

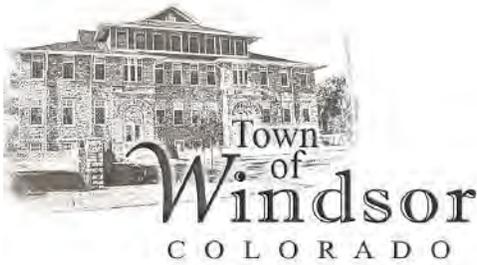
Town  
of  
**Windsor**  
C O L O R A D O

# 2014 Proposed Budget

October 12, 2013

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# 2014 PROPOSED BUDGET

**JANUARY 1, 2014 – DECEMBER 31, 2014**

## TOWN BOARD MEMBERS

4 Year Terms

		<u>Term Expires</u>
Mayor - <i>at-large</i>	John Vazquez	<i>Apr 2016</i>
Mayor Pro Tem <i>District 4</i>	Kristie Melendez	<i>Apr 2014</i>
Town Board Member <i>District 1</i>	Myles Baker	<i>Apr 2016</i>
Town Board Member <i>District 2</i>	Don Thompson	<i>Apr 2014</i>
Town Board Member <i>District 3</i>	Jeremy Rose	<i>Apr 2016</i>
Town Board Member <i>District 5</i>	Robert Bishop-Cotner	<i>Apr 2016</i>
Town Board Member <i>District 6</i>	Ivan Adams	<i>Apr 2014</i>

## TOWN STAFF

Town Manager	Kelly Arnold
Town Attorneys	John Frey & Ian McCargar <i>of the Firm of Frey McCargar Plock and Root, LLC</i>
Municipal Judge	Mike Manning
Director of Finance / Information Systems	Dean Moyer
Director of Human Resources	Mary Robins
Director of Planning	Joe Plummer
Director of Engineering	Dennis Wagner
Chief of Police	John Michaels
Director of Parks, Recreation & Culture	Melissa M. Chew
Director of Public Works	Terry Walker
Town Clerk / Customer Service Manager	Patti Garcia
Economic Development Manager	Stacy Johnson

**TOWN OF WINDSOR**  
301 Walnut Street  
Windsor, Colorado 80550

Phone: 970.674.2400

Fax: 970.674.2456

[www.windsorgov.com](http://www.windsorgov.com)

## BUDGET TRANSMITTAL MESSAGE

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The following is a table of basic statistics for the Town Budget. Revenue resources include both estimated beginning Fund Balance and revenues for fiscal year 2014.

### **Revenue Resources**

General Fund	\$ 19,225,497
Park Improvement Fund	\$ 4,140,348
Conservation Trust Fund	\$ 854,005
Capital Improvement Fund	\$ 11,496,270
Community / Recreation Center Fund	\$ 1,238,810
Water Fund	\$ 22,592,775
Sewer Fund	\$ 10,611,534
Storm Drainage Fund	\$ 3,178,116
Fleet Management Fund	\$ 1,464,737
Information Technology Fund	\$ 1,272,110
Facilities Services Fund	\$ 630,902
Windsor Building Authority	\$ 290,593

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<b>TOTAL ALL FUNDS</b>	<b>\$ 76,995,698</b>
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### **Estimated Expenditures**

General Fund	\$ 12,665,152
Park Improvement Fund	\$ 635,493
Conservation Trust Fund	\$ 479,796
Capital Improvement Fund	\$ 5,214,148
Community / Recreation Center Fund	\$ 1,151,013
Water Fund	\$ 8,092,811
Sewer Fund	\$ 2,103,592
Storm Drainage Fund	\$ 2,296,293
Fleet Management Fund	\$ 1,255,324
Information Technology Fund	\$ 1,190,969
Facilities Services Fund	\$ 584,072
Windsor Building Authority	\$ 145,080

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<b>TOTAL ALL FUNDS</b>	<b>\$ 35,813,743</b>
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## Town of Windsor 2014 Proposed Budget Overview

Fund	Beginning Balance	Revenues	Expenditures	Ending Balance
<b>General Fund</b>	\$ 6,638,853	\$ 12,586,644	\$12,665,152	\$ 6,560,345
<b>Park Improvement Fund</b>	2,579,980	1,560,368	635,493	3,504,855
<b>Conservation Trust Fund</b>	507,521	346,484	479,796	374,209
<b>Capital Improvement Fund</b>	6,108,292	5,387,978	5,214,148	6,282,122
<b>Community Rec Center Fund</b>	252,756	986,054	1,151,013	87,797
<b>Water Fund O &amp; M</b>	7,146,064	3,714,893	3,313,964	7,546,993
<b>Water Fund PIF</b>	5,824,720	1,416,379	1,384,986	5,856,113
<b>Water Fund Raw Water</b>	925,056	47,025	972,081	-
<b>Water Fund / Non-Potable</b>	778,965	2,739,672	2,421,780	1,096,857
<b>Sewer Fund O &amp; M</b>	3,592,129	1,990,031	1,873,169	3,708,991
<b>Sewer Fund PIF</b>	4,262,355	767,018	230,423	4,798,951
<b>Storm Drain O &amp; M</b>	302,088	318,712	250,076	370,724
<b>Storm Drain PIF</b>	1,330,343	1,226,973	2,046,217	511,099
<b>Fleet Management</b>	300,736	1,164,001	1,255,324	209,413
<b>Information Technology</b>	212,965	1,059,146	1,190,969	81,142
<b>Facilities Services</b>	46,830	584,072	584,072	46,830
<b>Windsor Building Authority</b>	145,513	145,080	145,080	145,513
<b>All Funds Total</b>	<b>\$ 40,955,166</b>	<b>\$ 36,040,532</b>	<b>\$ 35,813,743</b>	<b>\$ 41,181,955</b>

**MEMORANDUM**

**TO: WINDSOR TOWN BOARD**  
**FROM: KELLY ARNOLD, TOWN MANAGER**  
**DATE: OCTOBER 4, 2013**  
**RE: THE RECOMMENDED 2014 BUDGET**

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Per Town of Windsor Charter, the Town Manager “shall submit to the Town Board, on or before the fifteenth of October of each year, a proposed budget for the Town for the next ensuing fiscal year”. Attached to this transmittal memo is the 2014 operating budget proposed for the Town of Windsor. The total of all funds for 2014 is nearly \$36 Million.

Our budget process and presentation continues to receive accolades from the Governmental Financial Officer’s Association (GFOA). Of particular note is that only Windsor and Longmont received recognition in Colorado for the Special Performance Measurements. This is a tribute to the Board and staff who develop the Strategic Plan and the budget so they are tangible documents that work together.

New this year in our budget presentations will be specific highlights by each department with their emphasis on the Strategic Plan, the Citizen’s Survey, and issues they want to bring to attention to the Town Board for the upcoming year from an operational perspective. These summaries will be provided during the presentation and be the cornerstone of each department review.

With the 2008 tornado and the Great Recession starting to disappear in the rear view mirror, this past year and future years will start to allow the Town to really focus on delivering key programs with wise policy decisions in a non-reactive method. Much of our previous five years budgeting has been reacting to circumstances beyond our control. This also made us really focus on the numbers and monitor carefully.

The number focus hasn’t changed, but what has changed is we can now also focus more on our efforts and outcomes since we have more experience with our service levels and costs associated with the services. As a result, the 2014 budget figures and recommendations are more confident and can be supported by results.

**The 2014 budget continues to focus on fiscal responsibility while building a long-term sustainable community through strategic investments and emphasizing the maintenance of existing infrastructure. In order to achieve these goals, the 2014 budget emphasizes the importance of funding the key day-to-day tools that lead to success. These tools are employees, technology, and providing services most highly rated by citizens.**

Some examples of fiscal responsibility, long-term investments, maintenance, employees, technology, and highly rated services that will be highlighted during the budget presentation are:

## ***FISCAL RESPONSIBILITY***

- For the most part, departments met the target of zero growth unless warranted. This year's increases tended to focus on utility (electricity) increases and the cost increases of some of our material. With the recent floods, our projections on some of the material increases may not be enough due to the regional reconstruction effort which could lead to material shortfalls.
- Departments making fiscally responsible decisions to operate more efficiently without incurring additional costs. The most notable are in Customer Service and in Museum operations.
- A balanced budget is achieved with some large one-time expenditure financed from reserves that have grown the past couple of years.

## ***LONG-TERM INVESTMENTS***

- Purchase of a 1,000 to 1,200 acre foot augmentation structure (Kyger Pit) that will serve the long-term non-potable and potentially potable needs of the community.
- Planning for the future of a Public Works and Parks facility that will be the future home of our primary service center.
- Re-updating our Windsor Housing Study demographics and reviewing future building patterns to determine the long-term needs for housing and infrastructure in Windsor.
- Nutrient study at the Wastewater Treatment Plant that will provide guidance on what will be needed to meet the new Federal mandate.

## ***MAINTENANCE***

- Providing additional personnel in both the Water and Sewer divisions so that these services are maintained properly, safely, and in a timely fashion.
- Continuing to increase street maintenance improvements with the one-time funds realized from the oil and gas revenues.
- Irrigation replacement at the Cemetery to maintain it as a key institutional centerpiece of our community.

## ***EMPLOYEES***

- The budget recommends that employees are recognized with an average 3.5% merit based increase. Personnel continue to be the most valued tool for Windsor government to provide services.

- Continue to provide a health insurance plan that provides a good benefit during these uncertain healthcare times.
- Providing a tuition reimbursement agreement that was discontinued in 2009 and during the recession budgets.

## **TECHNOLOGY**

- One of the most significant program improvements in this budget is to purchase and implement new software packages for financial purposes and for planning purposes. The ability to update the financial package should provide better integration in the organization. The planning software is to introduce a comprehensive tool instead of several piecemeal and homemade programs that currently exist. Both of these software packages will take an inordinate amount of time to implement, but once functional and staff competency is achieved, the programs will have significant benefits to the organization.

## **HIGHLY RATED SERVICES**

- To meet growing service call demands, an additional Police Officer will be added that will be primarily focused on detective services. This will allow cases to be addressed quicker and lessen the impacts of high profile cases that take significant detective time.
- Continued efforts of developing additional trails and easements in the community.
- Economic Development continues to expand on services to promote Windsor business opportunities and to develop important demographic information.
- Community events are now more predictable and supported by the community. As a result, there is a better understanding of the resources needed to prepare and implement the current events. This is the first time in several years that we can confidently know how much to budget to support those events.

The Budget review will take in the following subjects in this order:

- Review of revenues for all Funds
- Wrap-up of Capital Improvement Plan
- Operations Overview By Department Head
- Personnel
- Strategies and Issues for the Future

## **Revenues**

Following this budget message is a complete overview of all anticipated grant revenues, approved or in application stage, which are found in the budget. We continue to be aggressive in seeking outside resources such as grants to accomplish projects.

Most of the revenue highlights were reviewed during the August work session.

General Fund (Page: 16): Revenues such as sales tax, licenses, building permits, and most charges for services are based upon a three-year average. The three-year time period captures 2011 through 2013. We believe this blending gives us a good conservative balanced approach to revenue estimates.

Property tax revenue is slightly higher due to reassessment based upon mid-2012 values. The 2016 budget will be the next fiscal year that will reflect growth in our property revenues due to the recent surge of housing valuations.

Auto taxes and franchise taxes continue to grow based upon the number of households in Windsor.

Capital Fund (Page: 18): Sales and Construction Use Tax are estimated based upon a three-year average.

Severance tax is a three-year average but continues to increase. This source of revenue was allocated to the Capital Fund for the first time in 2012 after designating it for street improvements.

Note that the Mineral Lease Revenue has \$0 in the 2014 budget. This line item will be revenue from Town owned leases on mineral royalties/bonuses. Since this is an unknown for now, no revenue was projected for 2014, but we fully expect to see some leasing revenue by mid-2014. Next year's budget should be more predictable for this revenue source.

Water Fund (Page: 19): Most of the revenues are based upon a three-year average. Water Sales revenues in 2013 will not meet our budgeted figure due to the three tier rate structure and the lack of irrigation for the last month of the irrigation season.

If you recall, in October of 2012 we adopted the three tier rate system effective January 2013. Also in that action, we decided as a matter of policy that the rate increases we experienced in one year would not be passed along until the following year. Our rate increase for 2013 was 11%. In order to balance the water fund we made 3.5% of the increase effective in the January 2013 restructured rate schedule. This leaves 7.5% to be passed along in January 2014 adjustments. The tier structure for usage will remain unchanged.

The Water Capital Revenues (page 20) have the Plant Investment Fees. It is important to note the Water and Sewer Board has indicated interest to review that fee in 2013. This fee is less compared to other regional municipalities and it doesn't reflect a true cost of adding to our water system. It is also an important fee that can be used for future capital improvements such as a regional water treatment plant or water resources such as NISP. Staff will be developing these new rates and bringing them to Town Board for consideration in the next three months.

Sewer Fund (Page: 21): No rate increases for the sewer service operating fund so the rate estimates are based upon three-year average and some new users (residential homes) from 2013.

Sewer Plant Investment Fee will also be reviewed in the next three months.

Storm Water Fund (Page: 23): No rate increases for this fund so the rate estimates are based upon three-year average and some new users from 2013.

## **Capital Budget**

At a previous work session, the Board deliberated and provided guidance on a majority of the Capital Budget for 2014. At that meeting there were suggestions or more information was needed on proposed projects.

- I. Right hand turn lane from WCR 19 onto Hwy. 392 is now funded from the Road Impact Fund instead of the Capital Improvement Fund.
- II. Decreased by \$10,000 the Poudre River dredging project; eliminated the proposed jetty procedure due to minimal positive impact of the procedure.
- III. Added an expenditure of \$210,000 from the Capital Improvement Fund by transferring the amount to the IT budget for planning software program.
- IV. Removed the gates and feature sign from the Cemetery master plan implementation for next year which is a reduction of \$155,000. Only the irrigation replacement will be funded in 2014.
- V. Added an additional \$372,000 to the street reconstruction and maintenance capital line-item. This is additional funds from the total of oil/gas related revenue that Windsor received in 2013. Included in this addition is completing the Eastman Park Drive overlay in conjunction with the Eastman Park and Cornerstone Drive round-a-bout construction. This was of interest to the Town Board. Dennis has the entire listing of additional streets that can be presented during the budget meeting. The total overlay and maintenance expenditure for 2014 is now recommended to be over \$1.4 million.

Dean is prepared to provide a quick overview of the final 2013 Capital Improvement Budget. And Melissa has more information on the pipe project of the ditch on the Universal Forest Products property.

Finally, the Parks, Recreation, and Culture Board have recommended that the design of Fossil/Belmont Ridge Park start in 2014. If the Board concurs, then this project would be moved up in the schedule and \$40,000 would be budgeted in 2014 for the design process.

## **Operations Overview**

As stated previously, each department will provide an overview of their department. If there are issues to bring to Town Board attention, we'll discuss those in more detail during the presentation.

Some highlights/questions to bring to the Board's attention are:

- Municipal election costs (\$55,000) for our April election and a potential November ballot question have greatly increased compared to previous years. Town Clerk will describe the cost of the mail-in ballot and the resulting difficulties that might occur with the new state legislation.
- Mayor and Town Board budget contains the \$265,000 transfer to the DDA which is equivalent to the annual sales tax generated within the Authority's district.
- Re-instatement of the tuition reimbursement program (\$20,000) can be found in the Human Resources budget. This popular program has been requested by employees since it was stopped in 2009. A better program of applying and disseminating the reimbursement is being developed.
- Legal Services transitions to a full-time employee status of the Town Attorney instead of the previous contractual relationship. Costs for setting up the office and providing back-up legal services are budgeted. The net savings will be over \$100,000 this year.
- Economic Development has minor increases to continue the successful meetings/events to promote Windsor and will also draw from resources within Customer Service (readjustment of personnel) and assistance from the upgraded full-time Events Coordinator to assist with clerical and event related programs.
- Electrical costs for street lights have been reduced over time due to our efforts to identify billing discrepancies. The 2013 budget underfunded this line item. The recommended 2014 budget provides a more realistic figure of \$380,000.
- Community events have a more accurate reflection of associated costs. Increases in trash removal, sound, and personnel are all reflected in the recommended budget. This should be a more reliable budget in the future.
- In the Capital Budget there are some smaller but notable expenditures. They are:
  - At three new sites adding flashing crosswalk signs. The sites are at 11<sup>th</sup> and Ash, 7<sup>th</sup> and Garden, and at WCR 13 and the Poudre Trail.
  - Adding a crusher fine path from Bison Ridge Park to Ridge West subdivision for connectivity and park accessibility.
  - A new standard sized flag pole at Town Hall to replace the smaller flag pole.

- Sewer disposal treatment expenditures are anticipated to increase in 2014. This primarily due to an increase in treating and disposing of bio-solids. Also, the clarifiers need to be taken out of service and coated as part of a regular maintenance schedule.
- Fleet and Information Technology (IT) are internal services funds that are now six years old. Both of these funds continue to support the organization in a predictable manner. The large increase in the IT is for the new software programs addressed earlier in this memo.
- Custodial and Facilities are also internal services that are now three years old. Supplies for Custodial services have increased for 2014. Also, contract services for the Facilities budget have increased in 2014.

## **Personnel**

The recommended budget includes:

- ❖ A projected rate increase in health insurance premiums of 14% effective July 1, 2014 at a total cost of \$68,000 in 2014. The Town will still be a member of CEBT for the third year. Participating in CEBT, which is a self-insured pool of public agencies (primarily municipalities and school districts in Colorado), has allowed smoothing and predictability of rates during this uncertain time. While this is a significant increase, it would have been larger if the Town had been with a private carrier.
- ❖ Our salary structure is evaluated and surveyed every other year. Last year was the full evaluation. As a result, this year is simply implementing a merit pool for employees. The evaluation process is conducted at year end and based upon performance. Each employee is recognized for their service with a wage increase. This year the budget includes a 3.5% merit pool for employees. This cost will be \$219,972 for 2014. This means that the average merit increase for employees will be 3.5%. Based upon our research of Colorado municipalities, most are providing a wage increase of 3 to 5% for 2014.
- ❖ Full funding for all requested full-time new positions. Those positions are:
  - ✓ Town Attorney becoming a Town employee
  - ✓ Additional Police Officer to assist the Detective division
  - ✓ Making the part-time Event Coordinator position full-time
  - ✓ Adding a Utility Technician to the Water Department
  - ✓ Adding a Utility Technician to the Sewer Department

This is a total of two and a half new full-time employees to the General Fund, one additional full-time employee in the Water, and one additional full-time employee in the Sewer.

## **Strategies and Issues for the Future**

As indicated during our Capital Plan discussions the past few years, we are now entering a period where some of our long-term projects are starting to gain traction. In 2014 we will develop more certainty about:

- Potential expansion of the Community Recreation Center;
- Future of a Public Works and Parks Service Center;
- Developing a clearer picture of the possibility of a regional water treatment facility or a Windsor dedicated water treatment facility;
- Northern Integrated Supply Project will undergo final public comment and perhaps a clearer timeline.

All of these need to be first in our mind as we think through funding strategies. As a result, it continues to be important to maintain and gain savings in all funds so when a project starts, reserves (cash) can be used to its fullest extent to fund the project. This will minimize debt and always should be the first choice, particularly now with interest rates starting to creep upwards.

It is our recommendation that in 2014 the Town Board take an approach to save for these projects and be prepared to pay cash if feasible when the time comes for these projects to be addressed. In order to do that we would recommend that the Town Board:

- Maintain flexibility and continue to save for big projects;
- Treat oil/gas revenues as one-time resources and put them into one-time projects. For now, adding to street overlay and maintenance seems to be a good strategy. But the Town Board may want to use these one-time funds for other projects, which means street maintenance may have to pull more from the Capital budget and compete with other needs.
- Staff and Board should always explore possible grants to help off-set costs associated with projects. If it has available grant funds, that project will get higher priority.

Not mentioned in this memo is the TIGER V grant for Quiet Zones. This certainly is a large and intense project that will take much attention of staff and ultimately the community when installed. It is uncertain when this project will start. It is our best guess that the grant will be finalized in early 2014 which means administration and engineering will start in 2014. If all goes well, then the project might be under construction in late 2014 and finalized in 2015. That means grant funds will start to flow in 2014; but due to the uncertainty, we have not budgeted for any of the funds in 2014 because it simply

would be an uneducated guess. If we know more in the next 30 days, we will make adjustments to the final adopted budget.

A couple of other notes on the Quiet Zone grant. The basis of the application was the 2008 report. That report did not include the 15<sup>th</sup> Street crossing which is now highly populated with residences. Also, due to more recent activity, a couple of other crossings that were not evaluated in 2008 have rail activity. So, our very preliminary analysis of the grant is that we may need to add a couple of more crossings to ensure a complete community-wide Quiet Zone. Since this is the primary goal of the grant and desire of the community, we may need to be prepared to add to the grant project if the preliminary analysis is accurate. Much will hinge on the grant negotiations including the actual project.

When the grant project does take place, I've been warned that the construction portion of the project could have a community-wide short-term impact due to the magnitude and scope of the project. We'll spend the better part of next year figuring out the scope of the project.

Finally, we are fully emerged in a time where there is still much uncertainty. The impact of the flooding to the State budget and our neighboring municipalities is of concern. Particularly related to the floods is the potential impact of CDOT transportation funding to Windsor.

Windsor housing development in 2014 will be very important to monitor. We can expect building permits to be reduced unless new affordable housing developments get started soon. Extension of infrastructure out to new areas of our growth management area could lead to long-term budget implications.

Commercial, retail, and industrial development will continue, but at what pace? With the oil/gas boom we can expect industrial to continue strongly, yet we need to continue to strive towards diversity. Will the Costco in Timnath have a positive, negative, or neutral impact to the Windsor sector? The start of an entertainment area at Crossroads and Fairground Avenue will be interesting to watch and promote for the future.

Windsor and other Colorado communities face on-going challenges in budgeting and governance. As a result, it is more important than ever to be able to stay on course with a Strategic Plan with the flexibility to adjust when needed.

### Conclusion

If there any further budget issues or questions that will still need to be addressed after the budget review session we can schedule another work session time prior to final budget adoption. The final budget will be adopted by the Town Board on November 25<sup>th</sup>.

**2014 GRANTS**

Safe Routes to School Grant-South 7 <sup>th</sup> St Trail	Conservation Trust Fund	\$ 120,346
State Historical Fund Grant-Eaton House Assessment	Capital Improvement Fund	10,000
CDOT Grant-WCR21 Bridge	Capital Improvement Fund	425,000
DOLA Energy Grant-Water Tank	Water Fund	450,000
CDPHE Grant-Sewer Nutrient Study	Sewer Fund	57,600
DOLA Grant-Replace Force Main to Gravity Sewer	Sewer Fund	190,000
FEMA PDM Grant-Law Basin Channel	Storm Drainage Fund	626,716
TIGER V Grant		2,790,185
<b>TOTAL</b>		<b>\$4,669,847</b>

## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>GENERAL FUND REVENUE - 01</b>							
4001	<b>Beginning Fund Balance</b>	3,869,325	5,212,016	4,914,906	5,700,581	5,402,059	6,638,853
	<b>TAXES</b>						
4311	Property Tax	4,158,343	4,325,529	4,059,482	4,096,598	4,093,813	4,146,285
4312	Auto Tax	345,609	385,171	399,161	402,433	330,895	416,232
4313	Sales Tax	2,899,084	3,229,343	3,136,499	3,095,052	3,748,664	3,343,808
4314	Franchise Tax	1,123,574	1,178,866	1,202,273	1,249,501	1,342,504	1,346,274
4317	Severance Tax	96,759	198,677	0	0	0	0
	<i>Sub-Total</i>	8,623,370	9,317,586	8,797,416	8,843,584	9,515,876	9,252,599
	<b>LICENSES &amp; PERMITS</b>						
4321	Beer & Liquor Licenses	4,911	6,940	8,365	6,637	6,165	7,157
4322	Building Permits	108,477	147,003	240,273	170,050	268,896	218,724
4323	Business & Other Licenses	24,167	27,078	43,111	28,662	15,307	28,499
	<i>Sub-Total</i>	137,555	181,021	291,749	205,349	290,368	254,379
	<b>INTERGOVERNMENTAL REVENUES</b>						
4331	Highway Users	684,302	700,271	711,379	708,744	687,962	705,530
4332	County Road & Bridge	193,618	239,025	198,061	211,823	200,393	208,194
4333	Cigarette Tax	28,332	21,134	24,421	23,823	23,964	23,173
4334	Grants	614,275	8,203	0	0	0	0
4335	Police Dept Grants	1,260	2,988	3,220	2,000	3,842	0
4356	Cultural Affairs Grants/Donations	0	7,500	8,077	0	613	0
	<i>Sub-Total</i>	1,521,788	979,121	945,158	946,390	916,774	936,897
	<b>CHARGES FOR SERVICES</b>						
4342	Cemetery	59,850	32,100	53,700	48,028	48,028	44,609
4343	Aquatics Program Revenues	154,002	169,745	171,018	173,190	173,190	173,190
4344	Police Dept. Services	19,043	50,935	26,891	31,894	25,309	34,378
4345	Street Services	11,438	100	0	0	0	0
4346	Recreation	624,208	643,954	708,253	666,763	703,312	704,658
4351	Court of Record Costs	0	10,860	15,300	10,000	13,063	10,000
4366	Planning Fees	25,849	17,183	22,850	18,839	40,251	26,762
4383	Sale of Recycle Commodity	0	0	4,060	7,000	11,000	12,000
4385	Misc. Brush Recycling Revenue	0	0	0	21,000	15,000	17,000
	<i>Sub-Total</i>	894,389	924,877	1,002,073	976,714	1,029,153	1,022,597



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
	<b><u>FINES &amp; FORFEITS</u></b>						
4350	Court Fines	165,410	122,913	185,040	150,845	186,905	180,000
	<i>Sub-Total</i>	165,410	122,913	185,040	150,845	186,905	180,000
	<b><u>MISCELLANEOUS REVENUE</u></b>						
4360	Insurance Claims	43,895	1,421	255	0	0	0
4364	Interest Income	76,517	74,376	58,011	46,173	40,037	40,164
4367	Contributions	2,700	0	(56)	0	0	0
4368	Map Copies/Check Charges	43,124	14,120	90,519	33,265	27,523	44,054
4371	900 - WHA Grant Proceeds	0	0	0	308,000	308,000	0
4372	Transfer from Water Fund/Non-Potable	30,000	53,000	30,000	30,000	30,000	30,000
4373	Transfer from Water Fund	363,605	360,625	386,082	400,654	400,654	427,293
4374	Transfer from Sewer Fund	174,241	190,545	188,019	190,640	190,640	210,944
4375	Transfer from Park Improvement Fund	76,914	76,914	76,914	24,246	24,246	25,493
4380	Museum Revenue	11,239	11,500	5,248	3,000	2,000	2,000
4386	Community Events Revenue	0	0	13,154	18,000	9,210	10,000
4388	Misc. Park Revenue	926	16,429	15,318	15,000	15,000	15,000
4389	Misc. Forestry Revenue	9,166	11,055	18,841	5,000	4,431	5,000
4391	DDA Administration Reimbursement	0	0	1,470	20,000	20,000	20,000
	<i>Sub-Total</i>	832,327	809,985	883,774	1,093,977	1,071,741	829,949
	<b><u>COLLECTIONS FOR OTHER GOVERNMENTS</u></b>						
4315	Larimer County Use Tax Collections	2,321	4,067	6,369	4,528	4,245	4,894
4320	Safebuilt Building Fee Collection	56,869	66,833	110,744	77,142	116,428	105,329
4325	Fire Department Fee collection	0	0	0	0	0	0
4393	Court Surcharges	1,050	0	0	940	0	0
	<i>Sub-Total</i>	60,240	70,900	117,114	82,610	120,673	110,223
<b>GENERAL FUND REVENUE TOTAL</b>		<b>12,235,078</b>	<b>12,406,402</b>	<b>12,222,323</b>	<b>12,299,468</b>	<b>13,131,492</b>	<b>12,586,644</b>
<b>AVAILABLE RESOURCES</b>		<b>16,104,404</b>	<b>17,618,418</b>	<b>17,137,229</b>	<b>18,000,048</b>	<b>18,533,551</b>	<b>19,225,497</b>



## Capital Improvement Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>CAPITAL IMPROVEMENT FUND REVENUE - 04</b>							
4001	<b>Beginning Fund Balance</b>	2,673,340	2,837,136	4,601,902	5,582,015	4,973,418	6,108,292
4313	Sales Tax	1,932,891	2,161,721	2,094,067	2,066,365	2,456,259	2,229,205
4317	Severance Tax	0	0	260,132	187,292	254,637	234,020
4318	Construction Use Tax	741,270	993,765	1,976,928	1,234,505	1,946,269	1,638,988
4319	Traffic Impact Fee	436,938	602,901	1,018,169	679,509	957,436	846,897
4334	Grants	1,297,245	0	0	0	10,300	0
4334	900-Grants	0	14,389	24,000	0	0	0
4334	901-Grants Bridge	0	336,000	0	247,500	70,000	425,000
4335	Police Dept Grants	416,959	64,050	0	4,900	3,750	0
4336	Cultural Affairs/Museum Grant	76,517	0	0	0	0	10,000
4342	I-25 Landowner Fees	0	0	0	0	12,233	0
4345	Developer Street Reimbursement	4,999	0	969	0	0	0
4362	Mineral Lease Revenue	0	144,216	83,129	0	117,407	0
4363	CIRSA/Tornado Reimbursements	328,290	0	0	0	0	0
4364	Interest Income	21,710	6,262	5,062	6,189	13,243	3,868
4367	Contributions	584,637	2,413,585	794,017	0	0	0
4368	Miscellaneous Income	3,986	(21)	0	0	0	0
4369	Special Assessments	1,249	0	0	0	0	0
4376	Transfer from General Fund I-25 / SH 392	0	1,250,000	0	0	0	0
4377	Transfer from Sewer Fund - TH Reserve	210,000	0	0	0	0	0
4378	Transfer from Water Fund -TH & I-25 / SH 392	210,000	1,250,000	0	0	0	0
4381	Sale on General Fixed Assets	0	95,652	0	0	0	0
<b>CAPITAL IMPROVEMENT FUND REVENUE TOTAL</b>							
		6,266,690	9,332,518	6,256,475	4,426,259	5,841,534	5,387,978
<b>AVAILABLE RESOURCES</b>							
		8,940,030	12,169,654	10,858,377	10,008,274	10,814,952	11,496,270



## Water Fund Detail Budget

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>WATER FUND O&amp;M REVENUE - 06</b>							
4001	<i>Beginning Fund Balance</i>	3,961,623	4,426,132	5,313,253	6,965,660	6,083,957	7,146,064
4334	Grants	0	30,570	12,652	0	0	0
4351	Water Sales	2,913,926	2,996,195	3,444,552	3,303,110	3,412,380	3,284,058
4355	Meter Yokes / Materials	31,510	63,135	110,118	71,137	75,784	83,012
4356	Hydrant Meter Rental	11,032	10,900	111,862	41,852	26,240	26,000
4357	Water Rental	38,854	58,348	115,724	52,717	68,385	70,000
4359	Tank Water	1,318	1,216	1,844	1,528	1,951	1,670
4364	Interest Income	72,610	130,971	191,965	133,561	162,983	169,320
4368	Service Reconnect Fees	25,894	15,825	16,315	19,341	16,509	16,216
4385	Delinquent Charge	41,350	88,270	45,520	58,857	48,617	60,802
4386	Construction Water	2,558	3,950	6,764	4,584	729	3,814
<b>WATER FUND O&amp;M REVENUES TOTAL</b>		<b>3,139,052</b>	<b>3,399,379</b>	<b>4,057,316</b>	<b>3,686,687</b>	<b>3,813,576</b>	<b>3,714,893</b>
<b>AVAILABLE RESOURCES</b>		<b>7,100,675</b>	<b>7,825,511</b>	<b>9,370,569</b>	<b>10,652,347</b>	<b>9,897,533</b>	<b>10,860,957</b>



## Water Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>WATER PLANT INVESTMENT FEES REVENUES</b>							
4001	<i>Beginning Fund Balance</i>	6,706,301	6,949,951	6,248,297	7,905,766	7,173,853	5,824,720
4334	900-Grant for Water Tank	0	0	0	800,000	0	450,000
4352	Plant Investment Fees	401,651	790,409	1,198,071	794,471	722,700	903,726
4367	Contributions- Developers	228,230	552,686	259,706	0	0	0
4374	Transfer from Capital Improvement Fund	0	62,653	62,653	62,653	62,653	62,653
4376	Transfer from Park Fund	250,748	0	0	0	0	0
<b>WATER PLANT INVEST FEE REVENUES TOTAL</b>							
		880,630	1,405,748	1,520,430	1,657,124	785,353	1,416,379
<b>AVAILABLE RESOURCES</b>							
		7,586,931	8,355,699	7,768,726	9,562,890	7,959,206	7,241,099



## Sewer Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>SEWER FUND OPERATING &amp; MAINTENANCE REVENUE - 07</b>							
4001	<i>Beginning Fund Balance</i>	1,284,073	1,821,604	2,402,369	3,071,316	3,107,297	3,592,129
4351	Sewer Service	1,610,672	1,638,671	1,688,744	1,643,537	1,751,964	1,693,100
4334	-901 Grants	0	0	0	0	0	204,400
4364	Interest Income	4,905	1,971	2,516	2,488	1,682	1,655
4368	Miscellaneous Revenue	0	7,914	9,245	0	0	0
4361	Gas Drilling Royalties	28,187	34,362	66,074	35,070	172,193	90,876
<b>SEWER FUND O&amp;M</b>							
<b>TOTAL REVENUE</b>		1,643,763	1,682,918	1,766,580	1,681,095	1,925,839	1,990,031
<b>AVAILABLE RESOURCES</b>		2,927,836	3,504,522	4,168,949	4,752,411	5,033,136	5,582,160



## Sewer Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>SEWER PLANT INVESTMENT FEES REVENUES - 07</b>							
4001	<i>Beginning Fund Balance</i>	2,797,766	2,910,923	3,097,146	3,831,940	3,954,693	4,262,355
4335	Loan Proceeds	0	0	3,110,543	0	0	0
4334	900 - Grants	0	142,813	1,421,890	252,000	252,000	0
4352	Sewer Plant Investment Fees	328,967	636,141	1,039,077	680,550	617,382	764,200
4364	PI Interest Income	8,351	3,545	4,284	4,236	2,863	2,818
4367	Contributions- Developers	74,400	540,003	221,823	0	0	0
<b>SEWER INVESTMENT FEE REVENUE TOTAL</b>		411,718	1,322,501	5,797,618	936,787	872,245	767,018
<b>AVAILABLE RESOURCES</b>		3,209,485	4,233,424	8,894,764	4,768,727	4,826,938	5,029,373



## Storm Drainage Fund Detail Budget

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>STORM DRAINAGE O&amp;M REVENUE - 08</b>							
4001	<i>Beginning Fund Balance</i>	133,054	191,458	271,983	244,940	234,836	302,088
4349	Stormwater Service	213,110	222,169	221,808	217,889	243,924	229,300
4361	Mosquito Control Service	77,359	79,653	82,548	86,700	87,060	89,412
4368	Miscellaneous Income	0	0	785	0	0	0
4381	Sale of Capital Assets	0	40,000	0	0	0	0
<b>STORM DRAIN O&amp;M</b>							
<b>TOTAL REVENUE</b>		290,469	341,822	305,141	304,589	330,984	318,712
<b>RESOURCES AVAILABLE</b>		423,523	533,281	577,124	549,529	565,819	620,800



## Storm Drainage Fund Detail Budget

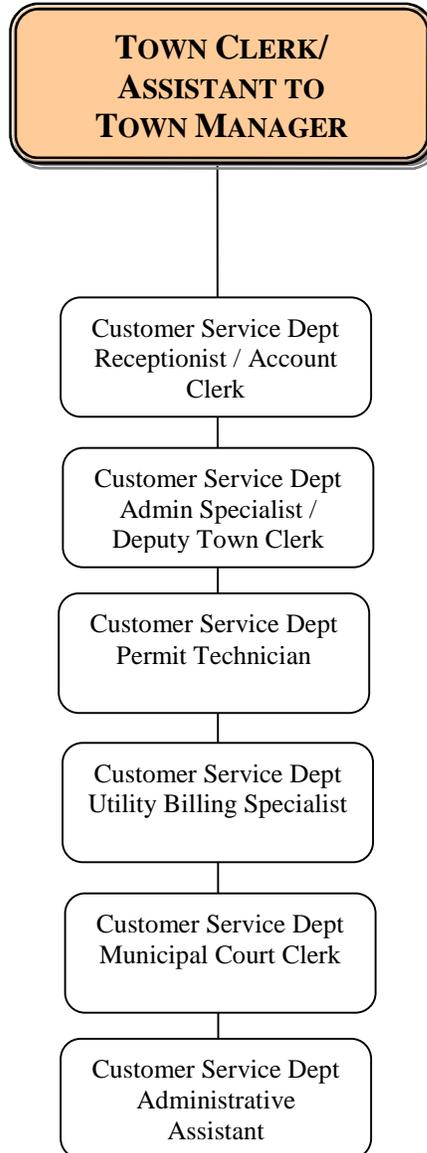
<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>STORM DRAIN INVESTMENT FEES REVENUE</b>							
4001	<i>Beginning PI Fund Balance</i>	649,077	439,480	698,420	1,148,580	1,613,890	1,793,262
4334	900 - Grants	0	0	0	590,640	55,840	626,716
4356	Storm Drain Investment Fees	363,834	534,278	604,636	506,633	659,853	599,593
4364	Storm Drain Invest Interest Income	1,215	685	935	1,343	664	664
4372	Transfer from Water Fund/Non-Potable	0	0	462,919	0	0	0
4367	Contributions - Developers	281,406	357,487	162,328	0	0	0
<b>STORM DRAIN INVESTMENT REVENUES TOTAL</b>		646,455	892,449	1,230,818	1,098,616	716,357	1,226,973
<b>AVAILABLE RESOURCES</b>		1,295,533	1,331,929	1,929,237	2,247,196	2,330,248	3,020,235



## Town Clerk & Customer Service



*Patti Garcia*  
*Town Clerk / Assistant to Town Manager*



*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

**Elections**

**TOWN CLERK AND CUSTOMER SERVICE'S MISSION STATEMENT**

*The mission of the Town Clerk's Office is to provide quality support and assistance to the Town Board, the Town Administration and citizens of Windsor.*

*Success in our endeavors is accomplished by:*

*Acknowledging and embracing our role as a service unit; providing customer service that exceeds expectations while being accessible, approachable and communicating with honesty, integrity, tact and respect; provide a welcoming atmosphere and customer-focused, flexible, support services through our highly capable staff; teamwork within and among departments Town-wide; and continuously seeking innovative and efficient ways to deliver professional services.*

**ABOUT THE TOWN CLERK AND CUSTOMER SERVICE DEPARTMENT**

The Town Clerk and Customer Service Department provides professional, courteous, and quality customer service for the Town of Windsor. The Town Clerk's office oversees election administration, liquor licensing, business licensing, cemetery administration and records management along with serving as the Clerk to the Town Board. The Customer Service Department serves as the "First Impressions of Windsor" and is comprised of staffing representation from the following departments: Clerk, Municipal Court, Planning, Utility Billing and Parks & Recreation. These departments work together to provide a one-stop-shop customer service area for citizens and staff.

**FUNCTIONS OF THE DEPARTMENT**

Town Clerk/Assistant to Town Manager – The Town Clerk assures that there is representation from the Clerk's office at all Town Board meetings; prepares agendas, meeting packets and oversees the transcription of minutes which serve as the official record of the meeting. This office also arranges meetings and training for the Town Board. As Election Administrator, the Town Clerk conducts municipal elections as required and works directly with the County Clerk for coordinated elections; provides assistance with the Referendum and Initiated Petition processes; provides technical assistance to municipal candidates and issue committees regarding election regulations and requirements. In addition, the Town Clerk's office works with the Local Licensing Authority and assists with applications for liquor and beer licenses, providing education and training. The Town Clerk is also responsible for maintaining official records of the Town and maintains a computerized records management system and recodifies the code book as required.

Customer Service Department

The Department was created to provide as a one-stop-shop for citizens. Staff is available to assist customers and provide assistance for external and internal customer needs:

- Reception – Provides a variety of services to walk-in and telephone customers along with maintaining inventory of all office supplies for the Town of Windsor.
- Municipal Court Clerk – Provides administrative services for external and internal customers; the Court Clerk attends all court arraignments and trials, provides records management, scheduling, docket preparation and accounting functions for Windsor Municipal Court.
- Deputy Clerk – Serves as Deputy Clerk, provides administrative support to the front desk and other departments as needed along with providing back up support to the building permit technician.

Serves as recording secretary to the Town Board, Planning Commission and Historic Preservation Commission.

- Permit Technician – Processes building and sign permit applications and issues certificates of occupancy for completed buildings; serves as recording secretary to the Board of Adjustment.
- Administrative Specialist – Provides a variety of clerical and administrative support to the Town Manager, Parks, Recreation & Culture, and Customer Service Departments; processes grant applications and chicken hen and brush permits. Serves as recording secretary to the Parks & Recreation Advisory Board and Tree Board.
- Utility Billing Specialist – Coordinates the administrative utility functions for the Town of Windsor including billing, accounts receivable and reporting requirements. Serves as recording secretary to the Water & Sewer Board.

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#### RELATIONSHIP TO STRATEGIC PLAN & CITIZEN SURVEY

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The Town Clerk and Customer Service Department is responsible for several items in the 2012-2014 Strategic Plan. In Goal 1: *Build Community Spirit and Pride*, the Town Clerk and customer service staff plays an active role in the execution of Priority C: *Provide and support ample opportunities for residents to be actively involved in the town governance process and in serving the community*. This goal is achieved by providing opportunities for citizen engagement by actively recruiting and filling vacant seats on advisory boards and committees.

The Town Clerk engages the community by collaborating with other taxing districts and Homeowner/Neighborhood Associations; corresponding with Goal 1, Priority D & E: *Encourage a positive and collaborative relationship with other taxing districts & Encourage healthy, family-friendly neighborhoods*. The Town Clerk's Office also has a unique partnership with the Downtown Development Authority (DDA), and continues to support the DDA, upholding Goal 2: *Promote a Vibrant Downtown*.

This year, the Customer Service Department implemented additional water conservation efforts through the Residential Water Audit Kit program; fulfilling Goal 1, Priority G: *Lead through Stewardship of Natural Resources*.

Additionally, the Town Clerk and Customer Service Department provides and continues to improve access to Town Board meetings through electronic board packets online, live streaming and archived video of Town Board meetings on the website, as well as broadcast on Channel 8.

The Customer Service Department employees often create the first impression that most residents have of the Town of Windsor. According to the 2013 Citizen Survey, those completing the survey were asked if they had been in contact with a Town employee either in-person, over the phone or via email in the last 12 months; the 53% who reported that they had been in contact (a percent that is more than the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. Town employees were rated highly; 84% of respondents rated their overall impression as "excellent" or "good." Employee ratings were mostly higher than the national benchmark and were the same or higher than past survey years. The Customer Service Department will continue to provide exceptional levels of service in the years ahead.

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#### CHALLENGES

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A major challenge in 2014 is providing the same level of exceptional customer service, while demands continue to increase. One way the Town plans to address this issue is through the implementation of new utility billing software. This software is expected to improve efficiencies and customer communication.

## **TOWN CLERK AND CUSTOMER SERVICE GOALS AND OBJECTIVES**

### Town Clerk

- Successful development of departmental budgets and administration within those budgets;
- Continue to provide responsible management / oversight of Town records, Liquor Licenses, Resolutions and Ordinances;
- Continue electronic indexing of permanent documents;
- Administrate records management policies and procedures for all departments;
- Organize and direct elections as required;
- Provide exceptional support to Mayor and Town Board as required; attend all Town Board meetings and complete minutes;
- Administer liquor licensing, business licensing and cemetery functions as required;
- Promote and encourage training to enhance department functions;
- Coordinate efforts of the Downtown Development Authority;
- Update and recodify Town Code Book as required.

### Customer Service

- Continue supervision of the department in providing excellent customer service to citizens with concerns being addressed promptly;
- Cross-train within the department to provide for more depth in service;
- Organize and promote Customer Service Department website information for online use;
- Continue to promote online options for all services including utility billing and SafeBuilt for ease of service for citizens;
- Develop programming options and opportunities for Channel 8 and website;
- Conduct review of scanned permanent documents to assure completeness and readability.

## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>GENERAL FUND EXPENDITURES - 01</b>							
<b>TOWN CLERK/CUSTOMER SERVICE EXPENDITURES - 410</b>							
5111	Wages - Full Time	294,815	293,263	307,888	302,107	309,669	312,076
5112	Part Time	0	0	0	0	9,375	12,804
5121	Overtime	6,180	4,909	458	100	407	100
5114	Merit Pay	0	0	0	6,042	0	8,502
5126	Short Term Disability	0	0	0	188	294	321
5127	Long Term Disability	1,325	1,397	1,287	1,504	1,426	1,492
5128	Vision Insurance	754	761	753	777	770	781
5130	FICA - Med	4,117	4,066	4,203	4,470	4,436	4,835
5131	FICA	17,602	17,384	17,990	19,111	18,969	20,676
5132	Medical Insurance	55,712	64,059	58,427	66,194	58,951	70,742
5133	Employee Retirement	11,764	12,680	13,118	15,407	15,563	14,645
5134	Unemployment Insurance	600	820	849	925	884	1,000
5135	Workers Compensation Ins.	717	1,820	1,306	801	853	778
5136	Dental Insurance	6,242	6,884	7,057	6,225	7,096	7,806
5137	Staff Development	4,661	5,261	3,694	6,000	3,829	6,000
5138	Life Insurance	1,233	1,233	902	943	911	836
5140	Tuition Reimbursement	0	287	0	0	0	0
5144	Employee Assistance Administration	0	0	295	272	272	282
	<i>Personal Services Total</i>	405,721	414,825	418,226	431,067	433,705	463,678
6210	Office Supplies	2,088	2,127	4,484	1,500	1,493	1,500
6216	Reference Books/Materials	0	24	20	100	0	100
6217	Dues/Fees/Subscriptions	350	559	855	700	641	1,000
6218	Small Equipment Items	285	178	0	1,000	925	1,000
6245	Travel/Mileage	457	230	584	400	393	400
6246	Liability Insurance	75	2,689	2,615	3,609	3,032	3,627
6253	Contract Service	5,129	7,406	3,339	5,000	5,494	7,000
6256	Publish/Record	2,158	2,985	2,425	2,800	2,800	2,800
6261	Telephone	137	209	1,390	1,500	1,342	1,500
6263	Postage	307	870	476	800	873	300
6264	Printing/Binding	370	991	589	600	0	200
6290	Elections	35,316	252	24,125	0	0	50,000
	<i>Operating &amp; Maintenance Total</i>	46,672	18,522	40,901	18,009	16,994	69,427
7011	Information Tech Transfer	59,921	26,918	53,389	61,226	61,226	80,236
7012	Facility Services Transfer	0	16,007	19,022	17,124	17,124	18,102
	<i>Interfund Loans &amp; Transfers Total</i>	59,921	42,925	72,411	78,351	78,350	98,337
<b>TOWN CLERK/CUSTOMER SERVICE EXPENDITURES TOTAL</b>		512,314	476,273	531,538	527,426	529,049	631,442



## Capital Improvement Fund Detail Budget

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>CAPITAL IMPROVEMENT FUND EXPENDITURES - 04</b>							
<b><u>TOWN CLERK/CUSTOMER SERVICE - 410</u></b>							
6218	Small Equipment	0	6,302	0	5,000	5,000	2,000
	<i>Small Equipment Total</i>	0	6,302	0	5,000	5,000	2,000
<b>TOWN CLERK/CUSTOMER SERVICE TOTAL</b>		0	6,302	0	5,000	5,000	2,000



**Executive and Legal Department**



**TOWN BOARD**  
Mayor: John Vazquez, Board Members: Kristie Melendez, Myles Baker, Don Thompson, Jeremy Rose, Robert Bishop-Cotner, Ivan Adams

**TOWN  
MANAGER**



*Kelly Arnold  
Town Manager*

Management Assistant

**Municipal Court**

**Judge**  
*(contract)*

**Legal Services**

Town Attorney

Prosecuting Attorney  
*(contract)*



*Ian McCargar  
Town Attorney*

*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

**EXECUTIVE AND LEGAL DEPARTMENT MISSION STATEMENT**

*The Executive and Legal Department works cooperatively with the citizens, elected / appointed officials and municipal employees of Windsor to respond to the needs of our community, and set the direction for the Town organization. The Town Board and Town Manager's office are committed to providing quality, innovative and ethical leadership in a creative environment, both within the organization itself and the Windsor community as a whole.*

**ABOUT THE EXECUTIVE AND LEGAL DEPARTMENT**

The Town Manager's Office consists of professional, administrative and clerical support staff who oversee the day-to-day operations of Town government, responds to the needs of the Town Board as well as citizen concerns and information requests, both internal and external to the organization.

The Town Attorney's Office advises on a range of legal issues that affect both the internal and external activities of the Town.

The Municipal Court provides hearings for misdemeanor crimes consisting mainly of traffic infractions and Town ordinance violations.

**FUNCTIONS OF THE DEPARTMENT**

The Executive and Legal Department provides guidance and direction for the legal, prudent, and fiscally responsible operation of Town government in order to furnish cost-effective and responsive services to the citizens of Windsor.

Town Manager – The Town Manager is appointed by the Town Board to act as the organization's Chief Administrative Officer to be a direct advisor to the Town Board, oversee the daily Department operations of the Town, enforce and implement the ordinances, resolutions, contracts, policies, strategic goals and other enactments of the local elected officials. The Town Manager is also responsible for the overseeing of the hiring process and appointment of Town employees, establishment and implementation of personnel rules and regulations, preparation / implementation of the annual budget and the periodic reporting of Town finances and administrative activities.

Town Attorney – The Town Attorney is appointed by the Town Board to provide legal advice and guidance to the Town Board, appointed Boards and Commissions, Town Manager, departmental staff, and also provides the drafting and reviewing of ordinances, resolutions, agreements, leases and other legal documents, and periodic revising and updating the Town Code.

Municipal Court Judge – The Municipal Court Judge is appointed by the Town Board to preside over trials and hearings whenever a case is made within the corporate limits of the Town of Windsor. The Municipal Court Judge hears cases that involve violations of Town ordinances and misdemeanor state laws.

**2014 ORGANIZATIONAL OBJECTIVES**

The objectives of the organization follow the Strategic Plan, Vision and Philosophy.

Our Vision

WINDSOR'S hometown feel fosters an energetic COMMUNITY SPIRIT AND PRIDE

that makes our town special in Northern Colorado.

WINDSOR has a VIBRANT DOWNTOWN AND LAKE which is a community focal point and destination.

WINDSOR has a STRONG LOCAL ECONOMY with diverse businesses that provide jobs for residents

WINDSOR promotes quality development through managed growth.

WINDSOR residents enjoy a friendly community with HOUSING OPPORTUNITIES, CHOICES for LEISURE, CULTURAL ACTIVITIES, and RECREATION, and MOBILITY for all.

WINDSOR is a GOOD ENVIRONMENTAL STEWARD.

Our Philosophy

*The employees of the Town of Windsor are committed to exceptional services, environmental stewardship, and financial responsibility.*

*Our ongoing focus is to increase operating efficiencies and streamline management systems and procedures, always keeping in mind accountability to our residents.*

**EMPLOYEES CORE BELIEFS REFLECT PRIDE**

P	roducing results
R	esponsibility
I	ntegrity
D	edication
E	xceptional Service

Our Goals

*Goal 1: Build Community Spirit and Pride*

*Goal 2: Promote Vibrant Downtown and Lake as a Destination and Focal Point*

*Goal 3: Diversify, Grow, and Strengthen the Local Retail and Industrial Economy*

*Goal 4: Promote, Manage, and Facilitate an Effective Infrastructure System within the Town and the Northern Colorado Region*

RELATIONSHIP TO THE STRATEGIC PLAN & CITIZEN SURVEY

**Town Board**

The Mayor and Town Board 2014 budget includes several items that relate to the 2012-2014 Strategic Plan Update. The 2014 budget reflects carrying out the National Citizen Survey biennially to measure community perception about services provided by the Town. The survey will help with Goal 1: *Build Community Spirit and Pride*, Priority F: *Provide for diverse and healthy lifestyle choices in leisure, cultural activities and recreation*, Plan of Action item 1: *Identify cultural programming priorities and establish direction for future programs and events.*

Additionally, the Town Board budgets to support the Student Advisory Leadership Team (S.A.L.T.) every year. The support of the Town Board helps engage youth in the governance process and in serving the community which directly correlates with Goal 1: *Build Community Spirit and Pride*, Priority C: *Provide and support ample opportunities for residents to be actively involved in the governance process and in*

*servicing the community.* Along the same lines, the Town Board also allocates a portion of property tax revenues to an Outside Agency Fund. This fund is used to provide financial support to agencies under the Town Board's discretion that promote worthy causes and impact the community at some level. For the last two budget years the Town Board has supported the Downtown Development Authority (DDA) using outside agency funds. This action advances Priority A: *Support the Downtown Development Authority* under Goal 2: *Promote Vibrant Downtown and Lake as a Destination and Focal Point.*

Along with the Strategic Plan, the Town Board has major influence over the Citizen Survey results. The survey shows, almost all residents experienced a good quality of life in the Town of Windsor and believed the Town was a good place to live. The overall quality of life in the Town of Windsor was rated as "excellent" or "good" by 93% of respondents. Further, almost all reported they plan on staying in the Town of Windsor for the next five years. These are great indicators of the success of Town Board and positive signs the Town is heading in the right direction into 2014.

### **Town Manager**

The Town Manager's office will be responsible for execution of several 2012-2014 Strategic Plan items as well as oversight of the implementation of the entire plan by 2015. Tracking of each Plan of Action, updates on the Strategic Plan webpage, and quarterly progress reports to the Town Board will be coordinated by the Town Manager office.

Under Goal 1: *Build Community Spirit and Pride*, the Plan of Action items for Priority C: *Provide and support ample opportunities for residents to be actively involved in the Town governance process and in servicing the community* will be administered by the Town Manager's office. Also under Goal 1, Priority D: *Encourage healthy, family-friendly neighborhoods* includes a Plan of Action item to *Create a relationship with homeowners associations/neighborhoods and coordinate visits by Town Board and staff at meetings.* This item will be carried out by the Town Manager office with the help of the Town Clerk and Planning Department.

Finally, the Town Manager office will coordinate meetings between the Town Board and other taxing districts within Windsor. This will address the Plan of Action item under Priority E: *Promote a "One Windsor- One Community" philosophy* in Goal 1 that states *Encourage positive, collaborative relationships with other taxing districts.*

In addition to the Strategic Plan, the Town Manager's office is committed to ensuring a high quality of life for residents. In the 2013 Citizen Survey, respondents demonstrated a strong trust in local government. Most rated the overall direction being taken by the Town of Windsor as "good" or "excellent." This was much higher than the benchmark. Those residents who had interacted with an employee of the Town of Windsor in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as "excellent" or "good."

On average, residents gave very favorable ratings to local government services. Town services rated were able to be compared to the benchmark database. Of the 35 services for which comparisons were available, 30 were above the benchmark comparison, four were similar to the benchmark comparison and one was below. In conjunction with the 2014 budget, the Town Manager's office will work to ensure high levels of services are provided for residents in the community.

## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>MAYOR &amp; TOWN BOARD EXPENDITURES - 411</b>							
5112	Wages - Part Time	24,300	29,076	30,695	30,000	30,000	30,000
5130	FICA-Med	352	422	446	435	435	435
5131	FICA	1,507	1,803	1,907	1,860	1,860	1,860
5134	Unemployment Insurance	49	87	92	90	90	90
5135	Worker's Compensation	62	19	19	18	19	19
	<i>Personal Services Total</i>	26,269	31,407	33,159	32,403	32,404	32,404
6210	Office Supplies	728	416	1,292	500	117	500
6211	Economic Development	95,761	45,280	0	0	0	0
6213	Public Relations	29,408	28,899	2,941	21,000	12,300	10,000
6214	Board Development	19,037	9,432	12,670	19,600	24,206	11,200
6217	Dues/Fees/Subscriptions	7,300	7,559	7,407	7,544	7,750	8,000
6218	Small Equipment	0	628	1,154	0	0	0
6245	Travel/Mileage	214	763	1,158	2,000	2,522	1,500
6246	Liability Insurance	22,161	19,255	18,923	18,135	15,239	18,229
6253	Contract Services	25,810	2,000	11,303	2,000	225	14,000
6256	Publishing/Recording	168	228	159	100	98	100
6267	Study/Review/Analysis/Consulting	0	16,550	1,772	12,000	10,950	5,000
6269	Youth Advisory Board	1,597	3,240	3,723	5,000	1,886	5,000
6270	000-Outside Agency Funding	47,151	23,170	14,989	61,449	8,000	62,194
6270	100-Outside Agency Funding (Windsor Housing Auth)	0	49,800	14,531	0	0	0
6270	200-Outside Agency Funding (DDA)	0	0	250,000	250,000	250,000	265,000
	<i>Operating &amp; Maintenance Total</i>	249,335	207,220	342,022	399,328	333,293	400,724
7234	Developer Reimbursements	0	512,856	223,290	0	0	0
7304	Transfer to Capital Improvement Fund	0	1,250,000	0	0	0	0
7011	Information Tech Transfer	12,978	14,387	30,740	38,577	38,577	44,666
	<i>Loans &amp; Transfers Total</i>	12,978	1,777,243	254,030	38,577	38,577	44,666
<b>MAYOR &amp; TOWN BOARD EXPENDITURES TOTAL</b>		<b>288,582</b>	<b>2,015,870</b>	<b>629,211</b>	<b>470,308</b>	<b>404,275</b>	<b>477,793</b>

## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>MUNICIPAL COURT EXPENDITURES - 412</b>							
6210	Office Supplies	302	134	36	50	6	0
6217	Dues/Fees/Subscriptions	215	40	40	350	61	250
6245	Travel/Mileage	185	114	0	0	0	0
6246	Liability Insurance	75	81	79	109	92	110
6253	Contract Service	16,374	16,367	17,447	17,200	14,673	17,320
6261	Telephone	48	29	36	50	32	50
6263	Postage	457	591	378	650	655	700
6264	Printing/Binding	329	547	730	1,250	1,176	1,500
	<i>Operating &amp; Maintenance Total</i>	17,985	17,904	18,746	19,659	16,695	19,930
<b>MUNICIPAL COURT EXPENDITURES TOTAL</b>		17,985	17,904	18,746	19,659	16,695	19,930



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>TOWN MANAGER EXPENDITURES - 413</b>							
5111	Wages - Full Time	158,404	138,232	165,116	177,747	153,635	190,875
5112	Wages - Part Time	0	7,867	2,604	0	0	0
5114	Merit Pay	0	0	0	3,555	0	6,681
5126	Short Term Disability	0	0	0	87	0	0
5127	Long Term Disability	478	369	767	593	684	888
5128	Vision Insurance	138	103	155	211	118	207
5129	Employer. Paid. Contribution - 457	8,557	8,557	9,206	9,417	9,301	9,746
5130	FICA - Med	2,366	2,198	2,445	2,629	2,286	2,865
5131	FICA	7,788	7,098	8,190	11,241	9,778	12,248
5132	Medical Insurance	23,544	11,651	16,135	14,466	12,642	18,719
5133	Employee Retirement	7,490	6,912	7,094	7,244	7,155	8,688
5134	Unemployment Insurance	332	444	491	544	461	593
5135	Workers Compensation Insurance	515	396	452	471	502	451
5136	Dental Insurance	1,311	983	1,137	1,266	1,137	1,610
5137	Staff Development	3,682	3,371	3,741	5,100	4,836	5,000
5138	Life Insurance	598	504	424	555	424	482
5144	Employee Assistance Administration	0	41	42	78	50	78
	<i>Personal Services Total</i>	215,202	188,726	217,999	235,203	203,011	259,129
6209	Employee Relations	2,386	110	32	0	0	11,750
6210	Office Supplies	1,190	485	384	500	313	500
6213	Public Relations	654	855	313	1,000	0	1,000
6216	Reference Books/Materials	6	0	28	200	0	300
6217	Dues/Fees/Subscriptions	1,917	2,340	2,119	3,000	2,594	3,000
6245	Travel/Mileage	7,189	6,754	6,847	7,300	7,027	7,300
6246	Liability Insurance	1,396	763	737	1,017	855	1,023
6253	Contract Service	405	46	287	0	301	0
6256	Publish/Record	500	0	0	0	106	0
6261	Telephone	1,382	1,408	1,359	1,500	1,363	1,500
6263	Postage	338	413	119	800	324	800
6264	Printing/Binding	120	45	41	0	0	0
6267	Study Review/Analysis/Consulting	0	135	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	17,483	13,352	12,266	15,317	12,883	27,173
7011	Information Tech Transfer	57,352	12,608	15,929	17,049	17,049	24,403
7012	Facility Services Transfer	0	7,435	9,377	10,257	10,257	10,799
	<i>Interfund Loans &amp; Transfers Total</i>	57,352	20,043	25,306	27,306	27,306	35,202
<b>TOWN MANAGER EXPENDITURES TOTAL</b>		<b>290,037</b>	<b>222,121</b>	<b>255,572</b>	<b>277,826</b>	<b>243,200</b>	<b>321,504</b>



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>LEGAL SERVICES EXPENDITURES - 418</b>							
5111	Wages - Full Time	0	0	0	0	0	140,000
5127	Long Term Disability	0	0	0	0	0	530
5128	Vision Insurance	0	0	0	0	0	111
5130	FICA - Med	0	0	0	0	0	2,030
5131	FICA	0	0	0	0	0	8,680
5132	Medical Insurance	0	0	0	0	0	13,070
5134	Unemployment Insurance	0	0	0	0	0	420
5135	Workers Compensation Insurance	0	0	0	0	0	320
5136	Dental Insurance	0	0	0	0	0	1,223
5137	Staff Development	0	0	0	0	0	800
5138	Life Insurance	0	0	0	0	0	289
5144	Employee Assistance Administration	0	0	0	0	0	39
	<i>Personal Services Total</i>	0	0	0	0	0	167,511
6210	Office Supplies	0	0	0	0	0	700
6217	Dues/Fees/Subscriptions	0	0	0	0	0	1,400
6245	Travel/Mileage	0	0	0	0	0	500
6246	Liability Insurance	0	0	0	0	0	1,022
6252	General Counsel Legal Services - FM& P	288,000	288,140	288,000	288,000	288,000	0
6253	Contract Legal Services	5,150	37,928	25,571	0	23,302	45,000
6253	100 - I-25/392 Project Management	49,500	48,000	33,125	0	4,023	0
6253	200 - Court Prosecutor	62,720	47,685	48,090	45,000	45,283	45,000
6253	300 - Building Authority Attorney	19,839	108	42	0	104	0
6253	400 - Water Attorney General Counsel	1,181	9,209	7,651	7,000	23,329	7,000
6253	500 - Non-potable Water Attorney	122,749	29,946	16,655	30,000	10,957	30,000
6256	Publish/Record	0	0	0	0	0	0
6261	Telephone	0	0	0	0	0	1,320
6263	Postage	0	0	0	0	0	150
6264	Printing/Binding	0	0	0	0	0	500
	<i>Operating &amp; Maintenance Total</i>	549,140	461,016	419,134	370,000	394,998	132,592
7011	Information Tech Transfer	0	0	0	0	0	10,217
7012	Facility Services Transfer	0	0	0	0	0	6,403
	<i>Interfund Loans &amp; Transfers Total</i>	0	0	0	0	0	16,621
<b>LEGAL SERVICES EXPENDITURES TOTAL</b>		549,140	461,016	419,134	370,000	394,998	316,724



## Capital Improvement Fund Detail Budget

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b><u>MAYOR &amp; TOWN BOARD - 411</u></b>							
7375	Transfer to Comm/Rec Fund	295,000	295,000	200,000	0	0	0
7373	Transfer to Water Fund	0	62,653	62,653	62,653	62,653	62,653
	<i>Interfund Loans &amp; Transfers Total</i>	295,000	357,653	262,653	62,653	62,653	62,653
<b>MAYOR &amp; TOWN BOARD TOTAL</b>		295,000	357,653	262,653	62,653	62,653	62,653



## Capital Improvement Fund Detail Budget

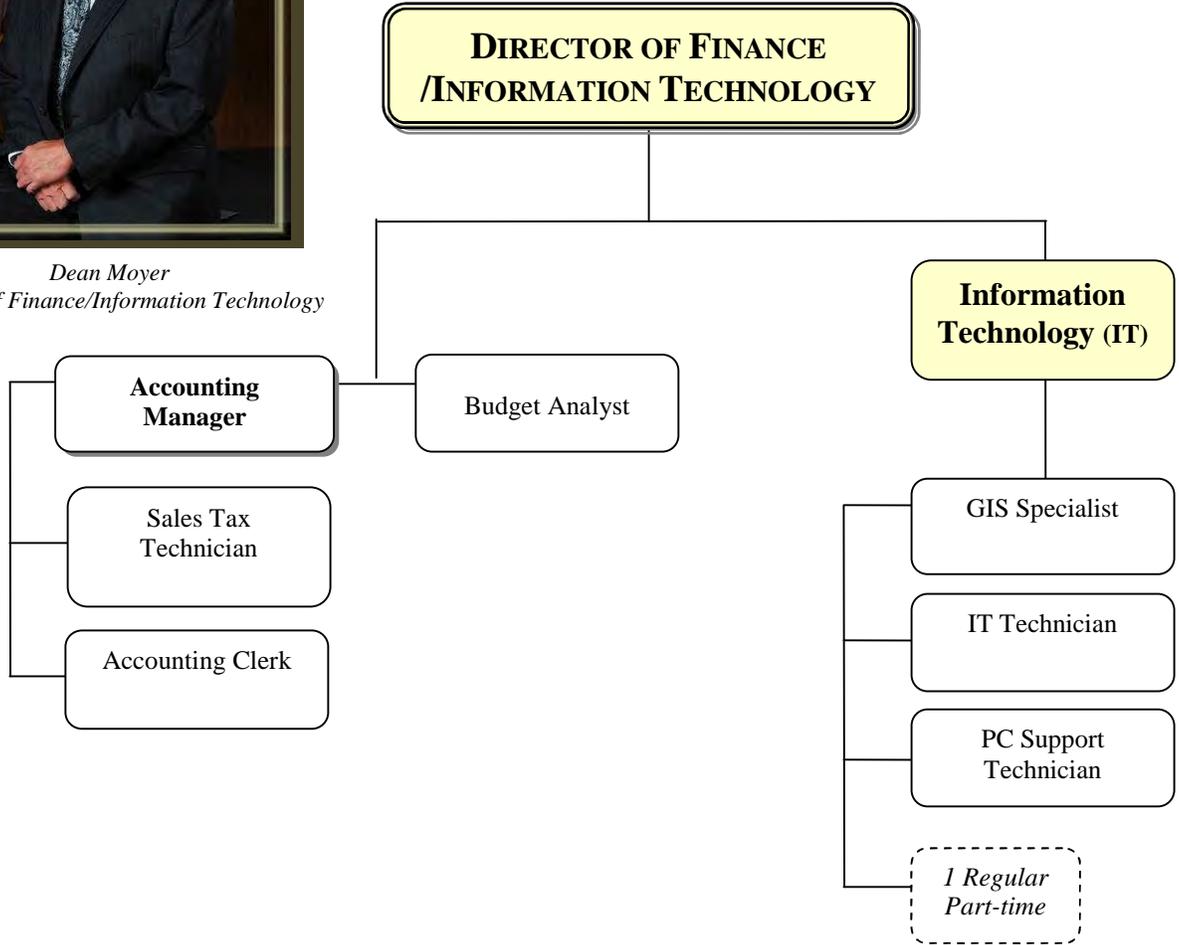
<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>TOWN HALL - 457</b>							
6218	Small Equipment	16,808	0	0	0	0	2,500
	<i>Small Equipment Total</i>	16,808	0	0	0	0	2,500
6232	Building Repairs/Maintenance	21,855	0	0	0	0	80,000
6260	Utilities	8,118	0	0	0	0	0
6444	ADA Compliance Repair	0	0	0	1,150	1,150	0
	<i>Operating &amp; Maintenance Total</i>	29,973	0	0	1,150	1,150	80,000
8420	Buildings/Structures	2,856,836	38,755	0	0	0	0
8431	Furniture/Fixtures	7,310	0	0	0	8,841	6,500
	<i>Capital Outlay Total</i>	2,864,146	38,755	0	0	8,841	6,500
<b>TOWN HALL TOTAL</b>		2,910,926	38,755	0	1,150	9,991	89,000



# Finance / Information Technology Department



*Dean Moyer*  
*Director of Finance/Information Technology*



*Responsible for these additional budgetary divisions / functions*

**Capital Purchases (CIF)**

**FINANCE / INFORMATION SYSTEMS MISSION STATEMENT**

*The Finance / Information Systems Department is committed to ensuring that quality financial services and information are provided to management, departments and related parties for the benefit of the residents of the Town of Windsor.*

*The Department maintains the confidence of Town residents in an open and honest local government by being professional, courteous, and efficient and showing genuine concern for the needs and well-being of all citizens, employees and related parties.*

**ABOUT THE FINANCE / INFORMATION TECHNOLOGY DEPARTMENT**

The Finance / Information Systems Department maintain a comprehensive detailed general ledger of all Town financial activity. Assuring all financial transactions are properly documented, approved, and recorded is one of the main functions of the Department. The Department also provides expertise in the areas of financial analysis, budget and accounts payable, sound accounting principles and techniques, and various internal and external audit processes. On a monthly and/or yearly basis, the Department prepares and distributes financial reports to the Town Board, Committees and Departments, as well as many State and Federal Agencies.

The information technology division provides local area network service, helpdesk services, VOIP telephone service, GIS services, live meeting broadcasting and live streaming via the internet.

**FUNCTIONS OF THE DEPARTMENT**

Accounting and Finance Division – The Town of Windsor maintains all of its accounting and financial operations within the organization; processing accounts payable, payroll, fixed asset accounting, investments and cash management through this division.

- Accounts Payable – Checks are generated each Friday by the Finance Assistant. They are presented to Finance Director for signature. To assure proper internal control, the Finance Assistant is not authorized to sign accounts payable checks.
- Payroll – Employee time cards are approved by the Department Heads and forwarded to the Finance Assistant for processing. Bi-weekly payroll checks and associated payroll tax deposits are prepared by the Finance Assistant and presented to Finance Director for signature. To assure proper internal control, the Finance Assistant is not authorized to sign payroll checks.
- Fixed Asset Accounting – Fixed assets are recorded in both the General Ledger and a subsidiary fixed asset ledger by the Finance Assistant.
- Investments and Cash Management – Handled by the Finance Director in accordance with the Town of Windsor Investment Policy.

Budgeting and Financial Reporting Division – This division is responsible for the preparation of the annual Town Budget and preparing monthly reports to the Town Board, Town Manager and Department Heads as well as the Comprehensive Annual Financial Report.

- Annual Budget Preparation – Process begins in June with Finance Director and Budget Analyst preparing revenue estimates for the next fiscal year. The Budget Analyst is responsible for the production of the annual Town Budget and Capital Improvement Plan. Meetings with Department Heads, Town Manager, Town Board, Advisory Boards, and two public hearings as per the Budget Calendar prior to final adoption by December 15.

- Financial Reporting – Finance Director is responsible for timely, accurate financial reporting in accordance with federal, state and Town Board requirements. Budget Analyst assists in producing the report for GFOA award submission.

Sales Tax and Revenue Division – This division was created as a result of the passage of the Town Charter in November 2003. This division is responsible for sales tax administration and collection. In-house sales tax collection began in January 2005.

- Sales Tax Administration – Facilitates the process of sales tax collection from design of forms, remittance processes, customer service and information.
- Revenue Collection – Responsible for sales tax compliance and collection through vendor education, field audits and legal proceedings.

Information Technology (IT) Division – This is a non-major Internal Service Fund, designed to provide goods or services to other funds or departments on a cost-reimbursement basis, isolating the costs of a particular function and then allocating these funds back to the various operating divisions. This is a revolving fund where fund or department assessments become the revenue source for capital purchases.

- This division oversees computer information systems, databases, maps, electronic and wireless communications, telecommunications and cable and video production, and works with vendors’ electrical / electronic design and installation.
- The division consists of a Systems Administrator, Geographic Information Specialist (GIS), and a PC Technician.

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#### RELATION TO THE STRATEGIC PLAN & CITIZEN SURVEY

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The Finance Department will be significant to many of the Priorities listed under Goal 4: *Promote, Manage, and Facilitate an Effective Infrastructure System within the Town and Northern Colorado Region.* Priority C: *Identify strategies for maintenance of streets* includes a Plan of Action item to *Explore new funding mechanisms* which will be a task for the finance office. The department will also develop funding plans for Priority D: *Address new water system needs*, specifically concerning the Northern Integrated Supply Project, and for storm water projects associated with Priority E: *Address short and long term storm water needs.*

Most importantly the Finance Department will continue to ensure the fiscal responsibility of the Town’s operations. This has always been an important value of the Town Board and staff, but is now directly stated in the Mission Statement that reads, *The Town of Windsor strengthens community through the fiscally responsible and equitable delivery of services, support of hometown pride, and encourages resident involvement.*

The Information Technology Department will play a major role in the Plan of Action item under Goal 1: *Build Community Spirit and Pride*, Priority C: *Provide and support ample opportunities for residents to be actively involved in the governance process and in serving the community* that states *Raise citizen awareness in ways and means of governance process through electronic and social media to allow greater participation.* The Information Technology Department is already responsible for maintaining the website live-streaming and on-demand functions, as well as the Channel 8 broadcast. The department will continue evaluating opportunities that allow community members to get involved in the Town governance process in alternative ways.

The 2013 Citizen Survey results show that about two-thirds of respondents felt that the value of services for taxes paid was “excellent” or “good.” This is a positive indicator of the overall opinion about the services provided by the Town of Windsor. The Finance Department will continue to gain the public’s trust by responsibly managing the Town’s budget.

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## CHALLENGES

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A challenge that the Information Technology Department faces each year is the pressure to stay on top of the technological advances available. While technology products can increase the efficiency of day-to-day work, it usually comes with lengthy training sessions and reorganization of processes. This becomes a difficult situation for management and the Information Technology Department, as new implementations occur in the flow of everyday work. New technology is often costly and there is always a gamble as to when, or if, there will be any return on the investment.

Another challenge for 2014 is to install new financial software package as well as development management software to manage the land development process. Completion of these two projects will require a great deal of manpower and patience.

### STRATEGIC ISSUES

The continued growth, demand for services, and the required funding needed to meet the demands of an increasing population have been recognized organization wide. The following section of goals and objectives for 2014 describe in greater detail the issues facing the Town and consequently the Finance Department for 2014.

### 2014 FINANCE / INFORMATION TECHNOLOGY DEPARTMENT GOALS AND OBJECTIVES

Some of the goals of the 2012 Strategic Plan directly involve the Finance Department for 2013. The objectives as well as steps to accomplish them as they appear in the budget are described below.

Generally the Finance and Information Systems Department plays a part in most of the Town's operations and will do so within the guidelines of P.R.I.D.E.

#### **Goal 1-** Build Community Spirit and Pride

*Priority C—Provide and support ample opportunities for residents to be actively involved in the town governance process and in serving the community.*

- Raise citizen awareness in ways and means of governance process through electronic and social media to allow greater participation.

*Priority F – Provide for diverse and healthy lifestyle choices in leisure, cultural activities and recreation.*

- Utilize public input to review CRC Expansion Feasibility and consider financing options.

#### **Goal 4-** Promote, Manage, and Facilitate an Effective Infrastructure System within the Town and the Northern Colorado Region.

*Priority C – Identify strategies for maintenance of streets.*

- Explore new funding mechanisms.

*Priority D – Address new water system needs.*

- Complete water storage tank project.
- Develop funding strategies for continued participation in the Northern Integrated Supply Project (NISP).

*Priority E – Address short and long term storm water needs.*

- Identify and allocate funding for storm water projects.

## General Fund Detail Budget

TOWN OF WINDSOR							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>FINANCE EXPENDITURES - 415</b>							
5111	Wages - Full Time	296,322	294,693	306,812	320,932	322,021	325,499
5121	Wages - Over Time	1,078	98	0	0	0	0
5114	Merit Pay	0	0	0	6,419	0	11,392
5126	Short Term Disability	0	0	0	374	664	713
5127	Long Term Disability	1,214	1,232	1,442	1,344	1,426	1,514
5128	Vision Insurance	517	517	508	535	532	532
5130	FICA - Med	4,178	4,174	4,269	4,747	4,461	4,885
5131	FICA	17,864	17,849	18,252	20,296	19,076	20,887
5132	Medical Insurance	32,167	34,877	30,518	38,757	37,159	43,321
5133	Employee Retirement	14,639	14,726	14,899	14,485	14,208	16,845
5134	Unemployment Insurance	596	794	850	982	870	1,011
5135	Workers Compensation Insurance	738	844	828	851	906	769
5136	Dental Insurance	2,349	2,349	2,581	3,388	3,354	3,606
5137	Staff Development	3,058	4,569	4,516	6,000	4,784	6,000
5138	Life Insurance	1,267	1,267	891	1,002	916	825
5140	Tuition Reimbursement	1,192	0	0	0	0	0
5144	Employee Assistance Administration	0	205	211	194	194	194
	<i>Personal Services Total</i>	377,180	378,197	386,577	420,305	410,574	437,992
6210	Office Supplies	5,697	3,508	4,090	4,000	4,487	4,000
6213	Public Relations	72	77	283	0	0	0
6216	Reference Books/Materials	92	0	0	100	0	100
6217	Dues/Fees/Subscriptions	3,793	3,316	2,502	3,500	4,518	3,500
6218	Small Equipment Items	0	0	0	0	2,611	0
6245	Travel/Mileage	883	903	353	1,000	258	1,000
6246	Liability Insurance	2,827	2,174	2,115	2,918	2,452	2,933
6251	Audit Service	17,050	26,900	38,475	32,000	22,778	32,000
6253	Contract Service	305	2,072	10,362	3,500	3,500	3,500
6256	Publish/Record	13	13	43	100	50	50
6261	Telephone	1,421	1,457	1,414	1,500	1,352	1,500
6263	Postage	2,329	4,508	2,993	5,000	3,061	4,500
6264	Printing/Binding	1,875	5,302	4,246	5,000	4,750	5,000
6268	County Treasurer Fee	55,363	55,433	52,339	55,000	53,829	55,000
	<i>Operating &amp; Maintenance Total</i>	91,721	105,664	119,216	113,618	103,647	113,083
7011	Information Tech Transfer	45,300	78,335	25,956	31,553	31,553	38,301
7012	Facility Services Transfer	0	13,770	15,527	14,161	14,161	14,951
	<i>Interfund Loans &amp; Transfers Total</i>	45,300	92,105	41,483	45,714	45,714	53,252
<b>FINANCE EXPENDITURES TOTAL</b>		514,201	575,965	547,276	579,638	559,935	604,328



## Capital Improvement Fund Detail Budget

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>FINANCE / INFORMATION SYSTEMS Department - 415</b>							
7811	IT Capital Contribution	0	0	0	0	0	210,000
	<i>Interfund Loans &amp; Transfers Total</i>	0	0	0	0	0	210,000
<b>FINANCE DEPARTMENT TOTAL</b>		0	0	0	0	0	210,000



## Information Technology Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
4001	<b>Beginning Fund Balance</b>	177,492	235,094	188,547	286,268	131,273	212,965
	<b><u>CAPITAL CONTRIBUTIONS FROM OTHER FUNDS</u></b>						
4304	Contribution from CIF	0	0	0	0	0	210,000
4381	Sale of Used Equipment	0	0	0	0	2,274	0
	<i>Sub-Total</i>	0	0	0	0	2,274	210,000
	<b><u>CHARGES FOR SERVICE</u></b>						
4410	Town Clerk Lease Transfer	59,921	26,918	53,389	61,226	61,226	80,236
4411	Mayor & Town Board Lease Transfer	12,978	14,387	30,740	38,577	38,577	44,666
4413	Town Manager Lease Transfer	57,352	12,608	15,929	17,049	17,049	24,403
4415	Finance Lease Transfer	45,300	78,335	25,956	31,553	31,553	38,301
4416	Human Resources Transfer	8,596	23,911	15,462	17,701	17,701	49,593
4418	Legal Lease Transfer	0	0	0	0	0	10,217
4419	Planning & Zoning Lease Transfer	121,995	51,334	54,553	60,151	60,151	71,824
4420	Economic Development Lease Transfer	0	0	10,210	11,329	11,329	10,217
4421	Police Department Lease Transfer	22,291	73,484	86,890	109,282	109,282	126,469
4430	Public Works Lease Transfer	112,682	100,812	85,349	101,023	101,023	92,021
4431	Engineering Department Lease Transfer	20,648	29,325	32,361	37,959	37,959	44,698
4451	Recreation Lease Transfer	154,146	110,903	52,723	58,321	58,321	75,406
4454	Parks Department Lease Transfer	21,196	37,877	50,166	60,243	60,243	64,593
4456	Art & Heritage Lease Transfer	8,048	16,652	13,631	15,870	15,870	15,959
4457	Town Hall Lease	8,048	0	0	0	0	0
4471	Water Fund Lease Transfer	8,048	21,090	14,089	16,328	16,328	15,946
4482	Sewer Plant Lease Transfer	15,322	16,883	19,112	22,471	22,471	21,585
4490	CRC Lease Transfer	0	0	55,021	59,499	59,499	63,012
	<i>Sub-Total</i>	676,571	614,519	615,581	718,582	718,583	849,146
<b>INFORMATION TECHNOLOGY REVENUE TOTAL</b>		676,571	614,519	615,581	718,582	720,857	1,059,146
<b>AVAILABLE RESOURCES</b>		854,063	849,614	804,128	1,004,850	852,130	1,272,110



## Information Technology Fund Detail Budget

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>INFORMATION TECHNOLOGY FUND EXPENDITURES - 11</b>							
<b>INFORMATION TECH - 492</b>							
5111	Wages - Full Time	169,669	167,920	125,334	170,565	124,965	159,010
5112	Wages - Part Time	1,248	4,914	10,405	11,200	10,185	14,240
5121	Wages - Over Time	0	0	2,987	0	2,762	3,000
5114	Merit Pay	0	0	0	2,121	0	5,565
5126	Short Term Disability	0	0	0	134	155	256
5127	Long Term Disability	824	824	544	882	527	739
5128	Vision Insurance	310	310	234	317	119	310
5130	FICA - Med	2,182	2,235	1,924	2,666	1,935	2,636
5131	FICA	9,329	9,557	8,225	11,401	8,275	11,273
5132	Medical Insurance	28,643	34,952	23,836	33,554	21,801	30,016
5133	Employee Retirement	8,330	8,321	6,392	5,409	5,383	7,220
5134	Unemployment Insurance	340	449	389	552	392	545
5135	Workers Compensation Insurance	421	477	501	483	515	408
5136	Dental Insurance	2,950	2,950	2,141	3,024	1,914	2,383
5137	Staff Development	742	7,585	536	5,000	3,048	4,000
5138	Life Insurance	720	720	362	528	335	403
5144	Employee Assistance Administration	0	123	94	117	94	117
	<i>Personal Services Total</i>	225,709	241,336	183,903	247,953	182,407	242,123



## Information Technology Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
6210	Office Supplies	2,469	1,303	345	750	1,326	750
6216	Reference Books/Materials	440	817	204	750	100	100
6217	Dues, Fees & Subscriptions	200	35	175	250	200	200
6218	Small Equipment Items	1,521	1,719	272	500	371	6,739
6240	Equipment Repairs/Supplies	110	547	10	500	10,711	11,000
6245	Travel/Mileage	768	934	269	500	725	500
6253	Contract & Hosting Services	31,023	24,061	108,772	49,256	31,908	47,483
6285	Software Maintenance Contracts	80,307	86,655	84,093	100,000	132,270	162,900
6286	Computer Hardware	47,058	135,762	53,881	112,922	98,601	39,800
6287	Computer Software (new)	10,728	14,776	23,836	10,000	6,261	6,000
6288	Copier Lease Payments	47,063	48,344	35,018	35,000	31,188	35,000
6289	Credit Card Processing Fees	31,992	42,673	48,597	42,000	45,420	45,000
	<i>Operating &amp; Maintenance Total</i>	253,681	357,626	355,472	352,428	359,080	355,472
8440	Capital Equipment	139,579	51,318	120,888	100,000	85,939	581,000
	<i>Capital Outlay Total</i>	139,579	51,318	120,888	100,000	85,939	581,000
7012	Facility Services Transfer	0	10,786	12,592	11,739	11,739	12,374
	<i>Interfund Loans &amp; Transfers Total</i>	0	10,786	12,592	11,739	11,739	12,374
<b>INFORMATION TECHNOLOGY FUND EXPENDITURES TOTAL</b>		<b>618,968</b>	<b>661,067</b>	<b>672,855</b>	<b>712,120</b>	<b>639,165</b>	<b>1,190,969</b>
<b>BEGINNING FUND BALANCE</b>		<b>177,492</b>	<b>235,094</b>	<b>188,547</b>	<b>286,268</b>	<b>131,273</b>	<b>212,965</b>
<b>REVENUE</b>		<b>676,571</b>	<b>614,519</b>	<b>615,581</b>	<b>718,582</b>	<b>720,857</b>	<b>1,059,146</b>
<b>Available Resources</b>		<b>854,063</b>	<b>849,614</b>	<b>804,128</b>	<b>1,004,850</b>	<b>852,130</b>	<b>1,272,110</b>
<b>EXPENDITURES</b>		<b>618,968</b>	<b>661,067</b>	<b>672,855</b>	<b>712,120</b>	<b>639,165</b>	<b>1,190,969</b>
<b>ENDING FUND BALANCE</b>		<b>235,094</b>	<b>188,547</b>	<b>131,273</b>	<b>292,731</b>	<b>212,965</b>	<b>81,142</b>



**Human Resources Department**



*Mary Robins*  
*Director Human Resources / Risk Management*

**DIRECTOR OF  
HUMAN RESOURCES  
/ RISK MANAGEMENT**

Human Resources  
Assistant

*Human  
Resources Clerk  
R-Part Time*

*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

**Safety and Loss**

### **HUMAN RESOURCES MISSION STATEMENT**

*The Mission of The Human Resources Department is to provide effective Human Resource Management by developing and implementing policies, programs and services that contribute to the health and wellness of our employees and the organization. Human Resources assures our employees demonstrate and have P. R. I. D. E. in their work, attitude, and service to the public by maximizing the value of human capital and alignment with Town of Windsor initiatives, values, and strategies.*

### **ABOUT THE HUMAN RESOURCES DEPARTMENT**

Human Resources provides guidance and support to employees and management in the areas of employee and labor relations, recruitment and selection, compensation and benefits, training and development, organizational development, health, safety and security as well as risk management.

### **FUNCTIONS OF THE DEPARTMENT**

The Human Resources Department sets policy and procedure regarding employment and employee practices. Strategically aligns the human capital with the strategic plan by assuring skills and talents meet the performance demands of the vision and mission. Assures the organization is responsive to the competitive local environment / market with regards to pay and benefits. Human Resources provides guidance to management and employees on employee relations issues, recruitment and retention, selection, training and development, performance management, policy and procedure development, organizational development and change management. HR serves as the organization's benefits administrator. Assesses and makes recommendations concerning; risk management (*manages workers compensation and property / casualty insurance claims and processes*), safety and health planning and development. HR ensures organizational and regulatory compliance.

### **STRATEGIC ISSUES**

Human Resources will assist with assuring the utilization of Town Resources (human capital) are realized through aligning Performance Management and assisting with development of measurement tools that assure an efficient and effective workforce thus providing PRIDE in exceptional service.

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### **RELATION TO THE STRATEGIC PLAN & CITIZEN SURVEY**

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The Human Resources department will play a role in many of the Goals and Priorities from the 2012-2014 Strategic Plan. The department will continue to aide in the marketing and evaluation of the Town Volunteer program which is a Plan of Action item under Goal 1: *Build Community Spirit and Pride*, Priority C: *Provide and support ample opportunities for residents to be actively involved in the Town governance process and in serving the community*. Human Resources will also implement an internal volunteer program for employees to volunteer within the community.

Most importantly, the Human Resources Department will continue to make sure that all departments are adequately staffed and have the knowledge, skills and abilities necessary to perform the Plan of Action items included in the 2012-2014 Strategic Plan. The management of human capital is an essential first step to accomplishing the priorities of the Town and ensures employees are producing results related to the Citizen Survey.

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## CHALLENGES

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With the implementation of the Health Care Reform Act as it relates to local government, the Human Resources Department worked throughout 2013 to assure the Town meets federal government standards and implements deliverables according to the Act's timeframes. 2014 Begins the tracking and reporting as well as additional deliverables which could significantly impact Human Resources work load. The Act requires that all employees who work an average of 30 hours or more a week must be provided benefits by the employer.

Human Resources will also face challenges addressing new hire retention, knowledge transfer of retiring employees, enhancing the cultural operating system and generational diversity in the workplace. In 2014, staff will also work to provide more training and development opportunities for managers and supervisors.

### **2014 HUMAN RESOURCES DEPARTMENT GOALS AND OBJECTIVES**

Arising from the Town Board and Staff Retreat in 2010/12, several goals involving the Human Resources Department emerged. Some of these have now been implemented and others will continue to be improved / refined through 2014.

1. Align the Organizations performance with P.R.I.D.E. in Exceptional Service
2. Create, find resources and implement new recruitment programs and strategies to attract and retain quality hires.
3. Monitor and implement the "Affordable Health Care Act", provisions to assure compliance and manage costs for the Town of Windsor.
4. Align policies, procedures and practices (*Employee Handbook*) with the Vision, Mission and Core Beliefs.
5. Define and enhance the Town of Windsor's Cultural Operating Systems to prepare for the impact of generational diversity in our work place.
6. Provide effective tools, methods and training for management development.

## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>HUMAN RESOURCES EXPENDITURES - 416</b>							
5111	Wages - Full Time	133,491	132,076	137,189	135,784	137,386	135,766
5112	Wages - Part Time	1,097	5,764	8,103	14,300	16,569	21,996
5114	Merit Pay	0	0	0	2,716	0	5,522
5126	Short Term Disability	0	0	0	462	407	386
5127	Long Term Disability	555	555	630	593	598	734
5128	Vision Insurance	207	207	207	211	197	187
5130	FICA - Med	1,901	1,901	2,004	2,216	2,191	2,368
5131	FICA	8,129	8,127	8,569	9,474	9,368	10,124
5132	Medical Insurance	16,871	23,301	18,824	21,864	16,781	13,264
5133	Employee Retirement	6,602	6,606	6,780	6,925	6,249	7,335
5134	Unemployment Insurance	273	378	399	458	428	490
5135	Workers Compensation Insurance	984	550	404	391	416	423
5136	Dental Insurance	1,325	1,325	1,613	1,876	1,396	677
5137	Staff Development	3,397	3,998	5,590	4,000	2,666	4,000
5138	Life Insurance	573	573	406	424	386	398
5140	Tuition Reimbursement	0	0	0	0	0	20,000
5142	Wellness/Preventive Care	1,923	2,511	12,964	24,000	24,000	24,000
5144	Employee Assistance Administration	0	82	84	78	94	107
	<i>Personal Services Total</i>	177,328	187,953	203,767	225,772	219,131	247,774
6209	Employee Relations	8,798	12,463	9,206	14,000	14,000	2,250
6210	Office Supplies	1,247	3,350	1,505	2,900	2,163	2,500
6216	Reference Books/Materials	7,622	2,895	3,298	10,900	3,868	10,900
6217	Dues/Fees/Subscriptions	7,585	5,266	5,647	5,000	6,000	6,000
6245	Travel/Mileage	100	520	856	1,000	323	1,000
6246	Liability Insurance	1,516	1,728	1,681	2,319	1,949	2,331
6253	Contract Service	31,253	35,098	28,699	36,000	36,000	36,000
6257	Recruitment/Relocation/Travel	5,434	7,448	8,840	8,000	15,000	12,500
6261	Telephone	1,207	1,200	1,200	1,200	1,294	1,200
6263	Postage	172	375	445	650	687	650
6267	Study/Review/Analysis/Consulting	13,400	8,200	10,931	10,000	2,777	15,000
	<i>Operating &amp; Maintenance Total</i>	78,334	78,542	72,308	91,969	84,062	90,331
7011	Information Tech Transfer	8,596	23,911	15,462	17,701	17,701	49,593
7012	Facility Services Transfer	0	10,427	10,844	10,257	10,257	10,799
	<i>Interfund Loans &amp; Transfers Total</i>	8,596	34,338	26,306	27,958	27,958	60,392
<b>HUMAN RESOURCES EXPENDITURES TOTAL</b>		264,258	300,832	302,381	345,699	331,151	398,497

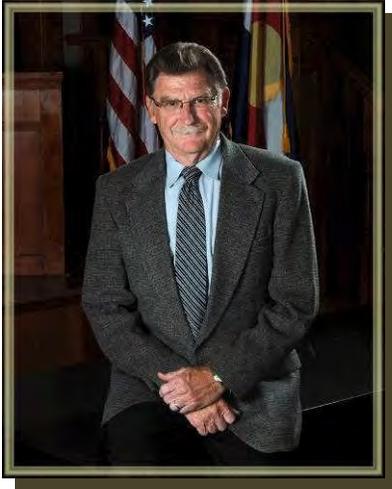


## General Fund Detail Budget

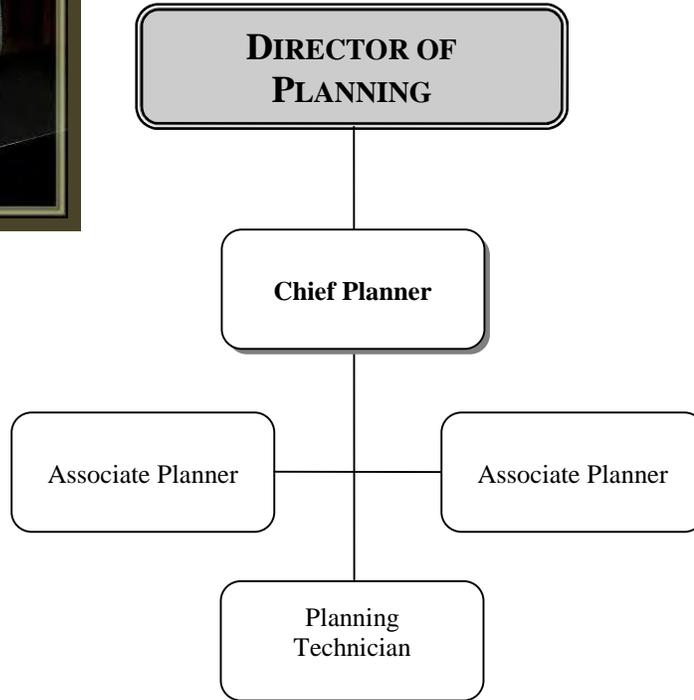
<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>SAFETY/LOSS CONTROL EXPENDITURES - 455</b>							
5137	Staff Development	1,479	2,577	1,988	3,000	3,000	3,000
	<i>Personal Services Total</i>	1,479	2,577	1,988	3,000	3,000	3,000
6219	Special Equipment	177	6,832	3,204.17	5,510	154	6,760
6247	Safety Expense	2,764	3,413	0	6,500	6,500	6,500
6253	Contract Service	3,356	774	790	0	0	0
6264	Printing/Binding	0	0	0	500	500	500
	<i>Operating &amp; Maintenance Total</i>	6,297	11,018	3,994	12,510	7,154	13,760
<b>SAFETY/LOSS CONTROL EXPENDITURES TOTAL</b>		<b>7,776</b>	<b>13,595</b>	<b>5,982</b>	<b>15,510</b>	<b>10,154</b>	<b>16,760</b>



**Planning & Zoning Department**



*Joe Plummer  
Director of Planning*



*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

### PLANNING MISSION STATEMENT

The Planning Department represents all citizens in planning for current and future generations to live, work, and enjoy the natural and built environment in the Town.

*The Planning Department's mission is to provide accurate and timely land use information, to assist the general public in matters of planning and land use regulations, and to serve as ombudsman for coordination of site related issues and topics.*

### ABOUT THE PLANNING DEPARTMENT

During 2012, the Planning Department processed 51 development applications of varying scope and degree, and, as a function of the Town's Customer Service Division, the Town also processed 1,033 building permits, with this number including the building permit applications for: single-family homes; multi-family dwelling units; commercial structures; industrial structures; remodels; re-roofs; additions; electrical and mechanical projects; and sprinkler permits.

### FUNCTIONS OF THE DEPARTMENT

Working in conjunction with the Planning Commission, the Board of Adjustment and the Historic Preservation Commission, the Planning Department staff fulfills the strategic objectives set forth by the Town Board. The planning staff also serves as the staff liaison to the Windsor Housing Authority on housing matters and as staff liaison to the Downtown Development Authority on matters related to development of downtown Windsor. As stated in the previous section, the issuance of building permits is a function of both the Planning Department and the Town's Customer Service Division. However, Town staff does not perform plan reviews or building code inspections, as these functions are facilitated by an independent building inspection agency which is contracted by the Town.

The Planning Department staff also reviews and makes recommendations on development projects; enforces the zoning ordinance; provides community development services; and advises the Planning Commission and Town Board on land use matters and planning-related legislation.

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### RELATIONSHIP TO THE STRATEGIC PLAN & CITIZEN SURVEY

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Goal 1: *Build Community Spirit and Pride*, Priority D: *Conduct review of existing planning documents and make recommendations to improve neighborhood vitality.* Since the planning department is essential in implementing Priority D, staff is continuing to review all planning documents and will be making recommendations in 2013 to improve neighborhood vitality.

The Planning department also implemented three new plan reviewing stations which are serving to *Improve the business development and permit process* as is stated in the Plan of Action for Priority C: *Promote opportunities for primary employment* under Goal 3: *Diversify, Grow, and Strengthen the Local Retail and Industrial Economy.* The new review stations have resulted in being able to process development applications more efficiently. Likewise, this efficiency has also resulted in savings in both time and money to applicants, which continues to promote Windsor as a *pro-business community.*

Additionally, the Planning Department will continue to improve communications with the community on oil and gas wells in Windsor. Staff has compiled data for each well located in Town limits and has developed an interactive map that is available to interested individuals on the Town website. The information on the interactive map pertains to health and safety inspections at the well sites. This work

program item coincides with and implements the Plan of Action item in Priority G: *Lead through stewardship of natural resources* under Goal 1 that states *Develop oil and gas regulations to protect the health, safety, and welfare of the community within legal parameters.*

In relation to the 2013 Citizen Survey, the overall quality of new development in the Town of Windsor was rated as “excellent” by 21% of respondents and as “good” by an additional 56%. The services of land use, planning and zoning, and code enforcement were rated above the benchmark compared to other communities in America.

Additional results ranking excellent or good:

- Overall quality of new development in Windsor: 77% (2013) vs. 74% (2011).
- Population growth seen as too fast: 35% (2013) vs. 27% (2011).

The Planning department will continue to focus on the needs of citizens and work toward improving services.

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## CHALLENGES

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The planning department is presented with two primary challenges in 2014. The first challenge entails continuing to monitor the rules and regulations of the Colorado Oil and Gas Conservation Commission (COGCC) to ensure that the Town’s criteria for conditional use grant applications for oil and gas operations are not in conflict with the COGCC’s rules and regulations. Secondly, due to the recent absorption of platted, buildable, single-family lots, the planning department will be challenged not only in the upcoming year, but also in years to come, to address how the demand for single-family lots does not exceed the supply of single-family lots.

## **2014 PLANNING DEPARTMENT GOALS AND OBJECTIVES**

Working under the direction of the Town Manager during the 2014 budget year, the primary goals and objectives of the Planning Department are to provide high-quality community development services and implement the organizational goals shown below which were established by the Town Board in the 2012 Strategic Plan:

1. Enhance Town amenities within the Downtown Development Authority (DDA) boundaries and surrounding area.
2. Determine Town responsibilities associated with the DDA strategic plan.
3. Promote economic development opportunities within the DDA boundary.
4. Conduct review of existing planning documents and make recommendations to improve neighborhood vitality.
5. Market the Main Mile brochure to encourage more participation.
6. Encourage preservation and restoration of landmark-designated properties.

## General Fund Detail Budget

TOWN OF WINDSOR							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>PLANNING &amp; ZONING EXPENDITURES - 419</b>							
5111	Wages - Full Time	320,813	313,986	314,247	319,636	318,164	322,354
5112	Wages - Part Time	0	28	0	0	3,040	5,472
5121	Wages - Over Time	52	0	17	200	72	200
5114	Merit Pay	0	0	0	6,393	0	11,282
5126	Short Term Disability	0	0	0	373	266	266
5127	Long Term Disability	1,449	1,467	1,389	1,530	1,454	1,499
5128	Vision Insurance	525	533	440	422	516	517
5130	FICA - Med	4,437	4,333	4,417	4,730	4,537	4,920
5131	FICA	18,973	18,528	18,885	20,226	19,401	21,037
5132	Medical Insurance	38,841	47,536	34,715	30,600	29,258	33,971
5133	Employee Retirement	15,860	15,662	14,259	12,859	11,382	16,682
5134	Unemployment Insurance	640	860	880	979	914	1,018
5135	Workers Compensation Insurance	811	916	899	848	903	774
5136	Dental Insurance	3,633	3,633	2,916	2,180	2,153	2,320
5137	Staff Development	2,967	5,962	6,016	6,000	6,340	8,000
5138	Life Insurance	1,388	1,404	910	976	951	816
5144	Employee Assistance Administration	0	205	198	194	194	194
	<i>Personal Services Total</i>	410,388	415,054	400,186	408,146	399,546	431,325
6210	Office Supplies	2,908	1,625	1,455	1,500	1,829	2,000
6213	Public Relations	335	162	732	500	299	300
6214	Board Development - Planning Commission	3,724	5,792	3,713	6,000	5,585	7,000
6214	100-Board Development Historical Preservation	0	0	747	2,000	1,068	2,000
6216	Reference Books/Materials	295	0	86	1,000	1,595	200
6217	Dues/Fees/Subscriptions	2,510	2,194	1,787	2,500	1,610	1,700
6218	Small Equipment Items	22	45	8	100	64	100
6240	Equipment Repair/Maintenance	2,250	2,246	0	0	0	0
6245	Travel/Mileage	1,109	702	381	700	155	300
6246	Liability Insurance	2,801	2,174	7,115	2,918	2,452	2,933
6253	Contract Service	372	111	5,748	0	371	50,000
6256	Publish/Record	927	1,397	1,109	1,000	1,492	1,500
6261	Telephone	118	133	148	200	139	200
6263	Postage	1,121	778	355	500	208	200
6264	Printing/Binding	116	376	42	300	87	150
6267	Study/Review/Analysis/Consulting	908	142	3,462	0	0	0
6270	Regional Planning Activities	1,000	1,000	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	20,514	18,876	26,888	19,218	16,955	68,583
7011	Information Tech Transfer	121,995	51,334	54,553	60,151	60,151	71,824
7012	Facility Services Transfer	0	13,770	15,527	14,161	14,161	14,951
7312	900 - WHA Grant Funds Expenditure	0	0	0	308,000	308,000	0
	<i>Interfund Loans &amp; Transfers Total</i>	121,995	65,104	70,080	382,312	382,312	86,775
<b>PLANNING &amp; ZONING EXPENDITURES TOTAL</b>		<b>552,897</b>	<b>499,034</b>	<b>497,154</b>	<b>809,677</b>	<b>798,813</b>	<b>586,683</b>





*Stacy Johnson*  
*Economic Development Manager*

**Economic Development Department**

**ECONOMIC  
DEVELOPMENT  
MANAGER**

*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

**ECONOMIC DEVELOPMENT MISSION STATEMENT**

*The Economic Development Department exists to diversify, grow and strengthen the local Windsor economy. Main objectives are to expand the primary employment base and secure retail and service opportunities for residents and industries.*

**ABOUT THE ECONOMIC DEVELOPMENT DEPARTMENT**

Through local, regional and state level partnerships the Economic Development Manager provides support for primary employers, retail development and entrepreneurial activity. The main departmental focus is on the retention and recruitment of primary jobs to the Town. The Department also markets Windsor's strengths as a community promoting our pro-business climate and real estate opportunities.

**FUNCTIONS OF THE DEPARTMENT**

Economic Development Manager provides support for primary employers, retail development and acts as the Ombudsman (business advocate) for the Windsor business community. The Economic Development Manager handles all prospect activity relating to new and existing employers interested in expanding or locating to the community. The department is responsible for providing all outbound and requested marketing, data and research materials about the town. The Economic Development Manager also handles all the complaints from the business community and acts as the liaison between the business community and the Town.

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**RELATIONSHIP TO STRATEGIC PLAN & CITIZEN SURVEY**

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The Economic Development Department budget relates to all of the priorities discussed in Goal 3: *Diversify, Grow and Strengthen the Local Retail and Industrial Economy*. The Economic Development manager position has been in place for 2 years and the majority of the priorities in Goal 3 are responsibilities of the new position.

In 2014, the department plans to continue an emphasis on retention of existing employers, opportunities for entrepreneurs and promotion of a *pro-business community*. The Economic Development budget reflects membership dues with surrounding economic development organizations that will aide in the pursuit of primary employers to locate in Windsor and help promote the community to businesses nation-wide. It also reflects funds to assist small business development looking to locate in Windsor that the current fee schedule may not include.

According to the 2013 Citizen survey, the Town's Economic Sustainability has improved since 2011. However, there are still concerns over employment opportunities as well as shopping opportunities in the Town.

Percent of results ranking excellent or good:

- Windsor as a place to work: 55% (2013) vs. 45% (2011)
- Shopping Opportunities: 28% (2013) vs. 26% (2011)
- Employment Opportunities: 27% (2013) vs. 22% (2011)

The Economic Development Department will continue to focus on primary employment and diversifying the Town's industry base. The Department will also continue to look for additional shopping opportunities for Windsor.

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## CHALLENGES

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The challenges for the Economic Development Department will be to continue to recruit large retailers. Windsor's population is too low and the Town is already surrounded by existing retail in other communities. Currently the retail focus is on local business so the Economic Development Department will try to encourage local franchise operations and non-national tenants to locate to the Town. A challenge for staff is to continually diversify and grow the local economy.

Another challenge is the lack of small-mid size buildings, 5-15k sq. ft., vacant buildings in Windsor; the largest vacant facilities in Windsor were all filled in 2012 & 2013. The majority of requests from relocating companies are for existing space which may present a challenge for Windsor in 2014 and beyond. To remain competitive with surrounding communities who still have vacant space, requests for incentives to develop vacant land may have to be seriously considered.

### **2014 ECONOMIC DEVELOPMENT DEPARTMENT GOALS AND OBJECTIVES**

#### Economic Development Goals & Objectives: 2014 and Beyond

GOAL 3: Diversify, Grow, and Strengthen the Local Retail and Industrial Economy - Through the Attraction, Retention, Expansion and Creation of primary employers, Retail Development and Advocacy

1. Start an outreach and networking program for Windsor entrepreneurs
2. Create an overall economic development strategic plan
3. Present physical location options to retailers as opportunities arise
4. Focus on downtown as a shopping location / destination
5. Partner with the private sector on the recruitment and retention of retail businesses
6. Participate and partner with State and Regional organizations to pursue primary employment opportunities
7. Participate in the redevelopment of the Kodak property
8. Promote a pro-business community
9. Improve business development and permit process

## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b><u>ECONOMIC DEVELOPMENT - 420</u></b>							
5111	Wages - Full Time	0	57,480	79,478	82,714	81,546	82,714
5114	Merit Pay	0	0	0	1,654	0	2,895
5126	Short Term Disability	0	0	0	185	191	200
5127	Long Term Disability	0	254	370	388	366	385
5128	Vision Insurance	0	69	103	106	103	103
5130	FICA - Med	0	836	1,172	1,223	1,210	1,241
5131	FICA	0	3,575	5,012	5,231	5,172	5,308
5132	Medical Insurance	0	3,871	9,779	5,048	9,779	11,376
5133	Employee Retirement	0	0	2,879	4,218	4,077	4,280
5134	Unemployment Insurance	0	168	236	253	232	257
5135	Workers Compensation Insurance	0	196	214	219	234	196
5136	Dental Insurance	0	656	720	363	720	773
5137	Staff Development	0	80	4,158	3,500	1,558	4,500
5138	Life Insurance	0	221	235	258	235	210
5144	Employee Assistance Administration	0	31	42	39	39	39
	<i>Personal Services Total</i>	0	67,437	104,397	105,399	105,461	114,477
6210	Office Supplies	0	742	446	750	734	750
6211	Economic Development Membership	0	650	45,000	45,000	45,000	45,000
6213	Public Relations	0	230	901	2,000	1,235	4,000
6216	Reference Books/Materials	0	0	140	300	86	300
6217	Dues/Fees/Subscriptions	0	1,399	1,669	2,200	2,074	2,200
6245	Travel/Mileage	0	2,356	2,936	3,200	3,254	3,200
6246	Liability Insurance	0	754	737	1,017	855	1,023
6253	Contract Service	0	12,200	20,000	3,000	750	3,000
6261	Telephone	0	1,043	1,281	1,320	1,236	1,320
6263	Postage	0	0	31	150	20	150
6264	Printing/Binding	0	61	101	750	675	750
	<i>Operating &amp; Maintenance Total</i>	0	19,435	73,241	59,687	55,918	61,693
7011	Information Tech Transfer	0	7,358	10,210	11,329	11,329	10,217
7012	Facility Services Transfer	0	0	6,337	6,111	6,111	6,403
	<i>Interfund Loans &amp; Transfers Total</i>	0	7,358	16,547	17,440	17,440	16,621
<b>ECONOMIC DEVELOPMENT EXPENDITURES TOTAL</b>		<b>0</b>	<b>94,230</b>	<b>194,185</b>	<b>182,527</b>	<b>178,819</b>	<b>192,791</b>

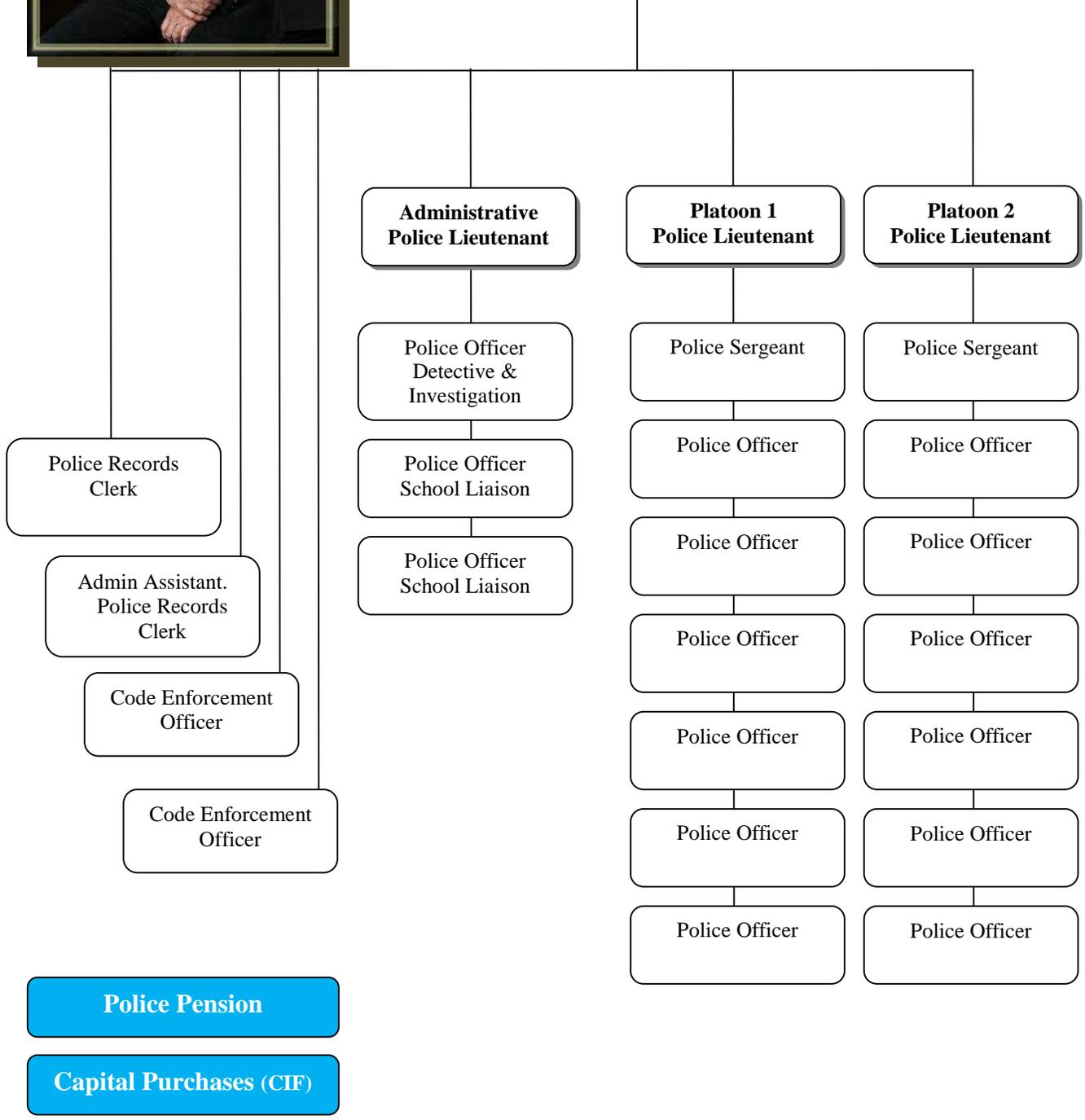


**Police Department**



*John Michaels  
Chief of Police*

**CHIEF OF POLICE**



### **POLICE MISSION STATEMENT**

#### ***Make a Difference Every Day***

We accomplish this by:

- Providing quality police service through professional, efficient utilization of resources.
- Responding to community needs and desires.
- Providing public education and information focused on personal safety and voluntary compliance with the law.
- Seeking and forming community problem-solving partnerships emphasizing mutual respect and interaction.

### **ABOUT THE POLICE DEPARTMENT**

The Windsor Police Department consists of the 21 sworn peace officer positions (*including the Chief of Police*), 2 full-time ordinance officers, 2 full-time secretarial positions, 3 crossing guards, a civilian volunteer Spanish interpreter and a volunteer data entry clerk.

### **FUNCTIONS OF THE DEPARTMENT**

**Patrol Section** – The Police Department is divided into a platoon system with a Lieutenant, a Sergeant and officers assigned to each platoon. When one platoon is working, the other is off. The officers are on ten-hour shifts working 80 hours in their pay period and rotate shifts every four months. The Lieutenants and Sergeants rotate between the day and evening supervisor shifts every two months, enabling them to work with all of the officers in their platoon during the course of the year.

**Investigations** – The Police Department has one full-time detective position whose duties are to handle major case investigation, completing follow-up assignments for cases where patrol officers need assistance, and is the primary officer assigned to community-oriented businesses, individuals, or groups to discuss specific crime problems or concerns, working to develop solutions.

**Special Day Shift** – This position handles specific areas of need in the Police Department and in the community. Each platoon has this position, and officer is assigned one full year of day shift. This position was created to cover workload demands on the Department in three areas; regular patrol, assisting in investigations, and working as a school liaison officer.

**Secretary** – The Department has two full-time police secretaries whose duties include answering phones, entering daily reports, database usage, dispatching code enforcement officers, and assisting walk-in customers, fingerprinting civilian employment cards and completing vehicle identification checks. This position is also responsible for special projects and assisting the Chief and officers in completing various duties. The secretary also tracks daily, monthly and yearly statistics to report to the Town Board and the Colorado Bureau of Investigation (CBI). The Department also has another full-time police secretary whose primary duty is data entry with cross-training on other office duties.

**Ordinance Enforcement** – The two ordinance enforcement officers are assigned animal complaints, junk vehicles, weed violations, snow and ice removal and abatement issues. The schedule with two ordinance officers allows us coverage for ordinance violations on the weekends. Additionally one day a week, an ordinance officer helps with catch-up data entry in the Department office as well.

**Citizen Volunteers** – The Department has two citizen volunteers who are retired senior citizens that assist us with data entry of warning tickets and other documents.

Crossing Guards – There are three crossing guard positions stationed at Grandview, Skyview and Mountain View schools.

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## RELATIONSHIP TO THE STRATEGIC PLAN & CITIZEN SURVEY

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The Police Department budget relates to several areas of the 2012-2014 Strategic Plan Update. Goal 1: *Build Community Spirit and Pride*, Priority A: *Increase the safe and secure feelings of Windsor residents*, is directly addressed by the 2014 Police Department budget. The department has allocated just over seven thousand dollars split between overtime wages, and contract services to provide increased security at parks during high-volume times of the year.

The Police Department continues to work closely with other jurisdictions when additional officers are needed during special events to ensure our citizens feel safe and secure. Under Goal 1.B: *Encourage successful community-supported events*: the Police Department has increased code enforcement and awareness since the passage of Resolution 2013-16, implementing new rules and regulations making our parks more enjoyable for all visitors.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Most gave positive ratings of safety in the Town of Windsor. About 94% of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 78% felt “very” or “somewhat” safe from environmental hazards. In Windsor’s downtown area, daytime sense of safety was better than nighttime safety. Ratings of safety from property crimes increased from 2011 to 2013, while ratings of safety from environmental hazards decreased.

The 2013 Citizen Survey shows the Police Department continues to improve in their ratings since 2011.

Percent of results ranking excellent or good:

- Had contact with the police department: 43% (2011) vs. 37% (2013)
- Overall rating of the police department: 65% (2011) vs. 78% (2013)

The Police Department will continue to provide exceptional service to the community and work tirelessly to keep our citizens safe.

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## CHALLENGES

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The Police Department continues to face challenges as population and special events continue to increase. This adds additional uncertainty to the staffing needs of the department.

As population continues to increase, the service demands will continue to rise. Thus poses challenges to the Police Department

Similar to the 2013 challenge for the Police Department, the increasing number of events and visitors at Boardwalk Park brings uncertainty to the staffing needs of the department. The amount budgeted for extra police services at parks is an estimate that has potential to be exceeded depending on the amount of activity in 2014.

Crossing guards present another challenge for 2013. The need for another group of crossing guards was unknown prior to the start of the 2013 school year and so far the volunteer effort has worked well. However school is only one quarter in, and if the volunteers are unable to continue working for the remainder of the school year, the Police Department’s ordinance officer must step in and if that position is unavailable, on duty officers must work as crossing guards.

## ***POLICE DEPARTMENT GOALS AND OBJECTIVES***

The focus of the patrol officers is to maintain high visibility in the community, work the problem areas and try to intervene in situations before they become criminal events. The patrol officers are directed in their general patrol for traffic enforcement, bar checks, building checks and pedestrian contact. Special assignments are given to the officers based on last few days of case activity. This type of directed patrol is designed to cut down on recurring or anticipated problems in specific areas of the Town. Special assignments are also conducted in support of the Town's various events and the increased usage of Boardwalk Park in the summer months. The Department's continued goal is to respond to calls quickly, contact the reporting parties and begin the case investigation.

The goal for 2014 is to continue to provide the public with a professional, responsive police department, seen as part of the community, helping the citizens maintain a safe quality of life.

## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>POLICE DEPARTMENT EXPENDITURES - 421</b>							
5111	Wages - Full Time	1,339,537	1,315,623	1,420,138	1,433,806	1,465,343	1,525,923
5112	Wages - Part Time	20,103	14,195	9,417	10,500	15,077	15,500
5121	Wages - Over Time	11,861	18,896	10,930	20,000	16,060	15,000
5114	Merit Pay	0	0	0	49,636	0	51,515
5126	Short Term Disability	0	0	0	883	1,452	1,483
5127	Long Term Disability	6,050	5,954	5,912	6,941	6,452	7,081
5128	Vision Insurance	2,313	2,166	2,300	2,503	2,483	2,660
5130	FICA-Med	18,965	18,775	19,792	21,952	20,929	23,315
5131	FICA	81,091	80,169	84,614	93,864	89,490	99,692
5132	Medical Insurance	214,825	226,634	220,968	242,989	227,425	273,963
5133	Employee Retirement	60,347	56,758	57,443	73,124	66,952	72,484
5134	Unemployment Insurance	2,735	3,594	3,790	4,542	3,985	4,824
5135	Workers Compensation Insurance	43,285	50,942	54,759	51,793	56,189	60,473
5136	Dental Insurance	20,187	19,555	20,678	22,250	21,034	23,557
5137	Staff Development	5,045	4,793	3,603	5,000	5,039	5,000
5138	Life Insurance	5,610	5,450	3,967	4,475	4,096	3,893
5139	FPPA Pension	46,861	46,395	49,757	52,324	52,046	56,786
5141	Clothing Allowance	4,711	4,497	7,637	8,000	5,373	8,000
5144	Employee Assistance Administration	0	880	998	972	939	1,011
	<i>Personal Services Total</i>	1,883,526	1,875,275	1,976,702	2,105,554	2,060,363	2,252,159



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
6210	Office Supplies	6,787	3,721	4,311	5,100	4,553	5,000
6213	Public Relations	2,400	1,178	2,197	2,000	1,940	2,000
6216	Reference Books/Materials	0	722	466	1,000	1,000	1,000
6217	Dues/Fees/Subscriptions	1,130	787	933	1,000	986	1,000
6218	Small Equipment Items	1,725	1,501	7,076	3,000	3,524	7,000
6219	Special Equipment	3,892	2,352	2,476	3,500	3,631	3,500
6224	Trash Service	0	583	550	700	724	750
6240	Equipment Repair/Maintenance	1,269	217	0	1,000	705	1,000
6245	Travel/Mileage	0	239	141	300	218	300
6246	Liability Insurance	10,560	17,156	16,681	23,163	19,342	23,282
6253	Contract Service	24,258	22,709	50,032	40,000	39,809	41,000
6258	Investigation Expense	14,489	14,549	18,905	15,000	13,846	15,000
6259	Animal Control	3,106	6,109	2,062	5,000	2,341	3,000
6260	Utilities	6,518	27,357	22,612	24,000	22,777	24,000
6261	Telephone	6,217	7,016	6,881	6,000	6,227	6,500
6262	Radio Expense	807	53	315	600	400	400
6263	Postage	700	1,865	2,439	1,900	2,180	2,000
6264	Printing/Binding	1,666	3,932	2,600	3,000	3,037	3,000
	<i>Operating &amp; Maintenance Total</i>	85,521	112,044	140,679	136,263	127,241	139,732
7010	Fleet Transfer	118,505	215,367	251,933	251,933	251,933	246,235
7011	Information Tech Transfer	22,291	73,484	86,890	109,282	109,282	126,469
7012	Facility Services Transfer	0	74,509	87,653	82,622	82,622	87,425
	<i>Interfund Loans &amp; Transfers Total</i>	140,796	363,360	426,476	443,837	443,837	460,129
<b>POLICE DEPARTMENT EXPENDITURES TOTAL</b>		2,109,844	2,350,679	2,543,857	2,685,654	2,631,441	2,852,020



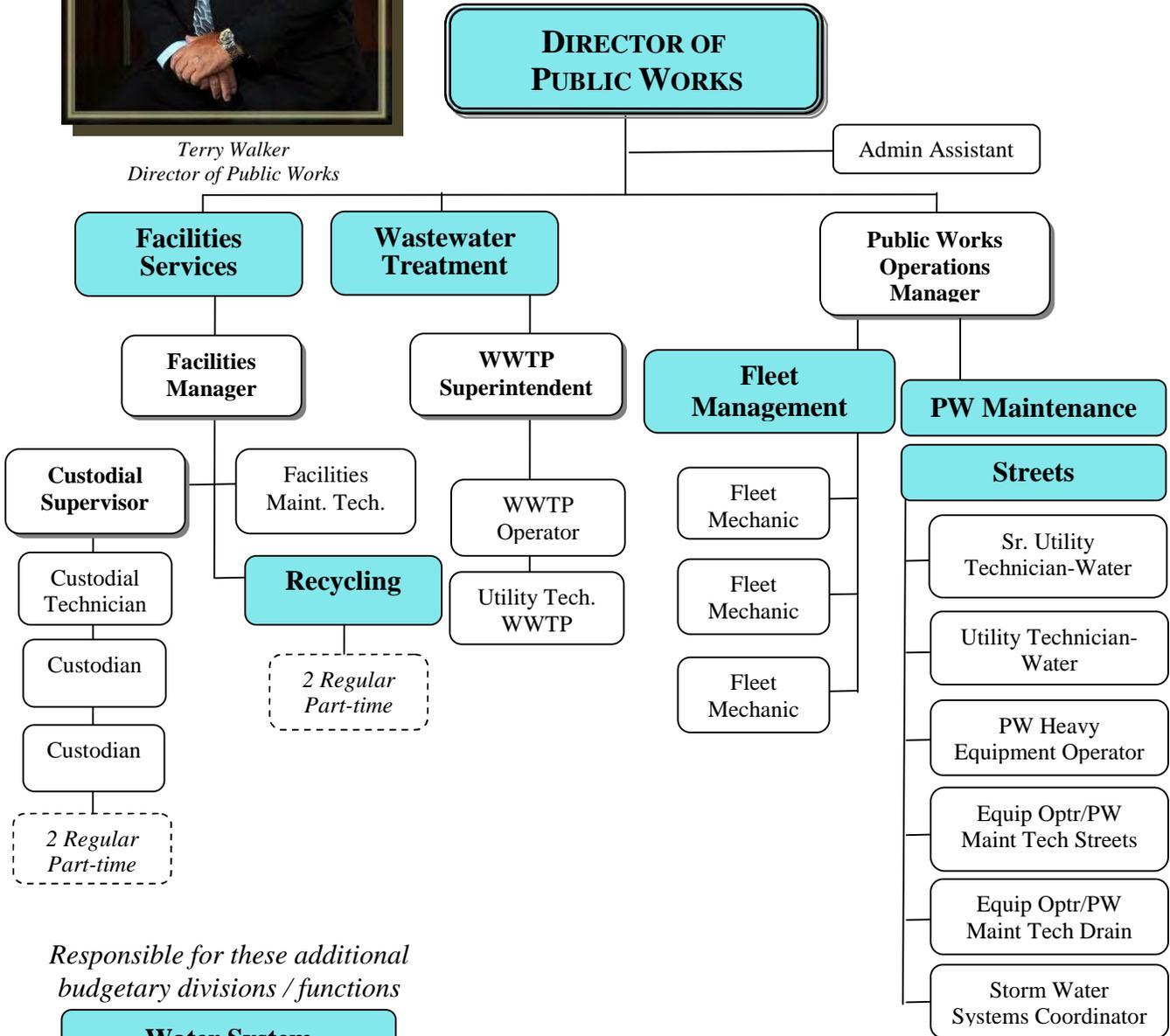
## Capital Improvement Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b><u>POLICE Department - 421</u></b>							
6218	Small Equipment	51,923	21,658	1,310	13,300	7,500	21,100
6286	Computer Hardware	47,523	37,047	0	0	0	0
	<i>Small Equipment &amp; Computer Total</i>	99,445	58,705	1,310	13,300	7,500	21,100
7352	Loan Payment on PD Facility	0	145,000	145,080	145,000	145,080	145,080
7810	Fleet Capital Contribution	0	0	0	0	0	45,000
	<i>Interfund Loans &amp; Transfers Total</i>	0	145,000	145,080	145,000	145,080	190,080
8420	Buildings & Improvements	(611,243)	52,154	0	0	0	0
8440	Machinery/Equipment	0	0	3,000	0	0	9,000
	<i>Capital Outlay Total</i>	(611,243)	52,154	3,000	0	0	9,000
<b>POLICE DEPARTMENT TOTAL</b>		<b>(491,494)</b>	<b>263,249</b>	<b>149,390</b>	<b>158,300</b>	<b>152,580</b>	<b>220,180</b>



Terry Walker  
Director of Public Works

**Public Works Department**



Responsible for these additional budgetary divisions / functions

- Water System**
- Sewer System & Plant**
- Storm Drainage System**
- Capital Purchases (CIF)**

### **PUBLIC WORKS MISSION STATEMENT**

*Public Works is a diverse department that shares one common goal, working to improve our quality of life in Windsor. The mission of the Public Works Department is to maintain the safety and integrity of the Town's infrastructure related to electronic information and records, potable water, transportation, wastewater, recycling, and buildings owned by the Town. The Department values customer service to Town residents, and is committed to providing services in a fast and efficient manner.*

### **ABOUT THE PUBLIC WORKS DEPARTMENT**

The Public Works Department monitors approximately 622 million gallons of water that flow into Town from three outside providers each year, and operates a 2.8 million gallon per day wastewater treatment facility. To maintain the current 134 miles of streets in Windsor, the Department operates a fleet of snow fighting equipment that includes five sanders, five snowplow trucks, a road grader and a front-end loader and tractor mounted snow blower. The department also is in charge of mowing and spraying 240 acres of open space. This department also includes the cleaning and maintenance of the major buildings of the Town and all Town vehicles through internal service divisions.

### **FUNCTIONS OF THE PUBLIC WORKS DEPARTMENT**

The Department delivers facilities and infrastructure that meet the needs of the Town and its residents by planning, designing and overseeing construction of public facilities, providing maintenance and upkeep in public facilities and on roadways.

Public Works Maintenance Division – Provides maintenance for the Town water, sewer, storm drainage and transportation systems, along with maintenance of public areas like open space.

Recycling Division – Provides general recycling as well as brush recycling for the Town. This division is supervised by the Facilities Manager.

Internal Service Funds – There are two Divisions under Public Works: the Fleet Management Division and the Facilities Services Divisions, both non-major Internal Service Funds. These are designed to provide goods or services to other funds or departments on a cost-reimbursement basis, isolating the costs of a particular function and then allocating these costs back to the various operating divisions. These are revolving funds where fund or department assessments become the revenue source for ongoing and capital purchases.

Fleet Management Division – This division consists of three mechanics that perform preventative and corrective maintenance of over 150 units. The division purchased new software that assists them in determining the costs for labor and parts when conducting maintenance on vehicles or equipment. This is used when billing other departments for the maintenance performed on their department vehicles and equipment. This is a budget tool for all departments to assist them in determining the cost associated with vehicles and equipment within their respective departments.

Facilities Services Division – This division consists of a facilities maintenance manager with one facilities maintenance technician on the facilities maintenance side. On the custodial side, there is a custodial supervisor, a custodial technician, and the equivalent to three full-time custodians. These two divisions are under the supervision of the facilities maintenance manager and the director of public works. They are responsible for the maintenance and custodial services for three main facilities; the Town Hall, Community / Recreation Center, and the Police Facility. In addition the Facilities Services

Division is responsible for the municipal pool startup and shut down and all systems operations, and seasonal maintenance for the seven parks restrooms. Facilities Services will also oversee the maintenance contracting for the three main buildings' heating, ventilation and air conditioning (HVAC) and elevators.

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## RELATIONSHIP TO THE STRATEGIC PLAN & CITIZEN SURVEY

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The Public Works department has several 2014 budget items that directly relate to the 2012-2014 Strategic Plan. Goal 4: *Promote, Manage, and Facilitate and Effective Infrastructure System within the Town and the Northern Colorado Region*, Priority D: *Address new water system needs* has been concentrated on in the Water Fund budget and many Plan of Action items will be the Public Works Department's responsibility.

Also under Goal 4, the Public Works budget addresses Priority C: *Identify strategies for maintenance of streets*. The 2014 budget includes increased projections for street maintenance including increased patch work equipment and street marking supplies. Public works continues to look for ways to fund priorities and maintain an exceptional level of service.

The Public Works department has budgeted for several items that will help accomplish Goal 1, Priority G: *Lead through stewardship of natural resources*. The Water Fund will continue to support and monitor the success of the Water Conservation Program which pays for water audit kits for residents. Public Works will also continue to explore the feasibility of phasing in natural gas vehicles. Public Works will continue to address, Goal 4A: *Minimize negative impact from train traffic*, by working directly with the Federal Railroad Administration.

Results from the 2013 Citizen Survey show most of Public Works operations were much above or above the national benchmark. Ratings for street repair and for snow removal improved from 2011 to 2013. However, snow removal is below the benchmark compared to communities across America. Public Works will address this issue by exploring different options to address how streets are plowed. They will focus on cul-de-sacs to determine a feasible solution. Public Works will consider many options such as the possibility of contracting out snow removal on courts, maintaining them in house, or looking into having HOA's/Metro Districts maintain their respective subdivisions.

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## CHALLENGES

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The Fleet Management division faces the challenge of rising fuel prices throughout the year. Almost every service provided by Public Works is carried out through the use of a vehicle and rising fuel costs make it difficult to maintain an exceptional level of service that the department strives to deliver. Additionally, and like many other departments, the increase in services to the community adds more responsibility to the Public Works department. As the town experiences growth there are more water meters to check and repair each month, and more water line breaks that must be fixed as quickly as possible. As more neighborhoods are developed, there are more streets to be cleaned and snow plowed in the winter. The Public Works department has the challenge to coordinate with each of the Town Departments to make sure that structures are being maintained as more and more services are added.

### **STRATEGIC ISSUES**

With Windsor's growing population, the department has been called upon to deliver increased water, sewer, and maintenance services efficiently. Windsor now has three unique buildings to clean and maintain to high standards: one with historic value, one open fourteen hours a day – seven days a week to the public

with high traffic, and one requiring high security. Diverse and specialized skills are required to clean and maintain these facilities to their new or like-new condition.

## **PUBLIC WORKS DEPARTMENT GOALS AND OBJECTIVES**

### Public Works Division

- Develop an oversight and reinvestment program for infrastructure in the Town's older areas.
- Provide capital budget plans for streets and facility maintenance.
- Continue rehabilitation of sewer mains as per Capital Improvement Plan (2014-2018) (07-481-8457, \$82,875).
- Continue upgrading railroad crossings until all thirteen crossings have been upgraded (04-429-8445, \$30,000).
- Maintain an efficient and well-maintained fleet.
- Keep Town buildings in "like new" condition through effective, coordinated facilities maintenance and custodial divisions, gaining efficiencies by centralizing supplies and purchasing.
- Incorporate "green" concepts as much as possible through all divisions.

## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>RECYCLING EXPENDITURES - 428</b>							
5112	Wages - Part Time	0	0	0	12,200	13,542	12,200
5130	FICA-Med	0	0	0	177	196	177
5131	FICA	0	0	0	756	840	756
5134	Unemployment Insurance	0	0	0	37	41	37
	<i>Personal Services Total</i>	0	0	0	13,170	14,619	13,170
6224	Trash Services - recycling	0	0	0	17,000	13,986	17,000
6228	Brush Removal / Compost	0	0	0	10,000	10,000	10,000
6241	Land Maintenance	0	0	0	0	0	1,300
6253	Contract Services	0	0	0	1,000	480	1,000
6260	Utilities	0	0	0	300	309	300
	<i>Operating &amp; Maintenance Total</i>	0	0	0	28,300	24,775	29,600
<b>RECYCLING EXPENDITURES TOTAL</b>		0	0	0	41,470	39,394	42,770



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>STREETS &amp; ALLEYS EXPENDITURES - 429</b>							
5111	Wages - Full Time	126,505	133,313	132,457	133,203	103,942	123,989
5112	Wages - Part Time	6,575	9,911	11,767	13,600	10,021	13,600
5121	Wages - Over Time	5,267	4,521	4,709	6,000	7,034	6,000
5122	On Call Time	3,025	3,156	1,790	2,500	1,763	2,500
5114	Merit Pay	0	0	0	2,664	0	4,340
5126	Short Term Disability	0	0	0	0	0	101
5127	Long Term Disability	549	608	548	656	401	577
5128	Vision Insurance	291	318	300	324	214	325
5130	FICA-Med	2,002	2,162	2,155	2,291	1,524	2,181
5131	FICA	8,562	9,245	9,214	9,794	6,516	9,327
5132	Medical Insurance	28,643	29,108	24,284	26,756	16,135	31,633
5133	Employee Retirement	6,225	6,598	6,687	4,402	4,481	5,492
5134	Unemployment Insurance	285	440	438	474	310	451
5135	Workers Compensation Insurance	8,129	9,875	10,125	9,702	10,328	8,908
5136	Dental Insurance	2,062	2,308	2,097	2,239	1,497	2,832
5137	Staff Development	121	1,133	370	2,500	1,140	2,500
5138	Life Insurance	505	550	378	416	261	314
5141	Clothing Allowance	944	733	1,209	1,200	1,200	1,200
5144	Employee Assistance Administration	0	123	117	117	78	117
	<i>Personal Services Total</i>	199,692	214,101	208,648	218,837	166,845	216,387
6210	Office Supplies	430	202	219	300	315	300
6213	Public Relations	101	0	0	250	250	250
6216	Reference Books/Materials	410	428	178	500	400	500
6217	Dues/Fees/Subscriptions	250	2	0	100	100	100
6218	Small Equipment Items	5,079	10,184	7,065	7,500	7,500	7,500
6241	Land Maintenance/Snow	22,204	33,978	25,739	45,000	45,000	51,500
6242	Street Repair/Maintenance	147,099	120,192	141,512	130,000	130,000	140,000
6243	Weed Control	6,319	12,738	8,434	12,500	6,109	10,000
6246	Liability Insurance	3,792	4,121	4,790	5,530	4,646	5,558
6248	Street Signs	23,531	17,832	21,170	25,000	16,855	25,000
6249	Leases/Rentals	0	0	0	1,500	0	1,500
6253	Contract Services	0	0	0	0	0	15,500
6256	Publish/Record	197	97	0	100	0	100
6260	Utilities	404,003	387,741	396,866	340,000	379,070	380,000
6261	Telephone Services	1,827	1,997	2,121	2,250	1,634	2,250
	<i>Operating &amp; Maintenance Total</i>	615,242	589,512	608,092	570,530	591,879	640,058
7010	Fleet Transfer	78,190	105,064	160,369	160,369	160,369	152,628
	<i>Interfund Loans &amp; Transfers Total</i>	78,190	105,064	160,369	160,369	160,369	152,628
<b>STREETS &amp; ALLEYS EXPENDITURES TOTAL</b>		<b>893,124</b>	<b>908,677</b>	<b>977,109</b>	<b>949,735</b>	<b>919,093</b>	<b>1,009,074</b>



## Capital Improvement Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>STREETS - 429</b>							
6218	Small Equipment	0	0	0	800	1,363	1,755
	<i>Small Equipment Total</i>	0	0	0	800	1,363	1,755
6241	Land Maintenance	0	0	0	0	0	22,000
6242	Street Repair/Maintenance	252,182	878	0	250,000	250,000	351,500
6267	Study Review/Analysis/Consulting	0	0	0	0	5,988	0
6278	Street Repair/Pavement Mgmt.	555,202	669,963	1,347,197	889,194	889,194	1,069,500
	<i>Operating &amp; Maintenance Total</i>	807,385	670,842	1,347,197	1,139,194	1,145,182	1,443,000
7234	Developer Reimbursements	345,647	1,007,586	1,156,475	249,672	0	0
	<i>Loans &amp; Transfers Total</i>	345,647	1,007,586	1,156,475	249,672	0	0
8412	Site Improvements	0	41,879	0	0	0	0
8412	804- Eagle Crossing Street Improv.	0	0	0	490,097	490,097	0
8412	805- Eagle Crossing Water Improv.	0	0	0	119,070	119,070	0
8412	806- Eagle Crossing Sewer Improv.	0	0	0	33,175	33,175	0
8419	Impact Fee Reimburse Reserve	699,269	1,036,167	0	0	0	150,000
8440	Machinery/Equipment	0	67,018	95,535	0	0	63,500
8445	Street Improvements	666,884	1,421,513	847,840	347,000	347,000	804,500
8445	900- I-25/SH392 Interchange	0	874,761	1,348,786	825,000	825,000	0
8445	901- Street Improvements-WCR21 Bridge	0	442,878	15,083	309,375	309,375	534,270
8445	902- Street Improvements -WCR23	0	0	25,000	150,000	150,000	0
8445	903- I-25/SH392 Enhancements	0	0	8,300	250,000	250,000	0
	<i>Capital Outlay Total</i>	1,366,153	3,884,216	2,340,544	2,523,717	2,523,717	1,552,270
<b>STREETS TOTAL</b>		<b>2,519,185</b>	<b>5,562,644</b>	<b>4,844,215</b>	<b>3,913,383</b>	<b>3,670,262</b>	<b>2,997,025</b>

## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>PUBLIC WORKS ADMINISTRATION EXPENDITURES - 430</b>							
5111	Wages - Full Time	198,871	164,080	164,371	164,979	170,542	182,631
5112	Wages - Part Time	0	0	0	0	492	3,040
5121	Wages - Over Time	0	0	0	0	318	0
5114	Merit Pay	0	0	0	3,300	0	6,392
5126	Short Term Disability	0	0	0	205	150	0
5127	Long Term Disability	806	697	752	717	695	787
5128	Vision Insurance	273	223	196	219	103	207
5130	FICA-Med	2,817	2,360	2,340	2,440	2,463	2,785
5131	FICA	12,044	10,091	10,005	10,433	10,531	11,908
5132	Medical Insurance	16,871	18,418	14,261	16,815	9,081	18,719
5133	Employee Retirement	9,717	8,305	7,913	8,414	5,168	6,760
5134	Unemployment Insurance	401	456	456	505	482	576
5135	Workers Compensation Insurance	5,443	10,629	11,004	9,856	10,492	8,858
5136	Dental Insurance	1,898	1,406	1,308	1,512	1,001	1,610
5137	Staff Development	3,007	2,314	1,182	3,000	1,827	3,000
5138	Life Insurance	824	725	470	515	441	427
5141	Clothing Allowance	575	403	350	400	460	650
5144	Employee Assistance Administration	0	82	84	78	94	78
	<i>Personal Services Total</i>	253,547	220,188	214,692	223,388	214,341	248,427
6210	Office Supplies	3,310	2,200	2,889	3,000	1,469	3,000
6213	Public Relations	304	310	644	500	1,026	500
6216	Reference Books/Materials	791	866	606	1,000	0	1,000
6217	Dues/Fees/Subscriptions	1,123	801	357	1,000	948	1,000
6218	Small Equipment Items	2,403	2,022	747	1,000	1,000	1,000
6224	Trash Service	468	517	701	600	689	600
6229	Building Maintenance Supplies	591	344	27	500	0	500
6232	Building Repair/Maintenance	6,125	1,644	5,274	5,000	5,000	5,000
6246	Liability Insurance	5,880	15,352	5,266	7,186	6,039	7,224
6253	Contract Service	10,578	10,141	8,102	10,000	1,411	10,000
6260	Utilities	24,970	18,366	16,378	20,000	14,515	18,000
6261	Telephone	5,010	5,708	5,132	6,000	5,805	6,000
6262	Radio Expense	212	446	0	6,000	6,000	0
6263	Postage	407	703	704	1,000	737	700
	<i>Operating &amp; Maintenance Total</i>	62,172	59,418	46,828	62,786	44,638	54,524
7010	Fleet Transfer	13,984	22,827	36,914	36,914	36,914	34,512
7011	Information Tech Transfer	112,682	100,812	85,349	101,023	101,023	92,021
	<i>Interfund Loans &amp; Transfers Total</i>	126,666	123,639	122,263	137,937	137,937	126,533
<b>PUBLIC WORKS ADMINISTRATION EXPENDITURES TOTAL</b>		<b>442,385</b>	<b>403,246</b>	<b>383,783</b>	<b>424,111</b>	<b>396,916</b>	<b>429,483</b>



## Water Fund Detail Budget

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>WATER FUND O&amp;M EXPENDITURES 06</b>							
<b>WATER SYSTEM - 471</b>							
5111	Wages - Full Time	134,624	131,550	134,779	131,955	133,806	168,949
5121	Wages - Over Time	3,043	2,687	2,418	3,000	3,972	3,000
5122	On Call Time	2,333	2,519	1,859	2,500	2,377	2,500
5114	Merit Pay	0	0	0	2,639	0	4,663
5126	Short Term Disability	0	0	0	175	0	0
5127	Long Term Disability	622	622	583	680	614	798
5128	Vision Insurance	318	318	318	324	318	421
5130	FICA-Med	1,967	1,921	1,910	2,031	1,961	2,597
5131	FICA	8,411	8,213	8,167	8,686	8,383	11,105
5132	Medical Insurance	21,970	29,108	25,914	26,756	25,914	43,008
5133	Employee Retirement	6,577	6,556	6,631	6,730	6,690	6,894
5134	Unemployment Insurance	282	355	352	420	363	537
5135	Workers Compensation Insurance	4,263	6,134	6,240	5,930	6,313	6,576
5136	Dental Insurance	1,987	2,308	2,217	2,239	2,217	3,606
5137	Staff Development	1,964	825	454	2,000	1,157	2,000
5138	Life Insurance	573	573	406	412	406	449
5141	Clothing Allowance	1,182	1,010	949	1,200	1,200	1,600
5144	Employee Assistance Administration	0	123	126	117	117	156
	<i>Personal Services Total</i>	190,116	194,821	193,322	197,795	195,807	258,859



## Water Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
6209	Employee Relations	1,275	1,538	194	0	0	0
6210	Office Supplies	1,177	361	483	500	311	500
6213	Public Relations	2,011	509	2,522	29,650	1,831	4,500
6214	Board Development	28	31	32	200	106	200
6216	Reference Books/Materials	497	107	0	500	500	500
6217	Dues/Fees/Subscriptions	1,664	1,921	1,396	1,500	5,486	5,486
6218	Small Equipment Items	5,325	6,490	6,846	7,500	6,778	8,000
6232	Building Repair/Maintenance	725	509	335	3,200	3,200	3,200
6237	Lines Repair/Maintenance	10,672	13,054	16,634	12,000	59,569	22,000
6238	Hydrant Repair/Maintenance	7,788	3,799	4,149	4,000	4,634	6,500
6239	Meter Repair/Maintenance/Replace	169,059	57,781	88,117	71,000	124,343	110,000
6244	Assessments	141,118	145,898	157,222	133,650	141,587	146,000
6246	Liability Insurance	15,167	16,479	16,025	22,114	24,556	22,229
6253	Contract Service	15,650	23,868	23,633	26,000	16,040	26,000
6256	Publish/Record	132	34	87	75	62	75
6260	Utilities	13,646	13,631	12,514	15,000	13,059	15,000
6261	Telephone	1,341	1,335	1,330	1,400	1,324	2,060
6263	Postage	10,924	11,687	10,566	12,000	13,830	14,000
6264	Printing/Binding	6,404	6,163	7,897	6,000	7,382	7,500
6267	Study Review Analysis	27,688	9,907	31,528	13,000	0	0
6265	Potable Water Purchase	1,585,870	1,555,051	2,228,768	1,492,417	1,485,915	1,713,901
6272	Lab Tests	3,295	2,405	5,166	10,000	6,500	10,000
	<i>Operating &amp; Maintenance Total</i>	2,021,457	1,872,559	2,615,443	1,861,705	1,917,014	2,117,651
7010	Fleet Transfer	42,853	63,163	71,665	71,665	71,665	69,215
7011	Information Tech Transfer	8,048	21,090	14,089	16,328	16,328	15,946
7302	Admin Transfer/Gen Fund	363,605	360,626	386,082	400,654	400,654	427,293
7810	Fleet Capital Contribution	0	0	0	0	0	25,000
	<i>Interfund Loans &amp; Transfers Total</i>	414,506	444,879	471,836	488,647	488,647	537,454
8440	Machinery/Equipment	48,464	0	6,010	0	0	0
8457	Replacement Lines	0	0	0	150,000	150,000	400,000
	<i>Capital Outlay Total</i>	48,464	0	6,010	150,000	150,000	400,000
<b>WATER FUND O&amp;M EXPENDITURES TOTAL</b>		2,674,543	2,512,259	3,286,611	2,698,147	2,751,469	3,313,964



## Sewer Fund Detail Budget

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>SEWER FUND OPERATING &amp; MAINTENANCE EXPENDITURES - 07</b>							
<b>SEWER SYSTEM - 481</b>							
5111	Wages - Full Time	58,271	46,502	48,926	46,467	47,310	83,522
5112	Wages - Part Time	6,360	1,840	3,453	6,500	7,613	0
5121	Wages - Over Time	2,899	1,045	2,465	3,000	2,464	3,000
5122	On Call Time	896	3,256	1,726	2,500	1,634	2,500
5114	Merit Pay	0	0	0	929	0	1,642
5127	Long Term Disability	221	221	207	240	216	396
5128	Vision Insurance	106	111	111	106	111	214
5130	FICA-Med	817	748	779	861	839	1,315
5131	FICA	3,494	3,200	3,330	3,683	3,586	5,621
5132	Medical Insurance	5,099	11,651	11,245	11,611	11,245	26,062
5133	Employee Retirement	2,313	2,325	2,359	2,370	2,365	2,427
5134	Unemployment Insurance	115	151	157	178	170	272
5135	Workers Compensation Insurance	1,032	1,721	1,810	1,722	1,833	2,991
5136	Dental Insurance	662	983	1,137	1,149	1,137	2,446
5137	Staff Development	130	200	151	500	500	500
5138	Life Insurance	202	202	143	145	143	231
5141	Clothing Allowance	443	400	347	400	400	800
5144	Employee Assistance Administration	0	41	42	39	39	78
	<i>Personal Services Total</i>	83,060	74,597	78,389	82,400	81,606	134,017



## Sewer Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
6210	Office Supplies	99	249	149	150	146	150
6216	Reference Books/Materials	0	143	84	200	200	200
6217	Dues/Fees/Subscriptions	0	35	0	100	100	100
6218	Small Equipment Items	2,048	3,057	3,110	7,550	7,550	11,750
6232	Building Repairs/Maintenance	0	936	0	0	0	0
6237	Lines Repair/Maintenance.	988	3,700	2,022	6,000	6,000	18,500
6240	Equipment Repair/Maintenance.	1,049	2,864	503	0	37	0
6246	Liability Insurance	10,833	11,770	11,446	15,795	13,272	15,877
6249	Leases/Rentals	99	198	198	500	0	500
6253	Contract Service	11,366	12,944	10,895	14,400	13,388	14,400
6260	Utilities	9,875	5,532	6,735	7,000	7,956	8,000
6261	Telephone	3,525	3,447	4,169	4,000	3,812	4,660
6263	Postage	9,165	9,519	8,915	9,500	10,322	10,500
6264	Printing/Binding	6,434	6,163	7,728	6,000	7,168	7,100
6271	Lift Station Repair	5,187	1,236	15,099	8,000	8,000	8,000
	<i>Operating &amp; Maintenance Total</i>	60,666	61,793	71,053	79,195	77,951	99,737
7010	Fleet Transfer	45,893	62,005	64,939	64,939	64,939	63,207
7011	Information Tech Transfer	700	0	0	0	0	0
7302	Admin Transfer/Gen Fund	174,241	190,545	188,019	190,640	190,640	210,944
	<i>Interfund Loans &amp; Transfers Total</i>	220,834	252,550	252,958	255,579	255,579	274,151
8440	Machinery/Equipment	0	20,423	0	251,250	251,250	0
8457	Replacement Lines	114,630	119,646	2,079	274,000	131,240	494,875
	<i>Capital Outlay Total</i>	114,630	140,069	2,079	525,250	382,490	494,875
<b>SEWER SYSTEM O&amp;M</b>							
<b>EXPENDITURES TOTAL</b>		479,191	529,008	404,478	942,424	797,626	1,002,780



## Sewer Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b><u>DISPOSAL PLANT - 482</u></b>							
5111	Wages - Full Time	110,824	109,812	115,610	112,387	114,080	115,734
5121	Wages - Over Time	2,644	651	1,136	1,000	788	1,000
5122	On Call Time	640	3,234	1,659	2,100	1,413	2,100
5114	Merit Pay	0	0	0	2,248	0	4,051
5127	Long Term Disability	536	538	508	575	523	538
5128	Vision Insurance	207	207	207	211	207	207
5130	FICA-Med	1,575	1,581	1,629	1,707	1,639	1,782
5131	FICA	6,733	6,758	6,965	7,300	7,008	7,619
5132	Medical Insurance	23,544	23,301	21,024	21,864	21,024	24,290
5133	Employee Retirement	5,467	5,491	5,645	5,732	5,704	5,989
5134	Unemployment Insurance	229	300	323	353	327	369
5135	Workers Compensation Insurance	2,436	3,396	3,773	3,654	3,890	4,207
5136	Dental Insurance	1,967	1,967	1,857	1,876	1,857	1,996
5137	Staff Development	125	891	895	1,500	1,270	1,500
5138	Life Insurance	472	472	337	351	337	292
5141	Clothing Allowance	813	849	970	800	800	800
5144	Employee Assistance Administration	0	82	84	78	78	78
	<i>Personal Services Total</i>	158,211	159,530	162,620	163,735	160,943	172,551



## Sewer Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
6210	Office Supplies	755	402	448	500	822	800
6213	Public Relations	0	0	0	100	100	100
6216	Reference Books/Materials	193	322	0	250	0	200
6217	Dues/Fees/Subscriptions	12,510	11,140	11,213	12,000	10,483	12,000
6218	Small Equipment Items	4,565	2,315	1,863	3,800	3,800	8,000
6219	Special Equipment	2,473	4,138	2,734	1,500	1,500	1,500
6222	Chemicals	747	745	1,034	750	736	750
6224	Trash Service	316	349	345	500	435	1,000
6232	Building Repair/Maintenance.	1,481	1,493	1,402	2,000	1,247	2,500
6233	Sewer Plant Repair/Maintenance.	137,367	113,498	162,714	129,000	134,969	217,500
6240	Equipment Repair/Maintenance.	28,195	18,832	11,971	8,000	8,000	75,000
6246	Liability Insurance	7,394	8,034	7,812	10,780	13,680	11,205
6249	Leases/Rentals	0	0	0	300	0	300
6253	Contract Service	43,114	7,228	468	1,000	0	500
6254	Engineer Service	1,125	0	0	0	0	0
6256	Publishing/Recording	57	0	56	150	100	150
6260	Utilities	175,424	176,920	197,435	180,000	205,732	205,000
6261	Telephone	4,404	4,432	4,564	4,000	4,372	4,400
6267	-901 Study Review Analysis/Grant	0	0	0	0	0	72,000
6272	Lab Tests	12,392	12,239	11,802	13,000	11,858	12,500
	<i>Operating &amp; Maintenance Total</i>	432,513	362,088	415,862	367,630	397,835	625,405
7010	Fleet Transfer	21,695	34,644	34,463	34,463	34,463	32,848
7011	Information Tech Transfer	14,622	16,883	19,112	22,471	22,471	21,585
	<i>Non-Operating Total</i>	36,317	51,527	53,575	56,934	56,934	54,433
8440	Machinery/Equipment	0	0	25,117	10,000	27,669	18,000
	<i>Capital Outlay Total</i>	0	0	25,117	10,000	27,669	18,000
<b>DISPOSAL PLANT O&amp;M</b>							
<b>EXPENDITURES TOTAL</b>		627,041	573,145	657,174	598,299	643,381	870,389



## Sewer Fund Detail Budget

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
	<b>SEWER FUND O&amp;M EXPENDITURES TOTAL</b>	1,106,232	1,102,153	1,061,652	1,540,723	1,441,007	1,873,169
	<b>BEG SEWER FUND O&amp;M BALANCE</b>	1,284,073	1,821,604	2,402,369	3,071,316	3,107,297	3,592,129
	<b>REVENUES</b>	1,643,763	1,682,918	1,766,580	1,681,095	1,925,839	1,990,031
	<b>AVAILABLE RESOURCES</b>	2,927,836	3,504,522	4,168,949	4,752,411	5,033,136	5,582,160
	<b>EXPENDITURES</b>	1,106,232	1,102,153	1,061,652	1,540,723	1,441,007	1,873,169
	<b>END SEWER FUND O&amp;M BALANCE</b>	1,821,604	2,402,369	3,107,297	3,211,688	3,592,129	3,708,991



## Storm Drainage Fund Detail Budget

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>STORM DRAINAGE O&amp;M EXPENDITURES - 08</b>							
<b>STORM DRAIN SYSTEM - 483</b>							
5111	Wages - Full Time	43,006	40,956	42,226	41,142	41,553	41,912
5112	Wages - Part Time	12,642	19,244	11,872	12,320	8,256	12,320
5121	Wages - Over Time	69	233	415	500	650	500
5122	On Call Time	471	488	432	625	417	625
5114	Merit Pay	0	0	0	823	0	1,467
5127	Long Term Disability	238	189	177	208	191	195
5128	Vision Insurance	130	103	103	106	103	103
5130	FICA-Med	923	864	769	803	727	824
5131	FICA	3,945	3,694	3,290	3,435	3,108	3,523
5132	Medical Insurance	11,772	11,651	9,045	9,340	9,045	10,450
5133	Employee Retirement	2,529	2,023	2,056	2,098	2,078	2,169
5134	Unemployment Insurance	132	173	153	166	145	170
5135	Workers Compensation Insurance	2,091	4,310	3,557	3,391	3,610	2,452
5136	Dental Insurance	1,229	983	894	903	894	961
5137	Staff Development	550	625	489	1,000	286	1,000
5138	Life Insurance	221	176	124	128	124	106
5141	Clothing Allowance	520	491	155	400	418	400
5144	Employee Assistance Administration	0	41	42	39	39	39
	<i>Personal Services Total</i>	80,467	86,243	75,801	77,428	71,643	79,216



## Storm Drainage Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
6210	Office Supplies	159	151	60	150	100	150
6217	Dues/Fees/Subscriptions	185	0	599	750	750	750
6218	Small Equipment Items	292	968	82	1,500	499	1,500
6237	Drainage Lines Repair/Maintenance.	7,866	1,100	55,904	10,000	410	1,000
6240	Equipment Repair/Maintenance.	2,495	2,240	2,420	2,500	2,500	2,500
6243	Weed Control	0	805	0	0	0	0
6246	Liability Insurance	8,328	8,969	8,722	12,036	10,113	12,098
6253	Contract Services	80,829	82,057	71,437	87,102	96,749	87,102
6254	Engineering Services	0	0	7,833	0	0	0
6261	Telephone	778	660	660	660	660	660
6263	Postage	9,060	9,409	8,795	9,000	10,263	10,200
6264	Printing/Binding	6,438	6,444	7,692	3,500	4,744	5,000
6257	Study/Review/Analysis/Consulting	0	10,294	44,104	5,000	19,917	5,000
6272	Lab Tests	0	0	12,797	0	0	0
	<i>Operating &amp; Maintenance Total</i>	116,430	123,098	221,104	132,198	146,705	125,960
7010	Fleet Transfer	26,857	51,957	45,383	45,383	45,383	44,899
	<i>Interfund Loans &amp; Transfers Total</i>	26,857	51,957	45,383	45,383	45,383	44,899
8440	Machinery/Equipment	8,310	0	0	0	0	0
	<i>Capital Outlay Total</i>	8,310	0	0	0	0	0
<b>STORM DRAINAGE O&amp;M EXPENDITURES TOTAL</b>		232,065	261,297	342,288	255,009	263,731	250,076
<b>BEG STORM DRAINAGE O&amp;M FUND BALANCE</b>		133,054	191,458	271,983	244,940	234,836	302,088
<b>REVENUE</b>		290,469	341,822	305,141	304,589	330,984	318,712
<b>Available Resources</b>		423,523	533,281	577,124	549,529	565,819	620,800
<b>EXPENDITURES</b>		232,065	261,297	342,288	255,009	263,731	250,076
<b>END STORM DRAINAGE O&amp;M FUND BALANCE</b>		191,458	271,983	234,836	294,520	302,088	370,724



## Fleet Management Fund Detail Budget

TOWN OF WINDSOR							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>FLEET MANAGEMENT FUND REVENUE - 10</b>							
4001	<i>Beginning Fund Balance</i>	681,368	511,065	192,875	109,140	130,356	300,736
	<b><u>CAPITAL CONTRIBUTIONS FROM OTHER FUNDS</u></b>						
4304	Contribution from CIF	59,457	0	0	0	0	45,000
4334	Grants	741	0	0	0	0	0
4306	Contribution from Water Fund	0	0	0	0	0	25,000
	<i>Sub-Total</i>	60,198	0	0	0	0	70,000
	<b><u>CHARGES FOR SERVICE</u></b>						
4421	Police Department Lease Transfer	118,505	215,367	251,933	251,933	251,933	246,235
4429	Street Department Lease Transfer	78,190	105,064	160,369	160,369	160,369	152,628
4430	Public Works Lease Transfer	13,984	22,827	36,914	36,914	36,914	34,512
4431	Engineering Department Lease Transfer	10,719	12,591	21,935	21,935	21,935	20,487
4432	Cemetery Lease Transfer	4,641	9,249	14,512	14,512	14,512	13,450
4450	Forestry Lease Transfer	36,054	60,582	52,254	52,254	52,254	50,415
4451	Recreation Lease Transfer	16,224	44,084	64,211	64,211	64,211	60,969
4452	Aquatics Lease Transfer	2,532	6,154	5,778	0	0	0
4454	Parks Department Lease Transfer	98,181	150,085	196,481	196,481	196,481	185,244
4457	General Administration Lease Transfer	6,097	5,988	8,837	8,837	8,837	8,241
4471	Water Fund Lease Transfer	42,853	63,163	71,665	71,665	71,665	69,215
4481	Sewer System Lease Transfer	45,893	62,005	64,939	64,939	64,939	63,207
4482	Sewer Plant Lease Transfer	21,695	34,644	34,463	34,463	34,463	32,848
4483	Drainage Lease Transfer	26,857	51,957	45,383	45,383	45,383	44,899
4490	CRC Lease Transfer	17,134	0	0	0	0	0
4497	Facility Lease Transfer	0	6,000	6,000	6,000	6,000	6,000
	<i>Sub-Total</i>	539,559	849,760	1,035,674	1,029,896	1,029,897	988,351
	<b><u>MISCELLANEOUS REVENUE</u></b>						
4360	Insurance Claims	10,108	0	0	0	28,566	0
4381	Sale on Retired Vehicles	49,056	0	65,780	50,000	11,400	105,650
	<i>Sub-Total</i>	59,164	0	65,780	50,000	39,966	105,650
<b>FLEET MANAGEMENT REVENUE TOTAL</b>		658,921	849,760	1,101,454	1,079,896	1,069,863	1,164,001
<b>AVAILABLE RESOURCES</b>		1,340,289	1,360,825	1,294,329	1,189,036	1,200,218	1,464,737



## Fleet Management Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b><u>FLEET MANAGEMENT FUND REVENUE - 10</u></b>							
4001	<i>Beginning Fund Balance</i>	681,368	511,065	192,875	109,140	130,356	300,736
	<b><u>CAPITAL CONTRIBUTIONS FROM OTHER FUNDS</u></b>						
4304	Contribution from CIF	59,457	0	0	0	0	45,000
4306	Contribution from Water Fund	0	0	0	0	0	25,000
	<i>Sub-Total</i>	60,198	0	0	0	0	70,000
	<b><u>CHARGES FOR SERVICE</u></b>						
4421	Police Department Lease Transfer	118,505	215,367	251,933	251,933	251,933	246,235
4429	Street Department Lease Transfer	78,190	105,064	160,369	160,369	160,369	152,628
4430	Public Works Lease Transfer	13,984	22,827	36,914	36,914	36,914	34,512
4431	Engineering Department Lease Transfer	10,719	12,591	21,935	21,935	21,935	20,487
4432	Cemetery Lease Transfer	4,641	9,249	14,512	14,512	14,512	13,450
4450	Forestry Lease Transfer	36,054	60,582	52,254	52,254	52,254	50,415
4451	Recreation Lease Transfer	16,224	44,084	64,211	64,211	64,211	60,969
4452	Aquatics Lease Transfer	2,532	6,154	5,778	0	0	0
4454	Parks Department Lease Transfer	98,181	150,085	196,481	196,481	196,481	185,244
4457	General Administration Lease Transfer	6,097	5,988	8,837	8,837	8,837	8,241
4471	Water Fund Lease Transfer	42,853	63,163	71,665	71,665	71,665	69,215
4481	Sewer System Lease Transfer	45,893	62,005	64,939	64,939	64,939	63,207
4482	Sewer Plant Lease Transfer	21,695	34,644	34,463	34,463	34,463	32,848
4483	Drainage Lease Transfer	26,857	51,957	45,383	45,383	45,383	44,899
4490	CRC Lease Transfer	17,134	0	0	0	0	0
4497	Facility Lease Transfer	0	6,000	6,000	6,000	6,000	6,000
	<i>Sub-Total</i>	539,559	849,760	1,035,674	1,029,896	1,029,897	988,351
	<b><u>MISCELLANEOUS REVENUE</u></b>						
4360	Insurance Claims	10,108	0	0	0	28,566	0
4381	Sale on Retired Vehicles	49,056	0	65,780	50,000	11,400	105,650
	<i>Sub-Total</i>	59,164	0	65,780	50,000	39,966	105,650
<b>FLEET MANAGEMENT REVENUE TOTAL</b>		658,921	849,760	1,101,454	1,079,896	1,069,863	1,164,001
<b>AVAILABLE RESOURCES</b>		1,340,289	1,360,825	1,294,329	1,189,036	1,200,218	1,464,737



## Fleet Management Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>FLEET MANAGEMENT FUND EXPENDITURES - 10</b>							
<b>FLEET MANAGEMENT - 491</b>							
5111	Wages - Full Time	167,307	160,747	164,073	201,762	156,732	138,029
5112	Wages - Part Time	22,403	26,292	27,835	0	12,409	0
5121	Wages - Over Time	335	981	242	1,000	0	1,000
5122	On Call Time	0	4,817	568	0	0	0
5114	Merit Pay	0	0	0	3,247	0	4,831
5126	Short Term Disability	0	0	0	196	336	305
5127	Long Term Disability	790	790	742	1,102	596	642
5128	Vision Insurance	310	310	310	422	251	310
5130	FICA - Med	2,628	2,770	2,751	2,987	2,401	2,086
5131	FICA	11,237	11,844	11,763	12,773	10,267	8,919
5132	Medical Insurance	15,296	23,264	19,558	25,240	22,491	29,938
5133	Employee Retirement	6,699	7,045	7,138	8,279	4,587	7,143
5134	Unemployment Insurance	369	546	542	618	485	432
5135	Workers Compensation Insurance	4,251	5,218	5,642	6,481	6,899	4,264
5136	Dental Insurance	1,666	2,308	1,799	1,817	1,935	2,383
5137	Staff Development	3,177	2,550	(644)	3,000	1,108	3,000
5138	Life Insurance	697	697	494	627	347	351
5141	Uniform Allowance	1,244	1,555	1,493	1,550	1,113	1,200
5144	Employee Assistance Administration	0	123	126	156	117	117
	<i>Personal Services Total</i>	238,411	251,858	244,430	271,257	222,074	204,950



## Fleet Management Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
6210	Office Supplies	423	444	1,175	1,500	328	1,500
6216	Reference Books/Materials	79	1,242	413	1,500	559	1,500
6217	Dues, Fees & Subscriptions	944	888	1,515	1,500	1,337	1,500
6218	Small Equipment Items	21,630	27,019	36,532	32,000	32,000	29,024
6220	Fuel /Fluids	109,232	160,679	136,272	176,300	176,300	176,300
6231	Vehicle Repairs/Maintenance	115,234	87,953	101,613	120,000	111,497	120,000
6240	Equipment Repairs	8,535	3,835	3,568	5,000	3,441	5,000
6253	Contract Services	643	1,912	773	2,000	874	2,000
6261	Telephone Services	664	660	670	660	189	500
6276	Fuel Facility Repair/Maintenance.	2,351	2,198	5,895	3,000	1,577	3,000
	<i>Operating &amp; Maintenance Total</i>	259,733	286,829	288,426	343,460	328,102	340,324
8432	Vehicles	313,479	606,646	611,336	467,500	338,623	690,050
8440	Equipment	17,600	22,616	19,780	16,000	10,684	20,000
	<i>Capital Outlay Total</i>	331,079	629,262	631,116	483,500	349,307	710,050
<b>FLEET MANAGEMENT FUND EXPENDITURES TOTAL</b>		829,224	1,167,950	1,163,973	1,098,217	899,482	1,255,324
<b>BEGINNING FUND BALANCE</b>		681,368	511,065	192,875	109,140	130,356	300,736
<b>REVENUE</b>		658,921	849,760	1,101,454	1,079,896	1,069,863	1,164,001
<b>Available Resources</b>		1,340,289	1,360,825	1,294,329	1,189,036	1,200,218	1,464,737
<b>EXPENDITURES</b>		829,224	1,167,950	1,163,973	1,098,217	899,482	1,255,324
<b>ENDING FUND BALANCE</b>		511,065	192,875	130,356	90,819	300,736	209,413



## Facility Services Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b><u>FACILITY SERVICES FUND REVENUE - 17</u></b>							
4001	<i>Beginning Fund Balance</i>	0	0	37,213	103,616	91,955	46,830
<b><u>CHARGES for FACILITY SERVICE</u></b>							
4410	Town Clerk Services Transfer	0	16,007	19,022	17,124	17,124	18,102
4413	Town Manager Services Transfer	0	7,435	9,377	10,257	10,257	10,799
4415	Finance Services Transfer	0	13,770	15,527	14,161	14,161	14,951
4416	Human Resources Services Transfer	0	10,427	10,844	10,257	10,257	10,799
4418	Legal Services Transfer	0	0	0	0	0	6,403
4419	Planning & Zoning Services Transfer	0	13,770	15,527	14,161	14,161	14,951
4420	Economic Development Transfer	0	7,358	6,337	6,111	6,111	6,403
4421	Police Department Services Transfer	0	76,649	87,653	82,622	82,622	87,425
4431	Engineering Department Services Transfer	0	13,770	15,527	14,161	14,161	14,951
4450	Forestry Services Transfer	0	3,787	3,631	3,453	3,453	3,617
4452	Aquatics Services Transfer	0	0	0	1,149	1,149	1,232
4454	Parks Department Services Transfer	0	14,357	15,943	4,286	4,286	4,538
4456	Art & Heritage Services Transfer	0	5,507	5,098	4,664	4,664	4,905
4457	General Administration Services Transfer	0	137,735	170,211	151,741	151,741	161,788
4490	CRC Services Transfer	0	188,124	209,308	199,686	199,686	210,832
4492	Information Technology Services Transfer	0	10,786	12,592	11,739	11,739	12,374
	<i>Sub-Total</i>	0	519,481	596,597	545,571	545,572	584,072
<b>FACILITY SERVICES REVENUE TOTAL</b>		0	519,481	596,597	545,571	545,572	584,072
<b>AVAILABLE RESOURCES</b>		0	519,481	633,810	649,187	637,528	630,902



## Facility Services Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>FACILITY SERVICES FUND EXPENDITURES - 17</b>							
<b><u>CUSTODIAL SERVICES - 496</u></b>							
5111	Wages - Full Time	0	116,354	118,948	121,733	122,958	125,343
5112	Wages - Part Time	0	29,518	29,139	27,000	31,077	27,000
5121	Over Time	0	500	1,349	1,000	475	1,000
5114	Merit Pay	0	0	0	2,435	0	4,387
5126	Short Term Disability	0	0	0	428	332	375
5127	Long Term Disability	0	354	441	553	514	583
5128	Vision Insurance	0	276	388	317	392	421
5130	FICA - Med	0	2,024	2,097	2,206	2,184	2,287
5131	FICA	0	8,653	8,967	9,434	9,340	9,779
5132	Medical Insurance	0	26,164	31,211	30,289	29,424	33,238
5133	Employee Retirement	0	469	4,701	5,598	3,306	6,131
5134	Unemployment Insurance	0	423	427	457	445	473
5135	Workers Compensation Insurance	0	6,205	6,331	6,300	6,558	6,789
5136	Dental Insurance	0	3,149	2,931	2,180	2,525	2,770
5137	Staff Development	0	124	0	800	772	800
5138	Life Insurance	0	450	345	379	311	318
5141	Uniform Allowance	0	151	644	500	500	600
5144	Employee Assistance Administration	0	0	198	156	161	156
	<i>Personal Services Total</i>	0	194,814	208,115	211,765	211,273	222,449
6210	Office Supplies	0	547	316	300	300	300
6218	Small Equipment Items	0	866	3,391	2,000	9,811	3,000
6229	Custodial Maintenance Supplies	0	33,464	37,386	35,000	41,228	41,000
6253	Contract Services	0	9,514	12,125	15,300	15,300	15,300
6261	Telephone	0	660	660	660	660	660
	<i>Operating &amp; Maintenance Total</i>	0	45,050	53,878	53,260	67,299	60,260
<b>CUSTODIAL SERVICES EXPENDITURES TOTAL</b>		0	239,865	261,993	265,025	278,572	282,709



## Facility Services Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>FACILITY MAINTENANCE - 497</b>							
5111	Wages - Full Time	0	99,660	95,351	92,030	93,536	94,671
5114	Merit Pay	0	0	0	1,841	0	3,313
5126	Short Term Disability	0	0	0	78	168	173
5127	Long Term Disability	0	449	360	474	428	440
5128	Vision Insurance	0	198	198	211	207	207
5130	FICA - Med	0	1,313	1,318	1,361	1,342	1,421
5131	FICA	0	4,164	5,634	5,820	5,736	6,075
5132	Medical Insurance	0	24,763	15,891	15,145	14,668	16,946
5133	Employee Retirement	0	4,801	4,197	4,694	3,892	4,899
5134	Unemployment Insurance	0	253	253	282	252	294
5135	Workers Compensation Insurance	0	3,842	4,370	3,871	4,121	4,244
5136	Dental Insurance	0	1,968	1,623	1,090	1,857	1,996
5137	Staff Development	0	332	100	800	250	800
5138	Life Insurance	0	395	251	287	235	240
5141	Uniform Allowance	0	0	200	200	200	300
5144	Employee Assistance Administration	0	83	84	78	94	78
	<i>Personal Services Total</i>	0	142,220	129,830	128,261	126,985	136,098
6210	Office Supplies	0	372	259	300	265	300
6218	Small Equipment Items	0	3,320	2,176	2,500	2,500	4,000
6229	Facility Maintenance Supplies	0	8,569	16,307	15,000	16,591	17,000
6246	Liability Insurance	0	0	0	0	1,846	0
6249	Lease/Rentals	0	130	42,965	45,965	44,036	45,965
6253	Contract Services	0	80,473	81,059	81,200	111,939	90,000
6261	Telephone	0	1,320	1,265	1,320	1,963	2,000
	<i>Operating &amp; Maintenance Total</i>	0	94,183	144,031	146,285	179,140	159,265
7010	Fleet Transfer	0	6,000	6,000	6,000	6,000	6,000
	<i>Interfund Loans &amp; Transfers Total</i>	0	6,000	6,000	6,000	6,000	6,000
<b>FACILITY MAINTENANCE</b>							
<b>EXPENDITURES TOTAL</b>		0	242,404	279,861	280,546	312,125	301,363



## *Facility Services Fund Detail Budget*

<i>TOWN OF WINDSOR</i>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
	<b>BEGINNING FUND BALANCE</b>	0	0	37,213	103,616	91,955	46,830
	<b>REVENUE</b>	0	519,481	596,597	545,571	545,572	584,072
	<b>Available Resources</b>	0	519,481	633,810	649,187	637,528	630,902
	<b>EXPENDITURES</b>	0	482,268	541,855	545,571	590,698	584,072
	<b>ENDING FUND BALANCE</b>	0	37,213	91,955	103,616	46,830	46,830



## Capital Improvement Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>TOWN HALL - 457</b>							
6218	Small Equipment	16,808	0	0	0	0	2,500
	<i>Small Equipment Total</i>	16,808	0	0	0	0	2,500
6232	Building Repairs/Maintenance	21,855	0	0	0	0	80,000
6260	Utilities	8,118	0	0	0	0	0
6444	ADA Compliance Repair	0	0	0	1,150	1,150	0
	<i>Operating &amp; Maintenance Total</i>	29,973	0	0	1,150	1,150	80,000
8420	Buildings/Structures	2,856,836	38,755	0	0	0	0
8431	Furniture/Fixtures	7,310	0	0	0	8,841	6,500
	<i>Capital Outlay Total</i>	2,864,146	38,755	0	0	8,841	6,500
<b>TOWN HALL TOTAL</b>		2,910,926	38,755	0	1,150	9,991	89,000



*Capital Improvement Fund Detail Budget*

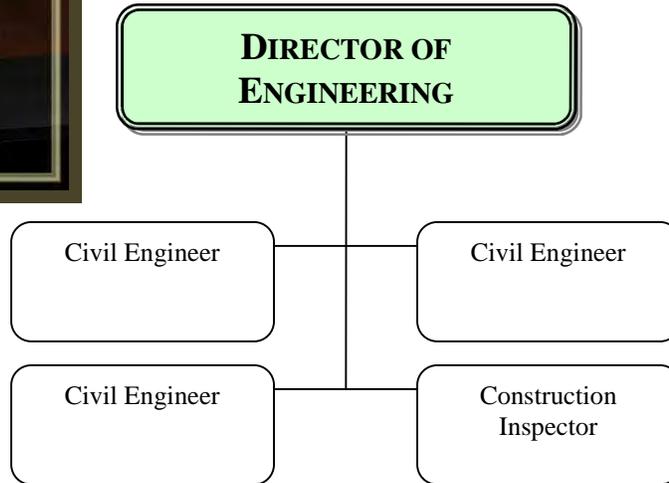
<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>COMMUNITY RECREATION CENTER - 490</b>							
6218	Small Equipment	0	25,142	22,249	10,600	10,600	3,000
	<i>Small Equipment Total</i>	0	25,142	22,249	10,600	10,600	3,000
6232	Building Repair / Maintenance	0	0	0	6,000	7,600	30,000
6267	Study Review/Analysis/Consulting	0	0	30,186	0	12,105	0
6444	ADA Compliance Repair	0	0	0	2,875	2,875	0
	<i>Operating &amp; Maintenance Total</i>	0	0	30,186	8,875	22,580	30,000
8440	Machinery/Equipment	0	0	4,483	0	0	0
	<i>Capital Outlay Total</i>	0	0	4,483	0	0	0
<b>COMMUNITY RECREATION CENTER TOTAL</b>		0	25,142	56,917	19,475	33,180	33,000



# Engineering Department



*Dennis Wagner  
Director of Engineering*



*Responsible for these additional  
budgetary divisions / functions*

**Water Plant Investment**

**Sewer Plant Investment**

**Storm Drain Investment**

**Capital Purchases (CIF)**

### ENGINEERING MISSION STATEMENT

*The Engineering Department exists to plan and deliver quality sustainable public infrastructure through the application of high level engineering practices and ethics. The Department strives to be an accessible and accountable engineering resource for the public and other Town Departments. They endeavor to foster teamwork by maintaining an atmosphere in which independent and creative thinking can generate solutions that measure up to the highest performance and fiscal standards.*

### ABOUT THE ENGINEERING DEPARTMENT

The Department has five full-time positions including the Director and does not utilize seasonal, part-time or dedicated administrative help. The Department manages to stay relatively small because of the versatility and experience level of the staff. All of the engineers on staff are registered professional engineers. The Department staff has expertise in a range of engineering skills including construction inspection, surveying, planning, traffic and roadway engineering, water and sewer engineering, drainage and water resources, along with knowledge of regional and state regulations. The Department staff is equipped to perform in-house design services for moderately complex capital projects. For complex projects with specialty elements the staff selects and manages appropriate consultants.

### FUNCTIONS OF THE DEPARTMENT

Capital Project Services – The Engineering Department originates plans, specifications, and contract bid documents for a variety of public works projects. They provide contract management and construction oversight of the Town’s major capital improvement projects.

Development Services – The Engineering Department reviews and comments on all development proposals, ensuring designs are consistent with the Town’s long term infrastructure needs and comply with current design standards. All subdivisions installing public infrastructure are monitored and inspected throughout construction for conformance to Town infrastructure construction standards.

General Services – The Engineering staff also administers various other minor activities within the Town of Windsor right of way in conformance with the Windsor Municipal Code, reviewing for compliance with construction standards and adherence to traffic safety laws.

The Department monitors the safety and performance of the curbs, gutters, sidewalks and driveways within the public right of way. Annually the Department prioritizes that which is in need of replacement and then executes the work according to the budget allocation.

Long Term Planning – The Department engages in forecasting future infrastructure needs in the form of long term water, sewer and drainage master plans. These plans utilize current zoning, land use and population forecasts to determine needs before they arise. These plans are used to support new development infrastructure requirements. Department staff is also engaged with Windsor’s neighboring municipalities, districts, counties, and the State, through various planning groups studies and working relationships addressing long term transportation, water resources, and land planning issues.

Water Rights Management – The Department maintains a database of the Town’s water rights that have been acquired for treatment and delivery of potable water. The staff determines the quantity of water rights for each new development. Annually they determine the allocation of those water rights to the treatment plants and the rental market.

## STRATEGIC ISSUES

Water and sewer issues demand significant attention due to an increasing residential population and infrastructure sharing agreements between Windsor and neighboring towns. Streets and traffic flow in Windsor have also been impacted by increasing population in the northern Colorado region.

## 2013 ENGINEERING DEPARTMENT ACCOMPLISHMENTS

- Initiated the design of a bridge replacement project on County Road 21 where it crosses the Greeley No. 2 Canal.
- Oversight of 3 million gallon water tank design and initiation of construction.
- Installation of guard rail on WCR 17 north of WCR 60.
- Initiated the design of a traffic roundabout at the intersection of Eastman Park Drive and Cornerstone Dr./Water Valley Parkway.
- Managed the design and construction that included street pavement rehabilitation and curb, gutter and sidewalk replacement valued at approximately \$1 million.
- Oversight of the feasibility study of a storm drainage project for the Law Basin West Tributary.
- Continued involvement in application for Pre-disaster Mitigation Funds to construct storm drainage infrastructure near the intersection of State Highway 392 and Weld County Road 21.
- Managed a project to construct a Windsor sign at the interchange at I-25 and State Highway 392.
- Managed a project to construct new headworks and pump station at the Wastewater Treatment Plant and sewer interceptor.
- Amended Floodplain Damage Prevention Ordinance to comply with state requirements.

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### RELATIONSHIP TO THE STRATEGIC PLAN & CITIZEN SURVEY

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The Engineering Department budget relates to nearly all of the priorities addressed in Goal 4: *Promote, Manage, and Facilitate an Effective Infrastructure System within the Town and the Northern Colorado Region.* Specifically, the 2014 budget reflects the Pavement Management Program that allows the department to track the condition of the Town's streets and addresses when maintenance should be performed. Also, the Engineering Department is overseeing several capital projects starting in 2014 that directly relate to the priorities in Goal 4 such as; dredging the Poudre River at the bridge on County Line Road to facilitate high river flows under the bridge, extend sidewalks across railroad tracks on 7<sup>th</sup> St., construct a traffic roundabout at Eastman Park Dr. at Cornerstone Dr./Water Valley Parkway, southbound right turn lane on WCR19 at Highway 392 to improve traffic flow, construct a 3 million gallon water storage tank to better serve Windsor's growing population, construct a gravity sewer line that will eliminate a pump station and the associated operation and maintenance costs, and finally construct the Law Basin West Tributary Channel.

According to 2013 Citizen Survey, respondents felt several of the Engineering Department's projects were "very important" over the next five years:

- Water treatment and storage: 48% of respondents felt it was "very important."
  - To address this need, the Town is constructing a 3 million gallon water storage tank.
- Street resurfacing and repair: 47% of respondents felt it was "very important."
  - \$1.2 million budgeted for street resurfacing and repair in 2014.

- Storm water projects: 43% of respondents felt it was “very important.”
  - Starting a \$1.8 million Law Basin West Tributary Channel Project in 2014, along with a \$2.1 million Law Basin Pre-Disaster Mitigation Project.

In 2014, the Engineering Department will continue to provide residents high level of services and ensure quality development of capital projects related to the Town’s streets, water, sanitary sewer, and storm sewer infrastructure.

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### CHALLENGES

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The biggest challenge for the Engineering Department will be staying on track with the amount of large scale projects scheduled for 2014. There are five employees in the engineering department and each of them has several overlapping projects to keep organized throughout the year. Additionally, it is always a challenge to keep up with the maintenance of the infrastructure. The more projects are scheduled for construction, the more operational and maintenance costs have to be considered.

### **2014 ENGINEERING DEPARTMENT GOALS AND OBJECTIVES**

Promote, manage and facilitate an effective infrastructure system.

- Maintain an effective pavement management system (04-429-6278)
- Street rehabilitation projects (04-429-6278)
- Curb gutter and sidewalk replacement projects (04-429-6278)
- Construct replacement bridge on WCR 21 at the Greeley No. 2 Canal (04-429-8445-901)
- Construct traffic roundabout at Eastman Park Dr. and Cornerstone Dr. (04-429-8445)
- Construct 3 million gallon water tank. (06-471-8456-900)

## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>ENGINEERING DEPARTMENT EXPENDITURES - 431</b>							
5111	Wages - Full Time	375,741	371,238	383,216	379,207	389,447	381,823
5114	Merit Pay	0	0	0	7,584	0	13,364
5126	Short Term Disability	0	0	0	0	0	121
5127	Long Term Disability	1,727	1,727	1,791	1,822	1,727	1,776
5128	Vision Insurance	524	524	524	535	509	524
5130	FICA - Med	5,190	5,158	5,327	5,608	5,514	5,730
5131	FICA	22,192	22,053	22,777	23,981	23,577	24,502
5132	Medical Insurance	58,861	58,253	51,827	53,903	50,430	54,540
5133	Employee Retirement	18,524	18,526	18,967	19,340	19,143	18,250
5134	Unemployment Insurance	760	945	972	1,160	1,019	1,186
5135	Workers' Compensation Ins.	1,929	2,449	2,200	2,127	2,264	2,054
5136	Dental Insurance	4,917	4,917	4,434	4,478	4,331	4,379
5137	Staff Development	207	310	440	1,000	160	1,000
5138	Life Insurance	1,607	1,588	1,046	1,184	1,023	964
5141	Clothing Allowance	231	179	269	420	398	400
5144	Employee Assistance Administration	0	205	211	194	189	194
	<i>Personal Services Total</i>	492,410	488,072	494,001	502,544	499,731	510,807
6210	Office Supplies	1,096	1,010	924	1,300	1,701	1,300
6216	Reference Books/Materials	0	215	0	150	0	150
6217	Dues/Fees/Subscriptions	1,183	275	170	300	350	300
6218	Small Equipment Items	129	125	102	300	422	300
6245	Travel/Mileage	3,610	3,600	3,630	3,600	3,560	3,600
6246	Liability Insurance	3,551	3,740	2,960	4,085	3,432	4,106
6253	Contract Services	6,139	6,000	5,482	6,700	7,189	6,700
6254	Engineer Services	8,632	4,571	13,757	5,000	0	5,000
6256	Publish/Record	178	319	510	500	0	500
6261	Telephone	1,957	1,966	1,991	2,000	1,994	2,000
6263	Postage	398	279	126	300	138	300
	<i>Operating &amp; Maintenance Total</i>	26,874	22,098	29,654	24,235	18,787	24,256
7010	Fleet Transfer	10,719	12,591	21,935	21,935	21,935	20,487
7011	Information Tech Transfer	20,648	29,325	32,361	37,959	37,959	44,698
7012	Facility Services Transfer	0	13,770	15,527	14,161	14,161	14,951
	<i>Interfund Loans &amp; Transfers Total</i>	31,367	55,686	69,823	74,055	74,055	80,137
<b>ENGINEERING DEPARTMENT EXPENDITURES TOTAL</b>		<b>550,651</b>	<b>565,856</b>	<b>593,477</b>	<b>600,833</b>	<b>592,574</b>	<b>615,200</b>



## Capital Improvement Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>STREETS - 429</b>							
6218	Small Equipment	0	0	0	800	1,363	1,755
	<i>Small Equipment Total</i>	0	0	0	800	1,363	1,755
6241	Land Maintenance	0	0	0	0	0	22,000
6242	Street Repair/Maintenance	252,182	878	0	250,000	250,000	351,500
6267	Study Review/Analysis/Consulting	0	0	0	0	5,988	0
6278	Street Repair/Pavement Mgmt.	555,202	669,963	1,347,197	889,194	889,194	1,069,500
	<i>Operating &amp; Maintenance Total</i>	807,385	670,842	1,347,197	1,139,194	1,145,182	1,443,000
7234	Developer Reimbursements	345,647	1,007,586	1,156,475	249,672	0	0
	<i>Loans &amp; Transfers Total</i>	345,647	1,007,586	1,156,475	249,672	0	0
8412	Site Improvements	0	41,879	0	0	0	0
8412	804- Eagle Crossing Street Improv.	0	0	0	490,097	490,097	0
8412	805- Eagle Crossing Water Improv.	0	0	0	119,070	119,070	0
8412	806- Eagle Crossing Sewer Improv.	0	0	0	33,175	33,175	0
8419	Impact Fee Reimburse Reserve	699,269	1,036,167	0	0	0	150,000
8440	Machinery/Equipment	0	67,018	95,535	0	0	63,500
8445	Street Improvements	666,884	1,421,513	847,840	347,000	347,000	804,500
8445	900- I-25/SH392 Interchange	0	874,761	1,348,786	825,000	825,000	0
8445	901- Street Improvements-WCR21 Bridge	0	442,878	15,083	309,375	309,375	534,270
8445	902- Street Improvements -WCR23	0	0	25,000	150,000	150,000	0
8445	903- I-25/SH392 Enhancements	0	0	8,300	250,000	250,000	0
	<i>Capital Outlay Total</i>	1,366,153	3,884,216	2,340,544	2,523,717	2,523,717	1,552,270
<b>STREETS TOTAL</b>		<b>2,519,185</b>	<b>5,562,644</b>	<b>4,844,215</b>	<b>3,913,383</b>	<b>3,670,262</b>	<b>2,997,025</b>



## Water Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>WATER PLANT INVESTMENT FEES EXPENDITURES</b>							
7312	Transfer to Capital Imp for I-25 / SH 392	0	1,250,000	0	0	0	0
7377	Transfer to Non-Potable Division	75,000	151,966	151,986	151,986	151,986	151,986
7382	Transfer to Capital Imp for Town Hall Const.	210,000	0	0	0	0	0
	<i>Non-Operating Total</i>	285,000	1,401,966	151,986	151,986	151,986	151,986
8410	Land/Easement	0	15,800	15,800	0	0	0
8453	Transmission Mains	228,230	552,686	259,706	0	0	0
8456	System Improvements	123,750	136,950	98,700	83,000	832,500	83,000
8456	900- System Improvements Water Tank	0	0	68,681	2,200,000	1,150,000	1,150,000
	<i>Capital Outlay Total</i>	351,980	705,436	442,887	2,283,000	1,982,500	1,233,000
<b>WATER PLANT INVEST FEE EXPENDITURES TOTAL</b>		636,980	2,107,402	594,873	2,434,986	2,134,486	1,384,986
<b>BEGINNING PLANT INVESTMENT BALANCE</b>		6,706,301	6,949,951	6,248,297	7,905,766	7,173,853	5,824,720
<b>REVENUE</b>		880,630	1,405,748	1,520,430	1,657,124	785,353	1,416,379
<b>Available Resources</b>		7,586,931	8,355,699	7,768,726	9,562,890	7,959,206	7,241,099
<b>EXPENDITURES</b>		636,980	2,107,402	594,873	2,434,986	2,134,486	1,384,986
<b>ENDING PLANT INVESTMENT BALANCE</b>		6,949,951	6,248,297	7,173,853	7,127,904	5,824,720	5,856,113



## Water Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>NON-POTABLE WATER REVENUE</b>							
4001	<i>Beginning Fund Balance</i>	128,892	434,892	394,334	251,267	(33,240)	778,965
4334	900 - Grant Rip Rap	0	114,571	20,649	0	0	
4335	Loan Proceeds	0	0	0	0	2,250,000	2,250,000
4357	Water Rental	37,403	54,606	65,312	59,700	23,296	25,700
4361	Gas Drilling Royalties	0	228,024	0	0	0	0
4368	Miscellaneous Income	45,333	0	0	0	430,847	0
4376	Transfer from Water Fund Plan Investment	75,000	151,966	151,986	151,986	151,986	151,986
4378	Transfer from Storm Drainage Fund	535,041	117,914	151,986	151,986	151,986	151,986
4394	FRE Augmentation	160,789	160,000	160,000	160,000	160,000	160,000
<b>NON-POTABLE WATER/KERN RESERVOIR REVENUES TOTAL</b>		<b>853,565</b>	<b>827,080</b>	<b>549,933</b>	<b>523,672</b>	<b>3,168,115</b>	<b>2,739,672</b>
<b>AVAILABLE RESOURCES</b>		<b>982,457</b>	<b>1,261,972</b>	<b>944,267</b>	<b>774,939</b>	<b>3,134,875</b>	<b>3,518,637</b>



## Water Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>NON-POTABLE WATER EXPENDITURES</b>							
<b>NON-POTABLE WATER SYSTEM - 484</b>							
6240	Equipment Repair/Maintenance	0	0	273	0	0	5,000
6244	Kern Reservoir Operating Assessments	1,056	0	1,040	1,040	1,040	1,040
6246	Liability Insurance	2,068	4,157	0	2,068	2,207	2,068
6253	Contract Service / Engineering	99,132	66,294	50,525	50,000	58,556	50,000
6260	Utilities	0	252	576	700	689	700
6267	Study/Review/Consulting	34,029	0	0	0	28,746	0
	<i>Operating &amp; Maintenance Total</i>	136,285	70,703	52,414	53,808	91,238	58,808
7306	Transfer to General Fund	30,000	53,000	30,000	30,000	30,000	30,000
7314	Transfer to Storm Drainage Fund	0	0	462,919	0	0	0
7321	Interest Expense/Kern Reservoir	211,735	206,339	202,213	197,023	197,023	191,569
7350	Principal Expense/Kern Reservoir	92,123	96,821	101,759	106,949	106,949	112,403
	<i>Loans &amp; Transfers Total</i>	333,858	356,160	796,891	333,972	333,972	333,972
8410	Land	0	0	0	0	1,750,000	0
8456	System Improvements	77,423	272,477	117,394	180,700	180,700	2,029,000
8456	900-System Improve/Shoreline Stabilization	0	168,297	10,808	0	0	0
8494	Non-Potable Water Shares	0	0	0	200,000	0	0
	<i>Capital Outlay Total</i>	77,423	440,774	128,202	380,700	1,930,700	2,029,000
<b>NON-POTABLE WATER EXPENDITURES TOTAL</b>		547,565	867,638	977,507	768,480	2,355,910	2,421,780
<b>BEG NON-POTABLE WATER BAL</b>		128,892	434,892	394,334	251,267	(33,240)	778,965
<b>REVENUE</b>		853,565	827,080	549,933	523,672	3,168,115	2,739,672
<b>Available Resources</b>		982,457	1,261,972	944,267	774,939	3,134,875	3,518,637
<b>EXPENDITURES</b>		547,565	867,638	977,507	768,480	2,355,910	2,421,780
<b>END NON-POTABLE BAL</b>		434,892	394,334	(33,240)	6,459	778,965	1,096,857



## Storm Drainage Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>STORM DRAIN INVESTMENT FEES EXPENDITURES</b>							
7377	Transfer to Non-Potable Fund	535,041	117,914	151,986	151,986	151,986	151,986
	<i>Loans &amp; Transfers Total</i>	535,041	117,914	151,986	151,986	151,986	151,986
8410	900- Land	0	0	0	310,000	180,000	0
8458	Drainage Improvements	321,012	515,596	162,328	0	125,000	989,272
8458	900 - Drainage Improvements	0	0	1,033	546,000	80,000	904,959
	<i>Capital Outlay Total</i>	321,012	515,596	163,361	856,000	385,000	1,894,231
<b>STORM DRAIN INVESTMENT EXPENDITURES TOTAL</b>		856,053	633,509	315,347	1,007,986	536,986	2,046,217
<b>BEGINNING STORM DRAIN BAL</b>		649,077	439,480	698,420	1,148,580	1,613,890	1,793,262
<b>REVENUES</b>		646,455	892,449	1,230,818	1,098,616	716,357	1,226,973
<b>Available Resources</b>		1,295,533	1,331,929	1,929,237	2,247,196	2,330,248	3,020,235
<b>EXPENDITURES</b>		856,053	633,509	315,347	1,007,986	536,986	2,046,217
<b>ENDING STORM DRAIN BAL</b>		439,480	698,420	1,613,890	1,239,210	1,793,262	974,018



# Parks, Recreation & Culture Department



*Melissa Chew*  
Director of Parks, Recreation and Culture

## DIRECTOR OF PARKS, RECREATION & CULTURE

Marketing / Web  
Specialist

### Arts, Heritage & Culture

Art & Heritage  
Manager

Museum  
Curator

*2 Regular  
Part-time*

### Recreation

#### Aquatics

Recreation  
Manager

Recreation Supervisor

Recreation Supervisor

*1 Regular  
Part-time*

*1 Regular  
Part-time*

*1 Regular  
Part-time*

Recreation Supervisor

*1 Regular  
Part-time*

Recreation Supervisor

Administrative  
Specialist

Recreation Receptionist/  
Scheduling Coordinator

Customer Service  
Coordinator

Customer Service  
Coordinator

*4 Regular Part-time*

### Parks, Cemetery & Forestry

Parks & Open Space  
Manager

Parks Maintenance  
Lead

Parks Maintenance  
Technician

Town Forester

Forestry Maintenance  
Technician

*Responsible for these additional  
budgetary divisions / functions*

**Community/Recreation Center (CRCF)**

**Park & Trail Construction/Improvements (PIF) (CTF)**

**Water Fund / Non-Potable Water Division (WFNP)**

**Capital Purchases (CIF)**

**PARKS, RECREATION & CULTURE MISSION STATEMENT**

*The mission of the Town of Windsor Parks, Recreation & Culture Department is to provide recreation and cultural opportunities for the entire community through quality programs, facilities, service and management of natural resources.*

**ABOUT THE PARKS, RECREATION & CULTURE DEPARTMENT**

The Department of Parks, Recreation & Culture oversees numerous parks and facilities. The Parks Division maintains 400 acres of developed land, open space and nearly over 200 water acres, along with over 55 miles of trail. This acreage includes 11 neighborhood parks and 5 community parks. The Recreation Division programs all athletics, fitness, seniors, pre-school, youth, adaptive, aquatics, skate park, outdoor pool, two outdoor in-line hockey rinks, concessions, Windsor Lake and the Community Recreation Center among other collaborative sites. The Art & Heritage Division oversees various events related to the Town's heritage or fine arts, the Town of Windsor Museum and the Art & Heritage Center. The Department employs 22 full time and 33.49 non-full time FTE's at the height of the season to perform various park and facility maintenance functions, act as referees, coaches, lifeguards, and various other facilitators for sports, activities, classes and heritage programs. The department also utilizes a large number of volunteer hours.

**FUNCTIONS OF THE PARK, RECREATION & CULTURE DEPARTMENT**

The Department plans, develops and maintains parks, manages and operates all Town recreation and heritage facilities, and organizes, promotes, and delivers sports, leisure and heritage programs and services to the community. The Department also oversees operations of Lakeview Cemetery.

*Parks and Open Space Division* – Promotes quality of life in Windsor by maintaining a diversified park, trail system and open space while emphasizing best management practices that support safety and environmental stewardship. The Division also maintains open lands and numerous facilities.

- *Forestry* – Provides management of public right-of-way and park trees throughout the Town; maintains computerized tree inventory; provides oversight for the Tree Board; serves on development review committee.
- *Parks* – Provides all maintenance functions including weed control, mowing, shelter, restroom cleaning, trails, shelters and playground inspection and maintenance.
- *Parks Construction* – Provides administrative oversight for all park construction projects and irrigation upgrades.
- *Open Space & Trails* – Provides development of trails, and acquisitions / easements related to open space utilizing Lottery, Larimer County Open Lands and grant funds.
- *Lakeview Cemetery* – Provides burial and internment / inurnment services; maintains burial sites and common areas.

*Recreation Division* – Promotes quality of life in Windsor by providing fitness and wellness, youth and adult sports, active adult programs, adaptive recreation activities, leisure learning, special events, and a broad variety of recreation programs. The Division works with the National Alliance for Youth Sports (NAYS) to ensure that administrators, coaches, and game officials are trained in their roles and responsibilities; including orientation programs for parents. The Division also oversees all aquatic operations at Chimney Park Pool and Windsor Lake.

- *Recreation* – Provides numerous recreation programs for infants through seniors, adaptive recreation for special needs and a diverse athletic program; includes special events such as movie nights and 5K races.
- *Aquatics* – Provides aquatic activities and programs for community residents of all ages at three pools as well as Windsor Lake. Pools include Chimney Park Pool, Windsor High School and a private pool utilized for water aerobics classes. Windsor Lake activities include swim beach, boating and a variety of non-motorized boat rentals; also offers water safety training and lifeguard certification.
- *Community Recreation Center* – Provides a wide variety of diversified programs and activities; serves as a gathering place for the community and the surrounding area; base for SALT programs, a programmatic and leadership opportunity for both middle school and high school youth. Amenities include gymnasium, multi-purpose rooms, kitchen, climbing wall, dance studio and locker rooms.

*Art & Heritage Division* – Promotes the quality of life in Windsor through diverse cultural and heritage activities and programs, special events, interpretive exhibits and Town of Windsor Museum.

- *Art & Heritage* – Provides a wide variety of diversified programs and activities, serving to share community history and promote fine arts; promotes exhibits at the Art & Heritage Center; oversees a variety of cultural/ special events, both Town sponsored and independent.
- *Museums* – Provides interpretation, restoration and protection of collections associated with Town of Windsor Museum in Boardwalk Park (comprised of eight separate buildings); responsible for exhibit space at the Community Recreation Center.

## **STRATEGIC ISSUES**

The Parks, Recreation & Culture Department has experienced demands for amenities typically found in larger communities, such as a recreation center with full amenities of fitness and aquatics, ball field complexes, neighborhood parks and open spaces, trails and other recreation assets. Creative funding, partnerships and grants are imperative to consider in trying to meet these demands. Additionally, while we continue to seek funding alternatives for new park construction, it is also imperative to address our aging infrastructure of existing parks and those parks that are not complete. Maintenance demands have increased with addition of new park acres and amenities. Boardwalk and Diamond Valley Community Park in particular are popular destinations that require a higher level of maintenance to attain level of service standards.

Recreation programs and facilities have seen increased demand as participant numbers and program diversity has increased, along with revenue. Additionally, a greater demand has been placed on the utilization of Scholarships through the reduced fee opportunities (funded partly by the Town and partly by outside contributors, such as United Way). A cost recovery model has been shared and endorsed as a tool in considering fee increasing and pricing programs, but also as a tool in planning programs and staffing considerations.

In response to the 2012 Strategic Plan update, the department will concentrate efforts on trail connections, family and community events, and consideration of expanding the Community Recreation Center with aquatics and fitness components (this issue is currently being studied by Town Board). A Community Event Coordinator (RPT) hired in 2011 has been extremely valuable.

In 2010 the Department of Justice adopted new guidelines for the Americans with Disabilities Act, focusing strongly on parks and recreation amenities. An accessibility audit was completed and adopted in 2012; implementation has begun with expectation to complete compliance needs in the 2014 Budget year.

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## RELATIONSHIP TO THE STRATEGIC PLAN & CITIZEN SURVEY

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The Parks, Recreation and Culture department has multiple budget items that relate to the 2012-2014 Strategic Plan Update. Under Goal 1.B: *Encourage successful community-supported events*: there has been an increase in code compliance awareness since the passage of Resolution 2013-16 implementing new rules and regulations and thus making Windsor's parks more enjoyable for all visitors. The Department also conducted a survey mid-2013 to a random sample of residents to determine support for current special events. Once findings are determined, staff will incorporate survey results into planning successful community events for 2014 and continue to identify successful component of events in the future.

In 2014, staff will begin working on Goal 1.A.3: *Develop a pedestrian and bike safety plan for downtown*. Parks, Recreation and Culture have developed a social media policy and continue to engage the social media outlets, adhering to Goal 1.C: *Provide and support ample opportunities for residents to be actively involved in the Town governance process and serving the community*.

Under Goal 2.B.: *Encourage historic preservation*; significant strides will be made in 2014 as staff works to identify Town owned property for historic preservation and begin outreach efforts to serve as a resource for other organizations.

There are several Plan of Action items related to trails and the Parks Division plans to continue construction of regional trail links per the Trails Master Plan as well as update the plan. Also, with the design and construction of four new parks in 2012, additional funds budgeted to continue to provide exceptional service to the community by maintaining the parks and park facilities at adopted level of service standards.

According to the 2013 Citizen Survey, there are several areas of improvement since 2011. The Parks, Recreation and Culture department will continue to focus on these areas of improvement in the year ahead.

Percent of results ranking excellent or good:

- Quality of natural environment: 85% (2013) vs. 86% (2011)
- Preservation of natural areas: 74% (2013) vs. 70% (2011)
- Visited a neighborhood park or Town park: 93% (2013) vs. 91% (2011)
- Participated in a recreation program or activity: 58% (2013) vs. 52% (2011)
- Used Windsor recreation centers: 65% (2013) vs. 60% (2011)
- Opportunities to attend cultural activities: 56% (2013) vs. 39% (2011)
- Educational opportunities: 59% (2013) vs. 53% (2011)

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## CHALLENGES

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The Parks, Recreation and Culture Department continues to face challenges associated with a growing population and the desire to maintain exceptional service levels as demand increases. In the coming year the Park, Recreation and Culture Department expects to see an increase in the demand for diversity and type of programs offered, new parks or park amenities, and special events. Addressing these needs while working within financial constraints is challenging. Additionally, staffing constraints related to hour and length of employment limitations continues to prove challenging in order to provide adequate staff.

A major project on the horizon is the possible expansion of the Community Recreation Center. Staff will work diligently with Town Board, providing information to assist in attempting to balance the desires of the community with what is fiscally feasible in future years.

## 2013 PARKS, RECREATION & CULTURE DEPARTMENT GOALS AND OBJECTIVES - STATUS

- 1) The Parks Division re-structuring was developed to allow us to meet adopted Level of Service Standards as well as complete minor maintenance projects that previously had not been attempted. 2013 was challenging with full time staff turnover complicated by a lack of applicants to posted seasonal positions early on, or inability to complete 25 weeks of work, thus reducing level of service early and late in the season. We will continue to work with HR for effective recruitment of both full time and seasonal staff.
- 2) The Recreation Division has done extremely well in meeting targets for cost recovery that were adopted in 2012. Staffing has been developed in a very strategic manner to comply with state and federal regulations, as well as internal safety controls. The result has been less staff on the payroll at any one time, and better tracking of classification, pay and training. As the largest employer of part time and seasonal staff, this requires working hand in hand with Human Resources.
- 3) Sponsorships were also successful in 2012, with over \$11,000 in cash support and over \$17,000 in-kind support being contributed. We anticipate marketing this further in 2013. This goal of working towards adopted cost recovery is reflected in minimal fee increases. This is supported in Strategic Plan Goal #1 - Build Community Spirit and Pride.
- 4) Several long awaited projects were addressed:
  - Town Board hosted several public informational sessions regarding the Community Recreation Center expansion, and continues to engage in further research and increasing their understanding while considering the possibility of a 2014 tax question posed to the voters.
  - On July 20, 2013 dedications were held for four neighborhood parks – Bison Ridge, Brunner Farm, Poudre Heights and Northern Lights.
  - A complete master plan was developed and adopted for Lakeview Cemetery. The plan not only addresses future expansion, but provides amenities for the cemetery that draw other specialized uses – a Veteran’s Plaza, historical interpretation opportunities and walking paths.
  - An interpretive landscape plan was developed and adopted for the Town of Windsor Museum. The plan allows for more independent interpretive opportunities, as well as enhancing this destination area which is currently un-irrigated native grasses.
  - Larimer County completed their Regional Open Space study, resulting in some good information and data useful for Windsor.
- 5) Special events continues to be a demanding enterprise for this department, and now includes some level of further coordination with outside entities such as the DDA. The special event coordinator positions struggles to keep hours within the RPT classification restrictions and provide the level of customer service expected. Surveys regarding community and special events show participation and support by the general public. This position likely should be considered for full time status at some point, with the ability to assist in programming and planning for other department events and the Sponsorship program.
- 6) The ADA Transition Plan adopted in 2012 had several pieces implemented in 2013. Many of these were in facilities and involved relatively minor corrections, however significant concrete work was completed in front of the Chimney Park Pool and access ramps at other park sites.
- 7) In alignment with the Town of Windsor Trails Master Plan, several trail segments were constructed in 2013. A Safe Routes to Schools Grant was obtained for the 7<sup>th</sup> Street trail project which was planned in 2013 but will be constructed in early 2014. As other possible connections have come to light, staff recognizes a need to update the Trails Master Plan in 2014.

## **2014 PARKS, RECREATION & CULTURE DEPARTMENT GOALS AND OBJECTIVES**

- 1) Staff will complete the third and final year of ADA compliance updates to parks and recreational facilities. This has been an interdisciplinary team approach to accomplish these updates, and has progressed well. This is reflected in requests budgeted in the CIP as well as reflected in the Strategic Plan Goal 1.A.
- 2) Several years ago staff developed a trails master plan in house that identified various trails and connections that were missing in the system, and prioritized them. Through capital projects we have worked through several of these and once again staff will update the plan internally. This update may result in a re-prioritization and even identify some new projects or connections that are needed as Windsor has grown. This is reflected in requests budgeted in CTF, LCOS and CIP as well as reflected in the Strategic Plan Goal 1.E.
- 3) Chimney Park Pool is a popular facility that has some age associated issues. Recent ADA upgrades have helped in some areas, However the deck is in need of significant repair. Due to uneven surfaces and heaving, several years ago the surface was coated with a non-skid material meant for outdoor use. Unfortunately the material has not held up (it is past any warranty) and the only alternative to correct both situations is to replace the entire pool deck. If feasible, PVC piping may be installed while the concrete deck is out in order to accommodate future filtration needs should other amenities be added. This is reflected in requests budgeted in CIP as well as reflected in the Strategic Plan Goal 1.A.
- 4) Considerable time in 2011 and 2012 was dedicated to considering the feasibility of expanding the Community Recreation Center and associated impacts. This included research, public outreach and site visits. If Town Board desires to move forward with further public education and perhaps a ballot question, staff time will again be dedicated to this endeavor in 2014. This is reflected in requests budgeted in GF as well as reflected in the Strategic Plan Goal 1.F.
- 5) Following the 2008 tornado, a conceptual master plan was developed for Lakeview Cemetery with the assistance of DOLA programs. Unfortunately, staff found many components missing in the document, and felt certain concepts to be beyond actual need or appropriate stewardship for this cemetery. Working with Robert Peccia and Associates, a new master plan was developed reflecting a desire to create spaces that reflect historical, emotional and national / local cemetery trends as well as utilize existing infrastructure as much as possible. The master plan was adopted in July 2013 and will be implemented over numerous years. This is reflected in requests budgeted in CIP as well as reflected in the Strategic Plan Goal 1.A.
- 6) The Town of Windsor Museum consists of several historic structures located in Boardwalk Park. These structures help to interpret, or educate the public about life in early Windsor. Currently the structures are surrounded by un-irrigated native grasses. Working with Robert Peccia and Associates, an interpretive landscape plan was developed that invites visitors to explore more independently as well as creating an inviting visual experience. The master plan was adopted in July 2013 and will be implemented over numerous years. This is reflected in requests budgeted in CIP as well as reflected in the Strategic Plan Goal 1.F.

## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>CEMETERY EXPENDITURES - 432</b>							
5111	Wages - Full Time	42,438	39,488	41,489	40,726	41,047	41,558
5112	Wages - Part Time	6,026	9,350	10,910	9,520	5,386	8,250
5121	Wages - Over Time	184	1,267	696	800	933	800
5122	On Call	857	654	145	0	96	170
5114	Merit Pay	0	0	0	815	0	1,455
5126	Short Term Disability	0	0	0	114	0	0
5127	Long Term Disability	193	188	175	207	189	193
5128	Vision Insurance	103	103	103	106	103	103
5130	FICA-Med	694	688	689	752	605	757
5131	FICA	2,966	2,940	2,946	3,215	2,587	3,238
5132	Medical Insurance	11,772	11,651	9,779	10,175	9,779	11,376
5133	Employee Retirement	2,064	1,963	2,056	2,077	2,052	2,151
5134	Unemployment Insurance	100	137	137	156	120	157
5135	Workers Compensation Insurance	2,405	2,177	3,555	2,437	2,594	3,084
5136	Dental Insurance	983	983	720	727	720	773
5137	Staff Development	188	535	974	1,345	635	960
5138	Life Insurance	179	176	124	127	124	106
5141	Clothing Allowance	399	400	431	425	437	440
5144	Employee Assistance Administration	0	41	42	39	39	39
	<i>Personal Services Total</i>	71,551	72,739	74,971	73,761	67,446	75,611
6210	Office Supplies	19	79	145	150	150	150
6218	Small Equipment Items	2,266	1,263	1,532	1,690	2,074	1,440
6224	Trash Service	0	246	530	2,156	1,859	2,156
6229	Maintenance Supplies	215	39	32	200	200	200
6232	Building Repair/maintenance	0	1,940	187	2,000	726	2,000
6235	Sprinkler Repair	2,375	2,378	790	1,275	1,121	1,275
6241	Land Maintenance	1,583	825	851	3,252	1,163	2,524
6246	Liability Insurance	759	7,387	802	1,107	930	1,113
6250	Foundations/Graves	3,367	0	4,796	3,000	4,223	3,000
6253	Contract Service	9,183	0	7,971	8,065	8,084	9,650
6260	Utilities	0	0	0	750	4,854	4,854
6261	Telephone	664	660	660	660	660	660
6264	Printing/Binding	67	0	0	300	50	300
	<i>Operating &amp; Maintenance Total</i>	20,498	14,817	18,294	24,605	26,093	29,322
7010	Fleet Transfer	4,641	9,249	14,512	14,512	14,512	13,450
	<i>Interfund Loans &amp; Transfers Total</i>	4,641	9,249	14,512	14,512	14,512	13,450
<b>CEMETERY EXPENDITURES TOTAL</b>		96,690	96,805	107,777	112,878	108,052	118,383



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>COMMUNITY EVENTS EXPENDITURES - 433</b>							
5111	Wages - Full Time	0	0	0	0	0	32,240
5112	Wages - Part Time	0	0	21,933	24,180	22,989	393
5127	Long Term Disability	0	0	0	0	0	178
5128	Vision Insurance	0	0	0	0	0	103
5130	FICA-Med	0	0	318	351	333	473
5131	FICA	0	0	1,360	1,499	1,425	2,023
5132	Medical Insurance	0	0	0	0	0	5,727
5134	Unemployment Insurance	0	0	66	73	69	98
5135	Workers Compensation Insurance	0	0	0	64	68	74
5136	Dental Insurance	0	0	0	0	0	387
5137	Staff Development	0	0	372	500	258	500
5138	Life Insurance	0	0	0	0	0	99
5144	Employee Assistance Administration	0	0	0	0	0	78
	<i>Personal Services Total</i>	0	0	24,048	26,666	25,143	42,372
6210	Office Supplies	0	0	87	300	171	300
6213	Public Relations	0	0	25,472	26,600	26,000	26,600
6217	Dues/Fees/Subscriptions	0	0	0	789	985	1,200
6219	Special Equipment	0	0	390	1,000	584	750
6245	Travel/Mileage	0	0	101	0	0	0
6246	Liability Insurance	0	0	0	5,716	6,004	6,004
6249	Leases/Rentals	0	0	5,552	6,000	1,500	1,500
6253	Contract Services	0	0	29,909	31,840	28,941	31,840
6264	Printing/Binding	0	0	2,681	7,500	2,627	3,000
	<i>Operating &amp; Maintenance Total</i>	0	0	64,192	79,745	66,812	71,194
<b>COMMUNITY EVENTS EXPENDITURES TOTAL</b>		0	0	88,240	106,411	91,956	113,566



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>FORESTRY EXPENDITURES - 450</b>							
5111	Wages - Full Time	95,961	95,006	97,879	97,034	99,457	99,809
5112	Wages - Part Time	32,665	30,641	35,566	32,448	23,804	40,410
5121	Wages - Over Time	795	401	453	500	462	500
5122	On Call Time	1,573	1,873	406	0	125	170
5114	Merit Pay	0	0	0	1,941	0	3,493
5126	Short Term Disability	0	0	0	118	120	121
5127	Long Term Disability	456	456	428	494	451	464
5128	Vision Insurance	214	214	214	219	214	214
5130	FICA-Med	1,837	1,806	1,908	1,913	1,774	2,094
5131	FICA	7,856	7,722	8,157	8,179	7,586	8,952
5132	Medical Insurance	23,544	23,301	22,491	23,301	22,491	25,984
5133	Employee Retirement	4,731	4,738	4,847	4,949	4,930	5,165
5134	Unemployment Insurance	264	368	389	396	361	433
5135	Worker's Compensation Insurance	2,436	4,687	4,983	4,782	5,091	5,048
5136	Dental Insurance	1,967	1,967	2,275	2,298	2,275	2,446
5137	Staff Development	1,804	1,526	1,707	1,800	1,793	1,700
5138	Life Insurance	412	412	292	303	292	254
5141	Clothing Allowance	852	945	896	900	900	960
5144	Employee Assistance Administration		82	84	78	78	78
	<i>Personal Services Total</i>	177,367	176,144	182,974	181,652	172,204	198,295



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
6210	Office Supplies	199	465	464	500	500	500
6213	Public Relations	28	0	109	400	400	500
6214	Board Development	0	90	75	125	125	125
6216	Reference Books/Materials	536	413	255	530	530	530
6217	Dues, Fees, Subscriptions	356	539	275	395	395	395
6218	Small Equipment Items	3,184	7,229	4,374	3,900	3,900	5,600
6222	Chemicals	0	0	0	250	250	250
6224	Trash Service	0	0	14,333	0	0	0
6227	Right of Way Trees	21,058	3,545	12,842	11,600	11,600	11,600
6228	Tree Maintenance	6,459	8,853	15,844	13,525	13,525	13,400
6241	Land Maintenance	2,741	4,684	9,047	8,355	8,284	6,480
6246	Liability Insurance	6,742	7,326	7,124	9,831	8,260	9,882
6248	Signs	52	66	0	0	0	0
6249	Leases/Rentals	94	88	4,743	7,400	5,093	7,400
6253	Contract Service	2,901	129,718	6,315	0	0	0
6261	Telephone	1,338	1,327	1,323	1,320	1,323	1,320
6263	Postage	0	0	1,395	0	0	0
6264	Printing/Binding	125	90	1,105	150	150	150
6269	Miscellaneous Expense - Memorial	0	1,050	0	0	0	0
6282	Tree Board Activities	7,914	18,088	10,828	13,500	9,683	13,500
	<i>Operating &amp; Maintenance Total</i>	53,727	183,571	90,451	71,781	64,018	71,632
7010	Fleet Transfer	36,054	60,582	52,254	52,254	52,254	50,415
7012	Facility Services Transfer	0	3,787	3,631	3,453	3,453	3,617
	<i>Interfund Loans &amp; Transfers Total</i>	36,054	64,369	55,885	55,707	55,707	54,031
<b>FORESTRY EXPENDITURES TOTAL</b>		267,148	424,084	329,311	309,139	291,929	323,958



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>RECREATION EXPENDITURES- 451</b>							
5111	Wages - Full Time	242,372	238,485	247,228	243,919	245,097	248,099
5112	Wages - Part Time	272,532	294,648	286,840	352,653	298,051	352,658
5121	Wages - Over Time	135	34	59	250	180	250
5122	On Call Time	3,539	3,720	768	0	0	0
5114	Merit Pay	0	0	0	4,878	0	8,683
5126	Short Term Disability	0	0	0	135	0	0
5127	Long Term Disability	1,153	1,153	774	1,248	1,134	1,154
5128	Vision Insurance	525	525	524	535	421	421
5130	FICA-Med	7,369	7,511	7,542	8,725	7,708	8,841
5131	FICA	31,506	32,115	32,247	37,305	32,960	37,801
5132	Medical Insurance	38,841	50,461	46,327	47,942	47,671	55,387
5133	Employee Retirement	11,925	11,899	12,185	12,440	12,255	12,839
5134	Unemployment Insurance	1,040	1,530	1,535	716	1,570	1,829
5135	Worker's Compensation Insurance	15,576	21,992	22,543	17,563	18,696	19,565
5136	Dental Insurance	3,954	4,275	4,283	4,291	4,666	5,016
5137	Staff Development	5,996	2,949	3,118	4,475	4,801	4,475
5138	Life Insurance	1,037	1,037	734	761	734	630
5141	Clothing Allowance	1,512	1,463	1,800	1,800	1,800	1,800
5144	Employee Assistance Administration	0	205	211	194	194	194
	<i>Personal Services Total</i>	639,009	674,001	668,719	739,831	677,938	759,641



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
6210	Office Supplies	4,879	5,327	5,291	5,500	5,120	5,500
6213	Public Relations	1,880	5,008	5,222	8,000	7,959	8,000
6216	Reference Books/Materials	0	157	52	200	397	200
6217	Dues, Fees, Subscriptions	13,299	21,847	56,644	41,000	40,942	41,000
6218	Small Equipment Items	26,784	36,713	17,979	26,220	25,807	26,220
6219	Special Equipment/Program Supplies	68,668	52,072	93,719	78,427	78,422	78,427
6230	Recreation Equipment/Repair	460	1,182	8	300	300	300
6236	Ball Field Maintenance/ Baseball	18,005	8,231	42,618	38,500	38,042	46,500
6240	Equipment Repair/Maintenance	59	0	25	100	0	100
6245	Travel/Mileage	0	0	0	500	566	500
6246	Liability Insurance	17,494	4,845	4,711	6,501	6,553	6,535
6253	Contract Service	156,949	147,313	107,495	113,148	112,762	113,148
6256	Publish/Record	295	18	205	300	0	300
6261	Telephone	2,200	2,433	2,740	2,500	2,833	2,800
6263	Postage	4,612	5,963	1,913	2,500	1,827	2,500
6264	Printing/Binding	15,357	13,572	13,695	13,500	12,690	13,500
6273	Tours/Admissions	19,177	13,560	14,765	19,000	18,154	19,000
	<i>Operating &amp; Maintenance Total</i>	350,119	318,240	367,082	356,196	352,374	364,530
7373	Transfer to CRC	400,000	400,000	400,000	450,000	450,000	450,000
7010	Fleet Transfer	16,224	44,084	64,211	64,211	64,211	60,969
7011	Information Tech Transfer	154,146	110,903	52,723	58,321	58,321	75,406
	<i>Interfund Loans &amp; Transfers Total</i>	570,370	554,987	516,934	572,532	572,532	586,375
<b>RECREATION EXPENDITURES TOTAL</b>		1,559,498	1,547,228	1,552,736	1,668,558	1,602,844	1,710,546



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>AQUATICS/SWIMMING POOL EXPENDITURES - 452</b>							
5112	Wages - Part Time	111,195	105,407	103,389	105,432	102,346	105,811
5121	Wages - Over Time	155	125	212	300	317	300
5130	FICA-Med	1,614	1,531	1,497	1,533	1,651	1,539
5131	FICA	6,902	6,545	6,402	6,555	7,058	6,579
5134	Unemployment Insurance	222	318	310	317	341	318
5135	Workman's Compensation Insurance	5,848	7,524	5,824	5,544	5,902	5,557
5137	Staff Development	2,939	1,213	367	1,920	1,817	1,920
5141	Clothing Allowance	0	0	0	0	0	3,650
	<i>Personal Services Total</i>	128,877	122,663	118,001	121,602	119,433	125,674
6210	Office Supplies	162	230	159	250	0	250
6213	Public Relations	185	49	0	50	50	50
6216	Reference Books/Materials	2,355	787	770	1,550	1,547	1,550
6217	Dues/Fees/Subscriptions	626	456	1,067	1,461	1,363	1,461
6218	Small Equipment Items	8,776	2,216	3,824	7,300	7,255	7,300
6219	Special Equipment	8,773	9,437	6,199	10,990	10,642	3,650
6222	Chemicals	14,367	21,417	20,082	11,000	10,443	11,000
6229	Maintenance Supplies	1,868	0	328	500	462	500
6232	Building Repair/Maintenance	3,765	5,629	0	0	0	0
6240	Equipment Repair/Maintenance	3,502	552	1,550	1,400	1,400	1,400
6245	Travel/Mileage	0	0	0	450	0	450
6246	Liability Insurance	7,583	8,240	9,210	11,057	9,291	11,115
6248	Signs	0	0	0	0	483	500
6253	Contract Service	10,349	4,201	3,101	3,175	2,730	3,175
6260	Utilities	16,151	19,486	14,244	15,000	14,761	15,000
6261	Telephone	2,029	2,041	2,147	2,200	2,179	2,200
6264	Printing/Binding	0	0	0	750	0	0
	<i>Operating &amp; Maintenance Total</i>	80,490	74,741	62,682	67,133	62,605	59,601
7010	Fleet Transfer	2,532	6,154	5,778	0	0	0
7012	Facility Services Transfer	0	0	0	1,149	1,149	1,232
	<i>Interfund Loans &amp; Transfers Total</i>	2,532	6,154	5,778	1,149	1,149	1,232
<b>AQUATICS/SWIMMING POOL EXPENDITURES TOTAL</b>		<b>211,898</b>	<b>203,558</b>	<b>186,461</b>	<b>189,884</b>	<b>183,187</b>	<b>186,507</b>



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>PARKS EXPENDITURES - 454</b>							
5111	Wages - Full Time	372,745	349,465	350,243	384,642	371,067	396,118
5112	Wages - Part Time	91,184	76,793	97,846	92,879	62,411	90,354
5121	Wages - Over Time	3,089	2,754	2,855	1,400	2,202	1,400
5122	On Call Time	4,344	3,859	662	1,500	754	850
5114	Merit Pay	0	0	0	6,933	0	13,864
5126	Short Term Disability	0	0	0	356	303	346
5127	Long Term Disability	1,635	1,549	1,545	1,875	1,619	1,842
5128	Vision Insurance	672	628	503	746	500	635
5130	FICA-Med	6,592	6,171	6,323	7,067	6,090	7,287
5131	FICA	28,188	26,385	27,034	30,216	26,041	31,160
5132	Medical Insurance	62,386	58,216	55,413	58,872	57,834	74,953
5133	Employee Retirement	18,422	17,413	15,972	17,679	16,506	18,913
5134	Unemployment Insurance	961	1,221	1,236	1,462	1,147	1,508
5135	Workers Compensation Insurance	18,363	17,728	17,969	16,126	18,605	17,573
5136	Dental Insurance	5,668	5,258	5,215	4,841	5,510	6,825
5137	Staff Development	7,670	5,597	7,869	6,990	5,084	9,780
5138	Life Insurance	1,578	1,498	1,028	1,212	1,061	1,005
5141	Clothing Allowance	2,532	2,163	1,913	2,450	2,960	2,880
5144	Employee Assistance Administration	0	246	246	272	250	272
	<i>Personal Services Total</i>	<b>626,029</b>	<b>576,942</b>	<b>593,872</b>	<b>637,518</b>	<b>579,942</b>	<b>677,565</b>



## General Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
6210	Office Supplies	1,639	1,546	1,345	1,400	1,138	1,400
6213	Public Relations	952	6,351	4,434	1,400	1,572	400
6214	Board Development	8,093	7,947	7,815	9,500	9,648	9,500
6216	Reference Books/Materials	39	0	130	350	350	350
6217	Dues/Fees/Subscriptions	692	821	2,230	1,770	1,770	1,795
6218	Small Equipment Items	11,406	6,326	11,016	9,500	7,033	9,500
6222	Chemicals	367	392	441	500	500	500
6224	Trash Service	3,805	5,318	5,708	10,720	10,565	10,600
6229	Maintenance Supplies	3,566	3,928	13	2,900	3,100	2,900
6230	Playground Equipment Repair	3,703	4,668	2,651	4,450	3,951	4,450
6232	Building Repair/Maintenance	8,238	10,153	12,507	16,300	17,000	15,800
6235	Sprinkler Repair/Maintenance	12,635	13,238	15,214	18,650	18,650	18,650
6241	Land Maintenance	41,334	30,003	52,400	44,825	42,314	53,025
6243	Weed Control	6,924	1,612	2,340	2,250	2,163	2,250
6244	Well Assessments	18,987	6,662	7,386	15,050	15,050	15,050
6245	Travel/Mileage	5,358	6,302	5,446	5,900	5,152	5,900
6246	Liability Insurance	18,155	13,584	13,453	18,228	17,804	18,323
6248	Park Signs	1,472	2,563	597	7,300	7,300	5,700
6249	Leases/Rentals	1,659	1,096	1,438	3,500	2,496	3,500
6253	Contract Services	45,456	34,745	27,325	34,400	31,502	38,500
6256	Publish/Record	228	352	11	600	594	600
6260	Utilities	50,728	60,829	73,812	65,000	47,320	50,420
6261	Telephone	4,930	4,494	3,976	4,530	4,467	4,530
6263	Postage	652	845	1,192	900	627	900
6264	Printing/Binding	0	37	751	500	99	800
	<i>Operating &amp; Maintenance Total</i>	251,020	223,812	253,630	280,423	252,165	275,343
7010	Fleet Transfer	98,181	150,085	196,481	196,481	196,481	185,244
7011	Information Tech Transfer	21,196	37,877	50,166	60,243	60,243	64,593
7012	Facility Services Transfer	0	14,357	15,943	4,286	4,286	4,538
	<i>Interfund Loans &amp; Transfers Total</i>	119,377	202,319	262,590	261,009	261,010	254,376
<b>PARKS EXPENDITURES TOTAL</b>		996,426	1,003,073	1,110,093	1,178,951	1,093,116	1,207,284



## General Fund Detail Budget

TOWN OF WINDSOR							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>ART &amp; HERITAGE EXPENDITURES - 456</b>							
5111	Wages - Full Time	101,782	92,104	101,721	103,154	103,320	104,728
5112	Wages - Part Time	21,069	45,537	24,053	34,797	28,470	34,349
5114	Merit Pay	0	0	0	2,063	0	3,665
5126	Short Term Disability	0	0	0	0	152	142
5127	Long Term Disability	459	450	444	497	469	487
5128	Vision Insurance	207	198	207	219	148	207
5130	FICA-Med	1,724	1,885	1,860	2,030	1,865	2,070
5131	FICA	7,374	8,061	7,953	8,681	7,975	8,850
5132	Medical Insurance	10,198	20,869	16,542	16,737	21,024	24,368
5133	Employee Retirement	3,860	3,916	3,671	2,985	5,166	5,420
5134	Unemployment Insurance	249	378	376	420	374	428
5135	Workers Compensation Insurance	330	451	1,264	340	362	326
5136	Dental Insurance	1,967	1,724	1,527	1,512	1,857	1,996
5137	Staff Development	659	1,505	800	1,400	1,400	1,000
5138	Life Insurance	412	393	300	322	300	265
5144	Employee Assistance Administration	0	79	84	78	78	78
	<i>Personal Services Total</i>	150,289	177,551	160,802	175,235	172,961	188,379
6210	Office Supplies	524	978	613	900	368	500
6213	Public Relations	1,644	2,196	884	650	500	500
6216	Reference Books/Materials	434	262	140	400	175	400
6217	Dues/Fees/Subscriptions	234	582	428	400	400	400
6218	Small Equipment Items	3,911	3,899	4,537	8,000	8,000	11,000
6219	Special Equipment	5,321	3,924	1,283	3,500	1,533	2,000
6229	Maintenance Supplies	363	288	145	500	500	500
6232	Building Repair/Maintenance	6,541	4,991	3,884	3,300	2,988	2,500
6245	Travel/Mileage	1,820	2,013	1,820	2,000	1,780	2,000
6246	Liability Insurance	8,393	9,119	8,868	12,238	10,283	12,302
6249	Leases/Rentals	2,638	4,084	3,000	1,500	500	500
6253	Contract Services	24,321	30,276	7,537	8,038	4,588	6,038
6256	Publish/Record	0	0	47	100	0	100
6260	Utilities	9,040	8,366	7,144	9,500	8,760	9,500
6261	Telephone	2,517	2,608	3,049	3,000	2,411	3,000
6263	Postage	147	149	305	300	980	500
6264	Printing/Binding	2,219	813	5,035	3,500	2,427	2,800
6267	Study/Review/Analysis/Consulting	373	0	1,728	0	0	0
	<i>Operating &amp; Maintenance Total</i>	70,439	74,549	50,447	57,826	46,193	54,540
7011	Information Tech Transfer	8,048	16,652	13,631	15,870	15,870	15,959
7012	Facility Services Transfer	0	5,507	5,098	4,664	4,664	4,905
	<i>Interfund Loans &amp; Transfers Total</i>	8,048	22,159	18,729	20,534	20,534	20,864
<b>ART &amp; HERITAGE EXPENDITURES TOTAL</b>		228,776	274,259	229,978	253,595	239,688	263,782



## Capital Improvement Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b><u>CEMETERY - 432</u></b>							
6218	Small Equipment	40	1,944	0	0	0	0
	<i>Small Equipment Total</i>	40	1,944	0	0	0	0
6267	Study Review/Analysis/Consulting	0	0	0	50,000	64,899	0
	<i>Operating &amp; Maintenance Total</i>	0	0	0	50,000	64,899	0
8412	Site Improvement	1,902	0	0	100,000	0	329,547
8440	Equipment & Machinery	18,375	0	0	0	0	0
	<i>Capital Outlay Total</i>	20,277	0	0	100,000	0	329,547
<b>CEMETERY TOTAL</b>		20,317	1,944	0	150,000	64,899	329,547
<b><u>WINDSOR TRAIL SYSTEM - 441</u></b>							
6444	ADA Compliance Repair	0	0	0	0	0	11,155
	<i>Operating &amp; Maintenance Total</i>	0	0	0	0	0	11,155
8412	Site Improvement	0	0	0	100,000	0	0
	<i>Capital Outlay Total</i>	0	0	0	100,000	0	0
<b>WINDSOR TRAIL SYSTEM - 441</b>		0	0	0	100,000	0	11,155
<b><u>RECREATION - 451</u></b>							
6218	Small Equipment	5,077	5,219	8,153	18,000	18,000	34,300
	<i>Small Equipment Total</i>	5,077	5,219	8,153	18,000	18,000	34,300
6253	Contract Services	4,250	0	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	4,250	0	0	0	0	0
8412	Site Improvement	198,533	1,700	0	0	0	0
8440	Machinery/Equipment	17,556	(1,832)	0	16,000	16,000	0
	<i>Capital Outlay Total</i>	216,089	(132)	0	16,000	16,000	0
<b>RECREATION TOTAL</b>		225,416	5,087	8,153	34,000	34,000	34,300



## Capital Improvement Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>CHIMNEY PARK MUNICIPAL POOL - 452</b>							
6218	Small Equipment	7,469	3,936	13,612	20,400	20,573	0
	<i>Small Equipment Total</i>	7,469	3,936	13,612	20,400	20,573	0
6232	Building Repair/Maintenance	0	0	0	12,500	12,500	0
6444	ADA Compliance Repair	0	0	0	4,146	4,146	0
	<i>Operating &amp; Maintenance Total</i>	0	0	0	16,646	16,646	0
8412	Site Improvement	36,215	0	0	60,000	60,000	232,350
8431	Furniture/Fixtures	0	0	0	0	0	7,000
8440	Machinery/Equipment	0	0	3,675	7,000	7,000	0
8444	ADA site improvement	0	0	0	11,500	11,500	0
	<i>Capital Outlay Total</i>	36,215	0	3,675	78,500	78,500	239,350
<b>CHIMNEY PARK MUNICIPAL POOL TOTAL</b>		<b>43,684</b>	<b>3,936</b>	<b>17,288</b>	<b>115,546</b>	<b>115,719</b>	<b>239,350</b>
<b>PARKS - 454</b>							
6218	Small Equipment	13,386	113	0	17,000	17,000	10,000
	<i>Small Equipment Total</i>	13,386	113	0	17,000	17,000	10,000
6241	Land Maintenance	0	0	0	0	0	5,000
	<i>Operating &amp; Maintenance Total</i>	0	0	0	0	0	5,000
8412	Site Improvement	0	0	0	10,000	10,000	195,000
8412	Site Improvement- Kyger pit project	0	0	0	0	125,000	500,000
8440	Machinery/Equipment	0	0	0	0	0	0
	<i>Capital Outlay Total</i>	0	0	0	10,000	135,000	695,000
<b>PARKS TOTAL</b>		<b>13,386</b>	<b>113</b>	<b>0</b>	<b>27,000</b>	<b>152,000</b>	<b>710,000</b>

## Capital Improvement Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>ART &amp; HERITAGE - 456</b>							
6218	Small Equipment	0	0	0	0	0	3,000
	<i>Small Equipment Total</i>	0	0	0	0	0	3,000
6267	Study Review/Analysis/Consulting	0	0	0	50,000	19,718	15,000
6444	ADA Compliance Repair	0	0	0	0	0	2,760
	<i>Operating &amp; Maintenance Total</i>	0	0	0	50,000	19,718	17,760
8412	Site Improvements	0	0	29,732	0	0	58,138
8420	Buildings/Structures	5,363	0	0	0	0	0
	<i>Capital Outlay Total</i>	5,363	0	29,732	0	0	58,138
<b>ART &amp; HERITAGE TOTAL</b>		5,363	0	29,732	50,000	19,718	78,898
<b>TOWN HALL - 457</b>							
6218	Small Equipment	16,808	0	0	0	0	2,500
	<i>Small Equipment Total</i>	16,808	0	0	0	0	2,500
6232	Building Repairs/Maintenance	21,855	0	0	0	0	80,000
6260	Utilities	8,118	0	0	0	0	0
6444	ADA Compliance Repair	0	0	0	1,150	1,150	0
	<i>Operating &amp; Maintenance Total</i>	29,973	0	0	1,150	1,150	80,000
8420	Buildings/Structures	2,856,836	38,755	0	0	0	0
8431	Furniture/Fixtures	7,310	0	0	0	8,841	6,500
	<i>Capital Outlay Total</i>	2,864,146	38,755	0	0	8,841	6,500
<b>TOWN HALL TOTAL</b>		2,910,926	38,755	0	1,150	9,991	89,000
<b>WINDSOR WEST PARK - 460</b>							
6218	Small Equipment	9,608	0	0	0	0	0
6444	ADA Compliance Repair	0	0	0	0	0	9,430
	<i>Operating &amp; Maintenance Total</i>	9,608	0	0	0	0	9,430
8412	Site Improvement	40,789	0	0	0	0	120,000
8444	ADA Site Improvement	0	0	0	0	0	22,770
	<i>Capital Outlay Total</i>	40,789	0	0	0	0	142,770
<b>WINDSOR WEST PARK</b>		50,396	0	0	0	0	152,200



## Capital Improvement Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>MAIN PARK - 461</b>							
6218	Small Equipment	0	0	0	0	0	0
6444	ADA Compliance Repair	0	0	0	22,195	22,195	0
	<i>Operating &amp; Maintenance Total</i>	0	0	0	22,195	22,195	0
8412	Site Improvement	32,421	0	0	112,937	112,937	0
8440	Machinery/Equipment	0	0	0	0	0	20,000
8444	ADA Site Improvement	0	0	0	9,200	9,200	0
	<i>Capital Outlay Total</i>	32,421	0	0	122,137	122,137	20,000
<b>MAIN PARK TOTAL</b>		32,421	0	0	144,332	144,332	20,000
<b>POUDRE NATURAL AREA - 466</b>							
6444	ADA Compliance Repair	0	0	0	0	0	2,530
	<i>Operating &amp; Maintenance Total</i>	0	0	0	0	0	2,530
<b>POUDRE NATURAL AREA TOTAL</b>		0	0	0	0	0	2,530
<b>EASTMAN PARK - 470</b>							
6444	ADA Compliance Repair	0	0	0	28,980	28,980	0
	<i>Operating &amp; Maintenance Total</i>	0	0	0	28,980	28,980	0
8412	Site Improvements	0	5,634	0	0	0	0
8444	ADA Site Improvement	0	0	0	0	0	20,700
	<i>Capital Outlay Total</i>	0	5,634	0	0	0	20,700
<b>EASTMAN PARK TOTAL</b>		0	5,634	0	28,980	28,980	20,700
<b>ABERDOUR CIRCLE PARK- 474</b>							
6444	ADA Compliance Repair	0	0	0	0	0	1,610
	<i>Operating &amp; Maintenance Total</i>	0	0	0	0	0	1,610
<b>ABERDOUR CIRCLE PARK TOTAL</b>		0	0	0	0	0	1,610

*Capital Improvement Fund Detail Budget*

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>COMMUNITY RECREATION CENTER - 490</b>							
6218	Small Equipment	0	25,142	22,249	10,600	10,600	3,000
	<i>Small Equipment Total</i>	0	25,142	22,249	10,600	10,600	3,000
6232	Building Repair / Maintenance	0	0	0	6,000	7,600	30,000
6267	Study Review/Analysis/Consulting	0	0	30,186	0	12,105	0
6444	ADA Compliance Repair	0	0	0	2,875	2,875	0
	<i>Operating &amp; Maintenance Total</i>	0	0	30,186	8,875	22,580	30,000
8440	Machinery/Equipment	0	0	4,483	0	0	0
	<i>Capital Outlay Total</i>	0	0	4,483	0	0	0
<b>COMMUNITY RECREATION CENTER TOTAL</b>		0	25,142	56,917	19,475	33,180	33,000



*Capital Improvement Fund Detail Budget*

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>CAPITAL IMPROVEMENT FUND EXPENDITURES TOTAL</b>		6,102,894	7,567,752	5,884,959	5,080,214	4,706,661	5,204,637
<b>BEGINNING FUND BALANCE</b>		2,673,340	2,837,136	4,601,902	5,582,015	4,973,418	6,108,292
<b>REVENUE</b>		6,266,690	9,332,518	6,256,475	4,426,259	5,841,534	5,387,978
<b>Available Resources</b>		8,940,030	12,169,654	10,858,377	10,008,274	10,814,952	11,496,270
<b>EXPENDITURES</b>		6,102,894	7,567,752	5,884,959	5,080,214	4,706,661	5,204,637
<b>ENDING FUND BALANCE</b>		2,837,136	4,601,902	4,973,418	4,928,061	6,108,292	6,291,633



## Park Improvement Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b><u>PARK IMPROVEMENT FUND REVENUE - 02</u></b>							
4001	<i>Beginning Fund Balance</i>	1,692,144	1,986,663	2,494,376	2,230,824	2,152,985	2,579,980
4316	Larimer County Open Space	57,345	69,535	106,929	71,413	114,652	95,150
4334	Grants	4,984	0	0	0	0	0
4358	Community Park Fee	143,220	301,663	488,428	323,502	486,694	425,595
4364	Interest Income	1,958	967	604	667	411	411
4387	Neighborhood Park Fee	396,054	684,789	1,335,365	834,726	1,097,484	1,039,213
<b>PARK IMPROVEMENT FUND REVENUE TOTAL</b>		603,561	1,056,954	1,931,326	1,230,308	1,699,241	1,560,368
<b>AVAILABLE RESOURCES</b>		2,295,705	3,043,617	4,425,702	3,461,133	3,852,226	4,140,348
<b><u>PARK IMPROVEMENT FUND EXPENDITURES - 02</u></b>							
<b><u>POUDRE TRAIL - 440</u></b>							
6253	Contract Services	0	9,000	9,000	10,000	10,000	10,000
6267	Study Review/Analysis/Consulting	0	0	500	0	5,000	0
	<i>Operating &amp; Maintenance Total</i>	0	9,000	9,500	10,000	15,000	10,000
8412	Site Improvements	0	0	0	25,000	0	25,000
	<i>Capital Outlay Total</i>	0	0	0	25,000	0	25,000
<b>POUDRE TRAIL TOTAL</b>		0	9,000	9,500	35,000	15,000	35,000
<b><u>WINDSOR TRAIL SYSTEM - 441</u></b>							
7373	Interfund Transfer	(49,920)	0	0	0	0	0
	<i>Interfund Loans &amp; Transfers Total</i>	(49,920)	0	0	0	0	0
8410	Land/Easements	0	0	0	5,000	0	5,000
8412	Site Improvements	0	0	0	113,000	113,000	50,000
	<i>Capital Outlay Total</i>	0	0	0	118,000	113,000	55,000
<b>WINDSOR TRAIL SYSTEM TOTAL</b>		(49,920)	0	0	118,000	113,000	55,000

## Park Improvement Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>GENERAL SITE DEVELOPMENT - 467</b>							
7373	Interfund Transfer	76,914	76,914	76,914	24,246	24,246	25,493
	<i>Interfund Loans &amp; Transfers Total</i>	76,914	76,914	76,914	24,246	24,246	25,493
8412	Site Improvements	0	0	0	0	125,000	500,000
	<i>Capital Outlay Total</i>	0	0	0	0	125,000	500,000
<b>GENERAL SITE DEVELOPMENT TOTAL</b>		76,914	76,914	76,914	24,246	149,246	525,493
<b>STONEHENGE PARK DEVELOPMENT - 474</b>							
8412	Site Improvements	30,000	30,000	30,000	30,000	30,000	20,000
	<i>Capital Outlay Total</i>	30,000	30,000	30,000	30,000	30,000	20,000
<b>STONEHENGE PARK DEVELOPMENT TOTAL</b>		30,000	30,000	30,000	30,000	30,000	20,000
<b>POUDRE HEIGHTS PARK TOTAL</b>		0	0	952,804	0	0	0
<b>PARK IMPROVEMENT FUND EXPENDITURES TOTAL</b>							
		309,042	549,241	2,272,717	1,249,677	1,272,246	635,493
<b>BEGINNING FUND BALANCE</b>		1,692,144	1,986,663	2,494,376	2,230,824	2,152,985	2,579,980
<b>REVENUES</b>		603,561	1,056,954	1,931,326	1,230,308	1,699,241	1,560,368
<b>Available Resources</b>		2,295,705	3,043,617	4,425,702	3,461,133	3,852,226	4,140,348
<b>EXPENDITURES</b>		309,042	549,241	2,272,717	1,249,677	1,272,246	635,493
<b>ENDING FUND BALANCE</b>		1,986,663	2,494,376	2,152,985	2,211,456	2,579,980	3,504,855

## Conservation Trust Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>CONSERVATION TRUST FUND REVENUE -03</b>							
4001	<i>Beginning Total Cash Balance</i>	168,349	105,715	262,783	302,932	331,235	507,521
4330	State Lottery Income	138,942	167,332	188,169	165,424	202,735	226,020
4334	Grants	0	0	200,000	0	0	120,346
4364	Interest Income	149	98	152	152	118	118
<b>CONSERVATION TRUST FUND REVENUE TOTAL</b>		139,091	167,430	388,320	165,576	202,852	346,484
<b>AVAILABLE RESOURCES</b>		307,441	273,145	651,104	468,508	534,087	854,005
<b>CONSERVATION TRUST FUND EXPENDITURES - 03</b>							
<b>POUDRE TRAIL - 440</b>							
6253	Contract Services	18,000	9,000	9,000	10,000	10,000	10,000
	<i>Operating &amp; Maintenance Total</i>	18,000	9,000	9,000	10,000	10,000	10,000
8412	Site Improvements	133,806	0	0	250,000	0	250,000
	<i>Capital Outlay Total</i>	133,806	0	0	250,000	0	250,000
<b>POUDRE TRAIL TOTAL</b>		151,806	9,000	9,000	260,000	10,000	260,000
<b>WINDSOR TRAIL SYSTEM - 441</b>							
7373	Interfund Transfer	49,920	0	0	0	0	0
	<i>Interfund Loans &amp; Transfers Total</i>	49,920	0	0	0	0	0
8412	Site Improvements	0	1,362	310,869	124,000	16,566	219,796
	<i>Capital Outlay Total</i>	0	1,362	310,869	124,000	16,566	219,796
<b>WINDSOR LAKE TRAIL TOTAL</b>		49,920	1,362	310,869	124,000	16,566	219,796



## *Conservation Trust Fund Detail Budget*

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
	<b>CONSERVATION TRUST FUND</b>						
	<b>EXPENDITURES TOTAL</b>	201,725	10,362	319,869	384,000	26,566	479,796
	<b>BEGINNING FUND BALANCE</b>	168,349	105,715	262,783	302,932	331,235	507,521
	<b>REVENUE</b>	139,091	167,430	388,320	165,576	202,852	346,484
	<b>Available Resources</b>	307,441	273,145	651,104	468,508	534,087	854,005
	<b>EXPENDITURES</b>	201,725	10,362	319,869	384,000	26,566	479,796
	<b>ENDING FUND BALANCE</b>	105,715	262,783	331,235	84,508	507,521	374,209



## Community Recreation Center Fund Detail Budget

<i>TOWN OF WINDSOR</i>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>COMMUNITY /RECREATION CENTER FUND REVENUE - 05</b>							
4001	<i>Beginning Fund Balance</i>	117,744	184,140	261,670	262,529	310,798	252,756
4313	Sales Tax	322,148	351,925	349,010	341,571	407,351	371,534
4318	Construction Use Tax	50,377	67,211	136,247	82,940	130,791	110,750
4346	Program & Admission Fees & Rentals	82,658	86,047	70,163	50,000	53,717	53,717
4364	Interest Income	253	127	73	82	53	53
4368	Miscellaneous Income	9,674	107	1,676	0	688	0
4371	Trans from General Fund (Operations)	400,000	400,000	400,000	450,000	450,000	450,000
4374	Trans From Cap Imp Fund (Debt Service)	295,000	295,000	200,000	0	0	0
4383	Refunding Bond Proceeds	0	0	3,705,000	0	0	0
4385	Premiums on Refunding Bonds	0	0	189,944	0	0	0
<b>COMMUNITY/RECREATION CENTER FUND REVENUE TOTAL</b>		1,160,109	1,200,417	5,052,113	924,593	1,042,600	986,054
<b>AVAILABLE RESOURCES</b>		1,277,853	1,384,557	5,313,784	1,187,122	1,353,398	1,238,810



*Community Recreation Center Fund Detail Budget*

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
<b>COMMUNITY/RECREATION CENTER FUND EXPENDITURES - 05</b>							
<b>PROGRAMMING &amp; OPERATIONS - 490</b>							
5111	Wages - Full Time	217,296	171,032	169,275	192,343	189,209	196,578
5112	Wages - Part Time	105,762	112,642	97,388	61,720	57,119	61,152
5121	Wages - Over Time	172	383	1,228	500	317	500
5122	On Call Time	2,503	1,850	359	0	0	0
5114	Merit Pay	0	0	0	2,890	0	6,880
5126	Short Term Disability	0	0	0	100	144	165
5127	Long Term Disability	1,019	801	720	1,027	845	914
5128	Vision Insurance	532	429	403	543	281	325
5130	FICA - Med	4,483	3,967	3,739	3,733	3,362	3,844
5131	FICA	19,170	16,963	15,987	15,962	14,377	16,437
5132	Medical Insurance	45,514	40,758	35,203	45,164	37,823	47,888
5133	Employee Retirement	10,769	8,489	8,454	7,370	7,384	10,173
5134	Unemployment Insurance	655	808	762	772	681	795
5135	Workers Compensation Insurance	5,545	10,859	9,714	9,904	10,543	9,294
5136	Dental Insurance	4,275	3,292	3,439	4,173	3,631	4,180
5137	Staff Development	1,798	2,060	1,131	3,800	3,905	3,800
5138	Life Insurance	936	737	285	597	453	499
5141	Clothing Allowance	808	853	1,200	1,200	1,200	1,200
5144	Employee Assistance Administration	0	164	168	194	172	194
	<i>Personal Services Total</i>	421,238	376,087	349,454	351,992	331,445	364,820



## Community Recreation Center Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
6210	Office Supplies	2,416	2,542	1,290	3,000	2,185	3,000
6213	Public Relations	4,385	2,008	1,286	5,650	5,337	5,650
6216	Reference Books/Materials	0	0	485	300	0	300
6217	Dues, Fees & Subscriptions	56	745	220	3,975	2,500	3,975
6218	Small Equipment Items	24,804	11,271	2,660	3,750	4,362	3,750
6219	Special Equipment	8,264	8,361	3,899	6,400	6,296	6,400
6224	Trash Service	1,012	1,515	1,104	1,500	1,485	1,500
6229	Maintenance Supplies	12,748	79	0	0	0	0
6230	Recreation Equip/Repair	325	0	83	500	250	500
6232	Building Repair/Maintenance	30,777	0	0	0	0	0
6240	Equipment Repair/Maintenance	182	15	0	0	0	0
6245	Travel/Mileage	1,743	1,803	1,562	1,500	1,780	1,500
6246	Liability Insurance	9,961	10,824	10,525	14,524	12,205	14,600
6253	Contract Service	39,686	8,812	9,364	11,800	10,107	11,800
6256	Publishing/Recording	8,208	4,726	2,686	5,500	4,445	3,500
6260	Utilities	70,606	71,362	68,256	58,300	69,663	70,000
6261	Telephone	14,632	14,676	16,209	17,000	16,623	17,000
6263	Postage	707	942	446	1,650	298	1,650
6264	Printing/Binding	348	844	198	250	0	250
	<i>Operating &amp; Maintenance Total</i>	230,861	140,524	120,273	135,599	137,537	145,375
6266	Bond Payment Fee	0	0	350	300	200	300
7321	Bond Interest Expense	179,480	170,293	83,636	92,275	92,275	86,675
7350	Bond Principal Expense	245,000	250,000	290,000	280,000	280,000	280,000
7362	Payment to Refunding Bond	0	0	3,787,760	0	0	0
7363	Debt Issuance Cost	0	0	107,184	0	0	0
7010	Fleet Transfer	17,134	0	0	0	0	0
7011	Information Tech Transfer	0	0	55,021	59,499	59,499	63,012
7012	Facility Services Transfer	0	185,984	209,308	199,686	199,686	210,832
	<i>Debt Service &amp; Transfers Total</i>	441,614	606,276	4,533,259	631,760	631,660	640,819
<b>COMMUNITY/RECREATION CENTER TOTAL</b>		<b>1,093,712</b>	<b>1,122,887</b>	<b>5,002,986</b>	<b>1,119,352</b>	<b>1,100,642</b>	<b>1,151,013</b>



*Community Recreation Center Fund Detail Budget*

<b>TOWN OF WINDSOR</b>							
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2013 PROJ.</b>	<b>2014 BUDGET</b>
	<b>BEGINNING FUND BALANCE</b>	117,744	184,140	261,670	262,529	310,798	252,756
	<b>REVENUE</b>	1,160,109	1,200,417	5,052,113	924,593	1,042,600	986,054
	<b>Available Resources</b>	1,277,853	1,384,557	5,313,784	1,187,122	1,353,398	1,238,810
	<b>EXPENDITURES</b>	1,093,712	1,122,887	5,002,986	1,119,352	1,100,642	1,151,013
	<b>ENDING FUND BALANCE</b>	184,140	261,670	310,798	67,770	252,756	87,797



## Water Fund Detail Budget

<b>TOWN OF WINDSOR</b>							
ACCT NO	ACCOUNT NAME	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJ.	2014 BUDGET
<b>NON-POTABLE WATER EXPENDITURES</b>							
<b>NON-POTABLE WATER SYSTEM - 484</b>							
6240	Equipment Repair/Maintenance	0	0	273	0	0	5,000
6244	Kern Reservoir Operating Assessments	1,056	0	1,040	1,040	1,040	1,040
6246	Liability Insurance	2,068	4,157	0	2,068	2,207	2,068
6253	Contract Service / Engineering	99,132	66,294	50,525	50,000	58,556	50,000
6260	Utilities	0	252	576	700	689	700
6267	Study/Review/Consulting	34,029	0	0	0	28,746	0
	<i>Operating &amp; Maintenance Total</i>	136,285	70,703	52,414	53,808	91,238	58,808
7306	Transfer to General Fund	30,000	53,000	30,000	30,000	30,000	30,000
7314	Transfer to Storm Drainage Fund	0	0	462,919	0	0	0
7321	Interest Expense/Kern Reservoir	211,735	206,339	202,213	197,023	197,023	191,569
7350	Principal Expense/Kern Reservoir	92,123	96,821	101,759	106,949	106,949	112,403
	<i>Loans &amp; Transfers Total</i>	333,858	356,160	796,891	333,972	333,972	333,972
8410	Land	0	0	0	0	1,750,000	0
8456	System Improvements	77,423	272,477	117,394	180,700	180,700	2,029,000
8456	900-System Improve/Shoreline Stabilization	0	168,297	10,808	0	0	0
8494	Non-Potable Water Shares	0	0	0	200,000	0	0
	<i>Capital Outlay Total</i>	77,423	440,774	128,202	380,700	1,930,700	2,029,000
<b>NON-POTABLE WATER EXPENDITURES TOTAL</b>		547,565	867,638	977,507	768,480	2,355,910	2,421,780
<b>BEG NON-POTABLE WATER BAL</b>		128,892	434,892	394,334	251,267	(33,240)	778,965
<b>REVENUE</b>		853,565	827,080	549,933	523,672	3,168,115	2,739,672
<b>Available Resources</b>		982,457	1,261,972	944,267	774,939	3,134,875	3,518,637
<b>EXPENDITURES</b>		547,565	867,638	977,507	768,480	2,355,910	2,421,780
<b>END NON-POTABLE BAL</b>		434,892	394,334	(33,240)	6,459	778,965	1,096,857



## Fund Summaries

TOWN OF WINDSOR <b>ALL FUNDS TOTAL</b> 2014 BUDGET						
	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 PROJECTED	2014 BUDGET
<b>BEGINNING BALANCE</b>	\$ 26,139,423	\$ 29,353,314	\$ 32,371,143	\$ 38,312,188	\$ 36,273,744	\$ 40,955,166
<b>TOTAL REVENUE</b>	\$ 35,345,941	\$ 36,695,070	\$ 43,730,418	\$ 31,495,029	\$ 36,058,607	\$ 36,040,532
<b>RESOURCES AVAILABLE</b>	\$ 61,485,364	\$ 66,048,384	\$ 76,101,561	\$ 69,807,217	\$ 72,332,351	\$ 76,995,698
<b>TOTAL EXPENDITURES</b>	\$ 32,132,050	\$ 33,677,241	\$ 39,827,817	\$ 32,104,148	\$ 31,377,185	\$ 35,813,743
<b>ENDING FUND BALANCE</b>	\$ 29,353,314	\$ 32,371,143	\$ 36,273,744	\$ 37,703,069	\$ 40,955,166	\$ 41,181,955



## Fund Summaries

<b>TOWN OF WINDSOR</b> <b>ALL FUND REVENUE BREAKDOWN BY SOURCE</b> <b>2014 BUDGET</b>						
	2010	2011	2012	2013	2013	2014
	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROJECTED	BUDGET
Taxes	\$ 11,670,055	\$ 12,892,208	\$ 13,613,801	\$ 12,756,256	\$ 14,711,184	\$ 13,837,096
Licenses & Permits	137,555	181,021	291,749	205,349	290,368	254,379
Intergovernmental Rev	1,579,133	1,048,656	1,052,087	1,017,803	1,031,426	1,032,047
Services	977,047	1,010,924	1,072,235	1,026,714	1,082,870	1,076,314
Fines	165,410	122,913	185,040	150,845	186,905	180,000
General Miscellaneous	246,821	129,020	268,539	498,438	466,167	241,869
Collections for Other Gov	60,240	70,900	117,114	82,610	120,673	110,223
Park Improvement Fees	539,274	986,452	1,823,793	1,158,228	1,584,178	1,464,808
Lottery Funds	138,942	167,332	188,169	165,424	202,735	226,020
Traffic Impact Fees	436,938	602,901	1,018,169	679,509	957,436	846,897
Water Sales	2,917,802	3,001,360	3,453,160	3,309,221	3,415,059	3,289,542
Plant Investment Fees	1,094,453	1,960,828	2,841,784	1,981,654	1,999,935	2,267,519
Raw Water Fees	557,912	744,757	881,503	290,907	230,343	232,725
Sanitary Sewer Service	1,610,672	1,638,671	1,688,744	1,643,537	1,751,964	1,693,100
Storm Drainage Service	290,469	301,822	304,356	304,589	330,984	318,712
Interest/Investment Income	157,499	144,965	206,418	148,719	612,864	178,907
Grants	1,801,445	702,392	1,680,161	1,895,040	391,890	1,836,462
Accepted Infrastructure/Misc.	2,718,741	7,420,372	2,301,509	582,947	842,027	650,879
Loan Proceeds	3,000,000	-	7,005,487	-	2,250,000	2,250,000
Interfund Transfers & Loans	5,245,535.12	3,567,576.92	3,736,600.11	3,597,241.39	3,599,599	4,053,032
<b>Total Revenue</b>	<b>\$ 35,345,941</b>	<b>\$ 36,695,070</b>	<b>\$ 43,730,418</b>	<b>\$ 31,495,029</b>	<b>\$ 36,058,607</b>	<b>\$ 36,040,532</b>



## Fund Summaries

TOWN OF WINDSOR						
<b>ALL FUND EXPENDITURE BREAKDOWN BY CATEGORY</b>						
<b>2014 BUDGET</b>						
	2010	2011	2012	2013	2013	2014
	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROJECTED	BUDGET
Personnel	\$ 7,648,049	\$ 8,006,645	\$ 8,109,703	\$ 8,613,639	\$ 8,161,982	\$ 9,280,859
Operation & Maintenance	7,784,984	6,989,193	8,737,807	7,947,904	8,008,121	8,654,122
Debt Service & Interfund Transfers	5,112,556	8,722,072	10,832,556	5,513,641	5,263,953	5,403,453
Capital Outlay	11,586,461	9,959,331	12,147,751	10,028,965	9,943,128	12,475,308
<b>Total Expenditures</b>	<b>\$ 32,132,050</b>	<b>\$ 33,677,241</b>	<b>\$ 39,827,817</b>	<b>\$ 32,104,148</b>	<b>\$ 31,377,185</b>	<b>\$ 35,813,743</b>
Personnel	23.8%	23.8%	20.4%	26.8%	26.0%	25.9%
Operation & Maintenance	24.2%	20.8%	21.9%	24.8%	25.5%	24.2%
Debt Service & Interfund Transfers	15.9%	25.9%	27.2%	17.2%	16.8%	15.1%
Capital Outlay	36.1%	29.6%	30.5%	31.2%	31.7%	34.8%
<b>Total Expenditures</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

*2012 debt service includes \$3,894,944 payment to refunding bond and debt issuance costs to refinance CRC debt*



## Fund Summaries

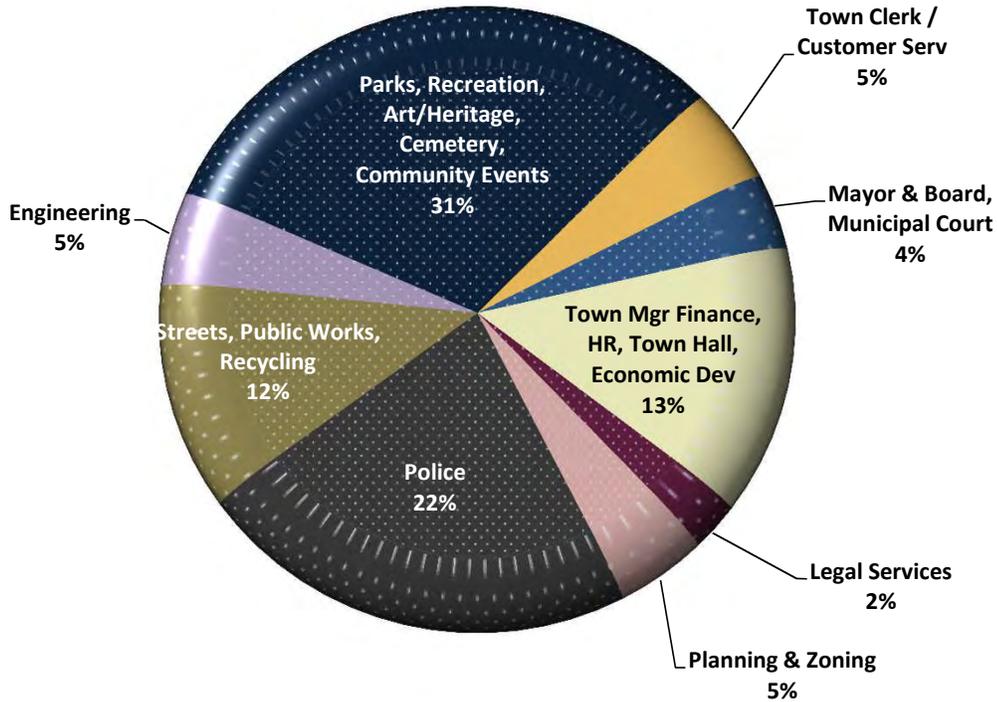
<b>FUND BALANCE ANALYSIS</b>									
Fund	Beginning Balance	Revenues	Expenditures	Ending Balance	Percentage Change	Dollar Change	EFB % of Annual Revenue	EFB # of Months Expenditures	Policy Compliance
General Fund	\$ 6,638,853	\$ 12,586,644	\$ 12,665,152	\$ 6,560,345	-1.2%	\$ (78,507)	52.1%	6.2	Yes
Capital Improvement Fund	6,108,292	5,387,978	5,214,148	6,282,122	2.8%	173,830	116.6%	14.5	Yes
Water Fund O & M	7,146,064	3,714,893	3,313,964	7,546,993	5.6%	400,929	203.2%	27.3	Yes
Sewer Fund O & M	3,592,129	1,990,031	1,873,169	3,708,991	3.3%	116,862	186.4%	23.8	Yes
Storm Drain O & M	302,088	318,712	250,076	370,724	22.7%	68,636	116.3%	17.8	Yes
<b>All Funds Total</b>	<b>\$ 40,955,166</b>	<b>\$ 36,040,532</b>	<b>\$ 35,813,743</b>	<b>\$ 41,181,955</b>	<b>0.6%</b>	<b>\$ 226,789</b>	<b>114.3%</b>	<b>13.8</b>	<b>Yes</b>

Maintain general governmental and enterprise fund balances equal to 1-2 months (8-16%) of operating expenditures for all operating funds, and/or 10% of current year revenue. These fund balance limitations include the 3% required by the TABOR Amendment to the Colorado Constitution. The Town uses these fund balances to ensure stability and budgetary solvency rather than using reserve accounts.

**TOWN OF WINDSOR**  
**GENERAL FUND EXPENDITURE SUMMARY by Division**  
**2014 BUDGET**

EXPENDITURES	2012	2013 BUDGET	2013 PROJECTED	2014 BUDGET	% of 2014 Total	\$ Inc/Dec 2013-2014	% Inc/Dec 2013-2014
	ACTUAL						
Town Clerk / Customer Service	\$ 531,538	\$ 527,426	\$ 529,049	\$ 631,442	5%	\$ 104,017	20%
Mayor & Board, Municipal Court	647,956	489,967	420,970	497,723	4%	7,756	2%
Town Mgr. Finance, HR, Town Hall, Economic Development	1,536,458	1,620,628	1,560,679	1,760,005	14%	139,377	9%
Legal Services	419,134	370,000	394,998	316,724	3%	(53,276)	-14%
Planning & Zoning	497,154	809,677	798,813	586,683	5%	(222,993)	-28%
Police	2,543,964	2,685,654	2,631,441	2,852,020	23%	166,366	6%
Streets, Public Works, Recycling	1,360,892	1,415,316	1,355,403	1,481,327	12%	66,011	5%
Engineering	593,477	600,833	592,574	615,200	5%	14,367	2%
Parks, Recreation, Art/Heritage, Cemetery, Community Events	3,604,595	3,819,416	3,610,771	3,924,026	31%	104,610	3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,735,169</b>	<b>\$ 12,338,917</b>	<b>\$ 11,894,699</b>	<b>\$ 12,665,152</b>	<b>100%</b>	<b>\$ 326,234.61</b>	<b>3%</b>

**2014 GENERAL FUND EXPENDITURES**  
**Percentage by Division**



<u>Public Works</u>	\$	10,288,312
<u>Parks, Recreation &amp; Culture</u>	\$	10,245,399
<u>Engineering</u>	\$	7,030,677
<u>Police</u>	\$	3,072,200
<u>Executive &amp; Legal</u>	\$	1,343,685
<u>Finance / Information Systems</u>	\$	2,005,297
<u>Town Clerk &amp; Customer Service</u>	\$	633,442
<u>Planning &amp; Zoning</u>	\$	586,683
<u>Human Resources</u>	\$	415,257
<u>Economic Development</u>	\$	192,791
	<b>\$</b>	<b>35,813,743</b>

**2014 BUDGET**  
**ALL FUND DEPARTMENT SUMMARY**  
**\$35,813,743 Expenditures**

