest Park

An estimated 38,000 people visited the parks Nature Center, trails, animal barn, picnic facilities and attended programs.

A new trail map was designed and addressed unnamed "farm roads" now making it easier for hikers to navigate trails. The map can be downloaded from the Northwest Park pages on the town's website, and printed copies are available at the nature center.

Park educators collaborated with the Youth Services Bureau to host student workers from the STEP program at Northwest Park this summer. The students visited the park two days each week and completed maintenance on the hiking trails as well as cleanup projects in the Community Garden and Animal Barn.

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

RECREATION AND LEISURE SERVICES

<i>Key Statistics</i>	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target
Number of recreational activities offered	710	715	722	739	745
Number of elementary school-age children registrations for after-school & vacation programs	4,708	5,014	5,125	5,500	5,550
Number of school children attending environmental education classes at Northwest Park	4,750	4,530	3,880	4,600	4,800
Number of participants at Northwest Park community events and programs	6,500	6,722	6,200	6,500	7,000
Number of middle school and high school youth registrations for after-school and vacation programs	853	855	908	1,025	1,025
Number of participants at Youth Services Bureau community events	1,400	1,435	1,900	2,150	2,350

<i>Performance Measures</i>	FY 2018 Actual	FY 2019 Target	FY 2019 Estimate	FY 2020 Target
Retention rate for youth participants in after-school programs	90%	85%	94%	85%
Retention rate for youth participants in summer programs	78%	85%	80%	85%
Percentage of total targeted enrollments achieved	78%	85%	92%	85%
Number of new programs offered	7	18	19	6
Percentage of program participant Recreation Department survey respondents that rate department programs as "good" or "very good"	87%	90%	97%	90%

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

Community volunteers contributed more than 54,000 hours at Northwest Park. Volunteers cleaned and repaired bluebird houses, replaced guided rope on the Braille Trail, fed livestock, raked leaves, and covered other park tasks.

FY 2020 Goals

1. Redesign the accessible sensory trail at Northwest Park to feature more native grasses, flowers, and shrubs and facilitate positive interactions with nature for visitors of all abilities.
2. Establish a community coalition aimed at developing healthy and successful youth by raising awareness of alcohol and substance abuse.
3. National Recreation and Parks Association Leadership Certification to be completed by the two Recreation full-time staff.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	FY 2019			FY 2020			
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
2002	Cirillo Youth Theatre	(5,677)	32,760	18,700	8,383	15,000	12,500	10,883
2004	Fran Elligers Memorial Fund	663	360	360	663	360	360	663
2007	Teen-O-Rama	158,442	419,850	426,000	152,292	415,000	407,000	160,292
2009	O'Brien Field Rental	5,400	2,500	-	7,900	2,500	-	10,400
2010	Positive Youth Development	16,788	19,000	11,200	24,588	11,000	11,150	24,438
2016	Passage Program	1,877	4,940	4,940	1,877	5,220	5,220	1,877
2018	Live-n-Learn	10,351	11,000	10,250	11,101	12,500	10,250	13,351
2075	Youth Services Bureau FY 19	-	18,720	18,720	-	-	-	-
NEW	Youth Services Bureau FY 20	-	-	-	-	18,720	18,720	-
2045	Dog Park	4,244	-	1,000	3,244	-	1,000	2,244
2073	YSB Enhancement Grant FY 19	-	5,750	5,750	-	-	-	-
NEW	YSB Enhancement Grant FY 20	-	-	-	-	5,750	5,750	-
2074	Local Prevention Council FY 19	-	5,340	5,340	-	-	-	-
NEW	Local Prevention Council FY 20	-	-	-	-	5,340	5,340	-
2076	Local Prevention Council Optiod	-	-	-	-	-	-	-
2202	NW Park Youth Conservation Corp.	-	5,000	5,000	-	-	-	-
2204	Northwest Park Nature Camp/Clubs	194,222	82,720	86,680	190,262	104,500	111,060	183,702
2207	Friends of Northwest Park Grant	17,144	10,000	10,000	17,144	10,000	10,000	17,144
2208	Northwest Park Shop	4,952	6,500	4,000	7,452	7,500	4,500	10,452
2210	NWP Environ. Education Programs	51,572	44,000	50,200	45,372	49,000	55,800	38,572
2211	Northwest Park Tobacco Museum	10,380	19,900	19,900	10,380	22,460	22,460	10,380
2325	NWP Facilities	24,228	14,400	9,540	29,088	19,700	19,600	29,188
4022	River Walkways	19,961	-	-	19,961	-	-	19,961
		514,547	705,740	690,580	529,707	707,550	703,710	533,547

*Capital Area Substance Abuse Council

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

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

#2007 - Teen-A-Rama - Fees are collected from all youth and teen programs offered by the town and placed into this fund. Expenditures include staffing, basketballs, exercise & fitness equipment, contracted services for speakers and magicians, etc.

#2009 - O'Brien Field Rental - Fees collected from user groups of the field. Fees will be used to offset future maintenance costs.

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

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

#2018 - Live-n-Learn Program - Revenues are from adult program fees. Expenses include staffing, fitness equipment, bus rentals for trips to museums, baseball games, etc.

Recreation & Leisure Services (cont.)

- #2075/NEW - Youth Services Bureau** - Funds from the State of Connecticut Department of Education administration and direct services for youth.
- #2045 - Dog Park** - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.
- #2073/NEW - YSB Enhancement Grant** - Funds from the State of Connecticut Department of Education to provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community.
- #2074/NEW - Local Prevention Council** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2076 - Local Prevention Council Opiod** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2202 - Northwest Park Youth Conservation Corps (YCC)** - The YCC program provides funding to hire 3 - 4 high school seniors for nature trail and miscellaneous park upkeep during the summer months. This project is funded through donations made by Friends of Northwest Park and other organizations and businesses in Windsor.
- #2204 - Northwest Park Nature Camp** - This account supports the operation of the Nature Camp during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.
- #2207 - Friends of Northwest Park** - Funding for this account is provided by the Friends of Northwest Park to support projects, internship staffing, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.
- #2208 - Northwest Park Shop** - Revenues within this project are generated through the sale of gift shop items. This account supports the purchase of gift shop stock, exhibit development and upkeep which is managed by Northwest Park staff and volunteers.
- #2210 - Northwest Park Environmental Education** - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and public workshops and classes. The funds from this account are used for part-time wages (clerical staff and environmental educators), contractual services, supplies and equipment.
- #2211 - Tobacco Museum** - This account is managed by the Tobacco Association to support, in part, the operation of the Tobacco Museum and the Tobacco Archive building. Funding is provided to offset the tour guide's wages and the museum brochures. Northwest Park is responsible for facility upkeep, energy and utility costs.
- #2325 - NWP Facilities** - Funds from this account are used to purchase general supplies used by facility rental groups.
- #4022 - River Walkways** - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking and multi-use trails in Windsor.

HUMAN SERVICES

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

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	771,667	814,290	823,980	844,590	844,590
Supplies	21,171	23,320	24,020	23,620	23,620
Services	100,692	64,680	64,280	64,450	64,450
Maintenance & Repair	58,787	114,000	114,910	114,100	114,100
Grants & Contributions	-	-	-	-	-
Capital Outlay	7,719	-	-	-	-
Energy & Utility	74,744	50,950	47,550	51,840	51,840
Total	1,034,780	1,067,240	1,074,740	1,098,600	1,098,600

* 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	816,801	865,940	858,340	898,800	898,800
Grants	52,522	49,090	64,680	49,090	49,090
Donations	4,121	1,700	2,610	1,700	1,700
User Fees	87,706	72,930	72,930	72,930	72,930
<i>Subtotal: Special Revenue Funds</i>	<i>144,349</i>	<i>123,720</i>	<i>140,220</i>	<i>123,720</i>	<i>123,720</i>
Transfer from Caring Connection	73,630	77,580	76,180	76,080	76,080
Total	1,034,780	1,067,240	1,074,740	1,098,600	1,098,600

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	5.00	5.00	5.00
Regular Part Time Employees	10.02	10.26	10.26	10.26	10.26
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	15.02	15.26	15.26	15.26	15.26

Budget Commentary

The overall FY 19 expenditures are expected to be over budget by \$7,500 or 0.7% primarily due to receiving unanticipated North Central Area Agency on Aging (NCAAA) grant funding. The FY 19 General Fund expenditures are expected to be under budget by \$7,600 or 0.9% due to receiving unexpected grant funding for transportation services and social services. The overall FY 20 budget reflects an increase of \$31,360 or 2.9% as compared to the FY 19 budget due primarily to salary and benefit cost increases. The FY 20 General Fund budget reflects an increase of \$32,860 or 3.8% primarily due to an increase in Personal Services.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	642,959	689,740	684,540	721,790	721,790
Supplies	17,407	15,520	15,520	15,820	15,820
Services	41,421	19,380	18,980	19,150	19,150
Maintenance & Repair	49,287	104,500	104,500	104,600	104,600
Grants & Contributions	-	-	-	-	-
Capital Outlay	4,948	-	-	-	-
Energy & Utility	60,779	36,800	34,800	37,440	37,440
Total	816,801	865,940	858,340	898,800	898,800

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	128,709	124,550	139,440	122,800	122,800
Supplies	3,765	7,800	8,500	7,800	7,800
Services	59,270	45,300	45,300	45,300	45,300
Maintenance & Repair	9,500	9,500	10,410	9,500	9,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,771	-	-	-	-
Energy & Utility	13,964	14,150	12,750	14,400	14,400
Total	217,979	201,300	216,400	199,800	199,800

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	771,667	814,290	823,980	844,590	844,590
Supplies	21,171	23,320	24,020	23,620	23,620
Services	100,692	64,680	64,280	64,450	64,450
Maintenance & Repair	58,787	114,000	114,910	114,100	114,100
Grants & Contributions	-	-	-	-	-
Capital Outlay	7,719	-	-	-	-
Energy & Utility	74,744	50,950	47,550	51,840	51,840
Total	1,034,780	1,067,240	1,074,740	1,098,600	1,098,600

HUMAN SERVICES
Budget Information
Fiscal Year 2016-2020

Expenditures

Expenditures by Category *	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	735,867	748,178	771,667	814,290	823,980	844,590	844,590
Supplies	21,516	23,392	21,171	23,320	24,020	23,620	23,620
Services	51,230	65,986	100,692	64,680	64,280	64,450	64,450
Maintenance & Repair	118,249	93,569	58,787	114,000	114,910	114,100	114,100
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	13,994	7,719	-	-	-	-
Energy & Utility	49,432	63,449	74,744	50,950	47,550	51,840	51,840
Total	976,294	1,008,568	1,034,780	1,067,240	1,074,740	1,098,600	1,098,600

* 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 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	750,891	803,963	816,801	865,940	858,340	898,800	898,800
Grants	78,742	56,769	52,522	49,090	64,680	49,090	49,090
Donations	5,132	2,500	4,121	1,700	2,610	1,700	1,700
User Fees	63,021	75,246	87,706	72,930	72,930	72,930	72,930
<i>Subtotal: Special Revenue Funds</i>	<i>146,895</i>	<i>134,515</i>	<i>144,349</i>	<i>123,720</i>	<i>140,220</i>	<i>123,720</i>	<i>123,720</i>
Transfer From Caring Connection	78,508	70,090	73,630	77,580	76,180	76,080	76,080
Total	976,294	1,008,568	1,034,780	1,067,240	1,074,740	1,098,600	1,098,600

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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	174,490	175,750	180,390	180,390
Supplies	13,500	13,500	13,800	13,800
Services	50,400	50,400	50,400	50,400
Maintenance & Repair	1,500	1,500	1,600	1,600
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,300	5,300	4,970	4,970
Total	245,190	246,450	251,160	251,160

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	172,260	173,520	178,230	178,230
User Fees	72,930	72,930	72,930	72,930
<i>Subtotal: Special Revenue Funds</i>	<i>72,930</i>	<i>72,930</i>	<i>72,930</i>	<i>72,930</i>
Total	245,190	246,450	251,160	251,160

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.80	0.80	0.80	0.80
Regular Part Time Employees	2.28	2.28	2.28	2.28
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.08	3.08	3.08	3.08

Budget Commentary

The overall and General Fund FY 19 expenditures are expected to come in over budget by \$1,260. The overall FY 20 expenditures reflect an increase of \$5,970 or 2.4% as compared to the FY 19 budget mostly due to an increase in Personal Services offset by a decrease in telephone costs. The FY 20 General Fund budget reflects an increase of \$5,970 or 3.5% due to the same reasons stated above.

SENIOR SERVICES

Products & Services

- Senior Center* \$217,500
- Promote over-all health and wellness by providing a variety of physical activities including multiple levels of aerobic, Tai Chi, dance and Yoga classes, seated exercise, Comfort Touch Massage Therapy, mindfulness/meditation, and a membership-based fitness center
 - Promote technological skills by providing a senior computer lab with access to the internet, a printer and photocopier, as well as instruction in various software programs including the use of Microsoft programs, internet, social media and various gadgets such as smartphones and tablets
 - Offer educational and informational programs on a wide variety of topics including consumer awareness, personal finance, health and wellness, healthcare, life and family, home, real estate and insurance
 - Promote social opportunities for seniors throughout the year by celebrating holidays, birthdays and special occasions
 - Promote senior-specific health care with a variety of health clinics for hearing, foot care, blood pressure, memory screenings and massage therapy sessions
 - Provide a location for the hot lunch meal program Monday through Friday
 - Coordinate programs for senior center clubs
 - Operate a medical lending closet that loans equipment to residents free of charge
 - Work closely with Social Services caseworkers and other town departments to provide comprehensive services
 - Coordinate with the Health Department and the Social Services division to produce an annual senior health fair and flu shot clinic.

- Volunteer Programs* \$33,660
- *More than 130 Windsor residents volunteer their time and efforts to enhance the lifestyles of seniors and adults with disabilities through the following activities:*
 - Assist staff in the coordination of more than 1,780 out-of-town medical appointments per year
 - Provide front desk coverage and customer service for 30 hours a week
 - Help set up, lead and break down large monthly events
 - Organize and lead all of the senior center clubs
 - Provide staffing for the health fair
 - Process more than 900 state and federal tax returns each year
 - Receive recognition at a volunteer event.

TRANSPORTATION

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	240,160	241,730	252,520	252,520
Supplies	1,720	1,720	1,720	1,720
Services	5,630	5,630	5,800	5,800
Maintenance & Repair	27,000	27,000	27,000	27,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	40,200	36,800	41,420	41,420
Total	314,710	312,880	328,460	328,460

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	195,130	185,360	210,380	210,380
Grants	42,000	51,340	42,000	42,000
<i>Subtotal: Special Revenue Funds</i>	<i>42,000</i>	<i>51,340</i>	<i>42,000</i>	<i>42,000</i>
Transfer from Caring Connection	77,580	76,180	76,080	76,080
Total	314,710	312,880	328,460	328,460

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.20	1.20	1.20	1.20
Regular Part Time Employees	4.88	4.88	4.88	4.88
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	6.08	6.08	6.08	6.08

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$1,830 or 0.6% due primarily to fuel savings. The FY 19 General Fund expenditures are expected to come in under budget by \$9,770 or 5.0% due to receiving unexpected grant funding from the state for transportation services as well as fuel savings. The overall FY 20 budget reflects an increase of \$13,750 or 4.4% as compared to the FY 19 budget due primarily to salary and benefit cost increases. The FY 20 General Fund budget reflects an increase of \$15,250 or 7.8% related to utilities, wage adjustments for part-time Dial-A-Ride drivers, and a lower transfer from the Caring Connection for transportation services.

TRANSPORTATION UNIT

Products & Services

Senior Transportation \$328,460

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

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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	399,640	406,500	411,680	411,680
Supplies	8,100	8,800	8,100	8,100
Services	8,650	8,250	8,250	8,250
Maintenance & Repair	85,500	86,410	85,500	85,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,450	5,450	5,450	5,450
Total	507,340	515,410	518,980	518,980

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	498,550	499,460	510,190	510,190
Grants	7,090	13,340	7,090	7,090
Donations	1,700	2,610	1,700	1,700
<i>Subtotal: Special Revenue Funds</i>	<i>8,790</i>	<i>15,950</i>	<i>8,790</i>	<i>8,790</i>
Total	507,340	515,410	518,980	518,980

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	3.10	3.10	3.10	3.10
Temporary/Seasonal Employees	-	-	-	-
Total	6.10	6.10	6.10	6.10

Budget Commentary

The overall FY 19 expenditures are expected to come in over budget by \$8,070 or 1.6%. This is primarily due to receiving unanticipated North Central Area Agency on Aging (NCAAA) grant funding. The FY 19 General Fund expenditures are expected to be over budget by \$910 or 0.2%. The overall and General Fund FY 20 budget reflects an increase of \$11,640 or 2.3% as compared to the FY 19 budget due to an increase in Personal Services.

SOCIAL SERVICES

Products & Services

Casework Services \$183,860

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

Support Services \$131,430

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

Basic Human Needs Programs \$118,690

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

Milo Peck Child Development \$85,000

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

HUMAN SERVICES

FY 2019 Highlights

Social Services

Social Services collaborated with the Windsor Hunger Action Team (HAT) to expand community outreach efforts by sponsoring Several Hunger Listening sessions targeted to specific population groups throughout Windsor. A Senior Listening session was held at the Senior Center to listen to older adult's concerns about food quality, food sufficiency, and nutrition. Approximately 50 adults attended. Additional listening sessions were held at the Sage Park Middle School and Windsor High School. A future session is planned at Loomis Chaffee. The purpose of these sessions is to meet with citizens of all ages to learn about hunger issues they face as well as hear suggestions about ways to increase access to nutritious food and increase participation in food related programs.

This year, Social Services, partnered with UCONN's Department of Allied Health Services to offer a variety of innovative programs. Heidi Karner, a registered dietician and SNAP-Ed funded Graduate Research Assistant, was at the food bank weekly to hand out inexpensive healthy recipes, food tastings, and to answer nutrition questions. Heidi was also available at "Groceries to Go," to answer nutrition questions, and to hand out recipes. At the Diabetic Support Group, UCONN students offered two special programs, "Focus on Fiber" and the "Use of Artificial Sweeteners and Sugar Alcohol."

Windsor C.A.R.E.S. organized a fall campaign to collect new socks for homeless and those in shelters. Over 500 pairs of new socks were donated from the community. Socks were filled with toiletries and put into gift bags. These gift bags were then brought to the McKinney Shelter, Bushnell Park, and the CRT family shelter.

This year, Windsor Social Services assisted 31 households with MDC water bills in order to avoid shutoff or to restore water service. This is triple the number of households assisted from the previous year. Funding for assistance came from several non-profit organizations.

Senior Services

This year, Senior Services offered a variety of trips including Las Vegas, an eight day cruise to Bermuda, and a tour to Mackinac Island, Michigan. Other trip offerings include Vermont, South Carolina, Goodspeed Opera House, UCONN Women's Basketball games, and kayaking. At the Senior Center, a Country and Western themed Spring Fling and the Annual Variety Show were enjoyed by many.

Senior Services' writing class, titled "SCRIBE", instructed by a local professional writer, published their first booklet: An Anthology of Creating Writing. A weekly Mindfulness/Meditation class, led by a certified meditation teacher/yoga practitioner/Reiki master, hosted 30+ members and the 5 week series, "Keeping Memory Strong" was well attended. Many AARP educational programs were also well received, including "Disrupt Aging in Your Community", "Fraud Watch – A Con Artist Playbook" and "Know Your Electric Choices."

UCONN nursing students provided valuable assistance at the Senior Center for several weeks hosting additional blood pressure clinics and support during large events such as the Annual Veterans Breakfast and the Holiday Party. The also presented informative programs on home safety, immunizations, and diabetes care.

Senior Services partnered with WIN TV to create a new public service announcement highlighting the department's programs and services.

130 volunteers worked approximately 4,500 hours to help with various activities including leading clubs, working at the reception desk, and driving seniors to their medical appointments. These volunteers saved the town approximately \$48,375 in staffing costs.

HUMAN SERVICES

FY 2019 Highlights (continued)

Transportation

In the first six months of FY 19, Senior Transportation provided 7,798 trips for the Dial-a-Ride program, which is a 6% increase compared to the first six months of last year. For the Caring Connection, 3,580 trips were given, a decrease of 20%.

During the first six months of FY 19, Windsor Senior Transportation provided 212 trips for Social Services food bank programs, a slight increase over last year and 2,375 trips to shopping destinations, banks, libraries, pharmacies, and other destinations in Windsor, a 20% increase over last year. Additionally in the first six months of FY 19, volunteers provided 228 rides for seniors to out-of-town medical appointments.

Windsor Senior Transportation was awarded a new 2019 E350 service bus through the Connecticut Department of Transportation Section 5310 Grant Program. This grant provided 80% of the total funding for the bus.

A series of trainings for the driving team included proper safety procedures, safe winter driving, door to door service, and assistance for Caring Connection clients. All drivers received First Aid and CPR/AED training. Risk Management in partnership with Senior Transportation implemented a high visibility safety vest policy for mini-bus drivers. High visibility vests and jackets were issued to all drivers.

HUMAN SERVICES

<i>Key Statistics</i>	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target
Number of times the food bank was utilized annually (duplicated number of households)	2,896	2,636	2,640	3,100	3,100
Participants in support groups and special events (duplicated number of actual participants per group)	383	413	325	300	300
Telephone and walk-in contacts related to case management	6,967	6,085	5,234	5,500	5,500
Inquiries and requests for energy assistance from Social Services staff	1,724	1,836	1,368	1,400	1,400
Number of meals served to senior and disabled persons through the Elderly Nutrition program	10,926	9,446	9,967	11,850	11,850
Number of rides the Transportation Unit provides annually (includes Caring Connection)	26,773	24,201	24,571	23,496	24,000
Number of pieces of medical equipment borrowed from the lending closet	200	165	221	215	215
Number of clinic health visits at the Senior Center provided by Seabury Visiting Nurse	141	154	163	175	175

<i>Performance Measures</i>	FY 2018 Actual	FY 2019 Target	FY 2019 Estimate	FY 2020 Target
Total number of volunteer hours contributed to all social services programs	10,500	10,500	10,350	10,350
Achieve a "good" or "very good" rating of at least 80% of those clients participating in supplemental nutrition food programs	100%	100%	100%	100%
Achieve a "good" or "very good" rating by 85% of those who responded to the annual senior citizen survey	96%	96%	96%	96%
Total number of clubs led by senior center volunteers	28	28	29	29
Achieve a 90% average satisfaction rating for overall service by those who responded to the annual senior transportation survey	95%	99%	99%	99%
Achieve a 90% average satisfaction rating regarding on time service on the senior transportation annual survey	94%	96%	96%	96%

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

This year the Windsor Food Bank distributed an average of 14,560 pounds of food per month. This equates to 12,930 meals per month to residents in need in our community.

HUMAN SERVICES

FY 2020 Goals

1. Social Services will develop a checklist of protocols to use when assisting homeless individuals and families. Training will be provided for all Human Services staff.
2. Human Services will continue to partner with AARP and NCAAA to offer a program to assist job seekers age 50 and older in finding employment options. Staff will explore various opportunities and resources.
3. Senior Services will partner with the Windsor Public Library to offer the Aging Mastery Program to Windsor seniors. This 10-week, evidence-based program developed by NCOA (National Council on Aging), will be offered twice per year, free of charge to participants.
4. Senior Transportation will review current weekend trips to add a Saturday service. This would allow seniors the opportunity of grocery shopping and trips to other in-town services/events.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
2300	Windsor Senior Center	13,417	72,930	72,930	13,417	72,930	13,417
2330	Dial-a-Ride Matching Grant FY 18	-	38,000	38,000	-	-	-
NEW	Dial-a-Ride Matching Grant FY 19	-	-	-	-	38,000	-
2331	NCAAA* Grant 10/01/17 - 9/30/18	900	100	1,000	-	3,000	-
3889	NCAAA* Grant 10/01/18 - 9/30/19	-	3,000	3,000	-	1,000	-
2326	Elderly Transportation Grant	-	9,340	9,340	-	-	-
3816	Human Services Assistance Fund	61,298	-	3,000	58,298	3,000	55,298
3840	Operation Fuel Partnering	11,427	1,060	3,000	9,487	3,000	7,487
3812	NCAAA* SS Grant 10/01/17 - 9/30/18	2,980	1,090	4,070	-	-	-
3864	NCAAA* SS Grant 10/01/18 - 9/30/19	-	3,270	3,270	-	1,090	-
3867	Windsor Community Service Council	3,242	1,700	2,610	2,332	1,700	2,332
		93,264	130,490	140,220	83,534	118,720	78,534

*North Central Area Agency on Aging

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

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

#2331/3889 - NCAAA Grant - Transportation - Funds are from an evening and weekend transportation matching grant.

#2326 - Elderly Transportation Grant - Funds are from the Greater Hartford Transit District. These funds are used for Dial-a-Ride transportation services and were previously reflected in the general fund revenues. These funds were not expected for FY19 but were received however with the State uncertainty FY20 grant has not been budgeted.

#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.

#3812/3864 - NCAAA Grant - Social Services - Funds from this account support part-time staff hours and supplies for the Groceries to Go program.

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

HEALTH SERVICES

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

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	431,522	453,730	448,020	464,420	464,420
Supplies	30,825	25,150	32,200	22,790	22,790
Services	129,063	84,060	87,520	54,170	54,170
Maintenance & Repair	1,568	2,450	2,200	1,880	1,880
Grants & Contributions	-	-	-	-	-
Capital Outlay	952	-	-	-	-
Energy & Utility	6,378	8,020	8,270	8,730	8,730
Total	600,308	573,410	578,210	551,990	551,990

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

Funding Sources

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

Funding Source	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	472,361	494,800	488,200	508,150	508,150
Grants	100,766	49,160	57,370	11,450	11,450
Private Contributions	-	-	-	-	-
User Fees	27,181	29,450	32,640	32,390	32,390
<i>Subtotal: Special Revenue Funds</i>	<i>127,947</i>	<i>78,610</i>	<i>90,010</i>	<i>43,840</i>	<i>43,840</i>
Total	600,308	573,410	578,210	551,990	551,990

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	3.90	4.00	4.00
Regular Part Time Employees	1.10	1.10	1.10	1.10	1.10
Temporary/Seasonal Employees	0.26	0.26	0.26	0.26	0.26
Total	5.36	5.36	5.26	5.36	5.36

Budget Commentary

The overall FY 19 expenditures are expected to come in over budget by \$4,800 or 0.8% due primarily to a partial year vacancy offset by property maintenance remediation activities as well as receiving an unexpected opioid prevention grant. The FY 19 General Fund expenditures are expected to be under budget by \$6,600 or 1.3% due to a partial year vacancy. The overall FY 20 budget reflects a decrease of \$21,420 or 3.7% as compared with the FY 19 budget due primarily to Personal Services cost increases offset by the loss of the Bioterrorism Grant. The FY 20 General Fund budget reflects an increase of \$13,350 or 2.7% due primarily to salary and benefit cost increases.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	429,854	449,870	441,020	460,390	460,390
Supplies	3,482	4,740	6,740	4,600	4,600
Services	31,408	31,200	31,200	32,550	32,550
Maintenance & Repair	1,568	2,200	2,200	1,880	1,880
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	6,049	6,790	7,040	8,730	8,730
Total	472,361	494,800	488,200	508,150	508,150

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,668	3,860	7,000	4,030	4,030
Supplies	27,343	20,410	25,460	18,190	18,190
Services	97,655	52,860	56,320	21,620	21,620
Maintenance & Repair	-	250	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	952	-	-	-	-
Energy & Utility	329	1,230	1,230	-	-
Total	127,947	78,610	90,010	43,840	43,840

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	431,522	453,730	448,020	464,420	464,420
Supplies	30,825	25,150	32,200	22,790	22,790
Services	129,063	84,060	87,520	54,170	54,170
Maintenance & Repair	1,568	2,450	2,200	1,880	1,880
Grants & Contributions	-	-	-	-	-
Capital Outlay	952	-	-	-	-
Energy & Utility	6,378	8,020	8,270	8,730	8,730
Total	600,308	573,410	578,210	551,990	551,990

HEALTH SERVICES
Budget Information
Fiscal Year 2016-2020

Expenditures

Expenditures by Category *	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	404,367	415,540	431,522	453,730	448,020	464,420	464,420
Supplies	25,739	23,902	30,824	25,150	32,200	22,790	22,790
Services	82,385	92,081	129,064	84,060	87,520	54,170	54,170
Maintenance & Repair	1,516	5,068	1,568	2,450	2,200	1,880	1,880
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	952	-	-	-	-
Energy & Utility	6,939	7,535	6,378	8,020	8,270	8,730	8,730
Total	520,946	544,126	600,308	573,410	578,210	551,990	551,990

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

Funding Sources

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

Funding Source	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	440,645	462,413	472,361	494,800	488,200	508,150	508,150
Grants	64,505	63,266	100,766	49,160	57,370	11,450	11,450
Private Contributions	-	280	-	-	-	-	-
User Fees	15,796	18,167	27,181	29,450	32,640	32,390	32,390
Subtotal: Special Revenue Funds	80,301	81,713	127,947	78,610	90,010	43,840	43,840
Total	520,946	544,126	600,308	573,410	578,210	551,990	551,990

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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	259,860	261,140	269,400	269,400
Supplies	4,000	6,000	4,000	4,000
Services	38,620	41,620	42,820	42,820
Maintenance & Repair	1,800	1,800	1,800	1,800
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,950	5,200	6,890	6,890
Total	309,230	315,760	324,910	324,910

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	296,230	299,760	308,910	308,910
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	13,000	16,000	16,000	16,000
<i>Subtotal: Special Revenue Funds</i>	<i>13,000</i>	<i>16,000</i>	<i>16,000</i>	<i>16,000</i>
Total	309,230	315,760	324,910	324,910

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.30	2.30	2.30	2.30
Regular Part Time Employees	0.90	0.90	0.90	0.90
Temporary/Seasonal Employees	0.26	0.26	0.26	0.26
Total	3.46	3.46	3.46	3.46

Budget Commentary

The overall FY 19 expenditures are expected to come in over budget by \$6,530 or 2.1% due primarily to expenditures associated with property maintenance remediation using special revenue funds as well as the purchase of ipads for inspection purposes. The overall FY 20 budget reflects an increase of \$15,680 or 5.1% due to personal service cost increases and an increase in the level of property maintenance remediation activity. The FY 20 General Fund increase of \$12,680 or 4.3% is due primarily to Personal Services.

INSPECTION AND REGULATION

Products & Services

Food Safety \$88,150

- Issue permits and inspect 153 permanent food service establishments
- Issue permits to approximately 136 temporary food operations conducted at community events
- Conduct a plan review for all new and renovated food service establishments
- Investigate all complaints of improper food sanitation and all reports of alleged foodborne disease
- Monitor all food recalls
- Conduct educational sessions and updates for food service managers, employees, and civic groups.

Drinking Water Protection \$6,820

- 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 \$26,590

- 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 \$110,140

- Receive and investigate more than 387 complaints and issue over 150 abatement orders as necessary including, but not limited to, property maintenance, housing, refuse and litter, hazardous materials, air pollution, odors and noise
- Maintain a vacant property nuisance abatement program.

Institutional Health and Safety \$5,910

- Inspect for compliance with state regulations and licensing requirements and investigate any complaints of unsanitary conditions at 13 public and private schools, 6 day care centers, 1 migrant labor camp, 17 public/semi-public swimming pools and spas, 9 youth resident and day camps, 4 group homes, parks and public playgrounds, 1 school infirmary, 7 hotels and motels, and salons.

Emergency & Hazardous Situations \$38,940

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

Mosquito Control \$36,610

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

Environmental Assessment \$11,750

- 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	134,650	131,490	136,170	136,170
Supplies	6,730	11,360	6,650	6,650
Services	3,360	3,530	3,450	3,450
Maintenance & Repair	150	150	80	80
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,840	1,840	1,840	1,840
Total	146,730	148,370	148,190	148,190

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	137,990	131,690	139,570	139,570
Grants	7,040	15,040	6,980	6,980
Private Contributions	-	-	-	-
User Fees	1,700	1,640	1,640	1,640
<i>Subtotal: Special Revenue Funds</i>	<i>8,740</i>	<i>16,680</i>	<i>8,620</i>	<i>8,620</i>
Total	146,730	148,370	148,190	148,190

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.20	1.15	1.20	1.20
Regular Part Time Employees	0.07	0.07	0.07	0.07
Temporary/Seasonal Employees	-	-	-	-
Total	1.27	1.22	1.27	1.27

Budget Commentary

The overall FY 19 expenditures are expected to come in over budget by \$1,640 or 1.1% due to an opioid prevention grant being received in March 2019 offset by salary and benefit savings as a result of a partial year vacancy in the Public Health Nurse position. The FY 20 General Fund budget reflects an increase of \$1,580 or 1.1% as compared to the FY 19 budget due primarily to increases in Personal Services.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment \$34,400

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

Epidemiological Investigations \$65,230

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

Community Programs \$48,560

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

CLINIC SERVICES

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	56,320	52,490	55,590	55,590
Supplies	11,750	11,710	11,750	11,750
Services	3,000	3,290	3,000	3,000
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	71,070	67,490	70,340	70,340

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

Funding Sources

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

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	56,320	52,490	55,590	55,590
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	14,750	15,000	14,750	14,750
<i>Subtotal: Special Revenue Funds</i>	<i>14,750</i>	<i>15,000</i>	<i>14,750</i>	<i>14,750</i>
Total	71,070	67,490	70,340	70,340

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.50	0.45	0.50	0.50
Regular Part Time Employees	0.13	0.13	0.13	0.13
Temporary/Seasonal Employees	-	-	-	-
	0.63	0.58	0.63	0.63

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$3,580 or 5.0% due to a partial year vacancy in the Public Health Nurse position. The FY 20 overall expenditures are proposed to be \$730 or 1.0% less than FY 19 due to salary and benefits savings.

CLINIC SERVICES

Products & Services

Health Screenings

\$13,780

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

Immunization Clinics

\$41,100

- Administer approximately 620 doses of seasonal flu vaccine to Windsor citizens 18 years of age and older, town emergency responders, town staff and local business partners
- Monitor flu vaccine supplies and assist in the distribution of these supplies to local and regional medical providers
- Participate as a member of the Connecticut Immunization Coalition, to improve vaccination rates and plan for statewide flu immunizations
- Collaborate with local physicians and clinics and hospitals to assist customers in getting required immunizations for school and travel.

Health Services

\$15,460

- 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 Centers (CHC) Mobile Dental Services, which provides dental services to students on site, to educate and inform the public about these services
- Collaborate with the Windsor Public Schools and the State Department of Public Health to explore implementation of the Tools for Schools Indoor Air Quality program.

EMERGENCY MANAGEMENT

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	2,900	2,900	3,260	3,260
Supplies	2,670	3,130	390	390
Services	39,080	39,080	4,900	4,900
Maintenance & Repair	500	250	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,230	1,230	-	-
Total	46,380	46,590	8,550	8,550

* 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 budget or the property tax rate.

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	4,260	4,260	4,080	4,080
Grants	42,120	42,330	4,470	4,470
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>42,120</i>	<i>42,330</i>	<i>4,470</i>	<i>4,470</i>
Total	46,380	46,590	8,550	8,550

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The overall FY 19 expenditures are expected to come in over budget by \$210 due to an increase in the Emergency Management Performance grant. The Connecticut Department of Public Health is requiring the regionalization of all Mass Dispensing Areas (MDA's). Due to this regionalization requirement, MDA #31(Windsor and South Windsor) will cease to exist. The town is expected to contribute but no additional General Fund costs are anticipated and grant funding is no longer coming directly to the Town of Windsor. The overall FY 20 budget reflects a decrease of \$37,830 or 81.6% due to the elimination of the Bioterrorism grant.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response \$8,550

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

HEALTH SERVICES

FY 2019 Highlights

In FY 19, The Windsor Health Department conducted more than 400 inspections of food establishments, issued 136 temporary event food permits, and conducted several training sessions for food establishment workers within the town. Windsor's two full-time sanitarians have continued to investigate all foodborne illness complaints and respond to food safety issues such as outbreaks, recalls and food emergencies as necessary. In the past year, several new or remodeled food establishment plans were reviewed, approved and monitored through completion resulting in the issuance of the following food permits; Loomis Chaffee School new kitchen and dining hall, Pho Van on Day Hill Rd, HomeGoods on Kennedy Rd and a remodeled Stop & Shop on Kennedy Rd.

The department continues to be the lead agency responding to nuisance and blight complaints, housing complaints, septic system and well water issues, epidemiological investigations, illness and disease outbreak reporting, and many other general environmental health complaints. Using the SeeClickFix reporting system, we have responded to more than 350 of these types of complaints in the past year and issued more than 150 orders to correct violations of the Public Health Code or Town Ordinance.

Health department staff continues to receive training and certification in necessary areas of specialization. Michael Rotondaro passed the State of Connecticut's Registered Sanitarian exam. As part of the State of Connecticut's initiative to adopt the FDA Food Code in 2019, the Health Department staff has become certified on the new code and have started implementation of new provisions of the code. As a measure to ease the transition to the new FDA Food Code, the Health Department has generated a list of commonly asked questions and answers which can be found on the Health Department's website.

The annual health fair/flu clinic on October 4, 2018 and the clinics for first responders, employees and the public provided immunizations to more than 615 persons compared to 572 administered in FY 18. The Senior Health Fair was well attended with 34 vendors offering a variety of services and information. We partnered with the UConn school of nursing to have senior class nursing students assist in administering the flu shots. The health department partnered with local businesses to administer flu vaccinations to their employees at their worksites including the Windsor Board of Education. For national adult immunization week the State Department of Public Health encouraged local health departments to offer flu vaccinations during that week. The health department held a regional flu shot clinic on Saturday December 8, 2018 where 57 people ages five and up received flu shots.

The Project Santa Toy Drive committee, comprised of members of the Windsor Chamber of Commerce, volunteers, Windsor Social Services, Health Services, Safety Services and Grace Church, was very successful thanks to the generosity of local businesses, churches, families and individuals who provided toys and gifts. 132 families and 313 children were served compared to 354 children being served last year.

The Emergency Management division is continuing their work on citizen outreach. Planning continued on designing an Emergency Management website with the assistance of a Windsor High School student. School safety continues to be an important aspect of Emergency Management with staff conducting their annual review of the school systems emergency plans and giving guidance as needed.

An Opioid Prevention Activities grant was received from the Connecticut Department of Public Health. This grant will provide funding for public service announcements, increased information on the Health Services website, logos and magnets, and other awareness activities.

HEALTH SERVICES

<i>Key Statistics</i>	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target
Number of total flu shots administered	503	508	572	615	575
Number of residential larvicide packets distributed	47	69	69	70	70
Number of public nuisance complaints received*	341	326	387	391	360
Number of people participating in cholesterol classes/being screened	21/100	30/106	24/80	25/100	30/110
Number of mandatory reportable diseases, emergency illnesses and health conditions reported and reviewed**	379	485	696	700	700
Number of animals tested for rabies/number tested positive	6/1	6/1	6/0	6/2	6/2
Number of children reported as having blood lead levels exceeding 5ug/dL ***	9	8	7	7	5

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

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

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

<i>Performance Measures</i>	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Estimate	FY 2020 Target
Percentage of required food service inspections performed	100%	96%	100%	100%	100%
Acknowledgement time for SeeClickFix complaints	0.1 days	0.56 days	0.1 days	0.1 days	0.1 days

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

The Health Department has given more than 2,643 flu shots over the past five years.

HEALTH SERVICES

FY 2020 Goals

1. Begin a campaign using various social media platforms to market the various programs and services that are available to town residents and the general public in order to increase the Health Department's visibility.
2. Create a page for the town's website that focuses on citizen preparedness before an emergency exists.
3. Research a new computer-based paperless software inspection system for food service establishments.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
3805	CPR Classes	469	600	600	469	600	469
3808	Clinic Services	27,634	15,000	15,000	27,634	14,750	27,634
3814	Bike & Ski Safety Equipment	2,709	1,040	1,040	2,709	1,040	2,709
3885	Public Health Block Grant FY 18	6,070	-	6,070	-	-	-
NEW	Public Health Block Grant FY 19	-	6,980	-	6,980	-	-
NEW	Public Health Block Grant FY 20	-	-	-	-	6,980	-
3884	Bioterrorism Grant FY 19	-	-	-	-	-	6,980
3877	Regional Emergency Planning	1,143	37,860	37,860	-	N/A	N/A
3896	Emergency Mgmt Performance Grant	(3,850)	-	-	1,143	-	1,143
NEW	Opioid Prevention Grant	-	3,850	4,470	(4,470)	4,470	(4,470)
3897	Property Maintenance Remediation	23,857	8,970	8,970	-	-	-
		58,032	39,930	16,000	47,787	16,000	43,287
		58,032	114,230	90,010	82,252	43,840	77,752

#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.

#3885/NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period runs October 1st through September 30th.

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

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

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

#NEW - Opioid Prevention Grant - This grant is from the CT Department of Public Health through the Center for Disease Control (CDC) to support the opioid overdose crisis in Connecticut.

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

LIBRARY SERVICES

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

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,184,729	1,260,370	1,239,070	1,296,490	1,296,490
Supplies	201,946	200,540	203,340	198,540	198,540
Services	141,793	67,510	67,700	67,910	67,910
Maintenance & Repair	30,166	81,450	79,350	81,350	81,350
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,152	16,000	16,000	19,900	19,900
Energy & Utility	109,584	126,470	126,860	129,390	129,390
Total	1,670,370	1,752,340	1,732,320	1,793,580	1,793,580

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

Funding Sources

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

Funding Source	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,603,893	1,678,840	1,658,820	1,717,780	1,717,780
Grants	3,793	8,000	8,000	15,900	15,900
Donations	25,553	25,500	25,500	29,900	29,900
User Fees	37,131	40,000	40,000	30,000	30,000
<i>Subtotal: Special Revenue Funds</i>	<i>66,477</i>	<i>73,500</i>	<i>73,500</i>	<i>75,800</i>	<i>75,800</i>
Total	1,670,370	1,752,340	1,732,320	1,793,580	1,793,580

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	9.00	8.71	9.00	9.00
Regular Part Time Employees	9.71	9.61	9.61	9.61	9.61
Temporary/Seasonal Employees	-	-	-	-	-
Total	18.71	18.61	18.32	18.61	18.61

Budget Commentary

The FY 19 General Fund and overall budget expenditures are expected to come in under budget by \$20,020 or 1.2% due to full-time Personal Services savings during two short-term vacancies and one short-term disability. The overall FY 20 budget reflects an increase of \$41,240 or 2.4% due to Personal Services as well as installation of a fiber connection to the Wilson branch that will be purchased with Special Revenue grant funds from the Windsor Library Association and the State Library. The FY 20 General Fund budget reflects an increase of \$38,940 or 2.3% due primarily to salary and benefit costs.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,184,729	1,260,370	1,239,070	1,296,490	1,296,490
Supplies	164,253	160,640	163,440	160,640	160,640
Services	113,009	49,910	50,100	49,910	49,910
Maintenance & Repair	30,166	81,450	79,350	81,350	81,350
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,152	-	-	-	-
Energy & Utility	109,584	126,470	126,860	129,390	129,390
Total	1,603,893	1,678,840	1,658,820	1,717,780	1,717,780

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	37,693	39,900	39,900	37,900	37,900
Services	28,784	17,600	17,600	18,000	18,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	16,000	16,000	19,900	19,900
Energy & Utility	-	-	-	-	-
Total	66,477	73,500	73,500	75,800	75,800

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,184,729	1,260,370	1,239,070	1,296,490	1,296,490
Supplies	201,946	200,540	203,340	198,540	198,540
Services	141,793	67,510	67,700	67,910	67,910
Maintenance & Repair	30,166	81,450	79,350	81,350	81,350
Grants & Contributions	-	-	-	-	-
Capital Outlay	2,152	16,000	16,000	19,900	19,900
Energy & Utility	109,584	126,470	126,860	129,390	129,390
Total	1,670,370	1,752,340	1,732,320	1,793,580	1,793,580

LIBRARY SERVICES
Budget Information
Fiscal Year 2016-2020

Expenditures

Expenditures by Category *	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020	
	Actual		Actual		Actual		Budget	Estimate	Proposed	Adopted
Personal Services	1,148,806		1,170,243		1,184,729		1,260,370	1,239,070	1,296,490	1,296,490
Supplies	223,777		229,365		201,946		200,540	203,340	198,540	198,540
Services	136,733		132,707		141,793		67,510	67,700	67,910	67,910
Maintenance & Repair	20,495		41,908		30,166		81,450	79,350	81,350	81,350
Grants & Contributions	-		-		-		-	-	-	-
Capital Outlay	5,198		2,211		2,152		16,000	16,000	19,900	19,900
Energy & Utility	101,868		119,239		109,584		126,470	126,860	129,390	129,390
Total	1,636,877		1,695,673		1,670,370		1,752,340	1,732,320	1,793,580	1,793,580

* 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 2016		FY 2017		FY 2018		FY 2019		FY 2020	
	Actual		Actual		Actual		Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,574,820		1,609,488		1,603,893		1,678,840	1,658,820	1,717,780	1,717,780
Grants	4,846		2,211		3,793		8,000	8,000	15,900	15,900
Donations	22,000		37,162		25,553		25,500	25,500	29,900	29,900
User Fees	35,211		46,812		37,131		40,000	40,000	30,000	30,000
Subtotal: Special Revenue Funds	62,057		86,185		66,477		73,500	73,500	75,800	75,800
Total	1,636,877		1,695,673		1,670,370		1,752,340	1,732,320	1,793,580	1,793,580

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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	796,390	789,000	819,770	819,770
Supplies	112,440	113,040	113,440	113,440
Services	11,850	11,920	12,250	12,250
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	920,680	913,960	945,460	945,460

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	897,180	890,460	920,560	920,560
Grants	-	-	-	-
Donations	11,500	11,500	12,900	12,900
User Fees	12,000	12,000	12,000	12,000
<i>Subtotal: Special Revenue Funds</i>	<i>23,500</i>	<i>23,500</i>	<i>24,900</i>	<i>24,900</i>
Total	920,680	913,960	945,460	945,460

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.90	6.00	6.00
Regular Part Time Employees	4.64	4.64	4.64	4.64
Temporary/Seasonal Employees	-	-	-	-
Total	10.64	10.54	10.64	10.64

Budget Commentary

The FY 19 General Fund expenditures are expected to come in under budget by \$6,720 or 0.7% due to Personal Services savings from short-term vacancy of the Teen/Reference Librarian position. The FY 20 overall budget reflects an increase of \$24,780 or 2.7% due to Personal Services and additional museum passes purchased with donated funds.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More \$453,600

- Select, acquire and catalog over 9,000 novels, non-fiction titles, audiobooks, DVDs, compact discs and downloadable audio and electronic books
- Subscribe to over 170 magazines and daily newspapers in print and nearly 360 in digital formats
- Assist users in accessing and placing holds on materials from a collection of 3.5 million items through LCI, a 30 member library consortium
- Lend and ensure prompt return and reshelving of library materials
- Maintain a database of over 12,000 active Windsor cardholders
- Offer renewal of borrowed materials by email, phone, in person or online
- Offer a friendly reception to users who visit the library
- Provide helpful, accurate and consistent lending services to patrons and staff by managing the flow of nearly 250,000 loans per year
- Assist patrons with managing their online library card accounts and online payment of fines and fees with credit or debit cards
- Process 3,500 renewals, manage 15,000 hold pickups and share materials with other libraries through the statewide book delivery system
- Solicit input and concerns from patrons and seek appropriate solutions
- Provide online access to a Connecticut State supported service, ResearchIT.CT, which funds access to databases containing over 6,500 full text periodicals
- Provide access and assistance to computer, fax machine and photocopier users for a modest charge
- Proctor exams for long-distance learners and process over 50 passport applications for residents
- Assist patrons with special needs to access library materials by providing curbside pick-up and homebound delivery service
- Provide nearly 1,000 free and discounted passes to over 30 area venues.

Information, Research and Referral \$397,010

- 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 30 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 84 public and staff computers at the Main Library
- Provide wireless Internet and printing access throughout the public library building
- Maintain a library homepage that offers users frequently updated information about the Main Library and Wilson Branch Library programs
- Recruit, train, supervise and provide opportunities for adults and teens to volunteer over 3,000 hours annually.

Cultural & Recreational Programs \$94,850

- Plan, conduct and host nearly 150 adult cultural, educational and recreational programs each year such as book discussions, author visits and other instructional enrichment programs
- Partner with Windsor Public Schools, Senior Services and local businesses to provide community outreach programs
- Provide teens with materials, programs and information that encourage teen involvement in the community
- Continue the federal and state tax form distribution program, that provides access to hard copy and online tax forms and publications for Windsor citizens
- Raise community awareness of library services via press releases, an online newsletter with 1,500 subscribers, brochures, library website and over 2,000 social media followers
- Provide meeting space for library and community programs, quiet study use and small group meetings. The five main library meeting rooms are booked over 3,700 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	28,350	30,240	30,930	30,930
Supplies	26,000	26,000	26,000	26,000
Services	37,650	37,800	37,650	37,650
Maintenance & Repair	68,310	66,310	68,310	68,310
Grants & Contributions	-	-	-	-
Capital Outlay	16,000	16,000	-	-
Energy & Utility	100,100	100,240	102,910	102,910
Total	276,410	276,590	265,800	265,800

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	248,410	248,590	253,800	253,800
Grants	8,000	8,000	-	-
Donations	-	-	-	-
User Fees	20,000	20,000	12,000	12,000
<i>Subtotal: Special Revenue Funds</i>	<i>28,000</i>	<i>28,000</i>	<i>12,000</i>	<i>12,000</i>
Total	276,410	276,590	265,800	265,800

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	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 19 expenditures are expected to come in slightly over budget by \$180 or 0.1%. The FY 20 General Fund budget reflects an increase of \$5,390 or 2.2% due to Personal Services and utilities.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance \$265,800

- 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 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	264,800	261,380	270,790	270,790
Supplies	33,820	34,590	31,820	31,820
Services	10,630	10,600	10,630	10,630
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	309,250	306,570	313,240	313,240

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	298,250	295,570	304,240	304,240
Grants	-	-	-	-
Donations	7,000	7,000	7,000	7,000
User Fees	4,000	4,000	2,000	2,000
<i>Subtotal: Special Revenue Funds</i>	<i>11,000</i>	<i>11,000</i>	<i>9,000</i>	<i>9,000</i>
Total	309,250	306,570	313,240	313,240

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	1.87	2.00	2.00
Regular Part Time Employees	1.95	1.95	1.95	1.95
Temporary/Seasonal Employees	-	-	-	-
Total	3.95	3.82	3.95	3.95

Budget Commentary

The overall and General Fund FY 19 expenditures are expected to come in under budget by \$2,680 or 0.9% due to savings from a short-term disability. The FY 20 General Fund budget reflects an increase of \$5,990 or 2.0% due to Personal Services.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More \$131,250

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

Information, Research and Referral \$109,320

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

Cultural and Recreational Events/Programs \$72,670

- Provide over 200 regularly scheduled programs for children birth to six that feature interactive play, stories, songs, crafts and games to encourage early literacy and school readiness.
- Operate a 1,000 Books Before Kindergarten reading program to reach nearly 350 young children and their families
- Provide summer reading programs, school vacation programs and special events for over 7,000 children
- Provide library tours and visits to Windsor public and area private schools to highlight library resources and programs for children of all ages
- Partner with Family Resource Centers, area daycare centers and school district's Family and Community Engagement staff on initiatives that promote literacy
- Provide programs and drop-in opportunities for children and families to explore over 30 different instruments in the Kidspace Music Makerspace.

WILSON BRANCH SERVICES

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	170,830	158,450	175,000	175,000
Supplies	28,280	29,710	27,280	27,280
Services	7,380	7,380	7,380	7,380
Maintenance & Repair	13,140	13,040	13,040	13,040
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	19,900	19,900
Energy & Utility	26,370	26,620	26,480	26,480
Total	246,000	235,200	269,080	269,080

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

Funding Sources

Donations include funds donated and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	235,000	224,200	239,180	239,180
Grants	-	-	15,900	15,900
Donations	7,000	7,000	10,000	10,000
User Fees	4,000	4,000	4,000	4,000
<i>Subtotal: Special Revenue Funds</i>	<i>11,000</i>	<i>11,000</i>	<i>29,900</i>	<i>29,900</i>
Total	246,000	235,200	269,080	269,080

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	0.94	1.00	1.00
Regular Part Time Employees	2.23	2.23	2.23	2.23
Temporary/Seasonal Employees	-	-	-	-
Total	3.23	3.17	3.23	3.23

Budget Commentary

The FY 19 General Fund expenditures are expected to come in under budget by \$10,800 or 4.6% due to savings from the short-term vacancy of the Library Branch Manager. The FY 20 General Fund budget reflects an increase of \$4,180 or 1.8% due primarily to Personal Services. The overall FY 20 budget will increase \$23,080 or 9.4% due, in large part, to installation of a fiber connection to the Wilson branch building using Special Revenue grant funds from the State Library and the Windsor Library Association.

WILSON BRANCH SERVICES

Products & Services

Books and More \$99,330

- Lend and ensure prompt return and re-shelving of nearly 25,000 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.

Information, Research and Referral \$48,730

- Assist over 12,000 library patrons by providing information, computer assistance and community referrals
- Provide and maintain twelve public computers for over 10,000 people to access resources such as the Internet, word processing and Public Access Catalog.

Cultural and Recreational Events/Programs \$59,210

- 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 \$61,810

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

LIBRARY SERVICES

FY 2019 Highlights

Through a partnership with the Windsor Public schools, students attending Sage Park Middle School can now use their barcoded student identification cards in place of a separate library card. Instead of making a special trip to the library to sign their children up for a library card, parents can now give permission at school during registration time.

Gabrielle Barnes was hired as manager of the Wilson Branch Library to replace Kevin Sullivan, who left the branch in November to become director of the Douglas Library in Hebron. Gabbie, a Windsor native, has several years of library experience, most recently as YOUmedia Manager at the Hartford Public Library. She holds a Master's degree in Library and Information Science from the University of Washington. Andrew Geary became the Teen/Reference Librarian at the end of July, replacing Shannon Schilling, who returned home to Ohio after three years in Windsor. Andy was part-time Director of Special Programs in our Children's Dept. and has experience as a freelance videographer, writer, blogger, bookseller and theater manager. He holds a Master's degree in Library and Information Science from Rutgers University.

Laptops and Chromebooks became available for patrons to use while visiting the library as a more portable option to desktop computers which are located in the lower level of the building. Anyone using computer equipment, including personal devices, can access the library's wireless network with their library card.

Patrons at both libraries now have the option to pay fines/fees using their credit or debit card.

Library staff participated in a Professional Development Half Day on October 26th. To make it possible for everyone to attend, both the main library and the branch were closed to the public until 1PM. Staff received bloodborne pathogen training and then participated in de-escalation training, important information for a staff that works closely with the public.

September was Patron Appreciation month at both libraries and featured "behind the scenes" Saturday tours at the main library. The tours included areas in the building that patrons don't ordinarily get to see. We also offered convenient sign-up for library cards at Stop 'N Shop and the Northwest Park Country Fair as well as weekly drawings for gift cards to local businesses.

The Wilson Branch Library tutoring program was the fortunate recipient of a drive conducted by Windsor Federal Savings. Employees from their Universal Banker Certification program organized the drive and collected a total of four carloads and a pick-up truck filled with new or nearly new books and school supplies from the community. The Wilson Branch tutoring program is a volunteer-run October-May program that has been helping dozens of children each week for over two decades in grades 1-8 who are struggling with either reading or math.

The Children's Department desk was replaced with one that features both low and high countertop heights for staff to offer eye-level service to both children and their parents or caregivers. The new furniture also features additional drawer and cabinet space that hides electrical cords that were previously exposed and no longer poses an unsafe attraction to little ones in that area. Another enhancement to customers being served at a public desk was the relocation of the main floor Information desk. Moving the librarian's desk/work space several feet away from the same wall that displays the Quick-Picks books and Quick-Flix DVDs allows patrons greater freedom to access both collections.

In order to more accurately reflect changes to the duties being performed by library staff, job descriptions for each of the nine full time library positions were created or amended and then approved by town council. All of the job descriptions also include revised sections for required competencies, physical qualifications and work environment.

LIBRARY SERVICES

<i>Key Statistics</i>	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target
Volunteer hours per week	93	68	69	70	71
Total circulation of items	265,027	236,867	257,014	260,000	265,000
Circulation per capita	9.13	8.2	8.9	8.99	9.17
Ebook/Audiobook Downloads	7,841	9,454	11,763	12,500	13,000
Library visits	269,911	271,066	257,779	260,000	262,000
Computer users	53,365	50,542	48,115	50,000	50,650

<i>Performance Measures</i>	FY 2018 Actual	FY 2019 Target	FY 2019 Estimate	FY 2020 Target
Volunteer hours per capita is more than the statewide average	Windsor 0.12 Statewide 0.07	0.135	0.125	0.127
Circulation per capita exceeds statewide average	Windsor 8.9 Statewide 7.0	8.48	9.0	9.17
Library visits per capita exceed statewide average	Windsor 9.4 Statewide 5.5	9.52	8.99	9.06
Computer users exceed the statewide average	Windsor 1.66 Statewide 1.04	1.75	1.73	1.75

Note: Windsor's population of 28,898 and statewide per capita numbers are from Connecticut Public Library Annual Report 2017/2018.

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

The Windsor Public Library and Wilson Branch are the number one providers of Internet access for families in town without Internet service at home. Patrons spend more than 110,000 hours online at Windsor's libraries each year.

LIBRARY SERVICES

FY 2020 Goals

1. Investigate the logistical and financial impact of creating a segregated area in the main library building where eating is permitted by October 2019.
2. Partner with Windsor Public Schools to assess the feasibility of expanding the program linking Sage Park Middle School student identification cards to the library system to Windsor High School students, further streamline the application process for checking out materials and expand access to public computers, online databases and downloadable content.
3. Cross-train staff at the main library and Wilson branch to provide greater flexibility in scheduling of public desks, ensure uniformity of library policies and procedures and enhance overall customer service at both locations by January 2020.
4. Explore other options for shelving new adult materials at the main library to make the collection more attractive and accessible. Determine cost to either retrofit existing shelving or purchase replacement shelving units by December 2019.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
2501	Library Copy Machine Fund	48,384	12,000	20,000	40,384	12,000	40,384
2502	Windsor Library Association Grant	4,341	1,400	-	5,741	4,000	3,141
2503	Main Library Non-Print Materials	33,544	16,000	16,000	33,544	14,000	33,544
2504	Wilson Library Non-Print	13,361	4,000	4,000	13,361	4,000	13,361
2505	Connecticard	25,805	8,000	8,000	25,805	15,900	9,905
2507	Cary Nearing Book Project	8,332	-	2,500	5,832	2,500	3,332
2509	State Library Grant	8,681	-	-	8,681	-	8,681
N/A	Library Association Donation***	-	23,000	23,000	-	23,400	-
		142,448	64,400	73,500	133,348	75,800	112,348

***Not included in town system

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

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

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

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

#2505 - Connecticut - Revenues are from the state to help reimburse the library for non-residential use. Funds can be used for library materials, supplies, staff and equipment. For FY20 no funding is expected to be received.

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

#2509 - State Library Grant - Revenues are from the state to be used for the purchase of print material. For FY20 no funding is expected to be received.

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

DEVELOPMENT SERVICES

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

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,139,408	1,208,330	1,203,800	1,238,570	1,238,570
Supplies	4,153	8,790	8,290	8,450	8,450
Services	60,750	76,180	78,220	71,960	71,960
Maintenance & Repair	845	9,500	9,350	10,500	10,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	960	-	-	-	-
Energy & Utility	13,260	15,230	15,390	15,280	15,280
Total	1,219,376	1,318,030	1,315,050	1,344,760	1,344,760

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

Funding Sources

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

Funding Source	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	1,219,376	1,318,030	1,312,040	1,344,760	1,344,760
Special Revenue Funds	-	-	3,010	-	-
<i>Subtotal: Other Funds</i>	-	-	3,010	-	-
Total	1,219,376	1,318,030	1,315,050	1,344,760	1,344,760

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	11.00	11.00	10.93	11.00	11.00
Regular Part Time Employees	0.04	0.25	0.25	0.25	0.25
Temporary/Seasonal Employees	0.17	0.16	0.16	0.16	0.16
Total	11.21	11.41	11.34	11.41	11.41

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$2,980 or 0.2% primarily due to savings in Personal Services. The overall FY 20 budget reflects a \$26,730 or 2.0% increase as compared to the FY 19 budget primarily due to Personal Services.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,139,408	1,208,330	1,203,800	1,238,570	1,238,570
Supplies	4,153	8,790	8,290	8,450	8,450
Services	60,750	76,180	75,210	71,960	71,960
Maintenance & Repair	845	9,500	9,350	10,500	10,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	960	-	-	-	-
Energy & Utility	13,260	15,230	15,390	15,280	15,280
Total	1,219,376	1,318,030	1,312,040	1,344,760	1,344,760

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	3,010	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	3,010	-	-

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,139,408	1,208,330	1,203,800	1,238,570	1,238,570
Supplies	4,153	8,790	8,290	8,450	8,450
Services	60,750	76,180	78,220	71,960	71,960
Maintenance & Repair	845	9,500	9,350	10,500	10,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	960	-	-	-	-
Energy & Utility	13,260	15,230	15,390	15,280	15,280
Total	1,219,376	1,318,030	1,315,050	1,344,760	1,344,760

DEVELOPMENT SERVICES
Budget Information
Fiscal Year 2016-2020

Expenditures

Expenditures by Category *	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual *	Actual *	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,100,167	1,124,947	1,139,408	1,208,330	1,203,800	1,238,570	1,238,570
Supplies	6,784	7,033	4,153	8,790	8,290	8,450	8,450
Services	51,578	65,372	60,750	76,180	78,220	71,960	71,960
Maintenance & Repair	2,684	5,774	845	9,500	9,350	10,500	10,500
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	829	2,426	960	-	-	-	-
Energy & Utility	14,020	14,209	13,260	15,230	15,390	15,280	15,280
Total	1,176,062	1,219,761	1,219,376	1,318,030	1,315,050	1,344,760	1,344,760

* 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 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual *	Actual *	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,175,252	1,217,782	1,219,376	1,318,030	1,312,040	1,344,760	1,344,760
Total	1,175,252	1,217,782	1,219,376	1,318,030	1,312,040	1,344,760	1,344,760
Special Revenue Funds	810	1,979	-	-	3,010	-	-
<i>Subtotal: Other Funds</i>	<i>810</i>	<i>1,979</i>	<i>-</i>	<i>-</i>	<i>3,010</i>	<i>-</i>	<i>-</i>
Total	1,176,062	1,219,761	1,219,376	1,318,030	1,315,050	1,344,760	1,344,760

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

BUILDING SAFETY

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	602,120	604,560	629,650	629,650
Supplies	5,970	5,970	5,970	5,970
Services	33,680	33,680	30,180	30,180
Maintenance & Repair	3,800	3,800	4,800	4,800
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	11,520	11,520	11,430	11,430
Total	657,090	659,530	682,030	682,030

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	657,090	659,530	682,030	682,030
Special Revenue Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	657,090	659,530	682,030	682,030

Personnel Requirements

Full Time Equivalents	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	0.25	0.25	0.25	0.25
Temporary/Seasonal Employees	-	-	-	-
Total	6.25	6.25	6.25	6.25

Budget Commentary

The FY 19 expenditures are expected to come in over budget by \$2,440 or 0.4%. The FY 20 budget reflects an increase of \$24,940 or 3.8% as compared to the FY 19 budget due to Personal Services.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm Losses \$651,170

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

After Emergency Assistance \$30,860

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

ECONOMIC DEVELOPMENT

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	181,100	180,700	184,660	184,660
Supplies	360	360	320	320
Services	25,780	25,810	26,190	26,190
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,090	1,250	1,190	1,190
Total	208,330	208,120	212,360	212,360

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	208,330	208,120	212,360	212,360
Special Revenue Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	208,330	208,120	212,360	212,360

Personnel Requirements

Full Time Equivalent (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.16	0.16	0.16	0.16
Total	1.16	1.16	1.16	1.16

Budget Commentary

The FY 19 expenditures are expected to come in slightly under budget. The FY 20 budget reflects an increase of \$4,030 or 1.9% as compared to FY 19 mostly due to Personal Services.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion \$57,340

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

Economic Development Planning & Redevelopment \$106,170

- 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 \$48,850

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

PLANNING

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	425,110	418,540	424,260	424,260
Supplies	2,460	1,960	2,160	2,160
Services	16,720	18,730	15,590	15,590
Maintenance & Repair	5,700	5,550	5,700	5,700
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,620	2,620	2,660	2,660
Total	452,610	447,400	450,370	450,370

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	452,610	444,390	450,370	450,370
Special Revenue Funds	-	3,010	-	-
<i>Subtotal: Other Funds</i>	-	<i>3,010</i>	-	-
Total	452,610	447,400	450,370	450,370

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	3.93	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	3.93	4.00	4.00

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$5,210 or 1.2% primarily due to Personal Services and is offset by use of Special Revenue Funds for Wetlands. The overall FY 20 budget reflects a decrease of \$2,240 or 0.5% mostly due to Services and Personal Services.

PLANNING

Products & Services

Plan Review & Design Development \$288,240

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

Geographic Information System \$49,540

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

Support Boards & Commissions \$112,590

- 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 2019 Highlights

Building Safety

During FY 19, Building Safety permitted, inspected and issued certificates for the following major construction projects:

- Construction started on Great Pond Village apartments (Phase I – 230 units)
- Verizon has undertaken a 20,000 sq. ft. addition
- Reconstruction of the Public Works salt shed
- Complete renovation to the Stop and Shop super market and the construction of a state of the art on-line automated product purchase and delivery system
- Renovations to the two CVS Pharmacies
- Home Goods opened in a 20,000 sq. ft. renovated space in the Target Plaza
- Completion of the Loomis Chaffee community center and refectory, consisting of 54,000 sq. ft.
- Construction of the new Ford Motor Co. 235,000 sq. ft. distribution center at 220 Tradeport Drive
- Renovations adding a Dunkin Donuts in the Shell Services station at 1010 Kennedy Road
- Renovation to the interior of Geissler's super market
- Upgrade to the Ellsworth School HVAC system
- Demolition of the Flamingo Inn motel and adjacent barn
- Renovation to 75 International Drive for the Wayfair distribution facility
- Electric upgrade at the Williamsburg apartments on Bloomfield Avenue
- Renovations to 20 International Drive for Westinghouse consisting of 51,957 sq. ft.
- Site clean-up of the Suburban LP facility on Macktown Road
- Clearing and site prep for a large ground mounted solar array for Loomis Chaffee
- Dattco Bus Co. moved into their new 4,933 sq. ft. school bus terminal on Baker Hollow Road
- Interior tenant fit outs and upgrades to several of our office buildings on Griffin Road No., and Waterside Crossing
- Interior tenant fit outs at 1 Market Circle for Fabrica 130,410 sq. ft.
- Interior tenant fit outs 330 Stone Road for National Tire Wholesale
- Continued sales and construction of new homes in the Poquonock Villages development.

In response to the complete community risk assessment project, the Fire Marshal's Office conducted a comprehensive review and revision of the town ordinances resulting in the repeal and replacement of Chapter 6 of the Windsor Town Ordinances. Chapter 6 addressed how fire safety services are provided in town and the prevention/risk reduction measures the town has chosen to address at the local level

The Fire Marshal's Office continues to seek out and work with partners in safety and risk reduction. Of particular note this year, the commission on aging and disabilities has requested the fire marshal's office expertise in presenting an event on fall prevention.

Economic Development

Accepted on behalf of the town the Connecticut Main Street Center Keystone Award for setting the stage for Transit Oriented Development (TOD) in Windsor Center.

Obtained Federal Opportunity Zone designation for the Wilson neighborhood census tract following a competitive application process.

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

As part of the Bradley Development League, completed the first phase of work on a strategic marketing plan for the four communities surrounding Bradley International Airport.

FY 2019 Highlights (continued)

Planning

In FY 19, several major projects were approved, including a resubdivision and site development for a 267,000 sq. ft. manufacturing facility at 11 Goodwin Drive, a site development for a 231,000 sq. ft. warehouse/distribution facility at 775 Marshall Phelps Road, and a site development for a 57,000 sq. ft. warehouse/distribution facility at 505 Day Hill Road, which was subsequently approved as an indoor/outdoor volleyball facility.

Other noteworthy projects include the comprehensive rewrite of the Great Pond Form-Based Code, rezoning the rear of Great Pond to allow industrial development, and the approval and groundbreaking for the first 230 apartment units in Great Pond. Following the acquisition of the Mill Brook Open Space, the Planning Department worked with the Mill Brook Open Space Steering Committee to develop a report to town council on its potential use and preservation.

Development Services

<i>Key Statistics</i>	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target
Total construction value of building permits issued	\$54,610,634	\$135,583,363	\$82,057,327	\$117,000,000	\$42,000,000
Building permit fees collected	\$823,551	\$1,148,345	\$775,580	\$1,100,000	\$545,000
Existing business contacts by Economic Development staff	30	23	15	25	30
Prospective business contacts made by staff	12	15	16	20	20
Fees in-lieu of open space collected	\$2,000	\$0	\$3,000	\$3,000	\$3,000
Acres of open space preserved	0	0	95	0	50
Dwelling units approved by P&Z	4	1	0	230*	0
Non-residential floor area approved by P&Z (square feet)	11,435	66,400	22,000	655,000	40,000
IWWC, HDC & P&Z Applications	110	134	101	105	105
Equivalent number of household energy needs met by solar installations.	0	153	266**	344***	100

*Great Pond Village Phase 1 final approval and start

**Amazon rooftop solar

*** Iron Mountain rooftop solar and Loomis Chaffee Institute ground-mounted solar

<i>Performance Measures</i>	FY 2018 Actual	FY 2019 Target	FY 2019 Estimate	FY 2020 Target
Percentage of residential permits receiving follow-up inspections ensuring safety and code compliance of completed project	51%	75%	60%	75%
Average turnaround time for commercial permits, <i>measured in calendar days</i>	0	2	0	2
Percentage of multi-family residential buildings that are fully code compliant	45%	85%	65%	75%
Number of fire and life safety programs conducted by Fire Marshal's Office	61	70	65	65

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

For the first time, the Town of Windsor participated in a process called purchase of development rights to help preserve 61 acres at Brown's Harvest, at 67 Rainbow Road. This purchase of development rights will preserve prime agricultural soils, food capacity, and community character, while keeping the land from being developed for non-agricultural use.

DEVELOPMENT SERVICES

FY 2020 Goals

1. The State of Connecticut adopted the 2018 State Building Code, the Building Department personnel will take advantage of the free State training and continue to educate residents and contractors of the change.
2. Address the space constraints in the construction documents archive to maximize efficient use of the area allocated.
3. Incorporate the Historic Survey data into the town's GIS.
4. Facilitate the implementation of the first phase of Great Pond Village.
5. Update and annotate the Subdivision Regulations.
6. Develop Small Business information and education program.
7. Collaborate with Health Department, Social Services, and Police Department to develop a hoarding response team and standard procedure.
8. Work with industrial and manufacturing facilities to update hazardous materials records.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
1704	Wetlands Inventory Grant	344	-	344	-	-	-
1705	Wetlands Account	2,666	-	2,666	-	-	-
1707	Earth Day	480	-	-	480	-	480
		3,490	-	3,010	480	-	480

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

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

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

COMMUNITY DEVELOPMENT

The Office of Community Development 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	104,278	89,590	68,140	106,550	106,550
Supplies	727	850	850	850	850
Services	2,713	57,180	50,060	42,950	42,950
Loans	26,143	180,000	118,000	180,000	180,000
Energy & Utility	660	660	660	660	660
Total	134,521	328,280	237,710	331,010	331,010

* 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund	104,278	103,800	103,800	103,800	103,800
Small Cities Funds	5,821	-	-	-	-
Loan Repayment Fund	24,422	224,480	133,910	227,210	227,210
<i>Subtotal: Other Funds</i>	<i>30,243</i>	<i>224,480</i>	<i>133,910</i>	<i>227,210</i>	<i>227,210</i>
Total	134,521	328,280	237,710	331,010	331,010

Personnel Requirements

Full Time Equivalents (FTE's)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.24	1.00	0.65	1.00	1.00
Regular Part Time Employees	-	-	0.05	0.50	0.50
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.24	1.00	0.70	1.50	1.50

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$90,570 or 27.6% primarily due to Personal Services as a result of a retirement, also resulting in reduced loan activity. The FY 20 overall budget reflects a slight increase of \$2,730 or 0.8% and the General Fund portion is the same as the FY 19 budget.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	104,278	89,590	68,140	91,580	91,580
Supplies	-	480	750	790	790
Services	-	13,070	34,250	10,770	10,770
Loans	-	-	-	-	-
Energy & Utility	-	660	660	660	660
Total	104,278	103,800	103,800	103,800	103,800

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Loans	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	14,970	14,970
Supplies	727	370	100	60	60
Services	2,713	44,110	15,810	32,180	32,180
Loans	26,143	180,000	118,000	180,000	180,000
Energy & Utility	660	-	-	-	-
Total	30,243	224,480	133,910	227,210	227,210

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	104,278	89,590	68,140	106,550	106,550
Supplies	727	850	850	850	850
Services	2,713	57,180	50,060	42,950	42,950
Loans	26,143	180,000	118,000	180,000	180,000
Energy & Utility	660	660	660	660	660
Total	134,521	328,280	237,710	331,010	331,010

**COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2016-2020**

Expenditures

Expenditures by Category *	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	178,814	160,736	104,278	89,590	68,140	106,550	106,550
Supplies	1,031	754	727	850	850	850	850
Services	7,565	13,457	2,713	57,180	50,060	42,950	42,950
Loans	150,731	188,362	26,143	180,000	118,000	180,000	180,000
Grants & Contributions Energy & Utility	- 600	- 660	- 660	- 660	- 660	- 660	- 660
Total	338,741	363,969	134,521	328,280	237,710	331,010	331,010

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

Funding Sources

Funding Source	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	92,500	129,770	104,278	103,800	103,800	103,800	103,800
Small Cities Funds	203,173	145,834	5,821	-	-	-	-
Loan Repayment Fund	6,955	71,983	24,422	224,480	133,910	227,210	227,210
Project Management Fees	36,113	16,382	-	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>246,241</i>	<i>234,199</i>	<i>30,243</i>	<i>224,480</i>	<i>133,910</i>	<i>227,210</i>	<i>227,210</i>
Total	338,741	363,969	134,521	328,280	237,710	331,010	331,010

COMMUNITY DEVELOPMENT

Products & Services

Neighborhood and Grant Activities \$105,560

- Solicit and administer grant funds including Community Development Block Grant (CDBG) - Small Cities funds
- Provide staff support to the Wilson/Deerfield Advisory Committee, the Economic Development 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
- Assist homeowners with foreclosure prevention by promoting awareness of available resources in conjunction with Social Services staff.

Housing Rehabilitation Program \$185,450

- 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 working with Eversource Energy, the Community Renewal Team, and Capital for Change and other potential funding sources.

Small Business Loan Program \$40,000

- Assist with the town's effort to facilitate small business development and reinvestment in targeted sites by providing financial and technical assistance to small businesses in coordination with Economic Development.

COMMUNITY DEVELOPMENT

FY 2019 Highlights

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

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

Provided staff support to the Human Relations Commission with an expanding number of initiatives, including a trip to the United Nations, three events for One Book, One Windsor, two events for Black History Month, annual Bridge Builders Award, outreach at town events and collaboration with other community organizations.

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

COMMUNITY DEVELOPMENT

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS As Of 6/30/2018

<u>Type of Loan</u>	<u>Principal Balances</u>
Amortized Payment Loans: <i>Housing Rehab. & Downpayment Assistance</i>	\$208,528
Deferred Payment Loans: <i>Housing Rehabilitation</i>	2,302,864
Forgiveness Loans: <i>Housing Rehabilitation</i>	4,519
Amortized Economic Development Loans:	<u>85,938</u>
Sub-total	<u>\$2,601,849</u>
Allowance for uncollectible loans	<u>(500,000)</u>
Loans Receivable, net	<u>\$2,101,849</u>

<i>Performance Measures</i>	FY 2018 Actual	FY 2019 Target	FY 2019 Estimate	FY 2020 Target
Number of housing rehabilitation projects	3	15	10	15

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

In FY 19, the town's Housing Rehabilitation Program assisted three Windsor households in completing and submitting applications to Community Renewal Team for energy audits, furnace cleaning, conversion from oil to gas and other energy related services.

FY 2020 Goals

1. Continue the successful Housing Rehabilitation program utilizing revolving loan funds generated by repayments of prior loans.
2. Leverage funds through the Energize CT and Capital for Changes programs for energy conservation measures to complement the town's Housing Rehabilitation program and implement additional cost effective energy conservation initiatives.
3. Assist at least one business with a small business loan from revolving loan funds generated by repayment of prior loans.

SPECIAL REVENUE FUNDS

Community Development

Project #	Project Name	FY 2019			FY 2020			
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
1973	Rt. 159 & Windsor Ave. Redev. Proj.	2,335	-	-	2,335	-	-	2,335
		<u>2,335</u>	<u>-</u>	<u>-</u>	<u>2,335</u>	<u>-</u>	<u>-</u>	<u>2,335</u>

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

PUBLIC WORKS AND ENGINEERING

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

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,783,191	4,163,760	4,055,420	4,351,450	4,351,450
Supplies	334,655	453,130	451,780	454,630	454,630
Services	751,869	947,720	1,064,770	941,260	941,260
Maintenance & Repair	524,768	547,450	624,810	547,450	547,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	75,119	26,000	30,000	51,000	51,000
Energy & Utility	1,014,502	1,235,940	1,070,500	1,162,570	1,154,570
Total	6,484,104	7,374,000	7,297,280	7,508,360	7,500,360

* 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	5,695,168	6,260,520	6,150,560	6,456,640	6,448,640
Charges to Other Departments	102,660	110,700	110,700	110,700	110,700
Town Support for Education	110,805	140,690	140,370	142,580	142,580
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>5,908,633</i>	<i>6,511,910</i>	<i>6,401,630</i>	<i>6,709,920</i>	<i>6,701,920</i>
State Grants - Town Aid Road Improvements	302,531	245,000	254,500	390,000	390,000
Facilities Revenues	237,052	265,890	250,350	210,040	210,040
User Fees	-	-	39,700	-	-
Reimbursements	4,821	2,800	2,700	-	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400
<i>Subtotal: Other Funds</i>	<i>562,804</i>	<i>532,090</i>	<i>565,650</i>	<i>618,440</i>	<i>618,440</i>
State Grants - LoCIP (Capital Outlay Fund)	12,667	330,000	330,000	180,000	180,000
Total	6,484,104	7,374,000	7,297,280	7,508,360	7,500,360

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	35.23	37.00	36.32	38.15	38.15
Regular Part Time Employees	3.25	3.67	3.69	3.69	3.69
Temporary/Seasonal Employees	3.67	5.52	4.57	3.65	3.65
Total	42.15	46.19	44.58	45.49	45.49

Budget Commentary

The overall FY 19 expenditures are expected to be under budget \$76,720 or 1.0% as a result of partial year vacancies in Administration and Design Services and savings in Energy & Utility. These savings are partially offset by the increased use of Town Aid for Roads and Archer Road Maintenance Funds. The FY 19 General Fund expenditures are expected to be under budget by \$109,960 or 1.8% mostly due to the savings in Personal Services and Energy & Utility costs and is in part offset by increased cost for Maintenance & Repair and Services. The overall FY 20 budget reflects an increase of \$134,360 or 1.8% primarily due to Personal Services. The FY 20 General Fund budget reflects an increase of \$196,120 or 3.1% for the same reason. The FY 20 General Fund also reflects increased spending in place of Special Revenue funds for Energy & Utility costs at the 100 Addison Road property and Veterans Cemetery and reallocating Energy & Utility cost savings in Traffic Safety to Capital Outlay in Equipment Repair.

Council Action

During budget deliberations, the Town Council decreased funding to Public Works & Engineering by \$8,000 in the Energy & Utility expenditure line.

PUBLIC WORKS AND ENGINEERING EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,661,866	4,032,800	3,925,530	4,218,920	4,218,920
Supplies	240,188	286,180	285,830	289,680	289,680
Services	478,552	446,220	526,570	456,160	456,160
Maintenance & Repair	463,611	498,450	563,510	501,450	501,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	75,119	26,000	30,000	51,000	51,000
Energy & Utility	775,832	970,870	819,120	939,430	931,430
Total	5,695,168	6,260,520	6,150,560	6,456,640	6,448,640

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	90,644	99,740	99,420	101,630	101,630
Supplies	19,792	35,950	35,950	35,950	35,950
Services	369	5,000	5,000	5,000	5,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	102,660	110,700	110,700	110,700	110,700
Total	213,465	251,390	251,070	253,280	253,280

Special Revenue & Other Fund Expenditures:

Expenditures by Category	2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	30,681	31,220	30,470	30,900	30,900
Supplies	74,675	131,000	130,000	129,000	129,000
Services	272,948	496,500	533,200	480,100	480,100
Maintenance & Repair	61,157	49,000	61,300	46,000	46,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	136,010	154,370	140,680	112,440	112,440
Total	575,471	862,090	895,650	798,440	798,440

Total Expenditures (agrees with page M-1):

Expenditures by Category	2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,783,191	4,163,760	4,055,420	4,351,450	4,351,450
Supplies	334,655	453,130	451,780	454,630	454,630
Services	751,869	947,720	1,064,770	941,260	941,260
Maintenance & Repair	524,768	547,450	624,810	547,450	547,450
Grants & Contributions	-	-	-	-	-
Capital Outlay	75,119	26,000	30,000	51,000	51,000
Energy & Utility	1,014,502	1,235,940	1,070,500	1,162,570	1,154,570
Total	6,484,104	7,374,000	7,297,280	7,508,360	7,500,360

PUBLIC WORKS AND ENGINEERING

BUDGET INFORMATION

Fiscal Year 2016-2020

Expenditures

Expenditures by Category *	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual *	Actual *	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,586,722	3,724,901	3,783,191	4,163,760	4,055,420	4,351,450	4,351,450
Supplies	464,869	503,896	334,655	453,130	451,780	454,630	454,630
Services	996,012	1,467,272	751,869	947,720	1,064,770	941,260	941,260
Maintenance & Repair	510,530	451,773	524,768	547,450	624,810	547,450	547,450
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	49,642	49,274	75,119	26,000	30,000	51,000	51,000
Energy & Utility	995,610	967,805	1,014,502	1,235,940	1,070,500	1,162,570	1,154,570
Total	6,603,385	7,164,921	6,484,104	7,374,000	7,297,280	7,508,360	7,500,360

* 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 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual *	Actual *	Actual	Budget	Estimate	Proposed	Adopted
General Fund	5,524,891	5,707,787	5,695,168	6,260,520	6,150,560	6,456,640	6,448,640
Charges to Other Departments	91,711	103,939	102,660	110,700	110,700	110,700	110,700
Town Support for Education	129,264	105,839	110,805	140,690	140,370	142,580	142,580
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>5,745,866</i>	<i>5,917,565</i>	<i>5,908,633</i>	<i>6,511,910</i>	<i>6,401,630</i>	<i>6,709,920</i>	<i>6,707,920</i>
User Fees	-	-	-	-	39,700	-	-
State Grants - Town Aid Road Improvements	439,119	521,227	302,531	245,000	254,500	390,000	390,000
Facilities Revenues & User Fees	266,419	344,301	237,052	265,890	250,350	210,040	210,040
Reimbursements	6,313	2,222	4,821	2,800	2,700	-	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400	18,400	18,400
<i>Subtotal: Other Funds</i>	<i>730,251</i>	<i>886,150</i>	<i>562,804</i>	<i>532,090</i>	<i>565,650</i>	<i>618,440</i>	<i>618,440</i>
State Grants- LoCIP (Capital Outlay Fund)	127,268	361,206	12,667	330,000	330,000	180,000	180,000
Total	6,603,385	7,164,921	6,484,104	7,374,000	7,297,280	7,508,360	7,500,360

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

ADMINISTRATION

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	572,510	502,020	561,740	561,740
Supplies	1,400	1,350	1,400	1,400
Services	11,860	11,860	12,360	12,360
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	585,770	515,230	575,500	575,500

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	567,370	496,830	557,100	557,100
Town Support for Education	-	-	-	-
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>567,370</i>	<i>496,830</i>	<i>557,100</i>	<i>557,100</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	585,770	515,230	575,500	575,500

Full Time Equivalent (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	3.65	4.15	4.15
Regular Part Time Employees	1.23	1.25	1.25	1.25
Temporary/Seasonal Employees	-	-	-	-
Total	5.23	4.90	5.40	5.40

Budget Commentary

The FY 19 expenditures are expected to come in under budget by \$70,540 or 12.0% due to Personal Services for a partial year vacancy. The FY 20 budget reflects a decrease of \$10,270 or 1.8% due to Personal Services.

ADMINISTRATION

Products & Services

Executive Management \$557,100

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

Landfill Issues \$18,400

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

DESIGN SERVICES

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	532,950	487,160	556,370	556,370
Supplies	3,900	3,800	3,900	3,900
Services	27,100	68,050	27,100	27,100
Maintenance & Repair	3,000	3,000	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	8,040	6,880	7,770	7,770
Total	574,990	568,890	598,140	598,140

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

Funding Sources

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

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	574,990	568,890	598,140	598,140
Special Revenue Funds	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	574,990	568,890	598,140	598,140

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	4.42	5.00	5.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.65	0.65	0.65	0.65
Total	5.65	5.07	5.65	5.65

Budget Commentary

The FY 19 expenditures are expected to come in under budget by \$6,100 or 1.1% mostly due to savings in Personal Services for partial year vacancies offset in part by increased use of Contractual Services. The FY 20 budget reflects an increase of \$23,150 or 4.0% due to Personal Services.

DESIGN SERVICES

Products & Services

Road Improvements \$119,630

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

Professional and Technical Advice \$89,730

- 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 \$59,820

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

Stormwater Management \$107,670

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

Capital Improvements \$119,630

- 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 \$89,730

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

Flood Plain Management \$11,930

- 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	978,890	978,470	1,219,930	1,219,930
Supplies	109,800	109,450	112,800	112,800
Services	35,100	42,400	35,100	35,100
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	6,780	8,680	7,100	7,100
Total	1,130,570	1,139,000	1,374,930	1,374,930

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	987,080	995,930	1,232,350	1,232,350
Town Support for Education	140,690	140,370	142,580	142,580
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>1,127,770</i>	<i>1,136,300</i>	<i>1,374,930</i>	<i>1,374,930</i>
Reimbursements	2,800	2,700	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>2,800</i>	<i>2,700</i>	<i>-</i>	<i>-</i>
Total	1,130,570	1,139,000	1,374,930	1,374,930

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	9.00	11.75	11.75
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	3.95	3.00	3.00	3.00
Total	12.95	12.00	14.75	14.75

Budget Commentary

The overall FY 19 expenditures are expected to come in over budget by \$8,430 or 0.7%. The FY 19 General Fund expenditures are expected to come in over budget by \$8,850 or 0.9%. The overall FY 20 budget reflects an increase of \$244,360 or 21.6% due to Personal Services for the reallocation of 2.75 full-time positions to Parks and Grounds from Traffic Safety and Stormwater Drainage. The FY 20 General Fund budget reflects an increase of \$245,270 or 24.8% for the same reason as well as the use of General Fund monies in place of Special Revenue funds for Veteran's Cemetery.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas \$426,660

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

Irrigate Turf Areas \$41,220

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

Improve Turf Areas \$68,690

- 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 \$71,440

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

Veterans Cemetery Maintenance \$20,610

- Install cemetery headstones and other related maintenance.

Prepare Fields for Recreational Use \$52,210

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

Maintain Safe Playground Equipment \$27,480

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

Maintain Medians & Planted Areas \$164,850

- 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 \$247,280

- 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 \$34,350

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

Public Property Litter \$30,230

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

Maintain Public Trail Areas \$37,090

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

Install & Maintain Ice Rinks \$10,240

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

Town Support for Education \$142,580

- 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	324,910	324,160	380,600	380,600
Supplies	28,430	27,580	26,430	26,430
Services	209,350	228,850	207,290	207,290
Maintenance & Repair	220,250	297,610	205,250	205,250
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	6,000	2,000	2,000
Energy & Utility	501,680	461,800	505,530	505,530
Total	1,286,620	1,346,000	1,327,100	1,327,100

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

Funding Sources

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

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	910,030	984,950	1,006,360	1,006,360
Charges to Other Departments	110,700	110,700	110,700	110,700
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>1,020,730</i>	<i>1,095,650</i>	<i>1,117,060</i>	<i>1,117,060</i>
Facilities Revenues	265,890	250,350	210,040	210,040
<i>Subtotal: Special Revenue Funds</i>	<i>265,890</i>	<i>250,350</i>	<i>210,040</i>	<i>210,040</i>
Total	1,286,620	1,346,000	1,327,100	1,327,100

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	3.00	3.00
Regular Part Time Employees	1.88	1.88	1.88	1.88
Temporary/Seasonal Employees	0.92	0.92	-	-
Total	4.80	4.80	4.88	4.88

Budget Commentary

The overall FY 19 expenditures are expected to come in over budget by \$59,380 or 4.6%. The FY 19 General Fund expenditures are expected to be over budget by \$74,920 or 8.2% primarily due to Maintenance & Repair for town buildings. The overall FY 20 budget reflects an increase of \$40,480 or 3.1% as compared to the FY 19 budget due to Personal Services mostly as a result of reallocating 0.92 Seasonal FTE and Maintenance & Repair funding to a full-time position. The FY 20 General Fund budget reflects an increase of \$96,330 or 10.6% for the same reason as well as the use of General Fund monies in place of Special Revenue funds for Energy & Utility costs at 100 Addison Road.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center \$291,970

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

Public Works Facilities \$225,610

- 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 \$140,680

- 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 \$106,170

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

Public Safety Complex, Northwest Park, Libraries, Fire Stations, Milo Peck Discovery Center, and Roger Wolcott \$252,150

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

Community Services & Repair of other Town Facilities \$152,620

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

Administration of Building Improvements \$157,900

- 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	357,380	355,000	380,770	380,770
Supplies	58,500	58,500	58,500	58,500
Services	438,110	477,310	433,110	433,110
Maintenance & Repair	99,200	99,200	99,200	99,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	953,190	990,010	971,580	971,580

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	523,190	520,810	546,580	546,580
State Grants - Town Aid Road Improvements	100,000	99,500	245,000	245,000
User Fees	-	39,700	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>100,000</i>	<i>139,200</i>	<i>245,000</i>	<i>245,000</i>
State Grants - LoCIP (Capital Outlay Fund)	330,000	330,000	180,000	180,000
Total	953,190	990,010	971,580	971,580

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	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 19 expenditures are expected to come in over budget by \$36,820 or 3.9% primarily due to the use of funds in the Archer Road Maintenance Special Revenue Fund. The FY 19 General Fund expenditures are expected to come in under budget by \$2,380 or 0.5% primarily due to Personal Services. The overall FY 20 budget reflects an increase of \$18,390 or 1.9% as compared to the FY 19 budget primarily due to Personal Services. The FY 20 General Fund budget reflects an increase of \$23,390 or 4.5% for the same reason.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks \$124,370

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

Localized Pavement Repairs \$97,160

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

Pavement Preventive Maintenance/Snow Materials \$135,050

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

Mill & Repave Streets \$466,360

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

Repair Curbing, Driveways & Lawns \$125,340

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

Repair Dirt Roads \$13,610

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

Pavement Management System Maint. \$9,690

- 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	454,940	451,670	379,240	379,240
Supplies	29,000	29,000	29,000	29,000
Services	43,500	43,500	43,500	43,500
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	527,440	524,170	451,740	451,740

* 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 or the property tax rate.

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	507,440	504,170	431,740	431,740
State Grants - Town Aid Road Improvements	20,000	20,000	20,000	20,000
<i>Subtotal: Special Revenue Funds</i>	<i>20,000</i>	<i>20,000</i>	<i>20,000</i>	<i>20,000</i>
Total	527,440	524,170	451,740	451,740

Personnel Requirements

Full Time Equivalent (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.00	5.00	4.00	4.00

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$3,270 or 0.6% due to savings in Personal Services. The General Fund FY 19 expenditures are expected to come in under budget by \$3,270 or 0.6% for the same reason. The FY 20 budget reflects a decrease of \$75,700 or 14.4% compared to the FY 19 budget primarily due to the reallocation of a full-time position to Parks & Grounds.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins and Adjust Manholes \$271,050

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

Clean Detention Ponds \$11,300

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

Maintain Channels of Brooks \$5,880

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

New Drainage Systems \$11,300

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

Maintain Stormwater Drainage Pipe \$90,350

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

Maintain Inlet, Outlet & Watercourses \$4,520

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

Catch Basin Sand and Litter Removal & Inspection \$57,340

- 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	426,820	406,850	296,220	296,220
Supplies	12,500	12,500	13,000	13,000
Services	118,700	128,800	118,800	118,800
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	609,500	499,500	529,500	529,500
Total	1,167,520	1,047,650	957,520	957,520

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

Funding Sources

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

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	1,167,520	1,037,650	957,520	957,520
State Grants - Town Aid Road Improvements	-	10,000	-	-
<i>Subtotal: Special Revenue Funds</i>	-	10,000	-	-
Total	1,167,520	1,047,650	957,520	957,520

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	5.00	5.00	3.00	3.00

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$119,870 or 10.3% primarily due to savings in Energy & Utility costs. The FY 19 General Fund expenditures are expected to come in under budget by \$129,870 or 11.1% for the same reasons. The overall FY 20 budget reflects a decrease of \$210,000 or 18.0% as compared to the FY 19 budget due to the reallocation of two full-time positions to Parks & Grounds and for Energy & Utility costs.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings \$47,880

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

Traffic & Safety Signing \$76,610

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

Streetlights \$478,760

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

Traffic Signals \$114,910

- 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 \$69,900

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

Guiderails & Barricades \$19,160

- Maintain and repair four miles of guiderails.

State-Mandated Evictions and Auctions \$12,450

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

Election Setup \$17,240

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

24-Hour Emergency Response \$28,730

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

Clean Streets \$63,200

- Sweep and remove sand and litter from 149 miles of roads and from town and Board of Education parking areas
- Sweep streets in support of street resurfacing as well as community events.

Sanitary Waste Removal \$28,680

- Removal of waste from town facilities and litter receptacles.
- Removal of dead animals from streets.

EQUIPMENT REPAIR

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

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	305,860	340,590	361,210	361,210
Supplies	63,000	63,000	63,000	63,000
Services	64,000	64,000	64,000	64,000
Maintenance & Repair	225,000	225,000	240,000	240,000
Grants & Contributions	-	-	-	-
Capital Outlay	24,000	24,000	49,000	49,000
Energy & Utility	109,940	93,640	112,670	104,670
Total	791,800	810,230	889,880	881,880

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	791,800	810,230	889,880	881,880
State Grants - Town Aid Road Improvements	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	791,800	810,230	889,880	881,880

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.25	3.25	3.25
Regular Part Time Employees	0.56	0.56	0.56	0.56
Temporary/Seasonal Employees	-	-	-	-
Total	3.56	3.81	3.81	3.81

Budget Commentary

The FY 19 General Fund expenditures are expected to come in over budget by \$18,430 or 2.3% primarily due to Personal Services and a partial year transfer of one full-time employee to this department during the winter months. The FY 20 General Fund budget reflects an increase of \$98,080 or 12.4% as compared to the FY 19 budget primarily due to Personal Services and for Capital Outlay and Maintenance & Repair as a result of reallocating Traffic Safety electricity savings to this line item.

Council Action

During budget deliberations, the Town Council decreased funding to Public Works & Engineering by \$8,000 in the Energy & Utility expenditure line.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance \$649,620

- 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 \$205,580

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

Vehicle & Equipment Procurement \$26,680

- 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	209,500	209,500	215,370	215,370
Supplies	146,600	146,600	146,600	146,600
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	356,100	356,100	361,970	361,970

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	231,100	231,100	236,970	236,970
State Grants - Town Aid Road Improvements	125,000	125,000	125,000	125,000
<i>Subtotal: Special Revenue Funds</i>	<i>125,000</i>	<i>125,000</i>	<i>125,000</i>	<i>125,000</i>
Total	356,100	356,100	361,970	361,970

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 19 expenditures are expected to come in on budget. The overall FY 20 budget reflects an increase of \$5,870 or 1.6% due to Personal Services.

STORM CONTROL

Products & Services

Clear, Safe Pavement Surfaces \$361,970

- Respond immediately, 24-hours-a-day, to hazardous road conditions reported by the Windsor Police Department
- Plow and sand 149 miles of roads, 189 cul-de-sacs, 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, 3 payloaders and 2 sets of sidewalk plows and sanders
- Mix and maintain a stockpile of materials for traction control
- Maintain sand/salt barrels throughout the Town of Windsor
- Investigate and resolve customer complaints
- Spread traction materials or otherwise alleviate icing conditions.

PUBLIC WORKS AND ENGINEERING

FY 2019 Highlights

Pavement Management & Drainage Improvements

Public Works coordinated with the milling and paving of approximately 8.5 miles of roadway including Old Poquonock, Bent Road, Alford Drive, Cleary Lane, Harvest Lane, Silver Birch Lane, Prospect Hill Road, Broadleaf Circle, Woodduck Farms, River Street, and Lamberton Road. Prior to the milling and paving, Public Works performed drainage improvements on these streets. The work included replacement of catch basin tops, catch basin repair and repair of piping as necessary. Public Works/Engineering also coordinated and oversaw crack sealing on approximately 47 town-owned streets. Over 280 miles of cracks were sealed in total.

Public works coordinated and supervised the cleaning of approximately 2,400 storm drainage catch basins as a stormwater management preventative maintenance item and to maintain compliance with the town's Municipal Separate Storm Sewer System (MS4) permit. Public Works also mowed and maintained several storm drainage detention basins within the town to improve their effectiveness.

Public works has fully implemented the use of a computerized work order system which is used on a daily basis to log and track work requests, their status, time, manpower and material quantities. The work order system integrates data entered from SeeClickFix, telephone, email, and other sources that request issues that require attention.

The new salt shed was erected to replace the storage facility that failed in March 2018. The work consisted of installation of a new concrete cap on the 100'x100' concrete block foundation. Galvanized steel trusses, a high density polyethylene fabric cover and LED internal and external lighting was installed. The interior of the concrete foundation was sealed with a polymer asphalt coating and pressure treated plywood was then installed to increase the longevity of the structure.

The Engineering Department oversaw the successful completion of the Prospect Hill Road Phase 2 Reconstruction project as well as the Day Hill Road Rehabilitation Project between Northfield Drive and Marshall Phelps Road. These projects were funded through the through the Connecticut Department of Transportation's Local Transportation Capital Improvement Program (LOTICIP) which provided 100% state funding towards construction costs.

Facility Management

The new police and fire station project has moved to design stage. We expect construction on the new police station to start fall 2019 and construction on the new fire station to start in 2021.

An addition for Northwest Park Nature Center has been designed. We expect construction to occur during spring/summer.

Repairs were done to the Millbrook Clubhouse and the Mechanic Garage HVAC systems, windows, and doors.

The replacement heating system for the JFK Elementary School was completed in October this year. The project consisted of new high-efficiency low condensing boilers, pumps, unit ventilators, unit heaters and the installation of a new control system. The air conditioning portion of this project was completed May 2019.

The Public Safety Complex roof and boilers were replaced. High energy efficient boilers, domestic hot water heater, Direct Digital Controls (DDC), with new pumps were installed.

Design work for the Town Hall Portico Restoration was completed. The project was bid and awarded and work will be performed March 2019 through June 2019.

Design work was completed for the air conditioning system for Poquonock Elementary School.

PUBLIC WORKS AND ENGINEERING

FY 2019 Highlights (continued)

The Fire Alarm Upgrade Project continues. Alarm systems for Rainbow Cell Tower Electronics Shed, Luddy House, Sill House, Freight House, and Train Station are complete. The Milo Peck Building, DPW at 99 Day Hill Road, 330 Windsor Avenue Community Center and Wilson Branch Library will be completed this year as well.

Direct Digital Controls have been installed in Wilson Branch Library. This allows town staff to observe building 24/7 via internet.

The third floor renovation of the town hall was completed, concluding the multi-year town hall interior renovation project.

Traffic Safety and Community Support

Public Works installed Rapid Flash Beacons at four separate crosswalk locations in town including one on Route 75 near the Poquonock School, two in town center on Route 159, and one on Windsor Avenue near the Wilson Library Branch. These beacons provide greater safety for pedestrians.

Public Works and Engineering prepared construction documents, solicited bids, awarded a contract, and provided construction administration for the FY 19 Streetlight Replacement Program which included the replacement of approximately 135 commercial streetlights and poles throughout town.

PUBLIC WORKS AND ENGINEERING

<i>Key Statistics</i>	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target
Pavement management activities such as milling & paving and crack filling	\$875,480	\$802,000	\$814,000	\$1,000,000	\$915,000
Snow control services from the General Fund and grant funding	\$305,678	\$467,600	\$405,700	\$465,300	\$471,200
Public outreach efforts including meetings and direct mailings	14	15	8	6	8
Total value of construction engineering projects awarded	\$2,030,000	\$4,420,000	\$2,988,000	\$936,000	\$1,840,000

<i>Performance Measures</i>	FY 2018 Actual	FY 2019 Target	FY 2019 Estimate	FY 2020 Target
Number of center-line miles of streets milled and paved	7.5	6.0	8.5	6.0
Average number of days to close SeeClickFix complaints regarding pothole or pavement issues	12.5	9.0	8.0	9.0
Percentage of catchbasins cleaned in accordance with the target of 2,200 per year	100%	100%	100%	100%
Value of change orders as a % of original contract	2%	5%	9%	5%

<i>Performance Measures</i> <i>(based on the Good/Very Good rating in the Citizens Survey)</i>	FY 2016 Actual	FY 2018 Actual*	FY 2020 Projected
Citizens who rated "recycling services" as good or very good in the biennial citizen survey	80.6%	--	85.0%
Citizens who rated "appearance of parks & public spaces" as good or very good in the biennial citizen survey	76.5%	--	78.0%
Citizens who rated "snow removal" as good or very good in the biennial citizen survey	69.2%	--	72.0%
Citizens who rated "street repair" as good or very good in the biennial citizen survey	50.3%	--	55.0%

*Citizens Survey not completed in FY 2018

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

The Public Works Department is utilizing a new work order system that better enables us to track the number and type of complaints, and the manpower, materials and duration of the work. During the calendar year from January 1, 2018 to December 31, 2018 more than 2,900 tasks generated by work orders were completed. The work included, but was certainly not limited to:

- 230 drainage issues
- 700 parks items
- 400 tree matters
- 830 pavement issues
- 90 sign problems, and
- 30 dead animal removals

PUBLIC WORKS AND ENGINEERING

FY 2020 Goals

1. Complete the Deerfield Road Rehabilitation Project funded through the Local Transportation Capital Improvement Grant Program.
2. Initiate the Island Road Rehabilitation Project.
3. Work with the Board of Education to complete the installation of the Poquonock School air conditioning system.
4. Work with the Public Building Commission and the Police Department to bid and initiate construction of the new Police Department improvements at 100 Addison Road.
5. Based on recommendations by the Mill Brook Park Steering Committee and the Town Council, provide infrastructure improvements to the Mill Brook Park paths, bridges and clubhouse.
6. Work with the Public Building Commission to complete the construction of window, restroom and other interior improvements to the Public Works Facility.
7. Monitor and document ongoing elements of General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems (MS4 General Permit) administered by the Connecticut Department of Energy & Environmental Protection (DEEP).
8. Continue to explore alternative means of pavement preservation and rehabilitation, to provide cost-effective use of pavement management funding such as hot-in-place pavement recycling and infrared asphalt restoration.
9. Continue implementation of recommendations from the 2017 department effectiveness and efficiency study.

SPECIAL REVENUE FUNDS

Public Works and Engineering

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
1980	Stony Hill School	4,206	5,700	5,650	5,900	5,800	4,356
2014	330 Windsor Avenue Maintenance	41,620	129,710	122,270	131,430	114,450	66,040
4003	Archer Road Maintenance	39,700	-	39,700	-	-	-
4009	Town Aid Road Improvements	698,808	403,000	254,500	403,000	390,000	860,308
4012	Local Cap. Improve. - Recording Fees	120,364	11,000	-	11,000	-	142,364
4018	Veterans Cemetery	(1,610)	1,500	2,700	1,500	-	(1,310)
4100	Rental Revenue (Properties)	10,524	15,100	19,050	16,380	16,300	6,754
4101	Train Station/Freight House	55,268	20,430	27,600	23,800	30,490	41,408
4102	Roger Wolcott Building	69,393	68,800	68,800	70,600	70,600	69,393
4103	Parks Garage Leased Space/100 Addison Road	169,215	-	75,780	-	43,000	50,435
4800	Landfill Reuse Planning	5,701	-	-	-	-	5,701
		1,213,289	655,240	616,050	663,610	670,640	1,245,449

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

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

#4003 - **Archer Road Maintenance** - This account was funded by a developer for the repair and maintenance of Archer Road in the Hayden Station neighborhood. Funds from the account will be used for paving/resurfacing of the street in the future.

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

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

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

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

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

#4102 - **Roger Wolcott Building** - This is the former Roger Wolcott School facility. Funds are from the Facilities Management general fund. The costs for utilities and other expenses are paid out of this account for the on-going maintenance of the building.

#4103 - **Parks Garage Leased Space/100 Addison Road** - This account was originally used to pay for the lease and other related expenses for the facility at 147 Addison Road which replaced the former Parks Garage on Mechanic Street. Public Works equipment and materials (primarily off-season) are stored at this building. This account is funded from the sale of the former Parks Garage facility. As of January 2017 this account is being used to pay the utilities at 100 Addison Road.

#4800 - **Landfill Reuse Planning** - A citizen's group worked with a consultant to develop a reuse plan, which primarily incorporated various active and passive recreational uses. The balance shown represents the amount unspent during this planning effort.

INFORMATION SERVICES

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

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	339,033	363,750	352,030	406,870	406,870
Supplies	68,473	83,010	79,760	83,710	83,710
Services	139,024	134,140	136,090	142,640	142,640
Maintenance & Repair	9,762	32,000	32,000	33,500	33,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	28,000	28,000	-	-
Energy & Utility	4,684	4,870	4,870	4,870	4,870
Total	560,976	645,770	632,750	671,590	671,590

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

Funding Sources

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

Funding Source	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	458,130	491,270	479,400	540,080	540,080
Other General Fund Accounts	41,249	49,500	49,500	49,500	49,500
<i>Subtotal: Info. Services Gen. Fund</i>	<i>499,379</i>	<i>540,770</i>	<i>528,900</i>	<i>589,580</i>	<i>589,580</i>
Grants	5,000	6,500	6,500	7,500	7,500
User Fees	38,597	80,500	79,350	56,510	56,510
<i>Subtotal: Special Revenue Funds</i>	<i>43,597</i>	<i>87,000</i>	<i>85,850</i>	<i>64,010</i>	<i>64,010</i>
Other Funds	18,000	18,000	18,000	18,000	18,000
Total	560,976	645,770	632,750	671,590	671,590

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	2.83	4.00	4.00
Regular Part Time Employees	0.78	1.10	1.10	0.07	0.07
Temporary/Seasonal Employees	0.10	-	-	-	-
Total	3.88	4.10	3.93	4.07	4.07

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$13,020 or 2.0%. This is primarily due to vacancy savings in the Town Clerk's budget and lower supplies expenditures than budgeted. The FY 19 General Fund expenditures are expected to be under budget by \$11,870 or 2.4% due to Personal Services. The overall FY 20 budget reflects an increase of \$25,820 or 4.0% as compared to the FY 19 budget due to the addition of a full-time position in the Town Clerk's office offset by a decrease in special revenue funds used to complete the lower archival room project. The FY 20 General Fund budget reflects an increase of \$48,810 or 9.9% due primarily to salary and benefits for the proposed full-time position and existing positions in the department as well as increases in software maintenance contracts. The salary and benefits for the proposed full-time position in the Clerk's office are offset by the elimination of part-time hours funded by the General Fund. A remaining .07 FTEs will be funded by special revenue funds to assist with customers during peak times such as dog licensing and elections.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	339,033	363,750	352,030	404,150	404,150
Supplies	29,795	31,010	30,760	30,710	30,710
Services	74,856	64,640	64,740	68,350	68,350
Maintenance & Repair	9,762	27,000	27,000	32,000	32,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,684	4,870	4,870	4,870	4,870
Total	458,130	491,270	479,400	540,080	540,080

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	35,091	44,000	44,000	44,000	44,000
Services	6,158	5,500	5,500	5,500	5,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	41,249	49,500	49,500	49,500	49,500

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	2,720	2,720
Supplies	3,588	8,000	5,000	9,000	9,000
Services	58,009	64,000	65,850	68,790	68,790
Maintenance & Repair	-	5,000	5,000	1,500	1,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	28,000	28,000	-	-
Energy & Utility	-	-	-	-	-
Total	61,597	105,000	103,850	82,010	82,010

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	339,033	363,750	352,030	406,870	406,870
Supplies	68,473	83,010	79,760	83,710	83,710
Services	139,024	134,140	136,090	142,640	142,640
Maintenance & Repair	9,762	32,000	32,000	33,500	33,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	28,000	28,000	-	-
Energy & Utility	4,684	4,870	4,870	4,870	4,870
Total	560,976	645,770	632,750	671,590	671,590

INFORMATION SERVICES

Budget Information

Fiscal Year 2016-2020

Expenditures

Expenditures by Category *	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	325,950	337,260	339,033	363,750	352,030	406,870	406,870
Supplies	67,326	85,524	68,473	83,010	79,760	83,710	83,710
Services	109,684	132,362	139,024	134,140	136,090	142,640	142,640
Maintenance & Repair	10,122	10,164	9,762	32,000	32,000	33,500	33,500
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	28,000	28,000	-	-
Energy & Utility	3,324	4,431	4,684	4,870	4,870	4,870	4,870
Total	516,406	569,741	560,976	645,770	632,750	671,590	671,590

* 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 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	428,262	441,400	458,130	491,270	479,400	540,080	540,080
Other General Fund Accounts	48,497	53,916	41,249	49,500	49,500	49,500	49,500
Subtotal: Info. Services Gen. Fund	476,759	495,316	499,379	540,770	528,900	589,580	589,580
Grants	4,000	5,000	5,000	6,500	6,500	7,500	7,500
User Fees	17,647	51,425	38,597	80,500	79,350	56,510	56,510
Subtotal: Special Revenue Funds	21,647	56,425	43,597	87,000	85,850	64,010	64,010
Other Funds	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Total	516,406	569,741	560,976	645,770	632,750	671,590	671,590

TOWN CLERK

The Town Clerk's Office is heavily regulated by state statutes. It certifies elections, records land records and maps, files and issues vital statistics and issues dog licenses and sportsmen licenses. Each of these responsibilities is mandated by state statute. The Clerk's Office also provides customer service to the citizens of Windsor by answering the main telephone line, and providing information and notary services.

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	237,460	227,310	276,570	276,570
Supplies	20,010	16,760	20,410	20,410
Services	54,550	56,500	59,540	59,540
Maintenance & Repair	32,000	32,000	33,500	33,500
Grants & Contributions	-	-	-	-
Capital Outlay	28,000	28,000	-	-
Energy & Utility	3,020	3,020	3,020	3,020
Total	375,040	363,590	393,040	393,040

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

Funding Sources

In addition to the General Fund budget, funds are generated through copier user fees and grants for document preservation. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	288,040	277,740	329,030	329,030
Other General Fund Accounts	-	-	-	-
Subtotal: Info. Services General Fund	288,040	277,740	329,030	329,030
Grants	6,500	6,500	7,500	7,500
User Fees	80,500	79,350	56,510	56,510
Subtotal: Special Revenue Funds	87,000	85,850	64,010	64,010
Other Funds	-	-	-	-
Total	375,040	363,590	393,040	393,040

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	1.83	3.00	3.00
Regular Part Time Employees	1.10	1.10	0.07	0.07
Temporary/Seasonal Employees	-	-	-	-
Total	3.10	2.93	3.07	3.07

Budget Commentary

The overall FY 19 expenditures are expected to come in under budget by \$11,450 or 3.1% due primarily to vacancy savings and lower supplies expenditures than budgeted. The FY 19 General Fund expenditures are expected to come in under budget by \$10,300 or 3.6% due to savings in Personal Services. The overall FY 20 budget reflects an increase of \$18,000 or 4.8% as compared to the FY 19 budget due to the addition of a full-time position offset by a decrease in the use of special revenue funds resulting from the completion of the lower archival storage room project. The FY 20 General Fund expenditures reflects an increase of \$40,990 or 14.2% due to increases in software maintenance contracts as well as salary and benefit costs for the proposed full-time position and existing full-time positions. The salary and benefits for the proposed full-time position are offset by the elimination of part-time hours funded by the General Fund in the Clerk's office. A remaining .07 FTEs will be funded by special revenue funds to assist with customers during peak times such as dog licensing month and elections.

TOWN CLERK

Products & Services

Public Records \$190,770

- 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 \$54,460

- Issue marriage licenses, dog and kennel licenses, and sportsmen licenses through the State of Connecticut sporting license kiosk
- Account for and report to the state on all fees collected and licenses issued
- Receive, index and record vital records, issue certified copies to the State Vital Records Division and to resident towns
- Issue approximately 1,600 certified copies per year
- Issue burial and cremation permits and maintain a Windsor cemetery burial database.



For 55 years, the Town Clerk's office has issued free marriage licenses to couples on Valentine's Day.

Elections Support \$72,020

- Administer absentee ballots
- Manage a permanent absentee ballot database and outreach to disabled voters
- Record campaign finance filings for each active political party for municipal elections
- File election documents as required by the Secretary of the State
- Support Special Town Meetings according to State Statutes and the Town Charter
- Support and assist the Registrars of Voters as requested.

Notary/Trade Names/Veterans Records \$5,490

- 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 \$70,300

- Perform the duties of reception desk for town hall
- Keep the Town Charter and the Code of Ordinances codified, current, accurate and available to the public both in print and on the Internet
- Provide Freedom of Information assistance to staff and the public serving as municipal FOI liaison
- Act as the town information contact for citizens needing assistance on the phone
- Provide assistance to staff with researching board and commission minutes, town ordinances and state statutes.

PUBLIC RELATIONS

The Public Relations 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	126,290	124,720	130,300	130,300
Supplies	63,000	63,000	63,300	63,300
Services	79,590	79,590	83,100	83,100
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,850	1,850	1,850	1,850
Total	270,730	269,160	278,550	278,550

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	203,230	201,660	211,050	211,050
Other General Fund Accounts	49,500	49,500	49,500	49,500
<i>Subtotal: Info. Services General Fund</i>	<i>252,730</i>	<i>251,160</i>	<i>260,550</i>	<i>260,550</i>
Grants	-	-	-	-
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Other Funds	18,000	18,000	18,000	18,000
Total	270,730	269,160	278,550	278,550

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	1.00

Budget Commentary

The General Fund FY 19 expenditures are expected to come in under budget by \$1,570 or 0.8% due to savings in Personal Services. The FY 20 proposed overall budget reflects an increase of \$7,820 or 2.9% as compared to the FY 19 budget due primarily to Personal Services and Services.

PUBLIC RELATIONS

Products & Services

Support to Town Manager \$68,810

- 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 \$41,280

- Support departments with copying, mail and supply resources to meet the daily needs of our customers
- Provide technical assistance and referral for office machinery and audio/visual equipment.



With more than 2,000 views, "This is Windsor," a video production celebrating Windsor's sense of community was the year's most popular social media "click." Video clips were crowd sourced from Windsor residents to be included in the production. The video starred a Windsor resident or a location in Windsor in each of its 160 clips and was edited by Windsor High School graduate Yasmine Shwayhat. The music is an original piece from Windsor native and Windsor High School graduate Ben Mueller.



TownofWindsorCT

Marketing/Information Assistance \$168,460

- Encourage greater community engagement and connectivity with town services through online and mobile applications: *Winput* and *SeeClickFix*
- Assist in maintaining Windsor's website including *Windsor E-Mail Direct*, *E-Gov Direct*, *E-Calendar* and *WinCal.org*
- Monitor town social media platforms
- Write and publish three seasonal brochures entitled "There's a lot to do in Windsor," produce an annual Citizen's Guide to the Windsor Town Budget, Budget in Brief, Maximum Value Government and other public relations materials promoting town services
- Collaborate with the Windsor Chamber of Commerce and Windsor real estate professionals to provide information packets to prospective and new Windsor residents and businesses
- Coordinate marketing efforts with Windsor Public School system
- Develop budget communication methods and materials to educate residents on budget process and value of town services
- Plan Memorial Day and Veteran's Day observances
- Conduct Citizen's Academy to educate citizens on town services
- Assist community groups in special event planning
- Interpret and clarify the town's graphic standards for various departments. Examine language, attitude and presentation to make sure they are consistent with organizational standards
- Promote tourism by coordinating marketing efforts with Windsor Chamber of Commerce
- Produce informational programs highlighting town services for television and video streaming
- Provide technical assistance to other departments in public relations and marketing
- Serve as a public information officer for Mass Dispensing Area #31.

INFORMATION SERVICES

FY 2019 Highlights

In FY19 The Public Relations Division launched the Town of Windsor Youtube Channel (TownofWindsorCT) The channel features more than 75 public service announcements promoting town services on topics such as road construction, snow removal, bringing your business to Windsor, locking your car, senior center activities, bike helmets, golfing etiquette at public spaces, train safety, maple sugaring and more.

The town's social media presence continued to grow with an increase of more than 750 followers to our social media platforms including Facebook (428), Instagram (189) and Twitter (128.)

Town residents were actively involved with the democratic process this State Election year. The Town Clerk's office experienced an influx of candidate petitions, voter registrations, and absentee ballots. In the 30-days prior to the election, the Town Clerk's office issued more than 800 absentee ballots and assisted the Registrar of Voters with registering numerous new voters. On Election Day, the Town Clerk's office worked in partnership with the Registrar of Voters to enter the district election results in the State's Election Night Management System.

Election Activity:

Voters went to the polls multiple times in 2018.

1. On January 9th voters in District 4 voted in a Special Election to fill a vacancy in the 15th State Assembly District seat. A total of 147 (7%) voters cast ballots in the Special Election.
2. On May 8th the referendum passed by a vote of 'Yes' 1,700 to 'No' 879. (12% turnout).
3. On August 14, 2018, 1,062 registered Republicans (37%) and 3,634 registered Democrats (36%) participated in the 2018 State Primary.
4. On November 6th, 14,134 registered voters out of 21,908 participated in the 2018 State Election for a 64% turnout.

Land Activity & Revenues:

The Town Clerk's Office took in 5,546 land recordings during FY 17. This is a decrease of approximately 296 documents from the previous fiscal year. The real estate market plateaued in 2018 as interest rates for mortgages increased. Conveyance tax revenue also saw a decrease from the previous year; however, taxes collected were higher than projected as a result of several large commercial land transfers. Below is a list showing the activity and revenue of the past years.

<u>Fiscal Year</u>	<u>No. of Docs. Filed</u>	<u>Land Revenue</u>	<u>Conveyance Tax Revenue</u>	<u>Total</u>
2013	6,406	\$153,079	\$299,813	\$452,892
2014	5,672	\$143,821	\$225,058	\$368,879
2015	5,499	\$137,436	\$587,681	\$725,117
2016	5,623	\$145,808	\$582,633	\$728,441
2017	5,842	\$155,337	\$553,777	\$709,114
2018	5,546	\$140,494	\$337,772	\$478,266

The FY 18 Targeted Historic Document Grant was awarded to the town for the maximum amount of \$6,500. The grant funds continue to be utilized to restore Tax Assessor's grand lists from the early 19th century that were in poor condition. Approximately 1,000 pages of documents were restored.

INFORMATION SERVICES

<i>Key Statistics</i>	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target
Land Recordings	5,623	5,842	5,546	5,600	5,500
Dog Licenses	2,687	2,699	2,629	2,650	2,650
Birth, Death & Marriage Certificates	796	816	832	820	820
Notarized Documents	1,812	1,683	1,481	1,500	1,500
Sportsman Licenses	230	229	287	230	230
Citizen Academy Participants	14	14	13	13	15
Referendum Participation	3,084*	3,881	2,579	2,800	2,800

*Average participation from multiple referendums

<i>Performance Measures</i>	FY 2018 Actual	FY 2019 Target	FY 2019 Estimate	FY 2020 Target
Number of business days to assemble land record books from receipt of documents	1.0 day	1.0 day	1.0 day	1.0 day
Number of calendar days by which land documents are returned to the appropriate party	4.0 days	4.0 days	6.0 days	4.0 days
Number of business days to prepare revenue reports to the state. (State requirement is 15 calendar days) *Timeline also includes Finance Department check processing time	8.0 days	8.0 days	10.0 days	8.0 days
Number of business days to prepare revenue reports to the town departments	4.0 days	4.0 days	5.0 days	4.0 days
Percentage of requests for copies of land documents or vital records that are responded to within 24 hours	95%	95%	95%	95%
Number of Twitter followers	825	850	975	1,200
Total "follows" on Facebook	850	1,000	1,200	1,600

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

More than 500 Windsor residents gathered on our town green to welcome WFSB Channel 3 for their #20TownsIn20Days promotion last May. The early evening event included super heroes, food, music and great community spirit.

FY 2020 Goals

1. Review the town's Records Management Program to determine if the program reflects the town's current needs.
2. Continue to oversee a multi-year plan to preserve the town's historical records.
3. Collaborate with Windsor Youth Service Bureau to produce public service announcements for use on website, social media and local access television to promote healthy choices for young adults.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2019			FY 2020			
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
1304	Town Clerk Copier	137,439	36,000	71,850	101,589	36,000	46,720	90,869
1306	Historic Preservation	12,567	6,800	7,500	11,867	6,500	9,790	8,577
1308	Preservation Microfilming Grant	-	6,500	6,500	-	7,500	7,500	-
		150,006	49,300	85,850	113,456	50,000	64,010	99,446

#1304 - Town Clerk Copier - Funds are derived from fees associated with the use of the Town Clerk copier. These funds are used for the upkeep, maintenance, restoration and preservation of the Town of Windsor's records. FY 19 & FY 20 includes funding for the lower archival storage room capital project.

#1306 - Historic Preservation - Funds are derived from fees for land records. The State of CT receives a portion of these funds and the remainder is used to match funds when applying for the Connecticut State Library Historic Documents Preservation Grant.

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program.

ADMINISTRATIVE SERVICES

Administrative Services supports town operations by providing other departments with financial, personnel and information resources needed in order to deliver products and services to the community. Administrative Services also protects town assets and its personnel from risk of loss through risk management services.

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,909,724	1,987,810	1,973,730	2,059,870	2,059,870
Supplies	51,038	64,920	64,150	61,080	61,080
Services	217,714	260,710	266,230	261,010	261,010
Maintenance & Repair	61,068	66,440	65,630	68,580	68,580
Grants & Contributions	-	-	-	-	-
Capital Outlay	49,318	42,000	42,000	42,000	42,000
Energy & Utility	15,395	16,200	16,200	16,360	16,360
Total	2,304,257	2,438,080	2,427,940	2,508,900	2,508,900

* 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	2,204,760	2,313,740	2,303,600	2,403,970	2,403,970
Town Support for Education	56,069	59,800	59,800	61,190	61,190
<i>Subtotal: General Fund Budget</i>	2,260,829	2,373,540	2,363,400	2,465,160	2,465,160
Insurance Internal Service Fund	30,000	30,000	30,000	30,000	30,000
Enterprise Funds	13,340	13,340	13,340	13,340	13,340
Special Revenue Funds	88	21,200	21,200	400	400
<i>Subtotal: Other Funds</i>	43,428	64,540	64,540	43,740	43,740
Total	2,304,257	2,438,080	2,427,940	2,508,900	2,508,900

Personnel Requirements

Full Time Equivalents (FTE)	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	16.62	17.00	16.88	17.00	17.00
Regular Part Time Employees	1.23	1.66	1.59	1.61	1.61
Temporary/Seasonal Employees	0.82	0.61	0.78	0.71	0.71
Total	18.67	19.27	19.25	19.32	19.32

Budget Commentary

The FY 19 overall budget as well as the General Fund expenditures are expected to come in under budget by \$10,140 or 0.4%. This is primarily due to partial-year vacancies in Human Resources as well as savings in Supplies in Tax Collection. The overall FY 20 budget is expected to increase \$67,590 or 2.8% and is primarily due to Personal Services. The FY 20 General Fund budget reflects an increase of \$90,230 or 3.9% due to the same reason.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,823,655	1,901,210	1,887,130	1,972,000	1,972,000
Supplies	50,950	62,140	61,770	60,440	60,440
Services	204,374	226,890	232,010	245,790	245,790
Maintenance & Repair	61,068	66,140	65,330	68,280	68,280
Grants & Contributions	-	-	-	-	-
Capital Outlay	49,318	42,000	42,000	42,000	42,000
Energy & Utility	15,395	15,360	15,360	15,460	15,460
Total	2,204,760	2,313,740	2,303,600	2,403,970	2,403,970

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	56,069	56,600	56,600	57,870	57,870
Supplies	-	580	580	640	640
Services	-	1,480	1,480	1,480	1,480
Maintenance & Repair	-	300	300	300	300
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	840	840	900	900
Total	56,069	59,800	59,800	61,190	61,190

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	30,000	30,000	30,000	30,000	30,000
Supplies	88	2,200	1,800	-	-
Services	13,340	32,340	32,740	13,740	13,740
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	43,428	64,540	64,540	43,740	43,740

Total Expenditures (agrees with page O-1):

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,909,724	1,987,810	1,973,730	2,059,870	2,059,870
Supplies	51,038	64,920	64,150	61,080	61,080
Services	217,714	260,710	266,230	261,010	261,010
Maintenance & Repair	61,068	66,440	65,630	68,580	68,580
Grants & Contributions	-	-	-	-	-
Capital Outlay	49,318	42,000	42,000	42,000	42,000
Energy & Utility	15,395	16,200	16,200	16,360	16,360
Total	2,304,257	2,438,080	2,427,940	2,508,900	2,508,900

ADMINISTRATIVE SERVICES
Budget Information
Fiscal Year 2016-2020

Expenditures

Expenditures by Category *	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,779,907	1,826,460	1,909,724	1,987,810	1,973,730	2,059,870	2,059,870
Supplies	69,330	68,357	51,038	64,920	64,150	61,080	61,080
Services	231,347	262,009	217,714	260,710	266,230	261,010	261,010
Maintenance & Repair	56,087	59,536	61,068	66,440	65,630	68,580	68,580
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	69,010	37,803	49,318	42,000	42,000	42,000	42,000
Energy & Utility	15,630	13,976	15,395	16,200	16,200	16,360	16,360
Total	2,221,311	2,268,141	2,304,257	2,438,080	2,427,940	2,508,900	2,508,900

* 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 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	2,075,212	2,164,790	2,204,760	2,313,740	2,303,600	2,403,970	2,403,970
Town Support for Education	54,750	55,640	56,069	59,800	59,800	61,190	61,190
<i>Subtotal: Adm. Services Gen. Fund</i>	<i>2,129,962</i>	<i>2,220,430</i>	<i>2,260,829</i>	<i>2,373,540</i>	<i>2,363,400</i>	<i>2,465,160</i>	<i>2,465,160</i>
Insurance Internal Service Fund	52,929	30,000	30,000	30,000	30,000	30,000	30,000
Enterprise Funds	13,340	13,340	13,340	13,340	13,340	13,340	13,340
Other Funds	25,080	4,371	88	21,200	21,200	400	400
<i>Subtotal: Other Funds</i>	<i>91,349</i>	<i>47,711</i>	<i>43,428</i>	<i>64,540</i>	<i>64,540</i>	<i>43,740</i>	<i>43,740</i>
Total	2,221,311	2,268,141	2,304,257	2,438,080	2,427,940	2,508,900	2,508,900

FINANCIAL ACCOUNTING AND REPORTING

The Financial Accounting and Reporting division ensures the proper accounting of the town's financial records and provides fiscal and related services to employees, vendors and other departments. This division also appraises the town manager, staff, town council and public of the overall fiscal status and performance of the town.

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	683,430	679,760	701,560	701,560
Supplies	15,470	18,120	16,310	16,310
Services	36,270	41,270	37,070	37,070
Maintenance & Repair	54,620	52,800	56,270	56,270
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,000	4,000	4,010	4,010
Total	793,790	795,950	815,220	815,220

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

Funding Sources

The General Fund is the primary funding source for the Accounting Department. A small portion for cash management and record keeping required is funded by the Insurance Internal Service Fund under the self-insurance program.

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	778,790	780,950	800,220	800,220
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	793,790	795,950	815,220	815,220

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.92	6.00	6.00
Regular Part Time Employees	0.41	0.41	0.41	0.41
Temporary/Seasonal Employees	0.41	0.42	0.41	0.41
Total	6.82	6.75	6.82	6.82

Budget Commentary

The FY 19 expenditures are expected to come in over budget by \$2,160 or 0.3% primarily due to the need for temporary staffing during the transition and hiring process for the accounts payable position. The FY 20 General Fund budget is expected to increase by \$21,430 or 2.8% mostly due to Personal Services.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis \$342,580

- Ensure the town's financial activities and records are properly accounted for and maintained
- Maintain the towns general ledger
- Provide financial information and assistance to internal and external customers
- Prepare vendor payments and produce related expenditure reports
- Administer non-tax cash receipts and produce accounts receivable reports for town services
- Prepare various monthly, quarterly and annual financial statements for management and other boards
- Prepare year-end comprehensive annual financial report.

Audit \$105,330

- Manage the audit and assist the independent auditor during field work
- Prepare all documentation required by the independent auditor
- Adhere to General Accepted Accounting Principles (GAAP) and General Accounting Standards Board (GASB) recommendations
- Ensure best practices are in place
- Review internal controls to ensure that proper controls are in place and procedures are being followed.

Payroll & Benefits \$125,640

- Process weekly payroll by compiling payroll data such as hours worked, leave taken, insurance, union dues and state & federal tax liabilities
- Coordinate the preparation and issuance of paychecks/direct deposits and applicable vendor payments
- Coordinate and calculate pension benefits, retirement insurance programs, and 457 plan contributions to various savings plans
- Prepare and distribute W2's.

Cash Management \$29,440

- Monitor the cash position of the town, including the board of education, pursuant to the town's investment policy
- Manage cash flow and idle funds to maximize interest income pursuant to the town's investment policy.

Debt Management \$13,170

- Manage the issuance of general obligation bonds and bond anticipation notes pursuant to the town's debt management policy
- Prepare the official statement required for the issuance of debt
- Prepare rating agency presentations.

Budgeting \$199,060

- Coordinate the preparation of the town's annual General Fund and related budgets
- Monitor revenues and expenditures for all town funds
- Provide the technical financial assistance necessary for the preparation of the Capital Improvement Program.

HUMAN RESOURCES

Human Resources assists departments and the town manager in the recruitment, selection, retention and training of town employees. It also administers employee benefit plans including health, disability and life insurance and implements employee involvement and quality service initiatives. Equitable and cooperative labor relations are promoted by the department through collective bargaining and contract administration while ensuring compliance with state and federal labor and employment laws.

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	365,330	356,150	364,140	364,140
Supplies	3,430	3,430	3,470	3,470
Services	69,900	70,100	82,100	82,100
Maintenance & Repair	7,770	8,780	8,260	8,260
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,200	2,200	2,200	2,200
Total	448,630	440,660	460,170	460,170

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

Funding Sources

The Human Resources Program is supported solely by General Fund resources.

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	448,630	440,660	460,170	460,170
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	448,630	440,660	460,170	460,170

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.96	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	0.16	0.10	0.10
Total	3.00	3.12	3.10	3.10

Budget Commentary

The FY 19 expenditures are expected to come in under budget by \$7,970 or 1.8% due primarily to partial year vacancies. The FY 20 General Fund budget reflects an increase of \$11,540 or 2.6% as compared to the FY 19 budget. This is due to an increase in funding for employee training budgeted in Services.

HUMAN RESOURCES

Products & Services

Recruitment and Selection \$84,630

- Recruit and select qualified applicants through advertising and the posting of job announcements; answering telephone, mail and walk-in inquiries; reviewing and processing applications; interviewing and testing; background and reference checking and final hiring
- Maintain hiring statistics and workforce demographic data in compliance with Equal Employment Opportunity reporting requirements.

Employee Relations \$80,030

- Administer three labor contracts for the Town of Windsor: WPDEA (Police), UPSEU Local 424, Unit 10 (public safety dispatchers) and Teamsters Local 671 (public works and clerical), coordinate grievance and labor board hearings and contract negotiations
- Provide advice and direction to administrative staff on personnel policies and regulations
- Provide assistance with employee counseling, discipline issues and coordination of grievance processing
- Update administrative and personnel policies in accordance with legal developments, governmental mandates and best practices.

Employee Benefits Administration \$84,330

- 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 \$75,200

- Conduct orientation of new full-time and part-time employees
- Identify and implement improvements in town services and programs
- Provide consultation to staff on career growth and development
- Provide tuition reimbursement for job-related courses
- Develop and implement supervisory training programs.

Unemployment Compensation \$40,980

- Provide funding for unemployment compensation, perform claims research, attend hearings and follow appeals processes.

Classification and Salary Administration \$54,700

- 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 \$40,300

- 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	351,750	352,080	366,570	366,570
Supplies	5,000	4,950	5,000	5,000
Services	81,500	81,220	85,700	85,700
Maintenance & Repair	3,000	3,000	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	42,000	42,000	42,000	42,000
Energy & Utility	4,110	4,110	4,110	4,110
Total	487,360	487,360	506,380	506,380

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

Funding Sources

Some funding for the Information Technology Program is generated via user charges to the enterprise funds. The table on the next page provides a detailed breakdown of these charges.

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	474,020	474,020	493,040	493,040
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	487,360	487,360	506,380	506,380

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

The FY 19 expenditures are expected to come in on budget. The FY 20 General Fund budget is expected to increase \$19,020 or 4.0% primarily due to Personal Services and Services.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support \$171,380

- Provide departments with short and long-term consultation in evaluating, maintaining and updating department specific applications
- Support information systems and applications
- Desktop and Virtual licensing
- Assist departments in developing and maintaining electronic content and communications
- Administer technology purchasing
- Support the police department's state, internal and mobile applications
- Provide mapping applications to assessor, development services and police departments
- Provide database development and administration.

Enterprise Systems and Security \$210,000

- Provide 24-hour, 7-days-a-week access to town applications
- Manage Local Area Networks (LAN) used by town staff at offices in ten locations
- Provide 24-hour, 7-days-a-week access to the Wide Area Network (WAN)
- Support wireless hardware and software used by the Public Safety Department for mobile applications including dispatch, field reporting and querying state maintained information
- Provide system security including virus protection, patch management and filtering
- Provide data backup and recovery services for all information systems
- Provide Internet infrastructure maintenance, management and security
- Provide infrastructure support for the phone system
- Provide remote connectivity and access.

Support Services \$83,000

- 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	141,440	141,440	144,640	144,640
Supplies	1,440	1,440	1,590	1,590
Services	3,700	3,700	3,700	3,700
Maintenance & Repair	750	750	750	750
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,100	2,100	2,250	2,250
Total	149,430	149,430	152,930	152,930

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

Funding Sources

Funding sources for FY 18 consist of the General Fund, Town Support for Education and the Insurance Internal Service Fund

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	74,630	74,630	76,740	76,740
Town Support for Education	59,800	59,800	61,190	61,190
<i>Subtotal: Risk Mngt. General Fund Budget</i>	134,430	134,430	137,930	137,930
Insurance Internal Service Fund	15,000	15,000	15,000	15,000
Enterprise Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	15,000	15,000	15,000	15,000
Total	149,430	149,430	152,930	152,930

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	1.00

Budget Commentary

The FY 19 expenditures are expected to come in on budget. The overall FY 20 budget reflects an increase of \$3,500 or 2.3% primarily due to Personal Services.

RISK MANAGEMENT

Products and Services

Insurance \$53,530

- 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 \$30,580

- Control risk of loss from crimes such as pilferage and vandalism within the organization through preventative safety activities
- Support various internal committees.

Employee Safety \$45,880

- Provide safety training programs in conjunction with the Town of Windsor Safety Team concerning regulatory compliance and safe operating procedures
- Manage self-insured workers compensation program to ensure proper and efficient handling of claims.

Loss Control \$22,940

- 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	231,540	230,230	260,750	260,750
Supplies	5,080	4,610	4,830	4,830
Services	24,260	24,860	25,440	25,440
Maintenance & Repair	300	300	300	300
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,040	2,040	2,040	2,040
Total	263,220	262,040	293,360	293,360

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	262,820	261,640	292,960	292,960
Other Funds	400	400	400	400
<i>Subtotal: Other Funds</i>	<i>400</i>	<i>400</i>	<i>400</i>	<i>400</i>
Total	263,220	262,040	293,360	293,360

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.55	0.48	0.50	0.50
Temporary/Seasonal Employees	-	-	-	-
Total	2.55	2.48	2.50	2.50

Budget Commentary

The FY 19 expenditures are expected to come in under budget by \$1,180 or 0.4% due to Personal Services from a partial year part-time vacancy. The FY 20 budget reflects an increase of \$30,140 or 11.5% as compared to the FY 19 budget due primarily to personal service increases for existing employees as well as a new hire that will receive the town's health benefits.

PROPERTY VALUATION

Products and Services

Property Valuation \$216,970

- Develop and maintain valuations for 12,162 real estate, 27,114 motor vehicle and 1,280 personal property accounts
- Maintain and enhance the town Geographic Information System (GIS)/Assessment web site.

Exemptions & Benefits \$76,390

- Administer various exemptions to over 2,800 veteran, elderly, blind and disabled taxpayers with total benefits exceeding \$300,000.

TAX COLLECTION

The Tax Collector's Office is responsible for collecting property taxes which provide support for the educational system and town-wide municipal services.

Expenditures

Expenditures by Category *	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	214,320	214,070	222,210	222,210
Supplies	34,500	31,600	29,880	29,880
Services	45,080	45,080	27,000	27,000
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,750	1,750	1,750	1,750
Total	295,650	292,500	280,840	280,840

* 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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	274,850	271,700	280,840	280,840
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Special Revenue Fund	20,800	20,800	-	-
<i>Subtotal: Other Funds</i>	<i>20,800</i>	<i>20,800</i>	<i>-</i>	<i>-</i>
Total	295,650	292,500	280,840	280,840

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.70	0.70	0.70	0.70
Temporary/Seasonal Employees	0.20	0.20	0.20	0.20
Total	2.90	2.90	2.90	2.90

Budget Commentary

The FY 19 expenditures are expected to come in under budget by \$3,150 or 1.1%. This is primarily due to less postage used than estimated as a result of a new tax bill mailing process. The overall FY 20 proposed budget reflects a decrease of \$14,810 or 5.0% as compared to the FY 19 budget. This is due primarily to the increase in Personal Services in the General Fund offset by expenditures for a delinquent property tax sale not included in the FY 20 budget. The FY 20 General Fund budget reflects an increase of \$5,990 or 2.2% and is primarily due to Personal Services offset in part by a reduction in estimated postage expenses.

TAX COLLECTION

Products and Services

Current Tax Collection \$72,160

- Collect 95% of the total levy during normal tax-due period (July-August and January).

Delinquent Tax Collection \$144,940

- Use a variety of methods and procedures such as updating new addresses, mailing delinquent tax notices, issuing alias tax warrants through state marshals and constables, recording liens against real estate with the town clerk's office and conducting tax sales in an attempt to collect the balance of the total tax levy.

Parking Tickets \$2,930

- Collect parking tickets fees for the police department.

Tax Billing Preparation \$60,810

- 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 2019 Highlights

Tax Collection

Conducted a delinquent property tax sale in the Spring of 2019 in an effort to clear numerous delinquent real estate taxes. The accounts fitting the criteria for the sale had taxes, interest and fees in excess of \$550,000 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

Continued to manage investment income opportunities in a rapidly changing interest rate environment to ensure town funds realize maximum earning potential. Interest rates upwards of 1.5% have been achieved by way of continual monitoring of market conditions, as well as communication and follow-up with the town's banking relationships.

In order to further protect the town's assets and employees, the Finance Department implemented an enhanced cash handling program. This consisted of conducting internal department audits, updating the cash handling policy and procedures, and introducing various training platforms. In addition to a live training presentation, training was accomplished through an in-house developed training video. These trainings will continue for any new staff that have a cash handling role, as well as provide refresher training for current staff on a periodic basis.

Risk Management

Hosted a trenching and excavation safety program conducted by a representative from the construction industry. Multiple towns sent representatives to this informative program.

The town's Risk Manager, Marty Maynard, is working to earn his CRIS (Construction Risk Insurance Specialist) designation from the International Risk Management Institute through successfully passing 5 courses and exams. Additionally, Marty served on the 2018 Business Insurance U.S. Insurance Awards as a finalist judge to select winners from 180 nominations in 14 categories.

Human Resources

Completed implicit bias and inclusivity training for employees.

Worked with the internal training committee and consultants to plan and coordinate a series of leadership training sessions for supervisors and managers designed to strengthen leadership competencies including emotional intelligence, listening skills, and delegation.

Information Technology

Strengthened desktop remote access security with multi-factor authentication. Multi-factor authentication is a security process in which the user provides two different authentication factors to verify themselves to better protect both the user's credentials and the resources the user can access.

Implemented a Security Awareness training program and testing for staff users.

Initiated the Windows 10 desktop implementation. In FY 19 sixty percent were completed and the remaining desktops will be completed in FY 20.

Property Valuation

Completed the October 1, 2018 property revaluation mainly in-house and conducted the informal hearings with minimal response (210 hearings out of 11,660 parcels, or 1.8%).

Conducted a visual field review of business personal property accounts which resulted in a net gain in assessed value and increased revenue to the town.

Personal property audits were conducted through an outside vendor resulting in a \$130,000 net tax gain to the town. Six audits were completed and additional audits will be completed in FY 20.

ADMINISTRATIVE SERVICES

<i>Key Statistics</i>	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target
Number of staff and public desktops supported	Staff 260 Public 70	Staff 260 Public 70	Staff 260 Public 70	Staff 260 Public 70	Staff 260 Public 70
Mobile devices accessing town applications	100	105	130	157	170
Average investment yield	0.22%	0.50%	1.00%	1.50%	2.00%
Bonded debt per capita	\$1,343	\$1,318	\$1,381	\$1,974	\$2,274
Debt as a percent of total budget	6.2%	6.2%	6.1%	6.6%	6.4%
Investment income for the General Fund	\$152,690	\$258,925	\$641,530	\$950,000	\$1,100,000
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	40,357	40,478	40,520	40,557	40,557
Total loss time claims	15	19	28	25	23
Total Worker Compensation claims	132	153	173	150	140
Number of full time positions posted	13	11	16	20	10
Number of job applications processed	1,389	2,132	1,345	1,400	1,300
Full time employee turnover rate*	5.9%	8.3%	9.5%	9.4%	5.5%

*Turnover includes retirements.

<i>Performance Measures</i>	FY 2018 Actual	FY 2019 Target	FY 2019 Estimate	FY 2020 Target
Availability of network data access (% of time)	99%	99%	99%	99%
Total revenue collected in the Current Levy category as a % of what was billed	99.0%	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	25	21	17	16
Time to hire from job posting closing date to job offer	6.2 weeks	6.0 weeks	6.0 weeks	5.6 weeks
Percent of full time employees completing trial period (measures quality of hire)	91%	100%	100%	100%

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

In FY 19 the Risk Management department initiated weekly "tailgate talks" with Public Works staff. These 10-15 minute meetings served to remind staff of safety issues prior to going out to the jobsite, as well as to emphasize the importance of safety in the performance of their daily tasks. Topics included but were not limited to heavy equipment safety, eye hazards, ladder safety, as well as environmental and physical hazards.

ADMINISTRATIVE SERVICES

FY 2020 Goals

1. To work with our third-party administrator for worker compensation claims to determine where training is needed among certain employee groups.
2. Review and propose changes to the town's procurement policy to align with current procurement practices and process improvements, including standardization of forms.
3. Begin to process accounts payable electronic payments to town vendors through ACH versus paying them with printed checks.
4. Complete the transition to Windows 10 for staff devices and applications.
5. Plan the transition of information technology to the new safety services facility and the town's second data center.
6. Successfully complete negotiations with the public works and clerical bargaining unit and implement contractual changes.
7. Work with departments to update part-time and seasonal job descriptions.
8. Begin developing a standard risk management training package for all new employees and annual training for all employees based upon loss experience and mandates from OSHA.

SPECIAL REVENUE FUNDS

Administrative Services

Project #	Project Name	FY 2019			FY 2020			
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
1650	Assessor's Coin-Op Copiers	7,512	1,100	400	8,212	1,100	400	8,912
1651	Delinquent Property Tax Sale	-	20,800	20,800	-	-	-	-
		7,512	21,900	21,200	8,212	1,100	400	8,912

#1650 - Assessor's Coin-Op Copiers - Revenues are generated by fees obtained from use of the copying machine (GIS maps, etc.). This fund is used toward the purchase of supplies and for the costs associated with the copier maintenance agreements.

#1651 - Delinquent Property Tax Sale - A public auction is scheduled to be conducted by the tax collector in the Spring of 2019 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale will be applied to clear the back taxes and release the tax liens. This fund listed above represents the estimated expenses and expense recoveries from the buyers for this sale.

GENERAL GOVERNMENT

General Government programs provide funds for the activities of the town's elected officials and appointed boards and commissions as well as the operations of the Town Manager's Office. General Government also includes funding for the Town Attorney, Treasurer, Probate Court, Independent Audit, Intergovernmental Services and Community Services.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Town Council	11,768	16,700	15,990	17,850	17,850
Boards and Commissions	10,750	15,520	13,440	15,640	15,640
Probate Court	7,747	8,840	8,840	9,060	9,060
Elections	113,773	140,260	150,020	146,290	146,290
Counsel and Legal Advice	221,878	174,040	224,040	174,040	174,040
Town Manager's Office	372,453	465,830	394,820	480,690	480,690
Town Treasurer's Office	2,599	2,690	2,690	2,740	2,740
Independent Audit	22,810	24,710	24,710	26,510	26,510
Intergovernmental Services	45,540	46,540	46,540	47,030	47,030
Community Services	116,976	120,110	120,110	116,410	116,410
Total General Fund	926,294	1,015,240	1,001,200	1,036,260	1,036,260
Town Support for Education and Charges to Other Departments	51,229	49,820	49,820	51,170	51,170
Special Revenue & Other Funds	12,193	12,240	13,460	11,490	11,490
Total Expenditures	989,716	1,077,300	1,064,480	1,098,920	1,098,920

Budget Commentary

The FY 19 General Fund expenditures are expected to come in under budget by \$14,040 or 1.4% primarily due to Personal Services savings in the Town Manager's Office for a partial year vacancy, offset by increased costs in Counsel and Legal Advice for workers compensation litigation and Elections. The FY 20 General Fund budget reflects an increase of \$21,020 or 2.1% as compared to the FY 19 budget by Personal Services in the Town Manager's Office, a presidential primary for Elections budgeted for FY 20, offset by a reduction in Community Services.

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	407,025	567,870	473,190	587,500	587,500
Supplies	18,621	24,590	29,760	28,750	28,750
Services	369,513	287,920	363,780	288,720	288,720
Maintenance & Repair	3,200	3,420	3,200	3,420	3,420
Grants & Contributions	116,976	120,110	120,110	116,410	116,410
Capital Outlay	-	-	-	-	-
Energy & Utility	10,959	11,330	11,160	11,460	11,460
Total	926,294	1,015,240	1,001,200	1,036,260	1,036,260

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,269	2,360	2,360	2,410	2,410
Supplies	-	-	-	-	-
Services	48,960	47,460	47,460	48,760	48,760
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	51,229	49,820	49,820	51,170	51,170

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	1,203	1,750	510	500	500
Services	10,990	10,490	12,950	10,990	10,990
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	12,193	12,240	13,460	11,490	11,490

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	409,294	570,230	475,550	589,910	589,910
Supplies	19,824	26,340	30,270	29,250	29,250
Services	429,463	345,870	424,190	348,470	348,470
Maintenance & Repair	3,200	3,420	3,200	3,420	3,420
Grants & Contributions	116,976	120,110	120,110	116,410	116,410
Capital Outlay	-	-	-	-	-
Energy & Utility	10,959	11,330	11,160	11,460	11,460
Total	989,716	1,077,300	1,064,480	1,098,920	1,098,920

GENERAL GOVERNMENT
Budget Information
Fiscal Year 2016-2020

Expenditures

Expenditures by Category *	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	557,922	485,067	409,294	570,230	475,550	589,910	589,910
Supplies	23,812	23,656	19,824	26,340	30,270	29,250	29,250
Services	356,880	356,091	429,463	345,870	424,190	348,470	348,470
Maintenance & Repair	3,200	3,320	3,200	3,420	3,200	3,420	3,420
Grants & Contributions	109,275	117,087	116,976	120,110	120,110	116,410	116,410
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	9,800	10,342	10,959	11,330	11,160	11,460	11,460
Total	1,060,889	995,563	989,716	1,077,300	1,064,480	1,098,920	1,098,920

* 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 2016	FY 2017	FY 2018	FY 2019		FY 2020	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	999,458	933,959	926,294	1,015,240	1,001,200	1,036,260	1,036,260
Town Support For Education	49,645	51,114	51,229	49,820	49,820	51,170	51,170
<i>Subtotal: Gen. Govt. Gen. Fund</i>	<i>1,049,103</i>	<i>985,073</i>	<i>977,523</i>	<i>1,065,060</i>	<i>1,051,020</i>	<i>1,087,430</i>	<i>1,087,430</i>
Special Rev. & Other Funds	11,786	10,490	12,193	12,240	13,460	11,490	11,490
Total	1,060,889	995,563	989,716	1,077,300	1,064,480	1,098,920	1,098,920

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,368	5,670	5,670	5,670	5,670
Supplies	1,142	1,470	1,250	1,470	1,470
Services	4,745	6,110	5,590	7,230	7,230
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,513	3,450	3,480	3,480	3,480
Total	11,768	16,700	15,990	17,850	17,850

* 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 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 19 General Fund expenditures are expected to come in under budget by \$710 or approximately 4.3% primarily due to less use of Supplies and Services. The FY 20 budget reflects an increase of \$1,150 or 6.9% as compared to the FY 19 budget mostly due to Town Council election-related expenses.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,436	-	-	-	-
Supplies	3,339	3,680	2,580	2,430	2,430
Services	6,688	12,600	12,840	13,220	13,220
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	990	990	990	990	990
Total	12,453	17,270	16,410	16,640	16,640

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

Funding Sources

Board and Commission expenditures are funded by the general fund and various grant funds.

Funding Source:	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Boards and Commissions	10,750	15,520	13,440	15,640	15,640
Special Revenue Funds	1,703	1,750	2,970	1,000	1,000
Total	12,453	17,270	16,410	16,640	16,640

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 19 expenditures are expected to come in under budget by \$860 or 5.0% mostly due to a reduction in Supplies for special projects. The FY 20 budget reflects a decrease of \$630 or 3.6%.

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	7,747	8,840	8,840	9,060	9,060
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	7,747	8,840	8,840	9,060	9,060

* 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 19 expenditures are expected to come in on budget. The town's share of the district court's budget for FY 20 is \$9,060, which is 45% of the district court budget of \$20,125. The district Probate Court requests a proportionate share as per Connecticut General Statutes 45a-8, which will be allocated between the towns of Windsor, East Windsor and South Windsor that it serves. The district court budget of \$20,125 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, 2018 were utilized to obtain Windsor's 45% proportionate figure of \$9,060.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	91,171	110,130	114,330	114,890	114,890
Supplies	10,594	15,510	21,290	19,630	19,630
Services	5,860	8,400	8,400	5,450	5,450
Maintenance & Repair	3,200	3,420	3,200	3,420	3,420
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,948	2,800	2,800	2,900	2,900
Total	113,773	140,260	150,020	146,290	146,290

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

The town's required expenditures for Elections are funded solely by the General Fund.

Personnel Requirements

Elections staff, including two elected registrars, two deputy registrars and election workers are exempt and are not considered town employees.

Products and Services

The Office of the Registrar of Voters is located in the Windsor Town Hall and is staffed by two elected registrars and two deputy registrars. The registrars supervise all elections and keep the records of approximately 21,000 registered voters. Funds are included for registrars, poll workers, supplies and the costs of the annual enumeration (counting of voters).

Budget Commentary

The FY 19 expenditures are expected to come in over budget by \$9,760 or 7.0% due to the state election. The FY 20 expenditures reflect a \$6,030 or 4.3% increase mostly due to the presidential primary. The FY 19 budget included a state primary, a state election, and a budget referendum. The FY 20 budget includes a municipal election, a presidential primary and a budget referendum.

Elections	Month/Year	FY 2019 Budget	FY 2019 Estimate	FY 2020
State Primary	Aug 2018	Yes	Yes	-
State Election	Nov 2018	Yes	Yes	-
Municipal	Nov 2019	-	-	Yes
Presidential Primary	Apr 2020	-	-	Yes
Budget Referendum	May 2019/2020	Yes	Yes	Yes

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	4,000	4,000	4,000	4,000
Services	243,838	192,000	242,000	192,000	192,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	243,838	196,000	246,000	196,000	196,000

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

Funding Source:	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Counsel & Legal Advice	221,878	174,040	224,040	174,040	174,040
Town Support for Education	21,960	21,960	21,960	21,960	21,960
Total: General Fund Budget	243,838	196,000	246,000	196,000	196,000

Products and Services

The town attorney is the legal advisor of the town council, board of education, town manager, other town officials and boards and commissions. Appointed by the town council for a two-year term, the town attorney protects the rights of the town in actions, suits or proceedings brought by or against it or any of its departments, officers, agencies or boards and commissions. Responsibilities include:

- representing the town in suits, litigation, hearings and labor matters
- advising the town on policy issues and questions of law
- preparing or approving contracts or other instruments in which the town has an interest
- appealing orders, decisions and judgments (upon approval of town council)
- compromising or settling any claims by or against the town (upon approval of town council)
- coordinating outside legal services for the town.

Budget Commentary

The FY 19 expenditures are expected to come in over budget by \$50,000 or 25.5% as a result of workers compensation litigation. The FY 20 budget reflects no changes as compared with the FY 19 budget.

The breakdown of the budget is as follows:

	FY 19 Budget	FY 20 Adopted
Retainer	\$87,820	\$87,820
Litigation - Town Attorney	48,000	48,000
Litigation - Other (property tax appeals, workers compensation, outside legal council, etc.)	51,070	51,070
Conflict contingency	5,000	5,000
Books and periodicals	4,000	4,000
Membership fees	110	110
Total Cost	\$196,000	\$196,000

TOWN MANAGER'S OFFICE

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	309,781	449,710	350,830	464,530	464,530
Supplies	4,749	1,680	1,150	1,720	1,720
Services	54,745	10,680	39,280	10,680	10,680
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,178	3,760	3,560	3,760	3,760
Total	372,453	465,830	394,820	480,690	480,690

* 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Exempt - Town Manager	1.00	1.00	1.00	1.00	1.00
Regular Full Time Employees	1.00	2.00	1.25	2.00	2.00
Regular Part Time Employees	0.62	0.40	0.63	0.48	0.48
Total FTEs	2.62	3.40	2.88	3.48	3.48

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 19 expenditures are expected to come in under budget by \$71,010 or 15.2%. This is primarily due to Personal Services for a partial year vacancy. The FY 20 budget reflects an increase of \$14,860 or approximately 3.2% mostly due to Personal Services.

TREASURER

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	4,538	4,720	4,720	4,820	4,820
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	330	330	330	330	330
Total	4,868	5,050	5,050	5,150	5,150

* 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Treasurer	2,599	2,690	2,690	2,740	2,740
Town Support for Education	2,269	2,360	2,360	2,410	2,410
Total: Gen. Fund Budget	4,868	5,050	5,050	5,150	5,150

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 19 expenditures are expected to come in on budget. The FY 20 budget reflects an increase of \$100 as compared to the FY 19 budget due to Personal Services.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	60,300	60,700	60,700	63,800	63,800
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	60,300	60,700	60,700	63,800	63,800

* 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund – Audit	22,810	24,710	24,710	26,510	26,510
Town Support for Education	27,000	25,500	25,500	26,800	26,800
<i>Subtotal: Gen. Fund Budget</i>	<i>49,810</i>	<i>50,210</i>	<i>50,210</i>	<i>53,310</i>	<i>53,310</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	60,300	60,700	60,700	63,800	63,800

Products and Services

An annual audit is conducted by an independent public accounting firm appointed by the town council. The auditor ensures the lawful expenditure of local revenues as well as state and federal grants. The auditor also reports on management or record keeping practices that need improvement. The auditing entity does this by:

- auditing general purpose financial statements and all governmental, proprietary, fiduciary funds and account groups of the town and board of education
- assisting town staff in the preparation of the Comprehensive Annual Financial Report (CAFR)
- conducting federal and state single audits and preparing required reports
- conducting compliance audits as applicable in accordance with Generally Accepted Accounting Principles (GAAP)
- reviewing State Department of Education reports including the ED001, ED006 and DTL forms
- preparing a management letter that includes audit findings and recommendations affecting internal controls, accounting systems and legality of actions.

Budget Commentary

The overall FY 19 expenditures are expected to come in on budget. These expenditures are costs incurred for the audit of the FY 18 financial statements. The overall FY 20 budget reflects an increase of \$3,100 or 5.1% as compared to the FY 19 budget. The FY 20 budget represents the second year of a three year audit service agreement.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	45,540	46,540	46,540	47,030	47,030
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	45,540	46,540	46,540	47,030	47,030

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

Intergovernmental Services expenditures are funded solely by the General Fund.

Products and Services

Intergovernmental Services are funds that assist the town in developing and maintaining effective, cooperative relationships with federal, state, regional and other town governments and in obtaining maximum intergovernmental support and research for town programs. The forums and mechanisms for these cooperative relationships include:

- ongoing review of federal and state proposed legislation, regulations, rate setting activities and regional affairs, taking appropriate steps to serve the town's interests
- contributions to the Capitol Region Council of Governments
- contributions to the Connecticut Conference of Municipalities for membership
- contributions to the Greater Hartford Transit District.

Budget Commentary

Services:	FY 2019	FY 2020
	Budget	Budget
Capitol Region Council of Governments	\$22,720	\$23,210
Connecticut Conference of Municipalities	19,170	19,170
Greater Hartford Transit District	4,650	4,650
Total	46,540	47,030

COMMUNITY SERVICES

Expenditures

Expenditures by Category*	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	116,976	120,110	120,110	116,410	116,410
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	116,976	120,110	120,110	116,410	116,410

* 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Community Services	116,976	120,110	120,110	116,410	116,410
Total	116,976	120,110	120,110	116,410	116,410

	Budget	Adopted		Budget	Adopted
	FY 2019	FY 2020		FY 2019	FY 2020
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	Fire Explorers Provides personal development and teamwork programs to Windsor youth. <i>Requested \$10,000</i>	\$10,000	\$10,000
Ascend Mentoring Provides mentoring and support services for Windsor's at risk youth and their families. <i>Requested \$5,000</i>	\$2,750	\$3,000	First School Society Supports maintenance efforts at the Palisado Cemetery. <i>Requested \$810</i>	\$810	\$810
Celebrate Wilson Supports an event in the Wilson section of town. <i>Requested \$1,000</i>	\$1,000	\$1,000	First Town Downtown Supports community efforts to revitalize downtown businesses. <i>Requested \$20,000</i>	\$20,000	\$20,000
Cable Television - WIN-TV Contributes to WIN-TV, Windsor's local cable station. <i>Requested \$5,000</i>	\$5,000	\$5,000	Hartford Interval House Provides services to Windsor residents who are victims of domestic violence. <i>Requested \$2,500</i>	\$2,200	\$2,500
Community Health Resources Supports mental health services for Windsor residents. <i>Requested \$12,500</i>	\$12,500	\$12,500			
Farmington River Watershed Supports the restoration and conservation of the natural resources of this watershed. <i>Requested \$1,860</i>	\$1,860	\$1,860			

COMMUNITY SERVICES (continued)

	<u>Budget</u> <u>FY 2019</u>	<u>Adopted</u> <u>FY 2020</u>		<u>Budget</u> <u>FY 2019</u>	<u>Adopted</u> <u>FY 2020</u>
Holiday Observance Supports the commemoration of Veterans and Memorial Day. <i>Requested \$6,450</i>	\$5,950	\$6,450	Tourism Grant to Chamber of Commerce Promotes tourism and increases small business opportunities. <i>Requested \$15,000</i>	\$15,000	\$15,000
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	Voices Against Lyme Disease Based in Windsor, brings awareness and education to families, individuals and communities. <i>Requested \$3,500</i>	\$1,750	\$2,000
North Central Regional Mental Health Board Helps determine and monitors local mental health services. <i>Requested \$2,040</i>	\$2,040	\$2,040	Volunteer Appreciation Provides support for the annual Town of Windsor volunteer brunch. <i>Requested \$9,500</i>	\$9,500	\$9,500
Police Cadets Provides personal development and teamwork programs to Windsor youth. <i>Requested \$10,500</i>	\$10,200	\$10,500	Windsor Art Center Provides aesthetic and educational experiences for the region's residents and visitors. <i>Requested \$2,000</i>	\$1,750	\$1,800
Riverfront Recapture Supports a regional effort to restore access to the Connecticut River. <i>Requested \$1,000</i>	\$850	\$1,000	Windsor Early Childhood Council Helps support early childhood programs including a resource EXPO and education/skill building classes for parents. <i>Requested \$0</i>	\$5,500	\$0
Shad Derby Supports the activities of the Shad Fest Bureau. <i>Requested \$5,600</i>	\$5,600	\$5,600	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

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
5250	One Book One Windsor	1,100	860	1,960	-	500	-
5252	Bridge Builder's Award	510	-	510	-	-	-
5253	Community Day Events	104	-	-	104	-	104
5257	HRC Scholarship Fund	655	-	500	155	500	5
		2,369	860	2,970	259	850	1,000
							109

#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.

GENERAL SERVICES

This section includes the general services of the current budget that are not specific to any given department.

	FY 2018	FY 2019		FY 2020	
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Proposed</u>	<u>Adopted</u>
Expenditures					
Debt Service - Principle	3,577,350	3,877,650	3,877,650	4,010,000	4,010,000
Debt Service - Interest	727,730	683,930	683,930	771,140	771,140
Sewer Services	3,783,000	4,173,800	4,173,800	4,411,600	4,411,600
Great Pond Improvement District Transfer	94,380	94,070	94,070	93,500	93,500
Workers Comp. & Liability Insurance	1,088,960	1,097,930	1,097,930	1,135,920	1,135,920
Retiree Health Insurance and Actuarial Costs	878,408	982,000	982,000	816,600	816,600
Other Post-Employment Benefits (OPEB)	350,000	420,000	420,000	525,000	500,000
Revaluation	20,000	20,000	20,000	20,000	20,000
Recycling Services	452,774	465,590	465,590	467,460	467,460
Capital Projects	1,345,000	2,400,000	2,400,000	2,430,000	2,430,000
Tax Refunds - Prior Year	2,316	20,000	55,700	20,000	20,000
Caring Connection Transfer	-	60,000	60,000	126,770	114,770
Open Space	181,200	200,000	200,000	200,000	200,000
Total Expenditures	12,501,118	14,494,970	14,530,670	15,027,990	14,990,990

Budget Commentary

The FY 19 expenditures are expected to come in over budget by \$35,700 or 0.2%, which is due to an increase in property tax refunds in FY 19. The FY 20 budget is proposed to increase \$533,020 or 3.7%. This includes increased funding for capital projects in the amount of \$30,000, an increase in the MDC ad valorem sewer payment of \$237,800 as well as a planned increase for other post-employment benefits (OPEB) of \$105,000. Additionally for FY 20, an increase to the Caring Connection transfer in the amount of \$66,770 is proposed for the purpose of providing a balanced program budget.

Council Action

During budget deliberations, the Town Council decreased funding to General Services by \$37,000. This was the result of a reduction of \$25,000 in funding for Other Post-Employment Benefits (OPEB) and a \$12,000 decrease in the transfer to the Caring Connection. In addition, the Town Council increased the use of the Debt Service Fund Balance from \$394,290 to \$570,000 to accommodate the revised debt financing structure for the Spring 2019 bond/note issue (this does not impact the General Fund).

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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Debt Service – Principal	6,149,320	6,149,320	6,272,330	6,520,000
Debt Service – Interest	1,030,910	1,030,910	1,517,600	1,445,640
Total Debt Service	7,180,230	7,180,230	7,789,930	7,965,640

Funding Sources

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund – General Services	4,561,580	4,561,580	4,781,140	4,781,140
Use of Debt Service Fund Balance	-	-	394,290	570,000
Town Support for Education	2,618,650	2,618,650	2,614,500	2,614,500
Total	7,180,230	7,180,230	7,789,930	7,965,640

2019-2020 DEBT SUMMARY

Appendix F illustrates detailed debt schedules and summaries of principal and interest payments on all bonded projects as of June 30, 2018. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be \$39,105,000.

	Total Debt	Less Anticipated Grants	Net Debt	FY 2020 Payments		
				Principle	Interest	Total
Town	26,110,000	-	26,110,000	4,260,250	1,082,800	5,343,050
Schools *	12,995,000	-	12,995,000	2,259,750	362,840	2,622,590
TOTAL	39,105,000	-	39,105,000	6,520,000	1,445,640	7,965,640

* School debt service is included under Town Support for Education.

Budget Commentary

The FY 19 general fund expenditures will come in on budget. The FY 20 proposed budget is based on planned FY 19 capital projects to be financed in the Spring of 2019 through general obligation bonds as well as short-term borrowing. The overall general fund portion of debt service is proposed to increase by \$215,410 or 3.0% with the anticipated use of debt service fund balance in the amount of \$394,290.

Council Action

During budget deliberations, the Town Council increased the use of the Debt Service Fund Balance from \$394,290 to \$570,000 to accommodate the revised debt financing structure for the Spring 2019 bond/note issue (this does not impact the General Fund).

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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Sewer Services - Annual Ad Valorem	4,173,800	4,173,800	4,411,600	4,411,600
Sewer Services	4,173,800	4,173,800	4,411,600	4,411,600

Funding Sources

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	4,173,800	4,173,800	4,411,600	4,411,600
Total	4,173,800	4,173,800	4,411,600	4,411,600

Budget Commentary

The FY 19 general fund expenditures are expected to come in on budget. The FY 20 general fund budget is expected to increase \$237,800 or 5.7% as compared to the FY 19 budget. This increase is based on MDC's budget for calendar year 2019.

History of MDC Ad Valorem Tax

FY	Amount	Increase	% Increase
2020	4,411,600	237,800	5.7%
2019	4,173,800	390,800	10.3%
2018	3,783,000	287,250	8.2%
2017	3,495,750	217,800	6.6%
2016	3,277,950	123,350	3.9%
2015	3,154,600	92,950	3.0%

GREAT POND IMPROVEMENT DISTRICT TRANSFER

Great Pond Village is a multi-phased mixed-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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Great Pond Improvement District Transfer	94,070	94,070	93,500	93,500

Funding Sources

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	94,070	94,070	93,500	93,500
Total	94,070	94,070	93,500	93,500

Estimated taxes collected for Great Pond Village	FY 19 Budget	FY 19 Estimate	FY 20 Budget
Real Estate & Personal Property	266,240	266,240	265,110
Total Estimated	266,240	266,240	265,110
Less: Non-Incremental Taxes	(78,095)	(78,095)	(78,095)
Total incremental taxes	188,145	188,145	187,015
Allocation Percentage:	50%	50%	50%
Town Share	94,070	94,070	93,500
District Share (Transfer to Great Pond Special District Fund)	94,070	94,070	93,500

Budget Commentary

The FY 19 expenditure will come in on budget. The FY 20 general fund budget is expected to decrease \$570 or 0.61% as compared to the FY 19 budget.

WORKER'S COMPENSATION & LIABILITY INSURANCE

The Town of Windsor is exposed to various risks of loss related to torts, thefts, damage or destruction of its property, on-the-job injury to its employees and natural disasters. All are covered by some form of insurance. Due to prohibitive costs, the town has chosen to manage a certain amount of its risks internally and has set aside assets to settle those claims. To meet these obligations, the town has an Insurance Internal Service Fund out of which premiums, administrative costs and claims are paid. The Insurance Internal Service Fund receives revenue during the year from the General Fund and the town's three enterprise funds, as well as refunds and adjustments based on prior years' claims. Annual payments from the General Fund to the Insurance Internal Service Fund are made to cover the town's exposure to loss from liability, employee injury, property damage, theft and misappropriation of assets (see Section R).

Expenditures

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Worker's Comp & Liability Insurance	2,181,640	2,181,640	2,217,490	2,217,490

Funding Sources

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	1,097,930	1,097,930	1,135,920	1,135,920
Town Support for Education	1,076,130	1,076,130	1,073,770	1,073,770
Fire District	7,580	7,580	7,800	7,800
<i>Subtotal: General Fund</i>	<i>2,181,640</i>	<i>2,181,640</i>	<i>2,217,490</i>	<i>2,217,490</i>
Insurance Internal Service Fund	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total	2,181,640	2,181,640	2,217,490	2,217,490

The FY 20 General Services, Fire District and Town Support for Education amounts are allocated as follows:

	General Services	Town Support For Education	Fire District	Total
Auto	106,260	9,240	-	115,500
Comprehensive General Liability	104,090	148,670	2,500	255,260
Catastrophe Coverage (umbrella)	39,610	48,720	250	88,580
Public Official's Liability	28,560	-	-	28,560
Football and Sports Accidents	-	15,000	-	15,000
Employee Protection	138,670	-	-	138,670
Heart & Hypertension	-	-	-	-
School Board Errors & Omissions	-	29,130	-	29,130
Property Protection	57,060	167,800	5,000	229,860
Employee Security	6,240	-	-	6,240
Cyber Liability	4,540	10,710	50	15,300
Statutory	2,390	-	-	2,390
Nurse	6,000	2,000	-	8,000
Workers Comp.	600,000	600,000	-	1,200,000
Excess Workers Comp.	42,500	42,500	-	85,000
Total	1,135,920	1,073,770	7,800	2,217,490

Budget Commentary

The FY 19 expenditures are expected to come in on budget. The overall FY 20 Worker's Compensation and Liability Insurance budget is expected to increase \$35,850 or 1.6% as compared to the overall FY 19 budget. The increase is due to anticipated claims in the current year as well as prior year claims. The Windsor and Wilson fire districts will provide \$7,800 for costs associated with their insurance coverage.

RETIREE HEALTH BENEFITS AND RETIREMENT PLAN ACTUARIAL COSTS

The Town of Windsor provides health, dental and prescription insurance coverage to retirees. Actuarial and defined benefit plan advisor costs are also included in this section of the budget. The amount of funding required by the General Fund to contribute to these costs is included in this section of the budget document.

Total Expenditures

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Budget	Approved
Retiree Health Benefits	1,095,000	1,084,920	906,000	906,000
Retirement Plan Actuarial Costs	91,000	91,000	93,600	93,600
Total	1,186,000	1,175,920	999,600	999,600

Funding Sources

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Budget	Approved
General Fund - General Services	982,000	982,000	816,600	816,600
Retiree Copays	204,000	193,920	183,000	183,000
Insurance Internal Service Fund	-	-	-	-
Total	1,186,000	1,175,920	999,600	999,600

Funded By General Fund - General Services - FY 2020

Retiree Health Benefits \$723,000

- Provides health, dental and prescription drug benefits to retirees of the Town of Windsor defined benefit plan as well as to retirees who participate in the Connecticut Municipal Employees Retirement System (CMERS).

Retirement Plan Actuarial Costs \$38,800

- Provides funding for annual pension plan actuarial valuations, participant statements, pension benefit calculations and audit disclosures to comply with GASB (Governmental Accounting Standards Board) statements dealing with retirement services and plan management financial analysis.

OPEB (Other Post Employment Benefits) \$13,600

- Provides funding for biennial OPEB actuarial valuation and annual audit disclosures to comply with Government Accounting Standards Board (GASB) statements dealing with other post-employment benefits.

Retirement Plan Investment Consultant Costs \$41,200

- Provides funding for investment consultant to manage defined benefit plan investments.

Budget Commentary

The FY 19 budgeted amount of \$982,000 includes funding for retiree health, dental and prescription drug benefits as well as defined benefit retirement plan actuarial costs. The retiree health benefit budget amount is transferred to the insurance internal service fund where retiree as well as active employee costs reside, and from where deductibles and claims are paid. The FY 20 proposed budget shows a decrease in the amount of \$165,400 or 16.8% and is due to expected claims activity and enrollment changes.

OTHER POST-EMPLOYMENT BENEFITS (OPEB)

Other Post-Employment Benefits (OPEB) are a form of deferred compensation consisting primarily of health insurance benefits for retirees, their spouses and beneficiaries. The town deposits, or "pre-funds", future retiree health benefits into a trust fund. Pre-funding allows actuaries to use more favorable actuarial assumptions in the valuation process, resulting in a lower liability. Additionally, a trust fund allows for assets to accumulate and earn better rates of return from higher yielding investments, as compared to those from general operating funds. Higher returns help to pay OPEB cost and increases financial and budgetary flexibility.

Expenditures

Expenditure by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Other Post-Employment Benefits	600,000	600,000	750,000	725,000

Funding Sources

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	420,000	420,000	525,000	500,000
Town Support for Education	180,000	180,000	225,000	225,000
Transfer from Insurance Fund	-	-	-	-
Total	600,000	600,000	750,000	725,000

Budget Commentary

The FY 19 expenditures will come in on budget. The FY 20 budget reflects an increase of \$150,000 or 25% as compared to the FY 19 budget. FY 20 will be the sixth year the town has contributed towards funding the town's long-term OPEB obligation. The balance in the OPEB trust fund is projected to be approximately \$2,400,000 on June 30, 2019.

Council Action

During budget deliberations, the Town Council decreased funding for Other Post-Employment Benefits (OPEB) by \$25,000.

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 will be implemented in FY 20.

Expenditures

Expenditure by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Revaluation	20,000	20,000	20,000	20,000

Funding Sources

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund	20,000	20,000	20,000	20,000
Total	20,000	20,000	20,000	20,000

Budget Commentary

The funding for the revaluation account for FY 20 is \$20,000. The next mandated revaluation will occur for the grand list dated October 1, 2023.

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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Recycling	465,590	465,590	467,460	467,460

Funding Sources

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund	465,590	465,590	467,460	467,460
Non-General Fund	-	-	-	-
Total	465,590	465,590	467,460	467,460

Funded By General Fund - General Services - FY 2020

Curbside Collection Services \$392,040

- Contract for the curbside collection of recyclable materials for approximately 9,650 Windsor households.

Leaf Collection Services \$64,420

- 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 19 expenditures are expected to come in on budget. The FY 20 budget reflects an increase of \$1,870 or 0.4% and is based on the sixth year of a seven-year contract for curbside collection services and a 3.0% increase for leaf collection services.

CAPITAL PROJECTS

Capital Projects are projects in the town's six year Capital Improvement Program that are financed using a variety of funding sources including bond proceeds, state and federal aid and General Fund resources. Projects or specific phases of projects that are financed out of the General Fund are referred to as "pay as you go" projects. The funding for these projects comprise one account in the General Services section of the budget.

Expenditures

Expenditure by Category	FY 2019		FY 2020	
	Adopted Budget	Estimate	Proposed	Adopted
Capital Projects – Town	31,365,700	31,365,700	6,746,820	6,746,820
Capital Projects – Schools	1,608,100	1,608,100	2,810,320	2,810,320
Total Capital Projects	32,973,800	32,973,800	9,557,140	9,557,140

Funding Sources

Funding Source	FY 2019		FY 2020	
	Adopted Budget	Estimate	Proposed	Adopted
General Services – Capital Projects	2,400,000	2,400,000	2,430,000	2,430,000
Town Support for Education	-	-	-	-
<i>Subtotal – General Fund</i>	2,400,000	2,400,000	2,430,000	2,430,000
Other Funds	30,573,800	30,573,800	7,127,140	7,127,140
Total	32,973,800	32,973,800	9,557,140	9,557,140

Budget Commentary

The town and school projects included in the proposed FY 20 Capital Improvement Program are summarized in the total above. Details can be found on page Q-11. On this page, "Other Funds" include new borrowing authorizations, state and federal grants, appropriations from the General Fund unassigned fund balance, appropriations from the Capital Projects Fund assigned fund balance and appropriations from other town funds. The general fund allocation for FY 20 will fund pavement management, sidewalks repairs, fleet replacement, public safety apparatus and equipment, parking and pedestrian improvements as well as technology upgrades in the town's schools.

CAPITAL PROJECTS

Anticipated FY 2020 Capital Improvement Projects

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
Pavement Management Program	1,034,300	850,000		184,300		
Sidewalk and Curb Replacement Program	150,000	150,000				
Stormwater Management Improvements	324,800		324,800			
Fleet and Public Works Equipment Replacement	680,000	680,000				
Tree Replacement Program	25,000					25,000 ¹
Day Hill Rd. Pedestrian Circulation Enhancements (Marshall Phelps Rd. from Day Hill to Orange Way)	268,600		268,600			
Island Road Street Reconstruction (Construction)	494,000		494,000			
Construct Sidewalks - Local Roads Within 1 Mile of School	137,200		137,200			
Historic Monument and Ancient Cemetery Preservation	50,000					50,000 ¹
Replace Stairway between Lenox Street and the Moorlands (Construction)	176,100		176,100			
Deerfield Avenue Rehabilitation (Design)	892,800			892,800		
Electric Vehicle Charging Stations	28,100					28,100 ¹
Town Facility Improvements - Milo Peck HVAC, Electrical & Energy Improvements (Design)	62,400					62,400 ¹
Town Facility Improvements - DPW Restrooms, Office and Mfg. Rm. Window Replacements (Const.)	316,700		316,700			
Town Facility Improvements - Northwest Park Roof Replacements and Facility Repairs	373,500		373,500			
Town Facility Improvements - Poquonock Fire Station Roof Replacement (Design)	17,700					17,700 ¹
Town Facility Improvements - Wilson Fire Station HVAC Replacement (Design)	27,600					27,600 ¹
Town Facility Improvements - Roger Wolcott Oil Tank Removal & Boiler Conversion	100,000					100,000 ²
Poquonock Fire Station - Engine 7 Replacement Vehicle	887,120	500,000	387,120			
Skate Park Improvements (Construction)	126,700		126,700			
Town Center Redevelopment Broad Street Diet (Design)	150,000	150,000				
BOE - Kennedy School - HVAC System Upgrades (Phase 2)	424,200		411,700			12,500 ¹
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Sage Park Middle School - Roof Repairs and Partial Roof Replacement (Construction)	2,087,600		2,087,600			
BOE - Sage Park Middle School - Alternative Energy and Efficiencies Upgrades (Design)	97,000					97,000 ¹
BOE - Poquonock School Parking Lot Improvements	525,720		525,720			
Subtotal FY 2020	9,557,140	2,430,000	5,629,740	1,077,100	-	420,300

FY 2019 Projects Anticipated to Require Voter Approval

Public Safety Complex Renovation and Police Department Relocation (Phase II)

Subtotal FY 2020

GRAND TOTAL FY 2020

9,557,140	2,430,000	5,629,740	1,077,100	-	-	420,300
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¹ Capital Projects Assigned Fund Balance (Total = \$362,800)

² General Fund Reserve (Total = \$100,000)

TAX REFUNDS - PRIOR YEAR

Expenditures

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Tax Refunds Prior Year	20,000	55,700	20,000	20,000

Funding Sources

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund	20,000	55,700	20,000	20,000
Total	20,000	55,700	20,000	20,000

Budget Commentary

Prior year tax refunds are issued by the town if there is an adjustment to the taxable value of a property for a prior year assessment. These payments constitute an expense to the town (refunds for the current year show as a reduction of revenue) and can vary significantly from year to year.

CARING CONNECTION TRANSFER

Expenditures

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Transfer to Caring Connection	60,000	60,000	126,770	114,770

Funding Sources

Funding Source	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
General Fund	60,000	60,000	126,770	114,770
Total	60,000	60,000	126,770	114,770

Budget Commentary

Over the past several fiscal years, an appropriation from the general fund unassigned fund balance has been made to the Caring Connection to address the difference between program revenues and operating expenses. In FY 19, the general fund contribution of \$60,000 was combined with \$64,290 from the enterprise fund's retained earnings. For FY 20, a transfer of \$126,770 from the general fund to the Caring Connection is proposed to provide a balanced program budget.

Council Action

During budget deliberations, the Town Council decreased the transfer to the Caring Connection by \$12,000.

OPEN SPACE

Expenditures - General Fund Transfer to the Open Space Fund

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Approved
Open Space	200,000	200,000	200,000	200,000

Expenditures - Open Space Special Revenue Fund

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Approved
Open Space	250,000	80,000	15,000	15,000

Budget Commentary

The Open Space Fund was created in January 2003 for the purpose of receiving payments in lieu of open space as well as donations and appropriations for the acquisition and preservation of open space. FY 19 expenditures are related to the purchase of development rights and access easement for Brown's Harvest property. FY 20 expenditures are intended for open space acquisitions and professional services related to property appraisals. The projected fund balance in the Open Space Fund as of June 30, 2020 is \$518,010.

SPECIAL REVENUE FUNDS

General Services

Project #	Project Name	FY 2019				FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
1630	Revaluation	122,613	20,000	14,740	127,873	20,000	-	147,873
1640	OPEB Actuarial Valuation	140	12,600	-	12,740	13,600	26,340	0
1703	Open Space Fund	213,010	200,000	80,000	333,010	200,000	15,000	518,010
1709	Great Pond Special District Fund	674	94,070	94,130	614	93,500	93,500	614
1710	Mill Brook Open Space	19,543	-	-	19,543	-	-	19,543
		355,980	326,670	188,870	493,780	327,100	134,840	686,040

#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 20 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.

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.

Excess Workers Compensation - Insures against losses in excess of a self-insured retention for benefits specifically provided by the Workers Compensation or Occupational Disease Laws in the State of Connecticut. The current self-insured retention is \$600,000 for both the Board of Education employees and town operations. The Excess Insurer which provides coverage over the retention has statutory limits (state limits).

Employee Blanket Bond/Crime - Crime coverage includes Faithful Performance (F/P) and Employee Dishonesty (E/D) which indemnifies the town for a loss caused by failure of an employee and loss of money, securities or any property due to acts of fraud, dishonesty, forgery, theft, embezzlement or willful misappropriation from a covered town employee. The current coverage for F/P & E/D has a limit of \$1,000,000 and a \$2,500 deductible.

Catastrophe Coverage/Umbrella - Protects the insured against claims in excess of the limits of the primary General Liability, Automobile Liability, Police Professional, Public Officials Liability and School Board Errors and Omissions policies. The current coverage limits are \$10,000,000 per occurrence and aggregate with a self-insured retention of \$10,000.

Public Officials Liability - Coverage against claims arising out of any actual or alleged error, misstatement, act of omission, negligence or breach of duty by a town public official. The current coverage limits are \$1,000,000 per occurrence and aggregate with a \$10,000 deductible.

Police Professional Liability - Coverage for alleged violations of civil rights (i.e., false arrest, excessive force) by the town's law enforcement employees. The current coverage limits are \$1,000,000 per person, per occurrence and aggregate with a \$10,000 deductible.

Cyber Liability - This coverage protects the town and the board of education from network security liability, privacy liability, network extortion, malicious internet media, regulatory proceedings and provides for a data breach fund. 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 \$10,000 deductible.

Property Policy - Special coverage for loss or damage to town-owned property, contents and personal property of the insured, including extra expense and rental value. The current coverage limits are replacement value on properties with a \$15,000 deductible, property coverage is for \$194,314,576. This also includes \$10,000,000 in coverage for damages caused by flood and earthquake with a \$50,000 deductible and \$25,000 deductible respectively. There is terrorism coverage as well.

Inland Marine (including Watercraft Coverage) - Physical damage coverage for portable equipment including contractors and fire department equipment, computers, valuable papers, accounts receivable and watercraft. The current coverage limits and deductibles vary per type of property insured.

Nurse Professional Liability - A form of liability insurance to protect town and school nurses against claims of alleged malpractice. The current policy has a \$1,000,000 limit.

Landfill Premises Liability - A form of liability insurance to protect the town from claims at and on the landfill premises. The current policy has a \$1,000,000 limit.

Fire Department Insurance - Provides all lines of coverage for the town's fire department, the two fire districts and the four social companies within the fire department. The current policy has a \$10,000,000 limit with an aggregate of \$20,000,000 with very low deductibles.

LIABILITY INSURANCE INSURANCE INTERNAL SERVICE FUND

The town utilizes a variety of insurance programs to provide coverage against liability exposures. The Insurance Commission along with the town's agent of record provides coordination in the purchase of insurance policies for various coverages, high deductibles and limits. The town presently utilizes high deductibles to assist in controlling costs.

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Approved
PUBLIC LIABILITY					
Comprehensive Gen. Liability/Auto	322,700	356,500	356,500	370,760	370,760
Catastrophe Coverage (umbrella)	150,650	86,000	86,000	88,580	88,580
Public Officials' Liability	31,500	28,000	28,000	28,560	28,560
Football and Sports Accident	15,000	15,000	15,000	15,000	15,000
<i>SubTotal - Public Liability</i>	<i>519,850</i>	<i>485,500</i>	<i>485,500</i>	<i>502,900</i>	<i>502,900</i>
EMPLOYEE PROTECTION					
Volunteer Firemen Accident	25,000	89,580	89,580	91,370	91,370
Police Professional Liability	35,700	30,000	30,000	31,000	31,000
Pension Fiduciary Liability	14,280	14,000	14,000	14,300	14,300
School Board Errors & Omissions	28,560	28,560	28,560	29,130	29,130
Heart and Hypertension	-	-	-	-	-
Special Medical Claims	2,000	2,000	2,000	2,000	2,000
<i>SubTotal - Employee Protection</i>	<i>105,540</i>	<i>164,140</i>	<i>164,140</i>	<i>167,800</i>	<i>167,800</i>
PROPERTY PROTECTION					
Property including Flood/Earth	192,780	200,000	200,000	208,000	208,000
Inland Marine including Watercraft	14,000	2,000	2,000	2,100	2,100
Boiler	19,300	19,000	19,000	19,760	19,760
<i>SubTotal - Property Protection</i>	<i>226,080</i>	<i>221,000</i>	<i>221,000</i>	<i>229,860</i>	<i>229,860</i>
SECURITY					
Cyber Liability	15,000	15,000	15,000	15,300	15,300
Employee Blanket Bond (Crime)	6,500	6,000	6,000	6,240	6,240
<i>SubTotal - Security</i>	<i>21,500</i>	<i>21,000</i>	<i>21,000</i>	<i>21,540</i>	<i>21,540</i>
STATUTORY					
Constable's Bond	1,100	1,100	1,100	1,140	1,140
Tax Collector's Bond	1,200	1,200	1,200	1,250	1,250
Nurse Professional	7,700	7,700	7,700	8,000	8,000
<i>SubTotal - Statutory</i>	<i>10,000</i>	<i>10,000</i>	<i>10,000</i>	<i>10,390</i>	<i>10,390</i>
Total - Liability Insurance	882,970	901,640	901,640	932,490	932,490

Funding Sources

Funding Source	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Approved
General Fund - General Services	449,270	457,930	457,930	493,420	493,420
Town Support for Education	422,780	436,130	436,130	431,270	431,270
Fire District	10,920	7,580	7,580	7,800	7,800
Total General Fund Budget	882,970	901,640	901,640	932,490	932,490

Budget Commentary

The overall FY 20 liability insurance budget is projected to increase \$30,850 or 3.4% over the FY 19 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 2% to as much as 5% in certain liability coverage and property insurance.

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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Approved
Workers Compensation	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Excess Workers Comp. Premium	79,380	80,000	80,000	85,000	85,000
Total - Workers Compensation	1,279,380	1,280,000	1,280,000	1,285,000	1,285,000

Funding Sources

Funding Source	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Approved
General Fund - General Services	639,690	640,000	640,000	642,500	642,500
Town Support for Education	639,690	640,000	640,000	642,500	642,500
Total - General Fund Budget	1,279,380	1,280,000	1,280,000	1,285,000	1,285,000

Budget Commentary

Each year the town allocates funds to be used to pay claims below the \$600,000 retention limit. The town's excess insurance provides protection for single claims in which cost exceeds \$600,000. The funds are also used for third party claims, administrative services, excess insurance policy premiums and costs associated with centralized safety and training. The excess insurance reflects an increase due to recent claims history.

EMPLOYEE/RETIREE BENEFITS INSURANCE INTERNAL SERVICE FUND

This program accounts for the town's health insurance costs for existing retirees, employees and their dependents as well as the life insurance and disability programs offered by the town. Active employees are reflected in their individual service units whereas retirees are reflected in the General Services section of the budget document (see page Q-5).

BENEFITS	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Cost:					
Health	2,973,123	3,143,000	3,100,000	3,260,700	3,260,700
Dental	230,516	232,000	210,000	218,000	218,000
Prescriptions	567,775	785,000	526,500	612,000	612,000
Life	34,594	40,000	36,000	37,080	37,080
Disability	125,420	132,000	79,000	120,000	120,000
<i>Total Benefit Cost</i>	3,931,428	4,332,000	3,951,500	4,247,780	4,247,780
Less Reimbursements:					
Employee Copay Health/Dental/Prescription	(604,283)	(615,000)	(580,000)	(674,000)	(674,000)
Retiree Copay Health/Dental/Prescription	(175,926)	(204,000)	(193,920)	(183,000)	(183,000)
Prescription Rebates	(72,439)	(90,000)	(90,000)	(90,000)	(90,000)
Landfill Allocated Costs	(55,710)	(55,710)	(55,710)	(55,710)	(55,710)
Resident Transfer Station	(13,190)	(13,200)	(13,200)	(13,200)	(13,200)
Child Day Care Allocated Costs	(131,940)	(131,940)	(129,450)	(131,940)	(131,940)
Adult Day Care Allocated Costs	(29,320)	(29,320)	(29,320)	(29,320)	(29,320)
Community Development Allocated Costs	(14,660)	(14,660)	(9,780)	(14,660)	(14,660)
<i>Total Reimbursements</i>	(1,097,468)	(1,153,830)	(1,101,380)	(1,191,830)	(1,191,830)
Total General Fund Contribution	2,833,960	3,178,170	2,850,120	3,055,950	3,055,950

Budget Commentary

The FY 19 employee and retiree total benefit costs are expected to come in under budget by \$380,500 or 8.8%. This is due to lower than expected health, prescription drug, dental, and disability claims expenditures. The FY 19 employee and retiree general fund costs, after deducting employee and retiree copays and enterprise fund contributions, are expected to be \$328,050 or 10.3% under budget.

The FY 20 health costs are increasing \$117,700 or 3.7% based on medical claims trend and inflation. This increase is mitigated by a decrease in prescription, dental, life and disability costs due to better than expected claims experience. This results in a net decrease of \$84,220 or 1.9% for FY 20, before deducting employee and retiree copays and enterprise fund contributions.

The total FY 20 general fund contribution is decreasing \$122,220 or 3.8% under the FY 19 budget after deducting employee and retiree copays and enterprise fund contributions.

Landfill Enterprise Fund

**Town of Windsor
FY 2019-2020
Adopted Budget**

LANDFILL ENTERPRISE FUND

INTRODUCTION

From 1972 through July 2014, the Windsor-Bloomfield Sanitary Landfill served the solid waste disposal needs of the towns of Windsor and Bloomfield. During the summer of 2010, a final landform was approved by the State Department of Energy and Environmental Protection (DEEP) and substantially completed in July 2014. The landfill did not have the capacity to take additional external wastes through FY 15 and was closed to customers on July 1, 2014. Enhanced-operations at the Windsor Transfer Station began on July 1, 2014.

The retained earnings of the Enterprise Fund, which were approximately \$8 million in FY 02, ultimately increased to more than \$30 million several years ago, enough to meet the immediate closure and long-term post-closure costs for the landfill.

Closure and capping efforts are expected to continue through FY 20 and into FY 21 and include work within the wetlands area and finishing detention basins, surface water let-down structures, and perimeter roads. These projects must all comply with state and federal closure requirements.

Work completed to date includes the installation of drainage basins and improvements to the maintenance of the landfill gas system. The gas system provides complete coverage to the entire waste footprint and will be fully completed by the end of FY 19.

Ongoing application of intermediate cover to areas of the site continues as this is a necessary component of the capping process prior to the direct application of the clay cap.

The capping process requires that an impervious material be placed and compacted to the required depth and density. Consulting engineers provide quality assurance oversight to confirm that the State DEEP-approved capping specifications are met in order to reduce the amount of storm water infiltration into the solid waste. Next, a layer of highly-organic topsoil is spread over the clay and finished with hydro-seed. This vegetative support layer allows grass to grow on the top of the landfill which reduces the potential for erosion. During months when placement of the clay cap is not feasible, landfill staff works on "ancillary" capping projects such as the spreading of intermediate cover and surface re-grading, drainage basin maintenance, road construction and, if weather permits, the screening of large rocks from the main clay stockpile.

A fully-completed cap has been applied to approximately 35 acres in the southwestern and northern portions of the landfill. The lower layer of the impervious cap has been applied to an additional 10 acres as well. Work will commence in the northwest portion of the landfill when the winter weather breaks in late spring of 2019.

In FY 18, the town received approval from the Connecticut DEEP for the use of a cost-effective alternative to clay material that is expected to eliminate the need to purchase any additional clay and will result in a savings of approximately \$1.2 million to our landfill closure costs.

During FY 19, town staff and DEEP came to an agreement over a conceptual approach which will address the aesthetic concerns regarding the wetlands adjacent to the landfill. The town has received a preliminary cost estimate of \$1,300,000 to perform this work, which is expected to occur during the 2020 calendar-year construction season (potentially spring of 2020). To that end, a portion of this work is included in the proposed FY 20 budget lines.

Financial Summary

No operational revenues have been budgeted since FY 15. Since January 2015, the town has submitted reimbursement requests for closure-related expenses that totaled approximately \$605,600 as part of a \$2,000,000 closure grant that was awarded many years ago by the State of Connecticut. The town has received approximately 90% of these funds, \$545,000, with the remaining 10% to be received after the entire capping process has been completed and certified by the State DEEP. It is anticipated that \$448,200 will be received in FY 19, which is reflected on the line item entitled "CT DEEP Reimbursement Grant" on page S-3. The FY 20 budget includes a reimbursement from the grant in the amount of \$324,000, primarily for the purchase of the topsoil needed for capping purposes in FY 20. The closure-related expense of purchasing topsoil continues to be reflected in the Supplies line of this budget and is expected to continue until the capping process has been completed. It is expected that \$896,438 will be available to the enterprise fund at the conclusion of FY 19.

The FY 19 budget estimate includes funds to repair the existing truck scale and to improve the landfill gas collection system; the new truck scale has been installed and the final landfill gas collection system work will begin during the spring of 2019.

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 19 budget assumed that there would be an annual net loss of \$1,379,330. The FY 19 estimate of a \$1,354,920 loss is \$24,410 better than budget. At the end of calendar year 2020, our goal is to have approximately 90% of the clay cap installed. The estimated June 30, 2020 retained earnings balance available for future obligations is expected to be \$22,397,553.

**TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue					
CT DEEP Reimbursement Grant *	-	350,000	448,200	324,000	324,000
Total Operating Revenue	-	350,000	448,200	324,000	324,000
Non-Operating Revenue					
Interest Income	244,946	260,000	350,000	375,000	375,000
Total Non-Operating Revenue	244,946	260,000	350,000	375,000	375,000
Total Revenue	244,946	610,000	798,200	699,000	699,000
Expenses					
Personal Services	399,800	449,450	441,370	454,560	454,560
Supplies	302,412	757,000	743,310	778,300	778,300
Services	406,907	445,380	648,330	458,470	458,470
Maintenance & Repairs	77,940	182,000	177,970	179,000	179,000
Energy & Utility	33,612	44,300	31,730	36,240	36,240
Administrative Overhead	50,000	50,000	50,000	50,000	50,000
Grants & Contributions	-	3,000	3,000	3,000	3,000
Capital Outlay	3,097	-	-	-	-
Insurance & Permit Fees	30,705	31,500	30,710	31,500	31,500
Total Expenses	1,304,473	1,962,630	2,126,420	1,991,070	1,991,070
Non-Operating Expenses					
Depreciation	26,677	26,700	26,700	26,700	26,700
Total Non-Operating Expenses	26,677	26,700	26,700	26,700	26,700
Total Expenses	1,331,150	1,989,330	2,153,120	2,017,770	2,017,770
Annual Net Operating Income/(loss)	(1,086,204)	(1,379,330)	(1,354,920)	(1,318,770)	(1,318,770)
Estimated End of Year Balances Available for Future Obligations	25,071,243	23,875,844	23,716,323	22,397,553	22,397,553

*Connecticut Department of Energy and Environmental Protection

Personnel Requirements

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	3.85	3.80	3.80	3.80	3.80
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	3.85	3.80	3.80	3.80	3.80

LANDFILL OPERATIONS, CLOSURE & POST-CLOSURE

Products and Services

Landfill Capping Activities \$1,243,500

- Perform grading of immediate cover over the waste materials
- Perform grading of immediate cover over the waste materials and compact the clay cover over the intermediate cover
- Install, grade and seed the topsoil over the clay cover
- Install stormwater drainage structures on the landfill
- Maintain and repair stormwater basins on the site.

Landfill Gas Collection System \$ 85,980

- Make improvements to the gas collection system including relaying a condensate header line in the Northeast corner of the landfill.
- Disposal of landfill condensate generated by the collection system.
- Ongoing, long-term monitoring of the landfill gas collection system.

Engineering \$290,000

- Provide engineering and survey support services on a contractual basis
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations
- Continue compliance with the Department of Energy and Environmental Protection (DEEP) federal EPA requirements
- Assist with closure of landfill cells
- Collect and analyze stormwater samples as required by storm water regulations
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells, in addition to gas collection wells and equipment.

Equipment Purchase, Maintenance & Fueling \$109,000

- Inspect, repair and maintain heavy equipment
- Perform scheduled preventive maintenance & oil sampling on equipment to detect major failures before they occur.

Administrative Overhead \$50,000

- Payment made to the town for services provided to the landfill by General Fund employees.

Insurance \$31,500

- Liability insurance for on-site premises.

Administrative \$87,490

- Conduct regular site inspections to ensure compliance with federal and state regulations
- Maintain records according to the DEEP and the EPA regulatory requirements
- Maintain all federal and state landfill permits
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations. Continue compliance with the DEEP consent agreement including:
 - testing leachate discharges
 - managing site monitoring programs
 - continuing analysis of decomposition gases
 - conducting overall landfill engineering projects
 - complying with federal environmental requirements
 - updating the landfill capacity analysis
 - assisting with closure of landfill cells
- Collect and analyze stormwater samples as required by storm water regulations
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells, in addition to gas collection wells and equipment.

Property Maintenance \$93,600

- Perform ground maintenance on approximately 200 acres of landfill property
- Maintain 13,900 feet of perimeter fence line
- Mow and plant grassed and capped areas
- Plow access roads, recycling and transfer station areas
- Provide preventive maintenance for all structures and facilities.

Resident Transfer Station Enterprise Fund

**Town of Windsor
FY 2019-2020
Adopted Budget**

RESIDENT TRANSFER STATION ENTERPRISE FUND

INTRODUCTION

Prior to July 1, 2014, the purpose of the transfer station was to provide residents with a highly-competitive low-cost outlet for their wastes which were ultimately disposed on-site in the landfill. These materials now need to be transported out of town at an additional cost and are subject to the higher disposal fees that other disposal sites charge within our region. Construction and demolition materials will no longer be deposited within the landfill in FY 20. The ability for the town to internalize the disposal of these wastes has had a positive impact in excess of \$400,000 in avoided disposal costs since the transfer station began "stand-alone" operations in July, 2014.

Services

The FY 20 budget proposes the continuation of services including residential drop off of municipal solid waste ("MSW"), metal recycling, electronic recycling, appliances, propane tanks, mattresses, other recyclable items not collected at the curb, tires, leaves and brush and the continued operation of the Take-It-Or-Leave-It facility. Oversized and bulky waste items and construction and demolition materials are accepted at the transfer station as well.

The facility is available exclusively to residents of Windsor and Bloomfield. Presently, the hours of operation are as follows: Monday & Friday 8:00am-2:45pm, Tuesday and Wednesday 10:00am-2:45pm, and Saturday 8:00am-3:45pm. Staff is recommending that no changes to hours of operation occur for FY 20, and FY 20 Full Time Equivalents (FTE's) are proposed to remain the same as the FY 19 levels as well.

Fees

Until this fiscal year, patrons of the transfer station enjoyed fees that had remained unchanged since July 2014. During budget deliberations last year, staff recommended applying a series of small "stepped" increases to make up for price increases within the marketplace. For the local solid waste marketplace, the year has been tumultuous. Results from our recent request for proposal (RFP) solicitations yielded results approximately 38% higher for MSW (from \$60.00 to \$83.00 per ton), and 28% higher for construction and demolition wastes (from \$65.00 to \$83.00 per ton) than in 2014. In addition to these higher disposal fees, the cost to transport these wastes has increased approximately 28% in the past year as well. This trend may continue into the foreseeable future. Because our landfill space will be fully depleted in the upcoming fiscal year, staff is recommending fees increases to several different waste streams in order to soften the financial impacts to our customers as much as possible. The FY 20 proposed budget also introduces a new fee to offset the increasing recycling expense at the Transfer Station.

The current fee for a resident to purchase an annual permit is \$155.00. A "half-year" permit is also available for \$80.00. For residents who do not have a permit, the side-window fee of \$5.00 for up to three bags (or 100 lbs) of kitchen-type MSW. Additional bags are currently charged at \$3.00 each. Town staff has proposed that each permit be raised by \$5.00 to \$160 and \$85 respectively and that the side window transactions be raised an additional \$1.00 (to \$6.00) for FY20.

The Transfer Station currently charges \$68.00 per ton for the disposal of brush and \$140.00 per ton for bulky wastes. Town staff propose that these fees be increased to \$80 per ton and \$155 per ton respectively in order to catch up with the rapidly-escalating costs within the local marketplace. Mattresses that qualify under the Connecticut Mattress Recycling Program have not been charged a fee since the site began participation in the program in early FY 18.

Oversized wastes are charged a "volume-based" fee (see price guide), and the fee is set to cover the costs to manage, transport and dispose of these materials. Town staff has proposed that the fees for these items be raised an additional \$5.00 to \$20 (for chairs) and \$30 (for sofas) respectively. Freon-containing appliances and propane tanks are subject to a fee to cover the costs to properly manage and dispose of these wastes. There is no proposed change to the fees for these items in FY 20.

In January of 2018, China launched an initiative called "National Sword", the most severe step in China's goal of building a metaphorical "green fence", which is intended to block the imports of illegal and low-quality wastes and recyclables into China. This has had a severe global impact on the recyclables market which ultimately affects Windsor at the local level. Recyclables that once had value, are now considered to be an economic liability. No change in the recyclables market is expected during FY 20.

This global condition is expected to create a new expense to the transfer station, and staff recommends that new recycling fees be established for patrons of the transfer station who choose to use the recycling roll-off instead of recycling their materials curbside at their homes. A \$5.00 per car, and \$10.00 per truckload is proposed for FY 20. This fee is in-line with similar charges at other facilities within our region.

Staff is also proposing to round all scaled transactions to the nearest dollar starting in FY20. This minor change is expected to have no theoretical financial impact on the Transfers Station, but rather, should serve to speed up individual transactions during periods of heavy customer traffic.

Financial Summary

It is anticipated that the total revenues for the Resident Transfer Station Enterprise fund will be approximately \$247,350 for FY 19. This amount is \$26,970 more than budgeted, and is mainly driven by an increase in the receipt of construction and demolition materials. Total expenses for FY 19 are estimated to be \$173,040 or \$2,240 under budget. This is primarily a result of lower MSW tonnage intake and the proportionally lower cost of disposal.

Expenses for FY 20 includes funds for the installation of a municipal solid waste ("MSW") compactor that would be installed inside the transfer station. This compactor will reduce the frequency required to empty our current roll-off containers in half and is expected to pay for itself in approximately five years.

The proposed FY 20 budget incorporates all of the above-mentioned changes to our fee structure. If the additional proposed price increases are implemented, the FY20 revenues are anticipated to be \$270,770 and expenses are \$306,940 resulting in a deficit of \$36,170. This deficit is created by the one-time installation expense for the new MSW compactor which is designed to lower costs in the long-term. The FY 20 proposed budget results in an annual surplus of \$2,940 when these capital costs are excluded.

As the residential transfer station nears the end of FY 19, it is evident that existing fees will fall short of operational expenditures once the airspace in the landfill is depleted unless additional price increases are implemented. The approach proposed in the FY 20 budget attempts to balance the necessary price increases proportionally across several waste streams in order to minimize the impact on our residential customers as much as possible.

It is important to note that, due to the volatility of the recyclables market, the economics of the Transfer Station Enterprise Fund could rise or fall sharply due to global trends that are beyond the control of the town. If the global recyclable markets rebound to former levels, the transfer station enterprise fund could show a positive annual balance and would be supported by the current fee schedule. On the other hand, if scrap metal or other markets dip below current levels, the opposite would hold true.

Staff will continue 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 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue					
Charges for Services	123,744	106,110	123,510	134,210	134,210
Permits & Other Revenues	141,747	110,770	116,540	128,160	128,160
Total Operating Revenue	265,491	216,880	240,050	262,370	262,370
Non-Operating Revenue:					
Interest Income	3,917	3,500	7,300	8,400	8,400
Total Non-Operating Revenue	269,408	220,380	247,350	270,770	270,770
Operating Expenses:					
Personal Services	68,185	71,410	71,410	72,790	72,790
Supplies	10,871	4,200	3,830	4,200	4,200
Services	45,245	22,870	26,370	29,030	29,030
Services (disposal of MSW)	52,159	56,200	47,250	50,520	50,520
Services (disposal of bulky & oversize)	8,931	8,220	11,690	98,550	98,550
Capital Outlay	-	-	-	39,110	39,110
Energy & Utility	15,743	12,380	12,490	12,740	12,740
Total Operating Expenses	201,134	175,280	173,040	306,940	306,940
Annual Income/(Loss)	68,274	45,100	74,310	(36,170)	(36,170)
Net Assets (Retained Earnings),					
Beginning of Year	317,057	356,567	385,331	459,641	459,641
Net Assets (Retained Earnings),					
End of Year	385,331	401,667	459,641	423,471	423,471
Personnel Requirements					
	FY 2018	FY 2019		FY 2020	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.15	0.20	0.20	0.20	0.20
Regular Part Time Employees	0.88	0.88	0.88	0.88	0.88
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.03	1.08	1.08	1.08	1.08

**TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
OPERATING REVENUES BY SOURCE**

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
<u>Residential Bulky & Oversize Waste</u>					
Oversize Waste (typically per item)	10,045	8,340	10,120	11,800	11,800
Construction & Demolition Debris (per ton)	113,699	97,770	113,390	122,410	122,410
<i>Sub-total Residential Bulky & Oversize Waste</i>	<i>123,744</i>	<i>106,110</i>	<i>123,510</i>	<i>134,210</i>	<i>134,210</i>
<u>Permit Fees & Other Revenues</u>					
Permit Fees	48,475	40,240	48,050	51,250	51,250
Fee for "Side Window" Transactions	17,164	21,990	19,030	22,870	22,870
Sale of Scrap Metal & Cardboard	26,078	18,340	18,590	19,520	19,520
Curbside Recyclables Rebate	10,873	-	-	-	-
Fees for Items not Disposed (Tires, Propane, Textiles, etc.)	7,437	5,130	6,340	8,400	8,400
Yard Waste Revenues (Non-Disposed)	20,720	14,070	13,530	15,120	15,120
Recycling Administrative Payment	11,000	11,000	11,000	11,000	11,000
<i>Sub-total Permit Fees & Other Revenues</i>	<i>141,747</i>	<i>110,770</i>	<i>116,540</i>	<i>128,160</i>	<i>128,160</i>
TOTAL OPERATING REVENUES	265,491	216,880	240,050	262,370	262,370

**RESIDENT TRANSFER STATION
Products and Services**

Solid Waste Management **\$75,400**

- Process permit holders and approximately 4,750 single-time users through the transfer station
- Process approximately 394 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 7,670 residential vehicles per year bringing bulky and oversized waste to the facility.
- Coordinate the processing of yard waste at the site.

Recycling Service **\$22,860**

- Collect and market recyclable materials - metal, textiles, paint, tires and batteries
- Manage the take-it-or-leave-it facility at the site
- Track and report quarterly and yearly the status of residential and commercial recycling to the Department of Energy and Environmental Protection (DEEP).

Solid Waste Transportation & Disposal Expense **\$169,570**

- Transportation and Disposal expenses for MSW, bulky and oversized wastes hauled away from the facility.

Capital Expense Fees **\$39,110**

- Equipment and Installation expense related to the addition of a MSW trash compactor in the transfer station.

Adult Day Care Enterprise Fund

**Town of Windsor
FY 2019-2020
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 31 years, the talented staff of the Caring Connection has cared for elder citizens from Windsor and surrounding towns with professionalism and compassion. The Caring Connection, a medical model adult day center certified with commendation by the Connecticut Association of Adult Day Centers, Inc. and the Connecticut Department of Social Services, offers clients skilled nursing, therapeutic recreation, healthy nutrition, family counseling, personal care, socialization, and transportation. Foot care is also available via a foot care service for an additional fee. Space is allocated for speech, physical and occupational therapists to provide their services as ordered by physicians. Pet therapy with our therapy dog, Jack from Healers with Halos is provided bi-monthly and continues to be very well-received by clients, families and staff.

The Caring Connection's financial challenges continue. The yearly loss is predicted to be \$136,290 in FY 19. Efforts in marketing continue in addition to decreased expenditures in personal services. Overall FY 20 revenues are projected to be \$50,500 or 12.2% lower than FY19 based on our current average daily census. Operating expenditures are proposed to decrease \$21,760 or 4.4% due primarily to decreases in projected food costs as well as part-time staff hours as a result of the lower census. The FY 20 budget is projected to have a \$114,770 shortfall between revenues and expenses.

Continued emphasis on marketing in conjunction with growing relationships with our providers enhances our program. Targeted marketing efforts to the surrounding senior communities with a continued emphasis on Windsor Locks. A more focused effort on Bloomfield and South Windsor represent targeted marketing areas in FY 20. For the second year the Caring Connection Team has participated in the Alzheimer's walk to help further the cause of this devastating disease. The second annual Caring Connection Support to Windsor first responders and services departments happened once again during Adult Day Health Care Center Week in September. The efforts of the Caring Connection Adult Day Health Care Center allows us to fulfill our motto for frail elders in our community, "We change how you live not where you live."

**TOWN OF WINDSOR
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	376,843	383,000	300,100	334,000	334,000
Permits & Other Revenues	32,481	27,000	25,800	26,000	26,000
Total Operating Revenue	409,324	410,000	325,900	360,000	360,000
Non-Operating Revenue:					
Donations	3,495	2,500	2,000	2,000	2,000
Interest Income	446	300	400	300	300
Total Non-Operating Revenue	3,941	2,800	2,400	2,300	2,300
Total Revenue	413,265	412,800	328,300	362,300	362,300
Operating Expenses:					
Personal Services	252,809	277,170	249,820	263,210	263,210
Supplies	11,828	14,550	12,100	12,650	12,650
Services	38,792	44,200	40,700	41,700	41,700
Marketing	8,703	10,000	10,000	8,000	8,000
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,831	3,500	3,500	3,600	3,600
Administrative Overhead	-	-	-	-	-
Rent	69,090	69,090	69,090	69,090	69,090
Transfer Payment to GF Transportation Unit	73,630	77,580	76,180	76,080	76,080
Other	1,380	1,000	1,000	1,000	1,000
Total Operating Expenses	460,063	497,090	462,390	475,330	475,330
Non-Operating Expenses:					
Depreciation	2,199	2,200	2,200	1,740	1,740
Total Non-Operating Expenses	2,199	2,200	2,200	1,740	1,740
Total Expenses	462,262	499,290	464,590	477,070	477,070
Annual Income/(Loss)	(48,997)	(86,490)	(136,290)	(114,770)	(114,770)
Net Assets (Retained Earnings), Beginning of Year	113,287	32,414	64,290	(12,000)	-
Transfer IN - General Fund, General Services	-	60,000	60,000	126,770	114,770
Projected Transfer IN - General Fund Unassigned Fund Balance	-	-	12,000	-	-
Net Assets (Retained Earnings), End of Year	\$ 64,290	\$ 5,924	\$ -	\$ -	\$ -

Personnel Requirements					
	FY 2018	FY 2019		FY 2020	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	2.00	2.00	1.84	2.00	2.00
Regular Part Time Employees	2.81	3.44	2.83	2.79	2.79
Total	4.81	5.44	4.67	4.79	4.79

Council Action

During budget deliberations, the Town Council decreased the transfer to the Caring Connection from General Fund - General Services by \$12,000.

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 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	103,060	100,980	102,820	102,820
Supplies	3,640	3,640	3,160	3,160
Services	12,680	12,680	12,100	12,100
Marketing	10,000	10,000	8,000	8,000
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,500	3,500	3,600	3,600
Administration	-	-	-	-
Rent Expense	69,090	69,090	69,090	69,090
Other	1,000	1,000	1,000	1,000
Total Expenses	202,970	200,890	199,770	199,770

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.36	0.32	0.30	0.30
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.36	1.32	1.30	1.30

Budget Commentary

The FY 19 estimate is expected to come in under budget by \$2,080 or 1.0% due to a reduction in hours for the part-time administrative aide position. The FY 20 proposed budget is projected to be \$3,200 or 1.6% less than the FY 19 adopted budget due to reduced marketing expenses, supplies and administrative aide hours.

ADMINISTRATION

Products & Services

- Administration* \$176,170
- 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.

- Intake, Assessment, and Case Management* \$15,600
- Conduct interviews of prospective clients, assessments, evaluations and interviews of all clients in conjunction with caregivers and case managers
 - Process all new referrals and intakes with admission criteria set forth by the standards of the CT Association of Adult Day Centers
 - Secure all intake, release information and medical forms with client, caregiver, case manager, physician and staff
 - Produce a monthly newsletter in conjunction with nursing, therapeutic recreation and transportation services
 - Serve as client advocate
 - Train volunteers on program offerings and issues of health and aging
 - Research grant opportunities and refer clients and caregivers to community, state and federal funding opportunities
 - Submit program articles and press releases to newspapers and area agencies.

- Marketing* \$8,000
- 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 services and emergency care.

Expenditures

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	143,900	128,520	129,890	129,890
Supplies	9,460	7,010	8,220	8,220
Services	27,590	24,090	25,900	25,900
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	180,950	159,620	164,010	164,010

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	0.84	1.00	1.00
Regular Part Time Employees	2.33	1.98	1.71	1.71
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.33	2.82	2.71	2.71

Budget Commentary

The FY 19 estimate is expected to be under budget by \$21,330 or 11.8% due primarily to reducing operating expenses as a result of a reduction in daily census totals. The FY 20 proposed budget is projected to be \$16,940 or 9.4% lower than the FY 19 adopted budget due to the same reasons.

NURSING

Products & Services

Skilled/Non-Skilled Nursing \$118,760

- Monitor daily medical status: weight, blood pressure and pulse
- Monitor behavior modification, range of motion exercises, nail care and incontinence
- Administer emergency care
- Provide restorative and rehabilitative nursing
- Administer, order, document and store medications. Update physician orders as needed
- Supply wound and skin treatments as ordered by physician
- Prepare snack calendar and daily snacks
- Monitor meal service, diets and purchase groceries
- Arrange for all vaccines, including purified protein derivatives (tuberculosis testing) and seasonal flu for clients and staff
- Develop interdisciplinary care plans for each individual client and review with caregivers on a 6-month basis
- Monitor and provide special needs diets, provide set ups and cueing as needed
- Assist clients with activities of daily living including walking, eating, toileting, grooming and personal care.

Case Management \$17,940

- 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, \$27,310

Training and Education

- Maintain daily documentation of care through flow sheets including meal intake, toileting, ambulation, medications, treatments, hygiene, mental status and behavior
- Write monthly summaries on each client and complete a 6-month review for each client in compliance with the State of CT Community Care client and care plans
- Provide mandatory in-services with staff
- Coordinate medical and therapy appointments, with transportation for clients.

THERAPEUTIC RECREATION

Therapeutic Recreation delivers a quality therapeutic recreation program with the objective of maintaining and bettering the capacity of lifelong skills, improving physical and emotional well-being and encouraging and fostering community involvement and individual interests.

Operating Expenses

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	30,210	20,320	30,500	30,500
Supplies	1,450	1,450	1,270	1,270
Services	3,930	3,930	3,700	3,700
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	35,590	25,700	35,470	35,470

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.75	0.53	0.78	0.78
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	0.75	0.53	0.78	0.78

Budget Commentary

The FY 19 estimate is expected to come in under budget by \$9,890 or 27.8% due to alternative coverage patterns as a result of a vacancy in the budgeted therapeutic recreation director position. The FY 20 proposed budget is projected to be \$120 or 0.3% lower than the FY 19 adopted budget due to reduced operating expenses across all programs.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming \$30,800

- Develop, plan and implement a therapeutic recreation program designed to meet clients' cognitive, social, physical and spiritual needs
- Produce a monthly calendar of events, including newsletter
- Involve clients in ongoing intergenerational community programs with Windsor schools, Loomis Chaffee school and pre-school programs
- Integrate clients in the community via attendance at cultural events (external), restaurants and shops outside the Caring Connection
- Provide special programming for clients with Alzheimer's disease and related dementias
- Schedule monthly pet therapy visits
- Further enhance ongoing therapeutic and music therapy programs.

Record Keeping/ \$4,670

Documentation/Education

- Assess, evaluate and document clients' therapeutic recreational needs as outlined by the CT Association of Adult Day Health Centers
- Complete all forms in conjunction with the care-plan and update them on a 6-month basis
- Inventory and order all supplies for art, music and therapeutic recreation programs
- Serve as a mentor to undergraduate interns from surrounding colleges and universities.

TRANSPORTATION

Transportation Services provides safe, accessible and assisted transportation for all handicapped and disabled adults.

Expenditures

Expenditures by Category	FY 2019		FY 2020	
	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	77,580	76,180	76,080	76,080
Total Expenses	77,580	76,180	76,080	76,080

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 19 budget is projected to come in under budget by \$1,400 or 1.8% due to lower than expected fuel costs. The FY 20 proposed budget reflects a decrease of \$1,500 or 1.9% due to an expectation of lower transportation costs.

TRANSPORTATION

Products & Services

Daily Transportation \$76,080

- Transfer payment to the General Fund to pay for services provided by the Transportation Unit in Human Services.

FY 2019 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 reaccreditation year when the Center had a deficiency-free review with commendation.

Clients, caregivers and the Caring Connection facility continued to receive benefits from outside funding sources in FY 19 including:

- The Home Care for Elders Program (Connecticut Community Care, Inc.)
- The North Central Area Agency on Aging (IIB/Client Subsidies, Alzheimer's Aide Grant, Alzheimer's and Respite Care Funding)
- State of Connecticut Department of Social Services
- Veteran's Administration
- United States Department of Agriculture Adult Day Care Food Grant via State of Connecticut Department of Education
- Granger Trust
- The Reynolds Foundation
- Memorial donations.

The Fiscal Year 2019 highlights include:

- Donations and fundraisers by Caring Connection staff, clients and their families to the Windsor Food Bank organizations, C.A.R.E.S Socktober Drive and Project Santa
- Intergenerational programs with Loomis Chaffee students, Windsor High School Music program, Windsor Discovery Center and Windsor Police Cadets
- Provide site for Windsor Independent Living Association (WILA) clients to volunteer
- Providing bi-monthly pet therapy visits with our therapy dog Jack from Healers with Halos
- Act as a site for UCONN Nursing School, Central and St. Joseph College nursing student clinical rotation
- Continued marketing efforts to surrounding communities with focus on Windsor Locks
- Addition of a Certified Therapeutic Recreation Specialist Credential to our staff
- Adoption of a more environmentally friendly program reducing the use of paper and plastic dishes and cutlery
- Addition of a client computer station/program.

Child Development Enterprise Fund

**Town of Windsor
FY 2019-2020
Adopted Budget**

CHILD DEVELOPMENT ENTERPRISE FUND

INTRODUCTION

The National Association for the Education of Young Children (NAEYC) Accredited Windsor Discovery Center and Montessori School, located at the Milo W. Peck Building, has provided extraordinary educational learning experiences for more than 35 years. This service started as a supplemental childcare program for three and four-year-olds attending Windsor Head Start. The service has expanded over the years to include comprehensive childcare and educational enrichment programs for children between the ages of six weeks and twelve years. During the school year, the center will serve more than 103 children from 94 families in the following programs: Infant/Toddler Care, Montessori Toddler, Montessori Primary and Montessori Kindergarten. The Before and After School Elementary Program serves an additional 30 families. For the summer months, we offer a variety of summer programs that have separate enrollments serving an average of 68 children per week ages 18 months to 12 years.

The Montessori programs are designed to meet the developmental needs of young children. The Montessori Method of education, developed by Dr. Maria Montessori, is a child-centered educational approach based on scientific observations of children from birth to adulthood. Dr. Montessori's Method has been time tested, with over 100 years of success in diverse cultures throughout the world. The individual programs provide experiences that enrich and enhance each child's development. With the daily schedule, each child has opportunities to create, explore the environment, learn problem-solving and personal interaction skills, and learn concepts through first-hand experiences. The Montessori approach views the child as one who is naturally eager for knowledge and capable of initiating learning in a supportive, thoughtfully prepared learning environment. It is an approach that values the human spirit and the development of the whole child—physical, social, emotional, cognitive. The professional staff serves as positive role models and provides care and education that is supportive, nurturing, warm and responsive to each child's individual needs. The staff respect parents as the primary and most important provider of care and nurturing and believes that parents and teachers are partners in their child's care and education.

The FY 19 adopted budget assumed a loss of \$59,260. FY 19 currently projects a \$54,410 loss. This is due primarily to the fact that total expenses are projected to come in \$12,300 or 1.1% less than the adopted budget. Lower expenses are attributable to two full-time staff on disability and a full-time vacancy for the first quarter resulting in a slight savings in personal services. Overall revenues are projected to be \$7,450 lower than budget for the fiscal year.

An operating loss of \$74,150 is projected for the Child Development Fund for FY 20. Our marketing efforts have generated waiting lists in all programs. These lists have ensured the programs remain full if families have a change in circumstance.

We will continue to offer the full and half day programs five days per week in the Primary and Toddler Montessori classrooms, full-time infant/toddler care, and before and after school care for elementary students at the Discovery Center. The FY 20 proposed revenues include a 1.5% fee increase for some of the programs. The FY 20 projected expenditures are based on current staffing patterns.

**TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimate	FY 2020 Proposed	FY 2020 Adopted
Operating Revenue:					
Charges For Services	1,084,623	1,095,640	1,087,240	1,114,190	1,114,190
Permits & Other Revenues	1,548	300	850	5,120	5,120
Total Operating Revenue	1,086,171	1,095,940	1,088,090	1,119,310	1,119,310
Non-Operating Revenue:					
Donations	-	-	-	-	-
Interest Income	4,417	4,000	4,400	4,400	4,400
Total Non-Operating Revenue	4,417	4,000	4,400	4,400	4,400
Total Revenue	1,090,588	1,099,940	1,092,490	1,123,710	1,123,710
Operating Expenses:					
Personal Services	867,602	915,420	901,420	949,520	949,520
Supplies	16,962	19,550	19,550	19,600	19,600
Services	39,852	52,000	51,000	56,820	56,820
Marketing	5,731	10,750	10,750	8,000	8,000
Maintenance & Repairs	12,203	17,900	17,900	18,500	18,500
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	2,000	-	-
Energy & Utility	14,676	20,750	21,450	22,590	22,590
Administrative Overhead	-	-	-	-	-
Rent	118,830	118,830	118,830	118,830	118,830
Other (bad debt)	3,434	3,000	3,000	3,000	3,000
Total Operating Expenses	1,079,290	1,158,200	1,145,900	1,196,860	1,196,860
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	1,080,290	1,159,200	1,146,900	1,197,860	1,197,860
Annual Income/(Loss)	10,298	(59,260)	(54,410)	(74,150)	(74,150)
Net Assets (Retained Earnings), Beginning of Year	388,054	343,892	398,352	343,942	343,942
Net Assets (Retained Earnings), End of Year	398,352	284,632	343,942	269,792	269,792

Personnel Requirements

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimate	FY 2020 Proposed	FY 2020 Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	9.00	10.00	9.83	10.00	10.00
Regular Part Time Employees	7.68	7.08	7.08	7.56	7.56
Temporary/Seasonal Employees	-	-	-	-	-
Total	16.68	17.08	16.91	17.56	17.56

INFANT/TODDLER PROGRAMS

The Windsor Montessori School and Discovery Center offers three programs for children between the ages of six weeks and three years. Full day infant/toddler child care and Montessori Toddler care. A half day school year program is also offered for Montessori Toddler. During the summer months an eight week half-day program is offered.

Expenditures

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	416,410	427,830	440,480	440,480
Supplies	4,890	4,890	4,900	4,900
Services	15,690	15,690	15,550	15,550
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	2,000	-	-
Energy & Utility	-	-	-	-
Other	1,000	-	1,000	1,000
Total Expenses	437,990	450,410	461,930	461,930

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.33	5.50	5.50
Regular Part Time Employees	2.93	2.93	2.69	2.69
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	7.93	8.26	8.19	8.19

Budget Commentary

The FY 19 expenditures are expected to come in over budget by \$12,420 or 2.8% due to the reallocation of a full-time staff member between programs. The FY 20 proposed budget reflects an increase of \$23,940 or 5.5% as compared to the FY 19 adopted budget due to the increase in full-time staff hours in these programs.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler \$226,460

- Conduct a year-round, full-time program for 8 children age six weeks to twenty months.

Montessori Toddler \$235,470

- Provide one morning half-day school year Montessori program for eight children ages eighteen months to three years
- Provide one full-day, year-round program for eight children ages twenty months to three years
- Provide an eight-week half-day summer program for eight toddlers.

PRESCHOOL/KINDERGARTEN PROGRAMS

The Windsor Montessori School and Discovery Center provides the Montessori Method of education and development in a thoughtfully prepared learning environment for children three through five years of age. The school year programs and summer programs are offered on part-time or full-time schedules. During the school year, a total of 60 children are served in these programs with an additional enrollment during the summer months.

Expenditures

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	391,070	365,650	386,380	386,380
Supplies	10,750	10,750	10,780	10,780
Services	34,510	33,510	35,650	35,650
Maintenance & Repair		-	-	-
Grants & Contributions		-	-	-
Capital Outlay		-	-	-
Energy & Utility		-	-	-
Other	2,000	-	2,000	2,000
Total Expenses	438,330	409,910	434,810	434,810

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.08	3.58	3.58	3.58
Regular Part Time Employees	3.05	3.05	3.46	3.46
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	7.13	6.63	7.04	7.04

Budget Commentary

The FY 19 expenditures are expected to come in under budget by \$28,420 or 6.5% due primarily to a reallocation of staff to the Infant Toddler programs. The FY 20 proposed budget reflects a decrease of \$3,520 or 0.8%. This decrease is due to reallocation of staff within the department programs.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori

\$376,400

- Provide a Montessori educational experience for children ages three through five on a full or half-day schedule from August to June.

Preschool Summer Program

\$58,410

- Conduct a nine-week theme-based preschool summer program for children ages three and four.

ELEMENTARY PROGRAMS

The Windsor Montessori School and Discovery Center provides before and after-school child care during the school year for families whose children attend Oliver Ellsworth, Kennedy, Sage Park Middle Schools and/or private elementary schools. A full-day summer camp is offered for nine weeks during the summer months for children ages five through eleven.

Expenditures

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	107,940	107,940	122,660	122,660
Supplies	3,910	3,910	3,920	3,920
Services	12,550	12,550	13,620	13,620
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	3,000	-	-
Total Expenses	124,400	127,400	140,200	140,200

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.92	0.92	0.92	0.92
Regular Part Time Employees	1.10	1.10	1.41	1.41
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.02	2.02	2.33	2.33

Budget Commentary

The FY 19 expenditures are expected to come in over budget by \$3,000 or 2.4% due to uncollectible tuition fees in this program. The FY 20 proposed budget reflects an increase of \$15,800 or 12.7% as compared to the FY 19 budget due to additional part-time staff hours to meet demand.

ELEMENTARY PROGRAMS

Products & Services

Before and After \$76,550

School Elementary

- Provide a before and after-school program for kindergarten through sixth-grade students
- Expand to full-day sessions during inclement weather, in-service days, holidays and school vacations
- Care is provided to children from Oliver Ellsworth, Kennedy Elementary schools, Sage Park Middle School and local private schools.

Elementary Summer Program \$43,550

- Provide a nine-week full-day summer experience for children ages seven through eleven that includes educational and recreational field trips, swimming, arts and crafts activities, archery, science and nature experiences, cooking and non-competitive games.

K-1 Summer Program \$20,100

- Conduct a nine-week summer program experience for children ages five through seven.

FACILITIES MANAGEMENT

The Facilities Management division ensures that the complex, which includes ten classrooms, a gymnasium, two playgrounds, a nature trail, and a soccer field are taken care of and meet safety standards.

Expenditures

Expenditures by Category	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	17,900	17,900	18,500	18,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	-	-	-	-
Rent Expense	118,830	118,830	118,830	118,830
Energy & Utility	20,750	21,450	22,590	22,590
Other	-	-	-	-
Total Expenses	157,480	158,180	159,920	159,920

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019		FY 2020	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 19 expenditures are expected to come in over budget by \$700 or 0.4% due to a projected increase in utility costs. The FY 20 budget reflects an increase of \$2,440 or 1.5% due to increased maintenance and repair costs, as well as increased utility costs.

FACILITIES MANAGEMENT

Products & Services

Management

\$118,830

- Pay rental and administrative fees to the Town of Windsor.

Support Services

\$41,090

- Provide custodial services and utilities for Discovery Center programs.

Child Development Enterprise Fund

FY 2019 Highlights

The Milo W. Peck Child Development Center continues to offer a variety of programs and services for families attending the center and the community-at-large. Montessori kindergarten children participated in some intergenerational programs at the Caring Connection Adult Day Health Center. Staff provided a variety of trainings and events for family participation: *Parent Education Night* introduced participants to the Montessori approach and classroom set up; *Kindergarten Open House* was an overview of the third year within a Montessori classroom and the importance of that year. *Special Person Visiting Days* are planned three times per year to allow parents, relatives, and friends to explore the Montessori classroom with their child. The annual Winter Social, Kindergarten Ceremony and end of the year celebrations were well attended by families and friends.

Our website provides weekly inquiries from prospective families. As in the previous year, we will accept applications for the upcoming school year in January 2019 via the website. Also in 2018, the Parent Referral program instituted in January 2014, awarded three families a coupon for one hundred dollars for referring customers to the school.

The Infant Toddler and Toddler Montessori programs are going strong. Both programs have waiting lists for the 2019-2020 school year. We currently offer eight families a full-day Montessori Toddler program and eight families a half-day program. The Infant Toddler program also has a capacity of eight full-day spaces.

We certainly had a year of giving back to our community. Every year we raise money, collect donations of goods, and participate in the "spirit of giving" through various organizations. The staff, children and families adopted two families from "Project Santa" and we were able to fulfill both families' requests. The school collected Halloween candy to send to the troops for the seventh year in a row. The Montessori classrooms conducted a coat drive for the "Coats for Connecticut" program. The students brought 34 coats and 1 pair of snow pants to Best Cleaners for cleaning and distribution. For the second year we participated in Connecticut Children's Medical Centers PJ Day for the Kids. This is an annual event with a mission to not only raise money, but to honor the brave kids fighting cancer and serious illnesses at Connecticut Children's Medical Center. Students and staff wore their PJs for the kids and we raised \$255 for this worthy cause.

APPENDICES

SECTION	TITLE	PAGE
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APPENDIX B	Special Revenue Funds	B-1
APPENDIX C	Summary of Personal Services	C-1
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APPENDIX “A”
Capital Improvement Program
2020-2025

Town of Windsor
FY 2019 – 2020
Adopted Budget

**TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2020 – FY 2025**

Relationship Between Operating and Capital Projects Budgets

The Town of Windsor prepares a Capital Improvement Program separate from its operating budget. The operating budget provides for general municipal service delivery, including personnel services costs, supplies, other contractual services and certain capital equipment. Revenues for the operating budget are derived primarily from ad valorem taxes, user fees and intergovernmental sources.

The Capital Improvement Program is a financial plan for the expenditure of monies that add to, support, or improve the physical infrastructure, capital assets or productive capacity of the town. Capital projects typically have the following characteristics: expenditures that take place over two or more years, which require continuing appropriations beyond a single fiscal year; funding with debt due to significant costs that will be shared by current and future beneficiaries; systematic acquisition over an extended period of time in order to implement major operating systems or public programs; and scheduled replacement or maintenance of specific elements of physical assets. Revenues for capital projects can be derived from bond sales, current tax revenues, state and federal grants or private sources.

A proposed Capital Improvement Program (CIP) is submitted to the Town Council, Town Planning and Zoning Commission and Capital Improvements Committee for review. Projects that require General Fund financing and appear in the first year of the proposed CIP are incorporated into the proposed operating budget, which is submitted the following spring.

The following pages represent the schedule of projects in the draft CIP. The General Fund financing corresponds to the Capital Projects budget in section Q of this document.

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Capital Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2020						
Pavement Management Program	1,034,300	850,000		184,300		
Sidewalk and Curb Replacement Program	150,000	150,000				
Stormwater Management Improvements	324,800		324,800			
Fleet and Public Works Equipment Replacement	680,000	680,000				
Tree Replacement Program	25,000					25,000 ¹
Day Hill Road Pedestrian Circulation Enhancements (Marshall Phelps from Day Hill to Orange Way)	268,600		268,600			
Island Road Street Reconstruction (Construction)	494,000		494,000			
Construct Sidewalks - Local Roads Within 1 Mile of School	137,200		137,200			
Historic Monument and Ancient Cemetery Preservation	50,000					50,000 ¹
Replace Stainway between Lenox Street and the Moorlands (Construction)	176,100		176,100			
Deerfield Avenue Rehabilitation (Construction)	892,800			892,800		
Electric Vehicle Charging Stations	28,100					28,100 ¹
Town Facility Improvements - Milo Peck HVAC, Electrical & Energy Improvements (Design)	62,400					62,400 ¹
Town Facility Improvements - DPW Restrooms, Office and Mtg. Rm. Window Replacements (Const.)	316,700		316,700			
Town Facility Improvements - Northwest Park Roof Replacements and Facility Repairs	373,500		373,500			
Town Facility Improvements - Poquonock Fire Station Roof Replacement (Design)	17,700					17,700 ¹
Town Facility Improvements - Wilson Fire Station HVAC Replacement (Design)	27,600					27,600 ¹
Town Facility Improvements - Roger Wolcott Oil Tank Removal & Boiler Conversion	100,000					100,000 ²
Poquonock Fire Station - Engine 7 Replacement Vehicle	887,120	500,000	387,120			
Skate Park Improvements (Construction)	126,700		126,700			
Town Center Redevelopment Broad Street Diet (Design)	150,000	150,000				
BOE - Kennedy School - HVAC System Upgrades (Phase 2)	424,200		411,700			12,500 ¹
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Sage Park Middle School - Roof Repairs and Partial Roof Replacement (Construction)	2,087,600		2,087,600			
BOE - Sage Park Middle School - Alternative Energy and Efficiencies Upgrades (Design)	97,000					97,000 ¹
BOE - Poquonock School Parking Lot Improvements	525,720		525,720			
Subtotal FY 2020	9,557,140	2,430,000	5,629,740	1,077,100	-	420,300
FY 2020 Projects Anticipated to Require Voter Approval						
None	-	-	-	-	-	-
Subtotal FY 2020	-	-	-	-	-	-
GRAND TOTAL FY 2020	9,557,140	2,430,000	5,629,740	1,077,100	-	420,300

¹ Capital Projects Fund Assigned Fund Balance (Total = \$320,300)

² General Fund Reserve (Total = \$100,000)

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Capital Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2021						
Pavement Management Program	1,059,300	875,000		184,300		
Sidewalk and Curb Replacement Program	150,000	150,000				
Fleet and Public Works Equipment Replacement	700,000	700,000				
Pavement Resurfacing at Town Facilities & Schools	243,600		243,600			
Wilson Route 159 Corridor Enhancement Program (Phase I)	1,006,300			1,006,300		
Town Facility Improvements - Milo Peck HVAC, Electrical & Energy Improvements (Construction)	2,253,800		2,253,800			
Town Facility Improvements - Luddy House and Carriage House Windows and Doors Replacement	126,400					126,400 ¹
Town Facility Improvements - Poquonock Fire Station Roof Replacement (Construction)	250,000	250,000				
Town Facility Improvements - Wilson Fire Station HVAC Replacement (Construction)	250,000	250,000				
Town Facility Improvements - Data Centers Storage	120,000					120,000 ¹
Wilson Fire Station - Engine 22 Replacement Vehicle	1,035,700		1,035,700			
Broad Street Signal Modifications and "Road Diet" (Design) Phase II (Phase I \$150,000 in FY20)	160,000	160,000				
Town Facility Improvements - Outdoor Pool Improvements (Welch and Goslee Facility Designs)	200,000		200,000			
Athletic Field Improvements - Sage Park Middle School West Field Improvements (Design)	92,800					92,800 ¹
BOE - Technology Equipment Upgrades	100,000	100,000				
Subtotal FY 2021	7,747,900	2,485,000	3,733,100	1,190,600	-	339,200
FY 2021 Projects Anticipated to Require Voter Approval						
BOE - Sage Park Middle School - Alternative Energy and Efficiencies Upgrades (Construction)	3,053,000	-	3,053,000	-	-	-
Subtotal FY 2021	3,053,000	-	3,053,000	-	-	-
GRAND TOTAL FY 2021	10,800,900	2,485,000	6,786,100	1,190,600	-	339,200

¹ Capital Projects Fund Assigned Balance (Total = \$339,200)

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Capital Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2022						
Pavement Management Program	1,084,300	900,000		184,300		
Sidewalk and Curb Replacement Program	150,000	150,000				
Stormwater Management Improvements	269,000		269,000			
Fleet and Public Works Equipment Replacement	725,000	725,000				
Tree Replacement Program	30,000					30,000 ¹
Historic Monument and Ancient Cemetery Preservation	50,000					50,000 ²
Wilson Route 159 Corridor Enhancement Program (Phase II)	1,049,800			1,049,800		
Day Hill Road Pedestrian Circulation Enhancements (Day Hill from Marshall Phelps to Helmsford Way)	232,800		232,800			
River Street Roadway Rehabilitation (Poquonock to Old River, Construction)	618,300		618,300			
Construct Sidewalks - Local Roads Within 1 Mile of School	150,800		150,800			
Pigeon Hill Road Rehabilitation (Lamberon Rd to Addison Rd, Design)	51,500					51,500 ¹
Town Facility Improvements - Small Facilities Heating Systems Upgrades	159,500		159,500			
Broad Street Signal Modifications and "Road Diet" (Construction)	4,252,000		850,400	3,401,600		
Athletic Field Improvements - Sage Park Middle School West Field Improvements (Construction)	1,734,200					
Public Safety Equipment Fund	500,000	500,000				
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Clover Street School - ADA Code and Restroom Renovations (Design)	100,000	100,000				
BOE - Clover Street School - Partial Roof Replacement (Design)	157,500					157,500 ¹
Subtotal FY 2022	11,414,700	2,475,000	4,015,000	4,635,700	-	289,000
FY 2022 Projects Anticipated to Require Voter Approval						
None	-	-	-	-	-	-
Subtotal FY 2022	-	-	-	-	-	-
GRAND TOTAL FY 2022	11,414,700	2,475,000	4,015,000	4,635,700	-	289,000

¹ Capital Projects Fund Assigned Fund Balance (Total = \$239,000)

² General Fund Reserve (Total = \$50,000)

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Capital Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2023						
Pavement Management Program	1,084,300	900,000		184,300		
Sidewalk and Curb Replacement Program	175,000	175,000				
Stormwater Management Improvements	274,000		274,000			
Fleet and Public Works Equipment Replacement	725,000	725,000				
Pavement Resurfacing at Town Facilities & Schools	261,900		261,900			
Pigeon Hill Road Rehabilitation (Lamberton to Addison Rd. Construction)	664,300		664,300			
Day Hill Road Capacity Improvements - Lane Widening from Addison Road to I-91 (Design)	368,500		368,500			
Town Facility Improvements - LP Wilson Boiler Replacement (Design)	102,900	75,000				27,900 ²
Town Facility Improvements - Install Security System Cameras	163,900		163,900			
Palisado Avenue Corridor Improvements and Wall Repairs (Design)	132,800		132,800			
Athletic Field Improvements - Sharshon Park Improvements (Design)	96,400					96,400 ¹
Wilson Fire Station - Replace Brush Truck	210,000	210,000				
Public Safety Equipment Fund	290,000	290,000				
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Sage Park Middle School - Classroom Air Conditioning	1,916,400		1,916,400			
BOE - Windsor High School - Roof Restoration (Design)	122,800					122,800 ¹
Subtotal FY 2023	6,688,200	2,475,000	3,781,800	184,300	-	247,100

FY 2023 Projects Anticipated to Require Voter Approval

Town Facility Improvements - Outdoor Pool Improvements (Weich and Goslee Facility Renovations, Const.)	3,654,000	-	3,654,000	-	-	-
Subtotal FY 2023	3,654,000	-	3,654,000	-	-	-

GRAND TOTAL FY 2023

Subtotal FY 2023	10,342,200	2,475,000	7,435,800	184,300	-	247,100
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¹ Capital Projects Fund Assigned Fund Balance (Total = \$219,200)

² LPW Building Fund (Total = \$27,900)

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Capital Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2024						
Pavement Management Program	1,084,300	900,000		184,300		
Sidewalk and Curb Replacement Program	200,000	200,000				
Stormwater Management Improvements	324,000		324,000			
Fleet and Public Works Equipment Replacement	750,000	750,000				
Tree Replacement Program	35,000					35,000
Construct Sidewalks - Local Roads Within 1 Mile of School	164,400		164,400			
Historic Monument and Ancient Cemetery Preservation	100,000					100,000
Street Reconstruction - Basswood Road (Design)	170,300		170,300			
Town Facility Improvements - LP Wilson Boiler Replacement (Construction)	1,333,200		1,333,200			
Town Facility Improvements - 330 Windsor Ave. - Energy Recovery Improvements (Design)	24,300					24,300
Athletic Field Improvements - Clover Street School Field Improvements (Design)	77,700					77,700
Public Safety Equipment Fund	500,000	500,000				
BOE - Technology Equipment Upgrades	125,000	125,000				
BOE - Clover Street School - ADA Code and Restroom Renovations (Construction)	1,320,500		1,320,500			
BOE - Sage Park Middle School - Heating Systems Replacement (Design)	146,000		146,000			
BOE - Windsor High School - HVAC Roof Top Unit Replacements (Design)	66,500					66,500
BOE - LP Wilson - ADA Code and Restroom Renovations (Design)	36,500					36,500
Subtotal FY 2024	6,457,700	2,475,000	3,458,400	184,300	-	340,000
FY 2024 Projects Anticipated to Require Voter Approval						
None	-	-	-	-	-	-
Subtotal FY 2024	-	-	-	-	-	-
GRAND TOTAL FY 2024	6,457,700	2,475,000	3,458,400	184,300	-	340,000

¹ Capital Projects Fund Assigned Fund Balance (Total = \$340,000)

DRAFT CAPITAL IMPROVEMENT PROGRAM
To be reviewed by Capital Improvements Committee

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2025						
Pavement Management Program	1,084,300	900,000		184,300		
Sidewalk and Curb Replacement Program	200,000	200,000				
Athletic Field Master Plan Implementation - Sharshon Park Improvements (Construction)	657,700		657,700			
Construct Sidewalks Along Arterial Roads (Design)	63,000					63,000 ¹
Fleet and Public Works Equipment Replacement	750,000	750,000				
Pavement Resurfacing at Town Facilities & Schools	280,100		280,100			
Street Rehabilitation - International Drive (Construction)	1,048,000		1,048,000			
Ramp Modification at I-91 & Route 75/Day Hill Road	74,406,000			74,406,000		
Town Facility Improvements - Town Hall Roof Preservation	128,500		115,800			12,700 ¹
Public Safety Equipment Fund	500,000	500,000				
BOE - WHS Field House Renovation (Design)	31,600					31,600 ¹
BOE - Technology Equipment Upgrades	150,000	150,000				
BOE - Clover Street School - Partial Roof Replacement (Construction)	2,196,500		2,196,500			
Subtotal FY 2025	81,495,700	2,500,000	4,298,100	74,590,300	-	107,300
FY 2025 Projects Anticipated to Require Voter Approval						
None	-	-	-	-	-	-
Subtotal FY 2025	-	-	-	-	-	-
GRAND TOTAL FY 2025	81,495,700	2,500,000	4,298,100	74,590,300	-	107,300
¹ Capital Projects Fund Assigned Fund Balance (Total = \$107,300)						
	130,068,340	14,840,000	31,623,140	81,862,300	-	1,742,900

APPENDIX “B”
Special Revenue Funds

Town of Windsor
FY 2019 – 2020
Adopted Budget

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
6002	Crisis Intervention Program	646	-	-	646	-	646
6004	Bullet Proof Vest Program	2,459	3,730	3,730	2,459	-	2,459
6012	State Reimbursements	7,884	15,000	15,000	7,884	15,000	7,884
6026	Car Seat Program	1,244	-	-	1,244	-	1,244
6301	Narcotic Seizures - Federal	208	-	-	208	-	208
6302	Federal Sharing	64,067	-	5,000	59,067	-	59,067
6305	Asset Forfeiture - State	6,596	-	-	6,596	-	6,596
6700	Animal Shelter	31,548	-	-	31,548	-	31,548
6701	Powalka Memorial Fund	38	-	-	38	-	38
6702	K-9 Donations	4,053	500	250	4,303	-	4,303
6703	Donations	3,277	100	-	3,377	-	3,377
6800	Police Private Duty	616,331	500,000	560,500	555,831	565,000	490,831
6908	Vehicle Maintenance	-	-	-	-	-	-
6915	Just Start Grant	1,188	-	-	1,188	-	1,188
6916	Neighborhood Engagement Team	975	-	-	975	-	975
6919	3M Technology Grant	5,833	-	-	5,833	-	5,833
6921	JAG Local VCP Grant FY19	-	10,000	10,000	-	-	-
	Justice and Mental Health	-	-	-	-	-	-
6923	Collaboration Grant	2,440	48,700	51,140	-	-	-
6924	Youth Services Prev Grant FY17	2,040	-	2,040	-	-	-
6926	Youth Services Prev Grant FY18	11,280	-	11,280	-	-	-
6927	Youth Services Prev Grant FY19/FY20	-	15,200	15,200	-	15,000	-
	Total 03 Funds	762,107	593,230	674,140	681,197	530,000	616,197

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

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

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

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

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

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

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

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

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

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

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

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 19 also includes \$20,000 for traffic enforcement, \$70,500 for vehicle replacement, \$25,000 for information technology equipment, and \$20,000 for other capital replacement items. FY 20 also includes \$20,000 for traffic enforcement, \$75,000 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. Funds are used for outreach activities to promote neighborhood building and community involvement.
 #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).

#6921 - JAG Local VCP Grant - Funding is being provided through the JAG program for the purchase of an automated license plate reader.

#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.

#6924/6926/6927 - Youth Services Prevention Grant - Windsor Police Department and Windsor Public Schools will develop an outreach team. The team will provide early intervention, prevention strategies, and referral to resources and services to at risk youth students in grades 7-12. The outreach provided by this collaborative team will strive to reduce violence, reduce recidivism, and provide the skills, proactive strategies, and opportunities for these youth to become productive members of society.

Fire Department

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
6903	Fire Department Donation	5,225	500	-	5,725	-	5,725
Total 03 Funds		5,225	500	-	5,725	-	5,725

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

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	FY 2019			FY 2020			
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
2002	Cirillo Youth Theatre	(5,677)	32,760	18,700	8,383	15,000	12,500	10,883
2004	Fran Elligers Memorial Fund	663	360	360	663	360	360	663
2007	Teen-A-Rama	158,442	419,850	426,000	152,292	415,000	407,000	160,292
2009	O'Brien Field Rental	5,400	2,500	-	7,900	2,500	-	10,400
2010	Positive Youth Development	16,788	19,000	11,200	24,588	11,000	11,150	24,438
2016	Passage Program	1,877	4,940	4,940	1,877	5,220	5,220	1,877
2018	Live-n-Learn	10,351	11,000	10,250	11,101	12,500	10,250	13,351
NEW	Youth Services Bureau FY 19	-	18,720	18,720	-	-	-	-
NEW	Youth Services Bureau FY 20	-	-	-	-	18,720	18,720	-
2045	Dog Park	4,244	-	1,000	3,244	-	1,000	2,244
2073	YSB Enhancement Grant FY 19	-	-	5,750	-	-	-	-
NEW	YSB Enhancement Grant FY 20	-	5,750	-	-	5,750	5,750	-
2074	Local Prevention Council FY 19	-	-	-	-	-	-	-
NEW	Local Prevention Council FY 20	-	5,340	5,340	-	5,340	5,340	-
NEW	Local Prevention Council Opiod	-	-	-	-	-	-	-
2202	NW Park Youth Conservation Corp.	-	5,000	5,000	-	-	-	-
2204	Northwest Park Nature Camp/Clubs	-	3,000	3,000	-	3,000	3,000	-
2207	Friends of Northwest Park Grant	194,222	82,720	86,680	190,262	104,500	111,060	183,702
2208	Northwest Park Shop	17,144	10,000	10,000	17,144	10,000	10,000	17,144
2210	NWP Environ. Education Programs	4,952	6,500	4,000	7,452	7,500	4,500	10,452
2211	Northwest Park Tobacco Museum	51,572	44,000	50,200	45,372	49,000	55,800	38,572
2325	NWP Facilities	10,380	19,900	19,900	10,380	22,460	22,460	10,380
4022	River Walkways	24,228	14,400	9,540	29,088	19,700	19,600	29,188
		19,961	-	-	19,961	-	-	19,961
		514,547	705,740	690,580	529,707	707,550	703,710	533,547

*Capital Area Substance Abuse Council

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

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

#2007 - Teen-A-Rama - Fees are collected from all youth and teen programs offered by the town and placed into this fund. Expenditures include staffing, basketballs, exercise & fitness equipment, contracted services for speakers and magicians, etc.

#2009 - O'Brien Field Rental - Fees collected from user groups of the field. Fees will be used to offset future maintenance costs.

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

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

#2018 - Live-n-Learn Program - Revenues are from adult program fees. Expenses include staffing, fitness equipment, bus rentals for trips to museums, baseball games, etc.

Recreation & Leisure Services (cont.)

- #2075/NEW - Youth Services Bureau** - Funds from the State of Connecticut Department of Education administration and direct services for youth.
- #2045 - Dog Park** - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.
- #2073/NEW - YSB Enhancement Grant** - Funds from the State of Connecticut Department of Education to provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community.
- #2074/NEW - Local Prevention Council** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2076 - Local Prevention Council Opioid** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2202 - Northwest Park Youth Conservation Corps (YCC)** - The YCC program account provides funding to hire 3 - 4 high school seniors for nature trail and miscellaneous park upkeep during the summer months. This project is funded through donations made by Friends of Northwest Park and other organizations and businesses in Windsor.
- #2204 - Northwest Park Nature Camp** - This account supports the operation of the Nature Camp during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.
- #2207 - Friends of Northwest Park** - Funding for this account is provided by the Friends of Northwest Park to support projects, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.
- #2208 - Northwest Park Shop** - Revenues within this project are generated through the sale of gift shop items. This account supports the purchase of gift shop stock, exhibit development and upkeep which is managed by Northwest Park staff and volunteers.
- #2210 - Northwest Park Environmental Education** - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and public workshops and classes. The funds from this account are used for part-time wages (clerical staff and environmental educators), contractual services, supplies and equipment.
- #2211 - Tobacco Museum** - This account is managed by the Tobacco Association to support, in part, the operation of the Tobacco Museum and the Tobacco Archive building. Funding is provided to offset the tour guide's wages and the museum brochures. Northwest Park is responsible for facility upkeep, energy and utility costs.
- #2325 - NWP Facilities** - Funds from this account are used to purchase general supplies used by facility rental groups.
- #4022 - River Walkways** - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking and multi-use trails in Windsor.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
2300	Windsor Senior Center	13,417	72,930	72,930	13,417	72,930	13,417
2330	Dial-a-Ride Matching Grant FY 18	-	38,000	38,000	-	-	-
NEW	Dial-a-Ride Matching Grant FY 19	-	-	-	-	38,000	-
2331	NCAAA* Grant 10/01/17 - 9/30/18	900	100	1,000	-	3,000	-
3889	NCAAA* Grant 10/01/18 - 9/30/19	-	3,000	3,000	-	1,000	-
2326	Elderly Transportation Grant	-	9,340	9,340	-	-	-
3816	Human Services Assistance Fund	61,298	-	3,000	58,298	3,000	55,298
3840	Operation Fuel Partnering	11,427	1,060	3,000	9,487	3,000	7,487
3812	NCAAA* SS Grant 10/01/17 - 9/30/18	2,980	1,090	4,070	-	-	-
3864	NCAAA* SS Grant 10/01/18 - 9/30/19	-	3,270	3,270	-	1,090	-
3867	Windsor Community Service Council	3,242	1,700	2,610	2,332	1,700	2,332
		93,264	130,490	140,220	83,534	123,720	78,534

*North Central Area Agency on Aging

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

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

#2331/3889 - NCAAA Grant - Transportation - Funds are from an evening and weekend transportation matching grant.

#2326 - Elderly Transportation Grant - Funds are from the Greater Hartford Transit District. These funds are used for Dial-a-Ride transportation services and were previously reflected in the general fund revenues. These funds were not expected for FY19 but were received however with the State uncertainty FY20 grant has not been budgeted.

#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.

#3812/3864 - NCAAA Grant - Social Services - Funds from this account support part-time staff hours and supplies for the Groceries to Go program.

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

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
3805	CPR Classes	469	600	600	600	600	469
3808	Clinic Services	27,634	15,000	15,000	14,750	14,750	27,634
3814	Bike & Ski Safety Equipment	2,709	1,040	1,040	1,040	1,040	2,709
3885	Public Health Block Grant FY 18	6,070	-	6,070	-	-	-
NEW	Public Health Block Grant FY 19	-	6,980	-	-	6,980	-
NEW	Public Health Block Grant FY 20	-	-	-	6,980	-	6,980
3884	Bioterrorism Grant FY 19	-	37,860	37,860	N/A	N/A	N/A
3877	Regional Emergency Planning	1,143	-	-	-	-	1,143
3896	Emergency Mgmt Performance Grant	(3,850)	3,850	4,470	4,470	4,470	(4,470)
NEW	Opioid Prevention Grant	-	8,970	8,970	-	-	-
3897	Property Maintenance Remediation	23,857	39,930	16,000	11,500	16,000	43,287
		58,032	114,230	90,010	39,340	43,840	77,752

#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.

#3885/NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period runs October 1st through September 30th.

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

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

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

#NEW - Opioid Prevention Grant - This grant is from the CT Department of Public Health through the Center for Disease Control (CDC) to support the opioid overdose crisis in Connecticut.

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

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
2501	Library Copy Machine Fund	48,384	12,000	20,000	12,000	12,000	40,384
2502	Windsor Library Association Grant	4,341	1,400	-	1,400	4,000	3,141
2503	Main Library Non-Print Materials	33,544	16,000	16,000	14,000	14,000	33,544
2504	Wilson Library Non-Print	13,361	4,000	4,000	4,000	4,000	13,361
2505	Connecticut	25,805	8,000	8,000	-	15,900	9,905
2507	Cary Nearing Book Project	8,332	-	2,500	-	2,500	3,332
2509	State Library Grant	8,681	-	-	-	-	8,681
N/A	Library Association Donation***	-	23,000	23,000	23,400	23,400	-
		142,448	64,400	73,500	54,800	75,800	112,348

***Not included in town system

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

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

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

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

#2505 - **Connecticut** - Revenues are from the state to help reimburse the library for non-residential use. Funds can be used for library materials, supplies, staff and equipment. For FY20 no funding is expected to be received.

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

#2509 - **State Library Grant** - Revenues are from the state to be used for the purchase of print material. For FY20 no fundin gis expected to be received.

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

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
1704	Wetlands Inventory Grant	344	-	344	-	-	-
1705	Wetlands Account	2,666	-	2,666	-	-	-
1707	Earth Day	480	-	-	480	-	480
		3,490	-	3,010	480	-	480

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

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

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

Community Development

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/17)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/18)	Projected Revenue	Budgeted Expenditures
1973	Rt. 159 & Windsor Ave. Redev. Proj.	2,335	-	-	2,335	-	2,335
		2,335	-	-	2,335	-	2,335

SPECIAL REVENUE FUNDS

Public Works and Engineering

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
1980	Stony Hill School	4,206	5,700	5,650	4,256	5,900	4,356
2014	330 Windsor Avenue Maintenance	41,620	129,710	122,270	49,060	131,430	66,040
4003	Archer Road Maintenance	39,700	-	39,700	-	-	-
4009	Town Aid Road Improvements	698,808	403,000	254,500	847,308	403,000	860,308
4012	Local Cap. Improve. - Recording Fees	120,364	11,000	-	131,364	11,000	142,364
4018	Veterans Cemetery	(1,610)	1,500	2,700	(2,810)	1,500	(1,310)
4100	Rental Revenue (Properties)	10,624	15,100	19,050	6,674	16,380	6,754
4101	Train Station/Freight House	55,268	20,430	27,600	48,098	23,800	41,408
4102	Roger Wolcott Building	69,393	68,800	68,800	69,393	70,600	69,393
4103	Parks Garage Leased Space/100 Addison Road	169,215	-	75,780	93,435	-	50,435
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-
		1,213,289	655,240	616,050	1,252,479	663,610	1,245,449

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

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

#4003 - Archer Road Maintenance - This account was funded by a developer for the repair and maintenance of Archer Road in the Hayden Station neighborhood. Funds from the account will be used for paving/resurfacing of the street in the future.

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

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

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

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

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

#4102 - Roger Wolcott Building - This is the former Roger Wolcott School facility. Funds are from the Facilities Management general fund. The costs for utilities and other expenses are paid out of this account for the on-going maintenance of the building.

#4103 - Parks Garage Leased Space/100 Addison Road - This account was originally used to pay for the lease and other related expenses for the facility at 147 Addison Road which replaced the former Parks Garage on Mechanic Street. Public Works equipment and materials (primarily off-season) are stored at this building. This account is funded from the sale of the former Parks Garage facility. As of January 2017 this account is being used to pay the utilities at 100 Addison Road.

#4800 - Landfill Reuse Planning - A citizen's group worked with a consultant to develop a reuse plan, which primarily incorporated various active and passive recreational uses. The balance shown represents the amount unspent during this planning effort.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2019			FY 2020			
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
1304	Town Clerk Copier	137,439	36,000	71,850	101,589	36,000	46,720	90,869
1306	Historic Preservation	12,567	6,800	7,500	11,867	6,500	9,790	8,577
1308	Preservation Microfilming Grant	-	6,500	6,500	-	7,500	7,500	-
		150,006	49,300	85,850	113,456	50,000	64,010	99,446

#1304 - Town Clerk Copier - Funds are derived from fees associated with the use of the Town Clerk copier. These funds are used for the upkeep, maintenance, restoration and preservation of the Town of Windsor's records. FY 19 & FY 20 includes funding for the lower archival storage room capital project.

#1306 - Historic Preservation - Funds are derived from fees for land records. The State of CT receives a portion of these funds and the remainder is used to match funds when applying for the Connecticut State Library Historic Documents Preservation Grant.

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program.

Administrative Services

Project #	Project Name	FY 2019			FY 2020			
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
1650	Assessor's Coin-Op Copiers	7,512	1,100	400	8,212	1,100	400	8,912
1651	Delinquent Property Tax Sale	-	20,800	20,800	-	-	-	-
		7,512	21,900	21,200	8,212	1,100	400	8,912

#1650 - Assessor's Coin-Op Copiers - Revenues are generated by fees obtained from use of the copying machine (GIS maps, etc.) This fund is used toward the purchase of supplies and for the costs associated with the copier maintenance agreements.

#1651 - Delinquent Property Tax Sale - A public auction is scheduled to be conducted by the tax collector in the Spring of 2019 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale will be applied to clear the back taxes and release the tax liens. This fund listed above represents the estimated expenses and expense recoveries from the buyers for this sale.

SPECIAL REVENUE FUNDS

Boards and Commissions

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
5250	One Book One Windsor	1,100	860	1,960	-	500	-
5252	Bridge Builder's Award	510	-	510	-	-	-
5253	Community Day Events	104	-	-	104	-	104
5257	HRC Scholarship Fund	655	-	500	155	500	5
		2,369	860	2,970	259	1,000	109

#5250 - One Book One Windsor - This fund's objective is to create a venue where people of different ethnicities and cultures come together and share ideas.

#5252 - Bridge Builder's Award - This fund was created to honor individuals, organizations or businesses that make outstanding contributions to enhance human relations within Windsor. The purpose of this award is to foster greater trust, understanding and solidarity among Windsor's racial, ethnic and religious groups.

#5253 - Community Day Events - A week of community activities including poetry and storytelling, community day and a dinner. These events are organized by the Human Relations Committee.

#5257 - Human Relations Commission Scholarship Fund - Funds raised through various activities to be used for scholarships for Windsor High School students.

General Services

Project #	Project Name	FY 2019			FY 2020		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
1630	Revaluation	122,613	20,000	14,740	127,873	20,000	147,873
1640	OPEB Actuarial Valuation	140	12,600	-	12,740	13,600	0
1703	Open Space Fund	213,010	200,000	80,000	333,010	200,000	518,010
1709	Great Pond Special District Fund	674	94,070	94,130	614	93,500	614
1710	Mill Brook Open Space	19,543	-	-	19,543	-	19,543
		355,980	326,670	188,870	493,780	327,100	686,040

#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 20 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	Beginning Balance (7/1/18)	FY 2019			FY 2020		
			Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/20)
2100	L.P. Wilson Fund	258,603	531,640	603,610	186,633	533,740	511,670	208,703
5200	Community Use of Schools	24,840	40,000	40,000	24,840	40,000	40,000	24,840
0375	375th Anniversary	7,160	-	7,160	-	-	-	-
		290,603	571,640	650,770	211,473	573,740	551,670	233,543

#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.

#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).

#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.

APPENDIX “C”
Summary of Personal Services

Town of Windsor
FY 2019 – 2020
Adopted Budget

SUMMARY OF PERSONAL SERVICES

GENERAL FUND POSITIONS

	FY 2019 Adopted	FY 2020 Adopted
ADMINISTRATIVE SERVICES		
Full Time	16.89	16.89
Part-time FTE	2.27	2.32
DEVELOPMENT SERVICES		
Full-time	11.00	11.00
Part-time FTE	0.41	0.41
RECREATION & LEISURE SERVICES		
Full-time	6.76	6.76
Part-time FTE	12.30	12.30
HUMAN SERVICES		
Full-time	4.86	4.91
Part-time FTE	6.08	6.08
HEALTH SERVICES		
Full-time	4.00	4.00
Part-time FTE	1.36	1.36
INFORMATION SERVICES		
Full-time	3.00	4.00
Part-time FTE	1.10	0.07
LIBRARY SERVICES		
Full-time	9.00	9.00
Part-time FTE	9.61	9.61
PUBLIC WORKS and ENGINEERING		
Full-time	37.00	38.15
Part-time FTE	9.19	7.34
SAFETY SERVICES		
Full-time	66.00	66.00
Part-time FTE	1.70	1.08
GENERAL GOVERNMENT		
Full-time	3.00	3.00
Part-time FTE	0.40	0.48
COMMUNITY DEVELOPMENT		
Full-time	1.00	1.00
TOTAL GENERAL FUND		
Full-time	162.51	164.71
Part-time FTE	44.42	41.05
Total	206.93	205.76

NON-GENERAL FUND POSITIONS

RECREATION - Special Revenue Fund		
Full-time	0.24	0.24
Part-time FTE	12.44	13.33
INSURANCE INTERNAL SVS FUND		
Full-time	0.11	0.11
ENTERPRISE FUNDS		
Full-time	16.00	16.00
Part-time FTE	11.40	11.23
HUMAN SERVICES - Special Revenue Fund & Transfer from Caring Connection for Transportation		
Full-time	0.14	0.09
Part-time FTE	4.18	4.18
COMMUNITY DEVELOPMENT		
Full-time	-	-
Part-time FTE	-	0.50
TOTAL NON-GENERAL FUND		
Full-time	16.49	16.44
Part-time FTE	28.02	29.24
Total	44.51	45.68

APPENDIX “D”
Employee Pay Plans

Town of Windsor
FY 2019 – 2020
Adopted Budget

APPENDIX D

TOWN OF WINDSOR
 TEAMSTERS LOCAL 671 PAY PLAN A
 FY 2019-2020

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1	38,901	42,755
GRADE 2 Clerk Typist I Laborer Mechanic's Assistant	40,476	44,929
GRADE 3	42,887	47,172
GRADE 4	45,033	49,534
GRADE 5	47,282	52,006
GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator	49,644	54,610
GRADE 7 Account Clerk I Engineering Aide Police Records Clerk Records and Information Clerk Tax Clerk	52,125	57,341
GRADE 8 Account Clerk II Public Property Maintainer II	54,732	60,207
GRADE 9 Administrative Clerk Assistant Town Clerk Community Development Assistant Weigh Station Clerk	57,474	63,209
GRADE 10 Landfill Operator Public Property Maintainer III Secretary	59,214	66,368
GRADE 11 Mechanic Electrician	63,653	69,689
GRADE 12 Crew Leader Senior Engineering Aide	66,525	73,170
GRADE 13 Mechanic Crew Leader Public Works Inspector Town Forester	69,854	76,834

APPENDIX D

**TOWN OF WINDSOR
TEAMSTERS LOCAL 671 PAY PLAN B *
FY 2019 - 2020**

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1 Clerk Typist I Library Clerk Switchboard Operator/Receptionist	44,849	50,905
GRADE 2 Account Clerk I Engineering Aide Police Records Clerk Records and Information Clerk	48,225	54,735
GRADE 3 Tax Clerk Administrative Clerk	50,395	57,199
GRADE 4 Account Clerk II Assistant Town Clerk Community Development Assistant Weighing Station Clerk	52,411	59,487
GRADE 5 Secretary	54,770	62,163

* Employees hired after 9/1/16

**PART TIME SCALE CLERK PAY PLAN
FY 2019 – 2020**

	7/1/2019
Part-time Scale Clerk	17.31/Hour

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
 UPSEU LOCAL 424, UNIT 10 PAY PLAN
 FY 2018 – 2019
 (Pending Contract Negotiations)

PAY GRADE	STEPS				
	1	2	3	4	5
CIVILIAN DISPATCHER	53,129	56,519	59,598	62,677	65,754

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 500 Hours
Part-time Civilian Dispatcher	20.03/Hour	25.01/Hour	27.53/Hour	30.00/Hour

APPENDIX D

**TOWN OF WINDSOR, CONNECTICUT
POLICE PAY PLAN
FY 2018-2019
(Pending Contract Negotiations)**

STEPS

PAY GRADE	A	B	C	D	E	F	G	H
<u>Pay Grade P1*</u>								
Police Officer P1-A	64,621	67,244	69,973	72,813	75,768	78,843	82,042	85,372
Police Officer P1-B	68,576	71,359	74,255	77,269	80,405	83,668	87,063	90,597
Police Officer P1-C	69,263	73,133	77,156	81,405	85,880	90,597		
<u>Pay Grade P2</u>			79,365	83,445	87,748	92,284	96,707	
Detective								
<u>Pay Grade P3</u>			85,107	89,507	94,135	99,031	104,329	
Evidence Technician Sergeant								
<u>Pay Grade P4</u>			94,135	99,031	104,189	109,631		
Police Lieutenant								
<u>Pay Grade DW1</u>			64,760	67,614	70,530	73,698		
Animal Control Officer								

*P1-A - Officers hired after 11/7/16
P1-B - Officers hired between 3/26/14 and 11/7/16
P1-C - Officers hired prior to 3/26/14

APPENDIX D

FY 2019 - 2020 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

TITLE	PAY GRADE	PAY RANGE	
		Minimum	Maximum
Administrative And Technical Staff			
Administrative Aide	1	35,894	48,457
No positions in Grade	2	40,381	54,514
Engineering Assistant Library Assistant Management Analyst	3	45,428	61,328
Caseworker Librarian Information Technology Librarian	4	51,107	68,994
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 Analyst Recreation Program Specialist Transportation Coordinator	5	57,495	77,618
Supervisors and Advanced Technical Staff			
Assistant Assessor Assistant Town Planner Assistant Building & Facilities Manager Environmental Planner Human Resources Generalist Lending Services Manager Project Engineer – Traffic Public Health Nurse Sanitarian Social Worker Youth Services Coordinator	6	59,823	83,752

APPENDIX D

FY 2019 - 2020 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

TITLE	PAY GRADE	PAY RANGE	
		Minimum	Maximum
Assistant to the Town Manager Assistant Recreation Manager Fire Department Administrator Head of Reference and Tech. Services Systems Applications Specialist Lead Social Worker Library Branch Manager Northwest Park Manager Project Engineer Senior Center Coordinator Social Services Coordinator	7	67,301	94,221
Building Official Fire Marshal Management Information Supervisor Risk Manager Solid Waste Manager* Tax Collector	8	75,714	105,998
Assessor Assistant Town Engineer Assistant Finance Director Building and Facilities Manager Public Works Operations Manager Town Clerk	9	85,178	119,248
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	86,873	127,201
Coordinator of Information Technology Director of Health Services Director of Human Resources Finance Director	11	91,218	132,264
Chief of Police Director of Public Works/Town Engineer	12	95,778	138,878

*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 2019-2020

<u>CLASSIFICATION</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
Early Childhood Manager Caring Connection Manager	36,434	80,619
Early Childhood Educator II Adult Day Care Professional	31,834	62,541
Early Childhood Educator I Adult Day Care Associate	23,052	43,284

APPENDIX D

PART-TIME AND SEASONAL PAY PLAN FOR FY 2019-2020

PAY GRADE	MINIMUM	MAXIMUM
<u>GRADE I</u>	\$ 10.30	\$ 10.71
Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant		
<u>GRADE II</u>	\$ 10.30	\$11.79
Clerical Aide II Early Childhood Aide I Janitor Library Clerk I Library Monitor Lifeguard I Parts Runner Program Aide Recreation Leader II Senior Student Aide		
<u>GRADE III</u>	\$ 10.30	\$13.06
Clerical Aide III Early Childhood Aide II Library Clerk II Lifeguard II Recreation Specialist Maintenance Assistant Tax Collection Aide Undergraduate Intern Recreation Specialist		
<u>GRADE IV</u>	\$10.30	\$16.73
Adult Day Care Aide Assistant Head Lifeguard Clerical Assistant Deputy Fire Marshal Engineering Technician Environmental Educator Graduate Intern Instructor Library Clerk III Payroll Assistant Printer Security Monitor Senior Activities Specialist Senior Citizen's Bus Driver		

APPENDIX D

PAY GRADE	MINIMUM	MAXIMUM
<u>GRADE IV – Cont'd</u>		
Senior Maintenance Assistant Traffic Safety Specialist		
<u>GRADE V</u>	\$10.83	\$19.33
Administrative Aide Code Enforcement Official Head Lifeguard Senior Transportation Lead Driver Youth Theater Director		
<u>GRADE VI</u>	\$12.78	\$26.58
Adult Day Care Professional Code Inspector Director of Aquatics Director of Special Programs Naturalist Substitute Librarian Accounting Assistant		
<u>GRADE VII</u>	\$15.07	\$34.48
Supernumerary Police Officer		

APPENDIX “E”
Code of Accounts

Town of Windsor
FY 2019 – 2020
Adopted Budget

CODE OF ACCOUNTS AGGREGATED EXPENDITURE CLASSIFICATIONS

The expenditure classifications are aggregated into seven summary expenditure classifications that describe the types of expenditures to be made in each account.

PERSONAL SERVICES

40010 Regular Full Time	40070 Training Overtime	41125 Retirement Expense - Town
40015 Elected/Appointed Officials	40090 Overtime	41126 Retirement Expense -BOE
40020 Regular Part Time	41010 FICA	41128 457b ICMA Plan
40040 Temporary Full Time	41020 Medicare	41129 401a ICMA Plan
40050 Temporary Part Time	41110 Clothing Allowance	41170 Workers' Compensation
40060 Holiday Overtime	41120 Pension Police - MERF	41190 Other Comp
		41200 Combined insurance

SUPPLIES

- 42140 Books and Periodicals - technical books, newspaper subscriptions, library books and media, special reports and other publications
- 42190 Rentals - use of land, use of buildings, equipment leases, copier leases
- 42220 Materials and Supplies - office supplies, non-inventoried supplies, items with a useful life of less than one year, food
- 42222 Police Department Vest & Equipment – vest and equipment for police officers
- 42240 Postage - postage stamps, regular and bulk mailing

SERVICES

- 43110 Travel and Meeting Expenses - local, regional and national meetings (including transportation, lodging, meals and registration fees), business expenses related to the activity of the department
- 43120 Advertising & Marketing - notices of public hearings, invitations to bid, recruitment ads, publishing ordinances
- 43130 Membership Fees - professional association dues and subscriptions, league and tournament fees
- 43140 Car Allowance - monthly allotment for private vehicles and mileage allowances for use of private vehicles on local routine business
- 43145 Credit Card Fees – fees charged to the Town for customer payments via credit cards
- 43150 Recruitment and Training - special training schools, tuition, educational seminars, recruitment examinations, interviews and in-service training courses
- 43160 OPEB - Other Post Employment Benefits costs
- 43170 MDC - Sewers - Metropolitan District Commission sewer service fees
- 43180 Contractual Services - cleaning/custodial services, unemployment compensation, recycling, trash removal, police and fire fighter physicals, drug testing, property and facility services not provided by employees, aid to private education, mosquito management, protective inspections, tax mailing services, transportation/bus, veterinary, transcription, attorney, auditors, investment/pension consultants, bond counsel, health/workers comp/general liability consultant, professional engineering services, GIS consultant, software consultant, marketing and graphic design consultant, etc.
- 43190 Printing - printing, photocopying, microfilming
- 43200 - Board of Education Schools - BOE payroll and all other costs associated with BOE expenditures
- 43215

CODE OF ACCOUNTS
AGGREGATED EXPENDITURE CLASSIFICATIONS

SERVICES (continued)

- 43300 Debt Service - Principal - principal payments for outstanding bond issues
- 43350 Debt Service - Interest - interest payments for outstanding bond issues
- 43400 - Insurance Premium Expense - premium fees for health, general liability and workers compensation
- 43406 insurance
- 43450 TPA Fees - third party administration fees
- 43460 Direct Expenditures - self-funded cost for health and risk management costs
- 43515 Refunds To Taxpayers - prior year tax refunds
- 48000 Administrative Overhead - enterprise fund fees for town administration services
- 48020 Rent Expense To Town - lease of building
- 48503 Transfer To Special Revenue - transfer funds from the general fund to special revenue fund
- 49150 Architectural & Engineering Services - consulting, technical services associated with projects

MAINTENANCE AND REPAIR

- 44210 Repairs & Maintenance - repairs for town buildings, roads, streets, drains and sidewalks
- 44250 Repairs & Maintenance, Vehicles and Heavy Equipment - vehicles and heavy equipment, all parts attached to vehicles and heavy equipment
- 44270 Other Equipment Maintenance - radios, electronic devices, office equipment and all other equipment not elsewhere classified
- 44280 Equipment Maintenance & Service Contracts - annual equipment maintenance & service contracts, annual license fees

GRANTS AND CONTRIBUTIONS

- 45160 Grants and Contributions - Windsor volunteer ambulance, community contributions, annual dog payment to the state, recreation scholarships

CAPITAL OUTLAY

- 46300 Furniture and Equipment - office furniture and related items
- 46310 Vehicles - vehicles, heavy equipment, heavy equipment attachments
- 46320 Other Capital Equipment - all other not elsewhere classified (lawnmowers)
- 46330 Land - acreage
- 46340 Structures - buildings, structures and parts thereof

ENERGY AND UTILITY COSTS

- 47100 Electricity - electric power usage in operations of buildings, facilities, street lights and traffic signals
- 47200 Natural Gas - gas service provided as fuel for heating buildings and facilities
- 47210 Heating Oil - used for heating buildings and facilities
- 47310 Regular Gasoline - used in the operation of motor vehicles and other machinery and equipment
- 47320 Diesel Fuel - used in the operation of motor vehicles and other machinery and equipment
- 47400 Water - water service paid to the Metropolitan District Commission for town-owned properties
- 47500 Communications - telephone services, iPad, cellphone, other electronic devices

APPENDIX “F”
Debt Management

Town of Windsor
FY 2019 – 2020
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. In order to maintain its debt burden in line with available resources, the town adheres to certain fundamental policies with respect to incurrence of debt:

- a) Windsor maintains its total debt service requirement to within a range of 6% - 8% of its total operating expenditures
- b) When any new bonds are issued, the future forecasted annual debt service requirements will not exceed 8% of annual operating expenditures
- c) The total amount of bonds Windsor issues will not exceed 50% of its legal debt limit
- d) The town will maintain an unassigned fund balance of between 15% - 20% of annual General Fund operating expenditures.

The town's legal debt limit is in turn based upon its tax collections for the most recently completed fiscal year including interest and lien fees, and net of state reimbursements for revenue losses. As of June 30, 2018, Windsor's base for establishing its debt limit is \$99,652,095. State law establishes various debt percentage limitations based on the purposes for which the debt is issued. The following limitations are currently in effect:

- 1) General Purpose - 2.25 times the base
- 2) Schools - 4.50 times the base
- 3) Sewer - 3.75 times the base
- 4) Urban Renewal - 3.25 times the base
- 5) Unfunded Past Pension - 3.00 times the base
- 6) Total Debt - 7.00 times the base.

Per the FY 2018 Town of Windsor Consolidated Annual Financial Report, the town's total net direct and net overlapping indebtedness totals \$126,586,601 and the total debt limit is \$697,564,665.

APPENDIX F

Town of Windsor Debt Schedule FY 2019

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2018	PROJECTED ADDITIONS	RETIREMENTS	BALANCE 6/30/2019
General Purpose								
2012 Public Improvements	2.00%	2012	5/1/2024	4,490,000	365,000	-	-	365,000
2013 Public Improvements	1.25% - 2.00%	2013	5/1/2025	4,085,000	2,390,000	-	341,000	2,049,000
2014 Public Improvements	2.00% - 3.00%	2014	4/15/2024	3,690,000	2,210,000	-	370,000	1,840,000
2014 Refunding	2.00% - 4.00%	2014	8/15/2022	3,355,000	3,068,000	-	506,000	2,562,000
2015 Public Improvements	2.00% - 2.50%	2015	6/15/2027	3,165,000	2,365,000	-	265,000	2,100,000
2016 Public Improvements	2.00%	2016	6/15/2028	3,755,000	3,135,000	-	315,000	2,820,000
2017 Public Improvements	2.00% - 4.00%	2017	6/1/2037	4,260,000	4,047,000	-	213,000	3,834,000
2017 Refunding - Series A	2.00% - 4.00%	2017	7/15/2023	5,657,000	5,395,000	-	1,573,000	3,822,000
2018 Public Improvements	2.00% - 5.00%	2018	6/15/2033	3,135,000	3,135,000	-	195,000	2,940,000
2019 Bond Issue - Estimated Principle	TBD			-	-	8,085,000		
Sub-total				35,592,000	26,110,000	8,085,000	3,778,000	22,332,000
Schools								
2013 School Improvements	1.25% - 2.00%	2013	5/1/2025	950,000	555,000	-	79,000	476,000
2014 School Improvements	2.00% - 3.00%	2014	4/15/2024	1,330,000	810,000	-	130,000	680,000
2014 Refunding	2.00% - 4.00%	2014	8/15/2022	915,000	847,000	-	164,000	683,000
2015 School Improvements	2.00% - 2.50%	2015	6/15/2027	2,205,000	1,655,000	-	185,000	1,470,000
2016 School Improvements	2.00%	2016	6/15/2028	530,000	430,000	-	45,000	385,000
2017 School Improvements	2.00% - 4.00%	2017	6/1/2037	1,685,000	1,603,000	-	82,000	1,521,000
2017 Refunding - Series A	2.00% - 4.00%	2017	7/15/2023	3,568,000	3,465,000	-	1,297,000	2,168,000
2018 School Improvements	2.00% - 5.00%	2018	6/15/2033	3,630,000	3,630,000	-	255,000	3,375,000
2018 Bond Issue - Estimated Principle	TBD			-	-	1,915,000		1,915,000
Sub-total				14,813,000	12,995,000	1,915,000	2,237,000	12,673,000
Grand-Total				50,405,000	39,105,000	10,000,000	6,015,000	43,090,000

APPENDIX F

**Town of Windsor
Debt Schedule FY 2019 - FY 2020**

Principal Payments

<u>Town Projects</u>		<u>FY 2019</u>	<u>FY 2020</u>
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchas	-	-
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipmer	341,000	341,000
2014	Road & Facility Improvements; Emergency Dispatch Console	370,000	370,000
2014	Refunding Issue	506,000	607,000
2015	Road & Facility Improvements; Tower Ladder Truck	265,000	270,000
2016	Road & Facility Improvements	315,000	315,000
2017	Road & Facility Improvements	213,000	213,000
2017	Refunding Issue	1,573,000	1,545,000
2018	Road & Facility Improvements	195,000	195,000
2019	2019 Bond Issue - Estimated New Principal	-	404,250
Total Principal - Town Projects		3,778,000	4,260,250
<u>School Projects</u>			
2013	Ellsworth School Roof	79,000	79,000
	Sage Park HVAC, Ellsworth School Offices & Athletic Fields, O'Brien		
2014	Field Improvements, School Window Replacement	130,000	130,000
2014	Refunding Issue	164,000	163,000
2015	Road & Facility Improvements; Tower Ladder Truck	185,000	180,000
2016	Road & Facility Improvements	45,000	45,000
2017	Road & Facility Improvements	82,000	82,000
2017	Refunding Issue	1,297,000	1,230,000
2018	Road & Facility Improvements	255,000	255,000
2019	2019 Bond Issue - Estimated New Principal	-	95,750
Total Principal - School Projects		2,237,000	2,259,750
Grand Total - Principal		<u>6,015,000</u>	<u>6,520,000</u>

Interest Payments

<u>Town Projects</u>		<u>FY 2019</u>	<u>FY 2020</u>
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchas	7,300	7,300
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipmer	38,415	31,595
2014	Road & Facility Improvements; Emergency Dispatch Console	44,675	37,275
2014	Refunding Issue	92,360	73,135
2015	Road & Facility Improvements; Tower Ladder Truck	52,420	47,125
2016	Road & Facility Improvements	62,700	56,400
2017	Road & Facility Improvements	123,010	114,490
2017	Refunding Issue	164,230	101,870
2018	Road & Facility improvements	99,930	99,770
2019	2019 Bond & BAN Issue - Estimated New Interest	-	513,840
Total Interest - Town Projects		685,040	1,082,800
<u>School Projects</u>			
2013	Ellsworth School Roof	8,925	7,340
	Sage Park HVAC, Ellsworth School Offices & Athletic Fields, O'Brien		
2014	Field Improvements, School Window Replacement	16,375	13,775
2014	Refunding Issue	25,190	19,465
2015	Road & Facility Improvements; Tower Ladder Truck	36,825	33,125
2016	Road & Facility Improvements	8,600	7,700
2017	Road & Facility Improvements	48,680	45,400
2017	Refunding Issue	105,770	55,230
2018	Road & Facility improvements	116,295	115,550
2019	2019 Bond Issue - Estimated New Interest	-	65,255
Total Interest - School Projects		366,660	362,840
Grand Total - Interest		<u>1,051,700</u>	<u>1,445,640</u>

APPENDIX “G”
Price Guide

Town of Windsor
FY 2019 – 2020
Adopted Budget

FY 20 ADOPTED

Fines and Fees	Fund	Authority	FY 2020	Last Action
DEVELOPMENT SERVICES				
Building Inspection				
Building Permit	General Fund	Resolution	\$35 for 1st \$1,000	4/23/2018
Building Permit - After 1st \$1,000	General Fund	Resolution	\$13 per \$1,000 (after 1st \$1,000)	6/21/1999
Building Permit Fee Reduction Policy Significant fiscal impact projects per CGS 12-65b (b) Biotechnology firms defined by CT Bioscience Cluster Approval of any fee reduction is at the sole discretion of the Town Council	General Fund	Resolution	Based on financial impacts identified as part of the project review policy	1/17/2006
Square Footage Price Used to Calculate Cost of a New Home	General Fund	Resolution	\$75 per sq. ft.	5/05/2003
Re-Inspection Fee on Contractor Projects	General Fund	Resolution	\$25 per inspection	5/05/2003
Working Without Permits	General Fund	Resolution	A fee equal to double the permit fee	5/05/2003
ZBA Residential Application Fee	General Fund	ZBA	\$150 plus \$50 per each additional variance on same application	4/23/2018
ZBA Commercial/Industrial Application Fee	General Fund	ZBA	\$175 plus \$50 per each additional variance on same application	5/13/2014
Motor Vehicle Location Approvals	General Fund	TP+ZC	\$70	5/20/1985
Motor Vehicle Location Re-Approvals	General Fund	TP+ZC	\$35	5/20/1985
Maps - Photocopy	Special Revenue	Resolution	\$4	5/01/1989
Economic Development				
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
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
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

FY 20 ADOPTED

Fines and Fees	Fund	Authority	FY 2020	Last Action
DEVELOPMENT SERVICES (cont.)				
Inland Wetlands				
Summary Ruling:				
Residential lot containing wetlands or regulated area	General Fund	CGS 22a-36 to 22a-45	\$100 per lot plus \$100 per acre of regulated area of disturbance	7/01/2008
Modification to existing owner-occupied lot	General Fund	CGS 22a-36 to 22a-45	\$85 per lot Includes \$60 CT DEEP fee	5/10/2011
Recreational regulated area affected by proposed activity	General Fund	CGS 22a-36 to 22a-45	\$100 per acre of disturbance	5/10/2011
Commercial, industrial or residential multi-family or other use	General Fund	CGS 22a-36 to 22a-45	\$300 plus \$100 per acre of regulated area of disturbance	5/10/2011
Plenary Ruling:				
Residential lot containing wetland or regulated area	General Fund	CGS 22a-36 to 22a-45	\$200 per lot plus \$100 per acre of regulated area of disturbance	5/10/2011
Recreational with regulated area affected by proposed activity	General Fund	CGS 22a-36 to 22a-45	\$200 per acre of disturbance	5/10/2011
Commercial, industrial or multi-family or other use	General Fund	CGS 22a-36 to 22a-45	\$600 plus \$100 per acre of regulated area disturbance	5/10/2011
Permit revisions as they affect wetlands/watercourses	General Fund	CGS 22a-36 to 22a-45	\$90	7/01/2008
Wetlands Permit Renewal	General Fund	CGS 22a-36 to 22a-45	\$70	7/01/2008
Amendments to Map or Regulations	General Fund	CGS 22a-36 to 22a-45	\$250 plus linear foot fee	7/01/2008
Linear Foot Fee	General Fund	CGS 22a-36 to 22a-45	Less than 500 ft: \$250 500 to 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
Activity without permit or not authorized by permit in the upland review area with no immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$75 per day	5/19/2008
Activity without permit or not authorized by permit in the upland review area with immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$150 per day	5/19/2008
Activity without permit or not authorized by permit in a wetland or watercourse which causes limited or correctable damage	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$200 per day	5/19/2008
Activity without permit or not authorized by permit in a wetland or watercourse which causes sediment to flow into the area or otherwise causes pollution to the area	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$750 per day	5/19/2008
Excavation in filling or draining any portion of a wetland and/or watercourse without a permit	Open Space Fund	Town Ordinance: Chapter 14, Art VII	\$750 per day	5/19/2008
NOTE: A \$60 Conservation Fund fee must be added to the cost of all land use applications. Mandated by CT Department of Energy and Environmental Protection (DEEP) effective 10/1/09.				

FY 20 ADOPTED

Fines and Fees	Fund	Authority	FY 2020	Last Action
DEVELOPMENT SERVICES (cont.)				
Planning				
Subdivision Application	General Fund	TP&Z	\$100 base fee plus \$300 per lot	5/10/2011
Resubdivision	General Fund	TP&Z	\$100 base fee plus \$300 per lot	5/10/2011
Subdivision Inspection	General Fund	TP&Z	1% improvement costs	3/25/1997
Subdivision Regulations	General Fund	Resolution	\$7	5/05/2003
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
Plan of Conservation & Development	General Fund	TP&Z	\$35	9/14/2004
PUD - Concept Plan	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U. plus \$25 per 1,000 sq. ft. Gross Non-Residential Floor Area	5/10/2011
Site Development Flat Fee:	General Fund	TP&Z	\$150 base fee plus	5/19/2008
plus commercial floor area - max 49,999 sq. ft.	General Fund	TP&Z	\$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area - over 50,000 sq. ft.	General Fund	TP&Z	\$25 per 1,000 sq. ft.	5/19/2008
Site Plan with Residential Lots or Dwelling Units including PUD, Special Use and Traditional Neighborhood Design Developments	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U.	5/10/2011
Special Use - 1st Use	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U.	5/19/2008
Special Use - Subsequent Applications with Additional Lots	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U.	5/19/2008
Zone Map Revision	General Fund	TP&Z	\$150 Base fee plus \$100 per acre "except for zone changes to AG"	5/19/2008
Zoning Text Amendment	General Fund	TP&Z	\$250	5/15/2012
Subdivision Text Amendment	General Fund	TP&Z	\$250	5/15/2012
Revisions to Subdivisions	General Fund	TP&Z	\$150	5/19/2008
Revisions to Site Plans flat fee:	General Fund	TP&Z	\$150	5/19/2008
plus commercial floor area 10,000-49,999 sq. ft.	General Fund	TP&Z	\$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area 50,000 sq. ft. or greater	General Fund	TP&Z	\$25 per 1,000 sq. ft.	5/19/2008
Bond - Subdivision & Site Plan Performance, Reduction/Release, Maintenance	General Fund	TP&Z	\$50	5/10/2011
Non-Conforming Use	General Fund	TP&Z	\$150	5/10/2011
Build on Unpaved Street	General Fund	TP&Z	\$150	5/19/2008
Design Development - Concept plan	General Fund	TP&Z	\$100 base fee plus \$60 per Lot or D.U.	10/14/2003
Design Development - Detailed plan	General Fund	TP&Z	\$100 base fee plus \$100 per Lot or D.U.	10/14/2003
Traditional Neighborhood Design Development Concept Plan	General Fund	TP&Z	\$10,000	5/10/2011
Traditional Neighborhood Design Development Form-Based Regulation	General Fund	TP&Z	\$10,000	5/10/2011
Traditional Neighborhood Design Development Warrant	General Fund	TP&Z	\$50	5/10/2011
Amendment to Plan of Development	General Fund	TP&Z	\$250	5/15/2012
Custom GIS map	General Fund	Resolution	\$10 to \$25 + hourly labor	5/10/2011
Digital GIS Table Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Digital GIS Map Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Paper MIS Data	General Fund	Resolution	\$0.50 per page + hourly labor for data conversion, if required	5/10/2011
NOTE: A \$60 Conservation Fund fee must be added to the cost of all land use applications.				
Wetlands Map	General Fund	Resolution	Small - \$10; Large - \$20	5/10/2011
Wetlands Regulations	General Fund	Resolution	\$10	5/05/2003
Zoning Regulations	General Fund	Resolution	\$20	5/05/2003
Zoning Map - Large	General Fund	Resolution	\$20	5/05/2003
Zoning Map - Small	General Fund	Resolution	\$10	5/05/2003

FY 20 ADOPTED

Fines and Fees	Fund	Authority	FY 2020	Last Action
HEALTH SERVICES				
CPR, AED and First Aid Classes:				
NOTE: If the student has up to date materials, subtract \$10 from the cost of the class.				
Adult CPR	Special Revenue	Resolution	\$50	6/04/2013
Child CPR	Special Revenue	Resolution	\$50	6/04/2013
Infant CPR	Special Revenue	Resolution	\$40	5/10/2011
AED (Adult or Child)	Special Revenue	Resolution	\$50	6/04/2013
Basic First Aid	Special Revenue	Resolution	\$50	6/04/2013
Any Two of the Above	Special Revenue	Resolution	\$55	6/04/2013
Any Three of the Above	Special Revenue	Resolution	\$60	6/04/2013
Any Four of the Above	Special Revenue	Resolution	\$65	6/04/2013
Professional Rescuer	Special Revenue	Resolution	\$70	6/04/2013
CPR and First Aid Challenges:				
Basic First Aid	Special Revenue	Resolution	\$35	6/04/2013
CPR - Any One Component	Special Revenue	Resolution	\$35	6/04/2013
CPR or First Aid - Any Two Components	Special Revenue	Resolution	\$40	6/04/2013
CPR or First Aid - Any Three or More Components	Special Revenue	Resolution	\$45	6/04/2013
Professional Rescuer	Special Revenue	Resolution	\$45	6/04/2013
Bicycle/Multi-Sport Helmet	Special Revenue	Resolution	\$10	4/27/2009
Ski Helmets	Special Revenue	Resolution	\$25	6/04/2013
Knee and Elbow Pads (set)	Special Revenue	Resolution	\$10	4/11/2007
Flu Shots	Special Revenue	Resolution	\$30	7/01/2015
High Dose Flu Shots	Special Revenue	Resolution	\$45	7/01/2015
Pneumonic Shots	Special Revenue	Resolution	\$55	5/10/2011
Tuberculosis Testing (PPD)	Special Revenue	Resolution	\$10	7/01/2015
Food Service Permits:				
Caterer	General Fund	Resolution	\$200 per facility	4/27/2009
Mobile Vendors	General Fund	Resolution	\$200	5/19/2008
Re-Inspections	General Fund	Resolution	\$150	4/27/2009
Class 1	General Fund	Resolution	\$100	2/20/2018
Class 2	General Fund	Resolution	\$200	2/20/2018
Class 3	General Fund	Resolution	\$225	2/20/2018
Class 4	General Fund	Resolution	\$300	2/20/2018
Daycare	General Fund	Resolution	\$200	2/20/2018
Temporary Establishment	General Fund	Resolution	\$75	4/11/2007
Seasonal Establishment	General Fund	Resolution	Annual Fee/12 x # of months open	4/27/2009
Late > 30 Days	General Fund	Resolution	\$100	4/25/2001
Restaurant Plan Review	General Fund	Resolution	\$200	5/19/2008
Septic Permits:				
New System Construction: Less than 2,000 gallons Per Day (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$175	7/01/2015
New System Construction: Greater than 2,000 Gallons Per Day (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$350	7/01/2015
Existing System Repair: Existing System (Includes Permit, Plan Review and Inspection)	General Fund	Resolution	\$125	7/01/2015
19-13-B100a Building Addition/Use Change Review	General Fund	Resolution	\$65	5/13/2014
Soil Tests	General Fund	Resolution	\$175	5/13/2014
Other Fees:				
Property Maintenance Fines	Special Revenue	Resolution	\$100 per day	4/11/2007
Well Permits	General Fund	Resolution	\$100	4/11/2007
Residential Inspections	General Fund	Resolution	\$150 Flat Fee	5/19/2008
Radon Kit	General Fund	Resolution	\$15	4/26/2000
LIBRARY SERVICES				
Art Sales Commission	Special Revenue	Resolution	10% of sale	1/01/1996
Audio Single Disk Replacement	Special Revenue	Resolution	\$8 per disk	5/19/2008
AV Equipment	Special Revenue	Resolution	\$20 per day	5/05/2003
Book sales	Special Revenue	Resolution	Priced as marked	6/08/1992
Copy Machine and Printers	Special Revenue	Resolution	black & white \$0.20 per page; color \$0.50 per page	5/10/2011
Fax Fees	Special Revenue	Resolution	\$1.95 for first page; \$1 for each thereafter	5/19/2008
Lost Library Card	General Fund	Resolution	\$2	5/19/2008
Lost or Damaged Library Materials	Special Revenue	Resolution	Replacement + \$5	4/27/2009

FY 20 ADOPTED

Fines and Fees	Fund	Authority	FY 2020	Last Action
LIBRARY SERVICES (cont.)				
Main Library - After Hours	Special Revenue	Resolution	\$30 per hour	4/11/2007
Main Library - Meeting Rm #1	Special Revenue	Resolution	\$30 per hour	4/11/2007
Main Library - Meeting Rm #2	Special Revenue	Resolution	\$15 per hour	6/21/1999
Visitor Computer Pass	Special Revenue	Resolution	\$1 per session: free with library card	4/23/2018
Overdue Books	General Fund	Resolution	\$0.20 per day	6/08/1992
Overdue Book Buddies	General Fund	Resolution	\$1 per day	12/15/1997
Overdue Books (max fine)	General Fund	Resolution	\$10	4/27/2009
Overdue DVD	General Fund	Resolution	\$0.20 per day	5/13/2014
Overdue Media (max fine)	General Fund	Resolution	\$10	5/11/2010
Overdue Reference	General Fund	Resolution	\$1 per day	6/08/1992
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	\$50 each	5/05/2003
False Alarm Penalty - 6 th and 7 th	General Fund	Resolution	\$75 each	5/05/2003
False Alarm Penalty - 8 th and 9 th	General Fund	Resolution	\$100 each	5/05/2003
False Alarm Penalty - 10 th and Each Additional	General Fund	Resolution	\$150 each	5/05/2003
Fire, False Alarm - 1 st and 2 nd	General Fund	Resolution	no penalty	5/05/2003
Fire, False Alarm - 3 rd	General Fund	Resolution	\$100 each	5/05/2003
Fire, False Alarm - 4 th	General Fund	Resolution	\$200 each	5/05/2003
Fire, False Alarm - 5 th	General Fund	Resolution	\$400 each	5/05/2003
Fire, False Alarm - 6 th and Each Additional	General Fund	Resolution	\$500 each	5/05/2003
Bingo Permit Fees:				
Class A	General Fund	Resolution	\$75	5/21/2018
Class B	General Fund	Resolution	\$5 per day	5/21/2018
Class C	General Fund	Resolution	\$50 per day	5/21/2018
Bazaar and Raffle Permits:				
Class I Raffle Permit	General Fund	Resolution	\$50	7/01/1980
Class II Raffle Permit	General Fund	Resolution	\$20	7/01/1980
Class III Raffle Permit	General Fund	Resolution	\$20 per day	7/01/1980
Class IV Raffle Permit	General Fund	Resolution	\$5	7/01/1980
Class V Raffle Permit	General Fund	Resolution	\$80	5/21/2018
Class VI Raffle Permit	General Fund	Resolution	\$100	5/21/2018
Class VII Raffle Permit	General Fund	Resolution	\$100	5/21/2018
Sale of Dog	General Fund	CGS 22-332(b)	\$5	7/01/2008
Redeem Dog	General Fund	Resolution	\$15	10/01/1986
Plus Advertising Fee	General Fund	Resolution	\$15	4/25/2001
Plus Boarding Fee	General Fund	Resolution	\$15 per day	5/05/2003
Pick up of Unwanted Dog	General Fund	Resolution	\$50	5/05/2003
Quarantined Dog	General Fund	Resolution	\$15 per day	5/15/2012
Fingerprinting	General Fund	Resolution	\$10	5/05/2003
Records Check	General Fund	Resolution	\$5	4/11/2007
Handicapped Parking Violation	General Fund	Ordinance	\$95	4/27/2005
After 7 Days	General Fund	Ordinance	\$190	4/27/2005
Failure to Install/Maintain Designated Space	General Fund	Ordinance	\$90	3/31/1986
Continued Failure	General Fund	Ordinance	\$90 per day	3/31/1986
Parking Violation	General Fund	Ordinance	\$25	5/05/2003
After 7 Days	General Fund	Ordinance	\$50	5/05/2003
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
Junk Car Permits	General Fund	Resolution	\$50	4/01/1997
New Pistol Permit	General Fund	Resolution	\$70	5/10/2011
News rack Permit Application Fee	General Fund	Resolution	\$25	4/11/2007
News rack Location Fee	General Fund	Resolution	\$12 per location	4/11/2007
Sale of Accident and Other Reports	General Fund	Resolution	\$0.50 per page	1/06/1992
Fee for Indigent Person	General Fund	Resolution	\$0	3/20/1978
Photocopy - Reports	General Fund	Resolution	\$0.50 per page	1/06/1992
Traffic Safety Specialist	Special Revenue	Resolution	\$9.00 - \$15.60 per hour	5/13/2014

FY 20 ADOPTED

Fines and Fees	Fund	Authority	FY 2020	Last Action
SAFETY SERVICES (Police - cont.)				
<i>Police Private Duty Officer:</i>				
Non-profit, 4 Hours or Less	Special Revenue	Resolution	\$335.20	5/14/2019
Non-profit, Over 4 Hours	Special Revenue	Resolution	\$83.80 per hour	5/14/2019
Board of Education/Municipal	Special Revenue	Resolution	\$83.80 per hour	5/14/2019
Construction, 4 Hours or Less	Special Revenue	Resolution	\$384.64	5/14/2019
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	\$769.28	5/14/2019
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	\$1,153.92	5/14/2019
Construction, Over 12 Hours	Special Revenue	Resolution	\$96.16 per hour	5/14/2019
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
<i>(Erosion & Sediment permit fees shall be reduced when Inland Wetland fees are also collected for the same activity)</i>				
Erosion And Sediment Control Permit				
Single and Two -Family Residential (not part of a subdivision)	General Fund	Resolution	\$100/lot	2/17/2009
Residential Subdivision	General Fund	Resolution	\$300 + \$100 for each lot to be disturbed	2/17/2009
Commercial, Industrial, Residential (multi-Family) or other use	General Fund	Resolution	\$300 + \$100 for each acre of area to be disturbed	5/10/2011
Storm water Management Permit				
Single and Two -Family Residential (not part of a subdivision)	General Fund	Resolution	\$100/lot	2/17/2009
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
RECREATION & LEISURE SERVICES				
Non-Resident Fee	Special Revenue	Resolution	\$10 fee per program unless otherwise noted	4/27/2005
Adult Basketball League	Special Revenue	Resolution	\$300 - \$600	5/11/2004
Adult Dance	Special Revenue	Resolution	\$70 - \$130 per course	5/11/2010
Adult Open Basketball	General Fund	Resolution	\$35 annual pass	4/11/2007
Adult Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	\$2	5/19/2008
Adult Open Gym, Drop-In Fee - Non-Resident	Special Revenue	Resolution	\$5	5/19/2008
Adult Open Volleyball	General Fund	Resolution	\$30 annual pass	5/11/2010
Adult Toning and Boxing Program	Special Revenue	Resolution	\$65 - \$150	5/11/2004
Adult Volleyball League	Special Revenue	Resolution	\$300 - \$600	5/11/2004

FY 20 ADOPTED

Fines and Fees	Fund	Authority	FY 2020	Last Action
RECREATION & LEISURE SERVICES (cont.)				
AM Aerobics	Special Revenue	Resolution	\$55 - \$110 per session	5/10/2011
Archery	Special Revenue	Resolution	\$55 - \$90 per session	5/10/2011
Arts and Crafts	Special Revenue	Resolution	\$30 - \$80 per course	6/07/2016
Baseball Clinic	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Basketball Clinic	Special Revenue	Resolution	\$90 - \$155	5/10/2011
Movie Night	Special Revenue	Resolution	\$2 - \$7	4/11/2007
Counselor in Training Program	Special Revenue	Resolution	\$80 - \$100 per 4 wk session	5/10/2011
CPR/First Aid	Special Revenue	Resolution	\$145 - \$160	5/13/2014
CPR/First Aid Recertification	Special Revenue	Resolution	\$115 - \$125	5/13/2014
Culinary Arts Program	Special Revenue	Resolution	\$25 - \$200	5/14/2019
Dance Movement Workshop	Special Revenue	Resolution	\$60 - \$130 per session	5/11/2010
Extended Playground Hours	Special Revenue	Resolution	\$25 - \$30 per week	5/13/2014
Family Trips (In-State/Out-of-State)	Special Revenue	Resolution	\$50 - \$1,500	5/19/2008
Field Hockey Clinic	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Foreign Languages	Special Revenue	Resolution	\$45 - \$110	5/15/2017
Full Day Playground	Special Revenue	Resolution	\$135 - \$150 per week	5/14/2019
Full Day Playground with Transportation	Special Revenue	Resolution	\$135 - \$155 per week	5/15/2017
Full Day Playground with Swim Lesson	Special Revenue	Resolution	\$285 - \$305 per session	5/14/2019
Golf	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Gymnastics	Special Revenue	Resolution	\$110 - \$145 per week	5/15/2017
Hotshots	Special Revenue	Resolution	\$60 - \$75	6/07/2016
Indoor Swim Pass - Adult - Winter	Special Revenue	Resolution	\$2.25 - \$4.25 per hour	4/27/2009
Indoor Swim Pass - Adult - Non-resident - Winter	Special Revenue	Resolution	\$2.25 - \$4.25 per hour	4/27/2009
Indoor Swim Pass - Family - Winter	Special Revenue	Resolution	\$60 per 2 hours a week for 8 weeks	4/27/2009
Indoor Swim Pass - Family- Non-resident - Winter	Special Revenue	Resolution	\$60 per 2 hours a week for 8 weeks	4/27/2009
Indoor Swim Pass - Senior Citizen - Winter	Special Revenue	Resolution	\$2.00 - \$4.00 per hour	4/27/2009
Indoor Swim Pass - Senior Citizen - Non-resident	Special Revenue	Resolution	\$2.00 - \$4.00 per hour	4/27/2009
Intensive Special Needs Program	Special Revenue	Resolution	\$100 - \$200 per session	5/13/2014
Karate	Special Revenue	Resolution	\$35 - \$45 per month	4/27/2009
Kindergarten Dance	Special Revenue	Resolution	\$75 - \$150 per session	5/10/2011
Lacrosse Clinic	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Late Pickup Fee	Special Revenue	Resolution	\$10 per 15 minutes	6/07/2016
Life Guard Training	General Fund	Resolution	\$325 per course plus books	5/19/2008
Membership Pass Replacement Fee	Special Revenue	Resolution	\$5 per replacement	5/11/2004
Model Making and Crafts	Special Revenue	Resolution	\$45 - \$90	5/15/2017
Nutrition and Wellness Programs	Special Revenue	Resolution	\$50 - \$150	5/13/2014
Outdoor Adventure	Special Revenue	Resolution	\$80 - \$250	5/15/2012
Painting Class	Special Revenue	Resolution	\$45 - \$125	5/15/2017
Passage	Special Revenue	Resolution	\$45 - \$75 per session	5/15/2017
PM Aerobics	Special Revenue	Resolution	\$60 - \$120 per session	6/07/2016
PM Low Impact Aerobics	Special Revenue	Resolution	\$60 - \$120 per session	6/07/2016
Pool Parties	General Fund	Resolution	\$275/Resident per party; \$375/Non-resident per party	5/15/2017
Pre-School Dance	Special Revenue	Resolution	\$75 - \$150 per session	5/10/2011
Schools Out Special	Special Revenue	Resolution	\$25 - \$30 per day	5/13/2014
Ski Club	Special Revenue	Resolution	\$275 - \$475	5/15/2017
Skyhawks/Mini Hawks	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Soccer Clinic	Special Revenue	Resolution	\$85 - \$160	4/27/2009
Special Events - One Day	Special Revenue	Resolution	Free - \$10	4/11/2007
Special Needs - Adults Program	Special Revenue	Resolution	\$25 per quarter	5/11/2004
Special Needs - Youth Program	Special Revenue	Resolution	\$55 per session	5/11/2004
Special Needs Camp	Special Revenue	Resolution	\$99 per week	4/27/2009
Student Open Basketball	General Fund	Resolution	\$10	4/27/2009
Student Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	\$1	5/10/2011
Summer Youth Theater	Special Revenue	Resolution	\$100 - \$180	5/19/2008
Summer Youth Theater - Non-resident	Special Revenue	Resolution	\$140 - \$225	5/19/2008
Super Saturdays	Special Revenue	Resolution	\$25	5/11/2004
Swim Daily Fee - Non Resident - Adult	General Fund	Resolution	\$5 per day	6/21/1999
Swim Daily Fee - Non-Resident - Child	General Fund	Resolution	\$3 per day	6/21/1999
Swim Daily Fee - Non-Resident - Senior	General Fund	Resolution	\$3 per day	4/25/2001
Swim Daily Fee - Resident - Adult	General Fund	Resolution	\$2.50 per day	6/21/1999
Swim Daily Fee - Resident - Child	General Fund	Resolution	\$1.50 per day	6/21/1999
Swim Daily Fee - Resident - Senior	General Fund	Resolution	\$1.50 per day	4/25/2001
Swim Lessons - Adult	General Fund	Resolution	\$50	5/11/2004

FY 20 ADOPTED

Fines and Fees	Fund	Authority	FY 2020	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Swim Lessons - Child	General Fund	Resolution	\$30 Mon-Thurs per two week session (make up lessons Fri)	4/27/2005
Swim Lessons - Family (maximum)	General Fund	Resolution	\$62	6/07/2016
Swim Lessons - Two Children	General Fund	Resolution	\$46 Mon-Thurs per two week session (make up lessons Fri)	6/07/2016
Swim Lessons - Non-residents	General Fund	Resolution	\$40 per child two week sessions (make up lesson on Friday)	4/27/2009
Swim Pass - Non-resident - Adult (17 and over)	General Fund	Resolution	\$70	5/05/2003
Swim Pass - Non-resident - Child (16 and under)	General Fund	Resolution	\$50	5/05/2003
Swim Pass - Non-resident - Family	General Fund	Resolution	\$120	5/05/2003
Swim Pass - Non-resident - Senior Citizen	General Fund	Resolution	\$50	5/05/2003
Swim Pass - Resident - Adult (17 and over)	General Fund	Resolution	\$35	5/05/2003
Swim Pass - Resident - Child (16 and under)	General Fund	Resolution	\$25	5/05/2003
Swim Pass - Resident - Family	General Fund	Resolution	\$60	5/05/2003
Swim Pass - Resident - Senior Citizen	General Fund	Resolution	\$25	5/11/2004
Swing and Swim	Special Revenue	Resolution	\$45 - \$50 per session	5/05/2003
Taking the Lead	Special Revenue	Resolution	\$20 - \$80	4/11/2007
Tai Chi Chuan	Special Revenue	Resolution	\$60 - \$100 per session	5/05/2003
Tennis Camp	Special Revenue	Resolution	\$60-\$160 per session	5/15/2012
Tennis Classes (4 sessions)	Special Revenue	Resolution	\$40 - \$75 varying number of sessions	5/13/2014
Tumbling	Special Revenue	Resolution	\$60 - \$120 per session (winter)	5/13/2014
Water Aerobics	Special Revenue	Resolution	\$60 - \$120	6/07/2016
Windsor Instructional Basketball	Special Revenue	Resolution	\$50 - \$60	7/01/2015
Windsor Sports Academy	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Windsor Youth Theater	Special Revenue	Resolution	\$100 - \$180	5/19/2008
Windsor Youth Theater - Non-resident	Special Revenue	Resolution	\$140 - \$225	5/19/2008
Yoga	Special Revenue	Resolution	\$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	\$49 per session	5/15/2017
Windsor Challenge Course - Youth Group	Special Revenue	Resolution	\$200 - \$5,000 depending on group size	5/15/2012
Windsor Challenge Course - Adult Group	Special Revenue	Resolution	\$300 - \$5,800 depending on group size	5/15/2012
Windsor Challenge Course - Corporate Group	Special Revenue	Resolution	\$500 - \$6,500 depending on package and group size	5/15/2012
Indoor Driving Range	Special Revenue	Resolution	\$8 - \$15	4/27/2009
Youth Wrestling	Special Revenue	Resolution	\$45 - \$75	4/27/2009
Babysitting Course	Special Revenue	Resolution	\$115 - \$125	7/01/2015
Full Day Playground, Swim Lessons And Transportation	Special Revenue	Resolution	\$260 - \$300	6/07/2016
Half Day Playground	Special Revenue	Resolution	\$95 - \$120	5/15/2017
Indoor Golf - Resident	Special Revenue	Resolution	\$10 per half hour/\$15 per hour	6/04/2013
Indoor Golf - Non-resident	Special Revenue	Resolution	\$15 per half hour/\$20 per hour	6/04/2013
Scuba Classes	Special Revenue	Resolution	\$270 - \$350	6/07/2016
S.T.E.M.	Special Revenue	Resolution	\$75 - \$280	4/23/2018
Indoor Archery	Special Revenue	Resolution	\$50-\$75	7/01/2015
Softball Clinic	Special Revenue	Resolution	\$40 - \$150	5/15/2012
Volleyball Clinic	Special Revenue	Resolution	\$40 - \$100	5/15/2012
R.I.S.E Elementary School Age	Special Revenue	Resolution	\$180 - \$190 per month	6/07/2016
R.I.S.E Middle School Age	Special Revenue	Resolution	\$180 - \$190 per month	6/07/2016
Rentals:				
Auditorium	General Fund	Resolution	\$80 per hour	5/11/2010
Cafeteria	General Fund	Resolution	\$75 per hour	5/11/2010
Classrooms	General Fund	Resolution	\$30 - \$45 per hour	5/11/2010
Gymnasium (full)	General Fund	Resolution	\$75 per hour	5/11/2010
Indoor Playscape Party - Resident	Special Revenue	Resolution	\$125 - \$735 per party	6/07/2016
Park Pavilion Rental (Washington/Sharshon)	Special Revenue	Resolution	\$25 per 4 hours	4/11/2007
Soccer Field Permits - Not Sponsored	General Fund	Resolution	\$25 per 4 hours	5/15/2012

FY 20 ADOPTED

Fines and Fees	Fund	Authority	FY 2020	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Softball Field Permits - Co-Sponsored	General Fund	Resolution	\$25 per 4 hours	5/15/2012
Softball Field Permits - Not Sponsored	General Fund	Resolution	\$25 per 4 hours	5/15/2012
Tournament Permit	General Fund	Resolution	\$100 per field	5/10/2011
Windsor Jesters	General Fund	Resolution	\$140 per month	4/24/2006
O'Brien Field Use:				
Field Use Fee: Resident	Special Revenue	Resolution	\$25 per hour	3/02/2015
Field Use Fee: Non-Resident	Special Revenue	Resolution	\$125 per hour	3/02/2015
Stadium Lights	Special Revenue	Resolution	\$50 per hour	3/02/2015
Scoreboard/PSA	Special Revenue	Resolution	\$25 per hour	3/02/2015
Field Marshall	Special Revenue	Resolution	\$15 per hour	3/02/2015
Facility Deposit	Special Revenue	Resolution	\$300	3/02/2015
Youth Services Bureau				
Counseling Fee Schedule:			See chart below	5/11/2004
Up to \$21,000	Special Revenue	Resolution	\$10	4/27/2009
Over \$21,000	Special Revenue	Resolution	\$25	4/27/2009
Summer Adventures	Special Revenue	Resolution	\$100 - \$230 per week	4/27/2009
Teen Adventure Club	Special Revenue	Resolution	\$25 - \$50 per session	7/01/2015
Youth Adventures After School	Special Revenue	Resolution	\$90 - \$110	5/15/2017
Leader-in-Training Program	Special Revenue	Resolution	\$100 per session	5/15/2017
Adventure Schools Out Special	Special Revenue	Resolution	\$20 - \$30	5/19/2008
Northwest Park				
Public Programs	Special Revenue	Resolution	\$2/person to \$1,500/person depending on activity	5/15/2012
Pavilion Full Day Rental - Resident	General Fund	Resolution	\$50	4/11/2007
Pavilion Rental - Non-resident	General Fund	Resolution	\$200 + \$100 sec. deposit	4/11/2007
Pavilion Half Day Rental - Resident	General Fund	Resolution	\$25	4/11/2007
Pavilion Half Day Rental - Non-resident	General Fund	Resolution	\$50 + \$100 sec. deposit	4/11/2007
Warming Shed Full Day Rental - Resident	General Fund	Resolution	\$45 + \$100 security deposit for inside and outside rental	5/15/2012
Warming Shed Full Day Rental - Non-resident	General Fund	Resolution	\$150 + \$100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Resident	General Fund	Resolution	\$25 + \$100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Non-resident	General Fund	Resolution	\$75 + \$100 security deposit for inside and outside rental	5/15/2012
Community Gardens	Special Revenue	Resolution	\$50 per season	4/23/2018
Community Gardens - Non-resident	Special Revenue	Resolution	\$60 per season	4/23/2018
Interpretive Center Rental - Resident	General Fund	Resolution	\$60 per 2 hours + \$100 security deposit	4/27/2009
Interpretive Center Rental - Non-resident	General Fund	Resolution	\$80 per 2 hours + \$100 sec dep.	5/19/2008
XC Ski Rental	Special Revenue	Resolution	\$10 resident; \$15 non-resident	5/15/2012
School Programs - Excluding Windsor BOE	Special Revenue	Resolution	\$75 per hour and up	5/15/2012
School Programs - Non-Windsor	Special Revenue	Resolution	\$85 per hour and up	5/15/2012
Camp Foxfire - Half Day - Resident	Special Revenue	Resolution	\$110 - \$165 per week	5/14/2019
Camp Foxfire - Half Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/14/2019
Camp Foxfire - Whole Day - Resident	Special Revenue	Resolution	\$210 - \$350 per week	5/14/2019
Camp Foxfire - Whole Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/14/2019
Late Registration Fee	Special Revenue	Resolution	\$10 - \$15	6/07/2016
Teen Zone	Special Revenue	Resolution	\$150 - \$800	6/07/2016
Non-resident registration period for all Northwest Park nature camp programs will begin one week following resident registrations.				
Note: Children ages 2 and under can participate in community events at no charge.				

FY 20 ADOPTED

Fines and Fees	Fund	Authority	FY 2020	Last Action
HUMAN SERVICES				
Senior Services				
Sit and Stretch	Special Revenue	Resolution	\$30 - \$40 per session	4/27/2009
Sit and Stretch-Drop-In	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Shape Up and Workout	Special Revenue	Resolution	\$40 - \$50 per session	4/27/2009
Shape Up and Workout Drop-In	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Strength, Stretch and Balance with Yoga	Special Revenue	Resolution	\$30-40 per session	6/07/2016
Strength, Stretch and Balance with Yoga - Drop In	Special Revenue	Resolution	\$5-7 per class	6/07/2016
Enrichment Programs	Special Revenue	Resolution	\$5-\$15	4/27/2009
Ballroom Dancing	Special Revenue	Resolution	\$50 - \$70 per session	5/10/2011
Ballroom Dancing, Drop-In	Special Revenue	Resolution	\$5 - \$7 per class	5/10/2011
Computer Classes	Special Revenue	Resolution	\$15 - \$30 per course	4/27/2009
Computer Classes - Non-resident	Special Revenue	Resolution	\$23 - \$38 per course	4/27/2009
Special Events - One Day	Special Revenue	Resolution	\$2-\$15	4/27/2009
Extended Trips	Special Revenue	Resolution	Going Rate	5/10/2011
Parties	Special Revenue	Resolution	\$2 - \$30 per party	4/27/2009
Tai Chi Beginner	Special Revenue	Resolution	\$40 - \$55 per session	4/27/2009
Tai Chi Beginner-Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Tai Chi Advanced	Special Revenue	Resolution	\$40 - \$55 per session	4/27/2009
Tai Chi Advanced-Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Trips Day	Special Revenue	Resolution	Going Rate	5/10/2011
Water Aerobics	Special Revenue	Resolution	\$64 - \$98 per session	4/27/2009
Water Aerobics - Non-resident	Special Revenue	Resolution	\$96 - \$114 per session	4/27/2009
Yoga	Special Revenue	Resolution	\$32 - \$44 per session	4/27/2009
Yoga - Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Fitness Center Membership - 3 Months	Special Revenue	Resolution	\$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
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

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Fines and Fees	Fund	Authority	FY 2020	Last Action
Town Clerk (cont.)				
Hunting & Fishing	General Fund	CGS 26-28	\$110	4/14/2010
Three Day Fishing	General Fund	CGS 26-28	\$22	4/14/2010
Legal Documents: Land Records:				
First Page Fee	General Fund	CGS 7-34a	\$10	7/01/1989
Historic Preservation Fee	General Fund	PA-00-146	\$10	4/23/2018
Open Land Preservation	General Fund	PA-05-228	\$40	7/01/2009
Legal Documents - Each Additional Page	General Fund	CGS 7-34a	\$5	7/01/1989
Foreclosure Registration Act (Vacant Property Registration)	General Fund	PA-11-201	\$60	4/23/2018
Trade Names - First Page	General Fund	CGS 7-34a	\$5	7/01/1989
Trade Names - Each Additional Page	General Fund	CGS 7-34a	\$5	7/01/1989
Subdivision Maps (Indexing, 3 or more Parcels)	General Fund	CGS 35-1	\$20	5/19/2008
Maps (Indexing)	General Fund	CGS 7-31	\$10	5/19/2008
Sales Ratio	General Fund	CGS 7-34a	\$2	7/01/1982
Documents With No Known Last Address of Grantee	General Fund	CGS 7-34a	\$5	7/01/1982
Notary Public - Certificate of Appointment	General Fund	CGS 3-94	\$10	7/01/1982
Notary Public - Notarization of Signature	General Fund	Resolution	\$2 per signature	4/27/2009
Local Conveyance Tax	General Fund	CGS 12-494	\$0.0025 times sale price	5/05/2003
Sale of Publications and Materials:				
Agenda, Including Minutes and Backup	General Fund	Resolution	\$71.50 per year	5/10/2011
Agenda, With Minutes	General Fund	Resolution	\$33 per year	5/10/2011
Agenda Only	General Fund	Resolution	\$16.50 per year	5/10/2011
CD - Computer Stored Public Record	General Fund	CGS 1-212	Cost of hourly salary for formatting and cost of storage device	4/27/2009
Lamination of Wallet Size Items	General Fund	Resolution	\$1	3/21/1988
Photocopies:				
Land Records - Per Page	Special Revenue	P.A. 00-92	\$1 per page	10/01/2000
Miscellaneous - Per Page	Special Revenue	P.A. 89-251	\$0.50 per page	4/27/2009
Certification of a Photocopied Document	Special Revenue	PA 07-133	\$2 per document	5/19/2008
Photocopy document to be certified - per page (excludes .50 Copy Fee)	Special Revenue	P.A. 00-92	\$1 per page	10/01/2000
Hand Held Scanners	General Fund	P.A. 09-229	\$20 per visit	5/11/2010
Street Map	General Fund	Resolution	\$2 MDC map; or free street map	5/05/2003
Town Charter	General Fund	Resolution	\$10	6/21/1999
Town Code of Ordinances - Binder	General Fund	Resolution	\$75	4/27/2005
Town Code of Ordinances - No Binder	General Fund	Resolution	\$60	4/27/2005
Town Code Supplemental Service	General Fund	Resolution	\$1 per 2 sided page	6/21/1999
Vital Statistics:				
Birth Certificate – Certified	General Fund	PA 07-133	\$20 per document	10/01/2009
Birth Certificate - Certified - Wallet Size	General Fund	CGS 7-74	\$15 per document	10/01/2009
Death Certificate – Certified	General Fund	PA 07-133	\$20 per document	10/01/2009
Marriage License	General Fund	CGS 7-73	\$30	7/01/1992
Marriage Certificate	General Fund	PA 07-133	\$20 per document	10/01/2009
Burial and Cremation Permit	General Fund	CGS 7-74	\$3 per document	5/19/2008
OTHER				
Registrars				
Voter List	General Fund	CGS 1-15	\$0.50 per page	4/27/2009
Electronic Voter List Tape (Subject to Approval of Registrars of Voters)	General Fund	CGS 1-212	\$0.03 per name	4/27/2009
Financial Reporting				
Bad Check Fee	General Fund	SS52-565a(i)	\$25	6/04/2013

FY 20 ADOPTED

Fines and Fees	Fund	Authority	FY 2020	Last Action
OTHER (cont.)				
Town Hall Room Rental				
Roger Ludlow Room North - Capacity 40	General Fund	Resolution	\$35 per hour	4/24/2006
Roger Ludlow Room South - Capacity 40	General Fund	Resolution	\$35 per hour	4/24/2006
Roger Ludlow Rooms North and South	General Fund	Resolution	\$55/hr or \$200/half day	4/24/2006
Council Chambers - Capacity 200 - 300	General Fund	Resolution	\$75/hr or \$300/half day	4/24/2006
Council Chambers w/Full Production/Technical Director	General Fund	Resolution	\$250/hr \$600/half day	4/24/2006
Additional Services:				
Monitor & VCR/DVD Player	General Fund	Resolution	\$30	4/27/2005
One Microphone and PA System	General Fund	Resolution	\$55 per hour	4/27/2005
Council Chambers Video Projector	General Fund	Resolution	\$50 per hour	4/24/2006
An additional 50% charge will apply for room/equipment reservations after regular business hours or on weekends. EXCEPTION: Council Member's request for facilities, use by a Board or Commission, or town government-related program.				
ENTERPRISE FUNDS				
Adult Day Care				
Daily Care	08-3-32-343	Resolution	\$85.00 per day	5/14/2019
Half Daily Care	08-3-32-343	Resolution	\$55 per half day	5/14/2019
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	\$1,436 per month	5/14/2019
Elementary Before & After School	05-3-3-31-340	Resolution	\$495 per month	5/11/2010
Elementary After School	05-3-3-31-340	Resolution	\$395 per month	5/15/2012
Elementary Before School	05-3-3-31-340	Resolution	\$340 per month	5/15/2012
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	\$98 per month	5/15/2012
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	\$175 per month	5/15/2012
Elementary After 3 day/Month	05-3-3-31-340	Resolution	\$230 per month	5/15/2012
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	\$330 per month	5/15/2012
Elementary Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$240 per week	2/19/2019
Elementary Summer Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$260 per week	2/19/2019
Montessori Toddler Camp - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	\$175 per week	2/19/2019
K-1 Camp - 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$240 per week	2/19/2019
K-1 Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$260 per week	2/19/2019
Montessori Toddler	05-3-3-31-340	Resolution	\$629 per month	5/14/2019
Montessori Toddler Extended Day	05-3-3-31-340	Resolution	\$1,329 per month	5/14/2019
Montessori Toddler Full Day	05-3-3-31-340	Resolution	\$1,436 per month	5/14/2019
Montessori ½ Day	05-3-3-31-340	Resolution	\$604 per month	5/14/2019
Montessori Extended Day	05-3-3-31-340	Resolution	\$1,100 per month	5/14/2019
Montessori Full Day	05-3-3-31-340	Resolution	\$1,218 per month	5/14/2019
After Hours - 5:30 PM - 6:00 PM	05-3-3-31-340	Resolution	\$10.00 per day	6/07/2016
Late Payment Fee (assessed on 25th of month)	05-3-3-31-340	Resolution	\$10	7/01/2015
Finance Charge for Late Payments	05-3-3-31-340	Resolution	10% monthly on unpaid balances	5/10/2011
Hourly Rate	05-3-3-31-340	Resolution	\$10.00 per hour	5/14/2019
Registration Fees	05-3-3-31-340	Resolution	\$25 per program	5/14/2019
Summer Camp Preschool - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$290 per week	2/19/2019
Summer Camp Preschool - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	\$165 per week	2/19/2019
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

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Fines and Fees	Fund	Authority	FY 2020	Last Action
Landfill & Resident Transfer Station				
Commercial/Out-of-Town Business Vehicle Permit	04-4-48-480	Resolution	\$30 - \$70 per vehicle depending on gvw	6/08/1992
Residential Permits	04-4-48-480	Resolution	\$160/year; or \$85 each half year	5/14/2019
Demolition and Bulky Waste	04-4-48-480	Resolution	\$155 per ton	5/14/2019
Recycling Drop-Off	04-4-48-480	Resolution	\$5 per car; or \$10 per truckload	5/14/2019
Tires	04-4-48-480	Resolution	\$4.00/tire	5/13/2014
Contaminated Soil	04-4-48-480	Resolution	\$20 - \$70 per ton	5/11/2004
Special Waste	04-4-48-480	Resolution	\$65 - \$80 per ton	5/11/2004
Sale of Leaf Compost	04-4-48-480	Resolution	\$5-\$15 per cubic yd	10/07/1996
Commercial Scrap Metal	04-4-48-480	Resolution	\$0 up to \$25 per ton	5/06/2002
Scrap Metal, Requiring Removal of Refrigerant Gases	04-4-48-480	Resolution	\$15 per small appliance \$25 per large appliance	1/01/2015
Oversized MSW (per item)	04-4-48-480	Resolution	\$0 - \$50 per item	5/15/2017
Sale of Wood Mulch	04-4-48-480	Resolution	\$3-\$12 per cubic yd	10/07/1996
Penalty for Disposal of Unacceptable Waste Items	04-4-48-480	Resolution	\$20 - \$50 per item	5/13/2014
One-time transaction	04-4-48-480	Resolution	\$6.00 up to 3 bags/cans \$3.00 for single bag/can	5/14/2019
Propane Tanks	04-4-48-480	Resolution	\$4.00 each	5/13/2014
Treewaste	04-4-48-480	Resolution	\$68.00 per ton	5/13/2014
Leaves	04-4-48-480	Resolution	\$0 - \$40 per ton	5/13/2014

APPENDIX “H”
Charter Provisions Concerning
Annual Budget

Town of Windsor
FY 2019 – 2020
Adopted Budget

CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

CHAPTER 8. FINANCE AND TAXATION

Sec. 8-1. Departmental estimates.

It shall be the duty of the town manager to compile preliminary estimates for the annual budget. The head of each department, office or agency of the town supported wholly or in part from town funds, or for which a specific town appropriation is made (except the board of education) shall, at least ninety (90) days before the end of the fiscal year file with the town manager, on forms provided by the town manager a detailed estimate of the expenditures to be made by said department or agency and the revenue (other than tax revenues) to be collected thereby in the ensuing fiscal year.

Sec. 8-2. Duties of town manager on budget.

Not later than thirty (30) days before the date of the annual budget meeting of the town, the town manager shall present to the council:

- (a) Estimates of revenue, presenting in parallel columns the itemized receipts collected in the last-completed fiscal year, the receipts estimated to be collected during the remainder of the current fiscal year and estimates of the receipts to be collected in the ensuing fiscal year;
- (b) Itemized estimates of expenditures, presenting in parallel columns the actual expenditures for each department, office or agency for the last-completed fiscal year, the expenditures as estimated for the current fiscal year and the manager's recommendations of the amounts to be appropriated for the ensuing fiscal year. The town manager shall present reasons for these recommendations. The president of the board of education shall have the same duties and follow the same procedure with respect to the budget for the board of education;
- (c) A program previously considered and acted upon by the Town Planning and Zoning Commission, in accordance with section 8-24 of the general statutes, as amended, concerning municipal improvements, of proposed capital projects for the ensuing fiscal year and for the fiscal years thereafter. Estimates of the cost of such projects shall be submitted by each department, office or agency annually in the form and manner prescribed by the town manager. The town manager shall prepare a six-year capital improvements program and shall recommend to the town council those projects to be undertaken during the first year of such program and the method of financing the same. The town council will establish by ordinance a capital improvement committee with at least one representative from the Public Building Commission to advise and assist the town manager in preparing said program for the second through the sixth year of such program.
- (d) Nothing herein shall preclude the town council from approving any capital project not included in the above described program.
- (e) Times of performance specified in this section are not of the essence, but are goals to be achieved for the orderly processing of the town budget.

Sec. 8-3. Powers and duties of council on budget.

The format of the supporting documentation for the estimates presented to the town council under sections 8-2 (a) and 8-2 (b) shall be determined by the town council before January 15. The town council shall hold one or more public hearings not later than fifteen (15) days before the annual budget meeting at which any elector or taxpayer may have an opportunity to be heard regarding appropriations for the ensuing fiscal year. Following receipt of the estimates from the town manager and the president of the board of education and the holding of such public hearing or hearings, the town council shall prepare a budget which complies with any minimum standards or requirements of the state tax department and shall recommend the same to the town

APPENDIX H

budget meeting of the town. Sufficient copies of said budget shall be made so as to be available for general distribution in the office of the town clerk and the town manager, and at least five (5) days prior to said annual budget meeting the town council shall cause to be published in a newspaper having circulation in the town a summary of the budget showing anticipated revenues by major sources, proposed expenditures by functions or departments, and the amount to be raised by taxation. The budget shall become effective when approved by said annual budget meeting and an official copy shall be filed with the town clerk.

CHAPTER 9. THE TOWN MEETING

Sec. 9-1. Annual budget meeting and special meetings.

(a) Upon town council approval of its recommended annual budget, it shall set a date for an adjourned town meeting vote on the voting machines. If any budget recommendation fails to pass, the council shall make adjustments and resubmit such adjusted budget recommendations to a vote on the voting machines until approved by the voters at which time the final budget shall be considered adopted.

This procedure for the adoption for the annual town budget shall be in lieu of the petition procedures set forth in *Connecticut General Statutes § 7-7*.

(b) Special town meetings shall be called by the town council when required under the terms of this Charter. The procedure for calling a special town meeting shall be as provided in the *Connecticut General Statutes*.

Sec. 9-2. Procedure.

All town meetings shall be called to order by the town clerk or in the absence of the town clerk, by the town manager or the mayor of the council. A moderator shall be elected and all business conducted in the manner now or hereafter provided by the general statutes, except as in this charter otherwise provided. It shall be the duty of the town clerk to serve as clerk of all town meetings but in the absence of the town clerk, an acting clerk may be designated by the meeting.

Sec. 9-3. Appropriation - manner of approval.

(a) Any appropriation in excess of one (1) per cent of the tax levy in the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation, the issuance of bonds or notes in excess of two (2) per cent of the tax levy for the fiscal year in which the borrowing is made except notes in anticipation of taxes to be paid within the fiscal year in which issued and any ordinance providing for the sale of real estate of the town valued in excess of ten thousand dollars (\$10,000.00) used or reserved for town purposes or any appropriation for the purchase of real estate valued in excess of ten thousand dollars (\$10,000.00) for such purposes, shall become effective only after it has been adopted at a town meeting by the vote of a majority of those present and entitled to vote at such meeting, except that any appropriation in excess of three (3) percent of the tax levy for the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation and any bond issue or issuance of notes or other borrowing in excess of three (3) percent of the tax levy for the fiscal year for which the borrowing is made in any fiscal year shall only require approval by referendum vote on the voting machines at any regular or special election. The town meeting shall not act upon any proposal for the sale or purchase of real estate or the issuance of bonds or other borrowing, except upon the recommendation of the town council contained in a resolution of said town council nor act upon any appropriation which has not been acted upon by the town council. The town meeting shall not increase the amount of any appropriation above the amount recommended by the town council or make any appropriation not recommended by the town council and shall not increase the amount of any bond issue above the amount recommended by the council.

(b) The annual budget shall be adopted in accordance with the procedures set forth in § 9-1.

(c) If the voters disapprove the budget appropriation recommended by the town council, the annual budget appropriation for the then existing fiscal year shall be continued until the new budget appropriation is adopted.

APPENDIX “I”
Glossary

Town of Windsor
FY 2019 – 2020
Adopted Budget

APPENDIX I

GLOSSARY OF TERMS

ACCOUNTING SYSTEM: The total set of records and procedures which are used to record, classify and report information on the financial status and operations of an entity.

ACCRUAL BASIS OF ACCOUNTING: The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

APPROPRIATION: An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ASSESSED VALUATION: A valuation set upon real estate and certain personal property by the Town Assessor as a basis for levying property taxes.

ASSETS: Property owned by a government that has a monetary value.

BOND: A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s]) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

BUDGET DOCUMENT: The official written statement prepared by the budget office and supporting staff which presents the proposed budget to the legislative body.

BUDGET MESSAGE: A general discussion of the proposed budget presented in writing as a part of or supplemental to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the Town Manager and budget officer (if not the chief executive).

CAPITAL ASSETS: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL IMPROVEMENT PROGRAM: A plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing those expenditures.

CAPITAL OUTLAYS: Expenditures for the acquisition of capital assets.

CAPITAL PROJECTS: Projects that purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

CASH BASIS: The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

CONTINGENCY ACCOUNT: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

DEBT SERVICE: Payment of interest and repayment of principal to holders of a government's debt instruments.

DEFICIT: (1) The excess of an entity's liabilities over its assets. (See Fund Balance). (2) The excess of expenditures or expenses over revenues during a single accounting period.

DEPRECIATION: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration,

APPENDIX I

action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

ENTERPRISE FUND: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

EXPENDITURES: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FULL FAITH AND CREDIT: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds.)

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE: The excess of a fund's assets over its liabilities. A negative fund balance is sometimes called a deficit.

GENERAL FUND: The fund supported by taxes, fees and other revenues that may be used for any lawful purpose.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

GRANT: A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

MATURITIES: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MILL: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

MODIFIED ACCRUAL BASIS: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

OBJECT OF EXPENDITURE: Expenditure classifications based upon the types of categories of goods and services purchased. Typical objects of expenditures include:

- personal services (salaries and wages);
- contracted services (maintenance contracts);
- supplies and materials; and
- capital outlays.

OPERATING BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

OPERATING TRANSFER: Routine and/or recurring transfers of assets between funds.

APPENDIX I

REVENUE: The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

REVENUE ESTIMATE: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

TAX LEVY: The total amount to be raised by general property taxes.

TAX RATE: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.