



FINANCIAL PLAN AND PROGRAM OF SERVICES

ADOPTED FOR THE
FISCAL YEAR 2020-2021



ADOPTED
FISCAL YEAR 2021
FINANCIAL PLAN
AND
PROGRAM OF SERVICES

FOR THE FISCAL YEAR

Beginning July 1, 2020 and ending June 30, 2021

TOWN OF WINDSOR
CONNECTICUT



TOWN COUNCIL

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

TOWN MANAGER

Peter Souza

ASSISTANT TOWN MANAGER

Scott Colby



April 30, 2020

Honorable Mayor, Town Council and Citizens of Windsor:

I am pleased to transmit the Fiscal Year 2021 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 6, 2020. The Town Council conducted several budget workshops throughout the month of April.

Revenues and expenditures in the Proposed Budget totaled \$122,408,810. During budget deliberations on April 29, 2020, the Town Council made changes that resulted in a budget of \$122,148,810. The Town Council adopted the budget in accord with Governor Lamont's Executive Order 7I, Section 13. This budget yields a mill rate of 33.11.

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

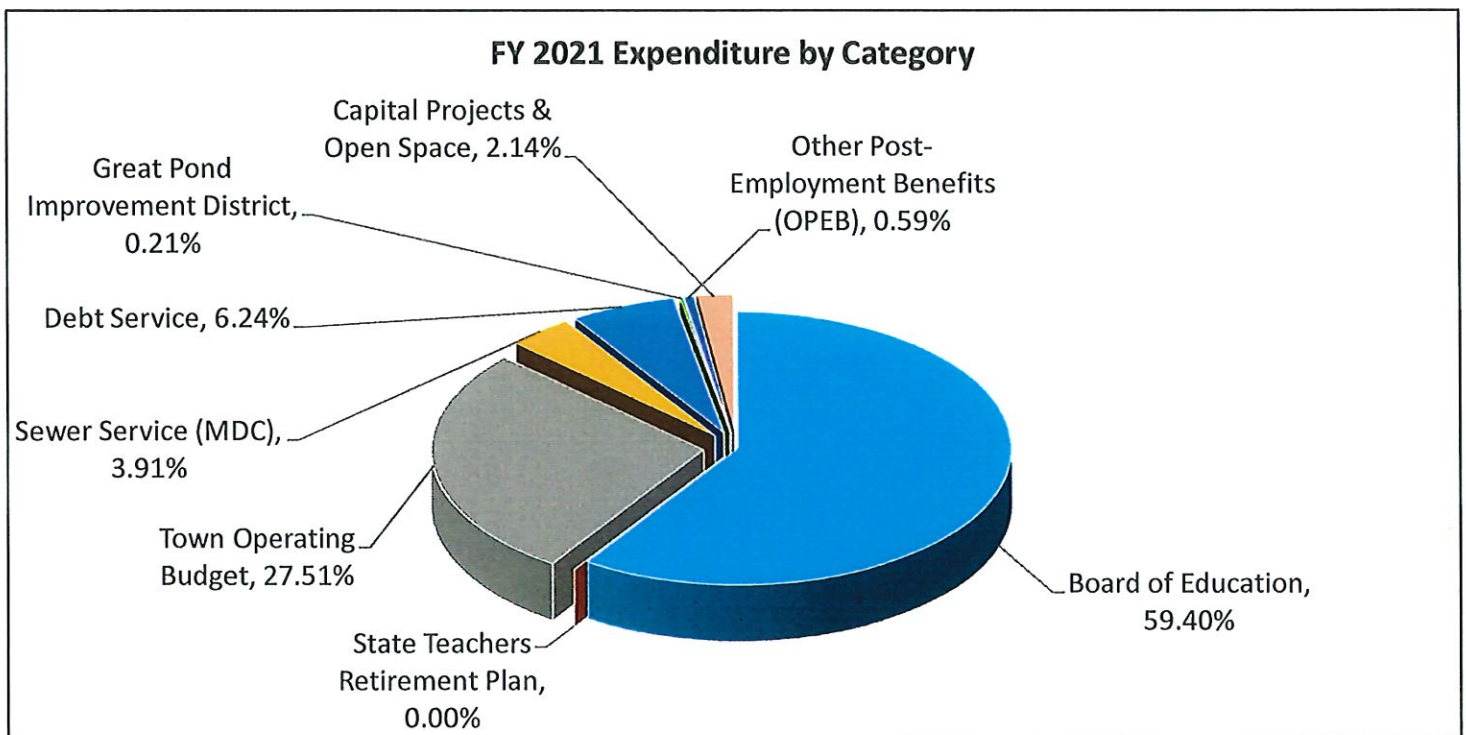
The Adopted Budget represents hundreds of hours of effort on the part of many people, including the Town Council, and I extend my appreciation to all of them.

Sincerely,

Peter Souza
Town Manager

FY 2021 ADOPTED BUDGET SUMMARY

	FY 2020 Adopted Budget	FY 2021 Adopted Budget	\$ Change	% Change
Board of Education	70,913,360	72,551,800	1,638,440	2.31%
State Teachers Retirement Plan	90,800	0	(90,800)	-100.00%
Town Operating Budget	32,459,140	33,606,550	1,147,410	3.53%
Sewer Service (MDC)	4,411,600	4,779,950	368,350	8.35%
Debt Service	7,395,640	7,617,510	221,870	3.00%
Great Pond Improvement District	93,500	258,000	164,500	175.94%
Other Post-Employment Benefits (OPEB)	725,000	725,000	0	0.00%
Capital Projects & Open Space	2,630,000	2,610,000	(20,000)	-0.76%
Total	\$118,719,040	\$122,148,810	\$3,429,770	2.89%



CHANGES TO THE TOWN MANAGER'S FY 20-21 PROPOSED BUDGET

The Town Manager's proposed budget totaled \$122,408,810. During the budget deliberations on April 29, 2020, the Town Council made changes that resulted in a total budget of \$122,148,810. The changes are summarized below.

Budgeted Fiscal Year 2021

Revenues	From	To	Change
<u>April 29, 2020 – General Property Tax</u> <ul style="list-style-type: none"> • Decrease Current Levy revenue line 	\$104,636,430	\$103,986,430	(\$650,000)
<u>April 29, 2020 – State Grants In Lieu Of Taxes</u> <ul style="list-style-type: none"> • Increase State Aid 	\$1,726,240	\$2,116,240	\$390,000
Total Revenues – General Fund	\$122,408,810	\$122,148,810	(\$260,000)

Expenditures	From	To	Change
<u>April 29, 2020 – Board of Education</u> <ul style="list-style-type: none"> • Decrease proposed budget 	\$72,681,800	\$72,551,800	(\$130,000)
<u>April 29, 2020 – Safety Services</u> <ul style="list-style-type: none"> • Decrease \$15,000 to eliminate new funding for junk car enforcement 	\$11,005,950	\$10,990,950	(\$15,000)
<u>April 29, 2020 – Public Works & Engineering</u> <ul style="list-style-type: none"> • Decrease \$15,000 for Storm Control materials & supplies 	\$6,665,610	\$6,650,610	(\$15,000)
<u>April 29, 2020 – General Services</u> <ul style="list-style-type: none"> • Decrease \$25,000 for Other Post-Employment Benefits (OPEB); decrease \$10,000 for Revaluation; and decrease \$65,000 in Capital Projects (\$20,000 for Fleet, \$25,000 for Paving, and \$20,000 for Board of Education Technology) 	\$16,333,420	\$16,233,420	(\$100,000)
Total Expenditures – General Fund	\$122,408,810	\$122,148,810	(\$260,000)

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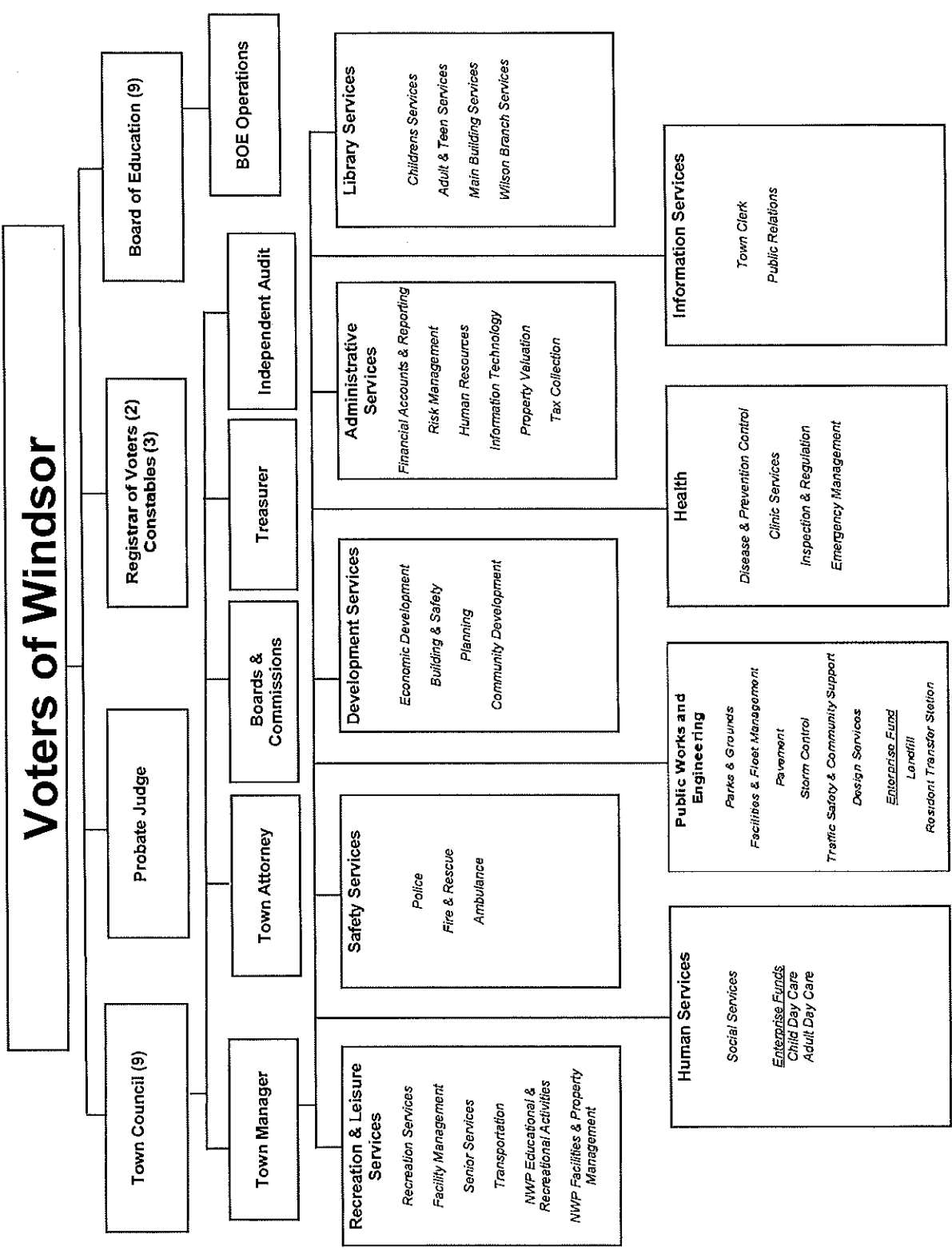
A READER'S GUIDE TO THE BUDGET

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 2021 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 31, 2020

Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to transmit the proposed Fiscal Year 2020-2021 Financial Plan and Program of Services.

First, I would like to thank the dedicated members of the Finance Department, the town's leadership team and all of the colleagues across the organization for their work in preparing this proposed budget.

The preparation of the FY21 budget began on an encouraging note with an increase in the October 2019 grand list. However, as we have moved through the budget preparation process, several factors largely out of our direct control, have made for a challenge in balancing the goal of maintaining current services and reinvesting in our infrastructure with mitigating the change in the tax rate. Key expense drivers to this budget that are out of our direct control are a sizable increase in the MDC Sewer Assessment and a decrease in projected interest earnings. The decline in interest earnings is a clear result of the uncertain economic climate caused by the COVID-19 pandemic.

In the absence of the steep drop in interest revenue and the MDC increase, the grand list increase due to economic growth and reinvestment would have mitigated the mill rate increase needed to maintain and in some cases enhance service levels.

The proposed financial plan preserves and in some areas enhances services while also meeting several long-term obligations. Below are some of the actions included in this plan:

- maintains programs for our seniors and frail elderly
- increases emphasis on neighborhood appearances and safety through addressing unregistered or abandoned vehicles
- incrementally increases pay-as-you-go funding for street repaving
- maintains funding for sidewalk replacement, school technology, fire apparatus replacement and facility repairs
- brings the new police facility on-line and prepares for the renovation of the fire department and ambulance facility
- continues the planned incremental increase in our contribution to the Other Post Employment Benefit (OPEB) Trust for future retiree health insurance liabilities
- funds our defined benefit retirement plan based on the annual actuarial recommended contribution and recognized best practices.

In a continuation of our past efforts, focus has been placed on one of town government's most valuable assets, our employees. Resources have been allocated for certain part-time wage adjustments to meet increases in minimum wage, as well as in the area of training and development.

Also, a realignment of staff sparked by a retirement, provided an opportunity to merge the senior services and senior transportation portions of the Human Services Department with Recreation and Leisure Services. The goal is to enhance efficiencies and program development, marketing and outreach activities. As we proceed through the budget presentations, staff will provide more detail about these changes.

The Board of Education's proposed budget reflects a 2.49% increase over the adopted FY20 budget. The Board's proposed budget has been transmitted separately to the Town Council.

Overall the General Fund budget for FY21 is proposed to be \$122,408,810, an increase of \$3,689,770 or 3.11% over the adopted FY20 budget. Below is a breakdown of the primary General Fund budget categories comprising the proposed expenditure increase:

FY 2021 PROPOSED BUDGET SUMMARY

	FY 2020 Adopted Budget	FY 2021 Proposed Budget	\$ Change	% Change
Board of Education	70,913,360	72,681,800	1,768,440	2.49%
State Teachers Retirement Plan	90,800	0	(90,800)	100.00%
Town Operating Budget	32,459,140	33,646,550	1,187,410	3.66%
Sewer Service (MDC)	4,411,600	4,779,950	368,350	8.35%
Debt Service	7,395,640	7,617,510	221,870	3.00%
Great Pond Improvement District	93,500	258,000	164,500	175.94%
Other Post-Employment Benefits (OPEB)	725,000	750,000	25,000	3.45%
Capital Projects & Open Space	2,630,000	2,675,000	45,000	1.71%
Total	\$118,719,040	\$122,408,810	\$3,689,770	3.11%

Defined Benefit Retirement Expenses

As you know, for decades the Town Council has diligently funded our retirement plan based on the annual actuarial recommend contributions and recognized best practices. Similar to other public and private sector organizations, the town is implementing new nationally accepted mortality projections based on actuarial best practices. Unfortunately, this contributes to a substantial increase of \$540,000 to our pension expense. Retirement costs are incorporated as part of the Personnel Services category in department budgets. Please note the town and Board of Education

transferred all new hires, except police officers, to a deferred compensation retirement plan. The town 401a started in 2011 and the Board of Education started in 2012.

Great Pond Improvement District

The increase in the allocation for the Great Pond Improvement District is directly related to the grand list growth associated with the first phase of redevelopment activity on the former Combustion Engineering campus on Day Hill Road. Per the 2012 Interlocal Agreement, the annual improvement district tax revenue, above the base amount of \$78,000, shall be apportioned 50% to the town for general fund use and 50% to the Special District Fund which shall be utilized to pay debt service for the district's infrastructure. The October 2020 grand list is increasing \$9.1M in assessed value due to the partial completion of phase 1. Property owners in the district are expected to pay \$516,000 in additional taxes for FY 21 with \$258,000 being available for General Fund use.

Revenues

Below is a table that compares our major General Fund municipal aid categories between the adopted FY20 budget and the Governor's FY21 budget proposal. Education Cost Sharing is net of the Alliance District grant which is distributed directly to the Board of Education and not part of General Fund revenues. As shown in the table, we are not seeing any substantial increase in state aid at this time.

	FY20 Adopted Budget	FY21 Governor's Proposed	Difference
Education Cost Sharing	\$11,547,660	\$11,547,660	\$0
Grants for Municipal Projects	\$1,321,000	\$1,321,000	\$0
Special Ed. - Excess Costs	\$1,300,000	\$1,300,000	\$0
Municipal Stabilization Grant	\$357,940	\$357,940	\$0
Airport Development Zone	\$0	\$0	\$0
State-Owned Property PILOT	\$27,300	\$27,300	\$0
Veterans Tax Exemption	\$19,000	\$17,000	(\$2,000)
Totally Disabled Exemption	\$3,000	\$3,000	\$0
Total	\$14,575,900	\$14,573,900	(\$2,000)

Of the \$122,408,810 proposed General Fund revenues, \$102,832,330 will come from the current property tax levy, \$18,676,480 from other revenues including State Aid and \$900,000 from the Opening Cash category. Opening Cash is funded by use of the General Fund reserves and effectively reduces or mitigates the increase in the proposed mill rate.

There is a possibility that the Grants for Municipal Projects category could be higher than the Governor's proposed amount by approximately \$390,000 as the bond package recently approved by the General Assembly includes additional funds for this municipal aid grant. At this time, the State Bond Commission has not granted final approval. Given the degree of uncertainty as to the timing and likelihood of Bond Commission approval, the additional dollars are not included in the General Fund revenue projections for FY 21. As the Town Council proceeds through the budget process, I'm hopeful more clarity on this item will become available.

Interest Income

We are proposing to decrease interest earnings by \$800,000 from the FY20 adopted budget of \$1,100,000. This is due to current and potential future interest rate decreases with our primary banking relationships which resulted from the recent Federal Reserve federal funds rate reduction. We are anticipating to achieve a blended interest rate of approximately 0.50% for FY21 as compared to 2.00% in the adopted FY20 budget.

Grand List

The October 2019 net grand list increased in value by 1.46% as compared to October, 2018. This increase in assessed value is largely the result of new construction at Great Pond Village and the Verizon facility on Pigeon Hill Road, as well as incremental increases in Amazon and Windsor Station real estate values. Cigna, Aetna and Eversource all made significant reinvestments in personal property. After accounting for other adjustments such as, elderly exemptions, tax appeals to the Board of Assessment Appeals and CT Superior Court, the net change in taxable value used to calculate the mill rate is up 1.4%, or \$ 43.5M as compared to FY20.

Tax Rate & Impact

Based on the overall projected expenditures and revenues, the proposed mill rate is 33.32. The budgetary tax impact is 2.90%. Please note, if State Aid Grants for Municipal Projects category is increased \$390,000 the proposed mill rate change would be reduced to 2.53%.

If the projected interest earnings had remained level with the current budgeted level there would have been a 2.13% change over FY20.

Furthermore, if the increased State Aid of \$390,000 was combined with level interest income from FY 20, the mill rate would have been 32.94, a 1.73% increase over FY20.

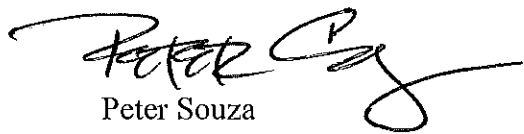
Concluding Remarks Summary

Each year town staff works diligently to balance both forecasted and unforeseen challenges in an effort to present a budget that is responsible and provides the highest quality services to the residents of Windsor. But clearly we are facing different challenges as we collectively respond to the COVID-19 pandemic. The economic impacts are being felt by our residents and businesses alike. These impacts will cause choppy seas long after the immediate public health risk subsides.

I am optimistic that given our diverse tax base, a strong tradition of community stewardship and a stable financial position, we will be able to not only weather these uncertain times but come together to forge an even stronger Windsor into the future.

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

Respectfully Submitted,



Peter Souza
Town Manager

ORGANIZATION VISION, MISSION AND CORE VALUES

The Windsor Vision

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

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

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

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

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

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

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

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

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

THE BUDGET PROCESS

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

Council Priorities

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

Capital Improvements Program

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

Council Retreat and Public Hearings

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

Town Manager's Proposed Budget

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

TOWN OF WINDSOR, CONNECTICUT
FY 2021
BUDGET CALENDAR BY DEPARTMENT
Originally Approved 12/16/19

Date	Day	Step
February 3, 2020 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens
February 20, 2020	<i>Tentative</i>	Board of Education to submit to Town Council information regarding Public Act 13-60
February 20, 2020	Thursday	Informational meeting on Proposed Budget (<i>hosted by staff</i>)
March 2, 2020	Monday	Town Council suggestions due to the BOE per Public Act 13-60 within 10 days of BOE submission
March 2020	<i>Tentative</i>	Board of Education to submit written responses to Town Council regarding suggestions made per Public Act 13-60.
March 11, 2020	Wednesday	Finance Committee Meeting (<i>tentative date</i>)
March 27, 2020	Friday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget)
March 31, 2020	Tuesday	Informational meeting on Proposed Budget (<i>hosted by staff</i>)
April 6, 2020 7:00 PM	Monday	Town Manager's Presentation of FY 21 Proposed Budget Public Hearing re: public opinion regarding budget as proposed by Town Manager Regular Town Council meeting
April 13, 2020 6:30-9 PM	Monday	Revenues, Public Works, Landfill Enterprise Fund, Resident Transfer Station Enterprise Fund, Information Services, Health Services
April 20, 2020 6:30-9 PM	Monday	Board of Education, Library, Human Services, Safety Services, Recreation & Leisure Services, Child and Adult Day Care Enterprise Funds
April 22, 2020 6:30-9 PM	Wednesday	Board of Education, Development Services, Community Development, Administrative Services, General Government, General Services/Capital Spending, Insurance Internal Service Fund, Town Support for Education
April 27, 2020 6:30-9 PM	Monday	Public Comment, Price Guide, Preliminary Deliberations
April 29, 2020 6:30-9 PM	Wednesday	Public Comment, Town Council final deliberations and vote
May 19, 2020	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
June 1, 2020	Monday	Regular Town Council Meeting; Council sets tax rate
June 22, 2020	Monday	Tax bill mailing completed
June 30, 2020	Tuesday	End of current fiscal year

Additional Community Budget Forums – April 30 @ 10:00 am & 6:30 pm & May 6 @ 6:30 pm (sponsored by League of Women Voters & CT Votes)

Windsor school vacation week is April 13-17, 2020

TOWN OF WINDSOR, CONNECTICUT
FY 2021
AMENDED BUDGET CALENDAR BY DEPARTMENT
Approved 4/06/20

Date	Day	Step
April 20, 2020 6:30-9 PM	Monday	<p>Board of Education, Revenues, Safety Services, Public Works</p> <p>Landfill Enterprise Fund, Resident Transfer Station Enterprise Fund</p> <p>Discussion and consideration of property tax relief per Governor's Executive Order 7S</p>
April 22, 2020 6:30-9 PM	Wednesday	<p>Human Services, Recreation & Leisure Services, General Services/Capital Spending, Insurance Internal Service Fund</p> <p>Board of Education (if needed), Child and Adult Day Care Enterprise Funds, Information Services, Health Services, Library</p> <p>Discussion and consideration of property tax relief per Governor's Executive Order 7S</p>
April 27, 2020 6:30-9 PM	Monday	<p>Public Comment</p> <p>Development Services, Community Development, Administrative Services, General Government, Price Guide, Town Support for Education</p> <p>Preliminary Deliberations</p>
April 29, 2020 6:30-9 PM	Wednesday	<p>Public Comment, Town Council final deliberations and vote</p>

Bold = Presentation to be given
 Unbolded = Q&A only

GENERAL FUND BALANCE SUMMARY
(budgetary basis)

	<u>FY 2020 Estimate</u>	<u>FY 2021 Adopted</u>
Revenues		
General Property Tax	\$ 100,879,100	\$ 103,986,430
Licenses and Permits	632,510	730,710
Fines and Penalties	35,000	34,000
Revenues from Use of Assets	1,528,830	610,000
State School Aid	12,889,660	12,847,660
State Grants in Lieu of Taxes	1,828,240	2,116,240
Other State Grants	38,900	40,000
Revenues from Other Agencies	134,370	118,370
Charges for Current Services	867,500	744,900
Other Revenues	50,500	20,500
Opening Cash	900,000	900,000
	<u>119,784,610</u>	<u>122,148,810</u>
Total Revenues		
Expenditures and Encumbrances		
General Government	1,036,260	1,072,220
Safety Services	10,517,030	10,990,950
Recreation & Leisure Services	1,632,440	2,080,890
Human Services	890,270	442,160
Health Services	507,250	534,710
Library Services	1,717,420	1,765,470
Development Services	1,340,690	1,402,520
Community Development	103,800	102,980
Public Works and Engineering	6,250,660	6,650,610
Information Services	539,630	563,930
Administrative Services	2,381,520	2,480,960
General Services	14,981,440	16,233,420
Board of Education	70,913,360	72,551,800
Town Support for Education	5,355,420	5,276,190
	<u>118,167,190</u>	<u>122,148,810</u>
Total Expenditures and Encumbrances		
Surplus (deficit)	1,617,420	-
Beginning Fund Balance, July 1	<u>26,827,311</u>	<u>26,988,731</u>
<u>Use of Fund Balance:</u>		
Opening Cash	(900,000)	(900,000)
9/3/2019		
Roger Wolcott School A-2 survey & hazardous materials testing	(25,000)	
12/2/2019		
Sage Park School LED lighting project	(346,000)	
2/18/2020		
Windsor Volunteer Ambulance financial assistance	(130,000)	
4/6/2020		
Transfer to Caring Connection for FY20 anticipated additional operating loss	(55,000)	
Estimate Ending Fund Balance, June 30	<u>\$ 26,988,731</u>	<u>\$ 26,088,731</u>

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 Montessori School & Discovery Center which provides educational and day care services.

Adult Day Care Enterprise Fund - Accounts for the operations of the Caring Connection Adult Day Care Center that provides day care services to frail and elderly clients in the Greater Hartford area.

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

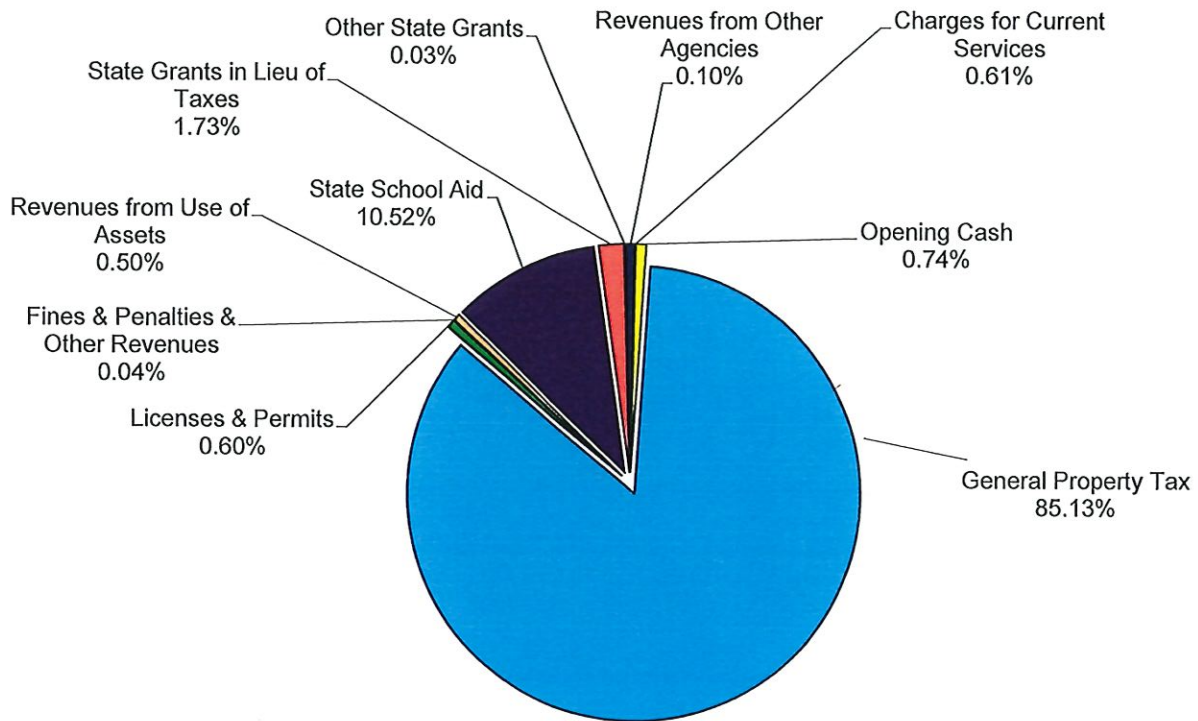
The differences between the budgetary and GAAP basis of accounting are:

- 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
910 General Property Tax	\$99,113,332	\$100,237,450	\$100,879,100	\$104,636,430	\$103,986,430
915 Licenses and Permits	1,266,280	629,410	632,510	730,710	730,710
920 Fines and Penalties	35,008	36,000	35,000	34,000	34,000
925 Revenues from Use of Assets	1,634,411	1,518,830	1,528,830	610,000	610,000
930 State School Aid	12,676,914	12,847,660	12,889,660	12,847,660	12,847,660
935 State Grants In Lieu of Taxes	1,798,606	1,728,240	1,828,240	1,726,240	2,116,240
940 Other State Grants	43,210	43,210	38,900	40,000	40,000
950 Revenues from Other Agencies	124,454	118,370	134,370	118,370	118,370
955 Charges for Current Services	1,094,735	639,370	867,500	744,900	744,900
960 Other Revenues	36,719	20,500	50,500	20,500	20,500
965 Opening Cash	-	900,000	900,000	900,000	900,000
Total Revenues	<u>\$117,823,669</u>	<u>\$118,719,040</u>	<u>\$119,784,610</u>	<u>\$122,408,810</u>	<u>\$122,148,810</u>

FY 21 Adopted General Fund Revenues by Source



Council Action

During budget deliberations, the Town Council made the following changes: an increase in State Aid under the revenue category State Grants In Lieu Of Taxes of \$390,000; and a net decrease to General Fund expenditures of \$260,000; thereby decreasing the amount of revenue required from Current Levy under the General Property Tax category by \$650,000.

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
910 GENERAL PROPERTY TAX					
51002 Current Levy	96,382,652	98,483,350	98,750,000	102,832,330	102,182,330
51004 Interim Motor Vehicle Tax	981,518	610,000	850,000	660,000	660,000
51006 Prior Year Levies	1,049,100	675,000	725,000	675,000	675,000
51008 Interest	695,692	465,000	550,000	465,000	465,000
51009 Liens & Penalties	4,370	4,100	4,100	4,100	4,100
	<u>99,113,332</u>	<u>100,237,450</u>	<u>100,879,100</u>	<u>104,636,430</u>	<u>103,986,430</u>
915 LICENSES AND PERMITS					
51200 Vendor's Licenses	1,128	700	1,000	1,000	1,000
51202 Animal Licenses	29,842	26,000	26,000	26,000	26,000
51203 Marriage Licenses	1,520	1,450	1,450	1,450	1,450
51204 Hunting & Fishing Licenses	264	230	230	230	230
51205 Engineering Permits	28,219	17,000	20,000	21,000	21,000
51206 Building Permits	1,162,424	545,000	545,000	642,000	642,000
51212 Lodging House Licenses	400	400	400	400	400
51213 Well Permits	300	100	300	100	100
51214 Food Permits	29,483	27,000	27,000	27,000	27,000
51216 Septic System Permits	3,995	3,500	3,800	3,500	3,500
51219 Pistol Permits	8,680	8,000	7,300	8,000	8,000
51221 Newsrack Permits/Location Fees	25	30	30	30	30
	<u>1,266,280</u>	<u>629,410</u>	<u>632,510</u>	<u>730,710</u>	<u>730,710</u>
920 FINES AND PENALTIES					
51401 Court Fines	22,333	20,000	23,000	20,000	20,000
51402 Parking Fines	12,675	16,000	12,000	14,000	14,000
	<u>35,008</u>	<u>36,000</u>	<u>35,000</u>	<u>34,000</u>	<u>34,000</u>
925 REVENUES FROM USE OF ASSETS					
51501 Interest: Unrestricted	1,215,272	1,100,000	1,100,000	300,000	300,000
51504 Cell Tower Leases	300,309	300,000	310,000	310,000	310,000
51505 Rental of Town Property	118,830	118,830	118,830	-	-
	<u>1,634,411</u>	<u>1,518,830</u>	<u>1,528,830</u>	<u>610,000</u>	<u>610,000</u>
930 STATE SCHOOL AID					
51701 Special Ed. - Excess Costs	1,225,021	1,300,000	1,342,000	1,300,000	1,300,000
51710 Education Cost Sharing	11,451,893	11,547,660	11,547,660	11,547,660	11,547,660
	<u>12,676,914</u>	<u>12,847,660</u>	<u>12,889,660</u>	<u>12,847,660</u>	<u>12,847,660</u>
935 STATE GRANTS IN LIEU OF TAXES					
51905 PILOT - State Owned Property	27,298	27,300	27,300	27,300	27,300
51910 Airport Development Zone	70,992	-	102,690	-	-
51906 Totally Disabled Exemption	2,652	3,000	2,860	3,000	3,000
51907 Veterans Tax Exemption	18,721	19,000	16,450	17,000	17,000
52710 Municipal Revenue Sharing	1,678,943	1,678,940	1,678,940	1,678,940	2,068,940
	<u>1,798,606</u>	<u>1,728,240</u>	<u>1,828,240</u>	<u>1,726,240</u>	<u>2,116,240</u>
940 OTHER STATE GRANTS					
52107 Other State Grants	43,210	43,210	38,900	40,000	40,000
	<u>43,210</u>	<u>43,210</u>	<u>38,900</u>	<u>40,000</u>	<u>40,000</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	106,076	100,000	116,000	100,000	100,000
	<u>124,454</u>	<u>118,370</u>	<u>134,370</u>	<u>118,370</u>	<u>118,370</u>

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
955 <u>CHARGES FOR CURRENT SERVICES</u>					
52500 Recording Legal Documents	144,586	135,000	138,000	138,000	138,000
52501 Vital Statistics	36,183	35,000	36,000	35,000	35,000
52502 Conveyance Fees	538,804	220,000	350,000	230,000	230,000
52504 Special Police Services/Alarm Fees	1,575	2,200	1,200	1,000	1,000
52505 Sale of Accident Reports & Photos	4,594	3,900	3,900	3,500	3,500
52506 Animal Pound Fees	1,340	1,000	1,000	1,000	1,000
52507 Town Planning & Zoning Comm. Fees	57,842	18,000	18,000	18,000	18,000
52508 Zoning Board of Appeals Fees	1,264	1,000	1,000	1,000	1,000
52509 Inland Wetlands Fees	4,795	5,000	4,000	5,000	5,000
52517 Special Education Tuition from Other Towns	161,249	85,000	185,000	185,000	185,000
52518 Library Fines & Fees	14,304	14,570	14,500	11,900	11,900
52519 Recreation Fees	49,559	43,500	39,200	39,500	39,500
52521 Dial-a-Ride Fees	7,282	7,000	7,000	7,000	7,000
52522 Health Service Fees	4,500	4,200	4,000	4,000	4,000
52525 Administrative Overhead	50,000	50,000	50,000	50,000	50,000
52530 Sale of Publications & Materials	7,608	6,000	6,000	7,000	7,000
52531 Miscellaneous Service Charges	8,250	8,000	8,700	8,000	8,000
52534 Assessment Abatement Policy	1,000	-	-	-	-
	<u>1,094,735</u>	<u>639,370</u>	<u>867,500</u>	<u>744,900</u>	<u>744,900</u>
960 <u>OTHER REVENUES</u>					
52701 Sale of Capital Assets	-	500	500	500	500
52704 Miscellaneous Other Revenues	36,719	20,000	50,000	20,000	20,000
	<u>36,719</u>	<u>20,500</u>	<u>50,500</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>117,823,669</u>	<u>118,719,040</u>	<u>119,784,610</u>	<u>122,408,810</u>	<u>122,148,810</u>

REVENUE EXPLANATION

910 GENERAL PROPERTY TAX

This category accounts for approximately 85.13% of the town's Adopted General Fund revenues in FY 21.

	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
51002 Current Levy	96,382,652	98,483,350	98,750,000	102,832,330	102,182,330
51004 Interim Motor Vehicle Tax	981,518	610,000	850,000	660,000	660,000
51006 Prior Year Levies	1,049,100	675,000	725,000	675,000	675,000
51008 Interest	695,692	465,000	550,000	465,000	465,000
51009 Liens & Penalties	4,370	4,100	4,100	4,100	4,100
	<u>99,113,332</u>	<u>100,237,450</u>	<u>100,879,100</u>	<u>104,636,430</u>	<u>103,986,430</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 21 total \$122,148,810. Of this amount, \$102,182,330 will come from the current property tax, \$19,066,480 from other revenues, and \$900,000 from opening cash. The total estimated net taxable grand list for FY 21 is estimated at \$3,128,685,000. The proposed collection rate is 98.80%. The required tax levy will be 33.11 mills; or \$33.11 for each \$1,000 of assessed value.

FY 2021 MILL RATE CALCULATION

	Proposed	Adopted
Total Expenditures	122,408,810	122,148,810
Less: Other Revenues	(18,676,480)	(19,066,480)
Less: Opening Cash	(900,000)	(900,000)
Current Property Tax Collection	102,832,330	102,182,330
Divided by Estimated Rate of Collection	98.80%	98.80%
Adjusted Tax Levy	104,081,306	103,423,411
Less: Pro Rata Assessor's Additions	(70,000)	(70,000)
Plus: Senior Tax Relief	130,000	130,000
Plus: Exemptions for Volunteer Firefighters	118,500	118,500
Gross Tax Levy	104,259,806	103,601,911
Divided by Estimated Taxable Grand List	3,128,685,000	3,128,685,000
Mill Rate	33.32	33.11

REVENUE EXPLANATION (continued)

915 LICENSES AND PERMITS

This category accounts for approximately 0.60% of the town's Adopted General Fund revenues in FY 21.

	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
51206 Building Permits	1,162,424	545,000	545,000	642,000	642,000
All Others	103,856	84,410	87,510	88,710	88,710
	1,266,280	629,410	632,510	730,710	730,710

Revenue received from building permit fees is expected to come in on budget for FY 20, and increase by \$97,000 for FY 21. 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 21.

	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
51401 Court Fines	22,333	20,000	23,000	20,000	20,000
51402 Parking Fines	12,675	16,000	12,000	14,000	14,000
	35,008	36,000	35,000	34,000	34,000

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 0.50% of the town's Adopted General Fund revenues in FY 21.

	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
51501 Interest: Unrestricted	1,215,272	1,100,000	1,100,000	300,000	300,000
51504 Cell Tower Leases	300,309	300,000	310,000	310,000	310,000
51505 Rental of Town Property	118,830	118,830	118,830	-	-
	1,634,411	1,518,830	1,528,830	610,000	610,000

Unrestricted interest is the revenue received from the investment of cash receipts not immediately used to meet expenditures. Interest rates are projected to decrease going forward and into FY 21. The town expects to achieve an overall rate of return of approximately 1.90% for FY 20 and 0.50% for FY 21. Cell tower lease revenue is increasing due to contractual escalation agreements. Rental of Town Property revenue from the Child Day Care Enterprise Fund is going into the new Milo Peck building special revenue fund starting in FY 21.

930 STATE SCHOOL AID

This category accounts for approximately 10.52% of the town's Adopted General Fund revenues in FY 21.

	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
51701 Special Ed. - Excess Costs	1,225,021	1,300,000	1,342,000	1,300,000	1,300,000
51710 Education Cost Sharing	11,451,893	11,547,660	11,547,660	11,547,660	11,547,660
	12,676,914	12,847,660	12,889,660	12,847,660	12,847,660

This section consists of state grants for school operations that are a result of formulas established by the state. Revenue estimates for this category are obtained from the governor's proposed budget. The FY 20 estimate is anticipated to come in over budget mainly due to an increase 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 21 is expected to remain consistent with the FY 20 budgeted amount.

REVENUE EXPLANATION (continued)

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 1.73% of the town's Adopted General Fund revenues in FY 21.

	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
51905 PILOT - State Owned Property	27,298	27,300	27,300	27,300	27,300
51910 Airport Development Zone	70,992	-	102,690	-	-
51906 Totally Disabled Exemption	2,652	3,000	2,860	3,000	3,000
51907 Veterans Tax Exemption	18,721	19,000	16,450	17,000	17,000
52710 Municipal Revenue Sharing	1,678,943	1,678,940	1,678,940	1,678,940	2,068,940
	<u>1,798,606</u>	<u>1,728,240</u>	<u>1,828,240</u>	<u>1,726,240</u>	<u>2,116,240</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 \$100,000 for FY 20, mostly due to Airport Development Zone funds received in excess of budget. This category was expected to decrease \$2,000 for FY 21 due to an anticipated decrease in reimbursements for the Veteran's Tax Exemption. During budget deliberations the Town Council added \$390,000 due to an increase in state aid.

940 OTHER STATE GRANTS

This category accounts for approximately 0.03% of the town's Adopted General Fund revenues in FY 21.

	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
52107 Other State Grants	43,210	43,210	38,900	40,000	40,000
	<u>43,210</u>	<u>43,210</u>	<u>38,900</u>	<u>40,000</u>	<u>40,000</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 21.

	FY 2019	FY 2020		FY 2021	
	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	106,076	100,000	116,000	100,000	100,000
	<u>124,454</u>	<u>118,370</u>	<u>134,370</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 0.61% of the town's Adopted General Fund revenues in FY 21.

	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
52500 Recording Legal Documents	144,586	135,000	138,000	138,000	138,000
52501 Vital Statistics	36,183	35,000	36,000	35,000	35,000
52502 Conveyance Fees	538,804	220,000	350,000	230,000	230,000
52504 Special Police Services/Alarm Fees	1,575	2,200	1,200	1,000	1,000
52505 Sale of Accident Reports & Photos	4,594	3,900	3,900	3,500	3,500
52506 Animal Pound Fees	1,340	1,000	1,000	1,000	1,000
52507 Town Planning & Zoning Comm. Fees	57,842	18,000	18,000	18,000	18,000
52508 Zoning Board of Appeals Fees	1,264	1,000	1,000	1,000	1,000
52509 Inland Wetlands Fees	4,795	5,000	4,000	5,000	5,000
52517 Special Education Tuition from Other Towns	161,249	85,000	185,000	185,000	185,000
52518 Library Fines & Fees	14,304	14,570	14,500	11,900	11,900
52519 Recreation Fees	49,559	43,500	39,200	39,500	39,500
52521 Dial-a-Ride Fees	7,282	7,000	7,000	7,000	7,000
52522 Health Service Fees	4,500	4,200	4,000	4,000	4,000
52525 Administrative Overhead	50,000	50,000	50,000	50,000	50,000
52530 Sale of Publications & Materials	7,608	6,000	6,000	7,000	7,000
52531 Miscellaneous Service Charges	8,250	8,000	8,700	8,000	8,000
52534 Assessment Abatement Policy	1,000	-	-	-	-
	<u>1,094,735</u>	<u>639,370</u>	<u>867,500</u>	<u>744,900</u>	<u>744,900</u>

For FY 20, revenues received from the overall Charges for Current Services category are expected to be \$228,130 greater than what was budgeted. This is mainly due to increased conveyance fee collections and additional revenue from special education tuition. For FY 21, revenues for the overall category are expected to increase \$105,530, mainly due to special education tuition and conveyance fee collections.

960 OTHER REVENUES

This category accounts for approximately 0.02% of the town's Adopted General Fund revenues in FY 21.

	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
52701 Sale of Capital Assets	-	500	500	500	500
52704 Miscellaneous Other Revenues	36,719	20,000	50,000	20,000	20,000
	<u>36,719</u>	<u>20,500</u>	<u>50,500</u>	<u>20,500</u>	<u>20,500</u>

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

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.74% of the town's Adopted General Fund revenues in FY 21.

	FY 2019	FY 2020		FY 2021	
	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>

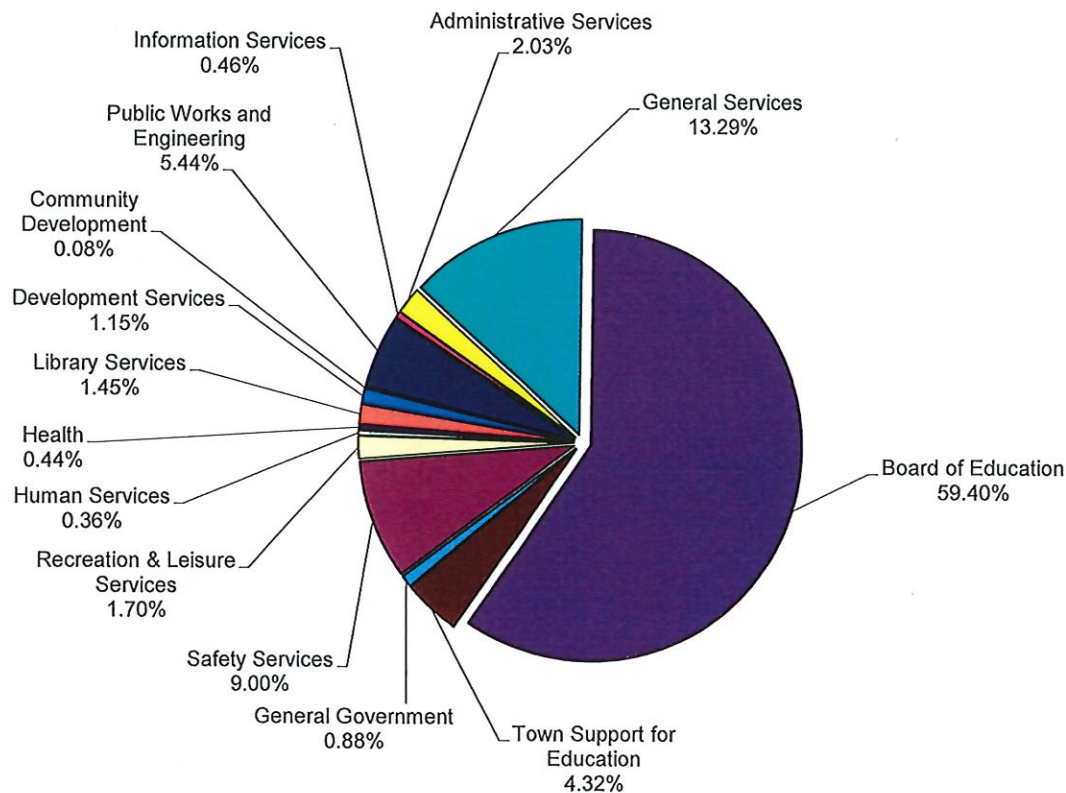
This section reflects the amount of fund balance at year-end that is appropriated for use in the following fiscal year. This reduces the amount of revenue that is raised through property taxes. For FY 19, the Opening Cash appropriation was not utilized. This was due to sufficient amounts received from the General Property Tax levy and Other Revenues, combined with an overall surplus from operating expenditures.

Fiscal Year Ended June 30	Budgetary Fund Balance	Adopted or Proposed General Fund Expenditures	Fund Balance as a Percent of Expenditures
2021 Adopted	\$26,088,731	\$122,148,810	21.36%
2020 Estimate	26,988,731	118,719,040	22.73%
2019	26,827,311	115,219,930	23.28%
2018	23,807,490	110,862,990	21.47%
2017	21,892,324	110,862,990	19.75%
2016	20,666,186	106,384,140	19.43%
2015	19,935,850	104,538,160	19.07%
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%

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

	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Government	952,939	1,036,260	1,036,260	1,072,220	1,072,220
Safety Services	9,917,535	10,764,580	10,517,030	11,005,950	10,990,950
Recreation & Leisure Services	1,535,427	1,600,390	1,632,440	2,080,890	2,080,890
Human Services	847,198	898,800	890,270	442,160	442,160
Health	463,033	508,150	507,250	534,710	534,710
Library Services	1,640,776	1,717,780	1,717,420	1,765,470	1,765,470
Development Services	1,275,979	1,344,760	1,340,690	1,402,520	1,402,520
Community Development	103,800	103,800	103,800	102,980	102,980
Public Works and Engineering	5,968,153	6,448,640	6,250,660	6,665,610	6,650,610
Information Services	474,865	540,080	539,630	563,930	563,930
Administrative Services	2,267,018	2,403,970	2,381,520	2,480,960	2,480,960
General Services	14,543,418	14,990,990	14,981,440	16,333,420	16,233,420
Board of Education	68,985,576	70,913,360	70,913,360	72,681,800	72,551,800
Town Support for Education	5,178,132	5,447,480	5,355,420	5,276,190	5,276,190
Total Expenditures:	114,153,849	118,719,040	118,167,190	122,408,810	122,148,810

FY 2021 Adopted General Fund Expenditures by Service Unit



Council Action

During budget deliberations, the Town Council made \$260,000 in overall reductions to expenditures. These reductions include: a decrease in funding to the Board of Education by \$130,000; a decrease of \$15,000 to Safety Services to eliminate new funding for junk car enforcement; a decrease of \$15,000 to Public Works & Engineering for Storm Control materials and supplies; and an overall decrease to General Services of \$100,000. The \$100,000 reduction in General Services consists of a \$25,000 decrease in Other Post-Employment Benefits (OPEB); a \$10,000 decrease for Revaluation; and a \$65,000 decrease in Capital Projects.

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 21.

	FY 2019 Actual	FY 2020 Budget Estimate		FY 2021 Proposed Adopted	
Operating	68,985,576	70,913,360	70,913,360	72,681,800	72,551,800

Council Action

During budget deliberations, the Town Council decreased funding to the Board of Education by \$130,000.

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 2019 Actual	FY 2020		FY 2021	
		Budget	Estimate	Proposed	Adopted
Town Support for Education	5,178,132	5,447,480	5,355,420	5,276,190	5,276,190
Total	5,178,132	5,447,480	5,355,420	5,276,190	5,276,190

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 21:

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

Budget Commentary

The FY 20 expenditures are expected to come in under budget by \$92,060 or 1.7% which is mostly due to the state's decision not to require municipalities to contribute to the State Teacher's Retirement Plan as originally proposed by the Governor. The FY 21 budget reflects a decrease of \$171,290 or 3.1% less than the FY 20 budget and is mostly due to a decrease in debt service payments related to school debt and the elimination of the State Teacher's Retirement contribution.

TOWN SUPPORT FOR EDUCATION

	FY 2019	FY 2020		FY 2021	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
Aid to Private Education:					
St. Gabriel School	38,460	39,620	39,620	40,810	40,810
Trinity Christian	22,950	23,640	23,640	24,350	24,350
Madina Academy	16,599	19,000	19,000	19,570	19,570
Loomis Chaffee School	34,750	35,800	35,800	36,870	36,870
Subtotal - Aid to Private Schools	112,759	118,060	118,060	121,600	121,600
Debt Service:					
Principal	2,271,670	2,262,330	2,262,330	1,732,250	1,732,250
Interest	346,980	352,170	352,170	441,910	441,910
Subtotal - Debt Service	2,618,650	2,614,500	2,614,500	2,174,160	2,174,160
General Government:					
Audit Fee	25,500	26,800	26,800	28,140	28,140
Town Attorney (25% of town attorney retainer)	21,960	21,960	21,960	21,960	21,960
Town Treasurer (50%)	2,320	2,410	2,380	2,440	2,440
Subtotal - General Government	49,780	51,170	51,140	52,540	52,540
Risk Management:					
Automobile Liability (8%)	8,800	9,240	9,240	10,760	10,760
Umbrella Liability (55%)	47,300	48,720	48,720	51,150	51,150
Comp. General Liability (66%)	162,690	148,670	148,670	178,370	178,370
Property Protection (73%)	161,330	167,800	167,800	179,550	179,550
Cyber Liability (70%)	10,500	10,710	10,710	11,200	11,200
School Board Errors & Omissions (100%)	28,560	29,130	29,130	30,000	30,000
Football and Sports Accidents (100%)	15,000	15,000	15,000	15,000	15,000
Nurse (25%)	1,950	2,000	2,000	2,000	2,000
Workers Compensation (50%)	600,000	600,000	600,000	600,000	600,000
Excess Workers Comp. Premium (50%)	40,000	42,500	42,500	44,000	44,000
Risk Manager (40%)	59,199	61,190	61,190	65,140	65,140
Subtotal - Risk Management	1,135,329	1,134,960	1,134,960	1,187,170	1,187,170
Retirement Services:					
School Retirement	672,781	760,000	760,000	1,058,370	1,058,370
Other Post-Employment Benefits (OPEB)	180,000	225,000	225,000	225,000	225,000
State Teachers Retirement	-	90,800	-	-	-
Subtotal - Retirement Services	852,781	1,075,800	985,000	1,283,370	1,283,370
Youth Protection Services:					
Police - Support Services (school resource officer)	123,190	128,970	128,970	130,480	130,480
Police - Support Services (youth engagement officer)	92,820	97,170	97,170	98,280	98,280
Recreation & Leisure Services	79,770	84,270	83,040	83,800	83,800
Subtotal - Youth Protection Services	295,780	310,410	309,180	312,560	312,560
Public Works:					
Maintenance & Snow Removal	113,053	142,580	142,580	144,790	144,790
Subtotal - Public Works	113,053	142,580	142,580	144,790	144,790
TOTAL	5,178,132	5,447,480	5,355,420	5,276,190	5,276,190

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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,960,045	9,774,990	9,513,020	9,925,160	9,910,160
Supplies	96,648	87,250	87,610	93,630	93,630
Services	375,718	361,560	362,160	377,030	377,030
Maintenance & Repair	590,943	541,330	575,200	569,450	569,450
Grants & Contributions	35,317	29,110	33,180	29,230	29,230
Capital Outlay	463,996	409,070	420,070	524,770	524,770
Energy & Utility	324,392	382,410	363,030	429,590	429,590
Total	10,847,059	11,585,720	11,354,270	11,948,860	11,933,860

* 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		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Safety Services	9,917,535	10,764,580	10,517,030	11,005,950	10,990,950
Town Support for Education	216,010	226,140	226,140	228,760	228,760
Subtotal: Safety General Fund Budget	10,133,545	10,990,720	10,743,170	11,234,710	11,219,710
State & Federal Grants	116,366	30,000	45,050	33,730	33,730
Donations & User Fees	691	-	50	2,300	2,300
Vehicle Maintenance	-	-	1,000	3,000	3,000
Use of Police Private Duty Account	596,457	565,000	565,000	675,120	675,120
Subtotal: Special Revenue Funds	713,514	595,000	611,100	714,150	714,150
Total	10,847,059	11,585,720	11,354,270	11,948,860	11,933,860

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	58.17	66.00	66.03	66.00	66.00
Regular Part Time Employees	1.01	1.08	1.08	1.38	1.08
Temporary/Seasonal Employees	-	-	-	-	-
Total	59.18	67.08	67.11	67.38	67.08

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$231,450 or 2.0%. This is due to the Police Department expecting to come in under budget 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. This savings is partially off set by the Fire Department's FY 20 expenditures coming in over budget due to an increased mid-year unanticipated price increase by the Metropolitan District Commission (MDC) for fire hydrant maintenance, unexpected vehicle repairs and heating system repairs. The overall FY 21 Safety Services budget reflects an increase of \$363,140 or 3.1%. The Police Department's overall FY 21 budget reflects an increase primarily due to Personal Services as a result of contractual step increases and for costs associated with implementing Body Worn Cameras. The Fire Department's FY 21 overall budget reflects an increase due to Personal Services and Energy & Utility costs.

Council Action

During budget deliberations, the Town Council decreased funding to Safety Services by \$15,000 to eliminate proposed new funding for junk car enforcement.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,198,939	9,088,850	8,823,280	9,233,900	9,218,900
Supplies	83,495	87,250	86,110	92,100	92,100
Services	321,913	346,560	347,160	362,030	362,030
Maintenance & Repair	590,943	541,330	575,200	569,450	569,450
Grants & Contributions	35,317	29,110	33,180	29,230	29,230
Capital Outlay	362,536	289,070	289,070	291,650	291,650
Energy & Utility	324,392	382,410	363,030	427,590	427,590
Total	9,917,535	10,764,580	10,517,030	11,005,950	10,990,950

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	216,010	226,140	226,140	228,760	228,760
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	216,010	226,140	226,140	228,760	228,760

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	545,096	460,000	463,600	462,500	462,500
Supplies	13,153	-	1,500	1,530	1,530
Services	53,805	15,000	15,000	15,000	15,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	101,460	120,000	131,000	233,120	233,120
Energy & Utility	-	-	-	2,000	2,000
Total	713,514	595,000	611,100	714,150	714,150

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,960,045	9,774,990	9,513,020	9,925,160	9,910,160
Supplies	96,648	87,250	87,610	93,630	93,630
Services	375,718	361,560	362,160	377,030	377,030
Maintenance & Repair	590,943	541,330	575,200	569,450	569,450
Grants & Contributions	35,317	29,110	33,180	29,230	29,230
Capital Outlay	463,996	409,070	420,070	524,770	524,770
Energy & Utility	324,392	382,410	363,030	429,590	429,590
Total	10,847,059	11,585,720	11,354,270	11,948,860	11,933,860

SAFETY SERVICES
Budget Information
Fiscal Year 2017-2021

Expenditures

Expenditures by Category *	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,637,199	8,797,397	8,960,045	9,774,990	9,513,020	9,925,160	9,910,160
Supplies	113,857	111,538	96,648	87,250	87,610	93,630	93,630
Services	543,006	463,260	375,718	361,560	362,160	377,030	377,030
Maintenance & Repair	439,321	429,855	590,943	541,330	575,200	569,450	569,450
Grants & Contributions	48,424	37,961	35,317	29,110	33,180	29,230	29,230
Capital Outlay	416,802	426,240	463,996	409,070	420,070	524,770	524,770
Energy & Utility	307,152	331,830	324,392	382,410	363,030	429,590	429,590
Total	10,505,761	10,598,081	10,847,059	11,585,720	11,354,270	11,948,860	11,933,860

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

Funding Sources

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	9,617,229	9,727,723	9,917,535	10,764,580	10,517,030	11,005,950	10,990,950
Town Support for Education	119,420	213,220	216,010	226,140	226,140	228,760	228,760
Subtotal: Safety General Fund Budget	9,736,649	9,940,943	10,133,545	10,990,720	10,743,170	11,234,710	11,219,710
Asset Forfeitures	-	-	-	-	-	-	-
State & Federal Grants	125,849	122,997	116,366	30,000	45,050	33,730	33,730
Donations & User Fees	6,978	3,222	691	-	50	2,300	2,300
Vehicle Maintenance	-	14,906	-	-	1,000	3,000	3,000
Use of Police Private Duty Acct.	636,285	516,013	596,457	565,000	565,000	675,120	675,120
Subtotal: Special Revenue Funds	769,112	657,138	713,514	595,000	611,100	714,150	714,150
Total	10,505,761	10,598,081	10,847,059	11,585,720	11,354,270	11,948,860	11,933,860

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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,678,955	9,485,590	9,223,620	9,625,710	9,610,710
Supplies	72,056	61,140	62,640	67,520	67,520
Services	226,730	191,350	191,760	209,350	209,350
Maintenance & Repair	255,015	215,740	216,340	215,740	215,740
Grants & Contributions	16,887	16,650	16,650	16,650	16,650
Capital Outlay	314,040	285,620	296,620	401,320	401,320
Energy & Utility	179,393	229,510	211,950	237,010	237,010
Total	9,743,076	10,485,600	10,219,580	10,773,300	10,758,300

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

Funding Sources

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

Funding Source	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Police	8,813,552	9,664,460	9,382,340	9,830,390	9,815,390
Town Support for Education	216,010	226,140	226,140	228,760	228,760
<i>Subtotal: Police General Fund Budget</i>	<i>9,029,562</i>	<i>9,890,600</i>	<i>9,608,480</i>	<i>10,059,150</i>	<i>10,044,150</i>
State & Federal Grants	116,366	30,000	45,050	33,730	33,730
Donations & User Fees/Reimb	691	-	50	2,300	2,300
Vehicle Maintenance	-	-	1,000	3,000	3,000
Use of Police Private Duty Account	596,457	565,000	565,000	675,120	675,120
<i>Subtotal: Special Revenue Funds</i>	<i>713,514</i>	<i>595,000</i>	<i>611,100</i>	<i>714,150</i>	<i>714,150</i>
Total	9,743,076	10,485,600	10,219,580	10,773,300	10,758,300

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	57.17	65.00	65.03	65.00	65.00
Regular Part Time Employees	1.01	1.08	1.08	1.38	1.08
Temporary/Seasonal Employees	-	-	-	-	-
Total	58.18	66.08	66.11	66.38	66.08

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$266,020 or 2.5% 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 20 General Fund budget is expected to come in \$282,120 or 2.9% under budget due to the same reasons. The overall FY 21 budget reflects an increase of \$287,700 or 2.7% as compared to the FY 20 budget primarily due to Personal Services as a result of contractual step increases and for costs associated with implementing Body Worn Cameras. The FY 21 General Fund budget, including Town Support for Education, reflects an increase of \$168,550 or 1.7% primarily due to Personal Services as a result of contractual step increases.

Council Action

During budget deliberations, the Town Council decreased funding to Police - Support Services by \$15,000 to eliminate proposed new funding for junk car enforcement.

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

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	7,917,849	8,799,450	8,533,880	8,934,450	8,919,450
Supplies	58,903	61,140	61,140	65,990	65,990
Services	172,925	176,350	176,760	194,350	194,350
Maintenance & Repair	255,015	215,740	216,340	215,740	215,740
Grants & Contributions	16,887	16,650	16,650	16,650	16,650
Capital Outlay	212,580	165,620	165,620	168,200	168,200
Energy & Utility	179,393	229,510	211,950	235,010	235,010
Total	8,813,552	9,664,460	9,382,340	9,830,390	9,815,390

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	216,010	226,140	226,140	228,760	228,760
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	216,010	226,140	226,140	228,760	228,760

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	545,096	460,000	463,600	462,500	462,500
Supplies	13,153	-	1,500	1,530	1,530
Services	53,805	15,000	15,000	15,000	15,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	101,460	120,000	131,000	233,120	233,120
Energy & Utility	-	-	-	2,000	2,000
Total	713,514	595,000	611,100	714,150	714,150

Total Expenditures (agrees to page F-4):

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,678,955	9,485,590	9,223,620	9,625,710	9,610,710
Supplies	72,056	61,140	62,640	67,520	67,520
Services	226,730	191,350	191,760	209,350	209,350
Maintenance & Repair	255,015	215,740	216,340	215,740	215,740
Grants & Contributions	16,887	16,650	16,650	16,650	16,650
Capital Outlay	314,040	285,620	296,620	401,320	401,320
Energy & Utility	179,393	229,510	211,950	237,010	237,010
Total	9,743,076	10,485,600	10,219,580	10,773,300	10,758,300

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	783,350	781,180	984,460	984,460
Supplies	31,260	31,260	35,860	35,860
Services	28,400	28,310	45,650	45,650
Maintenance & Repair	60,860	60,860	60,860	60,860
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	126,860	109,900	126,290	126,290
Total	1,030,730	1,011,510	1,253,120	1,253,120

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,030,730	1,011,510	1,253,120	1,253,120
	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	1,030,730	1,011,510	1,253,120	1,253,120

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	7.00	7.00
Regular Part Time Employees	0.98	0.98	0.98	0.98
Temporary/Seasonal Employees	-	-	-	-
Total	6.98	6.98	7.98	7.98

Budget Commentary

The FY 20 General Fund expenditures are expected to come in \$19,220 or 1.9% under budget primarily due to Energy & Utility savings. The FY 21 General Fund budget reflects an increase of \$222,390 or 21.6%. This increase is due to the creation of a Lieutenant position, a reallocation of a position from Uniformed Patrol and an anticipated increase in janitorial services related to the move to the new police facility.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management \$338,340

- Provide leadership and coordination of all department activities
- Continue to improve departmental access to the criminal justice system 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 \$914,780

- Provide data storage, retrieval and dissemination
- Provide information and analysis to support departmental management functions
- Provide timely responses to Freedom of Information Act requests
- Provide support for state and federal prosecution, probation and corrections efforts
- Coordinate and facilitate case closure for members of the public
- Provide criminal history information
- Issue permits in accordance with state statutes and local ordinances
- Supply accurate and regular reports of crime statistics to the public and to local, state and federal agencies
- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,370,460	1,333,260	1,392,260	1,377,260
Supplies	5,150	5,150	5,300	5,300
Services	51,800	51,800	52,300	52,300
Maintenance & Repair	2,800	2,800	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	36,000	36,000	38,400	38,400
Energy & Utility	-	-	-	-
Total	1,466,210	1,429,010	1,488,260	1,473,260

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,204,070	1,166,870	1,221,100	1,206,100
Town Support for Education	226,140	226,140	228,760	228,760
<i>Subtotal: Police General Fund Budget</i>	<i>1,430,210</i>	<i>1,393,010</i>	<i>1,449,860</i>	<i>1,434,860</i>
Use of Police Private Duty Account	36,000	36,000	38,400	38,400
<i>Subtotal: Special Revenue Funds</i>	<i>36,000</i>	<i>36,000</i>	<i>38,400</i>	<i>38,400</i>
Total	1,466,210	1,429,010	1,488,260	1,473,260

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	9.00	9.00	9.00
Regular Part Time Employees	-	-	0.30	-
Temporary/Seasonal Employees	-	-	-	-
Total	9.00	9.00	9.30	9.00

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$37,200 or 2.5% primarily due to Personal Services related to military leave. The overall FY 21 General Fund budget reflects an increase of \$22,050 or 1.5% mostly due to Personal Services. The Capital Outlay expenditure is for the replacement of a vehicle and is funded by the Police Private Duty Special Revenue Account.

Council Action

During budget deliberations, the Town Council decreased funding to Police - Support Services by \$15,000 to eliminate proposed new funding for junk car enforcement.

SUPPORT SERVICES

Products & Services

Criminal Investigations \$1,133,950

- 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 \$147,270

- 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 \$59,500

- 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 (e.g., Chamber of Commerce, existing neighborhood watches) to educate individuals on crime prevention.

School and Youth Engagement \$132,540

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	6,250,630	6,034,480	6,110,320	6,110,320
Supplies	21,630	23,130	23,260	23,260
Services	91,900	92,400	92,150	92,150
Maintenance & Repair	116,030	116,030	118,230	118,230
Grants & Contributions	-	-	-	-
Capital Outlay	249,620	260,620	362,920	362,920
Energy & Utility	94,500	94,100	102,500	102,500
Total	6,824,310	6,620,760	6,809,380	6,809,380

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	6,265,310	6,045,660	6,135,630	6,135,630
<i>Subtotal: Police General Fund Budget</i>	<i>6,265,310</i>	<i>6,045,660</i>	<i>6,135,630</i>	<i>6,135,630</i>
State and Federal Grants	30,000	45,050	33,730	33,730
Donations	-	50	300	300
Vehicle Maintenance	-	1,000	3,000	3,000
Use of Police Private Duty Account	529,000	529,000	636,720	636,720
<i>Subtotal: Special Revenue Funds</i>	<i>559,000</i>	<i>575,100</i>	<i>673,750</i>	<i>673,750</i>
Total	6,824,310	6,620,760	6,809,380	6,809,380

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	41.00	41.03	40.00	40.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	41.00	41.03	40.00	40.00

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$203,550 or 3.0%. This is mostly due to partial year vacancies combined with military leave and workers compensation. The FY 20 General Fund is expected to come in under budget by \$219,650 or 3.5% due to the same reasons. The overall FY 21 budget reflects a decrease of \$14,930 or 0.2% and the FY 21 General Fund reflects an decrease of \$129,680 or 2.1%. These decreases are a result of the movement of a sworn officer position to the new Lieutenant position in Administration and are offset by the costs associated with the implementation of body worn cameras, funded by Police Private Duty.

UNIFORMED PATROL

Products & Services

EMS and Public Assistance \$1,906,600

- 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 \$1,974,590

- 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 \$408,560

- 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 \$2,394,420

- 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.

Community Resource Officer \$125,210

- Resolve Quality of Life Issues: SeeClickFix, Town Ordinance Violations (Abandoned/Junk Car)
- Enhance Police-Business Outreach: Safety Presentations, Active Shooter Prevention and Response Training
- Enhance Police-Community Outreach: Collaborate with other Town Services (Social Services, Senior Services, Youth Services, Fire Marshall Office) to plan and participate in events throughout Town.

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	958,720	952,890	1,015,940	1,015,940
Supplies	-	-	-	-
Services	12,000	12,000	12,000	12,000
Maintenance & Repair	34,400	34,400	34,400	34,400
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,005,120	999,290	1,062,340	1,062,340

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,005,120	999,290	1,062,340	1,062,340
	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	1,005,120	999,290	1,062,340	1,062,340

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.00	8.00	8.00	8.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	8.00	8.00	8.00	8.00

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$5,830 or 0.6% due to savings related to disability leave. The FY 21 budget reflects an increase of \$57,220 or 5.7% as compared to the FY 20 budget due to contractual and pension increases in Personal Services.

COMMUNICATIONS

Products & Services

Communications \$1,062,340

- Serve as the first contact for citizens seeking a safety service response, including more than 11,000 911 calls for service
- Coordinate more than 38,000 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 3,000 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	122,430	121,810	122,730	122,730
Supplies	3,100	3,100	3,100	3,100
Services	7,250	7,250	7,250	7,250
Maintenance & Repair	1,650	2,250	2,250	2,250
Grants & Contributions	16,650	16,650	16,650	16,650
Capital Outlay	-	-	-	-
Energy & Utility	8,150	7,950	8,220	8,220
Total	159,230	159,010	160,200	160,200

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	159,230	159,010	158,200	158,200
Donations	-	-	2,000	2,000
<i>Subtotal: Special Revenue Funds</i>	-	-	2,000	2,000
Total	159,230	159,010	160,200	160,200

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	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 20 General Fund expenditures are expected to come in under budget by \$220 or 0.1%. The FY 21 General Fund Budget reflects a decrease of \$1,030 or 0.6%.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances \$78,500

- 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 a number of high profile pet food drives to resupply the pet food pantry to supplement Windsor Residents' pet foods. Monetary donations are used to supplement medical costs for animals taken in at the pound. Organize low cost rabies vaccination clinic
- 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 \$81,700

- 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	281,090	289,400	289,400	299,450	299,450
Supplies	24,592	26,110	24,970	26,110	26,110
Services	123,142	144,340	144,550	141,930	141,930
Maintenance & Repair	325,963	315,590	348,860	343,710	343,710
Grants & Contributions	-	-	-	-	-
Capital Outlay	149,956	123,450	123,450	123,450	123,450
Energy & Utility	129,410	131,400	133,630	171,080	171,080
Total	1,034,153	1,030,290	1,064,860	1,105,730	1,105,730

* 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		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Fire and Rescue Services	1,034,153	1,030,290	1,064,860	1,105,730	1,105,730
	-	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-	-
Total	1,034,153	1,030,290	1,064,860	1,105,730	1,105,730

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019	FY 2020		FY 2021	
	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 20 overall expenditures are expected to come in over budget by \$34,570 or 3.4% due to an increased mid-year unanticipated price increase by the Metropolitan District Commission (MDC) for fire hydrant maintenance, unexpected vehicle repairs and heating system repairs. The FY 21 budget reflects an increase of \$75,440 or 7.3% as compared to the FY 20 budget primarily for vehicle and MDC fire hydrant maintenance, increased Personal Services and Energy & Utility costs for the new fire station.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration \$491,090

- 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 \$146,090

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

Apparatus Maintenance & Service \$137,960

- 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 \$103,200

- Provide certified firefighter training (Firefighter One) at entry-level status
- Provide advanced and specialized training for fire personnel
- Send personnel to regional fire seminars
- Send personnel to Connecticut Fire Academy and National Fire Academy
- Provide 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	25,846	25,870	25,850	25,750	25,750
Maintenance & Repair	9,965	10,000	10,000	10,000	10,000
Grants & Contributions	18,430	12,460	16,530	12,580	12,580
Capital Outlay	-	-	-	-	-
Energy & Utility	15,589	21,500	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 2019	FY 2020		FY 2021	
	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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The FY 20 expenditures are expected to come in on budget. The FY 21 budget is expected to have no increase over the FY 20 budget. The Services line is decreasing slightly in FY 21 as compared to the FY 20 budget. This represents the Windsor Volunteer Ambulance's payment to the North Central Connecticut Emergency Medical Services Council for regional and hospital coordination of emergency medical dispatching. The Grants & Contributions portion of the budget represents the town's non-specific subsidy to Windsor Volunteer Ambulance.

AMBULANCE SERVICES

Products & Services

Emergency Medical Care \$69,830

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

SAFETY SERVICES

FY 20 HIGHLIGHTS

Police Department

The men and women of the Windsor Police Department have been busy working to keep Windsor a safe and vibrant community. With an emphasis on traffic safety, WPD has made over 14,500 motor vehicle stops over the year. This is an average of 40 car stops per day.

Providing public safety communications is a critical component of providing emergency services in Windsor. In FY20, as part of the town's capital improvement projects, a new townwide public safety radio system was purchased and installed, providing first responders with new state of the art communications. This new radio system provides greater reliability and dependability that improves officer safety and connectivity.

Also in FY20, the Police Department participated for the first time in "National Night Out", a community relations event celebrated in thousands of communities across the country. With the goal of enhancing relationships between neighbors and law enforcement, hundreds of Windsor residents joined local businesses and police officers under positive circumstances to enhance relationships and recognize all that is good in our community. Occurring on the first Tuesday every August, the police department's goal is to make National Night Out a yearly event in Windsor.

On Thanksgiving, several officers volunteered their time to prepare and deliver meals to more than 60 Windsor seniors and others in town who were alone for the holiday. These residents were extremely appreciative of the kindness and support provided by the officers.

With renovations at the new police facility at 110 Addison Road well underway, the department is looking forward to moving operations to the new building in the first half of FY21.

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 11 new members; also during this period 10 firefighters resigned. Currently the fire department has 82 members with 60 being active members.

In FY 20, volunteer firefighters responded to more than 700 fire and emergency service calls and logged more than 3,500 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.

A new fire engine was placed in service to replace a 27 year old vehicle.

In an effort to better manage the challenges of the volunteer fire service, committees continued efforts for volunteer recruitment and retention, 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Number of Part I crimes	575	853	819	652	778
Number of motor vehicle accidents with injuries	84	90	80	93	85
Number of calls for service received by Dispatch (beginning in FY 2017 - no longer tracking property checks)	36,500	30,947	34,300	38,325	40,000
Number of Fire Department responses*	717	743	758	750	750
Number of structure fires	14	11	12	10	10

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

<i>Performance Measures</i>	FY 2019 Actual	FY 2020 Target	FY 2020 Estimate	FY 2021 Target
Burglary rate per resident. U.S. rate for burglaries was 4.3 per 1,000 population	1.73	< 1.70	1.53	< 1.50
Part I violent crime rate per resident. U.S. rate Part 1 violent crime was 3.9 per 1,000 population	.85	< .75	.35	< .35
Motor vehicle accidents with injuries per 1,000 residents	2.7	< 2.0	3.1	< 3
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.

Training in law enforcement is an essential component to constitutional policing. In addition to training in areas such as firearms, use of force, pursuits, de-escalation, it is important for the department to prepare officers for job development in areas such as crime scene processing, interview and interrogation, supervision and liability, and a host of other law enforcement topics. In FY20, Windsor police officers attended more than 4,000 hours of training to enhance the capability of our officers.

FY 2021 Goals

1. Transfer police operations to new police facility at 110 Addison Road.
2. Continue departmental accreditation through the CT Police Officer Standards and Training Council.
3. Provide additional officer training in areas of de-escalation and crisis management.
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 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
6002	Crisis Intervention Program	505	-	-	505	-	505
6004	Bullet Proof Vest Program	6,185	2,490	3,600	5,075	2,500	5,075
6012	State Reimbursements	16,632	15,000	15,000	16,632	15,000	16,632
6026	Car Seat Program	1,244	-	-	1,244	-	1,244
6301	Narcotic Seizures - Federal	208	-	-	208	-	208
6302	Federal Sharing	65,358	-	-	65,358	-	65,358
6305	Asset Forfeiture - State	6,596	-	-	6,596	-	6,596
6700	Animal Shelter	31,548	-	-	31,548	-	31,548
6702	K-9 Donations	4,353	50	50	4,353	2,000	4,353
6703	Donations	3,277	-	-	3,277	-	3,277
6800	Police Private Duty	700,304	500,000	565,000	635,304	675,120	510,184
6908	Vehicle Maintenance	6,814	-	1,000	5,814	3,000	5,814
6915	Just Start Grant	1,188	-	-	1,188	-	1,188
6916	Neighborhood Engagement Team	975	-	-	975	300	675
6919	3M Technology Grant	5,833	-	-	5,833	-	5,833
6923	Justice and Mental Health Collaboration Grant	17,305	-	-	17,305	-	17,305
6924	Youth Services Prev Grant	6,879	-	16,000	(9,121)	16,000	(25,121)
6928	Jag Violent Crime Prev FY19/20	-	10,000	10,000	-	-	-
6929	National Night Out	680	-	450	230	230	-
		875,884	527,540	611,100	792,324	572,500	714,150
							650,674

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

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

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

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

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

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

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

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

#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 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. FY 21 also includes \$20,000 for traffic enforcement, \$105,120 for body cameras, \$80,000 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).

#6924 - 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.

#6928 - Jag Violent Crime Grant - Funding is being provided through the JAG program for the purchase of an automated license plate reader.

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

SPECIAL REVENUE FUNDS

Fire Department

Project #	Project Name	FY 2020			FY 2021			
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
6903	Fire Department Donation	5,725	500	-	6,225	-	-	6,225
Total 03 Funds		5,725	500	-	6,225	-	-	6,225

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

RECREATION AND LEISURE SERVICES

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

Expenditures

Expenditures by Category *	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,407,387	1,450,590	1,474,680	1,970,010	1,970,010
Supplies	267,066	185,610	208,230	221,310	221,310
Services	573,817	573,410	581,990	627,390	627,390
Maintenance & Repair	49,209	38,450	43,050	83,820	83,820
Grants & Contributions	14,000	14,360	14,000	14,000	14,000
Capital Outlay	-	-	-	3,500	3,500
Energy & Utility	135,045	125,950	139,640	202,260	202,260
Total	2,446,524	2,388,370	2,461,590	3,122,290	3,122,290

* 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.

Funding Source	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Recreation & Leisure Services	1,535,427	1,600,390	1,632,440	2,080,890	2,080,890
Town Support for Education	79,770	84,270	83,040	83,800	83,800
<i>Subtotal: Rec. Svcs General Fund Budget</i>	<i>1,615,197</i>	<i>1,684,660</i>	<i>1,715,480</i>	<i>2,164,690</i>	<i>2,164,690</i>
Grants	34,817	29,810	34,790	76,880	76,880
Private Contributions	23,716	36,820	31,140	26,700	26,700
User Fees	772,794	637,080	680,180	775,570	775,570
<i>Subtotal: Special Revenue Funds</i>	<i>831,327</i>	<i>703,710</i>	<i>746,110</i>	<i>879,150</i>	<i>879,150</i>
Transfer from Caring Connection	-	-	-	78,450	78,450
Total	2,446,524	2,388,370	2,461,590	3,122,290	3,122,290

Personnel Requirements

Full Time Equivalent (FTE)	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.88	7.00	7.80	9.75	9.75
Regular Part Time Employees	9.08	9.53	9.38	16.17	16.17
Temporary/Seasonal Employees	17.93	16.10	16.60	16.77	16.77
Total FTEs	33.89	32.63	33.78	42.69	42.69

Budget Commentary

The overall FY 20 expenditures are expected to come in over budget by \$73,220 or 3.1% mostly due to Personal Services for a mid-year reorganization, Supplies for programs and Energy & Utility costs. The FY 20 General Fund expenditures are expected to come in over budget by \$32,050 or 2.0% for the same reasons. The overall FY 21 budget is expected to increase by \$733,920 or 30.7%. This increase is primarily due to the organizational change of moving the town's Senior Services and Transportation departments to Recreation and Leisure Services. Senior Services and Transportation Services account for \$578,340 or 25.8% of this overall increase. Furthermore, increases in Personal Services and Energy & Utility costs are expected. The FY 21 General Fund budget is expected to increase by \$480,500 or 30.0% for the same reasons. The increase in FTEs is also reflective of the addition of Senior Services and Transportation to Recreation and Leisure Services.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	946,137	991,860	1,007,020	1,354,090	1,354,090
Supplies	54,458	55,870	56,990	70,300	70,300
Services	382,007	392,510	393,140	397,620	397,620
Maintenance & Repair	37,864	37,500	38,250	74,320	74,320
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	-	-	-	-	-
Energy & Utility	100,961	108,650	123,040	170,560	170,560
Total	1,535,427	1,600,390	1,632,440	2,080,890	2,080,890

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	79,770	84,270	83,040	83,800	83,800
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	79,770	84,270	83,040	83,800	83,800

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	381,480	374,460	384,620	532,120	532,120
Supplies	212,608	129,740	151,240	151,010	151,010
Services	191,810	180,900	188,850	229,770	229,770
Maintenance & Repair	11,345	950	4,800	9,500	9,500
Grants & Contributions	-	360	-	-	-
Capital Outlay	-	-	-	3,500	3,500
Energy & Utility	34,084	17,300	16,600	31,700	31,700
Total	831,327	703,710	746,110	957,600	957,600

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,407,387	1,450,590	1,474,680	1,970,010	1,970,010
Supplies	267,066	185,610	208,230	221,310	221,310
Services	573,817	573,410	581,990	627,390	627,390
Maintenance & Repair	49,209	38,450	43,050	83,820	83,820
Grants & Contributions	14,000	14,360	14,000	14,000	14,000
Capital Outlay	-	-	-	3,500	3,500
Energy & Utility	135,045	125,950	139,640	202,260	202,260
Total	2,446,524	2,388,370	2,461,590	3,122,290	3,122,290

RECREATION AND LEISURE SERVICES
Budget Information
Fiscal Year 2017-2021

Expenditures

Expenditures by Category *	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,224,556	1,294,448	1,407,387	1,450,590	1,474,680	1,970,010	1,970,010
Supplies	186,593	216,308	267,066	185,610	208,230	221,310	221,310
Services	568,000	559,081	573,817	573,410	581,990	627,390	627,390
Maintenance & Repair	50,167	61,739	49,209	38,450	43,050	83,820	83,820
Grants & Contributions	14,000	14,000	14,000	14,360	14,000	14,000	14,000
Capital Outlay	612	-	-	-	-	3,500	3,500
Energy & Utility	107,476	115,532	135,045	125,950	139,640	202,260	202,260
Total	2,151,404	2,261,108	2,446,524	2,388,370	2,461,590	3,122,290	3,122,290

* 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 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,448,770	1,494,259	1,535,427	1,600,390	1,632,440	2,080,890	2,080,890
Town Support for Education	66,680	71,450	79,770	84,270	83,040	83,800	83,800
Subtotal: Rec. Svcs. General Fund Budget	1,515,450	1,565,709	1,615,197	1,684,660	1,715,480	2,164,690	2,164,690
Grants	30,157	34,952	34,817	29,810	34,790	76,880	76,880
Private Contributions	31,447	12,209	23,716	36,820	31,140	26,700	26,700
User Fees	574,350	648,238	772,794	637,080	680,180	775,570	775,570
Subtotal: Special Revenue Funds	635,954	695,399	831,327	703,710	746,110	879,150	879,150
Transfer From Caring Connection	-	-	-	-	-	78,450	78,450
Total	2,151,404	2,261,108	2,446,524	2,388,370	2,461,590	3,122,290	3,122,290

RECREATION

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

Expenditures

Expenditures by Category *	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	786,410	827,320	868,270	868,270
Supplies	101,260	107,760	108,760	108,760
Services	156,580	155,530	152,260	152,260
Maintenance & Repair	1,500	1,500	14,720	14,720
Grants & Contributions	14,360	14,000	14,000	14,000
Capital Outlay	-	-	-	-
Energy & Utility	9,000	9,360	9,690	9,690
Total	1,069,110	1,115,470	1,167,700	1,167,700

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	653,000	674,520	707,850	707,850
Private Contributions	1,360	3,500	-	-
User Fees	414,750	437,450	459,850	459,850
<i>Subtotal: Special Revenue Funds</i>	<i>416,110</i>	<i>440,950</i>	<i>459,850</i>	<i>459,850</i>
Total	1,069,110	1,115,470	1,167,700	1,167,700

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.80	3.75	3.75
Regular Part Time Employees	5.98	5.83	5.83	5.83
Temporary/Seasonal Employees	10.08	10.75	10.75	10.75
Total FTEs	19.06	20.38	20.33	20.33

Budget Commentary

The overall FY 20 expenditures are expected to come in over budget by \$46,360 or 4.3% due to Personal Services for additional FTEs and State mandated minimum wage pay increases of \$18,340, off-set with program fees in the Special Revenue Fund. The FY 20 General Fund expenditures reflect an increase of \$21,520 or 3.3% due to increases in the number of FTEs. The overall FY 21 budget reflects an increase of \$98,590 or 9.2% as compared to the FY 20 budget, primarily due to Personal Services, specifically attributed to adjustments made in relation to the rise in minimum hourly wage and is off-set with program fees in the Special Revenue Funds for \$33,000. The FY 21 General Fund budget reflects an increase of \$54,850 or 8.4% as compared to FY 20 due to Personal Services mostly for the reallocation of funding from the Human Services Service Unit for the position of Administrative Aide that is shared with Information Services.

RECREATION

Products & Services

Aquatics \$196,860

- 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 seven family events at the outdoor pools.

Leisure Opportunities \$258,390

- 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 outdoor winter activities, basketball, lacrosse, soccer, tennis and golf lessons for more than 500 residents
- Continue to facilitate local youth cross country and track programs
- Provide a collection of culinary arts programs for all ages
- Provide four Teen Extravaganza programs for Windsor Middle School students
- Provide staffing and activities for the 330 Windsor Avenue teen center
- Provide opportunities for children and youth birthday events

Community Centers \$255,780

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

Summer Activities \$321,120

- 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 \$135,550

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	25,290	25,440	25,690	25,690
Services	342,550	342,450	342,550	342,550
Maintenance & Repair	9,500	9,500	9,500	9,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	69,650	83,620	90,310	90,310
Total	446,990	461,010	468,050	468,050

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	431,990	446,010	453,050	453,050
User Fees	15,000	15,000	15,000	15,000
<i>Subtotal: Special Revenue Funds</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>
Total	446,990	461,010	468,050	468,050

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The overall FY 20 expenditures are expected to come in over budget by \$14,020 or 3.1%. This is due to Energy & Utility costs for increased water usage at Welch Park and the soccer fields at Lang Road. The overall FY 21 budget reflects an increase of \$21,060 or 4.7% 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 \$35,710

- Provide support for utilities at 330 Windsor Avenue

Outdoor Pools & Parks Amenities \$106,390

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

SENIOR SERVICES

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

Expenditures

Expenditures by Category *	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services			166,940	166,940
Supplies			14,800	14,800
Services			48,200	48,200
Maintenance & Repair			3,300	3,300
Grants & Contributions			-	-
Capital Outlay			3,500	3,500
Energy & Utility			5,710	5,710
Total			242,450	242,450

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation			166,020	166,020
User Fees			76,430	76,430
<i>Subtotal: Special Revenue Funds</i>			76,430	76,430
Total			242,450	242,450

Personnel Requirements

Full Time Equivalent (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees			0.80	0.80
Regular Part Time Employees			2.02	2.02
Temporary/Seasonal Employees			-	-
Total FTEs			2.82	2.82

Budget Commentary

This page has been added to the Recreation & Leisure Services Department due to the department restructuring in FY 21. The FY 20 budget for Senior Services is located under the Human Services division, where it was previously reported prior to FY 21. The overall FY 21 expenditures reflect a decrease of \$8,710 or 3.5% as compared to the FY 20 budget mostly due to a decrease in Personal Services offset by slight increases in Maintenance & Repair, Capital Outlay and Energy & Utility. The FY 21 General Fund budget reflects a decrease of \$12,210 or 6.9% due to the same reasons stated above.

SENIOR SERVICES

Products & Services

Senior Center \$202,200

- 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, Massage Therapy, mindfulness and meditation, and a membership-based fitness center offering the Renew Active Benefit
- 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, special occasions and themed events
- Promote senior-specific health care with a variety of health clinics for hearing, foot care, blood pressure, memory screenings, massage therapy sessions and mindfulness/meditation classes
- Offer outdoor adventure programs including kayaking trips and a hiking club
- Provide a location for the hot lunch meal program Monday through Friday
- Coordinate and serve hot lunch program when CRT Congregate Meal is not available
- Operate a medical lending closet that loans equipment to residents free of charge
- Coordinate programs for senior center clubs
- 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 \$40,250

- *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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services			257,350	257,350
Supplies			1,720	1,720
Services			5,550	5,550
Maintenance & Repair			27,500	27,500
Grants & Contributions			-	-
Capital Outlay			-	-
Energy & Utility			44,850	44,850
Total			336,970	336,970

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation			216,430	216,430
Grants			42,090	42,090
<i>Subtotal: Special Revenue Funds</i>			<i>42,090</i>	<i>42,090</i>
Transfer from Caring Connection			78,450	78,450
Total			336,970	336,970

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees			1.20	1.20
Regular Part Time Employees			4.77	4.77
Temporary/Seasonal Employees			-	-
Total FTEs			5.97	5.97

Budget Commentary

This page has been added to the Recreation & Leisure Services Department due to the department restructuring in FY 21. The FY 20 budget for Transportation is located under the Human Services division, where it was previously reported prior to FY 21. For FY 21 the overall expenditures are expected to be \$8,510 or 2.6% higher than the FY20 budget due to increases in salary and benefit costs, as well as fuel costs. The FY 21 General Fund expenditures are proposed to increase \$6,050 or 2.9% due to the same reasons.

TRANSPORTATION UNIT

Products & Services

Senior Transportation \$336,970

- 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.

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	157,710	158,510	160,920	160,920
Supplies	14,610	19,840	18,680	18,680
Services	21,450	22,890	21,410	21,410
Maintenance & Repair	2,450	1,800	1,500	1,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	1,920	1,920
Total	196,220	203,040	204,430	204,430

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	155,260	155,250	158,590	158,590
Grants	29,810	34,790	34,790	34,790
User Fees	11,150	13,000	11,050	11,050
<i>Subtotal: Special Revenue Funds</i>	<i>40,960</i>	<i>47,790</i>	<i>45,840</i>	<i>45,840</i>
Total	196,220	203,040	204,430	204,430

Personnel Requirements

Full Time Equivalent (FTE)	FY 2020		FY 2021	
	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 20 expenditures are expected to come in over budget by \$6,820 or 3.5% due to the receipt of an unanticipated increase of the Youth Enhancement Grant. The increase was used for program materials and speakers for various community workshops and special events. The FY 20 General Fund expenditures are expected to come in on budget. The overall FY 21 budget reflects an increase of \$8,210 or 4.2% primarily due to Personal Services and program expenses. The FY 21 General Fund budget reflects an increase of \$3,330 or 2.1% due to Personal Services.

YOUTH SERVICES BUREAU

Products & Services

Positive Youth Development \$127,810

- Offer a variety of after-school programs for middle school and high-school youth
- Provide various activity programs for out-of-school days
- Provide high school Youth-in-Action leadership program
- Provide enrichment field trips for 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 a seven-week summer teen employment development program.

Family Events \$9,200

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

Prevention Programs \$27,700

- 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 Amplify (Local Prevention Council) in developing an annual Youth Summit with several other towns in the region
- Collaborate with Social Services to offer suicide prevention awareness and activities to youth
- Partner with Windsor Schools District to host community forums to families on topics related to substance abuse.

Juvenile Justice \$39,720

- Coordinate community service, intervention and family assessments for juvenile offenders
- Serve on Juvenile Review Board (JRB)
- 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.
- Provide case management to JRB families.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

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

Expenditures

Expenditures by Category *	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	330,140	322,570	335,890	335,890
Supplies	33,260	32,490	39,410	39,410
Services	33,540	45,290	37,190	37,190
Maintenance & Repair	500	5,250	2,800	2,800
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,300	1,600	1,600	1,600
Total	399,740	407,200	416,890	416,890

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	109,930	109,930	113,290	113,290
Town Support for Education	84,270	83,040	83,800	83,800
<i>Subtotal: Rec. Services General Fund Budget</i>	<i>194,200</i>	<i>192,970</i>	<i>197,090</i>	<i>197,090</i>
Private Contributions	32,460	24,640	26,700	26,700
User Fees	173,080	189,590	193,100	193,100
<i>Subtotal: Special Revenue Funds</i>	<i>205,540</i>	<i>214,230</i>	<i>219,800</i>	<i>219,800</i>
Total	399,740	407,200	416,890	416,890

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	2.64	2.64	2.64	2.64
Temporary/Seasonal Employees	2.98	2.95	2.98	2.98
Total FTEs	7.12	7.09	7.12	7.12

Budget Commentary

The overall FY 20 expenditures are expected to come in over budget by \$7,460 or 1.9%, while the General Fund expenditures will come in on budget. The increase in overall expenditures is due to changes in the starting rate for new part-time staff, as well as an increase in Services. These costs are off-set by increased user fees. The overall FY 21 budget reflects an increase of \$17,150 or 4.3% as compared to the FY 20 budget. This is primarily due to increased program costs and is off-set with increased user fees. The FY 21 General Fund reflects an increase of \$3,360 or 3.1% and is primarily due to Personal Services.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Indoor Activities \$80,010

- 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 \$100,300

- 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 Braille trails with MP3 players 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 \$236,580

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	176,330	166,280	180,640	180,640
Supplies	11,190	22,700	12,250	12,250
Services	19,290	15,830	20,230	20,230
Maintenance & Repair	24,500	25,000	24,500	24,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	45,000	45,060	48,180	48,180
Total	276,310	274,870	285,800	285,800

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	250,210	246,730	265,660	265,660
Private Contributions	3,000	3,000	-	-
User Fees	23,100	25,140	20,140	20,140
<i>Subtotal: Special Revenue Funds</i>	<i>26,100</i>	<i>28,140</i>	<i>20,140</i>	<i>20,140</i>
Total	276,310	274,870	285,800	285,800

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	0.43	0.43	0.43	0.43
Temporary/Seasonal Employees	0.54	0.40	0.54	0.54
Total FTEs	2.47	2.33	2.47	2.47

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$1,440 or 0.5%. The FY 20 General Fund expenditures are expected to come in under budget by \$3,480 or 1.4% due to savings in Personal Services. The overall FY 21 budget reflects an increase of \$9,490 or 3.4%. The FY 21 General Fund budget reflects an increase of \$15,450 or 6.2% as compared to the FY 20 budget. This increase is primarily due to Personal Services and Energy & Utility.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance \$132,500

- 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 \$153,300

- 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 2020 Highlights

Recreation

More than 500 participants enjoyed the new series of special events held at Welch Pool and Goslee Pool. Events included Movie & Dive Ins, Noodle Nights, and Glow Nights. Other new programs included the addition of munchkin camp for 5 - 7 years olds within our existing Summer Fun program. A collaboration with the Connecticut Recreation and Parks Association (CRPA) was developed to present Christmas in July and Community Water Safety events. The community holiday decorating contest was also reintroduced.

The purchase of three portable swim platforms enhanced the swim lessons experience for our small children and families. The platforms elevate participants so that the water level is always at chest height while standing, adding a greater sense of security. More than 200 children have been able to have this experience.

The Night of 1001 Pumpkins was expanded to include outdoor areas at L.P. Wilson. The event added three food trucks that provided a menu of foods and desserts, the pumpkin patch activities were relocated onto the tennis court, and the sensory room was enlarged to accommodate more participants.

Recreation SummerFun Camps had an increase of approximately 50 weekly participants compared to FY 20.

Youth Services Bureau

The Youth Commission, YSB and Windsor Public Schools collaborated on hosting a documentary screening and panel discussion on childhood toxic stress and the annual Youth Summit Adulting 101 with topics on finances, college and employment.

The Wilson Public Library, Social Services, Recreation & Leisure Services, Health Department and the YSB pooled resources to offer prevention programs around suicide prevention, drug abuse, mental health, nutrition and money management.

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.

Northwest Park

Northwest Park launched a new children's program, Camp Foxfire, during the summer of 2019. Six week-long sessions engaged 310 campers in outdoor learning adventures, developing their knowledge and appreciation of nature while building a lifestyle of environmental stewardship.

The park gained a number of new, younger heritage breed farm animals in the public displays at the animal barn and nearby pastures this year. Two new Costwold Ewes, two baby Oberhasli Goats, and a Milking Shorthorn Cow are delighting park visitors of all ages.

Northwest Park's education team aligned school field trip programs to the science pacing calendar of the Windsor school district. Park educators worked closely with STEM coaches in each school to develop six new programs aligned with the Next Generation Science Standards and the Windsor curriculum for the current school year.

The first phase of the updated land management plan was implemented.

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

RECREATION AND LEISURE SERVICES

<i>Key Statistics</i>	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Number of recreational activities offered	715	722	730	759	765
Number of clinic health visits at the Senior Center provided by Seabury Visiting Nurse	154	163	195	160	160
Number of rides the Transportation Unit provides annually (includes Caring Connection)	24,201	24,571	24,100	24,447	24,447
Number of elementary school-age children registrations for after-school & vacation programs	5,014	5,125	5,265	5,750	5,900
Number of school children attending environmental education classes at Northwest Park	4,530	3,880	4,370	4,500	4,750
Number of participants at Northwest Park community events and programs	6,722	6,200	6,722	5,100	6,250
Number of middle school and high school youth registrations for after-school and vacation programs	855	908	968	1,145	1,145
Number of participants at Youth Services Bureau community events	1,435	1,900	2,300	2,775	2,900
Number of meals served to senior and disabled persons through the Elderly Nutrition program	9,446	9,967	11,747	10,500	10,500
Number of pieces of medical equipment borrowed from the lending closet	165	221	198	185	185

<i>Performance Measures</i>	FY 2019 Actual	FY 2020 Target	FY 2020 Estimate	FY 2021 Target
Retention rate for youth participants in after-school programs	95%	85%	85%	85%
Achieve a "good" or "very good" overall satisfaction rating by 85% of those who responded to the annual senior citizen survey	94%	96%	91%	91%
Total number of clubs led by senior center volunteers	28	29	27	27
Achieve a 90% average satisfaction rating for overall service by those who responded to the annual senior transportation survey	95%	96%	96%	96%
Achieve a 90% average satisfaction rating regarding on time service on the senior transportation annual survey	94%	96%	96%	96%
Number of new recreation programs offered	15	6	18	6
Percentage of program participant Recreation Department survey respondents that rate department programs as "good" or "very good"	95%	90%	95%	90%

RECREATION AND LEISURE SERVICES

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

A total of 1,017 pounds of unwanted medication was collected in the Prescription Drug Drop Box.

FY 2021 Goals

1. Present 4 awareness campaigns targeting youth and families in areas of drug and alcohol prevention, mental health and wellness, and equal opportunities (social justice).
2. Senior Services will implement 4 new programs based on the result of the 2020 programming survey.
3. Restructure and remodel our Civic Plus online catalog to make it effective, efficient, and more organized.
4. Standardize training topics across department for Part-Time and Seasonal employees.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	Beginning Balance (7/1/19)	FY 2020			FY 2021		
			Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
2002	Cirillo Youth Theatre	2,876	15,300	13,900	4,276	17,300	13,900	7,676
2004	Fran Elligers Memorial Fund	1,026	350	-	1,376	350	-	1,726
2007	Teen-O-Rama	54,550	532,300	427,000	159,850	547,300	448,000	259,150
2009	O'Brien Field Rental	5,400	-	-	5,400	-	-	5,400
2010	Positive Youth Development	24,816	13,000	13,000	24,816	11,450	11,050	25,216
2016	Passage Program	3,008	-	2,500	508	-	-	508
2018	Live-n-Learn	9,209	14,700	11,550	12,359	15,700	12,950	15,109
2045	Dog Park	4,244	-	1,000	3,244	-	-	3,244
2077	Youth Services Bureau FY 20	-	18,720	18,720	-	18,720	18,720	-
2078	YSB Enhancement Grant FY 20	-	10,730	10,730	-	10,730	10,730	-
2079	Local Prevention Council FY 20	-	5,340	5,340	-	5,340	5,340	-
2202	NW Park Youth Conservation Corp.	-	3,000	3,000	-	-	-	-
2204	Northwest Park Nature Camp/Clubs	145,164	104,000	122,390	126,774	119,830	121,000	125,604
2207	Friends of Northwest Park Grant	1,718	10,000	10,000	1,718	10,000	10,000	1,718
2208	Northwest Park Shop	6,249	6,700	4,500	8,449	8,000	5,000	11,449
2210	NWP Environ. Education Programs	32,355	40,000	60,200	12,155	41,000	67,100	(13,945)
2211	Northwest Park Tobacco Museum	1,560	14,640	14,640	1,560	16,700	16,700	1,560
2300**	Windsor Senior Center	-	-	-	-	76,430	76,430	13,591
2325	NWP Facilities	37,213	20,000	25,140	32,073	20,000	20,140	31,933
2326**	Elderly Transportation Grant	-	-	-	-	-	-	-
2330**	Dial-a-Ride Matching Grant	-	-	-	-	38,090	38,090	-
3889**	NCAAAA* Grant	-	-	-	-	4,000	4,000	3,089
4022	River Walkways	19,961	-	2,500	17,461	-	-	17,461
		349,349	808,780	746,110	412,019	960,940	879,150	493,809

*North Central Area Agency on Aging

**For FY 2020 information, see Human Services, page H-14.

#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.)

- #2045 - Dog Park - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.
- #2077/NEW - Youth Services Bureau - Funds from the State of Connecticut Department of Education administration and direct services for youth.
- #2078/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.
- #2079/NEW - Local Prevention Council - 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.
- #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. This special revenue project was previously reported in Human Services and has been moved to Recreation and Liesure Services.
- #2325 - NWP Facilities - Funds from this account are used to purchase general supplies used by facility rental groups.
- #2326 - Elderly Transportation Grant - Funds are from the Greater Hartford Transit District. 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 FY 20 but were received, however, with the State uncertainty, FY 21 grant has not been budgeted. This special revenue project was previously reported in Human Services and has been moved to Recreation and Liesure Services.
- #2330 - Dial-a-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles. This special revenue project was previously reported in Human Services and has been moved to Recreation and Liesure Services.
- #3889 - NAAA Grant - Funds from this account support weekend and evening transportation services for the senior center. This special revenue project was previously reported in Human Services and has been moved to Recreation and Liesure Services.
- #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 2019	FY 2020		FY 2021 <i>Social Services Only</i>	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	805,779	844,590	846,900	426,820	426,820
Supplies	29,217	23,620	23,870	7,950	7,950
Services	64,313	64,450	67,520	8,250	8,250
Maintenance & Repair	66,761	114,100	114,100	500	500
Grants & Contributions	-	-	-	-	-
Capital Outlay	1,660	-	-	-	-
Energy & Utility	73,510	51,840	49,970	6,490	6,490
Total	1,041,240	1,098,600	1,102,360	450,010	450,010

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

Funding Sources

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

Funding Source	FY 2019	FY 2020		FY 2021 <i>Social Services Only</i>	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	847,198	898,800	890,270	442,160	442,160
Grants	56,917	49,090	71,400	6,000	6,000
Donations	-	1,700	1,980	1,850	1,850
User Fees	65,445	72,930	72,930	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>122,362</i>	<i>123,720</i>	<i>146,310</i>	<i>7,850</i>	<i>7,850</i>
Transfer from Caring Connection	71,680	76,080	65,780	-	-
Total	1,041,240	1,098,600	1,102,360	450,010	450,010

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019	FY 2020		FY 2021 <i>Social Services Only</i>	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	5.14	3.17	3.17
Regular Part Time Employees	10.12	10.26	9.81	2.81	2.81
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	15.12	15.26	14.95	5.98	5.98

Budget Commentary

The overall FY 20 expenditures are expected to be over budget by \$3,760 or 0.3% primarily due to receiving unexpected transportation and social service grants. The FY 20 General Fund expenditures are expected to be under budget by \$8,530 or 0.9% due to receiving unexpected grant funding for transportation services. The overall FY 21 budget reflects a decrease of \$648,590 or 59.0% as compared to the FY 20 budget as a result of moving Senior Services and Senior Transportation to the Recreation and Leisure Services budget. Another driver of this decrease is the transfer of the Milo Peck \$85,000 building repair and improvements funds from this budget to a special revenue account similar to that of 330 Windsor Avenue. The FY 21 General Fund budget reflects a decrease of \$456,640 or 50.8% for the same reason.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	680,195	721,790	714,230	425,470	425,470
Supplies	21,157	15,820	15,870	4,950	4,950
Services	27,325	19,150	19,050	5,250	5,250
Maintenance & Repair	57,261	104,600	104,600	500	500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	61,260	37,440	36,520	5,990	5,990
Total	847,198	898,800	890,270	442,160	442,160

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	125,584	122,800	132,670	1,350	1,350
Supplies	8,060	7,800	8,000	3,000	3,000
Services	36,988	45,300	48,470	3,000	3,000
Maintenance & Repair	9,500	9,500	9,500	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	1,660	-	-	-	-
Energy & Utility	12,250	14,400	13,450	500	500
Total	194,042	199,800	212,090	7,850	7,850

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	805,779	844,590	846,900	426,820	426,820
Supplies	29,217	23,620	23,870	7,950	7,950
Services	64,313	64,450	67,520	8,250	8,250
Maintenance & Repair	66,761	114,100	114,100	500	500
Grants & Contributions	-	-	-	-	-
Capital Outlay	1,660	-	-	-	-
Energy & Utility	73,510	51,840	49,970	6,490	6,490
Total	1,041,240	1,098,600	1,102,360	450,010	450,010

HUMAN SERVICES
Budget Information
Fiscal Year 2017-2021

Expenditures

Expenditures by Category *	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	748,178	771,667	805,779	844,590	846,900	426,820	426,820
Supplies	23,392	21,171	29,217	23,620	23,870	7,950	7,950
Services	65,986	100,692	64,313	64,450	67,520	8,250	8,250
Maintenance & Repair	93,569	58,787	66,761	114,100	114,100	500	500
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	13,994	7,719	1,660	-	-	-	-
Energy & Utility	63,449	74,744	73,510	51,840	49,970	6,490	6,490
Total	1,008,568	1,034,780	1,041,240	1,098,600	1,102,360	450,010	450,010

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

Funding Sources

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

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	803,963	816,801	847,198	898,800	890,270	442,160	442,160
Grants	56,769	52,522	56,917	49,090	71,400	6,000	6,000
Donations	2,500	4,121	-	1,700	1,980	1,850	1,850
User Fees	75,246	87,706	65,445	72,930	72,930	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>134,515</i>	<i>144,349</i>	<i>122,362</i>	<i>123,720</i>	<i>146,310</i>	<i>7,850</i>	<i>7,850</i>
Transfer From Caring Connection	70,090	73,630	71,680	76,080	65,780	-	-
Total	1,008,568	1,034,780	1,041,240	1,098,600	1,102,360	450,010	450,010

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 2020		Moved to Recreation and Leisure Services	
	Budget	Estimate		
Personal Services	180,390	168,200	-	-
Supplies	13,800	13,750	-	-
Services	50,400	50,400	-	-
Maintenance & Repair	1,600	1,600	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,970	4,970	-	-
Total	251,160	238,920	-	-

* 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 2020		Moved to Recreation and Leisure Services	
	Budget	Estimate		
General Fund - Human Services	178,230	165,990	-	-
User Fees	72,930	72,930	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>72,930</i>	<i>72,930</i>	<i>-</i>	<i>-</i>
Total	251,160	238,920	-	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		Moved to Recreation and Leisure Services	
	Budget	Estimate		
Regular Full Time Employees	0.80	0.80	-	-
Regular Part Time Employees	2.28	2.09	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.08	2.89	-	-

Budget Commentary

The overall and General Fund FY 20 expenditures are expected to come in under budget by \$12,240. This is due primarily to the retirement of the Human Services Director. The Senior Services budget has been moved to Recreation and Leisure Services for FY 21.

SENIOR SERVICES

Products & Services

Senior Center

- Promote overall 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

- *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 2020		Moved to Recreation and Leisure Services	
	Budget	Estimate		
Personal Services	252,520	257,660	-	-
Supplies	1,720	1,720	-	-
Services	5,800	5,800	-	-
Maintenance & Repair	27,000	27,000	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	41,420	38,410	-	-
Total	328,460	330,590	-	-

* 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 2020		Moved to Recreation and Leisure Services	
	Budget	Estimate		
General Fund - Human Services	210,380	208,380	-	-
Grants	42,000	56,430	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>42,000</i>	<i>56,430</i>	<i>-</i>	<i>-</i>
Transfer from Caring Connection	76,080	65,780	-	-
Total	328,460	330,590	-	-

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		Moved to Recreation and Leisure Services	
	Budget	Estimate		
Regular Full Time Employees	1.20	1.20	-	-
Regular Part Time Employees	4.88	4.77	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	6.08	5.97	-	-

Budget Commentary

The overall FY 20 expenditures are expected to come in over budget by \$2,130 or 0.6% due primarily to grant funding offset by fuel savings. The FY 20 General Fund expenditures are expected to come in under budget by \$2,000 or 1.0% due to fuel savings. The increase in grant funding is due to receiving the Elderly Transportation Grant of \$9,340 which was not expected. This grant funding was used to reduce the amount due from the Caring Connection for fewer transportation services provided due to a lower census. The FY 21 budget for Transportation Services was moved to the Recreation and Leisure Services division.

TRANSPORTATION UNIT

Products & Services

Senior Transportation

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	411,680	421,040	426,820	426,820
Supplies	8,100	8,400	7,950	7,950
Services	8,250	11,320	8,250	8,250
Maintenance & Repair	85,500	85,500	500	500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,450	6,590	6,490	6,490
Total	518,980	532,850	450,010	450,010

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	510,190	515,900	442,160	442,160
Grants	7,090	14,970	6,000	6,000
Donations	1,700	1,980	1,850	1,850
<i>Subtotal: Special Revenue Funds</i>	<i>8,790</i>	<i>16,950</i>	<i>7,850</i>	<i>7,850</i>
Total	518,980	532,850	450,010	450,010

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.14	3.17	3.17
Regular Part Time Employees	3.10	2.95	2.81	2.81
Temporary/Seasonal Employees	-	-	-	-
Total	6.10	6.09	5.98	5.98

Budget Commentary

The overall FY 20 expenditures are expected to come in over budget by \$13,870 or 2.7%. This is due to the timing of receiving the North Central Area Agency on Aging (NCAAA) grant funding and a retirement. The FY 20 General Fund expenditures are expected to be over budget by \$5,710 or 1.1% as a result of Personal Services due primarily to a vacancy and the resulting organizational change. The overall FY 21 budget reflects a decrease of \$68,970 or 13.3% and the FY 21 General Fund budget reflects a decrease of \$68,030 or 13.3%, as compared to the FY 20 budget primarily due to the transfer of funds of the Milo Peck building repairs and improvements of \$85,000 offset by an increase in Personal Services.

SOCIAL SERVICES

Products & Services

Casework Services \$192,060

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

Support Services \$135,140

- 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
- Provide grandparents raising grandchildren with support, training, and resources together with Trinity Health of New England
- 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

Basic Human Needs Programs \$122,810

- 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.

HUMAN SERVICES

FY 2020 Highlights

Social Services

Windsor C.A.R.E.S had another productive year with an increased membership to more than 20 volunteers. C.A.R.E.S members continue to go to Bushnell Park every Wednesday regardless of the weather and temperature to feed more than 50 people weekly and more than 100 during the summer months. In addition, a group of ten students studying homelessness raised money and designed waterproof bags and supplies for the homeless. These supplies were shared with the Windsor Police Department to be distributed to people in need. Their annual fall "Socktober" collection reaped 1,114 pairs of socks that which were donated to the McKinney Shelter, Bushnell Park, and CRT Family Shelter.

The Social Services Department was instrumental in the creation and piloting of the Weekend Wheels backpack program now in its 8th program year. We continue to support this Windsor Food and Fuel Bank program by regularly promoting it as one of the many food programs available to families, taking registrations and weekly reporting to the schools. This current school year saw the expansion of this program to the Sage Park Middle School through a Charger Pack drawstring bag. Currently, there are 100 children registered in the program receiving a food filled backpack or drawstring bag to help them stay nutritiously satisfied through the weekends. Since this program began, over 14,000 food filled backpacks have been distributed which equates to more than 115,000 pounds of food.

New programs this year include a suicide awareness program at Windsor High School together with the Youth Services Bureau. The "Grandparents and Kinship Circle" program was also introduced this year and included a one-day grandparent conference involving 32 people that focused on mental health, safety, social media, relaxation and meditation. Social services played a key role in developing a "Meet and Greet" activity to familiarize new town employees with the organization, bolster employee engagement, and enhance inter-departmental partnerships.

Social Services continues to be available on a weekly basis at the Windsor Library to offer casework services. This effort has provided access to resources in the center of town and increased participation in services offered by the department.

This year, Windsor Social Services assisted 96 households with utility assistance in order to avoid shutoff or to restore services. Funding for assistance came from the Windsor Food and Fuel Bank.

Senior Services

This past summer, Community Renewal Team (CRT) discontinued service of the congregate meals due to a lack of funding. In order to continue this essential program, Senior Services, with the support of local businesses, coordinated and served lunch, for an average of 30 seniors, every Friday.

Senior Services is now offering the Renew Active Benefit which allows seniors to meet their fitness-related goals by receiving a free ongoing fitness membership at the Senior Fitness Center.

For programming, Senior Services is offering the Aging Mastery Program which is a 10 week, evidence based series. The program encourages mastery - developing sustainable behaviors across many dimensions that lead to improved health, stronger economic security, enhanced well-being, and increased societal participation. This is a collaboration with the Windsor Public Library and Fire Marshal's Office. Also becoming very popular is the Veterans' Coffee Hour. This group meets once a month and the leader explains veterans' benefits, current events, and a "hot topic". This program was implemented by a collaboration between Senior and Social Services. Throughout the month of October, artwork created during the "Art Class with Christine" program was on display at the Windsor Public Library Artspace. A special reception was held to celebrate the talented individuals who attend this monthly class. Recently a second monthly session was added to accommodate those who have wanted to join this popular class.

HUMAN SERVICES

FY 2020 Highlights (continued)

A newly revised Senior Center Satisfaction Survey was sent out this year. The enhanced survey was made available via survey monkey as well as hardcopies located in the Senior Center and in the monthly newsletter. Responses this year increased by 151% over last year!

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.

Transportation

In the first six months of FY 20, Senior Transportation provided 8,684 trips for the Dial-a-Ride program, which is a 11.36% increase compared to the first six months of last year. For the Caring Connection, 2,900 trips were given, a decrease of 18.99%.

During the first six months of FY 20, Windsor Senior Transportation provided 2,427 trips to shopping destinations, banks, libraries, pharmacies, and other destinations in Windsor, a 2.1% increase over last year. Additionally in the first six months of FY 20, 3,995 trips were provided to various events held at the L.P. Wilson Community Center. Senior Transportation drivers provided 1,031 trips for in town and out-of-town medical rides and our volunteer drivers provided 187 rides for seniors to out-of-town medical appointments. Evening and weekend trips accounted for 1,044 trips.

Windsor Senior Transportation received delivery of 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.

Training for the driving team included wheelchair and lift training held at Conn DOT Training Center provided by Braun Ability, the lift manufacturer and Q Straint, the wheelchair securement manufacturer.

<i>Key Statistics</i>	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Number of times the food bank was utilized annually (duplicated number of households)	2,636	2,640	3,329	3,300	3,300
Participants in support groups and special events (duplicated number of actual participants per group)	413	325	252	220	220
Telephone and walk-in contacts related to case management	6,085	5,234	4,467	4,600	4,600
Inquiries and requests for energy assistance from Social Services staff	1,836	1,368	1,347	1,400	1,400
Number of rides the Transportation Unit provides annually (includes Caring Connection)	24,201	24,571	24,100	24,447	24,447
Number of clinic health visits at the Senior Center provided by Seabury Visiting Nurse	154	163	195	160	160
Number of meals served to senior and disabled persons through the Elderly Nutrition program	9,446	9,967	11,747	10,500	10,500
Number of pieces of medical equipment borrowed from the lending closet	165	221	198	185	185

HUMAN SERVICES

<i>Performance Measures</i>	FY 2019 Actual	FY 2020 Target	FY 2020 Estimate	FY 2021 Target
Total number of volunteer hours contributed to all social services programs	10,350	10,350	10,350	10350
Achieve a "good" or "very good" rating of at least 80% of those clients participating in supplemental nutrition food programs	99%	100%	99%	99%
Achieve a "good" or "very good" overall satisfaction rating by 85% of those who responded to the annual senior citizen survey	94%	96%	91%	91%
Total number of clubs led by senior center volunteers	28	29	27	27
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...

Senior Services has been offering more outdoor adventures in collaboration with the South Windsor Senior Center including our first zip lining trip as well as a shared trip to Rocking Horse Resort which included a daily schedule of outdoor activities. We also offered very popular trips to the beach, kayaking trips, as well as a dragon boating excursion at the Riverfront Recapture in Hartford.

FY 2021 Goals

1. Social Services will implement electronic forms for inter-departmental use to streamline the referral process.
2. Electronic solutions to improve the town's "At Risk Registry" will be explored.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
2300**	Windsor Senior Center	13,591	72,930	72,930	13,591	-	-
2330**	Dial-a-Ride Matching Grant	-	38,090	38,090	-	-	-
3889**	NCAAA* Grant	3,089	5,911	9,000	-	-	-
2326**	Elderly Transportation Grant	-	9,340	9,340	-	-	-
3816	Human Services Assistance Fund	61,972	-	3,000	58,972	3,000	55,972
3840	Operation Fuel Partnering	10,082	1,000	3,000	8,082	3,000	6,082
3864/3866	NCAAA**SS Grant 10/1/19-9/30/20 GROG	2,480	1,890	4,370	-	-	-
3894	NCAAA**SS Grant 10/1/19-9/30/20 KINS	-	4,600	4,600	-	-	-
3867	Windsor Community Service Council	3,934	2,540	1,980	4,494	1,850	4,494
		95,144	136,301	146,310	85,135	7,850	66,544

*North Central Area Agency on Aging

** Project moved to Recreation & Leisure Services for FY 21.

#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. This special revenue project has been moved to Recreation and Liesure Services.

#2330 - Dial-a-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles. This special revenue project has been moved to Recreation and Liesure Services.

#2337/3889 - NCAAA Grant - Funds from this account support weekend and evening transportation services for the senior center. This special revenue project has been moved to Recreation and Liesure Services.

#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 FY 20 but were received, however, with the State uncertainty, FY 21 grant has not been budgeted. This special revenue project has been moved to Recreation and Liesure Services.

#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.

#3864/3866 - NCAAA Grant-Social Services - Funds from this account support part-time hours and supplies for the Groceries To Go program.

#3894 - NCAAA Grant-Social Services - Funds from this account support part-time hours and supplies for the Grandparent and Kinship Circle 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	425,036	464,420	463,780	489,790	489,790
Supplies	35,978	22,790	26,490	21,970	21,970
Services	87,927	54,170	112,830	103,470	103,470
Maintenance & Repair	1,229	1,880	1,880	1,950	1,950
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	9,375	8,730	9,450	10,200	10,200
Total	559,545	551,990	614,430	627,380	627,380

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

Funding Sources

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

Funding Source	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	463,033	508,150	507,250	534,710	534,710
Grants	70,448	11,450	55,030	49,020	49,020
Private Contributions	5	-	-	-	-
User Fees	26,059	32,390	52,150	43,650	43,650
<i>Subtotal: Special Revenue Funds</i>	<i>96,512</i>	<i>43,840</i>	<i>107,180</i>	<i>92,670</i>	<i>92,670</i>
Total	559,545	551,990	614,430	627,380	627,380

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.90	4.00	3.82	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	5.26	5.36	5.18	5.36	5.36

Budget Commentary

The overall FY 20 expenditures are expected to come in over budget by \$62,440 or 11.3% due to property maintenance remediation activities, uniform relocation assistance, receiving unexpected Public Health Emergency Preparedness (PHEP) funding and partial year vacancy savings. The FY 20 General Fund expenditures are expected to be under budget by \$900 or 0.2% due to partial year vacancies. The overall FY 21 budget reflects an increase of \$75,390 or 13.7% as compared with the FY 20 budget due primarily to Personal Services cost increases as well as increased property maintenance activities and the addition of the PHEP grant funding. The FY 21 General Fund budget reflects an increase of \$26,560 or 5.2% due primarily to salary and benefit cost increases.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	418,212	460,390	458,910	485,170	485,170
Supplies	5,321	4,600	4,600	4,850	4,850
Services	29,772	32,550	33,130	33,260	33,260
Maintenance & Repair	1,229	1,880	1,880	1,950	1,950
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	8,499	8,730	8,730	9,480	9,480
Total	463,033	508,150	507,250	534,710	534,710

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	6,824	4,030	4,870	4,620	4,620
Supplies	30,657	18,190	21,890	17,120	17,120
Services	58,155	21,620	79,700	70,210	70,210
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	876	-	720	720	720
Total	96,512	43,840	107,180	92,670	92,670

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	425,036	464,420	463,780	489,790	489,790
Supplies	35,978	22,790	26,490	21,970	21,970
Services	87,927	54,170	112,830	103,470	103,470
Maintenance & Repair	1,229	1,880	1,880	1,950	1,950
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	9,375	8,730	9,450	10,200	10,200
Total	559,545	551,990	614,430	627,380	627,380

HEALTH SERVICES Budget Information Fiscal Year 2017-2021

Expenditures

Expenditures by Category *	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	415,540	431,522	425,036	464,420	463,780	489,790	489,790
Supplies	23,902	30,824	35,978	22,790	26,490	21,970	21,970
Services	92,081	129,064	87,927	54,170	112,830	103,470	103,470
Maintenance & Repair	5,068	1,568	1,229	1,880	1,880	1,950	1,950
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	952	-	-	-	-	-
Energy & Utility	7,535	6,378	9,375	8,730	9,450	10,200	10,200
Total	544,126	600,308	559,545	551,990	614,430	627,380	627,380

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

Funding Sources

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

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	462,413	472,361	463,033	508,150	507,250	534,710	534,710
Grants	63,266	100,766	70,448	11,450	55,030	49,020	49,020
Private Contributions	280	-	5	-	-	-	-
User Fees	18,167	27,181	26,059	32,390	52,150	43,650	43,650
Subtotal: Special Revenue Funds	81,713	127,947	96,512	43,840	107,180	92,670	92,670
Total	544,126	600,308	559,545	551,990	614,430	627,380	627,380

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	269,400	270,290	286,990	286,990
Supplies	4,000	4,000	4,150	4,150
Services	42,820	61,320	52,820	52,820
Maintenance & Repair	1,800	1,800	1,850	1,850
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	6,890	6,890	6,660	6,660
Total	324,910	344,300	352,470	352,470

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	308,910	309,800	326,470	326,470
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	16,000	34,500	26,000	26,000
<i>Subtotal: Special Revenue Funds</i>	<i>16,000</i>	<i>34,500</i>	<i>26,000</i>	<i>26,000</i>
Total	324,910	344,300	352,470	352,470

Personnel Requirements

Full Time Equivalent (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.30	2.16	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	3.32	3.46	3.46

Budget Commentary

The overall FY 20 expenditures are expected to come in over budget by \$19,390 or 6.0% due primarily to expenditures associated with property maintenance remediation & uniform relocation assistance using special revenue funds. The overall FY 21 budget reflects an increase of \$27,560 or 8.5% due to personal service cost increases and an increase in the level of property maintenance remediation activity. The FY 21 General Fund increase of \$17,560 or 5.7% is due primarily to Personal Services offset by a slight savings in Energy & Utility costs.

INSPECTION AND REGULATION

Products & Services

Food Safety \$98,150

- Issue permits and inspect 160 permanent food service establishments
- Issue permits to approximately 162 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 \$7,790

- 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 \$30,540

- 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 \$113,930

- Receive and investigate more than 390 complaints and issue over 160 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 \$6,730

- Inspect for compliance with state regulations and licensing requirements and investigate any complaints of unsanitary conditions at 13 public and private schools, 5 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, 6 hotels and motels, and salons.

Emergency & Hazardous Situations \$43,330

- 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 and the U.S. Environmental Protection Agency (EPA),
- Assist the Windsor Volunteer Fire Department (WVFD) and the Fire Marshal at fire scenes, when requested
- Provide administrative, planning and staffing support for emergency management operations, including the town's Emergency Operations Center, shelter management, decontamination, public health emergency response planning for bioterrorism (BT), and other all-hazard response and mitigation activities.

Mosquito Control \$38,850

- 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 128 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 \$13,150

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	136,170	135,400	141,810	141,810
Supplies	6,650	10,140	5,470	5,470
Services	3,450	5,270	4,370	4,370
Maintenance & Repair	80	80	100	100
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,840	1,840	2,070	2,070
Total	148,190	152,730	153,820	153,820

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	139,570	137,950	145,050	145,050
Grants	6,980	13,140	7,130	7,130
Private Contributions	-	-	-	-
User Fees	1,640	1,640	1,640	1,640
<i>Subtotal: Special Revenue Funds</i>	<i>8,620</i>	<i>14,780</i>	<i>8,770</i>	<i>8,770</i>
Total	148,190	152,730	153,820	153,820

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.20	1.17	1.20	1.20
Regular Part Time Employees	0.07	0.07	0.07	0.07
Temporary/Seasonal Employees	-	-	-	-
Total	1.27	1.24	1.27	1.27

Budget Commentary

The overall FY 20 expenditures are expected to come in over budget by \$4,540 or 3.1% due primarily to grant carryover funding spent in the current fiscal year offset by savings in vacant positions. The FY 21 General Fund budget reflects an increase of \$5,480 or 3.9% as compared to the FY 20 budget due primarily to increases in Personal Services.

DISEASE PREVENTION AND CONTROL

Products & Services

Community Assessment \$35,690

- 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 \$68,060

- 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, COVID-19, 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 \$50,070

- 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
- Initiate Controlling High Blood Pressure Program including BP Screenings supported in part by DPH Preventive Health and Health Services 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
- 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 blood borne pathogen and airborne pathogen training and testing for town employees and assist in monitoring town compliance as required in these areas
- Participate on the town's 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.
- Precept UConn Nursing students and develop objectives for public health clinical rotation

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	55,590	54,850	57,750	57,750
Supplies	11,750	11,810	11,810	11,810
Services	3,000	4,780	4,820	4,820
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	70,340	71,440	74,380	74,380

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	55,590	55,430	58,370	58,370
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	14,750	16,010	16,010	16,010
<i>Subtotal: Special Revenue Funds</i>	<i>14,750</i>	<i>16,010</i>	<i>16,010</i>	<i>16,010</i>
Total	70,340	71,440	74,380	74,380

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.50	0.49	0.50	0.50
Regular Part Time Employees	0.13	0.13	0.13	0.13
Temporary/Seasonal Employees	-	-	-	-
	0.63	0.62	0.63	0.63

Budget Commentary

The overall FY 20 expenditures are expected to come in over budget by \$1,100 or 1.6% due to vacancy savings and increased costs associated with the flu clinic. The FY 21 overall expenditures are proposed to be \$4,040 or 5.7% more than FY 20 due to an increase in salary & benefit expenditures as well as flu clinic costs.

CLINIC SERVICES

Products & Services

Health Screenings \$14,510

- 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 to conduct blood pressure screenings each month at LP Wilson Community Center. Promote screenings to Windsor Primary Care Providers.

Immunization Clinics \$43,560

- Administer approximately 500 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.
- Continue newly established electronic billing and increase number of contracted insurance providers to expand accessibility of flu vaccine to Windsor citizens

Health Services \$16,310

- 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

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	3,260	3,240	3,240	3,240
Supplies	390	540	540	540
Services	4,900	41,460	41,460	41,460
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	720	1,470	1,470
Total	8,550	45,960	46,710	46,710

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	4,080	4,070	4,820	4,820
Grants	4,470	41,890	41,890	41,890
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>4,470</i>	<i>41,890</i>	<i>41,890</i>	<i>41,890</i>
Total	8,550	45,960	46,710	46,710

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The overall FY 20 General Fund expenditures are expected to come in \$10 under budget. The Connecticut Department of Public Health regionalized all Mass Dispensing Areas (MDA's). Due to this regionalization requirement, funding was not anticipated at that time. Funding has since been reinstated for four more years. The overall FY 20 and FY 21 proposed budget reflects receiving this funding.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response

\$9,280

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

Local Homeland Security

\$37,430

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

HEALTH SERVICES

FY 2020 Highlights

In FY 20, the Windsor Health Department conducted more than 310 inspections of food establishments, and issued 162 temporary event food permits. Windsor's two full-time sanitarians continue to investigate all food borne 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: Dunkin Donuts on Kennedy Road, Epicureanfeast on Day Hill Road, San Marino on Poquonock Avenue, and Train Wreck Tap Room on Broad Street.

The department continues to be the lead agency responding to nuisance and blight complaints, housing complaints, septic systems 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 nearly 400 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.

In the summer and fall, the Windsor Health Department responded to two incidents of PFAS release originating at Bradley International Airport. The first incident resulted in PFAS being carried by the MDC sewer system and contaminating the MDC Windsor waste water treatment plant and the Farmington River. The second release of PFAS was due to the use of firefighting foam in relation to an airplane crash. This incident impacted both Rainbow Brook and the Farmington River. Coordination efforts between local health, Department of Energy and Environmental Protection, Department of Public Health and the Connecticut Airport Authority is ongoing. It is anticipated that environmental monitoring will continue for the near future.

The department welcomed two new staff members; Trishanna Branford MPH, CHES, Sanitarian, and Jennifer Waldo RN, MS, Public Health Nurse. The staff continue to receive training and certification in necessary areas of specialization such as CPR, Housing Sanitation and Safety, Initial Lead Inspector Training and Risk Assessor, Public Health Insect Pests in Food and Housing Environments and Subsurface Sewage.

Flu vaccines were administered to Windsor Senior Citizens at the annual Senior Health Fair and to town and school district staff, Windsor residents and on-site at local businesses throughout flu season. A total of 473 people have received the flu vaccine. The Health Department implemented electronic billing for vaccines through TransactRX which resulted in greatly improving efficiencies and re-couping expenses. Staff also precepted two UConn Nursing students this fall and an agreement was signed to host students for the next two years. Grant funding continued through the Department of Public Health Preventive Health Block Grant with the cholesterol reduction grant concluding after 11 years and the grant will now focus on hypertension and teaching people how to monitor their blood pressure at home.

The Health Department initiated monthly highlights on their webpage and was responsive to the need for West Nile Virus (WNV), Eastern Equine Encephalitis (EEE) and PFAS information. In addition, staff posted information along the Farmington River to ensure that residents were aware of the risks associated with the PFAS spill and increased our visibility on the town's social media platforms.

The Emergency Management division has made progress in continuing their work with citizen outreach. With the assistance of a college intern a webpage for emergency management has been integrated into the town's website. The webpage focuses on citizen preparedness and resources available during an emergency. School safety continues to be an important focus of Emergency Management with staff conducting their annual review of the school systems emergency plans and giving guidance as needed.

HEALTH SERVICES

<i>Key Statistics</i>	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Number of total flu shots administered	508	572	565	473	525
Number of residential larvicide packets distributed	69	69	128	115	130
Number of public nuisance complaints received*	326	387	377	390	410
Number of people participating in cholesterol classes/being screened	30/106	24/80	18/20	12/41	N/A
Number of mandatory reportable diseases, emergency illnesses and health conditions reported and reviewed**	485	696	614	600	600
Number of animals tested for rabies/number tested positive	6/1	6/0	5/0	6/0	6/0
Number of children reported as having blood lead levels exceeding 5ug/dL ***	8	7	2	2	2
Number of housing units relocated under the Uniform Relocation Act	0	5	2	8	5
Number of housing complaints resulting in corrective actions	23	21	24	40	35
Number of bicycle helmets sold	41	31	47	50	50

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

** Consists of 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 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Estimate	FY 2021 Target
Percentage of required food service inspections performed	96%	100%	100%	91%	100%
Acknowledgement time for SeeClickFix complaints	0.6 days	0.5 days	0.5 days	0.5 days	0.5 days

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

The Health Department in partnership with the Youth Services Board and Public Relations procured an Opioid Prevention grant in response to the Opioid Epidemic funded by the CT Department of Public Health and created 3 video clips and that were posted on Social Media.

HEALTH SERVICES

FY 2021 Goals

1. Expand the internship program within the health department to include opportunities in public health nursing and environmental health throughout the year.
2. Continue to collaborate with the Fire Marshal's office on the Community Risk Assessment program.
3. Update current applications for food, septic, soil testing and plan reviews and ensure easy accessibility for residents on the town's website.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
3805	CPR Classes	469	600	600	600	600	469
3808	Clinic Services	19,054	16,010	16,010	16,010	16,010	19,054
3814	Bike & Ski Safety Equipment	3,098	1,040	1,040	1,040	1,040	3,098
3892	Public Health Block Grant FY 19	6,010	-	6,010	-	-	-
3900	Public Health Block Grant FY 20	-	7,130	7,130	-	-	-
3903	Public Health Block Grant FY 21	-	-	-	7,130	7,130	-
3893	Bioterrorism Grant	-	37,430	37,430	37,430	37,430	-
3877	Regional Emergency Planning	1,134	-	-	-	-	1,134
3896	Emergency Mgmt Performance Grant	(4,790)	4,790	4,460	4,460	4,460	(4,460)
3897	Property Maintenance Remediation/Relocation	64,048	27,000	34,500	11,500	26,000	42,048
		89,023	94,000	107,180	78,170	92,670	61,343

#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.

#3892/3900/3903 - 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.

#3893 - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via CRCOG. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to CRCOG. Grant funds must be spent per a budget submitted to and approved by CRCOG each year.

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

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

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

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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,203,687	1,296,490	1,292,050	1,339,290	1,339,290
Supplies	197,513	198,540	205,340	197,150	197,150
Services	101,916	67,910	68,620	67,910	67,910
Maintenance & Repair	86,605	81,350	79,350	81,350	81,350
Grants & Contributions	-	-	-	-	-
Capital Outlay	19,621	19,900	4,000	8,000	8,000
Energy & Utility	113,705	129,390	127,960	134,280	134,280
Total	1,723,047	1,793,580	1,777,320	1,827,980	1,827,980

* 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		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,640,776	1,717,780	1,717,420	1,765,470	1,765,470
Grants	19,621	15,900	-	-	-
Donations	31,817	29,900	29,900	22,510	22,510
User Fees	30,833	30,000	30,000	40,000	40,000
<i>Subtotal: Special Revenue Funds</i>	<i>82,271</i>	<i>75,800</i>	<i>59,900</i>	<i>62,510</i>	<i>62,510</i>
Total	1,723,047	1,793,580	1,777,320	1,827,980	1,827,980

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.79	9.00	9.00	9.00	9.00
Regular Part Time Employees	10.23	9.61	9.61	9.61	9.61
Temporary/Seasonal Employees	-	-	-	-	-
Total	19.02	18.61	18.61	18.61	18.61

Budget Commentary

The FY 20 overall budget is expected to come in under budget by \$16,260 or 0.9% in large part due to encumbrance of Special Revenue grant funds for fiber connection to the Wilson Branch building at fiscal year-end FY 19. The FY 20 General Fund budget is expected to come in slightly under budget. The FY 21 General fund budget reflects an increase of \$47,690 or 2.8% due to Personal Services and utility costs.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,203,687	1,296,490	1,292,050	1,339,290	1,339,290
Supplies	165,229	160,640	167,440	160,640	160,640
Services	72,258	49,910	50,620	49,910	49,910
Maintenance & Repair	85,897	81,350	79,350	81,350	81,350
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	113,705	129,390	127,960	134,280	134,280
Total	1,640,776	1,717,780	1,717,420	1,765,470	1,765,470

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	32,284	37,900	37,900	36,510	36,510
Services	29,658	18,000	18,000	18,000	18,000
Maintenance & Repair	708	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	19,621	19,900	4,000	8,000	8,000
Energy & Utility	-	-	-	-	-
Total	82,271	75,800	59,900	62,510	62,510

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,203,687	1,296,490	1,292,050	1,339,290	1,339,290
Supplies	197,513	198,540	205,340	197,150	197,150
Services	101,916	67,910	68,620	67,910	67,910
Maintenance & Repair	86,605	81,350	79,350	81,350	81,350
Grants & Contributions	-	-	-	-	-
Capital Outlay	19,621	19,900	4,000	8,000	8,000
Energy & Utility	113,705	129,390	127,960	134,280	134,280
Total	1,723,047	1,793,580	1,777,320	1,827,980	1,827,980

**LIBRARY SERVICES
Budget Information
Fiscal Year 2017-2021**

Expenditures

Expenditures by Category *	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,170,243	1,184,729	1,203,687	1,296,490	1,292,050	1,339,290	1,339,290
Supplies	229,365	201,946	197,513	198,540	205,340	197,150	197,150
Services	132,707	141,793	101,916	67,910	68,620	67,910	67,910
Maintenance & Repair	41,908	30,166	86,605	81,350	79,350	81,350	81,350
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	2,211	2,152	19,621	19,900	4,000	8,000	8,000
Energy & Utility	119,239	109,584	113,705	129,390	127,960	134,280	134,280
Total	1,695,673	1,670,370	1,723,047	1,793,580	1,777,320	1,827,980	1,827,980

* 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 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,609,488	1,603,893	1,640,776	1,717,780	1,717,420	1,765,470	1,765,470
Grants	2,211	3,793	19,621	15,900	-	-	-
Donations	37,162	25,553	31,817	29,900	29,900	22,510	22,510
User Fees	46,812	37,131	30,833	30,000	30,000	40,000	40,000
<i>Subtotal: Special Revenue Funds</i>	<i>86,185</i>	<i>66,477</i>	<i>82,271</i>	<i>75,800</i>	<i>59,900</i>	<i>62,510</i>	<i>62,510</i>
Total	1,695,673	1,670,370	1,723,047	1,793,580	1,777,320	1,827,980	1,827,980

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	819,770	815,350	851,640	851,640
Supplies	113,440	117,200	111,050	111,050
Services	12,250	12,450	12,250	12,250
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	945,460	945,000	974,940	974,940

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	920,560	920,100	952,430	952,430
Grants	-	-	-	-
Donations	12,900	12,900	9,510	9,510
User Fees	12,000	12,000	13,000	13,000
<i>Subtotal: Special Revenue Funds</i>	<i>24,900</i>	<i>24,900</i>	<i>22,510</i>	<i>22,510</i>
Total	945,460	945,000	974,940	974,940

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	4.64	4.64	4.64	4.64
Temporary/Seasonal Employees	-	-	-	-
Total	10.64	10.64	10.64	10.64

Budget Commentary

The FY 20 General Fund expenditures are expected to come in just under budget. The FY 21 overall budget reflects an increase of \$29,480 or 3.1% due to salary and benefit costs.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

Books, Magazines and More \$467,970

- Select, acquire and catalog over 9,000 novels, non-fiction titles, audiobooks, DVDs, compact discs and downloadable audio and electronic books
- Provide and maintain access to over 80,000 digital items
- Subscribe to over 120 magazines and daily newspapers in print and nearly 200 in digital formats
- Assist users in accessing and placing holds on materials from a collection of 3.5 million items through LCI, a 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 270,000 loans per year
- Assist patrons with managing their library card accounts and payment of fines and fees via cash, personal checks, credit or debit cards
- Manage 30,000 holds and share materials with other libraries through the statewide lending and delivery system
- Solicit input and concerns from patrons and seek appropriate solutions
- Provide online access to a Connecticut State supported service, ResearchIT.CT, which funds access to databases containing over 8,000 full text periodicals
- Provide free scanning service as well as access and assistance to computer, fax machine and photocopier users for a modest charge
- Proctor exams for long-distance learners and process over 40 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 \$409,480

- Maintain a collection of research materials for direct use by customers
- Offer one-on-one or small group training for patrons interested in learning new technology
- Provide in-depth research and referral services for 57,000 reference requests in person, by phone, email, social media and through one-on-one instruction
- Assist patrons with the 35 public computers in the adult and teen areas that give users access to the internet, the library catalog and a collection of informational databases which receive over 16,000 "hits"
- Troubleshoot, maintain and upgrade 88 public and staff computers at the Main Library
- Provide wireless Internet and printing access throughout the public library building
- Maintain a library website that offers users frequently updated information about the Main Library and Wilson Branch Library programs
- Recruit, train, supervise and provide opportunities for adults and teens to volunteer over 3,000 hours annually.

Cultural & Recreational Programs \$97,490

- Plan, conduct and host nearly 150 adult and 100 teen 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 3,000 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	30,930	30,930	31,630	31,630
Supplies	26,000	29,000	26,000	26,000
Services	37,650	38,150	37,650	37,650
Maintenance & Repair	68,310	66,310	68,310	68,310
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	4,000	4,000
Energy & Utility	102,910	101,340	107,300	107,300
Total	265,800	265,730	274,890	274,890

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	253,800	253,730	258,890	258,890
Grants	-	-	-	-
Donations	-	-	-	-
User Fees	12,000	12,000	16,000	16,000
<i>Subtotal: Special Revenue Funds</i>	<i>12,000</i>	<i>12,000</i>	<i>16,000</i>	<i>16,000</i>
Total	265,800	265,730	274,890	274,890

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	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 20 expenditures are expected to come in just under budget. The FY 21 General Fund budget reflects an increase of \$5,090 or 2.0% due primarily to utility costs.

MAIN BUILDING SERVICES

Products & Services

Building Maintenance \$274,890

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	270,790	270,790	277,670	277,670
Supplies	31,820	31,810	32,820	32,820
Services	10,630	10,640	10,630	10,630
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	313,240	313,240	321,120	321,120

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	304,240	304,240	311,120	311,120
Grants	-	-	-	-
Donations	7,000	7,000	7,000	7,000
User Fees	2,000	2,000	3,000	3,000
<i>Subtotal: Special Revenue Funds</i>	<i>9,000</i>	<i>9,000</i>	<i>10,000</i>	<i>10,000</i>
Total	313,240	313,240	321,120	321,120

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	1.95	1.95	1.95	1.95
Temporary/Seasonal Employees	-	-	-	-
Total	3.95	3.95	3.95	3.95

Budget Commentary

The overall and General Fund FY 20 expenditures are expected to come in on budget. The FY 21 General Fund budget reflects an increase of \$6,880 or 2.3% for salary and benefit costs.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More \$134,870

- 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 \$112,400

- Satisfy the demand for informational requests by answering over 12,000 inquiries on parenting, reading readiness, reader's advisory and homework/home schooling in a timely and accurate manner
- Assist children in Kidspace with computers that give them access to the library's catalog, word processing, Internet and educational games.

Cultural and Recreational Events/Programs \$73,850

- Provide nearly 350 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 10,000 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	175,000	174,980	178,350	178,350
Supplies	27,280	27,330	27,280	27,280
Services	7,380	7,380	7,380	7,380
Maintenance & Repair	13,040	13,040	13,040	13,040
Grants & Contributions	-	-	-	-
Capital Outlay	19,900	4,000	4,000	4,000
Energy & Utility	26,480	26,620	26,980	26,980
Total	269,080	253,350	257,030	257,030

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	239,180	239,350	243,030	243,030
Grants	15,900	-	-	-
Donations	10,000	10,000	6,000	6,000
User Fees	4,000	4,000	8,000	8,000
<i>Subtotal: Special Revenue Funds</i>	<i>29,900</i>	<i>14,000</i>	<i>14,000</i>	<i>14,000</i>
Total	269,080	253,350	257,030	257,030

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	2.23	2.23	2.23	2.23
Temporary/Seasonal Employees	-	-	-	-
Total	3.23	3.23	3.23	3.23

Budget Commentary

The overall FY 20 budget expenditures are expected to come in under budget by \$15,730 or 5.8% due to encumbrance of Special Revenue grant funds for installation of a fiber connection to the Wilson branch building at fiscal year-end FY 19. The FY 21 General Fund budget reflects an increase of \$3,850 or 1.6% due primarily to salary and benefit costs.

WILSON BRANCH SERVICES

Products & Services

Books and More \$95,100

- Lend and ensure prompt return and re-shelving of nearly 30,000 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 \$46,270

- Assist over 10,000 library patrons by providing information, computer assistance and community referrals
- Troubleshoot, maintain and upgrade 23 public and staff computers as well as wireless service
- Provide access to resources such as the internet, word processing, the library catalog and a large selection of databases to 9,800 computer users.

Cultural and Recreational \$56,550

Events/Programs

- 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 \$59,110

- 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 2020 Highlights

Staff completed its "20/20Vision" Strategic Plan. This five-year objective, containing valuable input from a citizen survey, resulted in a variety of new products such as a hands-on learning Makerspace an improved library website, and new services that included curbside pick-up, passport processing, wireless printing and online museum passes. Partnerships were formed with Windsor Social Services, Windsor Art Center and the Windsor School District. Staff outreach initiatives occurred at places like the Farmer's Market, Senior Center and Northwest Park Fair. Innovative programs such as a solar eclipse event that attracted over 1,200 people and a summer lunch program at the Wilson Branch that continues to feed dozens of children each summer weekday were created.

Funds from a State Library grant and the Windsor Library Association were used to install a Fiber-optic line at the Wilson Branch Library. Advantages of installing fiber at the branch included greater online security, increased speed, and the ability for staff to manage wireless upgrades and to troubleshoot network issues.

Kidspace staff partnered with Loomis Chaffee School and the Connecticut Coalition to End Homelessness on a Paddington Bear storytime with books, crafts and a discussion for school age children on the topic of family homelessness.

The Windsor Lions Club conducted two pre-school eye screenings at the main library using a non-invasive piece of equipment that identifies youngsters who need referral for vision care. Recognizing that most children's eyes aren't examined until they enter kindergarten, the screenings provided helpful early-intervention information for several families.

Fax machine service, along with library fines and fees can now be paid using a credit or debit card.

Library staff participated in the second annual Professional Development Half Day on October 25th. Once again, both libraries were closed until 1:00PM to make it possible for all staff to attend. Presentations included an overview of development in town by Town Manager Peter Souza followed by a workshop on customer service and burnout by author, Jean Baur. The morning concluded with KnowB4 cybersecurity training led by IT Librarian, Denise Ricotta.

Two \$1,000 donations were received from long-time library patrons. The first \$1,000 was given in memory of former volunteer, Ruth Thulen, who passed away in August at age 102. A portion of the funds were used to purchase a comfy children's chair for the front lobby, now referred to as "Ruthie's chair", since she loved nothing better than to sit in the lobby at a local nursing home and visit with everyone who walked by. Another \$1,000 was received through the Windsor Library Association from Marian Sorbo to purchase culturally diverse books for children in kindergarten through twelfth grade.

Staff surprised Mercedes Talmadge, who turned 95 on July 4th, with a surprise birthday celebration. Mercedes continues to work 25 hours each week at the main library and shows no sign of slowing down! Staff honored her with a pot luck luncheon, birthday cake and some fun gifts!

An Artist-in-Residence program began in early winter and invites one local artist each month to set up their workspace in the main library lobby to offer patrons the unique opportunity to experience art and ask questions as it is being created.

STEM (Science, Technology, Engineering and Mathematics) kits were introduced for families interested in project-based learning at home. Each kit can be checked out for three weeks and includes books, tools and other equipment about themes that include the Universe Experience with a map of the night sky, reading materials on constellations, stars and the galaxy as well as a 31" size telescope or the Hiking Experience complete with a compass, binoculars, magnifying glass, Audubon field guides and *Best Day Hikes in CT*.

LIBRARY SERVICES

<i>Key Statistics</i>	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Volunteer hours per week	68	69	60	71	72
Total circulation of items	236,867	257,014	268,760	265,000	270,000
Circulation per capita	8.2	8.9	9.34	9.17	9.38
Ebook/Audiobook Downloads	9,454	11,763	17,922	18,800	19,300
Library visits	271,066	257,779	254,089	255,450	256,000
Computer users	50,542	48,115	47,547	50,650	50,000

<i>Performance Measures</i>	FY 2019 Actual	FY 2020 Target	FY 2020 Estimate	FY 2021 Target
Volunteer hours per capita is more than the statewide average	Windsor 0.108 Statewide 0.06	0.127	0.128	0.130
Circulation per capita exceeds statewide average	Windsor 9.34 Statewide 6.9	9.17	9.21	9.38
Library visits per capita exceed statewide average	Windsor 8.83 Statewide 5.3	9.06	8.88	8.90
Computer users exceed the statewide average	Windsor 1.65 Statewide 0.92	1.75	1.76	1.73

Note: Windsor's population of 28,760 and statewide per capita numbers are from Connecticut Public Library Annual Report 2018/2019.

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

Every 5.3 minutes someone accesses the Windsor Public Library website or one of its databases. Popular databases the library provides to Windsor patrons include Mango Languages, Ancestry and Job Now (with live online resume preparation and interview coaching).

LIBRARY SERVICES

FY 2021 Goals

1. Create a shared technology plan by September 2020, between the main library and the Wilson branch to guide new purchases and replacement of existing equipment at both locations.
2. Complete lighting conversion project at main library from incandescent to LED to further reduce electricity usage and eliminate need for bulb replacement by January 2021.
3. Study peak and low periods of patron traffic at both libraries Lending and Information desks to ensure adequate coverage and sufficient back-up to maintain good customer service. Examine overall needs of the departments and prepare succession plan by March 2021.
4. Work with 30 member libraries of Library Connection, our regional consortium, to establish a collaborative relationship with new Executive Director and communicate a clear understanding of our expectations. Provide staff representation on Library Connection Board, Finance, Technology, Lending and Bibliographic committees to help identify products and services that will enhance service to Windsor patrons.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
2501	Library Copy Machine Fund	53,142	12,000	12,000	53,142	12,000	45,142
2502	Windsor Library Association Grant	3,374	1,400	4,000	774	-	2,174
2503	Main Library Non-Print Materials	36,531	14,000	14,000	36,531	16,000	36,531
2504	Wilson Library Non-Print Connecticut	15,118	4,000	4,000	15,118	4,000	14,618
2505	Cary Nearing Book Project	11,702	-	-	11,702	-	11,702
2507	State Library Grant	3,015	-	2,500	515	510	5
2509	Library Association Donation***	8,681	-	-	8,681	-	8,681
N/A	Library Association Donation***	-	23,400	23,400	-	22,000	-
		131,563	54,800	59,900	126,463	54,900	118,853

***Not included in town system

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

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

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

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

#2505 - **Connecticut** - Revenues are from the state to help reimburse the library for non-residential use. Funds can be used for library materials, supplies, staff and equipment. For FY 20 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 FY 20 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,176,273	1,238,570	1,238,600	1,296,290	1,296,290
Supplies	8,185	8,450	8,370	8,430	8,430
Services	73,753	71,960	65,910	71,460	71,460
Maintenance & Repair	3,741	10,500	9,350	10,500	10,500
Grants & Contributions	-	-	3,500	-	-
Capital Outlay	-	-	3,000	-	-
Energy & Utility	14,027	15,280	15,460	15,840	15,840
Total	1,275,979	1,344,760	1,344,190	1,402,520	1,402,520

* 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		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	1,275,979	1,344,760	1,340,690	1,402,520	1,402,520
Special Revenue Funds	-	-	3,500	-	-
<i>Subtotal: Other Funds</i>	-	-	3,500	-	-
Total	1,275,979	1,344,760	1,344,190	1,402,520	1,402,520

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	10.89	11.00	10.89	11.08	11.08
Regular Part Time Employees	0.20	0.25	0.25	0.25	0.25
Temporary/Seasonal Employees	0.26	0.16	0.16	0.16	0.16
Total	11.35	11.41	11.30	11.49	11.49

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$570 primarily due to savings in Services. The overall FY 21 budget reflects an increase of \$57,760 or 4.3% as compared to the FY 20 budget primarily due to Personal Services.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,176,273	1,238,570	1,238,600	1,296,290	1,296,290
Supplies	8,185	8,450	8,370	8,430	8,430
Services	73,753	71,960	65,910	71,460	71,460
Maintenance & Repair	3,741	10,500	9,350	10,500	10,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	3,000	-	-
Energy & Utility	14,027	15,280	15,460	15,840	15,840
Total	1,275,979	1,344,760	1,340,690	1,402,520	1,402,520

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	3,500	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	3,500	-	-

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,176,273	1,238,570	1,238,600	1,296,290	1,296,290
Supplies	8,185	8,450	8,370	8,430	8,430
Services	73,753	71,960	65,910	71,460	71,460
Maintenance & Repair	3,741	10,500	9,350	10,500	10,500
Grants & Contributions	-	-	3,500	-	-
Capital Outlay	-	-	3,000	-	-
Energy & Utility	14,027	15,280	15,460	15,840	15,840
Total	1,275,979	1,344,760	1,344,190	1,402,520	1,402,520

DEVELOPMENT SERVICES
Budget Information
Fiscal Year 2017-2021

Expenditures

Expenditures by Category *	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual *	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,124,947	1,139,408	1,176,273	1,238,570	1,238,600	1,296,290	1,296,290
Supplies	7,033	4,153	8,185	8,450	8,370	8,430	8,430
Services	65,372	60,750	73,753	71,960	65,910	71,460	71,460
Maintenance & Repair	5,774	845	3,741	10,500	9,350	10,500	10,500
Grants & Contributions	-	-	-	-	3,500	-	-
Capital Outlay	2,426	960	-	-	3,000	-	-
Energy & Utility	14,209	13,260	14,027	15,280	15,460	15,840	15,840
Total	1,219,761	1,219,376	1,275,979	1,344,760	1,344,190	1,402,520	1,402,520

* 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 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual *	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,217,782	1,219,376	1,275,979	1,344,760	1,340,690	1,402,520	1,402,520
Total	1,217,782	1,219,376	1,275,979	1,344,760	1,340,690	1,402,520	1,402,520
Special Revenue Funds	1,979	-	-	-	3,500	-	-
<i>Subtotal: Other Funds</i>	<i>1,979</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>3,500</i>	<i>-</i>	<i>-</i>
Total	1,219,761	1,219,376	1,275,979	1,344,760	1,344,190	1,402,520	1,402,520

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	629,650	640,110	662,300	662,300
Supplies	5,970	5,970	5,970	5,970
Services	30,180	30,680	30,180	30,180
Maintenance & Repair	4,800	3,800	4,800	4,800
Grants & Contributions	-	-	-	-
Capital Outlay	-	3,000	-	-
Energy & Utility	11,430	11,520	11,430	11,430
Total	682,030	695,080	714,680	714,680

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	682,030	695,080	714,680	714,680
Special Revenue Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	682,030	695,080	714,680	714,680

Personnel Requirements

Full Time Equivalents	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.08	6.08
Regular Part Time Employees	0.25	0.25	0.25	0.25
Temporary/Seasonal Employees	-	-	-	-
Total	6.25	6.25	6.33	6.33

Budget Commentary

The FY 20 expenditures are expected to come in over budget by \$13,050 or 1.9%. The FY 21 budget reflects an increase of \$32,650 or 4.8% due to Personal Services.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm

Losses

\$672,670

- 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

\$42,010

- 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 towns

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	184,660	184,250	193,060	193,060
Supplies	320	300	300	300
Services	26,190	26,540	26,470	26,470
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,190	1,320	1,460	1,460
Total	212,360	212,410	221,290	221,290

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	212,360	212,410	221,290	221,290
Special Revenue Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	212,360	212,410	221,290	221,290

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	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 20 expenditures are expected to come in slightly over budget by \$50. The FY 21 budget reflects an increase of \$8,930 or 4.2% as compared to FY 20 mostly due to Personal Services.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion \$59,750

- 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 \$110,650

- 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 \$50,890

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	424,260	414,240	440,930	440,930
Supplies	2,160	2,100	2,160	2,160
Services	15,590	8,690	14,810	14,810
Maintenance & Repair	5,700	5,550	5,700	5,700
Grants & Contributions	-	3,500	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,660	2,620	2,950	2,950
Total	450,370	436,700	466,550	466,550

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	450,370	433,200	466,550	466,550
Special Revenue Funds	-	3,500	-	-
<i>Subtotal: Other Funds</i>	-	3,500	-	-
Total	450,370	436,700	466,550	466,550

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	3.89	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	3.89	4.00	4.00

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$13,670 or 3.0% primarily due to Personal Services and a partial year vacancy. The overall FY 21 budget reflects an increase of \$16,180 or 3.6% mostly due to Personal Services.

PLANNING

Products & Services

Plan Review & Design Development \$298,600

- 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 \$51,330

- 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 \$116,620

- 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 2020 Highlights

Building Safety

During FY 20, Building Safety permitted, inspected and issued certificates for the following major construction projects:

- Construction continues on Great Pond Village apartments (Phase I – 230 units)
- Verizon has completed the 20,000 square foot addition and existing building upgrade
- Upgrade to the Poquonock School HVAC system
- Demolition of the former auto dealership at the corner of Poquonock and Mack Street
- Renovation of 75 International Drive for the Blue Line distribution facility
- Completion of the electric upgrade at the Williamsburg apartments on Bloomfield Avenue
- Completion of the large ground mounted solar array for Loomis Chaffee
- Interior tenant fit outs and upgrades to several office buildings on Griffin Road No., and Waterside Crossing including vestibule renovations at 5 and 7 Waterside Crossing
- Interior tenant fit outs at 1 Market Circle for Fabrica's 130,410 square feet including the addition of a detached dining hall and a 15,000 square foot addition
- Construction of new homes in the Poquonock Villages development
- Renovation of 200 Great Pond Road for reoccupation by GE and other tenants
- Renovation of 550 Marshall Phelps Road for Sardilli Produce and Dairy
- Application of Permasteelisa's new façade at 123 Day Hill Road
- Renovation of 630 Pigeon Hill for tenant, Rolled Alloy
- Renovation to 995 Day Hill Road for new tenant, Community Health Resources
- Office renovation and lavatory upgrades at 80 Lamberton
- Renovation of former day care facility into new dental office at 313 Bloomfield Avenue
- All rooms upgraded at the Residence Inn on Dunfey Lane
- Renovations to rooms in the Hyatt Hotel
- Interior and exterior renovations to Fischer Technology at 750 Marshall Phelps Road
- Renovation at 144 Broad Street and the welcoming of Jay's Latin Cuisine restaurant
- The opening of Windsor Steak & Seafood on Poquonock Avenue

The Fire Marshal's Office continues to partner with other departments and agencies to reduce risks within the community and to promote a culture of safety. Two highlights from this year include working with Senior Services to facilitate an "Aging Mastery Program" which will equip seniors with skills and information they need to age safely at home and navigate life in their current lifestage, as well as participation in a nationwide pilot program led by the National Fire Protection Association to develop a tool to help communities conduct community risk assessments and to develop comprehensive and effective Community Risk Reduction Plans.

Economic Development

Accepted on behalf of the town the accreditation from the Connecticut Economic Development Association as exemplifying best practices in land use and economic development. Only 24 Connecticut towns were awarded this distinction.

Represented the town at a statewide conference to promote investment in the Wilson neighborhood which is one of only 72 census tracts in the state to be designated a Federal Opportunity Zone.

Continued 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, undertook several strategic initiatives including creation of a working group to support local manufacturing workforce development and the production of an e-newsletter to increase awareness of economic development in the four communities surrounding Bradley International Airport.

FY 2020 Highlights (continued)

Planning

In FY 20, several major projects were approved, including a four-story hotel and indoor/outdoor soccer/baseball facility adjacent to the existing outdoor softball facility.

Other noteworthy projects include upgrades to the Public Safety Complex and Conversion of 100 Addison Road into the new Police Station and Public Works annex; an update to the Day Hill Corridor chapter of the Plan of Conservation and Development; further updates of the Great Pond Form-Based Code; a comprehensive update of the Subdivision Regulations; and the incorporation of the Historic Survey into the the public GIS interface.

Development Services

<i>Key Statistics</i>	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Total construction value of building permits issued	\$135,583,363	\$82,057,327	\$95,604,062	\$42,000,000	\$49,200,000
Building permit fees collected	\$1,148,345	\$775,580	\$1,191,483	\$545,000	\$642,000
Existing business contacts by Economic Development staff	23	15	10	30	25
Prospective business contacts made by staff	15	16	18	20	25
Fees in-lieu of open space collected	\$0	\$3,000	\$3,000	\$15,000	\$9,000
Acres of open space preserved	0	95	0	2	0
Dwelling units approved by P&Z	1	0	232	0	300
Non-residential floor area approved by P&Z (square feet)	66,400	22,000	560,600	230,000	40,000
IWWC, HDC & P&Z applications	134	101	112	80	100
Equivalent number of household energy needs met by solar installations	153	266	80	100	100

<i>Performance Measures</i>	FY 2019 Actual	FY 2020 Target	FY 2020 Estimate	FY 2021 Target
Percentage of residential permits receiving follow-up inspections ensuring safety and code compliance of completed project	63%	75%	75%	80%
Average turnaround time for commercial permits, <i>measured in calendar days</i>	2	2	2	2
Percentage of multi-family residential buildings that are fully code compliant	12%	75%	50%	75%
Number of fire and life safety programs conducted by Fire Marshal's Office	59	65	65	70

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

In 2019, as part of a comprehensive master plan, Riverfront Recapture purchased the Russo properties at 100 and 120 Meadow Road. Although the majority of the acreage is in Hartford, it will provide new recreational opportunities to Windsor residents with plans to add a satellite boat house facility to the existing facility in Hartford, a new boat cove that will allow for novice water access, and connecting the trail system from our East Barber boat launch river trail to Riverfront Recapture's existing system that runs all the way to the meadows, south of Hartford.

DEVELOPMENT SERVICES

FY 2021 Goals

1. The Building Department will continue free state training to best educate residents and contractors on the codes relevant to their projects.
2. The Development Services Department will facilitate the implementation of the second phase of Great Pond Village.
3. The Planning Department will update the natural resources chapter of the Plan of Conservation and Development, moving towards completion of the entire POCD by 2025.
4. Economic and Community Development will promote new investment in the Wilson neighborhood by leveraging its status as a Federal Opportunity Zone.
5. Economic and Community Development will implement small business recovery assistance in cooperation with local and regional partners which will seek to link local businesses to resources and opportunities.
6. Fire Marshal's Office will continue to work with industrial and manufacturing facilities to update hazardous materials records.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2020			FY 2021			
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
1704	Wetlands Inventory Grant	343	-	350	-	-	-	-
1705	Wetlands Account	2,666	-	2,670	-	-	-	-
1707	Earth Day	480	-	480	-	-	-	-
		3,489	-	3,500	-	-	-	-

#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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	103,800	106,550	100,940	108,960	108,960
Supplies	391	850	790	850	850
Services	9,460	42,950	40,110	48,500	48,500
Loans	21,910	180,000	188,500	207,000	207,000
Energy & Utility	660	660	660	750	750
Total	136,221	331,010	331,000	366,060	366,060

* 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund	103,800	103,800	103,800	102,980	102,980
Small Cities Funds	-	-	-	-	-
Loan Repayment Fund	32,421	227,210	227,200	263,080	263,080
<i>Subtotal: Other Funds</i>	<i>32,421</i>	<i>227,210</i>	<i>227,200</i>	<i>263,080</i>	<i>263,080</i>
Total	136,221	331,010	331,000	366,060	366,060

Personnel Requirements

Full Time Equivalents (FTE's)	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.50	1.00	0.79	1.00	1.00
Regular Part Time Employees	0.33	0.50	0.50	0.50	0.50
Temporary/Seasonal Employees	-	-	-	-	-
Total	0.83	1.50	1.29	1.50	1.50

Budget Commentary

The overall FY 20 expenditures are expected to come in flat to budget. The FY 21 overall budget reflects an increase of \$35,050 or 10.6% and the General Fund portion has a slight decrease of \$820 or 0.8%. Personal Services and Loans are the main drivers for the non-General Fund increase.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	103,800	91,580	91,580	92,680	92,680
Supplies	-	790	790	850	850
Services	-	10,770	10,770	8,700	8,700
Loans	-	-	-	-	-
Energy & Utility	-	660	660	750	750
Total	103,800	103,800	103,800	102,980	102,980

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Loans	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	14,970	9,360	16,280	16,280
Supplies	391	60	-	-	-
Services	9,460	32,180	29,340	39,800	39,800
Loans	21,910	180,000	188,500	207,000	207,000
Energy & Utility	660	-	-	-	-
Total	32,421	227,210	227,200	263,080	263,080

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	103,800	106,550	100,940	108,960	108,960
Supplies	391	850	790	850	850
Services	9,460	42,950	40,110	48,500	48,500
Loans	21,910	180,000	188,500	207,000	207,000
Energy & Utility	660	660	660	750	750
Total	136,221	331,010	331,000	366,060	366,060

**COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2017-2021**

Expenditures

Expenditures by Category *	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	160,736	104,278	103,800	106,550	100,940	108,960	108,960
Supplies	754	727	391	850	790	850	850
Services	13,457	2,713	9,460	42,950	40,110	48,500	48,500
Loans	188,362	26,143	21,910	180,000	188,500	207,000	207,000
Grants & Contributions Energy & Utility	- 660	- 660	- 660	- 660	- 660	- 750	- 750
Total	363,969	134,521	136,221	331,010	331,000	366,060	366,060

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

Funding Sources

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	129,770	104,278	103,800	103,800	103,800	102,980	102,980
Small Cities Funds	145,834	5,821	-	-	-	-	-
Loan Repayment Fund	71,983	24,422	32,421	227,210	227,200	263,080	263,080
Project Management Fees	16,382	-	-	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>234,199</i>	<i>30,243</i>	<i>32,421</i>	<i>227,210</i>	<i>227,200</i>	<i>263,080</i>	<i>263,080</i>
Total	363,969	134,521	136,221	331,010	331,000	366,060	366,060

COMMUNITY DEVELOPMENT

Products & Services

Neighborhood and Grant Activities \$101,950

- 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

Housing Rehabilitation Program \$178,530

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

Small Business Loan Program \$85,580

- 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 2020 Highlights

Recruited and hired a new team. New staff has completed a series of training sessions and received certification for Community Development Block Grant (CDBG) administration and Environmental Review. The newly formed team has thus far updated the program guidelines, application, website, filing system and has been working towards revamping our fair housing action plan.

Six residential units are expected to be completed by June 30 through the town's Housing Rehabilitation program with an estimated construction cost of \$153,500. 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.

One small business loan is expected to be completed by June 30 with an estimated cost of \$35,000. Loans are provided to businesses that meet income eligibility qualifications.

Referred six home owners to the appropriate agency 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 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.

Conducted extensive community outreach related to planning for disposition of Wolcott School and Wilson redevelopment parcel.

COMMUNITY DEVELOPMENT

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS As Of 6/30/2019

<u>Type of Loan</u>	<u>Principal Balances</u>
Amortized Payment Loans: <i>Housing Rehab. & Downpayment Assistance</i>	\$160,524
Deferred Payment Loans: <i>Housing Rehabilitation</i>	2,335,827
Forgiveness Loans: <i>Housing Rehabilitation</i>	2,213
Amortized Economic Development Loans:	<u>69,934</u>
Sub-total	<u>\$2,568,498</u>
Allowance for uncollectible loans	<u>(500,000)</u>
Loans Receivable, net	<u>\$2,068,498</u>

<i>Performance Measures</i>	FY 2019 Actual	FY 2020 Target	FY 2020 Estimate	FY 2021 Target
Number of housing rehabilitation projects	1	15	7	8
Number of small business loans	0	1	1	2

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

In FY 20, more than 50% of housing rehabilitation loans were given to female headed households.

FY 2021 Goals

1. Continue the successful Housing Rehabilitation program utilizing revolving loan funds generated by repayments of prior loans.
2. Expand the program's ability to meet the need to rehabilitate housing stock by applying for additional grant funds from the Connecticut Department of Housing.
3. Evaluate program approach and impact by (1) organizing and evaluating historic and present program data and (2) building relationships with local leaders and community-based organizations.
4. Assist two businesses with a small business loan from revolving loan funds generated by repayment of prior loans.

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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,863,936	4,351,450	4,087,590	4,513,320	4,513,320
Supplies	359,594	454,630	449,590	482,870	467,870
Services	1,208,584	941,260	900,780	1,033,200	1,033,200
Maintenance & Repair	621,965	547,450	674,750	670,940	670,940
Grants & Contributions	-	-	-	-	-
Capital Outlay	75,978	51,000	52,500	51,000	51,000
Energy & Utility	1,023,136	1,154,570	1,142,080	1,167,700	1,167,700
Total	7,153,193	7,500,360	7,307,290	7,919,030	7,904,030

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

Funding Sources

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

Funding Source	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	5,968,153	6,448,640	6,250,660	6,665,610	6,650,610
Charges to Other Departments	105,852	110,700	110,700	110,700	110,700
Town Support for Education	113,053	142,580	142,580	144,790	144,790
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>6,187,058</i>	<i>6,701,920</i>	<i>6,503,940</i>	<i>6,921,100</i>	<i>6,906,100</i>
State Grants - Town Aid Road Improvements	267,528	390,000	390,000	590,000	590,000
Facilities Revenues	377,934	210,040	214,950	209,530	209,530
User Fees	-	-	-	-	-
Reimbursements	3,106	-	-	-	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400
<i>Subtotal: Other Funds</i>	<i>666,968</i>	<i>618,440</i>	<i>623,350</i>	<i>817,930</i>	<i>817,930</i>
State Grants - LoCIP (Capital Outlay Fund)	299,167	180,000	180,000	180,000	180,000
Total	7,153,193	7,500,360	7,307,290	7,919,030	7,904,030

Personnel Requirements

Full Time Equivalent (FTE)	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	35.06	38.15	36.55	38.15	38.15
Regular Part Time Employees	3.40	3.69	2.96	2.96	2.96
Temporary/Seasonal Employees	3.81	3.65	3.00	3.00	3.00
Total	42.27	45.49	42.51	44.11	44.11

Budget Commentary

The overall FY 20 expenditures are expected to be under budget \$193,070 or 2.6% primarily as a result of Personal Services savings in Storm Control, Administration and Equipment Repair. The FY 20 General Fund expenditures are expected to be under budget by \$197,980 or 3.1% mostly due to savings in Personal Services in Storm Control, Administration and Equipment Repair. The overall FY 21 budget reflects an increase of \$418,670 or 5.6% primarily due to Personal Services and Services funded by the Town Aid Road Improvements Grant. The FY 21 General Fund budget reflects an increase of \$216,970 or 3.4% mostly due to Personal Services.

Council Action

During budget deliberations, the Town Council decreased \$15,000 in funding to Storm Control for materials and supplies.

PUBLIC WORKS AND ENGINEERING EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,739,927	4,218,920	3,955,490	4,378,580	4,378,580
Supplies	256,653	289,680	284,580	297,320	282,320
Services	632,290	456,160	421,180	379,200	379,200
Maintenance & Repair	540,534	501,450	613,750	617,540	617,540
Grants & Contributions	-	-	-	-	-
Capital Outlay	75,978	51,000	52,500	51,000	51,000
Energy & Utility	722,771	931,430	923,160	941,970	941,970
Total	5,968,153	6,448,640	6,250,660	6,665,610	6,650,610

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	94,358	101,630	101,630	103,840	103,840
Supplies	18,695	35,950	35,950	35,950	35,950
Services	-	5,000	5,000	5,000	5,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	105,852	110,700	110,700	110,700	110,700
Total	218,905	253,280	253,280	255,490	255,490

Special Revenue & Other Fund Expenditures:

Expenditures by Category	2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	29,651	30,900	30,470	30,900	30,900
Supplies	84,246	129,000	129,060	149,600	149,600
Services	576,294	480,100	474,600	649,000	649,000
Maintenance & Repair	81,431	46,000	61,000	53,400	53,400
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	194,513	112,440	108,220	115,030	115,030
Total	966,135	798,440	803,350	997,930	997,930

Total Expenditures (agrees with page M-1):

Expenditures by Category	2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,863,936	4,351,450	4,087,590	4,513,320	4,513,320
Supplies	359,594	454,630	449,590	482,870	467,870
Services	1,208,584	941,260	900,780	1,033,200	1,033,200
Maintenance & Repair	621,965	547,450	674,750	670,940	670,940
Grants & Contributions	-	-	-	-	-
Capital Outlay	75,978	51,000	52,500	51,000	51,000
Energy & Utility	1,023,136	1,154,570	1,142,080	1,167,700	1,167,700
Total	7,153,193	7,500,360	7,307,290	7,919,030	7,904,030

**PUBLIC WORKS AND ENGINEERING
BUDGET INFORMATION
Fiscal Year 2017-2021**

Expenditures

Expenditures by Category *	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual *	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,724,901	3,783,191	3,863,936	4,351,450	4,087,590	4,513,320	4,513,320
Supplies	503,896	334,655	359,594	454,630	449,590	482,870	467,870
Services	1,467,272	751,869	1,208,584	941,260	900,780	1,033,200	1,033,200
Maintenance & Repair	451,773	524,768	621,965	547,450	674,750	670,940	670,940
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	49,274	75,119	75,978	51,000	52,500	51,000	51,000
Energy & Utility	967,805	1,014,502	1,023,136	1,154,570	1,142,080	1,167,700	1,167,700
Total	7,164,921	6,484,104	7,153,193	7,500,360	7,307,290	7,919,030	7,904,030

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

Funding Sources

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

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual *	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	5,707,787	5,695,168	5,968,153	6,448,640	6,250,660	6,665,610	6,650,610
Charges to Other Departments	103,939	102,660	105,852	110,700	110,700	110,700	110,700
Town Support for Education	105,839	110,805	113,053	142,580	142,580	144,790	144,790
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>5,917,565</i>	<i>5,908,633</i>	<i>6,187,058</i>	<i>6,701,920</i>	<i>6,503,940</i>	<i>6,921,100</i>	<i>6,906,100</i>
User Fees	-	-	-	-	-	-	-
State Grants - Town Aid Road Improvements	521,227	302,531	267,528	390,000	390,000	590,000	590,000
Facilities Revenues & User Fees	344,301	237,052	377,934	210,040	214,950	209,530	209,530
Reimbursements	2,222	4,821	3,106	-	-	-	-
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>886,150</i>	<i>562,804</i>	<i>666,968</i>	<i>618,440</i>	<i>623,350</i>	<i>817,930</i>	<i>817,930</i>
State Grants- LoCIP (Capital Outlay Fund)	361,206	12,667	299,167	180,000	180,000	180,000	180,000
Total	7,164,921	6,484,104	7,153,193	7,500,360	7,307,290	7,919,030	7,904,030

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	561,740	477,720	608,350	608,350
Supplies	1,400	1,400	3,400	3,400
Services	12,360	12,360	3,000	3,000
Maintenance & Repair	-	-	7,360	7,360
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	6,700	7,000	7,000
Total	575,500	498,180	629,110	629,110

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	557,100	479,780	610,710	610,710
Town Support for Education	-	-	-	-
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>557,100</i>	<i>479,780</i>	<i>610,710</i>	<i>610,710</i>
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400
<i>Subtotal: Other Funds</i>	<i>18,400</i>	<i>18,400</i>	<i>18,400</i>	<i>18,400</i>
Total	575,500	498,180	629,110	629,110

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.15	3.00	4.15	4.15
Regular Part Time Employees	1.25	1.25	1.25	1.25
Temporary/Seasonal Employees	-	-	-	-
Total	5.40	4.25	5.40	5.40

Budget Commentary

The FY 20 expenditures are expected to come in under budget by \$77,320 or 13.4% due to Personal Services for partial year vacancies. The FY 21 budget reflects an increase of \$53,610 or 9.3% due primarily to Personal Services.

ADMINISTRATION

Products & Services

Executive Management \$610,710

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	556,370	528,440	576,920	576,920
Supplies	3,900	3,800	3,900	3,900
Services	27,100	56,950	30,200	30,200
Maintenance & Repair	3,000	3,000	9,400	9,400
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	7,770	3,200	4,050	4,050
Total	598,140	595,390	624,470	624,470

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	598,140	595,390	624,470	624,470
Special Revenue Funds	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	598,140	595,390	624,470	624,470

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	4.66	5.00	5.00
Regular Part Time Employees	-	0.65	0.65	0.65
Temporary/Seasonal Employees	0.65	-	-	-
Total	5.65	5.31	5.65	5.65

Budget Commentary

The FY 20 expenditures are expected to come in under budget by \$2,750 or 0.5% mostly due to savings in Personal Services for partial year vacancies offset in part by increased use of Contractual Services. The FY 21 budget reflects an increase of \$26,330 or 4.4% due to Personal Services, Repairs & Maintenance and Contractual Services.

DESIGN SERVICES

Products & Services

Road Improvements \$123,770

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

Professional and Technical Advice \$94,950

- 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 \$63,300

- 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, floodplain and subdivisions.

Stormwater Management \$111,110

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

Capital Improvements \$123,750

- 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 \$94,940

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

Floodplain Management \$12,650

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,219,930	1,180,600	1,241,050	1,241,050
Supplies	112,800	115,000	114,500	114,500
Services	35,100	56,100	50,600	50,600
Maintenance & Repair	-	1,200	1,200	1,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	7,100	7,100	7,100	7,100
Total	1,374,930	1,360,000	1,414,450	1,414,450

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	1,232,350	1,217,420	1,269,660	1,269,660
Town Support for Education	142,580	142,580	144,790	144,790
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>1,374,930</i>	<i>1,360,000</i>	<i>1,414,450</i>	<i>1,414,450</i>
Reimbursements	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total	1,374,930	1,360,000	1,414,450	1,414,450

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	11.75	11.75	11.75	11.75
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	3.00	3.00	3.00	3.00
Total	14.75	14.75	14.75	14.75

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$14,930 or 1.1%. The overall FY 21 budget reflects an increase of \$39,520 or 2.9%, primarily due to Personal Services. The FY 21 General Fund budget reflects an increase of \$37,310 or 3.0% for the same reason.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas \$439,230

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

Irrigate Turf Areas \$42,320

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

Improve Turf Areas \$84,630

- 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 \$70,530

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

Veterans Cemetery Maintenance \$28,210

- Install cemetery headstones and other related maintenance.

Prepare Fields for Recreational Use \$56,420

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

Maintain Safe Playground Equipment \$28,210

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

Maintain Medians & Planted Areas \$170,240

- 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 \$240,770

- 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 \$35,260

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

Public Property Litter \$21,160

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

Maintain Public Trail Areas \$42,320

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

Install & Maintain Ice Rinks \$10,360

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

Town Support for Education \$144,790

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	380,600	376,690	400,110	400,110
Supplies	26,430	26,490	27,280	27,280
Services	207,290	115,500	109,990	109,990
Maintenance & Repair	205,250	331,350	313,780	313,780
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	3,500	2,000	2,000
Energy & Utility	505,530	490,910	499,500	499,500
Total	1,327,100	1,344,440	1,352,660	1,352,660

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	1,006,360	1,018,790	1,032,430	1,032,430
Charges to Other Departments	110,700	110,700	110,700	110,700
<i>Subtotal: Public Works and Eng. General Fund</i>	<i>1,117,060</i>	<i>1,129,490</i>	<i>1,143,130</i>	<i>1,143,130</i>
Facilities Revenues	210,040	214,950	209,530	209,530
<i>Subtotal: Special Revenue Funds</i>	<i>210,040</i>	<i>214,950</i>	<i>209,530</i>	<i>209,530</i>
Total	1,327,100	1,344,440	1,352,660	1,352,660

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.89	3.00	3.00
Regular Part Time Employees	1.88	0.50	0.50	0.50
Temporary/Seasonal Employees	-	-	-	-
Total	4.88	3.39	3.50	3.50

Budget Commentary

The overall FY 20 expenditures are expected to come in over budget by \$17,340 or 1.3%. The FY 20 General Fund expenditures are expected to be over budget by \$12,430 or 1.2% primarily due to volume of Maintenance & Repairs for town facilities. The overall FY 21 budget reflects an increase of \$25,560 or 1.9% as compared to the FY 20 budget due to Personal Services. The FY 21 General Fund budget reflects an increase of \$26,070 or 2.6% for the same reason as well as the use of General Fund monies in place of a portion of Special Revenue funds for Energy & Utility costs at 100 Addison Road.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center \$294,230

- 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 \$229,410

- 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 \$145,320

- 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 \$109,710

- 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 \$256,830

- 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 \$153,970

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

Administration of Building Improvements \$163,190

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	380,770	380,270	397,250	397,250
Supplies	58,500	58,500	60,340	60,340
Services	433,110	433,570	573,110	573,110
Maintenance & Repair	99,200	99,200	99,200	99,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	971,580	971,540	1,129,900	1,129,900

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	546,580	546,540	564,900	564,900
State Grants - Town Aid Road Improvements	245,000	245,000	385,000	385,000
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>245,000</i>	<i>245,000</i>	<i>385,000</i>	<i>385,000</i>
State Grants - LoCIP (Capital Outlay Fund)	180,000	180,000	180,000	180,000
Total	971,580	971,540	1,129,900	1,129,900

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	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 FY 20 overall and General Fund expenditures are expected to be on budget. The overall FY 21 budget reflects an increase of \$158,320 or 16.3% as compared to the FY 20 budget primarily due to an increase in Services funded by the Town Aid Road Improvements Grant. The FY 21 General Fund reflects an increase of \$18,320 or 3.4% mostly due to Personal Services.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks \$144,290

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

Localized Pavement Repairs \$112,730

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

Pavement Preventive Maintenance/Snow Materials \$156,700

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

Mill & Repave Streets \$543,710

- 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 \$145,420

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

Repair Dirt Roads \$15,790

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

Pavement Management System Maint. \$11,260

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	379,240	375,670	402,790	402,790
Supplies	29,000	32,500	30,050	30,050
Services	43,500	43,500	43,500	43,500
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	451,740	451,670	476,340	476,340

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	431,740	431,670	456,340	456,340
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	451,740	451,670	476,340	476,340

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	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 and General Fund FY 20 expenditures are expected to be on budget. The FY 21 budget reflects an increase of \$24,600 or 5.4% compared to the FY 20 budget primarily due to Personal Services.

STORMWATER DRAINAGE

Products & Services

*Repair or Replace Catch Basins and
Adjust Manholes* \$286,480

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

Clean Detention Ponds \$11,780

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

Maintain Channels of Brooks \$6,120

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

New Drainage Systems \$11,780

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

Maintain Stormwater Drainage Pipe \$95,650

- Maintain 98 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 \$4,710

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

*Catch Basin Sand and Litter Removal
& Inspection* \$59,820

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	296,220	291,730	291,510	291,510
Supplies	13,000	14,300	13,800	13,800
Services	118,800	118,800	158,800	158,800
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	529,500	529,500	545,380	545,380
Total	957,520	954,330	1,009,490	1,009,490

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	957,520	954,330	969,490	969,490
State Grants - Town Aid Road Improvements	-	-	40,000	40,000
<i>Subtotal: Special Revenue Funds</i>	-	-	40,000	40,000
Total	957,520	954,330	1,009,490	1,009,490

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

The overall FY 20 expenditures are expected to come in \$3,190 or 0.3% under budget. The overall FY 21 budget reflects an increase of \$51,970 or 5.4% as compared to the FY 20 budget due primarily to an increase in Energy & Utility costs and Services funded by the Town Aid Road Improvements Grant.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

<i>Town-Wide Safety Markings</i>	\$50,580	<i>Guiderails & Barricades</i>	\$20,230
<ul style="list-style-type: none">• Install and maintain pavement markings• Repaint crosswalks, stop lines and railroad crossings as needed.		<ul style="list-style-type: none">• Maintain and repair four miles of guiderails.	
<i>Traffic & Safety Signing</i>	\$80,920	<i>State-Mandated Evictions and Auctions</i>	\$13,140
<ul style="list-style-type: none">• Install traffic control and street name signs• Replace vandalized, stolen or outdated signs• Provide special street signage as requested.		<ul style="list-style-type: none">• Respond to up to 45 evictions yearly• Move and store property for evictions• Auction unclaimed property from evictions and town surplus property.	
<i>Streetlights</i>	\$503,780	<i>Election Setup</i>	\$18,200
<ul style="list-style-type: none">• Fund utility costs for 3,731 streetlights• Maintain 836 town-owned streetlights• Repair/replace damaged or aging streetlights• Inspect/accept new streetlights in subdivisions• Monitor and inspect contractor repairs.		<ul style="list-style-type: none">• Set up and take down equipment for referendums, primaries and elections.	
<i>Traffic Signals</i>	\$121,370	<i>24-Hour Emergency Response</i>	\$30,340
<ul style="list-style-type: none">• 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.		<ul style="list-style-type: none">• Respond to police request to remove debris caused by motor vehicle accidents• Remove dead animals from roads• Respond to requests for chemical spill containment.	
<i>Community Events</i>	\$73,840	<i>Clean Streets</i>	\$66,750
<ul style="list-style-type: none">• Set up and take down equipment for events which include:<ul style="list-style-type: none">▪ 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▪ Block parties.		<ul style="list-style-type: none">• Sweep and remove sand and litter from 155 miles of roads and from town and Board of Education parking areas• Sweep streets in support of street resurfacing as well as community events.	
		<i>Sanitary Waste Removal</i>	\$30,340
		<ul style="list-style-type: none">• Removal of waste from town facilities and litter receptacles.	

EQUIPMENT REPAIR

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

Expenditures

Expenditures by Category *	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	361,210	349,100	366,800	366,800
Supplies	63,000	63,000	63,000	63,000
Services	64,000	64,000	64,000	64,000
Maintenance & Repair	240,000	240,000	240,000	240,000
Grants & Contributions	-	-	-	-
Capital Outlay	49,000	49,000	49,000	49,000
Energy & Utility	104,670	104,670	104,670	104,670
Total	881,880	869,770	887,470	887,470

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	881,880	869,770	887,470	887,470
State Grants - Town Aid Road Improvements	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	881,880	869,770	887,470	887,470

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.25	3.25	3.25	3.25
Regular Part Time Employees	0.56	0.56	0.56	0.56
Temporary/Seasonal Employees	-	-	-	-
Total	3.81	3.81	3.81	3.81

Budget Commentary

The FY 20 overall and General Fund expenditures are expected to come in under budget by \$12,110 or 1.4% primarily due to Personal Services. The FY 21 overall budget reflects an increase of \$5,590 or 0.6% as compared to the FY 20 budget.

EQUIPMENT REPAIR

Products & Services

Fleet Maintenance \$647,930

- 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 \$213,030

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

Vehicle & Equipment Procurement \$26,510

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	215,370	127,370	228,540	228,540
Supplies	146,600	134,600	166,600	151,600
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	361,970	261,970	395,140	380,140

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works and Engineering	236,970	136,970	250,140	235,140
State Grants - Town Aid Road Improvements	125,000	125,000	145,000	145,000
<i>Subtotal: Special Revenue Funds</i>	<i>125,000</i>	<i>125,000</i>	<i>145,000</i>	<i>145,000</i>
Total	361,970	261,970	395,140	380,140

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 20 expenditures are expected to come in under budget by \$100,000, or 27.6%. The overall FY 21 budget reflects an increase of \$33,170 or 9.2% due to Personal Services and an increase in Services funded by the Town Aid Road Improvements Grant.

Council Action

During budget deliberations, the Town Council decreased \$15,000 in funding to Storm Control for materials and supplies.

STORM CONTROL

Products & Services

Clear, Safe Pavement Surfaces \$380,140

- Respond immediately, 24-hours-a-day, to hazardous road conditions reported by the Windsor Police Department or others
- Plow and sand over 150 miles of roads, 189 cul-de-sacs, 39 acres of public parking lots, and all town-owned sidewalks along streets and at town buildings
- Maintain snow plowing and ice control vehicles and attachments including 25 snowplows, 20 material spreaders, 3 payloaders and 3 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 2020 Highlights

Public Works and Engineering

Public Works coordinated with the milling and paving of approximately 6.8 miles of roadway including Day Hill Road, Faneuil Street, Barber Street, Broadview Place, Allen Street, East Wolcott Avenue, Norman Avenue, Matianuck Avenue, Rood Avenue, East Service Road, Dudley Town Road, Sycamore Street, Sycamore Circle, Rood Avenue, Lincoln Way, Merriman Road and Addison Road. Prior to the milling and paving, Department of Public Works staff 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 20 town-owned streets. More than 220 miles of cracks were sealed on those streets.

Public works coordinated and supervised the cleaning of approximately 2,200 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. We also performed the sweeping of over 150 miles of town roads as an additional preventative maintenance measure. Public Works cleared and graded several storm drainage detention basins within the town to improve their effectiveness as well.

The Engineering Department oversaw the preparation of construction documents, bidding and initiation of construction of Deerfield Road Rehabilitation, Island Road Reconstruction and the repair to concrete stairs at Lennox/Moorlands. The construction documents for the Archer Road Rehabilitation project were also prepared this year. The Deerfield Road construction project is being funded through the Connecticut Department of Transportation's Local Transportation Capital Improvement Program (LOTICIP), which provides 100% state funding towards construction costs.

Facility Management

The new police station project, at 110 Addison Road, is under construction and expected to be complete in late summer. The actual construction cost was in line with design phase estimates and change orders during construction were minimal.

The fire and MS station project, at 340 Bloomfield Avenue, is under design and expected to bid in Spring 2020. Construction is slated to begin in the Fall 2020. The design phase cost estimates correlate to funding appropriation amounts.

Construction of the Town Hall Portico Restoration project was completed this year. The project included new concrete decking and waterproofing, column repairs and replacement of stairs and railings.

Interior renovations at the DPW facility, 99 Day Hill Road, were designed and bid. The project includes renovation to restrooms, hallway, administrative and meeting room areas. Windows in the lunch room and administrative area will also be replaced, and water and mold damage will be repaired. Construction will occur during the summer/fall months.

A project for an addition and other improvements to Northwest Park Nature Center is under construction. The improvements include siding and structural enhancements.

PUBLIC WORKS AND ENGINEERING

FY 2020 Highlights (continued)

Traffic Safety and Community Support

Public Works and Engineering oversaw the replacement of approximately 135 commercial streetlights and poles throughout town. The new aluminum streetlight poles replaced aging and damaged steel poles under the town's Streetlight Replacement Program.

We also supervised the addition of a new traffic signal at the intersection of Day Hill Road and Newport Road (Great Pond Village), and performed the installation of two large, custom "Best Truck Route" signs on eastbound Day Hill Road.

Public Works and Engineering administered the preparation of construction for documents for the installation of adaptive traffic signal improvements along the Day Hill Road corridor.

PUBLIC WORKS AND ENGINEERING

<i>Key Statistics</i>	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Pavement management activities such as milling & paving and crack filling	\$802,000	\$814,000	\$1,175,000	\$915,000	\$1,200,000
Snow control services from the General Fund and grant funding	\$467,600	\$405,700	\$455,000	\$471,200	\$468,200
Public outreach efforts including meetings and direct mailings	15	8	6	8	8
Total value of construction engineering projects awarded	\$4,420,000	\$2,988,000	\$1,800,000	\$1,840,000	\$2,560,000

<i>Performance Measures</i>	FY 2019 Actual	FY 2020 Target	FY 2020 Estimate	FY 2021 Target
Number of center-line miles of streets milled and paved	6.1	6.0	6.8	6.5
Average number of days to close SeeClickFix complaints regarding pothole or pavement issues	8.5	9.0	9.0	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	4.2%	5.0%	5.0%	5.0%

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

The Public Works Department is actively engaged in providing safe and healthy trees on public-owned properties throughout our community. According to Public Works' work order logs, during the calendar year from January 1, 2019 to December 31, 2019, Public Works addressed more than 350 tree-related issues. They included:

- 165 removals (including over 100 Emerald Ash Borer-infested trees)
- 116 tree trimmings, and
- 54 stump removals.

PUBLIC WORKS AND ENGINEERING

FY 2021 Goals

1. Complete the construction of the Deerfield Road Rehabilitation Project and Archer Road Rehabilitation Project funded through the Local Transportation Capital Improvement Grant Program.
2. Work with the Board of Education to complete parking area improvements at the Poquonock School.
3. Perform the removal of the outdated underground fuel storage tank at Roger Wolcott School and convert the existing oil-fired burners to gas burners.
4. Work with the Board of Education to complete the installation of the Sage Park Middle School air conditioning system.
5. 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).
6. Work with the Public Building Commission to complete the construction of the new Fire & EMS Department improvements at 340 Bloomfield Avenue.
7. Complete the installation of the Day Hill Road Adaptive Traffic Signal System, funded by a Congestion Mitigation and Air Quality program grant.
8. Work with the Public Building Commission to complete the Wilson Fire Station HVAC improvements and Poquonock Fire Station roof replacement.
9. 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.

SPECIAL REVENUE FUNDS

Public Works and Engineering

Project #	Project Name	Beginning Balance (7/1/19)	FY 2020			FY 2021		
			Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
1980	Stony Hill School	3,214	5,810	5,780	3,234	5,850	5,550	3,534
2014	330 Windsor Avenue Maintenance	33,804	132,140	119,850	46,094	133,750	114,440	65,404
4003	Archer Road Maintenance	-	-	-	-	-	-	-
4009	Town Aid Road Improvements	829,419	390,000	390,000	829,419	590,000	590,000	829,419
4012	Local Cap. Improve. - Recording Fees	131,299	-	-	131,299	-	-	131,299
4018	Veterans Cemetery	(2,816)	1,500	-	(1,316)	1,500	-	184
4100	Rental Revenue (Properties)	7,221	22,300	18,650	10,871	22,300	16,110	17,061
4101	Train Station/Freight House	58,535	30,930	27,660	61,805	32,050	30,430	63,425
4102	Roger Wolcott Building	71,848	70,600	67,080	75,368	56,400	56,400	75,368
4103	Parks Garage Leased Space/100 Addison Road	111,765	-	43,000	68,765	-	43,000	25,765
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		1,249,990	653,280	672,030	1,231,240	841,850	855,930	1,217,160

#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 (LOCIPI), 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.

#4003 - 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	346,175	406,870	408,250	427,030	427,030
Supplies	76,576	83,710	79,780	81,840	81,840
Services	124,076	142,640	137,730	135,360	135,360
Maintenance & Repair	36,000	33,500	32,500	32,500	32,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	28,000	-	-	-	-
Energy & Utility	4,201	4,870	4,870	5,300	5,300
Total	615,028	671,590	663,130	682,030	682,030

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

Funding Sources

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

Funding Source	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	474,865	540,080	539,630	563,930	563,930
Other General Fund Accounts	46,334	49,500	50,500	49,500	49,500
<i>Subtotal: Info. Services Gen. Fund</i>	<i>521,199</i>	<i>589,580</i>	<i>590,130</i>	<i>613,430</i>	<i>613,430</i>
Grants	6,500	7,500	7,500	7,500	7,500
User Fees	69,329	56,510	47,500	43,100	43,100
<i>Subtotal: Special Revenue Funds</i>	<i>75,829</i>	<i>64,010</i>	<i>55,000</i>	<i>50,600</i>	<i>50,600</i>
Other Funds	18,000	18,000	18,000	18,000	18,000
Total	615,028	671,590	663,130	682,030	682,030

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.81	4.00	3.98	4.08	4.08
Regular Part Time Employees	0.90	0.07	0.13	-	-
Temporary/Seasonal Employees	-	-	0.07	0.07	0.07
Total	3.71	4.07	4.18	4.15	4.15

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$8,460 or 1.3%. This is primarily due to a decrease in expenditures in Special Revenue Account as the lower archival storage room project was completed. The FY 20 General Fund expenditures are expected to come in on budget. The overall FY 21 budget reflects an increase of \$10,440 or 1.6% as compared to the FY 20 budget due primarily to Personal Services offset by the storage room project as well as the reduction in copier lease costs. The FY 21 General Fund budget reflects an increase of \$23,850 or 4.4% due to Personal Services and an increase in administrative costs for the Presidential Election.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	345,288	404,150	405,750	424,430	424,430
Supplies	32,149	30,710	29,780	31,840	31,840
Services	66,227	68,350	67,230	70,360	70,360
Maintenance & Repair	27,000	32,000	32,000	32,000	32,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	4,201	4,870	4,870	5,300	5,300
Total	474,865	540,080	539,630	563,930	563,930

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	39,779	44,000	44,000	44,000	44,000
Services	6,555	5,500	6,500	5,500	5,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	46,334	49,500	50,500	49,500	49,500

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	887	2,720	2,500	2,600	2,600
Supplies	4,648	9,000	6,000	6,000	6,000
Services	51,294	68,790	64,000	59,500	59,500
Maintenance & Repair	9,000	1,500	500	500	500
Grants & Contributions	-	-	-	-	-
Capital Outlay	28,000	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	93,829	82,010	73,000	68,600	68,600

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	346,175	406,870	408,250	427,030	427,030
Supplies	76,576	83,710	79,780	81,840	81,840
Services	124,076	142,640	137,730	135,360	135,360
Maintenance & Repair	36,000	33,500	32,500	32,500	32,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	28,000	-	-	-	-
Energy & Utility	4,201	4,870	4,870	5,300	5,300
Total	615,028	671,590	663,130	682,030	682,030

INFORMATION SERVICES Budget Information Fiscal Year 2017-2021

Expenditures

Expenditures by Category *	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	337,260	339,033	346,175	406,870	408,250	427,030	427,030
Supplies	85,524	68,473	76,576	83,710	79,780	81,840	81,840
Services	132,362	139,024	124,076	142,640	137,730	135,360	135,360
Maintenance & Repair	10,164	9,762	36,000	33,500	32,500	32,500	32,500
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	28,000	-	-	-	-
Energy & Utility	4,431	4,684	4,201	4,870	4,870	5,300	5,300
Total	569,741	560,976	615,028	671,590	663,130	682,030	682,030

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

Funding Sources

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

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	441,400	458,130	474,865	540,080	539,630	563,930	563,930
Other General Fund Accounts	53,916	41,249	46,334	49,500	50,500	49,500	49,500
<i>Subtotal: Info. Services Gen. Fund</i>	<i>495,316</i>	<i>499,379</i>	<i>521,199</i>	<i>589,580</i>	<i>590,130</i>	<i>613,430</i>	<i>613,430</i>
Grants	5,000	5,000	6,500	7,500	7,500	7,500	7,500
User Fees	51,425	38,597	69,329	56,510	47,500	43,100	43,100
<i>Subtotal: Special Revenue Funds</i>	<i>56,425</i>	<i>43,597</i>	<i>75,829</i>	<i>64,010</i>	<i>55,000</i>	<i>50,600</i>	<i>50,600</i>
<i>Other Funds</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>
Total	569,741	560,976	615,028	671,590	663,130	682,030	682,030

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	276,570	276,080	287,950	287,950
Supplies	20,410	17,350	19,040	19,040
Services	59,540	54,630	50,550	50,550
Maintenance & Repair	33,500	32,500	32,500	32,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,020	3,020	3,300	3,300
Total	393,040	383,580	393,340	393,340

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	329,030	328,580	342,740	342,740
Other General Fund Accounts	-	-	-	-
<i>Subtotal: Info. Services General Fund</i>	<i>329,030</i>	<i>328,580</i>	<i>342,740</i>	<i>342,740</i>
Grants	7,500	7,500	7,500	7,500
User Fees	56,510	47,500	43,100	43,100
<i>Subtotal: Special Revenue Funds</i>	<i>64,010</i>	<i>55,000</i>	<i>50,600</i>	<i>50,600</i>
Other Funds	-	-	-	-
Total	393,040	383,580	393,340	393,340

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.90	3.00	3.00
Regular Part Time Employees	0.07	0.13	-	-
Temporary/Seasonal Employees	-	0.07	0.07	0.07
Total	3.07	3.10	3.07	3.07

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$9,460 or 2.4% due primarily to partial year vacancy savings and a decrease in Special Revenue fund expenditures from the completion of the lower archival storage room project. The FY 20 General Fund expenditures are expected to come in under budget by \$450 due to savings in Personal Services. The overall FY 21 budget reflects a net increase of \$300 as compared to the FY 20 budget due to the completion of the previous project which offset any increases. The FY 21 General Fund expenditures reflects an increase of \$13,710 or 4.2% due primarily to Personnel Services and an increase in administration costs for the Presidential Election.

TOWN CLERK

Products & Services

Public Records \$177,810

- 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 \$56,120

- 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.



Dora (Cooke) is our 2019 Win Wag Photo Contest Winner in the Adult Dog Category.

Elections Support \$74,850

- 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 \$9,480

- Register and certify Notary and Justice of the Peace appointments
- Notarize documents in accordance with State Statutes and town policy
- Authenticate signatures of Notaries for documents submitted to foreign countries
- Provide notary applications, manuals and literature
- Issue certificates of trade name and maintain an official database
- Maintain records and a database of Veterans discharge records.

Information Assistance \$75,080

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	130,300	132,170	139,080	139,080
Supplies	63,300	62,430	62,800	62,800
Services	83,100	83,100	84,810	84,810
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,850	1,850	2,000	2,000
Total	278,550	279,550	288,690	288,690

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	211,050	211,050	221,190	221,190
Other General Fund Accounts	49,500	50,500	49,500	49,500
<i>Subtotal: Info. Services General Fund</i>	<i>260,550</i>	<i>261,550</i>	<i>270,690</i>	<i>270,690</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	278,550	279,550	288,690	288,690

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.08	1.08	1.08
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.08	1.08	1.08

Budget Commentary

The General Fund FY 20 expenditures are expected to come in on budget. The FY 21 proposed overall budget reflects an increase of \$10,140 or 3.6% as compared to the FY 20 budget due primarily to Personal Services offset in part by savings in Services due to a reduction in copier lease costs. The 1.08 FTE reflects the structural change in the organization due to the retirement of the part-time Human Services Director. This change impacts Information Services, Human Services and Recreation and Leisure Services.

PUBLIC RELATIONS

Products & Services

Support to Town Manager \$37,860

- 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 \$63,090

- Supervise Social Services staff and support Caring Connection and Windsor Discovery staff to achieve exemplary levels of service to the residents
- Train and advise staff in event planning and town-wide marketing
- Support departments with copying, mail and supply resources to meet the daily needs of our customers
- Provide technical assistance and referral for office machinery and audio/visual equipment.



Cast and crew of the "A Sign to Stop" public service announcement created to raise awareness of the opioid crisis included members of Windsor's Police, EMS, Public Works and Public Relations Departments. The production was funded by a grant secured by the Health Department from the State of Connecticut Department of Health.

Marketing/Information Assistance \$187,740

- 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, 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 2020 Highlights

A public service announcement entitled "A Sign to Stop" was produced to raise awareness of the opioid crisis sweeping the country. It was filmed at the intersection of Hemlock and Poplar Streets in the Rainbow section of town and featured Windsor Police and EMS personnel. The production was funded as part of the Opioid Community Prevention Grant secured by the Health Department from the State of Connecticut Department of Public Health. The PSA portrayed an emergency response to a drug overdose scene.

In FY 20 The Public Relations Division produced a series of six road safety public service announcements to encourage safe driving, buckling seat belts, and preventing distracted and fast driving. The PSA's were featured on the town's social media platforms and received more than 1,500 views on the town's YouTube Channel.

A Golf Ball public service announcement produced to promote NOT hitting golf balls in town parks and public places won a Silver Circle Award at the 3CMA Annual Savvy Award competition. The 3CMA (City, County, Communications and Marketing Association) 2019 Savvy Awards Competition honors government communication professionals from across the nation each year to recognize creative and successful programs in 16 categories with 38 subcategories including print publications, communication plans, graphic design, social media, websites and videos that help foster public engagement.

In FY 20, the Town Clerk's office oversaw the renovation of the lower archive storage room. During the renovation all the contents of the room were removed and stored offsite. The water damaged walls in the room were repaired, painted and sealed, the electrical system was updated and a thorough cleaning was performed. Additionally, a new shelving system was installed creating much needed additional storage space. In FY 20, the Town Clerk's office hired a third full-time staff member with the addition of the Records & Information Clerk.

Election Activity:

Voters went to the polls twice in 2019.

On May 14th the budget referendum passed by a vote of 'Yes' 1,587 to 'No' 1,010. (12% turnout).

On November 5th, 5,904 registered voters out of 22,067 participated in the 2019 Municipal Election for a 27% turnout. The Democratic Party garnered the majority vote in all three races: Town Council, Board of Education and Constable.

Land Activity & Revenues:

The Town Clerk's Office took in 5,457 land recordings during FY 19. This is a decrease of approximately 89 documents from the previous fiscal year. The sales of single family homes decreased in 2019 as the median sales price for homes also hit a ceiling. However, conveyance tax revenue saw an increase from the previous year as a result of several large commercial land transfers. Below is a list showing the activity and revenue of the past several years.

<u>Fiscal Year</u>	<u>No. of Docs. Filed</u>	<u>Land Revenue</u>	<u>Conveyance Tax Revenue</u>	<u>Total</u>
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
2019	5,457	\$135,998	\$542,962	\$678,960

The FY 20 Targeted Historic Document Grant was awarded to the town for the maximum amount of \$7,500. The grant funds continue to be utilized to restore the Tax Assessor's grand lists and Board of Finance Meeting Records from the early 20th century that were in poor condition. Approximately 1,500 pages of documents were restored.

INFORMATION SERVICES

<i>Key Statistics</i>	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Land Recordings	5,842	5,546	5,335	5,500	5,250
Dog Licenses	2,699	2,629	2,552	2,650	2,625
Birth, Death & Marriage Certificates Recorded	816	832	882	820	850
Certified Vital Records Issued*	841	855	882	875	860
Notarized Documents	1,683	1,481	1,543	1,500	1,550
Sportsman Licenses	229	287	266	506**	500
Citizen Academy Participants	14	13	12	13	15
Referendum Participation	3,881	2,579	2597	2,600	2,600

*Count represents each individual transaction and not total certified copies issued.

**Beginning in FY 20, count includes the issuance of free sporting licenses for people over 65 or with disabilities.

<i>Performance Measures</i>	FY 2019 Actual	FY 2020 Target	FY 2020 Estimate	FY 2021 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	2.5 days	2.0 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	7.0 days	7.0 days
Number of business days to prepare revenue reports to the town departments	4.0 days	4.0 days	2.0 days	2.0 days
Percentage of requests for copies of land documents or vital records that are responded to within 24 hours	95 %	95%	97%	97 %
Number of Twitter followers (townofwindsorct)	875	1,200	1,050	1,100
Total "follows" on Facebook (townofwindsorct)	1,200	1,600	1,700	1,850

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

A "one-shot" or continuous shot feature film is a full-length movie filmed in one long take by a single camera. Grant funding from the State of CT Department of Health allowed for staff to creatively produce "A Sign to Stop" opioid prevention public service announcement with the help of a contracted production company to film the mock response to an overdose in a "one-take" format.

FY 2021 Goals

1. Determine the financial feasibility of scanning the archived public building plans presently stored in the lower archive room as a collaborative multi-year plan with the Building Inspection Services to incorporate digital images into Laserfiche and/or Muncipity for staff and public use.
2. Continue to implement a multi-year plan to preserve the town's historical records.
3. Increase participation in the Citizen's Academy program by changing the timing of the program and begin developing outreach to academy alumni as another method of encouraging citizen involvement in town activities, meetings, and boards and commissions.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2020			FY 2021			
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
1304	Town Clerk Copier	106,470	35,000	41,000	100,470	36,000	36,600	99,870
1306	Historic Preservation	13,723	6,500	6,500	13,723	6,500	6,500	13,723
1308	Preservation Microfilming Grant	-	7,500	7,500	-	7,500	7,500	-
		120,193	49,000	55,000	114,193	50,000	50,600	113,593

#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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,948,089	2,059,870	2,029,950	2,126,030	2,126,030
Supplies	77,133	61,080	62,710	65,530	65,530
Services	247,545	261,010	256,590	294,290	294,290
Maintenance & Repair	65,343	68,580	66,640	74,100	74,100
Grants & Contributions	-	-	-	-	-
Capital Outlay	37,455	42,000	55,660	42,000	42,000
Energy & Utility	16,291	16,360	16,340	18,090	18,090
Total	2,391,856	2,508,900	2,487,890	2,620,040	2,620,040

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

Funding Sources

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

Funding Source	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	2,267,018	2,403,970	2,381,520	2,480,960	2,480,960
Town Support for Education	59,199	61,190	61,190	65,140	65,140
<i>Subtotal: General Fund Budget</i>	<i>2,326,217</i>	<i>2,465,160</i>	<i>2,442,710</i>	<i>2,546,100</i>	<i>2,546,100</i>
Insurance Internal Service Fund	30,000	30,000	30,000	36,200	36,200
Enterprise Funds	13,340	13,340	13,340	13,340	13,340
Special Revenue Funds	22,299	400	1,840	24,400	24,400
<i>Subtotal: Other Funds</i>	<i>65,639</i>	<i>43,740</i>	<i>45,180</i>	<i>73,940</i>	<i>73,940</i>
Total	2,391,856	2,508,900	2,487,890	2,620,040	2,620,040

Personnel Requirements

Full Time Equivalents (FTE)	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	16.70	17.00	16.92	17.00	17.00
Regular Part Time Employees	1.36	1.61	1.56	1.91	1.91
Temporary/Seasonal Employees	0.78	0.71	1.12	0.97	0.97
Total	18.84	19.32	19.60	19.88	19.88

Budget Commentary

The FY 20 overall budget is expected to come in under budget by \$21,010 or 0.8%. This is primarily due to Personal Services in the Property Valuation and Finance departments due to new hires at lower salaries. The FY 20 General Fund budget is expected to come in under budget for these same reasons. The overall FY 21 budget is expected to increase \$111,140 or 4.4% and is primarily due to Personal Services in the General Fund and Services in the Special Revenue fund for an anticipated tax sale. The FY 21 General Fund budget reflects an increase of \$76,990 or 3.2% due to Personal Services.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,861,731	1,972,000	1,942,080	2,028,570	2,028,570
Supplies	74,011	60,440	61,630	62,250	62,250
Services	213,062	245,790	240,370	257,170	257,170
Maintenance & Repair	65,308	68,280	66,340	73,800	73,800
Grants & Contributions	-	-	-	-	-
Capital Outlay	37,455	42,000	55,660	42,000	42,000
Energy & Utility	15,451	15,460	15,440	17,170	17,170
Total	2,267,018	2,403,970	2,381,520	2,480,960	2,480,960

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	56,358	57,870	57,870	61,260	61,260
Supplies	580	640	640	680	680
Services	1,386	1,480	1,480	1,980	1,980
Maintenance & Repair	35	300	300	300	300
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	840	900	900	920	920
Total	59,199	61,190	61,190	65,140	65,140

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	30,000	30,000	30,000	36,200	36,200
Supplies	2,542	-	440	2,600	2,600
Services	33,097	13,740	14,740	35,140	35,140
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	65,639	43,740	45,180	73,940	73,940

Total Expenditures (agrees with page O-1):

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,948,089	2,059,870	2,029,950	2,126,030	2,126,030
Supplies	77,133	61,080	62,710	65,530	65,530
Services	247,545	261,010	256,590	294,290	294,290
Maintenance & Repair	65,343	68,580	66,640	74,100	74,100
Grants & Contributions	-	-	-	-	-
Capital Outlay	37,455	42,000	55,660	42,000	42,000
Energy & Utility	16,291	16,360	16,340	18,090	18,090
Total	2,391,856	2,508,900	2,487,890	2,620,040	2,620,040

ADMINISTRATIVE SERVICES
Budget Information
Fiscal Year 2017-2021

Expenditures

Expenditures by Category *	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,826,460	1,909,724	1,948,089	2,059,870	2,029,950	2,126,030	2,126,030
Supplies	68,357	51,038	77,133	61,080	62,710	65,530	65,530
Services	262,009	217,714	247,545	261,010	256,590	294,290	294,290
Maintenance & Repair	59,536	61,068	65,343	68,580	66,640	74,100	74,100
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	37,803	49,318	37,455	42,000	55,660	42,000	42,000
Energy & Utility	13,976	15,395	16,291	16,360	16,340	18,090	18,090
Total	2,268,141	2,304,257	2,391,856	2,508,900	2,487,890	2,620,040	2,620,040

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

Funding Sources

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

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	2,164,790	2,204,760	2,267,018	2,403,970	2,381,520	2,480,960	2,480,960
Town Support for Education	55,640	56,069	59,199	61,190	61,190	65,140	65,140
<i>Subtotal: Adm. Services Gen. Fund</i>	<i>2,220,430</i>	<i>2,260,829</i>	<i>2,326,217</i>	<i>2,465,160</i>	<i>2,442,710</i>	<i>2,546,100</i>	<i>2,546,100</i>
Insurance Internal Service Fund	30,000	30,000	30,000	30,000	30,000	36,200	36,200
Enterprise Funds	13,340	13,340	13,340	13,340	13,340	13,340	13,340
Other Funds	4,371	88	22,299	400	1,840	24,400	24,400
<i>Subtotal: Other Funds</i>	<i>47,711</i>	<i>43,428</i>	<i>65,639</i>	<i>43,740</i>	<i>45,180</i>	<i>73,940</i>	<i>73,940</i>
Total	2,268,141	2,304,257	2,391,856	2,508,900	2,487,890	2,620,040	2,620,040

FINANCIAL ACCOUNTING AND REPORTING

The Financial Accounting and Reporting division is responsible for oversight of the town's financial activities and records. In addition, it provides fiscal and related services to employees, vendors and other departments. This division also appraises the town manager, staff, town council and public of the overall fiscal status and performance of the town.

Expenditures

Expenditures by Category *	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	701,560	695,420	730,120	730,120
Supplies	16,310	17,470	17,470	17,470
Services	37,070	29,800	37,070	37,070
Maintenance & Repair	56,270	54,440	59,330	59,330
Grants & Contributions	-	-	-	-
Capital Outlay	-	6,830	-	-
Energy & Utility	4,010	4,010	4,570	4,570
Total	815,220	807,970	848,560	848,560

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	800,220	792,970	833,560	833,560
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	815,220	807,970	848,560	848,560

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	0.41	0.36	0.36	0.36
Temporary/Seasonal Employees	0.41	0.77	0.77	0.77
Total	6.82	7.13	7.13	7.13

Budget Commentary

The FY 20 expenditures are expected to come in under budget by \$7,250 or 0.9% primarily due to a new employee hired at a lower salary as compared to the previous employee in the position. The FY 21 General Fund budget is expected to increase by \$33,340 or 4.2% and is mostly due to Personal Services.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis \$356,590

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

Audit \$109,640

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

Payroll & Benefits \$130,740

- 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 and 1095's.

Cash Management \$30,670

- Monitor the cash position of the town, including the board of education, pursuant to the town's investment policy
- Execute short and long-term investment strategies to maximize the return on available funds
- Oversee and monitor the town's retirement and other post-employment investments and funding of the plans
- Reconcile bank statements to the town's general ledger monthly.

Debt Management \$13,740

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

Budgeting \$207,180

- Coordinate the preparation of the town's annual General Fund and related budgets
- Monitor revenues and expenditures for all town funds on an on-going basis
- Prepare multi-year financial forecasts
- Provide the technical financial assistance necessary for the preparation of the Capital Improvement Program.

HUMAN RESOURCES

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

Expenditures

Expenditures by Category *	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	364,140	355,580	381,820	381,820
Supplies	3,470	3,470	3,550	3,550
Services	82,100	83,940	85,600	85,600
Maintenance & Repair	8,260	8,150	10,720	10,720
Grants & Contributions	-	-	-	-
Capital Outlay	-	6,830	-	-
Energy & Utility	2,200	2,200	2,470	2,470
Total	460,170	460,170	484,160	484,160

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	460,170	460,170	477,960	477,960
Insurance Internal Service Fund	-	-	6,200	6,200
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	6,200	6,200
Total	460,170	460,170	484,160	484,160

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.92	3.00	3.00
Regular Part Time Employees	-	-	0.35	0.35
Temporary/Seasonal Employees	0.10	0.15	-	-
Total	3.10	3.07	3.35	3.35

Budget Commentary

The FY 20 expenditures are expected to come in on budget. The FY 21 General Fund budget reflects an increase of \$17,790 or 3.9% as compared to the FY 20 budget. This is primarily due to Personal Services and an increase in funding for employee training budgeted in Services.

HUMAN RESOURCES

Products & Services

Recruitment and Selection \$90,970

- 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 \$84,200

- 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 \$87,390

- 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 \$80,620

- 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 \$42,000

- Provide funding for unemployment compensation, perform claims research, attend hearings and follow appeals processes.

Classification and Salary Administration \$56,630

- 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 \$42,350

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	366,570	367,240	388,680	388,680
Supplies	5,000	5,000	5,000	5,000
Services	85,700	84,840	89,300	89,300
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	4,500	4,500
Total	506,380	506,190	532,480	532,480

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	493,040	492,850	519,140	519,140
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	506,380	506,190	532,480	532,480

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

The overall and General Fund FY 20 expenditures are expected to come in slightly under budget by \$190. The FY 21 General Fund budget is expected to increase \$26,100 or 5.3% primarily due to two categories: Personal Services and Services.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support \$181,500

- 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 \$225,600

- 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 \$83,380

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	144,640	142,680	153,170	153,170
Supplies	1,590	1,590	1,690	1,690
Services	3,700	3,700	4,950	4,950
Maintenance & Repair	750	750	750	750
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,250	2,230	2,300	2,300
Total	152,930	150,950	162,860	162,860

* 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	76,740	74,760	82,720	82,720
Town Support for Education	61,190	61,190	65,140	65,140
<i>Subtotal: Risk Mngt. General Fund Budget</i>	137,930	135,950	147,860	147,860
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	152,930	150,950	162,860	162,860

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	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 20 expenditures are expected to come in under budget by \$1,980 or 1.3% due primarily to Personal Services savings. The overall FY 21 budget reflects an increase of \$9,930 or 6.5% due mostly to cost increases in Personal Services and Services expenditure categories.

RISK MANAGEMENT

Products and Services

Insurance \$57,000

- 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 \$24,430

- Control risk of loss from crimes such as pilferage and vandalism within the organization through preventative safety activities
- Support various internal committees.

Employee Safety \$57,000

- 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
- Continue to be the Coordinator of the AED Program until the new Public Health Nurse is fully trained.

Loss Control \$24,430

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	260,750	246,830	241,370	241,370
Supplies	4,830	4,860	4,870	4,870
Services	25,440	26,740	28,760	28,760
Maintenance & Repair	300	300	300	300
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,040	2,040	2,270	2,270
Total	293,360	280,770	277,570	277,570

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	292,960	280,370	277,170	277,170
Other Funds	400	400	400	400
<i>Subtotal: Other Funds</i>	<i>400</i>	<i>400</i>	<i>400</i>	<i>400</i>
Total	293,360	280,770	277,570	277,570

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.50	0.50	0.50	0.50
Temporary/Seasonal Employees	-	-	-	-
Total	2.50	2.50	2.50	2.50

Budget Commentary

The overall FY 20 expenditures are expected to come in under budget by \$12,590 or 4.3% due primarily to Personal Services. The FY 21 General Fund budget reflects a decrease of \$15,790 or 5.4% as compared to the FY 20 budget due to a decrease in Personal Services offset by an increase in Services.

PROPERTY VALUATION

Products and Services

- Property Valuation* \$205,070
- Develop and maintain valuations for 12,133 real estate, 27,420 motor vehicle and 1,272 personal property accounts
 - Maintain and enhance the town Geographic Information System (GIS)/Assessment web site.

- Exemptions & Benefits* \$72,500
- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	222,210	222,200	230,870	230,870
Supplies	29,880	30,320	32,950	32,950
Services	27,000	27,570	48,610	48,610
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,750	1,750	1,980	1,980
Total	280,840	281,840	314,410	314,410

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

Funding Sources

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

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	280,840	280,400	290,410	290,410
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Special Revenue Fund	-	1,440	24,000	24,000
<i>Subtotal: Other Funds</i>	-	<i>1,440</i>	<i>24,000</i>	<i>24,000</i>
Total	280,840	281,840	314,410	314,410

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	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 overall FY 20 expenditures are expected to come in over budget by \$1,000 or 0.4% due to expenses included in the Special Revenue Fund from the Tax Sale held in FY 19. The overall FY 21 proposed budget reflects an increase of \$33,570 or 12.0% as compared to the FY 20 budget. This is primarily due to Personal Services and the Services category as a result of an anticipated delinquent property tax sale. The \$24,000 anticipated expenses for the tax sale will be in most part recovered from the purchasers of the properties. The FY 21 General Fund budget reflects an increase of \$9,570 or 3.4% and is primarily due to Personal Services.

TAX COLLECTION

Products and Services

Current Tax Collection \$75,190

- Collect 95% of the total levy during normal tax-due period (July-August and January).

Delinquent Tax Collection \$174,700

- 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 \$3,010

- Collect parking tickets fees for the police department.

Tax Billing Preparation \$61,510

- 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 2020 Highlights

Tax Collection

The Tax Office completed the final steps required in the process of the delinquent property tax sale which was held in April 2019. This sale collected nearly \$600,000.00 in delinquent real estate taxes, interest, and fees owed to the Town of Windsor. We are now in the process of identifying and sending notices and letters to those property owners who may be in danger of having their properties included in the next tax sale auction.

Finance and Accounting

During FY 2020, the town received a "clean audit" from the appointed auditing firm RSM US, LLP for the fiscal year 2019. RSM reviewed the town and board of education's financial records, procedures and internal controls and have determined that they are accurate, complete, in accordance to Generally Accepted Accounting Principles (GAAP), in compliance with Governmental Accounting Standards Board (GASB) pronouncements and guidelines and absent of any material weaknesses.

To enhance customer service for the Finance Department's internal customers, a brochure was distributed to all employees that included responsibilities for each area of the department. In addition to the brochure, fiscal procedures and training were administered in both individual and group settings.

Risk Management

Telemedicine has been introduced and is available to all employees. This is the newest form of visiting a doctor for a minor worker compensation injury using a webcam or a smart phone, without having to spend hours waiting at a facility. The Telemedicine program will be expanded to the Board of Education in early 2020.

The Risk Manager passed the Traffic Control Technician and Traffic Control Supervisor programs in order to continue to provide valuable safety training to the Public Works Department.

The town's Risk Manager, Marty Maynard, continues to work to earn his CRIS (Construction Risk Insurance Specialist) designation from the International Risk Management Institute through successfully passing 5 courses and exams. During the fall of 2019, he renewed his MLIS (Management Liability Insurance Specialist). Additionally, Marty served on the 2019 Business Insurance U.S. Insurance Awards as a finalist judge to select winners from 180 nominations in 14 categories.

Human Resources

Prepared a Request for Proposal (RFP) and coordinated the process to select a consultant to conduct a town-wide employee engagement survey. Worked with the consultant to ensure communication regarding the survey was clear and focused on achieving high employee participation.

Conducted research, prepared proposals and coordinated contract negotiations with the public works and clerical bargaining unit.

Conducted a compensation survey of part time and seasonal positions and recommended updates to the town's part time and seasonal pay plan aimed at enhancing recruitment and retention efforts.

Conducted national recruitment for hiring of the new Assistant Town Manager.

Information Technology

Continue to enhance cyber security and awareness with products, policies and end user training.

Completed Windows 10 upgrade on 350 computers.

Property Valuation

Completed and signed the October 1, 2019 Grand List on January 31, 2020. Filled a vacancy created by the retirement of the Assistant Assessor.

Conducted a visual field review of business personal property accounts which resulted in a net gain in assessed value and increased revenue to the town.

Personal property audits were conducted with the services of an outside vendor resulting in a \$30,000 net tax gain to the town. Six audits were completed and additional audits will be completed in FY 21.

ADMINISTRATIVE SERVICES

<i>Key Statistics</i>	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 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 280 Public 70
Mobile devices accessing town applications	105	130	157	170	182
Average investment yield	0.50%	1.00%	2.00%	1.90%	0.50%
Bonded debt per capita	\$1,318	\$1,381	\$1,914	\$2,290	\$2,524
Debt as a percent of total budget	6.2%	6.1%	7.0%	7.1%	6.9%
Investment income for the General Fund	\$258,925	\$641,530	\$1,215,270	\$1,000,000	\$300,000
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	40,478	40,520	40,292	40,524	40,820
Total loss time claims	19	28	20	23	19
Total Worker Compensation claims	153	173	133	140	140
Number of full time positions posted	11	16	22	18	12
Number of job applications processed	2,132	1,345	1,891	2,500	1,900
Full time employee turnover rate*	8.3%	9.5%	9.4%	5.5%	6.6%

*Turnover includes retirements.

<i>Performance Measures</i>	FY 2019 Actual	FY 2020 Target	FY 2020 Estimate	FY 2021 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	99.6%	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	16	16	16	15
Time to hire from job posting closing date to job offer	8.3 weeks	5.6 weeks	7.2 weeks	6.2 weeks
Percent of full time employees completing trial period (measures quality of hire)	94%	100%	100%	100%

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

In FY 20 the Property Valuation department granted 1,918 individual and corporate taxpayers an exemption from a portion or all of the assessment on their property. Property includes real estate, motor vehicles or business personal property. The exemptions include Veterans, Disabled, Blind, Economic Development, Solar, Farm and Manufacturing machinery & equipment. Also included are exemptions for Elderly taxpayers, Volunteer Firefighters and EMT's.

ADMINISTRATIVE SERVICES

FY 2021 Goals

1. Promote Telemedicine to employees for minor injuries in order to cut down on wait time at the facility.
2. Continue to review and propose changes to the town's procurement policy to align with current procurement practices and process improvements, including standardization of forms.
3. Continue developing accounts payable electronic payments to town vendors through ACH versus paying them with printed checks.
4. Implement Employee Self Service in the town's Human Resources and Payroll software system to gain efficiencies by enabling employees to access their own benefits and payroll information.
5. Refine a cyber action plan to improve the town's response to a cyber-attack.
6. Execute transition plan of information technology to new safety services facility and the town's second data center.
7. Successfully complete negotiations with the Windsor Police Department Employees Association and the Public Safety Dispatchers bargaining unit and implement contractual changes.
8. Provide sexual harassment training to all town employees ensuring compliance with the new state mandate.
9. Coordinate and assist with implementation of recommendations based on the results of the employee engagement survey.
10. Determine a vendor for a Certificate of Insurance program that can automatically collect and distribute certificates instead of manually providing this service.

SPECIAL REVENUE FUNDS

Administrative Services

Project #	Project Name	FY 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
1650	Assessor's Coin-Op Copiers	8,187	400	400	8,187	400	8,187
1651	Delinquent Property Tax Sale	4,829	-	1,440	3,389	24,000	3,389
		13,016	400	1,840	11,576	24,400	11,576

#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 2021 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Town Council	13,530	17,850	17,540	18,080	18,080
Boards and Commissions	10,570	15,640	14,550	15,480	15,480
Probate Court	8,775	9,060	9,060	9,170	9,170
Elections	145,229	146,290	146,880	157,640	157,640
Counsel and Legal Advice	228,303	174,040	216,040	174,040	174,040
Town Manager's Office	362,263	480,690	439,710	507,060	507,060
Town Treasurer's Office	2,676	2,740	2,710	2,810	2,810
Independent Audit	24,710	26,510	26,510	28,370	28,370
Intergovernmental Services	46,342	47,030	46,850	47,260	47,260
Community Services	110,541	116,410	116,410	112,310	112,310
Total General Fund	952,939	1,036,260	1,036,260	1,072,220	1,072,220
Town Support for Education and Charges to Other Departments	49,780	51,170	51,140	52,540	52,540
Special Revenue & Other Funds	10,994	11,490	11,530	16,490	16,490
Total Expenditures	1,013,713	1,098,920	1,098,930	1,141,250	1,141,250

Budget Commentary

The FY 20 General Fund expenditures are expected to come in on budget. Savings are seen in the Town Managers Office for a partial year vacancy, but these savings are offset with increased Counsel and Legal Advice expenditures for workers compensation litigation. The FY 21 General Fund budget reflects an increase of \$35,960 or 3.5% as compared to the FY 20 budget due to Personal Services in the Town Manager's Office and a presidential election budgeted for FY 21 in Elections.

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	457,731	587,500	531,650	615,900	615,900
Supplies	26,564	28,750	29,350	28,180	28,180
Services	343,653	288,720	344,170	300,120	300,120
Maintenance & Repair	3,220	3,420	3,200	3,200	3,200
Grants & Contributions	110,541	116,410	116,410	112,310	112,310
Capital Outlay	-	-	-	-	-
Energy & Utility	11,230	11,460	11,480	12,510	12,510
Total	952,939	1,036,260	1,036,260	1,072,220	1,072,220

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,320	2,410	2,380	2,440	2,440
Supplies	-	-	-	-	-
Services	47,460	48,760	48,760	50,100	50,100
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	49,780	51,170	51,140	52,540	52,540

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	504	500	-	-	-
Services	10,490	10,990	11,530	10,890	10,890
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	5,600	5,600
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	10,994	11,490	11,530	16,490	16,490

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	460,051	589,910	534,030	618,340	618,340
Supplies	27,068	29,250	29,350	28,180	28,180
Services	401,603	348,470	404,460	361,110	361,110
Maintenance & Repair	3,220	3,420	3,200	3,200	3,200
Grants & Contributions	110,541	116,410	116,410	117,910	117,910
Capital Outlay	-	-	-	-	-
Energy & Utility	11,230	11,460	11,480	12,510	12,510
Total	1,013,713	1,098,920	1,098,930	1,141,250	1,141,250

GENERAL GOVERNMENT
Budget Information
Fiscal Year 2017-2021

Expenditures

Expenditures by Category *	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	485,067	409,294	460,051	589,910	534,030	618,340	618,340
Supplies	23,656	19,824	27,068	29,250	29,350	28,180	28,180
Services	356,091	429,463	401,603	348,470	404,460	361,110	361,110
Maintenance & Repair	3,320	3,200	3,220	3,420	3,200	3,200	3,200
Grants & Contributions	117,087	116,976	110,541	116,410	116,410	117,910	117,910
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	10,342	10,959	11,230	11,460	11,480	12,510	12,510
Total	995,563	989,716	1,013,713	1,098,920	1,098,930	1,141,250	1,141,250

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

Funding Sources

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

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	933,959	926,294	952,939	1,036,260	1,036,260	1,072,220	1,072,220
Town Support For Education	51,114	51,229	49,780	51,170	51,140	52,540	52,540
<i>Subtotal: Gen. Govt. Gen. Fund</i>	<i>985,073</i>	<i>977,523</i>	<i>1,002,719</i>	<i>1,087,430</i>	<i>1,087,400</i>	<i>1,124,760</i>	<i>1,124,760</i>
Special Rev. & Other Funds	10,490	12,193	10,994	11,490	11,530	16,490	16,490
Total	995,563	989,716	1,013,713	1,098,920	1,098,930	1,141,250	1,141,250

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	5,624	5,670	850	-	-
Supplies	415	1,470	1,600	1,400	1,400
Services	3,598	7,230	11,210	12,620	12,620
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,893	3,480	3,880	4,060	4,060
Total	13,530	17,850	17,540	18,080	18,080

* 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 20 General Fund expenditures are expected to come in under budget by \$310 or approximately 1.7%. The FY 21 budget reflects an increase of \$230 or 1.3% as compared to the FY 20 budget due to shifting the transcription duties from Personal Services to an outside contractor, charged to Services.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,251	-	3,040	-	-
Supplies	2,814	2,430	3,140	1,930	1,930
Services	6,019	13,220	8,420	12,820	12,820
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	990	990	990	1,130	1,130
Total	11,074	16,640	15,590	15,880	15,880

* 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Boards and Commissions	10,570	15,640	14,550	15,480	15,480
Special Revenue Funds	504	1,000	1,040	400	400
Total	11,074	16,640	15,590	15,880	15,880

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 20 expenditures are expected to come in under budget by \$1,050 or 6.3% mostly due to a reduction in Services. The overall FY 21 budget reflects a decrease of \$760 or 4.6% due to savings in Supplies and Services.

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	8,775	9,060	9,060	9,170	9,170
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	8,775	9,060	9,060	9,170	9,170

* 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 20 expenditures are expected to come in on budget. The town's share of the district court's budget for FY 21 is \$9,170, which is 45% of the district court budget of \$20,375. 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 \$20,375 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, 2019 were utilized to obtain Windsor's 45% proportionate figure of \$9,170.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	110,960	114,890	115,590	122,750	122,750
Supplies	23,059	19,630	19,630	23,130	23,130
Services	5,280	5,450	5,560	5,560	5,560
Maintenance & Repair	3,200	3,420	3,200	3,200	3,200
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,730	2,900	2,900	3,000	3,000
Total	145,229	146,290	146,880	157,640	157,640

* 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 20 expenditures are expected to come in at \$590 over budget or 0.4%. The FY 21 expenditures reflect a \$11,350 or 7.8% increase mostly due to the presidential election. The FY 20 budget included a municipal election, a presidential primary, and a budget referendum. The FY 21 budget includes a state primary, presidential election, and a budget referendum.

Elections	Month/Year	FY 2020 Budget	FY 2020 Estimate	FY 2021
Municipal	Nov 2019	Yes	Yes	-
Presidential Primary	Apr 2020	Yes	Yes	-
Budget Referendum	May 2020/2021	Yes	Yes	Yes
State Primary	Aug 2020	-	-	Yes
Presidential/State Election	Nov 2020	-	-	Yes

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	4,000	4,000	-	-
Services	250,263	192,000	234,000	196,000	196,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	250,263	196,000	238,000	196,000	196,000

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

Funding Source:	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Counsel & Legal Advice	228,303	174,040	216,040	174,040	174,040
Town Support for Education	21,960	21,960	21,960	21,960	21,960
Total: General Fund Budget	250,263	196,000	238,000	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 20 expenditures are expected to come in over budget by \$42,000 or 21.4% as a result of workers compensation litigation. The FY 21 budget is flat compared to the FY 20 budget.

The breakdown of the budget is as follows:

	FY 20 Budget	FY 21 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	55,070
Conflict contingency	5,000	5,000
Books and periodicals	4,000	-
Membership fees	110	110
Total Cost	\$196,000	\$196,000

TOWN MANAGER'S OFFICE

Expenditures

Expenditures by Category *	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	337,576	464,530	409,790	490,720	490,720
Supplies	780	1,720	980	1,720	1,720
Services	20,600	10,680	25,560	10,680	10,680
Maintenance & Repair	20	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,287	3,760	3,380	3,940	3,940
Total	362,263	480,690	439,710	507,060	507,060

* 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 2019	FY 2020		FY 2021	
	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	1.50	2.00	2.00
Regular Part Time Employees	0.80	0.40	0.40	0.40	0.40
Total FTEs	2.80	3.40	2.90	3.40	3.40

Products and Services

The town manager is the Chief Executive Officer of the town and is responsible to the town council for the administration of all designated departments, agencies and offices. Responsibilities include:

Town Council

- propose the adoption of policies to improve the health, safety and welfare of the town and uphold those policies adopted by council
- keep council informed of the financial condition and future needs of the town
- communicate the policies and financial plans of the town by submission of the annual budget
- provide processes for the efficient and effective purchase of supplies using budgeted funds.

Town Staff

- serve the needs of the community by hiring qualified and competent individuals
- create an environment that encourages town employees to focus on the customer to deliver superior services, to strive for continuous improvement and to recommend increasingly efficient uses of resources.

Community

- guide the balanced growth of Windsor by the promotion of economic development
- represent Windsor among other towns, states and regional organizations to exchange effective ideas and to promote policies
- serve residents by keeping the community informed of town matters, encouraging dialogue between citizens and municipal officers and improving the quality and range of public service.

Budget Commentary

The FY 20 expenditures are expected to come in under budget by \$40,980 or 8.5%. This is primarily due to Personal Services for a partial year vacancy. The FY 21 budget reflects an increase of \$26,370 or approximately 5.5% mostly due to Personal Services.

TREASURER

Expenditures

Expenditures by Category *	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	4,640	4,820	4,760	4,870	4,870
Supplies	-	-	-	-	-
Services	26	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	330	330	330	380	380
Total	4,996	5,150	5,090	5,250	5,250

* 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Treasurer	2,676	2,740	2,710	2,810	2,810
Town Support for Education	2,320	2,410	2,380	2,440	2,440
Total: Gen. Fund Budget	4,996	5,150	5,090	5,250	5,250

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 20 expenditures are expected to come in \$60 below budget. The FY 21 budget reflects an increase of \$100 as compared to the FY 20 budget due to Personal Services and a slight increase in Energy & Utility.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	60,700	63,800	63,800	67,000	67,000
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	60,700	63,800	63,800	67,000	67,000

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

Audit expenditures are funded by the General Fund, Town Support for Education and charges to the Enterprise Funds.

Funding Source	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund – Audit	24,710	26,510	26,510	28,370	28,370
Town Support for Education	25,500	26,800	26,800	28,140	28,140
Subtotal: Gen. Fund Budget	50,210	53,310	53,310	56,510	56,510
Charges to:					
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
Subtotal: Other Funds	10,490	10,490	10,490	10,490	10,490
Total	60,700	63,800	63,800	67,000	67,000

Products and Services

An annual audit is conducted by an independent public accounting firm appointed by the Town Council. The auditor ensures the lawful expenditure of local revenues as well as state and federal grants. The auditor also reports on management or record keeping practices that need improvement. The auditing entity does this by:

- auditing general purpose financial statements and all governmental, proprietary, fiduciary funds and account groups of the town and board of education
- assisting town staff in the preparation of the 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 20 expenditures are expected to come in on budget. These expenditures are costs incurred for the audit of the FY 19 financial statements. The overall FY 21 budget reflects an increase of \$3,200 or 5% as compared to the FY 20 budget. The FY 21 budget represents the third year of a three year audit service agreement.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	46,342	47,030	46,850	47,260	47,260
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	46,342	47,030	46,850	47,260	47,260

* 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 2020	FY 2021
	Budget	Budget
Capitol Region Council of Governments	\$23,210	\$23,620
Connecticut Conference of Municipalities	19,170	18,990
Greater Hartford Transit District	4,650	4,650
Total	47,030	47,260

COMMUNITY SERVICES

Expenditures

Expenditures by Category*	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	110,541	116,410	116,410	117,910	117,910
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	110,541	116,410	116,410	117,910	117,910

* 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Community Services	110,541	116,410	116,410	112,310	112,310
Use of Police Private Duty Account	-	-	-	5,600	5,600
<i>Subtotal: Special Revenue Funds</i>	-	-	-	5,600	5,600
Total	110,541	116,410	116,410	117,910	117,910

	<u>Budget</u>	<u>Adopted</u>		<u>Budget</u>	<u>Adopted</u>
	<u>FY 2020</u>	<u>FY 2021</u>		<u>FY 2020</u>	<u>FY 2021</u>
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>	\$3,000	\$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 \$6,000</i>	\$5,000	\$5,000	Hartford Interval House Provides services to Windsor residents who are victims of domestic violence. <i>Requested \$3,000</i>	\$2,500	\$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 \$2,080</i>	\$1,860	\$1,860			

COMMUNITY SERVICES (continued)

	<u>Budget</u>	<u>Adopted</u>		<u>Budget</u>	<u>Adopted</u>
	<u>FY 2020</u>	<u>FY 2021</u>		<u>FY 2020</u>	<u>FY 2021</u>
Holiday Observance Supports the commemoration of Veterans and Memorial Day. <i>Requested \$6,830</i>	\$6,450	\$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 \$5,000</i>	\$2,000	\$2,000
North Central Regional Mental Health 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 \$10,750</i>	\$10,500	\$10,500	Windsor Art Center Provides aesthetic and educational experiences for the region's residents and visitors. <i>Requested \$2,000</i>	\$1,800	\$1,800
Riverfront Recapture Supports a regional effort to restore access to the Connecticut River. <i>Requested \$1,000</i>	\$1,000	\$1,000	Windsor Historical Society Supports outreach and education efforts to families and schools. <i>Requested \$1,000</i>	\$1,000	\$1,000
Shad Derby Supports the activities of the Shad Fest Bureau. <i>Requested \$7,100</i>	\$5,600	\$7,100			

SPECIAL REVENUE FUNDS

Boards and Commissions

Project #	Project Name	FY 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
5250	One Book One Windsor	-	-	-	-	-	-
5252	Bridge Builder's Award	-	-	-	-	-	-
5253	Community Day Events	110	-	110	-	-	-
5257	HRC Scholarship Fund	655	360	930	85	350	400
6800	Police Private Duty	-	-	-	-	5,600	5,600
		765	360	1,040	85	5,950	6,000
							35

#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.

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for the Shad Derby event.

GENERAL SERVICES

This section includes the general services of the current budget that are not specific to any given department.

	FY 2019	FY 2020		FY 2021	
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Proposed</u>	<u>Adopted</u>
Expenditures					
Debt Service - Principle	3,877,650	4,010,000	4,010,000	4,637,250	4,637,250
Debt Service - Interest	683,930	771,140	771,140	806,100	806,100
Sewer Services	4,173,800	4,411,600	4,411,600	4,779,950	4,779,950
Great Pond Improvement District Transfer	95,375	93,500	90,940	258,000	258,000
Workers Comp. & Liability Insurance	1,097,930	1,135,920	1,140,530	1,156,530	1,156,530
Retiree Health Insurance and Actuarial Costs	982,308	816,600	805,000	866,200	866,200
Other Post-Employment Benefits (OPEB)	420,000	500,000	500,000	525,000	500,000
Revaluation	20,000	20,000	20,000	20,000	10,000
Recycling Services	465,576	467,460	467,460	469,390	469,390
Capital Projects	2,400,000	2,430,000	2,430,000	2,475,000	2,410,000
Tax Refunds - Prior Year	50,349	20,000	20,000	20,000	20,000
Caring Connection Transfer	76,500	114,770	114,770	120,000	120,000
Open Space	200,000	200,000	200,000	200,000	200,000
Total Expenditures	14,543,418	14,990,990	14,981,440	16,333,420	16,233,420

Budget Commentary

The FY 20 expenditures are expected to come in under budget by \$9,550 or 0.1%, and is mostly due to a decrease in retiree health insurance costs. The FY 21 budget is proposed to increase \$1,342,430 or 9.0%. This amount includes increased funding for capital projects of \$45,000, increased funding for workers compensation and liability insurance of \$20,610, an increase in the MDC ad valorem sewer payment of \$368,350 as well as a planned increase for other post-employment benefits (OPEB) of \$25,000. Additionally for FY 21, an increase to the Caring Connection transfer in the amount of \$5,230 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 \$100,000. This was the result of a reduction of \$25,000 in funding for Other Post-Employment Benefits (OPEB); a \$10,000 decrease for Revaluation; and a \$65,000 decrease in Capital Projects. Of the \$65,000 in reductions for Capital Projects, \$20,000 was for fleet; \$25,000 for paving; and \$20,000 for Board of Education technology.

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Debt Service – Principal	6,520,000	6,520,000	6,369,500	6,369,500
Debt Service – Interest	1,445,640	1,538,000	2,091,730	2,091,730
Total Debt Service	7,965,640	8,058,000	8,461,230	8,461,230

Funding Sources

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund – General Services	4,781,140	4,781,140	5,443,350	5,443,350
Use of Debt Service Fund Balance	570,000	662,360	843,720	843,720
Town Support for Education	2,614,500	2,614,500	2,174,160	2,174,160
Total	7,965,640	8,058,000	8,461,230	8,461,230

2020-2021 DEBT SUMMARY

Appendix F illustrates detailed debt schedules and summaries of principal and interest payments on all bonded projects as of June 30, 2019. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be \$74,460,000.

	Total Debt	Less Anticipated Grants	Net Debt	FY 2021 Payments		
				Principle	Interest	Total
Town	61,787,000	-	61,787,000	4,637,250	1,649,820	6,287,070
Schools *	12,673,000	-	12,673,000	1,732,250	441,910	2,174,160
TOTAL	74,460,000	-	74,460,000	6,369,500	2,091,730	8,461,230

* School debt service is included under Town Support for Education.

Budget Commentary

The FY 20 general fund expenditures will come in on budget. The FY 21 proposed budget is based on planned FY 20 capital projects to be financed in the Spring of 2020 through general obligation bonds as well as short-term borrowing. The overall general fund portion of debt service is proposed to increase by \$221,870 or 3.0% with the anticipated use of debt service fund balance in the amount of \$843,720.

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Sewer Services - Annual Ad Valorem	4,411,600	4,411,600	4,779,950	4,779,950
Sewer Services	4,411,600	4,411,600	4,779,950	4,779,950

Funding Sources

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	4,411,600	4,411,600	4,779,950	4,779,950
Total	4,411,600	4,411,600	4,779,950	4,779,950

Budget Commentary

The FY 20 general fund expenditures are expected to come in on budget. The FY 21 general fund budget is expected to increase \$368,350 or 8.3% as compared to the FY 20 budget. This increase is based on MDC's budget for calendar year 2020.

History of MDC Ad Valorem Tax

FY	Amount	Increase	% Increase
2021	4,779,950	368,350	8.3%
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%

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Great Pond Improvement District Transfer	93,500	90,940	258,000	258,000

Funding Sources

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	93,500	90,940	258,000	258,000
Total	93,500	90,940	258,000	258,000

Estimated taxes collected for Great Pond Village	FY 20 Budget	FY 20 Estimate	FY 21 Budget
Real Estate & Personal Property	265,110	265,110	594,090
Total Estimated	265,110	265,110	594,090
Less: Non-Incremental Taxes	(78,090)	(78,090)	(78,090)
Total incremental taxes	187,020	187,020	516,000
Allocation Percentage:	50%	50%	50%
Town Share	93,500	93,500	258,000
District Share (Transfer to Great Pond Special District Fund)	93,500	93,500	258,000

Budget Commentary

The FY 20 expenditure will come in under budget by \$2,560 or 2.7%. The FY 21 general fund budget is expected to increase approximately \$164,500 as compared to the FY 20 budget, and is due to an anticipated increase in assessed value from new construction on the site.

WORKER'S COMPENSATION & LIABILITY INSURANCE

The Town of Windsor is exposed to various risks of loss related to torts, thefts, damage or destruction of its property, on-the-job injury to its employees and natural disasters. All are covered by some form of insurance. Due to prohibitive costs, the town has chosen to manage a certain amount of its risks internally and has set aside assets to settle those claims. To meet these obligations, the town has an Insurance Internal Service Fund out of which premiums, administrative costs and claims are paid. The Insurance Internal Service Fund receives revenue during the year from the General Fund and the town's two fire districts, as well as refunds and adjustments based on prior years' claims. Annual payments from the General Fund to the Insurance Internal Service Fund are made to cover the town's exposure to loss from liability, employee injury, property damage, theft and misappropriation of assets (see Section R).

Expenditures

Expenditures by Category	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Worker's Comp & Liability Insurance	2,217,490	2,222,100	2,286,600	2,286,600

Funding Sources

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	1,135,920	1,140,530	1,156,530	1,156,530
Town Support for Education	1,073,770	1,073,770	1,122,030	1,122,030
Fire District	7,800	7,800	8,040	8,040
<i>Subtotal: General Fund</i>	2,217,490	2,222,100	2,286,600	2,286,600
Insurance Internal Service Fund	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	2,217,490	2,222,100	2,286,600	2,286,600

The FY 21 General Services, Fire District and Town Support for Education amounts are allocated as follows:

	General Services	Town Support For Education	Fire District	Total
Auto	123,730	10,760	-	134,490
Comprehensive General Liability	89,310	178,370	2,580	270,260
Catastrophe Coverage (umbrella)	41,590	51,150	260	93,000
Public Official's Liability	29,360	-	-	29,360
Football and Sports Accidents	-	15,000	-	15,000
Employee Protection	142,940	-	-	142,940
Heart & Hypertension	-	-	-	-
School Board Errors & Omissions	-	30,000	-	30,000
Property Protection	61,250	179,550	5,150	245,950
Employee Security	6,550	-	-	6,550
Cyber Liability	4,750	11,200	50	16,000
Statutory	7,050	-	-	7,050
Nurse	6,000	2,000	-	8,000
Workers Comp.	600,000	600,000	-	1,200,000
Excess Workers Comp.	44,000	44,000	-	88,000
Total	1,156,530	1,122,030	8,040	2,286,600

Budget Commentary

The FY 20 expenditures are expected to come in over budget by \$4,610 or 0.2% due to the increase in the Constable's bonds. The overall FY 21 Worker's Compensation and Liability Insurance budget is expected to increase \$69,110 or 3.1% as compared to the overall FY 20 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 \$8,040 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 2020		FY 2021	
	Budget	Estimate	Budget	Approved
Retiree Health Benefits	906,000	910,000	985,000	985,000
Retirement Plan Actuarial Costs	93,600	95,000	97,200	97,200
Total	999,600	1,005,000	1,082,200	1,082,200

Funding Sources

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Budget	Approved
General Fund - General Services	816,600	805,000	866,200	866,200
Retiree Copays	183,000	200,000	216,000	216,000
Insurance Internal Service Fund	-	-	-	-
Total	999,600	1,005,000	1,082,200	1,082,200

Funded By General Fund - General Services - FY 2021

Retiree Health Benefits \$769,000

- 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 \$40,100

- 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) \$14,700

- 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 \$42,400

- Provides funding for investment consultant to manage defined benefit plan investments.

Budget Commentary

The FY 20 General Fund budgeted amount of \$816,600 includes funding for retiree health, dental and prescription drug benefits as well as defined benefit retirement plan actuarial and investment advisor 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 21 proposed budget shows an increase of \$49,600 or 6.1% 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Other Post-Employment Benefits	725,000	725,000	750,000	725,000

Funding Sources

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	500,000	500,000	525,000	500,000
Town Support for Education	225,000	225,000	225,000	225,000
Transfer from Insurance Fund	-	-	-	-
Total	725,000	725,000	750,000	725,000

Budget Commentary

The FY 20 expenditures will come in on budget. The FY 21 budget reflects an increase of \$25,000 or 3.5% as compared to the FY 20 budget. FY 21 will be the seventh 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 \$3,300,000 on June 30, 2020.

Council Action

During budget deliberations, the Town Council decreased proposed new funding to 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Revaluation	20,000	20,000	20,000	10,000

Funding Sources

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund	20,000	20,000	20,000	10,000
Total	20,000	20,000	20,000	10,000

Budget Commentary

The funding for the revaluation account for FY 21 is \$20,000. The next mandated revaluation will occur for the grand list dated October 1, 2023.

Council Action

During budget deliberations, the Town Council decreased funding for Revaluation by \$10,000.

RECYCLING

The Town of Windsor contracts for curbside pick-up and disposal of recyclable materials for Windsor residences. In addition to promoting resource conservation, it helps the town meet state-mandated recycling goals. Leaf collection is also funded through this program.

Expenditures

Expenditure by Category	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Recycling	467,460	467,460	469,390	469,390

Funding Sources

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund	467,460	467,460	469,390	469,390
Non-General Fund	-	-	-	-
Total	467,460	467,460	469,390	469,390

Funded By General Fund - General Services - FY 2021

Curbside Collection Services \$392,040

- Contract for the curbside collection of recyclable materials for approximately 9,650 Windsor households.

Leaf Collection Services \$66,350

- 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 20 expenditures are expected to come in on budget. The FY 21 budget reflects an increase of \$1,930 or 0.4% and is based on the seventh 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 2020		FY 2021	
	Adopted Budget	Estimate	Proposed	Adopted
Capital Projects – Town	6,746,820	6,746,820	9,590,400	9,545,400
Capital Projects – Schools	2,810,320	2,810,320	2,897,800	5,067,800
Total Capital Projects	9,557,140	9,557,140	12,488,200	14,613,200

Funding Sources

Funding Source	FY 2020		FY 2021	
	Adopted Budget	Estimate	Proposed	Adopted
General Services – Capital Projects	2,430,000	2,430,000	2,475,000	2,410,000
Town Support for Education	-	-	-	-
<i>Subtotal – General Fund</i>	<i>2,430,000</i>	<i>2,430,000</i>	<i>2,475,000</i>	<i>2,410,000</i>
Other Funds	7,127,140	7,127,140	10,013,200	12,203,200
Total	9,557,140	9,557,140	12,488,200	14,613,200

Budget Commentary

The town and school projects included in the proposed FY 21 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 other town funds. The general fund allocation for FY 21 will fund pavement management, sidewalks repairs, fleet replacement as well as facility and technology improvements.

Council Action

During budget deliberations, the Town Council decreased funding to Capital Projects by \$65,000. This was the result of a reduction of \$20,000 for fleet; \$25,000 for paving; and \$20,000 for Board of Education technology.

Draft FY 2021 Capital Improvement Projects

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	1,030,000	850,000		180,000		
Sidewalk and Curb Replacement Program	150,000	150,000				
Fleet and Public Works Equipment Replacement	680,000	680,000				
Pavement Resurfacing at Town Facilities & Schools	240,000		240,000			
Landfill Leachate Management	1,406,100				1,406,100	
Wilson Route 159 Corridor Enhancement Program (Phase I)	1,006,300			1,006,300		
Day Hill Road Ped. Circulation Enhancements (Marshall Phelps to Orange Way)	287,500		270,000			17,500 ¹
Town Facility Improvements - DPW Fuel Station Improvements (Design)	75,400					75,400 ²
Town Facility Improvements - Milo Peck HVAC, Electrical & Energy Improvements (Construction)	2,325,000		2,255,000			70,000 ¹
Town Facility Improvements - Luddy House and Carriage House Windows and Doors Replacement	165,000		165,000			
Town Facility Improvements - Poquonock Fire Station Roof Replacement (Construction)	300,000	300,000				
Town Facility Improvements - Wilson Fire Station HVAC Replacement (Construction)	505,000		505,000			
Town Facility Improvements - Data Centers Storage	120,100					120,100 ¹
Poquonock Fire Station - Engine 7 Replacement Vehicle	905,000	200,000	705,000			
Broad Street Signal Modifications and "Road Diet" (Design) Phase II	150,000	150,000				
Town Facility Improvements - Outdoor Pool Improvements (Welch and Goslee Facility Designs)	200,000		200,000			
Athletic Field Improvements - Sage Park Middle School West Field Improvements (Design)	92,800					92,800 ¹
BOE - Sage Park Middle School - Roof Repairs and Partial Roof Replacement	2,190,000		1,205,000	985,000		
BOE - Technology Equipment Upgrades	80,000	80,000				
BOE - Sage Park Middle School - Alternative Energy and Efficiencies Upgrades (Construction - Phase 1)	2,705,000		2,705,000			
Subtotal FY 2021	14,613,200	2,410,000	8,250,000	2,171,300	1,406,100	375,800

FY 2021 Projects Anticipated to Require Voter Approval

None
Subtotal FY 2021

GRAND TOTAL FY 2021

¹ Capital Projects Fund Assigned Balance (Total = \$300,400)

² General Fund Unassigned Fund Balance (Total = \$75,400)

TAX REFUNDS - PRIOR YEAR

Expenditures

Expenditures by Category	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Tax Refunds Prior Year	20,000	20,000	20,000	20,000

Funding Sources

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund	20,000	20,000	20,000	20,000
Total	20,000	20,000	20,000	20,000

Budget Commentary

Prior year tax refunds are issued by the town if there is an adjustment to the taxable value of a property for a prior year assessment. These 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Transfer to Caring Connection	114,770	114,770	120,000	120,000

Funding Sources

Funding Source	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
General Fund	114,770	114,770	120,000	120,000
Total	114,770	114,770	120,000	120,000

Budget Commentary

Over the past several fiscal years, an appropriation from either the general fund unassigned fund balance or from General Services has been made to the Caring Connection to address the difference between program revenues and operating expenses. A transfer from General Services of \$114,770 was adopted for the FY 20 budget, and an additional appropriation from the General Fund unassigned fund balance of approximately \$43,000 will be requested of the Town Council, for a total of \$157,770. This projected operating loss is due to a reduction in census offset by savings in salaries from staff reductions. The amount requested for FY 21 is \$120,000.

OPEN SPACE

Expenditures - General Fund Transfer to the Open Space Fund

Expenditures by Category	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Approved
Open Space	200,000	200,000	200,000	200,000

Expenditures - Open Space Special Revenue Fund

Expenditures by Category	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Approved
Open Space	15,000	15,000	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. Expenditures for FY 20 and FY 21 are intended for professional services related to property survey and appraisals. The projected fund balance in the Open Space Fund as of June 30, 2020 is projected to be approximately \$560,000.

SPECIAL REVENUE FUNDS

General Services

Project #	Project Name	FY 2020			FY 2021			
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
1630	Revaluation	111,507	20,000	16,242	115,265	10,000	-	125,265
1640	OPEB Actuarial Valuation	12,740	13,600	26,300	40	14,700	-	14,740
1703	Open Space Fund	359,106	215,480	15,000	559,586	209,000	15,000	753,586
1709	Great Pond Special District Fund	616	90,940	90,940	616	258,000	258,000	616
1710	Mill Brook Open Space	19,543	3,489	9,500	13,532	-	-	13,532
		503,512	343,509	157,982	689,039	491,700	273,000	907,739

#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 21 was adopted at \$10,000. 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.

Workplace Violence Insurance - This provides additional coverage for all public facilities in the event of an incident. There is 1st party and 3rd party liability coverage to supplement the existing liability and property policies and to cover items not normally covered by our existing policies. Currently there is a limit of 2 million dollars.

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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
PUBLIC LIABILITY					
Comprehensive Gen. Liability/Auto	356,500	370,760	370,760	404,750	404,750
Catastrophe Coverage (umbrella)	86,000	88,580	88,580	93,000	93,000
Public Officials' Liability	28,000	28,560	28,560	29,360	29,360
Football and Sports Accident	15,000	15,000	15,000	15,000	15,000
<i>SubTotal - Public Liability</i>	<i>485,500</i>	<i>502,900</i>	<i>502,900</i>	<i>542,110</i>	<i>542,110</i>
EMPLOYEE PROTECTION					
Volunteer Firemen Accident	89,580	91,370	91,370	94,300	94,300
Police Professional Liability	30,000	31,000	31,000	31,930	31,930
Pension Fiduciary Liability	14,000	14,300	14,300	14,590	14,590
School Board Errors & Omissions	28,560	29,130	29,130	30,000	30,000
Heart and Hypertension	-	-	-	-	-
Special Medical Claims	2,000	2,000	2,000	2,120	2,120
<i>SubTotal - Employee Protection</i>	<i>164,140</i>	<i>167,800</i>	<i>167,800</i>	<i>172,940</i>	<i>172,940</i>
PROPERTY PROTECTION					
Property including Flood/Earth	200,000	208,000	208,000	222,560	222,560
Inland Marine including Watercraft	2,000	2,100	2,100	2,250	2,250
Boiler	19,000	19,760	19,760	21,140	21,140
<i>SubTotal - Property Protection</i>	<i>221,000</i>	<i>229,860</i>	<i>229,860</i>	<i>245,950</i>	<i>245,950</i>
SECURITY					
Cyber Liability	15,000	15,300	15,300	16,000	16,000
Employee Blanket Bond (Crime)	6,000	6,240	6,240	6,550	6,550
<i>SubTotal - Security</i>	<i>21,000</i>	<i>21,540</i>	<i>21,540</i>	<i>22,550</i>	<i>22,550</i>
STATUTORY					
Constable's Bond	1,100	1,140	5,750	5,750	5,750
Tax Collector's Bond	1,200	1,250	1,250	1,300	1,300
Nurse Professional	7,700	8,000	8,000	8,000	8,000
<i>SubTotal - Statutory</i>	<i>10,000</i>	<i>10,390</i>	<i>15,000</i>	<i>15,050</i>	<i>15,050</i>
Total - Liability Insurance	901,640	932,490	937,100	998,600	998,600

Funding Sources

Funding Source	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - General Services	457,930	493,420	498,030	512,530	512,530
Town Support for Education	436,130	431,270	431,270	478,030	478,030
Fire District	7,580	7,800	7,800	8,040	8,040
Total General Fund Budget	901,640	932,490	937,100	998,600	998,600

Budget Commentary

The overall FY 21 liability insurance budget is projected to increase \$66,110 or 7.1% over the FY 20 budget due to industry standards and coverage allocations. The FY 20 estimate is expected to come in over budget by \$4,610 due to the Constable's bonds. Based on current and recent past events, the insurance market has been increasing premiums in the public sector from 5% to as much as 7% 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 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Workers Compensation	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Excess Workers Comp. Premium	80,000	85,000	85,000	88,000	88,000
Total - Workers Compensation	1,280,000	1,285,000	1,285,000	1,288,000	1,288,000

Funding Sources

Funding Source	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - General Services	640,000	642,500	642,500	644,000	644,000
Town Support for Education	640,000	642,500	642,500	644,000	644,000
Total - General Fund Budget	1,280,000	1,285,000	1,285,000	1,288,000	1,288,000

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).

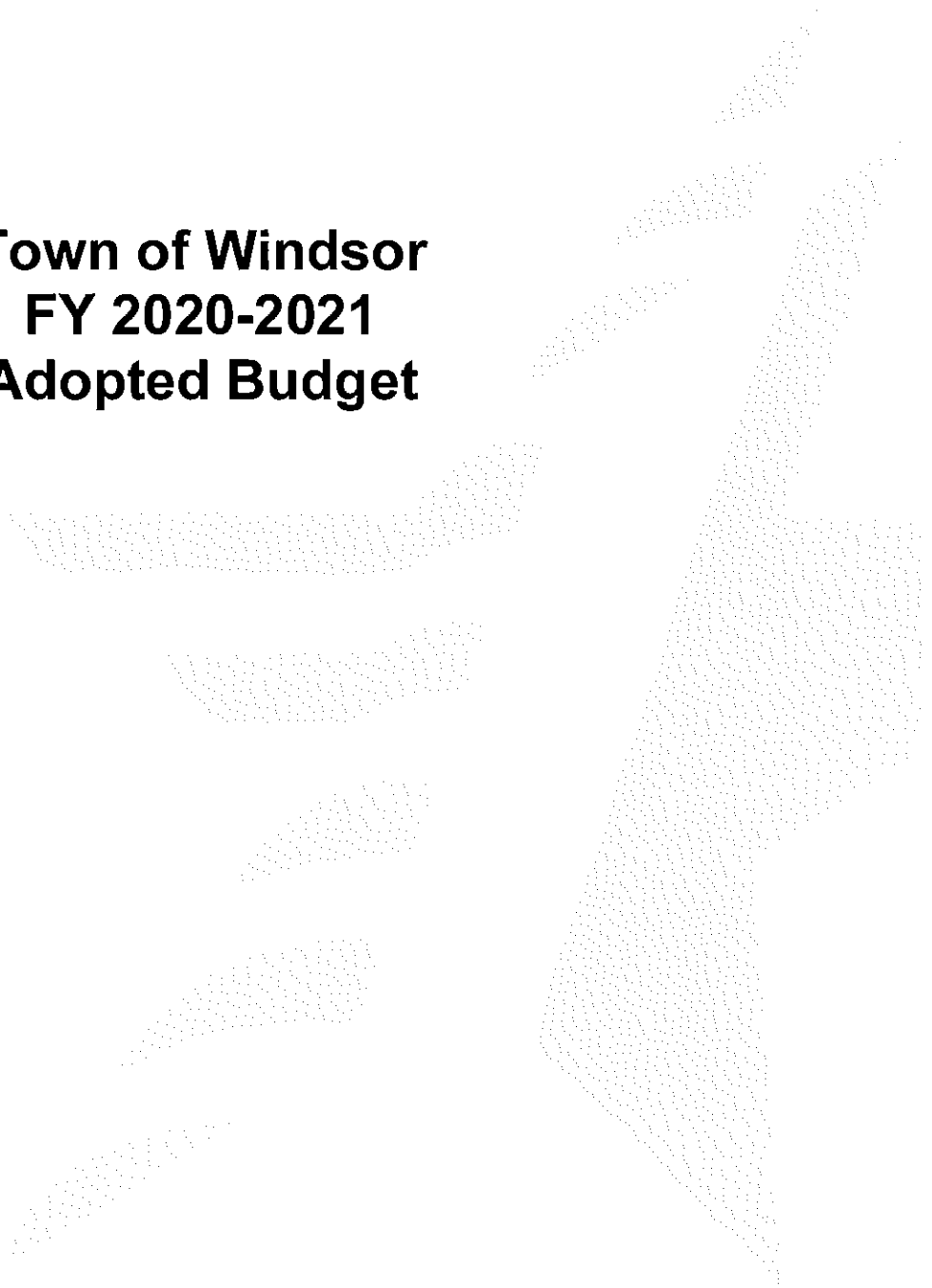
BENEFITS	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Cost:					
Health	3,256,525	3,260,700	2,988,000	3,350,000	3,350,000
Dental	188,586	218,000	204,000	212,000	212,000
Prescriptions	518,486	612,000	581,000	583,000	583,000
Life	35,301	37,080	40,000	42,000	42,000
Disability	105,907	120,000	127,000	130,000	130,000
<i>Total Benefit Cost</i>	4,104,805	4,247,780	3,940,000	4,317,000	4,317,000
Less Reimbursements:					
Employee Copay Health/Dental/Prescription	(597,279)	(674,000)	(600,000)	(633,000)	(633,000)
Retiree Copay Health/Dental/Prescription	(186,854)	(183,000)	(200,000)	(216,000)	(216,000)
Prescription Rebates	(87,782)	(90,000)	(45,000)	(45,000)	(45,000)
Landfill Allocated Costs	(55,710)	(55,710)	(55,710)	(55,480)	(55,480)
Resident Transfer Station	(13,200)	(13,200)	(13,200)	(13,140)	(13,140)
Child Day Care Allocated Costs	(131,940)	(131,940)	(131,940)	(146,000)	(146,000)
Adult Day Care Allocated Costs	(29,320)	(29,320)	(29,320)	(29,200)	(29,200)
Community Development Allocated Costs	(14,660)	(14,660)	-	-	-
<i>Total Reimbursements</i>	(1,116,745)	(1,191,830)	(1,075,170)	(1,137,820)	(1,137,820)
Total General Fund Contribution	2,988,060	3,055,950	2,864,830	3,179,180	3,179,180

Budget Commentary

The overall FY 20 employee and retiree total benefit costs are expected to come in under budget by \$307,780 or 7.2%. This is due to lower than expected health, prescription drug and dental claims expenditures. The FY 20 employee and retiree general fund costs, after deducting employee and retiree copays and enterprise fund contributions, are expected to be \$191,120 or 6.3% under budget. The FY 21 total benefits costs are increasing \$69,220 or 1.6% based on medical, prescription and disability claims trend and an increase in the stop loss insurance premium. This increase is mitigated slightly by a decrease in dental costs due to better than expected claims experience. The total FY 21 general fund contribution is increasing \$123,230 or 4.0% over the FY 20 budget after deducting employee and retiree copays and enterprise fund contributions.

Landfill Enterprise Fund

**Town of Windsor
FY 2020-2021
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 21 and into FY 22 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 was fully-completed before 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 38 acres in the southwestern and northern portions of the landfill. The lower impervious cap layer has been applied to an additional 11 acres as well. Work will commence in the Northwest portion of the landfill when the winter weather breaks in late spring of 2020.

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 approximately \$1,200,000 to perform this work. Assuming that the related permits and approvals are successfully obtained in 2020, the actual work could potentially occur during the 2021 calendar-year construction season. To that end, a portion of this work is included in the proposed FY 21 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 \$949,649 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 the requested funds (\$854,685) 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 \$324,000 will be received in FY 20 which is reflected on the line item entitled "CT DEEP Reimbursement

Grant" on page S-3. The FY 21 budget includes a reimbursement from the grant in the amount of \$252,000, primarily for the purchase of the topsoil needed for capping purposes in FY 21. 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 \$690,351 will be available to the town at the conclusion of FY 20, and \$410,351 will be available at the conclusion of FY21.

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 20 budget assumed that there would be an annual net loss of \$1,318,770. The FY 20 estimate of a \$1,034,900 loss is \$283,870 better than budget. At the end of calendar year 2020, our goal is to have approximately 95% of the clay cap installed. The estimated June 30, 2021 retained earnings balance available for future obligations is expected to be \$21,611,750.

**TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	FY 2021 Adopted
Operating Revenue					
Other Revenues	-	-	-	-	-
CT DEEP Reimbursement Grant *	309,679	324,000	324,000	252,000	252,000
Total Operating Revenue	309,679	324,000	324,000	252,000	252,000
Non-Operating Revenue					
Interest Income	416,004	375,000	390,000	300,000	300,000
Total Non-Operating Revenue	416,004	375,000	390,000	300,000	300,000
Total Revenue	725,683	699,000	714,000	552,000	552,000
Expenses					
Personal Services	396,726	454,560	419,730	446,470	446,470
Supplies	419,138	778,300	609,290	709,000	709,000
Services	710,806	458,470	434,630	497,630	497,630
Maintenance & Repairs	7,750	179,000	132,000	146,000	146,000
Energy & Utility	29,023	36,240	33,800	36,130	36,130
Administrative Overhead	50,000	50,000	50,000	50,000	50,000
Grants & Contributions	-	3,000	3,000	3,000	3,000
Capital Outlay	-	-	-	-	-
Insurance & Permit Fees	30,705	31,500	30,710	31,500	31,500
Total Expenses	1,644,148	1,991,070	1,713,160	1,919,730	1,919,730
Non-Operating Expenses					
Depreciation	37,053	26,700	35,740	34,640	34,640
Total Non-Operating Expenses	37,053	26,700	35,740	34,640	34,640
Total Expenses	1,681,201	2,017,770	1,748,900	1,954,370	1,954,370
Annual Net Operating Income/(loss)	(955,518)	(1,318,770)	(1,034,900)	(1,402,370)	(1,402,370)
Estimated End of Year Balances					
Available for Future Obligations	24,049,020	22,397,553	23,014,120	21,611,750	21,611,750

*Connecticut Department of Energy and Environmental Protection

Personnel Requirements

	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	FY 2021 Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	3.80	3.80	3.80	3.80	3.80
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	3.80	3.80	3.80	3.80	3.80

LANDFILL OPERATIONS, CLOSURE & POST-CLOSURE

Products and Services

Landfill Capping Activities \$1,205,460

- 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 \$ 53,000

- Make ongoing maintenance to the gas collection system including relaying condensate header lines and repairing well casings as necessary.
- Disposal of landfill condensate generated by the collection system.
- Ongoing, long-term monitoring of the landfill gas collection system.

Engineering \$302,000

- 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 \$99,660

- 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 \$87,380

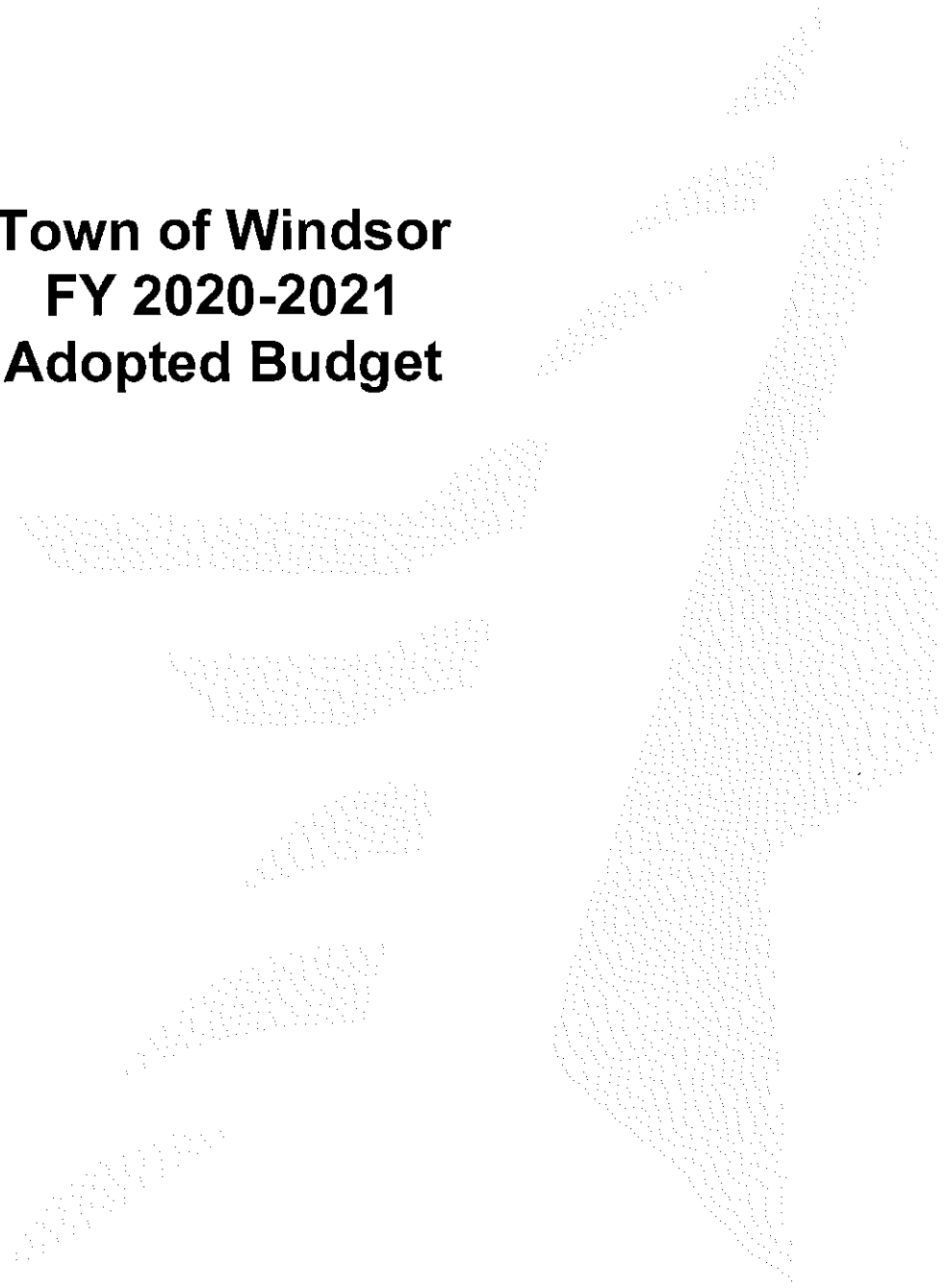
- Conduct regular site inspections to ensure compliance with federal and state regulations
- Maintain records according to the DEEP and the EPA regulatory requirements
- Maintain all federal and state landfill permits
- Continue compliance with the DEEP consent agreement including:
 - testing leachate 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.

Property Maintenance \$90,730

- 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 2020-2021
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. Landfill airspace should be fully exhausted during the fourth quarter of FY 20 and construction and demolition materials will no longer be deposited within the landfill in FY 21. The ability for the town to internalize the disposal of these wastes has had a positive impact in excess of \$450,000 in avoided disposal costs since the transfer station began "stand-alone" operations in July, 2014.

Services

The FY 21 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 21.

Since the Transfer station began "stand-alone" operations in FY15, the town has utilized temporary staffing agencies to provide additional help as needed throughout the fiscal year. The proposed budget presents an increase in FY 21 Full Time Equivalents (FTE's) to account for the addition of a second part-time scale clerk/monitor for 18-20 hours per week for the second half of the fiscal year. A corresponding reduction in our Contractual Services line is realized during that same time period.

Fees

Until the conclusion of FY18, patrons of the transfer station enjoyed fees that had remained unchanged since July 2014. Over the past two fiscal years, staff has applied a series of small "stepped" increases to make up for price increases that occurred within the local marketplace since 2014. This year continues to be tumultuous within the local solid waste marketplace, and this trend is expected to continue into the foreseeable future. The proposed FY21 budget includes estimated increases of approximately 10% per ton (up to \$90 /ton) for MSW and bulky waste disposal fees. Despite these external disposal price increases, the proposed FY 21 budget does not include price increases for any material managed at the Transfer Station. Because our current fees are expected to result in a slight positive balance at the conclusion of FY21, there are no proposed changes to any Transfer Station tipping fee in FY 21.

The current fee for a resident to purchase an annual permit is \$160. A "half-year" permit is also available for \$85. For residents who do not have a permit, the side-window fee of \$6.00 for up to three bags (or 100 lbs) of kitchen-type MSW. Additional bags are currently charged at \$3.00 each.

The Transfer Station currently charges \$80.00 per ton for the disposal of brush and \$155.00 per ton for bulky wastes. Mattresses that qualify under the Connecticut Mattress Recycling Program have not been charged a fee since the site began participation in the program back 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. The fees for these items are currently \$20 (for chairs) and \$30 (for sofas) respectively. Freon-containing appliances, propane tanks, and tires are subject to a fee to cover the costs to properly manage and dispose of these wastes.

In January of 2018, China launched "National Sword", a step 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 21.

This global condition created an additional expense to the transfer station, and new recycling fees were established in FY20 for patrons of the transfer station who chose to use the recycling roll-off instead of recycling their materials curbside at their homes. These fees are currently \$5.00 per car, and \$10.00 per truckload. These fees continue to be in-line with similar charges at other facilities within our region and are proposed to remain the same for FY21.

Financial Summary

It is anticipated that the total revenues for the Resident Transfer Station Enterprise fund will be approximately \$274,060 for FY 20. This amount is \$3,290 better than budgeted, and driven primarily by an increase in the receipt of construction and demolition materials. Total expenses for FY 20 are estimated to be \$255,990 or \$50,950 under budget. The resulting net income of \$18,070 is better than budget by \$54,240. This is primarily a result of being able to utilize landfill airspace deeper into FY20 than had been previously anticipated.

Expenses in the FY 20 budget include funds for the installation of a municipal solid waste ("MSW") compactor that is expected to be installed inside the transfer station toward the end of FY 20. 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.

As the residential transfer station nears the end of FY 20, it appears that existing fees continue to meet operational expenditures in FY21, despite having fully depleted the landfill airspace that we have enjoyed for several years. Revenues for FY21 are anticipated to be \$278,250 and expenses are estimated at \$277,410 resulting in an annual net surplus of \$840.

The approach that was proposed in the FY 19 and FY 20 budgets, which attempted to spread several price increases proportionally across several waste streams, seems to have successfully minimized the impact on our residential customers for the time being.

As has always been the case, 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 further 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 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	FY 2021 Adopted
Operating Revenue					
Charges for Services	138,706	134,210	141,600	145,210	145,210
Permits & Other Revenues	130,733	128,160	124,460	127,040	127,040
Total Operating Revenue	269,439	262,370	266,060	272,250	272,250
Non-Operating Revenue:					
Interest Income	8,173	8,400	8,000	6,000	6,000
Total Non-Operating Revenue	277,612	270,770	274,060	278,250	278,250
Operating Expenses:					
Personal Services	70,944	72,790	72,790	89,190	89,190
Supplies	4,934	4,200	6,920	5,820	5,820
Services	24,379	29,030	26,810	21,480	21,480
Services (disposal of MSW)	55,667	50,520	54,340	51,900	51,900
Services (disposal of bulky & oversize)	12,457	98,550	43,010	95,730	95,730
Capital Outlay	-	39,110	39,100	-	-
Energy & Utility	13,478	12,740	13,020	13,290	13,290
Total Operating Expenses	181,859	306,940	255,990	277,410	277,410
Annual Income/(Loss)	95,753	(36,170)	18,070	840	840
Net Assets (Retained Earnings), Beginning of Year	385,331	356,567	481,084	499,154	499,154
Net Assets (Retained Earnings), End of Year	481,084	320,397	499,154	499,994	499,994

Personnel Requirements

	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	FY 2021 Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	0.20	0.20	0.20	0.20	0.20
Regular Part Time Employees	0.88	0.88	0.88	1.11	1.11
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.08	1.08	1.08	1.31	1.31

**TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
OPERATING REVENUES BY SOURCE**

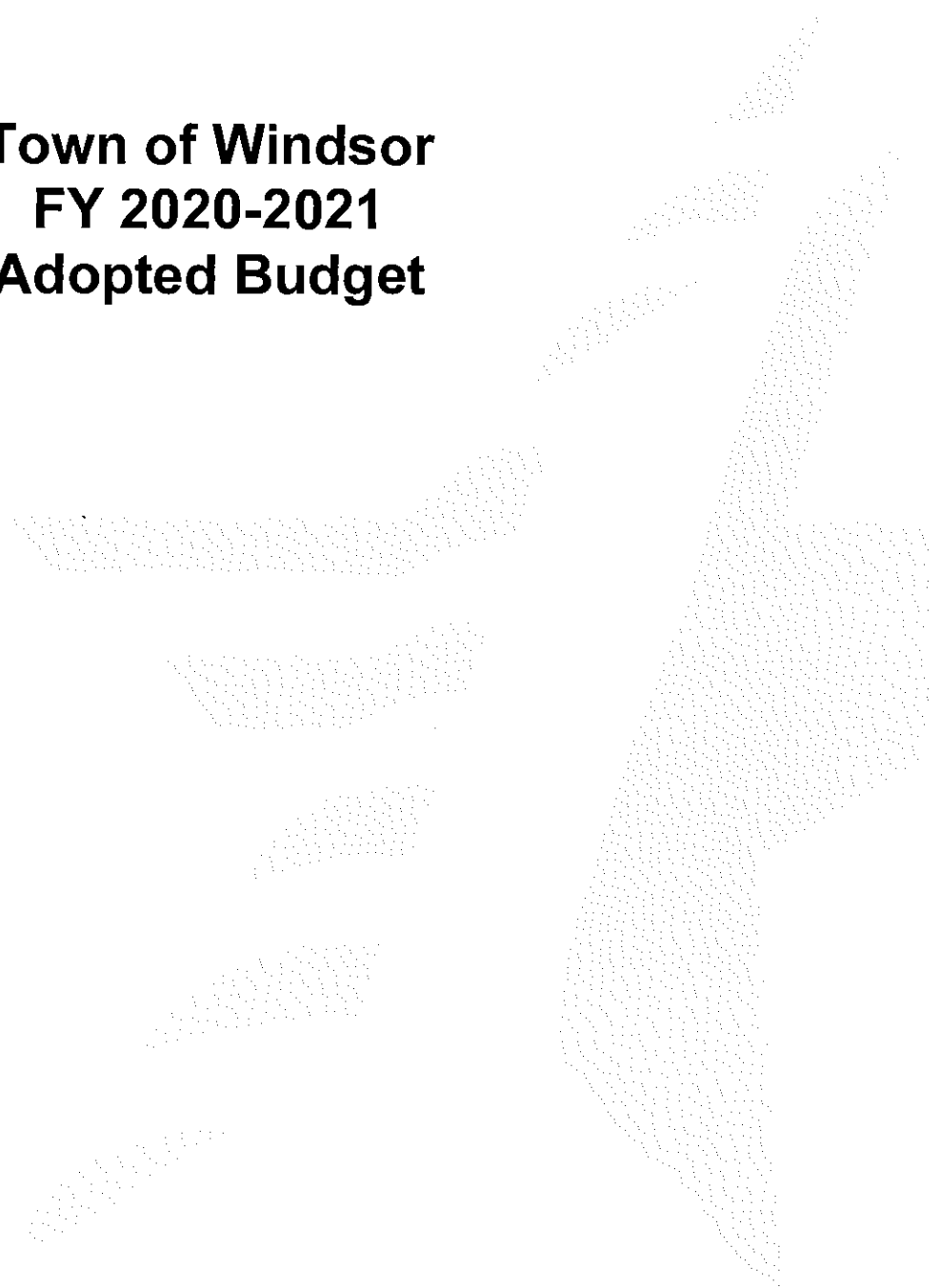
	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	FY 2021 Adopted
<u>Residential Bulky & Oversize Waste</u>					
Oversize Waste (typically per item)	11,625	11,800	11,440	11,800	11,800
Construction & Demolition Debris (per ton)	127,081	122,410	130,160	133,410	133,410
<i>Sub-total Residential Bulky & Oversize Waste</i>	<u>138,706</u>	<u>134,210</u>	<u>141,600</u>	<u>145,210</u>	<u>145,210</u>
<u>Permit Fees & Other Revenues</u>					
Permit Fees	48,880	51,250	48,140	48,740	48,740
Fee for "Side Window" Transactions	18,191	22,870	19,390	19,500	19,500
Sale of Scrap Metal & Cardboard	23,656	19,520	16,990	17,160	17,160
Curbside Recyclables Rebate	-	-	-	-	-
Fees for Items not Disposed (Tires, Propane, Textiles, etc.)	7,290	8,400	11,570	11,600	11,600
Yard Waste Revenues (Non-Disposed)	21,716	15,120	17,370	19,040	19,040
Recycling Administrative Payment	11,000	11,000	11,000	11,000	11,000
<i>Sub-total Permit Fees & Other Revenues</i>	<u>130,733</u>	<u>128,160</u>	<u>124,460</u>	<u>127,040</u>	<u>127,040</u>
TOTAL OPERATING REVENUES	<u><u>269,439</u></u>	<u><u>262,370</u></u>	<u><u>266,060</u></u>	<u><u>272,250</u></u>	<u><u>272,250</u></u>

**RESIDENT TRANSFER STATION
Products and Services**

<i>Solid Waste Management</i>	\$95,510
<ul style="list-style-type: none"> • 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. 	
<i>Recycling Service</i>	\$22,860
<ul style="list-style-type: none"> • 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). 	
<i>Solid Waste Transportation & Disposal Expense</i>	\$159,040
<ul style="list-style-type: none"> • Transportation and Disposal expenses for MSW, bulky and oversized wastes hauled away from the facility. 	

Adult Day Care Enterprise Fund

**Town of Windsor
FY 2020-2021
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 32 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. Weekly our clients now enjoy a creative arts therapy program.

The Caring Connection's financial challenges continue. The yearly loss is predicted to be \$169,770 in FY 20. Efforts in marketing continue in addition to decreased expenditures in personal services and other expense lines. Overall FY 21 revenues are projected to be \$36,440 or 10.1% lower than FY 20 budget based on our current average daily census with a \$5.00 private pay daily fee increase. Total expenditures are proposed to decrease \$28,360 or 5.9% due primarily to reductions in projected food costs as well as part-time staff hours as a result of the lower census. The FY 21 budget is projected to have a \$122,850 shortfall between revenues and expenses.

An increased emphasis on marketing in conjunction with growing relationships with our providers are the foundation of our FY 21 proposal. Targeted marketing efforts to the surrounding senior communities, physician offices and social/caseworkers with emphasis in Windsor, Hartford, Bloomfield and Windsor Locks represent targeted marketing efforts for FY 21. On the heels of a successful open house event, we will continue to build on an increased presence on social media and utilize a refreshed website to target more of the caregiver population. This spring we will be offering "Third Thursday" open houses for tours and an opportunity for visitors to learn about our engaging, fun and meaningful home like setting. For the third year the Caring Connection Team has participated in the Alzheimer's Walk to help further the cause of this devastating disease. The third annual Caring Connection Support to Windsor's first responders and service departments happened once again during Adult Day Health Care Center Week in September. Intergenerational relationships between the Caring Connection, The Discovery Center, Loomis Chafee School and Windsor High continue to embellish our program. For the third year clients will be actively working to create their donation to support Windsor's Project Santa of fleeced blankets to number approximately 40 blankets. 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**

** The Caring Connection has been significantly impacted by COVID-19. To provide our best FY 20 projections, revenue loss for the month of March due to the shutdown of the program was added to the projected loss for the year. Additional funding will be requested of Town Council to cover the loss. Further impact of COVID-19 past March 31, 2020 is not known at this time.*

	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	295,352	334,000	251,000	302,560	302,560
Permits & Other Revenues	19,917	26,000	20,000	20,000	20,000
Total Operating Revenue	315,269	360,000	271,000	322,560	322,560
Non-Operating Revenue:					
Donations	3,525	2,000	3,250	3,000	3,000
Interest Income	357	300	500	300	300
Total Non-Operating Revenue	3,882	2,300	3,750	3,300	3,300
Total Revenue	319,151	362,300	274,750	325,860	325,860
Operating Expenses:					
Personal Services	249,813	263,210	236,640	238,130	238,130
Supplies	10,342	12,650	10,350	10,650	10,650
Services	36,037	41,700	44,700	41,500	41,500
Marketing	9,455	8,000	8,000	6,000	6,000
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,337	3,600	3,600	3,710	3,710
Administrative Overhead	-	-	-	-	-
Rent	69,090	69,090	69,090	69,090	69,090
Transfer Payment to GF Transportation Unit	71,680	76,080	69,400	78,450	78,450
Other	3,641	1,000	1,000	1,000	1,000
Total Operating Expenses	453,395	475,330	442,780	448,530	448,530
Non-Operating Expenses:					
Depreciation	2,199	1,740	1,740	180	180
Total Non-Operating Expenses	2,199	1,740	1,740	180	180
Total Expenses	455,594	477,070	444,520	448,710	448,710
Annual Income/(Loss)	(136,443)	(114,770)	(169,770)	(122,850)	(122,850)
Net Assets (Retained Earnings), Beginning of Year	64,289	-	4,346	4,346	4,346
Transfer IN - General Fund - General Services	76,500	114,770	114,770	120,000	120,000
Additional Funding Request			55,000		
Net Assets (Retained Earnings), End of Year	\$ 4,346	\$ -	\$ 4,346	\$ 1,496	\$ 1,496
Personnel Requirements					
	FY 2019	FY 2020		FY 2021	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	2.00	2.00	2.00	2.00	2.00
Regular Part Time Employees	2.81	2.79	2.23	2.20	2.20
Total	4.81	4.79	4.23	4.20	4.20

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	102,820	102,080	102,460	102,460
Supplies	3,160	2,590	2,660	2,660
Services	12,100	12,100	12,060	12,060
Marketing	8,000	8,000	6,000	6,000
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,600	3,600	3,710	3,710
Administration	-	-	-	-
Rent Expense	69,090	69,090	69,090	69,090
Other	1,000	1,000	1,000	1,000
Total Expenses	199,770	198,460	196,980	196,980

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.30	0.28	0.30	0.30
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.30	1.28	1.30	1.30

Budget Commentary

The FY 20 estimate is expected to come in under budget by \$1,310 or 0.7% due to a short vacancy in the Administrative Aide position. The FY 21 proposed budget is projected to be \$2,790 or 1.4% less than the FY 20 adopted budget due primarily to a reduction on the amount spent on marketing. More lower or no cost marketing efforts will be utilized.

ADMINISTRATION

Products & Services

- Administration* \$175,490
- Develop the budget and monitor the overall financial operation of the program including accounts receivable, accounts payable, payroll, grant writing and administration, fundraising and donations
 - Update all policies and procedures, admissions, discharges and medical records to maintain CT Association of Adult Day Health Center's peer review certification to receive federal and state funding
 - Prepare and write grants, contracts and monthly reports for the Home Care for Elders program, Veteran's Administration, North Central Area of Aging IIIB, Alzheimer's Aide Grant, Association and Respite Care program, Reynolds Foundation, United States Department of Agriculture Child & Adult Food program, and Bank of America grants
 - Supervise and provide orientation for all personnel, volunteers and students including scheduling and conducting all mandatory in-service training
 - Provide administrative support to all areas on the interdisciplinary team
 - Provide counseling, information support and referrals to clients and caregivers
 - Provide an "hourly day center program". This program fills a community need for individuals who require only intermittent adult day services.
 - Produce the monthly newsletter
 - Oversee the Therapeutic Recreation program including planning and development of the monthly calendar, leading select activities, assisting without trips
 - Complete all required client therapeutic recreation goals, assessments, and care plans.
 - Inventory and order all supplies for art, music and therapeutic recreation programs

- Intake, Assessment, and Case Management* \$15,490
- 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* \$6,000
- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	129,890	125,100	125,880	125,880
Supplies	8,220	6,220	6,390	6,390
Services	25,900	25,900	22,080	22,080
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	164,010	157,220	154,350	154,350

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	1.71	1.64	1.55	1.55
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.71	2.64	2.55	2.55

Budget Commentary

The FY 20 estimate is expected to be under budget by \$6,790 or 4.1% due primarily to reducing operating expenses as a result of a reduction in daily census totals as well as a short-term disability in a nursing position. The FY 21 proposed budget is projected to be \$9,660 or 5.9% lower than the FY 20 adopted budget as a result of fewer expenses associated with a reduced census.

NURSING

Products & Services

Skilled/Non-Skilled Nursing \$108,840

- Monitor daily medical status: weight, blood pressure and pulse
- Monitor behavior modification, range of motion exercises, nail care and incontinence
- Administer emergency care
- Provide restorative and rehabilitative nursing
- Administer, order, document and store medications. Update physician orders as needed
- Supply wound and skin treatments as ordered by physician
- Prepare snack calendar and daily snacks
- Monitor meal service, diets and purchase groceries
- Arrange for all vaccines, including purified protein derivatives (tuberculosis testing) and seasonal flu for clients and staff
- Develop interdisciplinary care plans for each individual client and review with caregivers on a 6-month basis
- Monitor and provide special needs diets, provide set ups and cueing as needed
- Assist clients with activities of daily living including walking, eating, toileting, grooming and personal care.
- Assist with the planning and development of the monthly calendar, leading select activities, assisting with "out trips"

Case Management \$17,950

- 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, \$27,560

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	30,500	9,460	9,790	9,790
Supplies	1,270	1,540	1,600	1,600
Services	3,700	6,700	7,360	7,360
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	35,470	17,700	18,750	18,750

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.78	0.31	0.35	0.35
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	0.78	0.31	0.35	0.35

Budget Commentary

The FY 20 estimate is expected to come in under budget by \$17,770 or 50.1% due to alternative coverage patterns as a result of a vacancy in the budgeted therapeutic recreation position. The FY 21 proposed budget is projected to be \$16,720 or 47.1% lower than the FY 20 adopted budget due to the same reason.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming \$18,750

- Assist in developing, planning and implementing a therapeutic recreation program designed to meet clients' cognitive, social, physical and spiritual needs
- Involve clients in ongoing intergenerational community programs with Windsor schools, Loomis Chaffee school and Windsor Discovery Center programs
- Assist with Integrating clients in the community via attendance at cultural events (external), restaurants and shops outside the Caring Connection
- Provide special programming for clients with Alzheimer's disease and related dementias
- Further enhance ongoing therapeutic music therapy, and creative arts programs.

TRANSPORTATION

Transportation Services provides safe, accessible and assisted transportation for all handicapped and disabled adults.

Expenditures

Expenditures by Category	FY 2020		FY 2021	
	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	76,080	69,400	78,450	78,450
Total Expenses	76,080	69,400	78,450	78,450

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 20 budget is projected to come in under budget by \$6,680 or 8.8% due to lower than expected census. The FY 21 proposed budget reflects an increase of \$2,370 or 3.1% due to transportation salary increases as well as an increase in fuel costs.

TRANSPORTATION

Products & Services

Daily Transportation \$78,450

- Transfer payment to the General Fund to pay for services provided by the Transportation Unit in Human Services.

FY 2020 Highlights

The Caring Connection Adult Day Health Center continues to maintain its excellent reputation as a municipally-operated, community-based health center. The center is a member of the Connecticut Association of Adult Day Health Centers, the Connecticut Association of Not-for-Profits Agencies, and the National Council on Aging. FY 19 was our re-accreditation year when the Center had a deficiency-free review with commendation.

Clients, caregivers and the Caring Connection facility continued to receive benefits from outside funding sources in FY 20 including:

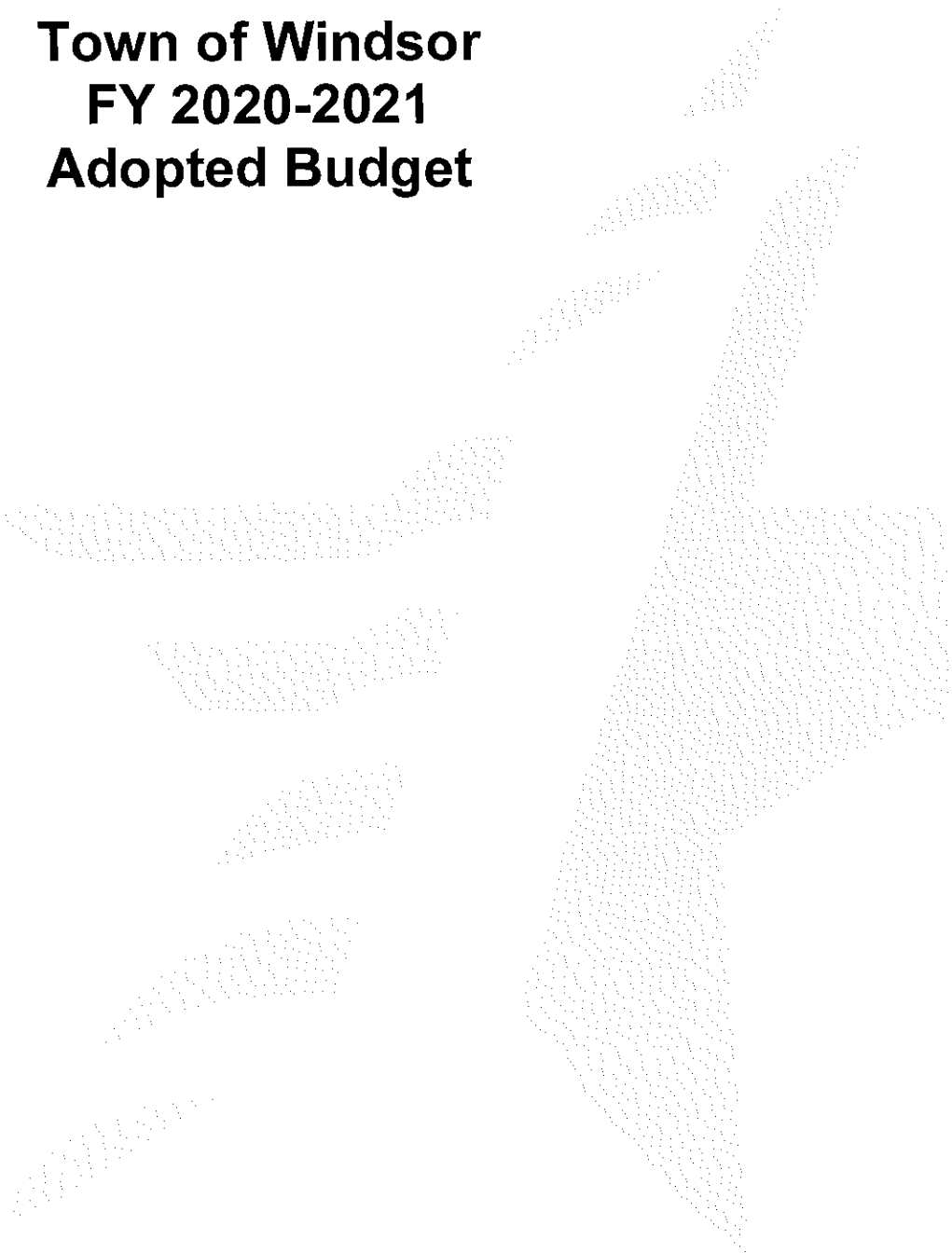
- The Home Care for Elders Program (Connecticut Community Care, Inc.)
- The North Central Area Agency on Aging (IIIB/Client Subsidies, Alzheimer's Aide Grant, Alzheimer's and Respite Care Funding)
- State of Connecticut Department of Social Services
- Veteran's Administration
- United States Department of Agriculture Adult Day Care Food Grant via State of Connecticut Department of Education
- Granger Trust
- The Reynolds Foundation
- Memorial donations.

The Fiscal Year 2020 highlights include:

- Donations and fundraisers by Caring Connection staff, clients and their families to the Windsor Food Bank organizations, Drive and Project Santa
- Intergenerational programs with Loomis Chaffee students, Windsor High School program, Windsor Discovery Center and Windsor Police Cadets
- Providing site for Windsor Independent Living Association (WILA) clients to volunteer
- Providing site for clients of the Goodwill Community Senior Employment Program
- Providing bi-monthly pet therapy visits with our therapy dog Jack from Healers with Halos
- Act as a site for UCONN Nursing School and Central Connecticut State University Students
- Increased marketing efforts to surrounding communities with focus on Windsor Locks
- Addition of a Creative Arts Therapist to our Weekly Program
- More robust social media presence
- Open House Event
- Feature story with photos in the *Hartford Courant*.

Child Development Enterprise Fund

**Town of Windsor
FY 2020-2021
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 40 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 respects 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 20 approved budget assumed a loss of \$74,150. It is projected for FY 20 to come in slightly under budget.

An operating loss of \$59,570 is projected for the Child Development Fund for FY 21. Our marketing efforts continue to generate waiting lists in some of the programs. Parent referrals, the birth of siblings and word of mouth continue to be a driving force in our enrollment.

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 21 proposed revenues include a 2.0% fee increase for some of the programs.

**TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

**The FY20 revenue and expense estimates for the Child Development Enterprise Fund budget do not reflect the financial impact of program shut-downs caused by COVID-19. Reserve funds from the enterprise fund budget will be used to mitigate these losses.*

	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	FY 2021 Adopted
Operating Revenue:					
Charges For Services	1,110,238	1,114,190	1,104,190	1,175,380	1,175,380
Permits & Other Revenues	822	5,120	14,070	-	-
Total Operating Revenue	1,111,060	1,119,310	1,118,260	1,175,380	1,175,380
Non-Operating Revenue:					
Donations	-	-	-	-	-
Interest Income	8,351	4,400	4,400	5,000	5,000
Total Non-Operating Revenue	8,351	4,400	4,400	5,000	5,000
Total Revenue	1,119,411	1,123,710	1,122,660	1,180,380	1,180,380
Operating Expenses:					
Personal Services	897,886	949,520	949,520	1,015,540	1,015,540
Supplies	18,907	19,600	19,600	20,600	20,600
Services	36,761	56,820	55,770	51,090	51,090
Marketing	7,446	8,000	8,000	8,000	8,000
Maintenance & Repairs	11,105	18,500	18,500	10,300	10,300
Grants and Contributions	-	-	-	-	-
Capital Outlay	904	-	-	-	-
Energy & Utility	16,340	22,590	22,590	12,590	12,590
Administrative Overhead	-	-	-	-	-
Rent	118,830	118,830	118,830	118,830	118,830
Other (bad debt)	6,905	3,000	2,000	2,000	2,000
Total Operating Expenses	1,115,084	1,196,860	1,194,810	1,238,950	1,238,950
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	1,116,084	1,197,860	1,195,810	1,239,950	1,239,950
Annual Income/(Loss)	3,327	(74,150)	(73,150)	(59,570)	(59,570)
Net Assets (Retained Earnings), Beginning of Year	398,352	343,942	401,679	328,529	328,529
Net Assets (Retained Earnings), End of Year	401,679	269,792	328,529	268,959	268,959
Personnel Requirements					
	FY 2019	FY 2020		FY 2021	
Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.83	10.00	10.00	11.00	11.00
Regular Part Time Employees	7.08	7.56	7.56	7.66	7.66
Temporary/Seasonal Employees	-	-	-	-	-
Total	16.91	17.56	17.56	18.66	18.66

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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	440,480	440,480	456,940	456,940
Supplies	4,900	4,900	5,150	5,150
Services	15,550	15,550	14,770	14,770
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	1,000	1,000	1,000	1,000
Total Expenses	461,930	461,930	477,860	477,860

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.50	5.50	6.00	6.00
Regular Part Time Employees	2.69	2.69	2.38	2.38
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	8.19	8.19	8.38	8.38

Budget Commentary

The FY 20 expenditures are expected to come in on budget. The FY 21 proposed budget reflects an increase of \$15,930 or 3.4% as compared to the FY 20 adopted budget due to the increase in full-time staff hours to meet program needs.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler \$248,060
• Conduct a year-round, full-time program for 8 children age six weeks to twenty months.

Montessori Toddler \$229,800
• Provide four half-day spaces and four extended day school year spaces for children eighteen months to three years.
• Provide one full-day, year-round program for eight children ages eighteen 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	386,380	386,380	404,610	404,610
Supplies	10,780	10,780	11,330	11,330
Services	35,650	35,650	32,500	32,500
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	2,000	1,000	1,000	1,000
Total Expenses	434,810	433,810	449,440	449,440

Personnel Requirements

Full Time Equivalents (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.58	3.58	3.83	3.83
Regular Part Time Employees	3.46	3.46	3.32	3.32
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	7.04	7.04	7.15	7.15

Budget Commentary

The FY 20 expenditures are expected to come in under budget by \$1,000 or 0.2% due primarily to a decrease in bad debt expense. The FY 21 proposed budget reflects an increase of \$14,630 or 3.4%. This increase is due to the additional full-time staff hours to meet program needs.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori \$384,700
• Provide a Montessori educational experience for children ages thirty-two months through five on a full or half-day schedule from September to June.

Preschool Summer Program \$64,740
• 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	122,660	122,660	153,990	153,990
Supplies	3,920	3,920	4,120	4,120
Services	13,620	12,570	11,820	11,820
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total Expenses	140,200	139,150	169,930	169,930

Personnel Requirements

Full Time Equivalent (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.92	0.92	1.17	1.17
Regular Part Time Employees	1.41	1.41	1.96	1.96
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	2.33	2.33	3.13	3.13

Budget Commentary

The FY 20 expenditures are expected to come in under budget by \$1,050 or 0.7% due to a slight savings in services. The FY 21 proposed budget reflects an increase of \$29,730 or 21.2% as compared to the FY 20 budget due to additional full-time staff hours to meet program needs.

ELEMENTARY PROGRAMS

Products & Services

*Before and After
School Elementary* \$89,920

- 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, John F. Kennedy, and Poquonock Elementary schools, Sage Park Middle School and local private schools.

Elementary Summer Program \$41,740

- 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 \$38,270

- 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 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	18,500	18,500	10,300	10,300
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	-	-	-	-
Rent Expense	118,830	118,830	118,830	118,830
Energy & Utility	22,590	22,590	12,590	12,590
Other	-	-	-	-
Total Expenses	159,920	159,920	141,720	141,720

Personnel Requirements

Full Time Equivalent (FTE)	FY 2020		FY 2021	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 20 expenditures are expected to come in on budget. The FY 21 proposed budget reflects a decrease of \$18,200 or 11.4% due to applying building and repair expenditures to the special revenue account, Milo Peck Building, similar to that of 330 Windsor Avenue.

FACILITIES MANAGEMENT

Products & Services

<i>Management</i>	<i>\$118,830</i>	<i>Support Services</i>	<i>\$22,890</i>
<ul style="list-style-type: none">• Pay rental fee to the Town of Windsor special revenue fund for Milo Peck building.		<ul style="list-style-type: none">• Provide for general maintenance and telecommunication costs.	

Child Development Enterprise Fund

FY 2020 Highlights

The Windsor Montessori School and Discovery 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 2020 via the website. An increase in social media postings increased web traffic to our site resulting in additional inquiries.

The Infant Toddler and Toddler Montessori programs are going strong. Both programs have waiting lists for the 2020-2021 school year. Based on current enrollment we do not anticipate an opening in the Infant Program until June of 2021 because; all eight spaces for the fall of 2021 are accounted for. 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 four families from "Project Santa" and we were able to fulfill families' requests. The school collected Halloween candy to send to the troops for the eighth year in a row. The Montessori classrooms conducted a coat drive for the "Coats for Connecticut" program. The students brought 40 coats to Best Cleaners for cleaning and distribution. For the third 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 \$572 for this worthy cause. World food day took place in the fall of 2019; the students and staff collect nonperishable food for the Windsor Food and fuel bank. Lastly the older elementary summer program raised \$380 for Specs for little heroes an organization Gifting Protective Eyewear to Children with Retinoblastoma.

APPENDICES

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APPENDIX “A”
Capital Improvement Program
2021-2026

Town of Windsor
FY 2020 – 2021
Adopted Budget

**TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2021 – FY 2026**

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 2021						
Pavement Management Program	1,030,000	850,000		180,000		
Sidewalk and Curb Replacement Program	150,000	150,000				
Fleet and Public Works Equipment Replacement	680,000	680,000				
Pavement Resurfacing at Town Facilities & Schools	240,000		240,000			
Landfill Leachate Management	1,406,100			1,406,100		
Wilson Route 159 Corridor Enhancement Program (Phase 1)	1,006,300		270,000	1,006,300		17,500 ¹
Day Hill Road Ped. Circulation Enhancements (Marshall Phelps to Orange Way)	287,500					75,400 ²
Town Facility Improvements - DPW Fuel Station Improvements (Design)	75,400		2,255,000			70,000 ¹
Town Facility Improvements - Milo Peck HVAC, Electrical & Energy Improvements (Design & Construction)	2,325,000					
Town Facility Improvements - Luddy House and Carriage House Windows and Doors Replacement	165,000		165,000			
Town Facility Improvements - Poquonock Fire Station Roof Replacement (Construction)	300,000	300,000				
Town Facility Improvements - Wilson Fire Station HVAC Replacement (Construction)	505,000		505,000			
Town Facility Improvements - Data Centers Storage	120,100					120,100 ¹
Poquonock Fire Station - Engine 7 Replacement	905,000	200,000	705,000			
Road Street Signal Modifications and "Road Diet" (Design) Phase II	150,000	150,000				
Town Facility Improvements - Outdoor Pool Improvements (Welch and Goslee Facility Designs)	200,000		200,000			
Athletic Field Improvements - Sage Park Middle School West Field Improvements (Design)	92,800					92,800 ¹
BOE - Sage Park Middle School - Roof Repairs and Partial Roof Replacement	2,190,000		1,205,000	985,000		
BOE - Technology Equipment Upgrades	80,000	80,000				
BOE - Sage Park Middle School - Alternative Energy and Efficiencies Upgrades (Construction - Phase 1)	2,705,000		2,705,000			
Subtotal FY 2021	14,613,200	2,410,000	8,250,000	2,171,300	1,406,100	375,800

FY 2021 Projects Anticipated to Require Voter Approval

None	-	-	-	-	-	-
Subtotal FY 2021	-	-	-	-	-	-

GRAND TOTAL FY 2021

	14,613,200	2,410,000	8,250,000	2,171,300	1,406,100	375,800
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¹ Capital Projects Fund Assigned Balance (Total = \$300,400)

² General Fund Unassigned (Total = \$75,400)

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	1,085,000	905,000		180,000		
Sidewalk and Curb Replacement Program	160,000	160,000				
Stormwater Management Improvements	269,000		269,000			
Fleet and Public Works Equipment Replacement	735,000	735,000				
Tree Replacement Program	30,000					30,000 ¹
Historic Monument and Ancient Cemetery Preservation	50,000					50,000 ¹
Town Facility Improvements - DPW Fuel Station Improvements (Construction)	753,400		753,400			
Wilson Route 159 Corridor Enhancement Program (Phase II)	1,049,800			1,049,800		
Dey Hill Road Ped. Circulation Enhancements (Marshall Phelps to Helmsford Way, Design)	23,400					23,400 ¹
River Street Roadway Rehabilitation (Pogonock to Old River, Design)	58,440					58,440 ¹
Pigeon Hill Road Rehabilitation (Lamberton Rd to Addison Rd, Design)	51,600					51,600 ¹
Athletic Field Improvements - Sage Park Middle School West Field Improvements (Construction)	1,734,200		1,734,200			
Public Safety Equipment Fund	350,000	350,000				
Firehouse Vehicle Exhaust Systems	150,000	150,000				
BOE - Technology Equipment Upgrades	100,000	100,000				
BOE - Sage Park Middle School - Alternative Energy and Efficiencies Upgrades (Construction - Phase 2)	2,110,000		2,110,000			
BOE - Clover Street School - ADA Code and Restroom Renovations (Design)	121,300	121,300				
BOE - Clover Street School - Roof Replacement (Design)	45,500					45,500 ¹
Subtotal FY 2022	8,876,640	2,521,300	4,866,600	1,229,800	-	258,940

FY 2022 Projects Anticipated to Require Voter Approval

None	-	-	-	-	-	-
Subtotal FY 2022	-	-	-	-	-	-

GRAND TOTAL FY 2022 **8,876,640** **2,521,300** **4,866,600** **1,229,800** **-** **258,940**

¹ Capital Projects Fund Assigned Fund Balance (Total = \$258,940)

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	1,085,000	905,000		180,000		
Sidewalk and Curb Replacement Program	175,000	175,000				
Stormwater Management Improvements	274,100		274,100			
Fleet and Public Works Equipment Replacement	735,000	735,000				
Pavement Resurfacing at Town Facilities & Schools	260,000		260,000			
Pigeon Hill Road Rehabilitation (Lamberton to Addison Rd, Construction)	665,000		665,000			
River Street Roadway Rehabilitation (Pooquoick to Old River, Construction)	642,080		642,080			
Day Hill Road Capacity Improvements - Lane Widening from Addison Road to I-91, (Design)	450,000		450,000			
Day Hill Road Pedestrian Circulation Enhancements (Marshall Phelps to Heimford, Construction)	261,000		261,000			
Broad Street Road Diet (Construction)	4,592,400			4,592,400		
Town Facility Improvements - LP Wilson Boiler Replacement (Design)	202,800	99,700				102,900
Palisado Avenue Corridor Improvements and Wall Repairs (Design)	135,000	135,000				
Athletic Field Master Plan Implementation - Sharshon Park Improvements (Design)	115,000		115,000			
Town Facility Improvements - NW Park Parking Lot Renovations	192,300					192,300
Wilson Fire Station - Replace Brush Truck	208,000	208,000				
Public Safety Equipment Fund	359,800	292,000				67,800
BOE - Technology Equipment Upgrades	105,000	105,000				
BOE - Sage Park Middle School - Alternative Energy and Efficiencies Upgrades (Construction - Phase 3)	2,195,000		2,195,000			
Subtotal FY 2023	12,652,280	2,654,700	4,862,180	4,772,400	-	363,000
FY 2023 Projects Anticipated to Require Voter Approval						
Town Facility Improvements - Outdoor Pool Improvements (Welch and Goslee Facility Renovations, Const)	3,645,000	-	3,645,000	-	-	-
Subtotal FY 2023	3,645,000	-	3,645,000	-	-	-
GRAND TOTAL FY 2023	16,297,280	2,654,700	8,507,180	4,772,400	-	363,000

¹ Capital Projects Fund Assigned Fund Balance (Total = \$363,000)

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 2024						
Pavement Management Program	1,105,000	925,000		180,000		
Sidewalk and Curb Replacement Program	180,000	180,000				
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	162,000		162,000			
Historic Monument and Ancient Cemetery Preservation	100,000					100,000
Day Hill Road Ped. Circulation Enhancements (Old Day Hill Road, Design)	26,000					26,000
Street Reconstruction - Basswood Road (Design)	210,000		210,000			
Street Rehabilitation - International Drive (Design)	82,000	82,000				
Town Facility Improvements - LP Wilson Boiler Replacement (Construction)	2,132,800		2,132,800			
Town Facility Improvements - 330 Windsor Ave. - Energy Recovery Improvements (Design)	28,100					28,100
Athletic Field Improvements - Clover Street School Field Improvements (Design)	77,000		77,000			
Athletic Field Improvements - O'Brien Field Turf Replacement (Design)	65,000					65,000
Public Safety Equipment Fund - Replace Engine 1	996,000	500,000				496,000
BOE - Technology Equipment Upgrades	105,000	105,000				
BOE - Clover Street School - ADA Code and Restroom Renovations (Construction)	1,363,200		1,363,200			
BOE - Windsor High School - HVAC Systems Replacement (Design)	280,800		214,300			66,500
BOE - L.P. Wilson - ADA Code and Restroom Renovations (Design)	44,500					44,500
Subtotal FY 2024	8,066,400	2,542,000	4,483,300	180,000		861,100

FY 2024 Projects Anticipated to Require Voter Approval

None

Subtotal FY 2024

GRAND TOTAL FY 2024

¹ Capital Projects Fund Assigned Fund Balance (Total = \$265,100)

² General Fund Unassigned Fund Balance (Total = \$100,000)

³ Public Safety Equipment Fund (Total = \$496,000)

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	1,105,000	925,000		180,000		
Sidewalk and Curb Replacement Program	200,000	200,000				
Fleet and Public Works Equipment Replacement	750,000	750,000				
Pavement Resurfacing at Town Facilities & Schools	280,000	280,000	280,000			
Public Safety Fund - Wilson Firehouse Interior Renovations and Roof Replacement	280,000	280,000				
Public Safety Fund - ED Utility / Mobile Cascade Vehicle Replacement	220,000	220,000				
Town Facility Improvements - 330 Windsor Ave. - Energy Recovery Improvements (Construction)	325,000		325,000			
Town Hall Roof Replacement Project (Design)	29,300					29,300
Day Hill Road Ped. Circulation Enhancements (Old Day Hill Road, Construction)	280,000		280,000			
Street Rehabilitation - International Drive (Construction)	1,055,000		1,055,000			
Street Reconstruction - Basswood Road (Construction)	2,143,300		2,143,300			
Construct Sidewalks - Arterial Roads	63,000					63,000
River Street - Repair Culvert and Stream Bed (Design)	76,400	26,400				50,000
Athletic Field Master Plan - Sharon Park Improvements	635,000		635,000			
Athletic Field Improvement - O'Brien Field Turf Replacement (Construction)	1,479,100		1,479,100			
BOE - Technology Equipment Upgrades	110,000	110,000				1
BOE - Windsor High School Fieldhouse Renovation (Design)	63,000					63,000
Subtotal FY 2025	9,094,100	2,511,400	6,197,400	180,000	-	205,300

FY 2025 Projects Anticipated to Require Voter Approval

BOE - Windsor High School HVAC Systems Replacement (Construction)	4,435,000		4,435,000			
Subtotal FY 2025	4,435,000		4,435,000			
GRAND TOTAL FY 2025	13,529,100	2,511,400	10,632,400	180,000	-	205,300

¹ Capital Projects Fund Assigned Fund Balance (Total = \$205,300)

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 2026						
Pavement Management Program	1,110,000	930,000		180,000		
Sidewalk and Curb Replacement Program	200,000	200,000				
Fleet and Public Works Equipment Replacement	775,000	775,000				
Public Safety Equipment - Ladder Truck 1 Replacement	1,406,000	500,000	790,000			116,000 ²
Tree Replacement Program	40,000					40,000 ¹
Town Hall Roof Replacement (Construction)	555,000		555,000			
River Street - Repair Culvert and Stream Bed (Construction)	687,900		687,900			
BOE - Technology Equipment Upgrades	110,000	110,000				
BOE - Clover Street Roof Replacement (Construction)	2,305,500		2,305,500			
BOE - L.P. Wilson - ADA Code and Restroom Renovations (Construction)	879,800		879,800			
BOE - Windsor High School Fieldhouse Renovation (Construction)	950,000		950,000			
Subtotal FY 2025	9,030,300	2,515,000	6,179,300	180,000	-	156,000
FY 2026 Projects Anticipated to Require Voter Approval						
None	-	-	-	-	-	-
Subtotal FY 2026	-	-	-	-	-	-
GRAND TOTAL FY 2025	9,030,300	2,515,000	6,179,300	180,000	-	156,000
¹ Capital Projects Fund Assigned Fund Balance (Total = \$40,000)						
² Public Safety Equipment Fund (\$116,000)						
Total CIP Program	70,412,920	15,154,400	42,918,780	8,713,500	1,406,100	2,220,140

APPENDIX “B”
Special Revenue Funds

Town of Windsor
FY 2020 – 2021
Adopted Budget

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
6002	Crisis Intervention Program	505	-	-	505	-	505
6004	Bullet Proof Vest Program	6,185	2,490	3,600	5,075	2,500	5,075
6012	State Reimbursements	16,632	15,000	15,000	16,632	15,000	16,632
6026	Car Seat Program	1,244	-	-	1,244	-	1,244
6301	Narcotic Seizures - Federal	208	-	-	208	-	208
6302	Federal Sharing	65,358	-	-	65,358	-	65,358
6305	Asset Forfeiture - State	6,596	-	-	6,596	-	6,596
6700	Animal Shelter	31,548	-	-	31,548	2,000	31,548
6702	K-9 Donations	4,353	50	50	4,353	-	4,353
6703	Donations	3,277	-	-	3,277	-	3,277
6800	Police Private Duty	700,304	500,000	565,000	635,304	675,120	510,184
6908	Vehicle Maintenance	6,814	-	1,000	5,814	3,000	5,814
6915	Just Start Grant	1,188	-	-	1,188	-	1,188
6916	Neighborhood Engagement Team	975	-	-	975	300	675
6919	3M Technology Grant	5,833	-	-	5,833	-	5,833
	Justice and Mental Health Collaboration						
6923	Grant	17,305	-	-	17,305	-	17,305
6924	Youth Services Prev Grant	6,879	-	16,000	(9,121)	16,000	(25,121)
6928	Jag Violent Crime Prev FY19/20	-	10,000	10,000	-	-	-
6929	National Night Out	680	-	450	230	230	-
		875,884	527,540	611,100	792,324	714,150	650,674

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

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

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

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

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

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

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

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

#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

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
- #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
- #6924 - 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
- #6928 - Jag Violent Crime Grant - Funding is being provided through the JAG program for the purchase of an automated license plate reader.
- #6929 - National Night Out - Donated funds are used for supplies and food for this annual community-building event that promotes police-community partnerships and neighborhood camaraderie.

Fire Department

Project #	Project Name	FY 2020			FY 2021	
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures
6903	Fire Department Donation	5,725	500	-	-	6,225
		<u>5,725</u>	<u>500</u>	<u>-</u>	<u>-</u>	<u>6,225</u>

#6903 - Fire Department Donation - The Fire Department occasionally receives donations for recruitment and retention of it's volunteer members. These funds are used in support of General 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 2020			FY 2021			
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
2002	Cirililo Youth Theatre	2,876	15,300	13,900	4,276	17,300	13,900	7,676
2004	Fran Elligers Memorial Fund	1,026	350	-	1,376	350	-	1,726
2007	Teen-O-Rama	54,550	532,300	427,000	159,850	547,300	448,000	259,150
2009	O'Brien Field Rental	5,400	-	-	5,400	-	-	5,400
2010	Positive Youth Development	24,816	13,000	13,000	24,816	11,450	11,050	25,216
2016	Passage Program	3,008	-	2,500	508	-	-	508
2018	Live-n-Learn	9,209	14,700	11,550	12,359	15,700	12,950	15,109
2045	Dog Park	4,244	-	1,000	3,244	-	-	3,244
2077	Youth Services Bureau FY 20	-	18,720	18,720	-	18,720	18,720	-
2078	YSB Enhancement Grant FY 20	-	10,730	10,730	-	10,730	10,730	-
2079	Local Prevention Council FY 20	-	5,340	5,340	-	5,340	5,340	-
2202	NW Park Youth Conservation Corp.	-	3,000	3,000	-	-	-	-
2204	Northwest Park Nature Camp/Clubs	145,164	104,000	122,390	126,774	119,830	121,000	125,604
2207	Friends of Northwest Park Grant	1,718	10,000	10,000	1,718	10,000	10,000	1,718
2208	Northwest Park Shop	6,249	6,700	4,500	8,449	8,000	5,000	11,449
2210	NWP Environ. Education Programs	32,355	40,000	60,200	12,155	41,000	67,100	(13,945)
2211	Northwest Park Tobacco Museum	1,560	14,640	14,640	1,560	16,700	16,700	1,560
2300**	Windsor Senior Center	-	-	-	-	76,430	76,430	13,591
2325	NWP Facilities	37,213	20,000	25,140	32,073	20,000	20,140	31,933
2326**	Elderly Transportation Grant	-	-	-	-	-	-	-
2330**	Dial-a-Ride Matching Grant	-	-	-	-	38,090	38,090	-
3889**	NCAAA* Grant	-	-	-	-	4,000	4,000	3,089
4022	River Walkways	19,961	-	2,500	17,461	-	-	17,461
		349,349	808,780	746,110	412,019	960,940	879,150	493,809

*North Central Area Agency on Aging

**For FY 2020 information, see Human Services, page H-14.

#2002 - Cirililo Youth Theatre - The Cirililo 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.)

- #2045 - Dog Park - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.
- #2077/NEW - Youth Services Bureau - Funds from the State of Connecticut Department of Education administration and direct services for youth.
- #2078/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.
- #2079/NEW - Local Prevention Council - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2202 - Northwest Park Youth Conservation Corps (YCC) - The YCC program account provides funding to hire 3 - 4 high school seniors for nature trail and miscellaneous park upkeep during the summer months. This project is funded through donations made by Friends of Northwest Park and other organizations and businesses in Windsor.
- #2204 - Northwest Park Nature Camp - This account supports the operation of the Nature Camp during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.
- #2207 - Friends of Northwest Park - Funding for this account is provided by the Friends of Northwest Park to support projects, internship staffing, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.
- #2208 - Northwest Park Shop - Revenues within this project are generated through the sale of gift shop items. This account supports the purchase of gift shop stock, exhibit development and upkeep which is managed by Northwest Park staff and volunteers.
- #2210 - Northwest Park Environmental Education - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and public workshops and classes. The funds from this account are used for part-time wages (clerical staff and environmental educators), contractual services, supplies and equipment.
- #2211 - Tobacco Museum - This account is managed by the Tobacco Association to support, in part, the operation of the Tobacco Museum and the Tobacco Archive building. Funding is provided to offset the four guide's wages and the museum brochures. Northwest Park is responsible for facility upkeep, energy and utility costs.
- #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 equipment.
- #2325 - NWP Facilities - Funds from this account are used to purchase general supplies used by facility rental groups.
- #2326 - Elderly Transportation Grant - Funds are from the Greater Hartford Transit District. 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 FY 20 but were received, however, with the State uncertainty, FY 21 grant has not been budgeted. This special revenue project was previously reported in Human Services and has been moved to Recreation and Liesure Services.
- #2330 - Dial-a-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles. This special revenue project was previously reported in Human Services and has been moved to Recreation and Liesure Services.
- #3889 - NCAAA Grant - Funds from this account support weekend and evening transportation services for the senior center. This special revenue project was previously reported in Human Services and has been moved to Recreation and Liesure Services.
- #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 2020			FY 2021		
		Beginning Balance (7/1/18)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/19)	Projected Revenue	Budgeted Expenditures
2300**	Windsor Senior Center	13,591	72,930	72,930	13,591	-	-
2330**	Dial-a-Ride Matching Grant	-	38,090	38,090	-	-	-
3889**	NCAAA* Grant	3,089	5,911	9,000	-	-	-
2326**	Elderly Transportation Grant	-	9,340	9,340	-	-	-
3816	Human Services Assistance Fund	61,972	-	3,000	58,972	-	55,972
3840	Operation Fuel Partnering	10,082	1,000	3,000	8,082	1,000	3,000
3864/3866	NCAAA*SS Grant 10/1/19-9/30/20 GROC	2,480	1,890	4,370	-	-	6,082
3894	NCAAA*SS Grant 10/1/19-9/30/20 KINS	-	4,600	4,600	-	-	-
3867	Windsor Community Service Council	3,934	2,540	1,980	4,494	1,850	4,494
		95,144	136,301	146,310	85,135	2,850	7,850
							66,544

*North Central Area Agency on Aging

**Project moved to Recreation & Leisure Services for FY 21.

#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. This special revenue project has been moved to Recreation and Leisure Services.

#2330 - Dial-a-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles. This special revenue project has been moved to Recreation and Leisure Services.

#3889 - NCAAA Grant - Transportation - Funds from this account support weekend and evening transportation services for the senior center. This special revenue project has been moved to Recreation and Leisure Services.

#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 FY 20 but were received, however, with the State uncertainty the FY 21 grant has not been budgeted. This special revenue project has been moved to Recreation and Leisure Services.

#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.

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

#3894 - NCAAA Grant - Social Services - Funds from this account support part-time staff hours and supplies for the Grandparents and Kinship Circle 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 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
3805	CPR Classes	469	600	600	469	600	469
3808	Clinic Services	19,054	16,010	16,010	19,054	16,010	19,054
3814	Bike & Ski Safety Equipment	3,098	1,040	1,040	3,098	1,040	3,098
3892	Public Health Block Grant FY 19	6,010	-	6,010	-	-	-
3900	Public Health Block Grant FY 20	-	7,130	7,130	-	-	-
3903	Public Health Block Grant FY 21	-	-	-	-	7,130	-
3893	Bioterrorism Grant	-	37,430	37,430	-	37,430	-
3877	Regional Emergency Planning	1,134	-	-	1,134	-	1,134
3896	Emergency Mgmt Performance Grant	(4,790)	4,790	4,460	(4,460)	4,460	(4,460)
3897	Property Maintenance	64,048	27,000	34,500	56,548	26,000	42,048
	Remediation/Relocation	89,023	94,000	107,180	75,843	92,670	61,343

#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.

#3892/3900/3903 - 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.

#3893 - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via CRCOG. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to CRCOG. Grant funds must be spent per a budget submitted to and approved by CRCOG each year.

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

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

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

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2020			FY 2021			
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
2501	Library Copy Machine Fund	53,142	12,000	12,000	53,142	12,000	20,000	45,142
2502	Windsor Library Association Grant	3,374	1,400	4,000	774	1,400	-	2,174
2503	Main Library Non-Print Materials	36,531	14,000	14,000	36,531	16,000	16,000	36,531
2504	Wilson Library Non-Print	15,118	4,000	4,000	15,118	3,500	4,000	14,618
2505	Connecticard	11,702	-	-	11,702	-	-	11,702
2507	Cary Nearing Book Project	3,015	-	2,500	515	-	510	5
2509	State Library Grant	8,681	-	-	8,681	-	-	8,681
N/A	Library Association Donation***	-	23,400	23,400	-	22,000	22,000	-
		131,563	54,800	59,900	126,463	54,900	62,510	118,853

***Not included in town system

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

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

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

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

#2505 - **Connecticard** - Revenues are from the state to help reimburse the library for non-residential use. Funds can be used for library materials, supplies, staff and equipment. For 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 funding is expected to be received.

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

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
1,704	Wetlands Inventory Grant	343	-	350	-	-	-
1,705	Wetlands Account	2,666	-	2,670	-	-	-
1,707	Earth Day	480	-	480	-	-	-
		3,489		3,500			

#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.

SPECIAL REVENUE FUNDS

Public Works and Engineering

Project #	Project Name	FY 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
1980	Stony Hill School	3,214	5,810	5,790	3,234	5,850	3,534
2014	330 Windsor Avenue Maintenance	33,804	132,140	119,850	46,094	133,750	65,404
4003	Archer Road Maintenance	-	-	-	-	-	-
4009	Town Aid Road Improvements	829,419	390,000	390,000	829,419	590,000	829,419
4012	Local Cap. Improve. - Recording Fees	131,299	-	-	131,299	-	131,299
4018	Veterans Cemetery	(2,816)	1,500	-	(1,316)	1,500	184
4100	Rental Revenue (Properties)	7,221	22,300	18,650	10,871	22,300	17,061
4101	Train Station/Freight House	58,535	30,930	27,660	61,805	32,050	63,425
4102	Roger Wolcott Building	71,848	70,600	67,080	75,368	56,400	75,368
4103	Parks Garage Leased Space/100 Addison Road	111,765	-	43,000	68,765	-	25,765
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	5,701
		1,249,990	653,280	672,030	1,231,240	841,850	1,217,160

#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 2020			FY 2021			
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
1304	Town Clerk Copier	106,470	35,000	41,000	100,470	36,000	36,600	99,870
1306	Historic Preservation	13,723	6,500	6,500	13,723	6,500	6,500	13,723
1308	Preservation Microfilming Grant	-	7,500	7,500	-	7,500	7,500	-
		120,193	49,000	55,000	114,193	50,000	50,600	113,593

#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 2020			FY 2021			
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
1650	Assessor's Coin-Op Copiers	8,187	800	400	8,587	800	400	8,987
1651	Delinquent Property Tax Sale	4,829	-	1,440	3,389	24,000	24,000	3,389
		13,016	800	1,840	11,976	24,800	24,400	12,376

#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 2021 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 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
5250	One Book One Windsor	-	-	-	-	-	-
5252	Bridge Builders Award	-	-	-	-	-	-
5253	Community Day Events	110	-	110	-	-	-
5257	HRC Scholarship Fund	655	360	930	85	400	35
6800	Police Private Duty	-	-	-	-	5,600	-
		765	360	1,040	85	6,000	35

#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.
 #6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for the Shad Derby event.

General Services

Project #	Project Name	FY 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/20)	Projected Revenue	Budgeted Expenditures
1630	Revaluation	111,507	20,000	16,242	115,265	10,000	125,265
1640	OPEB Actuarial Valuation	12,740	13,600	26,300	40	14,700	14,740
1703	Open Space Fund	359,106	215,480	15,000	559,586	209,000	753,586
1709	Great Pond Special District Fund	616	90,940	90,940	616	258,000	616
1710	Mill Brook Open Space	19,543	3,489	9,500	13,532	-	13,532
		503,512	343,509	157,982	689,039	491,700	907,739

#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 21 is adopted at \$10,000. 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 used to pay for improvements to the Mill Brook Open Space parcel.

SPECIAL REVENUE FUNDS

Not Allocated to Specific Service Unit

Project #	Project Name	FY 2020			FY 2021		
		Beginning Balance (7/1/19)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/21)
2100	L.P. Wilson Fund	222,398	533,740	553,385	533,740	551,620	184,873
5200	Community Use of Schools	51,268	40,000	40,000	40,000	40,000	51,268
0375	375th Anniversary	7,162	-	-	-	-	7,162
7225	Milo Peck Building	-	-	-	118,830	116,060	2,770
		280,828	573,740	593,385	692,570	707,680	246,073

#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.

#7225 - Milo Peck Building - This is the town's portion of expenses for facility maintenance/utilities at the Milo Peck building and for the use of the space. The balance will be used for maintenance projects as needed.

APPENDIX “C”
Summary of Personal Services

Town of Windsor
FY 2020 – 2021
Adopted Budget

SUMMARY OF PERSONAL SERVICES

GENERAL FUND POSITIONS

	<u>FY 2020</u> <u>Adopted</u>	<u>FY 2021</u> <u>Adopted</u>
ADMINISTRATIVE SERVICES		
Full Time	16.89	16.89
Part-time FTE	2.32	2.88
DEVELOPMENT SERVICES		
Full-time	11.00	11.08
Part-time FTE	0.41	0.41
RECREATION & LEISURE SERVICES		
Full-time	6.76	9.42
Part-time FTE	12.30	15.09
HUMAN SERVICES		
Full-time	4.91	3.17
Part-time FTE	6.08	2.76
HEALTH SERVICES		
Full-time	4.00	4.00
Part-time FTE	1.36	1.36
INFORMATION SERVICES		
Full-time	4.00	4.08
Part-time FTE	0.07	0.07
LIBRARY SERVICES		
Full-time	9.00	9.00
Part-time FTE	9.61	9.61
PUBLIC WORKS and ENGINEERING		
Full-time	38.15	38.15
Part-time FTE	7.34	5.96
SAFETY SERVICES		
Full-time	66.00	66.00
Part-time FTE	1.08	1.08
GENERAL GOVERNMENT		
Full-time	3.00	3.00
Part-time FTE	0.40	0.40
COMMUNITY DEVELOPMENT		
Full-time	1.00	1.00
TOTAL GENERAL FUND		
Full-time	164.71	165.79
Part-time FTE	40.97	39.62
Total	<u>205.68</u>	<u>205.41</u>

NON-GENERAL FUND POSITIONS

RECREATION - Special Revenue Fund & Transfer from Caring Connection for Transportation		
Full-time	0.24	0.33
Part-time FTE	13.33	17.85
INSURANCE INTERNAL SVS FUND		
Full-time	0.11	0.11
ENTERPRISE FUNDS		
Full-time	16.00	17.00
Part-time FTE	11.23	10.97
HUMAN SERVICES - Special Revenue Fund & Transfer from Caring Connection for Transportation		
Full-time	0.09	-
Part-time FTE	4.18	0.05
COMMUNITY DEVELOPMENT		
Full-time	-	-
Part-time FTE	0.50	0.50
TOTAL NON-GENERAL FUND		
Full-time	16.44	17.44
Part-time FTE	29.24	29.37
Total	<u>45.68</u>	<u>46.81</u>

APPENDIX “D”
Employee Pay Plans

Town of Windsor
FY 2020 – 2021
Adopted Budget

APPENDIX D

TOWN OF WINDSOR
 TEAMSTERS LOCAL 671 PAY PLAN A
 FY 2019-2020
 (Pending Contract Negotiations)

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
(Pending Contract Negotiations)**

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 2020 – 2021

PAY GRADE	STEPS				
	1	2	3	4	5
CIVILIAN DISPATCHER	55,547	59,091	62,310	65,529	68,746

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 500 Hours
Part-time Civilian Dispatcher	20.94/Hour	26.15/Hour	28.78/Hour	31.37/Hour

APPENDIX D

**TOWN OF WINDSOR, CONNECTICUT
POLICE PAY PLAN
FY 2020-2021**

STEPS

PAY GRADE	A	B	C	D	E	F	G	H
<u>Pay Grade P1*</u>								
Police Officer P1-A	66,933	68,589	71,372	74,269	77,283	80,420	83,683	88,821
Police Officer P1-B	70,647	73,514	76,498	79,603	82,833	86,195	89,692	93,333
<u>Pay Grade P2</u>								
Detective			81,349	85,531	89,942	94,591	99,125	
<u>Pay Grade P3</u>								
Sergeant			88,719	93,306	98,130	103,234	108,757	
<u>Pay Grade P4</u>								
Police Lieutenant			100,348	105,567	111,065	116,867		
<u>Pay Grade DW1</u>								
Animal Control Officer			64,760	67,614	70,530	73,698		

*P1-A - Officers hired after 11/7/16
P1-B - Officers hired between 3/26/14 and 11/7/16

APPENDIX D

FY 2020 - 2021 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 2020 - 2021 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

TITLE	PAY GRADE	PAY RANGE	
		Minimum	Maximum
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
Assistant to the Town Manager 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	92,586	135,042
Chief of Police Director of Public Works/Town Engineer	12	97,215	141,794

*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 2020-2021

<u>CLASSIFICATION</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
Early Childhood Manager Caring Connection Manager	37,200	82,310
Early Childhood Educator II Adult Day Care Professional	32,500	63,855
Early Childhood Educator I Adult Day Care Associate	26,000	44,190

APPENDIX D

PART-TIME AND SEASONAL PAY PLAN FOR FY 2020-2021

PAY GRADE	MINIMUM	MAXIMUM
<u>GRADE I</u>	\$11.00 *	\$12.10
Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant		
<u>GRADE II</u>	\$11.00 *	\$12.54
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>	\$11.00 *	\$13.95
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>	\$11.00 *	\$17.86
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>	\$11.00 *	\$19.63
Administrative Aide Code Enforcement Office Head Lifeguard Senior Transportation Lead Driver Youth Theater Director		
<u>GRADE VI</u>	\$12.97	\$26.97
Adult Day Care Professional Code Inspector Director of Aquatics Director of Special Programs Naturalist Substitute Librarian Accounting Assistant		
<u>GRADE VII</u>	\$15.30	\$35.00
Supernumerary Police Officer		

- Minimum in pay plan to reflect the State of Connecticut minimum wage increase to \$12.00 as of 9/1/20.

APPENDIX “E”
Code of Accounts

Town of Windsor
FY 2020 – 2021
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 2020 – 2021
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, 2019, Windsor's base for establishing its debt limit is \$104,291,687. 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 2019 Town of Windsor Consolidated Annual Financial Report, the town's total net direct and net overlapping indebtedness totals \$126,274,632 and the total debt limit is \$730,041,809.

APPENDIX F

Town of Windsor Debt Schedule FY 2020

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2019	PROJECTED ADDITIONS	RETIREMENTS	BALANCE 6/30/2020
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	2,049,000	-	341,000	1,708,000
2014 Public Improvements	2.00% - 3.00%	2014	4/15/2024	3,690,000	1,840,000	-	370,000	1,470,000
2014 Refunding	2.00% - 4.00%	2014	8/15/2022	3,355,000	2,562,000	-	607,000	1,955,000
2015 Public Improvements	2.00% - 2.50%	2015	6/15/2027	3,165,000	2,100,000	-	270,000	1,830,000
2016 Public Improvements	2.00%	2016	6/15/2028	3,755,000	2,820,000	-	315,000	2,505,000
2017 Public Improvements	2.00% - 4.00%	2017	6/1/2037	4,260,000	3,834,000	-	213,000	3,621,000
2017 Refunding - Series A	2.00% - 4.00%	2017	7/15/2023	5,657,000	3,822,000	-	1,545,000	2,277,000
2018 Public Improvements	2.00% - 5.00%	2018	6/15/2033	3,135,000	2,940,000	-	195,000	2,745,000
2019 Public Improvements	2.00% - 5.00%	2019	6/15/2039	8,085,000	8,085,000	-	404,000	7,681,000
2020 Debt Financing - Estimated Principle	TBD	2020	TBD	-	-	12,565,000	-	12,565,000
Sub-total				43,677,000	30,417,000	12,565,000	4,260,000	38,722,000
Schools								
2013 School Improvements	1.25% - 2.00%	2013	5/1/2025	950,000	476,000	-	79,000	397,000
2014 School Improvements	2.00% - 3.00%	2014	4/15/2024	1,330,000	680,000	-	130,000	550,000
2014 Refunding	2.00% - 4.00%	2014	8/15/2022	915,000	683,000	-	163,000	520,000
2015 School Improvements	2.00% - 2.50%	2015	6/15/2027	2,205,000	1,470,000	-	180,000	1,290,000
2016 School Improvements	2.00%	2016	6/15/2028	530,000	385,000	-	45,000	340,000
2017 School Improvements	2.00% - 4.00%	2017	6/1/2037	1,685,000	1,521,000	-	82,000	1,439,000
2017 Refunding - Series A	2.00% - 4.00%	2017	7/15/2023	3,568,000	2,168,000	-	1,230,000	938,000
2018 School Improvements	2.00% - 5.00%	2018	6/15/2033	3,630,000	3,375,000	-	255,000	3,120,000
2019 School Improvements	2.00% - 5.00%	2019	6/15/2039	1,915,000	1,915,000	-	96,000	1,819,000
2020 Debt Financing - Estimated Principle	TBD	2020	TBD	-	-	3,025,000	-	3,025,000
Sub-total				16,728,000	12,673,000	3,025,000	2,260,000	13,438,000
Grand-Total				60,405,000	43,090,000	15,590,000	6,520,000	52,160,000

APPENDIX F

**Town of Windsor
Debt Schedule FY 2020 - FY 2021**

Principal Payments

<u>Town Projects</u>		<u>FY 2020</u>	<u>FY 2021</u>
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipment	341,000	341,000
2014	Road & Facility Improvements; Emergency Dispatch Console	370,000	370,000
2014	Refunding Issue	607,000	1,090,000
2015	Road & Facility Improvements; Tower Ladder Truck	270,000	270,000
2016	Road & Facility Improvements	315,000	315,000
2017	Road & Facility Improvements	213,000	213,000
2017	Refunding Issue	1,545,000	801,000
2018	Road & Facility Improvements	195,000	205,000
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	404,000	404,000
2020	2020 Debt Financing - Estimated Principle		628,250
Total Principal - Town Projects		4,260,000	4,637,250
<u>School Projects</u>			
2013	Ellsworth School Roof	79,000	79,000
	Sage Park HVAC, Ellsworth School Offices & Athletic Fields, O'Brien Field		
2014	Improvements, School Window Replacement	130,000	130,000
2014	Refunding Issue	163,000	325,000
2015	Road & Facility Improvements; Tower Ladder Truck	180,000	180,000
2016	Road & Facility Improvements	45,000	45,000
2017	Road & Facility Improvements	82,000	82,000
2017	Refunding Issue	1,230,000	399,000
2018	Road & Facility Improvements	255,000	245,000
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	96,000	96,000
2020	2020 Debt Financing - Estimated Principle		151,250
Total Principal - School Projects		2,260,000	1,732,250
Grand Total - Principal		6,520,000	6,369,500

Interest Payments

<u>Town Projects</u>		<u>FY 2020</u>	<u>FY 2021</u>
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchase	7,300	7,300
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipment	31,595	27,330
2014	Road & Facility Improvements; Emergency Dispatch Console	37,275	29,875
2014	Refunding Issue	73,135	47,680
2015	Road & Facility Improvements; Tower Ladder Truck	47,125	41,725
2016	Road & Facility Improvements	56,400	50,100
2017	Road & Facility Improvements	114,490	105,970
2017	Refunding Issue	101,870	54,950
2018	Road & Facility Improvements	99,780	90,025
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	611,610	241,035
2020	2020 Debt Financing - Estimated Interest	-	953,830
Total Interest - Town Projects		1,180,580	1,649,820
<u>School Projects</u>			
2013	Ellsworth School Roof	7,345	6,355
	Sage Park HVAC, Ellsworth School Offices & Athletic Fields, O'Brien Field		
2014	Improvements, School Window Replacement	13,775	11,175
2014	Refunding Issue	19,465	12,145
2015	Road & Facility Improvements; Tower Ladder Truck	33,125	29,525
2016	Road & Facility Improvements	7,700	6,800
2017	Road & Facility Improvements	45,400	42,120
2017	Refunding Issue	55,230	22,650
2018	Road & Facility Improvements	115,550	102,800
2019	Pavement & Facility Improvements; Public Safety Complex; Fire Pumper	59,830	57,090
2020	2020 Debt Financing - Estimated Interest		151,250
Total Interest - School Projects		357,420	441,910
Grand Total - Interest		1,538,000	2,091,730

**APPENDIX “G”
Price Guide**

**Town of Windsor
FY 2020 – 2021
Adopted Budget**

FY 21 ADOPTED

Fines and Fees	Fund	Authority	FY 2021	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
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

FY 21 ADOPTED

Fines and Fees	Fund	Authority	FY 2021	Last Action
DEVELOPMENT SERVICES (cont.)				
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.				
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

FY 21 ADOPTED

Fines and Fees	Fund	Authority	FY 2021	Last Action
DEVELOPMENT SERVICES (cont.)				
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
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

FY 21 ADOPTED

Fines and Fees	Fund	Authority	FY 2021	Last Action
HEALTH SERVICES (cont.)				
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 Inpsction)	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
Book sales	Special Revenue	Resolution	Priced as marked	6/08/1992
Copy Machine and Printers	Special Revenue	Resolution	black & white \$0.20 per page; color \$0.50 per page	5/10/2011
Fax Fees	Special Revenue	Resolution	\$1.95 for first page; \$1 for each thereafter	5/19/2008
Lost Library Card	General Fund	Resolution	\$2	5/19/2008
Lost or Damaged Library Materials	Special Revenue	Resolution	Replacement + \$5	4/27/2009
Main Library - Before/After Hours	Special Revenue	Resolution	\$45 per hour	4/29/2020
Main Library - Meeting Rm #1	Special Revenue	Resolution	\$45 per hour	4/29/2020
Main Library - Meeting Rm #2	Special Revenue	Resolution	\$20 per hour	4/29/2020
Visitor Computer Pass	Special Revenue	Resolution	\$1 per session: free with library card	4/23/2018
Overdue Books/Nonprint	General Fund	Resolution	\$0.20 per day	4/29/2020
Overdue Books/Nonprint (max fine)	General Fund	Resolution	\$10	4/29/2020
Overdue Kits	General Fund	Resolution	\$1 per day	4/29/2020
Overdue Kits (max fine)	General Fund	Resolution	\$10	4/29/2020
Passport Acceptance Fee	Special Rev Fund	Resolution	\$35	5/14/2019
Projection System In Meeting Room #1	Special Revenue	Resolution	\$50	4/23/2018
Desktop Projection System in Meeting Room #2	Special Revenue	Resolution	\$20	4/23/2018
Souvenir Bags, Books, Postcards	Special Revenue	Resolution	Priced as marked	6/08/1992
Temporary Card for Visiting Out-of-Staters	General Fund	Resolution	\$25 per six months	5/19/2008
Test Proctoring Service	Special Revenue	Resolution	\$25 per test	5/11/2010
SAFETY SERVICES (Police)				
False Alarm Penalty - 1 st 3 False Alarms	General Fund	Resolution	no penalty	5/05/2003
False Alarm Penalty - 4 th and 5 th	General Fund	Resolution	\$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

FY 21 ADOPTED

Fines and Fees	Fund	Authority	FY 2021	Last Action
<i>SAFETY SERVICES (Police - cont.)</i>				
<i>Bazaar and Raffle Permits:</i>				
Class I Raffle Permit	General Fund	Resolution	\$50	7/01/1980
Class II Raffle Permit	General Fund	Resolution	\$20	7/01/1980
Class III Raffle Permit	General Fund	Resolution	\$20 per day	7/01/1980
Class IV Raffle Permit	General Fund	Resolution	\$5	7/01/1980
Class V Raffle Permit	General Fund	Resolution	\$80	5/21/2018
Class VI Raffle Permit	General Fund	Resolution	\$100	5/21/2018
Class VII Raffle Permit	General Fund	Resolution	\$100	5/21/2018
Sale of Dog	General Fund	CGS 22-332(b)	\$5	7/01/2008
Redeem Dog	General Fund	Resolution	\$15	10/01/1986
Plus Advertising Fee	General Fund	Resolution	\$15	4/25/2001
Plus Boarding Fee	General Fund	Resolution	\$15 per day	5/05/2003
Pick up of Unwanted Dog	General Fund	Resolution	\$50	5/05/2003
Quarantined Dog	General Fund	Resolution	\$15 per day	5/15/2012
Records Check	General Fund	Resolution	\$5	4/11/2007
Handicapped Parking Violation	General Fund	Ordinance	\$95	4/27/2005
After 7 Days	General Fund	Ordinance	\$190	4/27/2005
Failure to Install/Maintain Designated Space	General Fund	Ordinance	\$90	3/31/1986
Continued Failure	General Fund	Ordinance	\$90 per day	3/31/1986
Parking Violation	General Fund	Ordinance	\$15	4/29/2020
After 7 Days	General Fund	Ordinance	\$30	4/29/2020
Fire Lane Parking Violation (first 7 days)	General Fund	Resolution	\$50	5/14/2019
Fire Lane Parking Violation (after 7 days)	General Fund	Resolution	\$100	5/14/2019
Massage Parlor Permit	General Fund	Ordinance	\$50	5/14/2019
Masseur Filing Fee	General Fund	Ordinance	\$25	5/14/2019
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
<i>Police Private Duty Officer:</i>				
Non-profit, 4 Hours or Less	Special Revenue	Resolution	\$336.92	4/29/2020
Non-profit, Over 4 Hours	Special Revenue	Resolution	\$84.23 per hour	4/29/2020
Board of Education/Municipal	Special Revenue	Resolution	\$84.23 per hour	4/29/2020
Construction, 4 Hours or Less	Special Revenue	Resolution	\$388.92	4/29/2020
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	\$777.84	4/29/2020
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	\$1,166.76	4/29/2020
Construction, Over 12 Hours	Special Revenue	Resolution	\$97.23 per hour	4/29/2020
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
<i>Fire</i>				
Firefighter firewatch	Special Revenue	Resolution	\$25 per hour	5/11/2010
Firefighter firewatch-municipal	Special Revenue	Resolution	\$20 per hour	5/11/2010
<i>PUBLIC WORKS</i>				
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
<i>Snow Plowing and/or sanding each time on unaccepted street in subdivision(s)</i>				
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

FY 21 ADOPTED

Fines and Fees	Fund	Authority	FY 2021	Last Action
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	\$400 - \$650	4/29/2020
Adult Dance	Special Revenue	Resolution	\$100 - \$150 per course	4/29/2020
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 Volleyball League	Special Revenue	Resolution	\$300 - \$600	5/11/2004
AM Aerobics	Special Revenue	Resolution	\$75 - \$150 per session	4/29/2020
Archery	Special Revenue	Resolution	\$55 - \$110 per session	4/29/2020
Arts and Crafts	Special Revenue	Resolution	\$30 - \$80 per course	6/07/2016
Baseball Clinic	Special Revenue	Resolution	\$100 - \$175 per session	4/29/2020
Basketball Clinic	Special Revenue	Resolution	\$100 - \$175 per session	4/29/2020
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	\$30 - \$35 per session	4/29/2020
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 - \$175 per week	4/29/2020
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

FY 21 ADOPTED

Fines and Fees	Fund	Authority	FY 2021	Last Action
RECREATION & LEISURE SERVICES (cont.)				
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	\$30 - \$35 per day	4/29/2020
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	\$60 per session	4/29/2020
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	\$180 - \$250	4/29/2020
Summer Youth Theater - Non-resident	Special Revenue	Resolution	\$220 - \$295	4/29/2020
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
Swim Lessons - Child	General Fund	Resolution	\$30 Mon-Thurs per two week session (make up lessons Fri)	4/27/2005
Swim Lessons - Family (maximum)	General Fund	Resolution	\$62	6/07/2016
Swim Lessons - Two Children	General Fund	Resolution	\$46 Mon-Thurs per two week session (make up lessons Fri)	6/07/2016
Swim Lessons - Non-residents	General Fund	Resolution	\$40 per child two week sessions (make up lesson on Friday)	4/27/2009
Swim Pass - Non-resident - Adult (17 and over)	General Fund	Resolution	\$70	5/05/2003
Swim Pass - Non-resident - Child (16 and under)	General Fund	Resolution	\$50	5/05/2003
Swim Pass - Non-resident - Family	General Fund	Resolution	\$120	5/05/2003
Swim Pass - Non-resident - Senior Citizen	General Fund	Resolution	\$50	5/05/2003
Swim Pass - Resident - Adult (17 and over)	General Fund	Resolution	\$35	5/05/2003
Swim Pass - Resident - Child (16 and under)	General Fund	Resolution	\$25	5/05/2003
Swim Pass - Resident - Family	General Fund	Resolution	\$60	5/05/2003
Swim Pass - Resident - Senior Citizen	General Fund	Resolution	\$25	5/11/2004
Taking the Lead	Special Revenue	Resolution	\$20 - \$80	4/11/2007
Tai Chi Chuan	Special Revenue	Resolution	\$60 - \$100 per session	5/05/2003
Tennis Camp	Special Revenue	Resolution	\$60-\$160 per session	5/15/2012
Tennis Classes (4 sessions)	Special Revenue	Resolution	\$60 - \$160 per session	4/29/2020
Tumbling	Special Revenue	Resolution	\$60 - \$120 per session (winter)	5/13/2014
Water Aerobics	Special Revenue	Resolution	\$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	\$175 - \$200	4/29/2020
Windsor Youth Theater - Non-resident	Special Revenue	Resolution	\$215 - \$245	4/29/2020

FY 21 ADOPTED

Fines and Fees	Fund	Authority	FY 2021	Last Action
RECREATION & LEISURE SERVICES (cont.)				
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	\$54 per session	4/29/2020
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	\$100 - \$200 per session	4/29/2020
Volleyball Clinic	Special Revenue	Resolution	\$100 - \$200 per session	4/29/2020
R.I.S.E Elementary School Age	Special Revenue	Resolution	\$185 - \$200 per month	4/29/2020
R.I.S.E Middle School Age	Special Revenue	Resolution	\$185 - \$200 per month	4/29/2020
Rentals:				
Auditorium	General Fund	Resolution	\$80 per hour	5/11/2010
Cafeteria	General Fund	Resolution	\$75 per hour	5/11/2010
Classrooms	General Fund	Resolution	\$30 - \$45 per hour	5/11/2010
Gymnasium (full)	General Fund	Resolution	\$75 per hour	5/11/2010
Indoor Playscape Party - Resident	Special Revenue	Resolution	\$125 - \$735 per party	6/07/2016
Park Pavilion Rental (Washington/Sharshon)	Special Revenue	Resolution	\$25 per 4 hours	4/11/2007
Soccer Field Permits - Not Sponsored	General Fund	Resolution	\$25 per 4 hours	5/15/2012
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
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
Chair Yoga	Special Revenue	Resolution	\$30 - \$40 per session	4/29/2020
Chair Yoga, Drop-In	Special Revenue	Resolution	\$5 - \$7 per class	4/29/2020
Computer Classes	Special Revenue	Resolution	\$15 - \$30 per course	4/27/2009
Computer Classes - Non-resident	Special Revenue	Resolution	\$23 - \$38 per course	4/27/2009
Special Events - One Day	Special Revenue	Resolution	\$2-\$15	4/27/2009
Extended Trips	Special Revenue	Resolution	Going Rate	5/10/2011
Parties	Special Revenue	Resolution	\$2 - \$30 per party	4/27/2009
Tai Chi Beginner	Special Revenue	Resolution	\$40 - \$55 per session	4/27/2009
Tai Chi Beginner-Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Tai Chi Advanced	Special Revenue	Resolution	\$40 - \$55 per session	4/27/2009
Tai Chi Advanced-Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Trips Day	Special Revenue	Resolution	Going Rate	5/10/2011

FY 21 ADOPTED

Fines and Fees	Fund	Authority	FY 2021	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Senior Services (cont.)				
Water Aerobics	Special Revenue	Resolution	\$64 - \$98 per session	4/27/2009
Water Aerobics - Non-resident	Special Revenue	Resolution	\$96 - \$114 per session	4/27/2009
Yoga	Special Revenue	Resolution	\$32 - \$44 per session	4/27/2009
Yoga - Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009
Fitness Center Membership - 3 Months	Special Revenue	Resolution	\$35 - \$45	5/14/2019
Fitness Center Membership - 6 Months	Special Revenue	Resolution	\$50 - \$60	5/14/2019
Fitness Center Membership - 1 Year	Special Revenue	Resolution	\$80 - \$90	5/14/2019
Senior Center Membership Fee - 1 Year	Special Revenue	Resolution	\$10	4/11/2007
Senior Center Membership Fee - Non-resident - 1 Year	Special Revenue	Resolution	\$20	4/11/2007
Fitness Center Membership - Non-resident - 3 months	Special Revenue	Resolution	\$60 - \$80	5/14/2019
Fitness Center Membership - Non-resident - 6 months	Special Revenue	Resolution	\$100 - \$120	5/14/2019
Fitness Center Membership - Non resident - 1 Year	Special Revenue	Resolution	\$160 - \$180	5/14/2019
Zumba Gold	Special Revenue	Resolution	\$40 - \$55 per session	5/11/2010
Zumba Gold Drop In	Special Revenue	Resolution	\$5 - \$7 per class	5/11/2010
Yoga for Beginners	Special Revenue	Resolution	\$25 - \$35 per session	5/11/2010
Yoga for Beginners Drop In	Special Revenue	Resolution	\$5 - \$7 per class	5/11/2010
Personal Training	Special Revenue	Resolution	\$40 - \$50 per class	5/11/2010
Seated Qi Gong	Special Revenue	Resolution	\$40 - \$55 per session	5/11/2010
Seated Qi Gong Drop In	Special Revenue	Resolution	\$5 - \$7 per class	5/11/2010
Youth Services Bureau				
Counseling Fee Schedule:			See chart below	5/11/2004
Up to \$21,000	Special Revenue	Resolution	\$10	4/27/2009
Over \$21,000	Special Revenue	Resolution	\$25	4/27/2009
Summer Adventures	Special Revenue	Resolution	\$100 - \$230 per week	4/27/2009
Teen Adventure Club	Special Revenue	Resolution	\$25 - \$50 per session	7/01/2015
Youth Adventures After School	Special Revenue	Resolution	\$90 - \$110	5/15/2017
Leader-in-Training Program	Special Revenue	Resolution	\$100 per session	5/15/2017
Adventure Schools Out Special	Special Revenue	Resolution	\$20 - \$30	5/19/2008
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	\$60 per season + \$50 security deposit	4/29/2020
Community Gardens - Non-resident	Special Revenue	Resolution	\$75 per season + \$50 security deposit	4/29/2020
Interpretive Center Rental - Resident	General Fund	Resolution	\$60 per season + \$50 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	\$165 - \$195 per week	4/29/2020
Camp Foxfire - Half Day - Non-resident	Special Revenue	Resolution	\$15 greater than resident fee	4/29/2020
Camp Foxfire - Whole Day - Resident	Special Revenue	Resolution	\$260 - \$395 per week	4/29/2020
Camp Foxfire - Whole Day - Non-resident	Special Revenue	Resolution	\$25 greater than resident fee	4/29/2020
Late Registration Fee	Special Revenue	Resolution	\$10 - \$15	6/07/2016
Teen Zone	Special Revenue	Resolution	\$150 - \$800	6/07/2016
Non-resident registration period for all Northwest Park summer camp programs will begin two weeks following resident registrations.				
Note: Children ages 2 and under can participate in community events at no charge.				

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Fines and Fees	Fund	Authority	FY 2021	Last Action
INFORMATION SERVICES				
Town Clerk				
Animal Licenses:				
Spayed Female or Neutered Male Dog	General Fund	CGS 22-340	\$8	5/05/2003
Unsprayed Female or Unneutered Male Dog	General Fund	CGS 22-340	\$19	4/27/2005
New Owner of Already Licensed Dog	General Fund	CGS 22-338	\$1	10/01/1989
Hunting & Fishing Licenses - Resident:				
Hunting	General Fund	CGS 26-28	\$19	4/14/2010
Junior Hunting - ages 12 - 15	General Fund	CGS 26-28	\$11	6/07/2016
Junior Hunting - ages 16 - 17	General Fund	CGS 26-28	\$10	5/15/2017
Fishing	General Fund	CGS 26-28	\$28	4/14/2010
Hunting & Fishing	General Fund	CGS 26-28	\$40	4/14/2010
Trapping	General Fund	CGS 26-28	\$34	4/14/2010
Pheasant Tags	General Fund	CGS 26-28	\$28	10/01/2009
Resident - Over 65 - Lifetime	General Fund	CGS 26-28	\$0	4/24/2006
Handicapped	General Fund	CGS 26-28	\$0	1/01/1992
Junior Trapping	General Fund	CGS 26-28	\$11	4/14/2010
Hunting & Fishing Licenses - Non-resident:				
Hunting	General Fund	CGS 26-28	\$91	4/14/2010
Fishing	General Fund	CGS 26-28	\$55	4/14/2010
Hunting & Fishing	General Fund	CGS 26-28	\$110	4/14/2010
Three Day Fishing	General Fund	CGS 26-28	\$22	4/14/2010
Legal Documents: Land Records:				
First Page Fee	General Fund	CGS 7-34a	\$10	7/01/1989
Historic Preservation Fee	General Fund	PA-00-146	\$10	4/23/2018
Open Land Preservation	General Fund	PA-05-228	\$40	7/01/2009
Legal Documents - Each Additional Page	General Fund	CGS 7-34a	\$5	7/01/1989
Foreclosure Registration Act (Vacant Property Registration)	General Fund	PA-11-201	\$60	4/23/2018
Trade Names - First Page	General Fund	CGS 7-34a	\$10	7/02/2018
Trade Names - Each Additional Page	General Fund	CGS 7-34a	\$5	7/01/1989
Subdivision Maps (Indexing, 3 or more Parcels)	General Fund	CGS 35-1	\$30	7/02/2018
Maps (Indexing)	General Fund	CGS 7-31	\$20	7/02/2018
Sales Ratio	General Fund	CGS 7-34a	\$2	7/01/1982
Documents With No Known Last Address of Grantee	General Fund	CGS 7-34a	\$5	7/01/1982
Notary Public - Certificate of Appointment	General Fund	CGS 3-94	\$20	7/02/2018
Notary Public - Notarization of Signature	General Fund	Resolution	\$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
			Cost of hourly salary for formatting and cost of storage device	
CD - Computer Stored Public Record	General Fund	CGS 1-212		4/27/2009
Lamination of Wallet Size Items	General Fund	Resolution	\$1	3/21/1988
Photocopies:				
Land Records - Per Page	Special Revenue	P.A. 00-92	\$1 per page	10/01/2000
Miscellaneous - Per Page	Special Revenue	P.A. 89-251	\$0.50 per page	4/27/2009
Certification of a Photocopied Document	Special Revenue	PA 07-133	\$2 per document	5/19/2008
Photocopy document to be certified - per page (excludes .50 Copy Fee)	Special Revenue	P.A. 00-92	\$1 per page	10/01/2000
Hand Held Scanners	General Fund	P.A. 09-229	\$20 per visit	5/11/2010
Street Map	General Fund	Resolution	\$2 MDC map; or free street map	5/05/2003
Town Charter	General Fund	Resolution	\$10	6/21/1999
Town Code of Ordinances - Binder	General Fund	Resolution	\$75	4/27/2005
Town Code of Ordinances - No Binder	General Fund	Resolution	\$60	4/27/2005
Town Code Supplemental Service	General Fund	Resolution	\$1 per 2 sided page	6/21/1999
Vital Statistics:				
Birth Certificate – Certified	General Fund	PA 07-133	\$20 per document	10/01/2009
Birth Certificate - Certified - Wallet Size	General Fund	CGS 7-74	\$15 per document	10/01/2009
Death Certificate – Certified	General Fund	PA 07-133	\$20 per document	10/01/2009
Marriage License	General Fund	CGS 7-73	\$50	7/02/2018
Marriage Certificate	General Fund	PA 07-133	\$20 per document	10/01/2009
Burial and Cremation Permit	General Fund	CGS 7-74	\$5 per document	7/02/2018

FY 21 ADOPTED

Fines and Fees	Fund	Authority	FY 2021	Last Action
OTHER				
Registrars				
Voter List	General Fund	CGS 1-15	\$0.50 per page	4/27/2009
Electronic Voter List Tape (Subject to Approval of Registrars of Voters)	General Fund	CGS 1-212	\$0.03 per name	4/27/2009
Financial Reporting				
Bad Check Fee	General Fund	SS52-565a(i)	\$25	6/04/2013
Town Hall Room Rental				
Roger Ludlow Room North - Capacity 40	General Fund	Resolution	\$35 per hour	4/24/2006
Roger Ludlow Room South - Capacity 40	General Fund	Resolution	\$35 per hour	4/24/2006
Roger Ludlow Rooms North and South	General Fund	Resolution	\$55/hr or \$200/half day	4/24/2006
Council Chambers - Capacity 200 - 300	General Fund	Resolution	\$75/hr or \$300/half day	4/24/2006
Council Chambers w/Full Production/Technical Director	General Fund	Resolution	\$250/hr \$600/half day	4/24/2006
Additional Services:				
Monitor & VCR/DVD Player	General Fund	Resolution	\$30	4/27/2005
One Microphone and PA System	General Fund	Resolution	\$55 per hour	4/27/2005
Council Chambers Video Projector	General Fund	Resolution	\$50 per hour	4/24/2006
An additional 50% charge will apply for room/equipment reservations after regular business hours or on weekends. EXCEPTION: Council Member's request for facilities, use by a Board or Commission, or town government-related program.				
ENTERPRISE FUNDS				
Adult Day Care				
Daily Care	08-3-32-343	Resolution	\$90.00 per day	4/29/2020
Half Daily Care	08-3-32-343	Resolution	\$60 per half day	4/29/2020
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	\$1,465 per month	4/29/2020
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	\$643 per month	4/29/2020
Montessori Toddler Extended Day 8:15AM - 4:45PM	05-3-3-31-340	Resolution	\$1,400 per month	4/29/2020
Montessori Toddler Full Day	05-3-3-31-340	Resolution	\$1,465 per month	4/29/2020
Montessori ½ Day	05-3-3-31-340	Resolution	\$617 per month	4/29/2020
Montessori Extended Day	05-3-3-31-340	Resolution	\$1,122 per month	4/29/2020
Montessori Full Day	05-3-3-31-340	Resolution	\$1,243 per month	4/29/2020
After Hours - 5:30 PM - 6:00 PM	05-3-3-31-340	Resolution	\$12.00 per day	4/29/2020
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	\$15.00 per hour	4/29/2020
Daily Rate Drop In Care	05-3-3-31-340	Resolution	\$75 per day 5 or more hours	4/29/2020
Registration Fees	05-3-3-31-340	Resolution	\$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

FY 21 ADOPTED

Fines and Fees	Fund	Authority	FY 2021	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 2020 – 2021
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 2020 – 2021
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.