



**TOWN BOARD BUDGET WORK SESSION**  
October 10, 2015 - 8:00 A.M.  
**Community Recreation Center – Aspen Room**  
250 11th Street, Windsor, CO 80550

The Town of Windsor will make reasonable accommodations for access to Town services, programs, and activities and will make special communication arrangements for persons with disabilities. Please call (970) 674-2400 by noon on the Thursday prior to the meeting to make arrangements.

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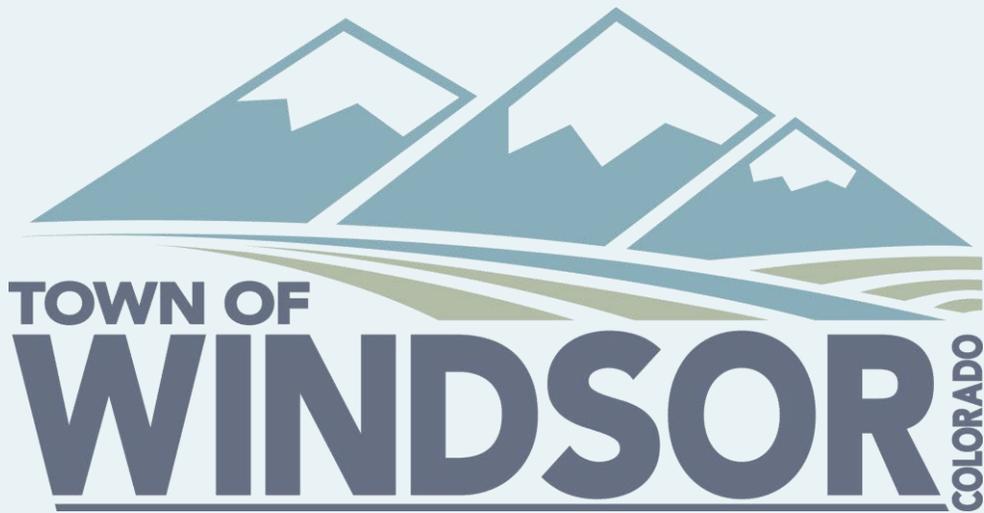
***GOAL of this Work Session is to have the Town Board receive information on topics of Town business from the Town Manager, Town Attorney and Town staff in order to exchange ideas and opinions regarding these topics.***

***Members of the Public in attendance are asked to be recognized by the Mayor before participating in any discussions of the Town Board.***

**AGENDA**

- |    |            |                                      |  |
|----|------------|--------------------------------------|--|
| A. | 7:30 a.m.  | Light Breakfast with Opening Remarks | Kelly Arnold   |
| B. | 8:00 a.m.  | Capital Budget Wrap up               | Dean Moyer   |
|    |            | Revenues                             | Dean Moyer   |
| C. | 8:30 a.m.  | Operations                           | Scott Ballstadt<br>Stacy Johnson<br>John Michaels<br>Terry Walker<br>Dennis Wagner<br>Wade Willis/Tara Fotsch<br>Patti Garcia<br>Kelly Arnold<br>Dean Moyer<br>Mary Robins<br>Ian McCargar |
| D. | 11:00 a.m. | Summaries                            | Dean Moyer   |
| E. |            | DDA Budget                           | Patti Garcia   |
| F. | 11:30 a.m. | Wrap up with Lunch                   | Kelly Arnold   |





# 2016 PROPOSED BUDGET

October 10, 2015



# 2016 PROPOSED BUDGET

JANUARY 1, 2016 – DECEMBER 31, 2016

## TOWN BOARD MEMBERS

4 Year Terms

		<u>Term Expires</u>
Mayor - <i>at-large</i>	John Vazquez	Apr 2016
Mayor Pro Tem <i>District 1</i>	Myles Baker	Apr 2016
Town Board Member <i>District 2</i>	Christian Morgan	Apr 2018
Town Board Member <i>District 3</i>	Jeremy Rose	Apr 2016
Town Board Member <i>District 4</i>	Kristie Melendez	Apr 2018
Town Board Member <i>District 5</i>	Robert Bishop-Cotner	Apr 2016
Town Board Member <i>District 6</i>	Ivan Adams	Apr 2018

## TOWN STAFF

Town Manager	Kelly Arnold
Town Attorney	Ian McCargar
Municipal Judge	Mike Manning
Town Clerk / Assistant to Town Manager	Patti Garcia
Director of Finance / Information Systems	Dean Moyer
Director of Human Resources / Risk Management	Mary Robins
Director of Planning	Scott Ballstadt
Director of Economic Development	Stacy Johnson
Chief of Police	John Michaels
Director of Public Works	Terry Walker
Director of Engineering	Dennis Wagner
Director of Parks, Recreation & Culture	Eric Lucas

TOWN OF WINDSOR  
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## BUDGET TRANSMITTAL MESSAGE

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 2016.

### REVENUE RESOURCES

General Fund	\$ 23,751,131
Park Improvement Fund	4,071,464
Conservation Trust Fund	759,252
Capital Improvement Fund	20,919,284
Community / Recreation Center Fund	1,400,378
Water Fund	22,156,237
Sewer Fund	12,372,766
Storm Drainage Fund	4,040,464
Community Recreation Center Expansion Fund	11,924,069
Fleet Management Fund	1,528,479
Information Technology Fund	1,232,787
Facilities Services Fund	804,668
Windsor Building Authority	290,609
Economic Development Incentive Fund	200,000
<b>TOTAL ALL FUNDS</b>	<b>\$ 105,451,586</b>

### ESTIMATED EXPENDITURES

General Fund	\$ 14,761,927
Park Improvement Fund	281,322
Conservation Trust Fund	477,107
Capital Improvement Fund	11,275,871
Community / Recreation Center Fund	1,038,843
Water Fund	9,112,278
Sewer Fund	3,425,249
Storm Drainage Fund	3,615,168
Community Recreation Center Expansion Fund	9,965,258
Fleet Management Fund	1,051,163
Information Technology Fund	1,180,433
Facilities Services Fund	692,985
Windsor Building Authority	145,080
Economic Development Incentive Fund	0
<b>TOTAL ALL FUNDS</b>	<b>\$ 57,022,685</b>

## Town of Windsor 2016 Proposed Budget Overview

Fund	Beginning Balance	Revenues	Expenditures	Ending Balance
<b>General Fund</b>	\$ 8,750,217	\$ 15,000,914	\$14,761,927	\$ 8,989,203
<b>Park Improvement Fund</b>	2,809,238	1,262,226	281,322	3,790,141
<b>Conservation Trust Fund</b>	543,782	215,470	477,107	282,145
<b>Capital Improvement Fund</b>	11,520,656	9,398,628	11,275,871	9,643,412
<b>Community Rec Center Fund</b>	296,864	1,103,514	1,038,843	361,534
<b>Community Rec Center Expansion Fun</b>	9,631,758	2,292,311	9,965,258	1,958,810
<b>Water Fund O &amp; M</b>	7,433,520	3,680,037	4,952,578	6,160,979
<b>Water Fund PIF</b>	5,664,027	1,216,129	469,774	6,410,382
<b>Water Fund Raw Water</b>	212,868	287,947	500,815	0
<b>Water Fund / Non-Potable</b>	1,597,154	2,064,555	3,189,111	472,598
<b>Sewer Fund O &amp; M</b>	4,666,367	1,851,510	2,734,298	3,783,580
<b>Sewer Fund PIF</b>	4,604,767	1,250,121	690,951	5,163,937
<b>Storm Drain Fund O &amp; M</b>	534,884	342,864	312,206	565,542
<b>Storm Drain Fund PIF</b>	1,070,182	2,092,535	3,302,962	-140,246
<b>Fleet Management Fund</b>	435,127	1,093,351	1,051,163	477,316
<b>Information Technology Fund</b>	199,572	1,033,216	1,180,433	52,355
<b>Facilities Services Fund</b>	116,482	688,186	692,985	111,683
<b>Windsor Building Authority Fund</b>	145,529	145,080	145,080	145,529
<b>Economic Development Incentive Fun</b>	38,674	161,326	-	200,000
<b>All Funds Total</b>	<b>\$ 60,271,669</b>	<b>\$ 45,179,917</b>	<b>\$57,022,685</b>	<b>\$ 48,428,901</b>

## MEMORANDUM

**TO: WINDSOR TOWN BOARD**  
**FROM: KELLY ARNOLD, TOWN MANAGER**  
**DATE: OCTOBER 10, 2015**  
**RE: THE RECOMMENDED 2016 BUDGET**

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 2016 operating budget proposed for the Town of Windsor. This year continues the trend of a growing community. The total of all funds for 2016 is just over \$57 million which is up over \$4 million compared to last year.

The 2016 budget emphasizes essential Town services are being met now and into the future. Each department continues to be fiscally responsible and using best practices that work for Windsor in attempting to meet the increased service needs of a growing community.

For the past three years, Windsor has enjoyed a sensible growth period that allows significant capital projects to be initiated and keeping operations at a level to meet growth demands. The Town Board Strategic Plan sets a blue print for a sustainable future. And finally, the Northern Colorado economy continues to impact positively property and sales tax revenues; but also it is dictating our expenses and personnel needs. The 2016 budget incorporates adjustments to meet the priorities of our growing community while maintaining excellent services.

Due to the ongoing strength of our local economy, for the first time in a few years, the budgeted General Fund revenue and expenditures are nearly the same. In the past, budgeted expenses have been more than budgeted revenues, but over the course of the year our revenues outperformed our estimates. This year due to our growth and our continued emphasis on good budgeting practices, our annual revenue exceeds expenses.

The bottom line focus of the 2016 budget allows us to maintain our service levels and fund important long-term capital improvements. The budget also focuses on outcomes related to the Strategic Plan. **The 2016 budget guiding tenets are providing employees fair compensation, the best work tools, and a safe work place within reasonable fiscal responsibility. This along with the resources focused on customer service will continue to make Windsor a premier community not only in Northern Colorado but in all of Colorado.**

In this recommended budget are funded personnel, projects, and programs toward our Strategic Plan goals.

## **BUILD COMMUNITY SPIRIT AND PRIDE**

### **A. Promote Safety and Security**

- The 2016 budget allows for the restructuring of the Police Department for more patrol supervisors for the growing department. Also, it sets up future Police Department leaders with the opportunity to succeed.

- The railroad Quiet Zone will add supplemental safety measures to thirteen crossings and will be completed in 2016.
- Street improvements, including Windsor’s first traffic signal at Crossroads and WCR 13, and the design of a signal at Harmony Road and WCR 15 will make transportation in and around Windsor safer.

**B. Provide Opportunities for Residents to be Involved and Informed in Town Governance and in Community Service**

- The 2016 budget will upgrade our telecasting and use of Channel 8 public access. In addition a more robust website will be implemented.

**C. Encourage Healthy, Family-Friendly Neighborhoods for all Ages**

- The Comprehensive Plan will be completed in 2016. A new zoning ordinance will be initiated with emphasis on a modern community including neighborhoods.

**D. Promote a “One Windsor-One Community” Philosophy**

- Funding for ongoing trail improvements that will tie the entire community and trail system together continues in the 2016 budget.
- The 2016 Budget recommends the Town Board develops a new Strategic Plan that could emphasize the continuing efforts of building and maintaining “one community”.

**E. Lead Through Stewardship of our Natural Resources**

- The Town recycling center continues to grow as an important service for citizens.

**F. Improve Appearance and Aesthetics of Main Corridors**

- The budget calls for the initiation of an effort to review again the possibility of placing permanent informational signs at the main corridors of the community.
- In 2016 the outdated traffic signal at 9<sup>th</sup> and Main will be replaced by a new modern signal that will set the standard for replacing future traffic signals on Main Street.

**G. Support Windsor’s Youth**

- With increase in revenues, the budget allows the Board through outside agency funding to support youth and school programs that might be of interest to the Board.
- Partnering with the Clearview Library on a new future library site could focus on supporting Windsor’s youth with a safe place to read and learn.

**H. Encourage Historic Preservation**

- Ongoing implementation of the Lake View Cemetery master plan is funded for the next phase of improvements.
- The next phase of the Museum landscaping plan is funded.

## **PROMOTE WINDSOR AS A DESTINATION**

### **A. Provide Diverse and Healthy Choices in Leisure, Culture, and Recreation**

- The expanded Community Recreation Center will be operational on Labor Day, 2016 and is fully funded in the 2016 budget.
- The Parks, Recreation, and Culture Master Plan will be completed and help establish the future of policies constructing new and maintaining existing parks and facilities.
- The 2016 budget has resources that will allow the Town to begin implementation of a successful Regional Tourism Act (RTA) application for the PeliGrande resort.

### **B. Promote Creative and Artistic Outlets**

- In 2016, planning for a new featured entrance into Boardwalk Park will be initiated.
- Funding of a new Boardwalk Park band shell will continue to provide a quality venue for community events

## **DIVERSIFY, GROW, AND STRENGTHEN THE LOCAL ECONOMY**

### **A. Foster Business Attraction Tools and Promote the Business Retention and Expansion Program.**

- The budget funds for the second year, an Economic Development Fund to designate funds to be used towards business development incentives.
- The 2016 budget provides additional staff resources to assist with economic development efforts.

### **B. Strengthen Retail Strategies for all Commercial Corridors**

- The budget continues to emphasize supporting local businesses and connecting business to business within the community.

### **C. Advance Employment Opportunities**

- The budget allows participation in the Metro Denver site selector's conference. This will be the first time that Windsor has participated directly in this conference.

### **D. Support the Downtown Development Authority**

- The proposed budget funds the DDA priorities based upon their work program and personnel needs.

## **DEVELOP AND MAINTAIN EFFECTIVE INFRASTRUCTURE**

### **A. Identify and Address Barriers to Traffic Flow**

- The 2016 budget recommends funding the construction of a new roundabout at Eastman Park Drive and 7<sup>th</sup> Street.

- New Liberty Road will be constructed from Hilltop Subdivision to County Line Road; a new complete arterial will be available to the community.
- Increased funding for additional Street Division staff in the Public Works budget will assist in staying on top of potholes and replacing signs to meet new reflector standards.

#### **B. Support Multiple Forms of Alternative Transportation**

- A Highway 34 Coalition will be initiating a variety of proposals which might include transportation alternatives. The 2016 budget allows for the Town to participate in the Coalition's efforts.

#### **C. Make Street Maintenance a Priority**

- \$2.1 Million is designated once again for overlays and sealcoating to continue the effort to have the Town street system attain and maintain a 70 PCI (Pavement Condition Index) rating.
- Finishing design and starting construction of a new Public Works service facility will be one of the largest expenses in the 2016 budget.

#### **D. Pursue Water Independence**

- Fully funding an increase of the Northern Integrated Supply Project continues as engineering starts.
- The 2016 budget continues to bring Kyger Reservoir online with a funded pump station project to assist in the effort of developing an integrated non-potable system for the long-term benefit of Windsor. Also continuing a program to purchase water rights for both the Kyger and our potable water needs are funded on an "as available" basis.
- The 2016 budget provides the Town flexibility to continue to develop our future water treatment needs with our current three water providers.
- Indirectly related to water, finishing storm water issues are one of the top priorities of the 2016 budget. Included in the budget are the Law Basin Master Plan Channel, the Law Basin West Tributary Channel, and updating our Storm Water Master Plan.

In addition to prioritizing the budget to meet Strategic Plan goals, there are additional **organizational support services** that are funded. Those items include:

- ✓ Part-time and seasonal employees have become a challenge to fill. This trend is a common issue throughout Northern Colorado and particularly due Windsor's size; it is even more of a challenge. The 2016 budget initiates a higher pay scale for these employees in an attempt to hire and keep these positions for the duration of their need. Until this pressure subsides, wages for these positions will be higher than in the past.
- ✓ With full deployment of new operational software over the past couple of years, the IT Division will now fund a new Supervisor position. This position used to exist, but more

support was needed. Now management is needed again and the Supervisor's position will be re-filled.

- ✓ As mentioned previously, a new Administrative Assistant position to assist Economic Development is in the 2016 budget.
- ✓ Full funding for the Community Recreation Center is in the 2016 budget. The filling of positions will occur in three phases. First, the front-desk personnel will be in place prior to the start of 2016. Then the two new Recreational Supervisors will come on board in early 2016. Finally, the aquatics and facilities staff will come on board by summer, 2016 so all personnel will be in place fully trained for opening Labor Day, 2016

## **Revenues**

The revenues of the Town continue to grow. In addition, the 2016 budget continues 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: A-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 2013 through 2015. We believe that this blending gives us a good conservative balanced approach to revenue estimates.

2016 Property Tax benefits from this year being a re-appraisal year. In Weld County, property tax assessed valuation increased by \$51M of which over \$19M of that increase was in Oil & Gas valuations. For both Weld and Larimer, residential valuations were significantly increased also. As a result, property tax revenue for 2016 will almost be \$1M higher than 2015. Again, it is difficult to assess how much of this will be one-time increases, particularly due to oil/gas, but it is wise not to spend all of these funds and keep them for rainy day or one-time purposes.

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

### **Capital Fund (Page: A-18):**

Sales and Construction Use Tax are estimated based upon a rolling three-year average.

Due to the decrease in 2014 in housing permits, the rolling three-year average reflects a smaller increase in construction use tax.

Severance tax is a three-year average and 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.

### **Water Fund (Page: A-19):**

Most of the revenues are based upon a three-year average. Water Sales revenues trend reflect a slower than normal increase which results in less revenues anticipated the 2015 budget. For 2015, this can be attributed to lower water sales due to a wetter than normal summer.

The Water rate increase by Greeley water utility for Windsor is 3%. This increase is incorporated into the revenue and expenses of the Water budget. The new rates will begin in January, 2016.

The Water Capital Revenues (page A-19) have the Plant Investment Fees. The increase in revenue reflects the second half of a two year increase that was approved by the Town Board in 2014.

**Sewer Fund (Page: A-20):**

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 2014.

Sewer Plant Investment Fees (Page: A-20) revenue reflects the current rate.

**Storm Water Fund (Page: A-21):**

No rate increases for this fund so the rate estimates are based upon three-year average and some new users from 2014.

It is the investment fees expenditures (Page: A-21) that will be using the reserve balance to pay cash for some large capital items.

The Storm Water Fund will be a focus in 2016 on finalizing the Storm Water Master Plan.

**Personnel**

The recommended budget includes:

- ❖ A projected rate increase in health insurance premiums of 10.5% effective January 1, 2016. The budget recommends that the 10.5% increase be split between the Town budget and Town employees. The employer/employee cost ratio is 89%/11% and is maintained in the 2016 budget. This Town increase of \$126,000 is in the budget. Town employee insurance rates will be increased to fund the additional \$10,000. This means that an employee that has family insurance will have an increase of about \$6/month.
- ❖ Dental insurance is also increasing for the first time in several years. The 2016 budget recommends that all employees start to pay for dental insurance in a similar formula as health insurance. This means that the Town will pay 89% and employees will pay 11% of dental costs. Employees who have single coverage will now pay \$1.52/pay period and other groups would see a \$3 to \$5 increase per pay period for dental costs.
- ❖ Last year the Town Board reviewed the Town benefit package. For the most part, Town benefits are at or just below the comparable communities. The exception is for retirement contribution where the Town is lower anywhere from 1% to 7% for participation in the base contribution. Currently the Town provides 3% to 401A retirement accounts and then matches an additional 2% if the employee puts 2% in their 457 account. The 2016 budget recommends increasing the base contribution 1% so an employee will automatically receive a new base retirement of 4% and up to 6% with a match. This contribution gets the Town to the lowest comparable participation by comparable communities and will cost an additional \$63,000 for all funds.

- ❖ For the 2016 budget, the recommended merit pool is budgeted for 3.0%. The evaluation process is conducted at year end and based upon performance each employee is recognized for their service with a wage increase. This cost will be just over \$203,000 for all funds in the recommended 2016 budget. This means that the average merit increase for employees will be 3.0%. Based upon our research of Colorado municipalities, most are providing a wage increase of 2% to 3% for 2016.

- ❖ Full funding for an additional 15 employees.

There are two (2) new employees in the General Fund. They are Administrative Assistant in the Economic Development Department and a Streets Laborer position in the Street Division of the Public Works Department.

The one (1) additional IT Division employee will be shared by all operational divisions.

There are twelve (12) new employees for the Community Recreation Center Expansion Center. In addition, the new additional Facility employees as part of the expansion will be assigned to clean Museum facilities that are currently being funded by a part-time Museum department employee. The part-time position will be eliminated and there will be a reduction in the Museum division budget.

Continued use of contract services for events and marketing in 2016 are budgeted in the Cultural Division and in the Community Recreation Center expansion budget. In 2015 the Town experimented with use of contract services for parks mowing. The overall increase costs for this service is around \$25,000. With the adjustment of part-time and seasonal wages, it is the preference of the Parks division to hire Town employees and bring this park mowing service back in-house.

The only position requested by Department Heads and not recommended is the elimination of two part-time forestry employees for one-full time forester technician position. For the most part, this request was made because of the difficulty of hiring part-time employees. Again, with the new rate structure, we are going to attempt the current part-time model and fund appropriate wages.

The personnel changes occurring in the General Fund are budgeted at \$177,000 including changes in the Information Technology internal service fund. The net cost to the Community Recreation Center Expansion is right at \$338,000 which includes the necessary changes to the Facilities Services internal service fund as well.

### **Trends 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 2016 projects start to come to fruition:

- Expansion of the Community Recreation Center;
- Future of a Public Works Service Facility that will primarily be funded by cash in 2016 and 2017.

- Developing a clearer picture of our future with our current water providers will be a priority of the budget. Also, expanding our water portfolio and developing other alternative water sources and treatment opportunities will continue.
- Northern Integrated Supply Project could receive a final Environmental Impact Statement which will include the project and mitigation that must be taken associated with the project.
- Future of the Library, the Mill, and new Senior Housing could be of emphasis of the Town and financial participation.

The strategies and projects have been ongoing for a couple of years. As a result, it continues to be important to maintain and build savings in the capital funds so when a project starts, reserves (cash) can be used to its fullest extent to fund the project. This will minimize debt.

The 2016 budget continues the smart budgeting philosophy that the Town Board takes an approach to save for 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/use reserves for large projects;
- Continue to treat oil/gas revenues as one-time resources and put them into one-time projects. Street improvements continue to be the emphasis, but there is flexibility for the Town Board to engage in other community projects if warranted.
- Staff and Board should always explore possible grants to help off-set costs associated with projects. For instance, the 2016 budget calls for two Energy Impact grant applications and one GOCO grant to help off-set costs for the Public Works service facility, the water line replacement project, and for a new Pickleball court.

For the first time in several years, the costs for materials and construction items have leveled off and are more predictable; whereas, the labor market continues to be tight with the low unemployment in the region. The budget will need to be continuously monitored to address any fluctuations in these assumptions.

Windsor housing development in 2016 will continue to be important to monitor. We can expect building permits to be difficult to predict as new housing subdivisions go online. The pressure to build single family residential developments in Windsor will continue as this product increases in popularity in Northern Colorado.

The Regional Tourism Act (RTA) project and indirectly related projects will take significant time of Windsor's economic development resources and commitments from the Town Board. The development of PeliGrande and the new Raindance golf course will take planning and review resources.

The continued reliance on our largest retailer (King Soopers) and utility franchises for a bulk of our sales tax revenue emphasizes the need to put particular focus on future retail

opportunities/options. Efforts will be increased to develop strategies to have the Town lead in providing more broadening of our retail market.

Finally, this budget calls for using some General Fund revenue to help support project improvements such as the Public Works Service Facility. Our conservative method of estimating revenue should continue to negate the need to use the reserve balance.

### **Conclusion**

If there is 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 23<sup>rd</sup>.

<b>2016 GRANTS</b>		
PHA grant for Poudre Trail from Westwood Village	Conservation Trust Fund	\$ 10,000
GOCO grant Pickle Ball Court	Capital Improvement Fund	20,000
TIGER V Railroad Quiet Zone	Capital Improvement Fund	2,000,000
Police Dept grant reimbursement bullet proof vests	Capital Improvement Fund	1,200
Water Conservation grant (final of \$41,085 grant)	Water Fund	6,146
CDPHE grant-Sewer Nutrient Study (final of \$837,000)	Sewer Fund	402,000
FEMA PDM grant Law Basin Master Channel (final of \$1,540,737)	Storm Drainage Fund	692,138
CDBG grant Law Basin Master Plan Channel (final of \$1,371,570)	Storm Drainage Fund	685,785
<b>TOTAL</b>		<b>\$3,817,269</b>

## General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>GENERAL FUND REVENUE - 01</b>							
4001-000	<i>Beginning Fund Balance</i>	4,914,906	5,402,059	6,992,068	8,014,127	8,175,012	8,750,217
<b>TAXES</b>							
4311-000	Property Tax	4,059,482	4,049,110	4,036,268	4,200,440	4,200,440	5,089,810
4312-000	Auto Tax	399,161	361,775	435,750	376,613	416,689	452,918
4313-000	Sales Tax	3,136,499	4,160,906	4,497,916	4,017,741	4,670,557	4,435,039
4314-000	Franchise Tax	1,202,273	1,275,008	1,424,084	1,442,510	1,135,088	1,409,439
	<i>Sub-Total</i>	8,797,416	9,846,799	10,394,019	10,037,304	10,422,774	11,387,206
<b>LICENSES &amp; PERMITS</b>							
4321-000	Beer & Liquor Licenses	8,365	7,362	15,083	8,454	17,396	13,280
4322-000	Building Permits	240,273	245,723	190,706	238,464	209,286	215,238
4323-000	Business & Other Licenses	43,111	29,715	27,802	34,392	26,164	27,894
	<i>Sub-Total</i>	291,749	282,800	233,591	281,309	252,845	256,412
<b>INTERGOVERNMENTAL REVENUES</b>							
4331-000	Highway Users Tax	711,379	720,033	752,948	748,843	760,083	770,151
4332-000	County Road & Bridge Tax	198,061	202,558	236,683	232,692	285,689	256,468
4333-000	Cigarette Tax	24,421	25,245	26,788	24,697	26,403	26,145
4334-000	Grants	0	0	0	24,000	0	0
4335-000	Police Dept Grants	3,220	1,870	0	0	686	0
4356-000	Cultural Affairs Grants/Donations	8,077	613	19,002	0	0	0
	<i>Sub-Total</i>	945,158	950,320	1,035,421	1,030,232	1,072,861	1,052,764
<b>CHARGES FOR SERVICES</b>							
4342-000	Cemetery Revenue	53,700	53,030	42,160	44,609	57,771	50,987
4343-000	Swimming Pool	171,018	177,656	167,270	181,600	174,000	181,600
4344-000	Police Dept. Services	26,891	23,227	22,583	22,363	26,825	24,211
4346-000	Recreation Revenue	708,253	692,581	791,601	711,064	734,064	725,472
4351-000	Court of Record Costs	15,300	12,540	12,500	13,611	13,851	12,964
4366-000	Planning Fees	22,850	87,450	63,485	60,814	49,901	66,946
4383-000	Sale of Recycle Commodity	4,060	10,569	13,493	12,000	8,539	12,000
4385-000	Misc. Brush Recycling Revenue	0	20,913	25,917	22,000	21,000	22,000
	<i>Sub-Total</i>	1,002,073	1,077,967	1,139,009	1,076,189	1,085,952	1,096,180

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
	<b>FINES &amp; FORFEITS</b>						
4350-000	Court Fines	185,040	171,904	175,037	173,721	175,293	174,078
	<i>Sub-Total</i>	185,040	171,904	175,037	173,721	175,293	174,078
	<b>MISCELLANEOUS REVENUE</b>						
4360-000	Insurance Refund/Settlement	255	0	4,628	0	308	0
4364-000	Interest Income	58,011	75,316	41,936	30,914	32,687	32,687
4368-000	Miscellaneous Revenue	90,463	77,614	29,910	65,786	115,942	74,489
4371-905	WHA Grant Proceeds	0	307,000	1,000	0	0	0
4372-000	Transfer from Water Fund/Non-Potable	30,000	30,000	30,000	10,000	10,000	10,000
4373-000	Transfer from Water Fund	386,082	400,654	427,907	467,114	467,114	416,028
4374-000	Transfer from Sewer Fund	188,019	190,640	211,260	248,084	248,084	239,998
4375-000	Transfer from Park Improvement Fund	76,914	24,246	25,601	25,873	25,873	27,172
4380-000	Art & Heritage Miscellaneous Revenue	5,248	1,984	1,881	2,000	2,018	1,500
4386-000	Community Events Revenue	13,154	11,949	22,205	12,750	6,715	12,750
4388-000	Misc. Park Revenue	15,318	17,488	10,893	15,000	15,000	15,000
4389-000	Misc. Forestry Revenue	18,841	4,731	3,420	5,000	4,480	5,000
4391-000	DDA Administration Reimbursement	1,470	20,339	20,000	5,000	5,000	5,000
	<i>Sub-Total</i>	883,774	1,161,962	830,642	887,523	933,221	839,624
	<b>COLLECTIONS FOR OTHER GOVERNMENTS</b>						
4315-000	Larimer County Use Tax Collections	6,369	7,311	4,722	6,069	21,261	11,098
4320-000	Safebuilt Building Fee Collection	110,744	144,266	178,713	86,350	211,660	183,552
4325-000	Fire Department Fee collection	0	(4,575)	500	0	0	0
4393-000	Court Fine Surcharge	0	0	1,320	0	0	0
	<i>Sub-Total</i>	117,114	147,002	185,255	92,419	232,921	194,650
<b>GENERAL FUND REVENUE TOTAL</b>		<b>12,222,323</b>	<b>13,638,754</b>	<b>13,992,974</b>	<b>13,578,695</b>	<b>14,175,867</b>	<b>15,000,914</b>
<b>AVAILABLE RESOURCES</b>		<b>17,137,229</b>	<b>19,040,813</b>	<b>20,985,042</b>	<b>21,592,822</b>	<b>22,350,879</b>	<b>23,751,131</b>

*Capital Improvement Fund Detail Budget*

ACCT NO	ACCOUNT NAME	CAPITAL IMPROVEMENT FUND - 04					
		2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>CAPITAL IMPROVEMENT FUND REVENUE - 04</b>							
4001-000	<i>Beginning Fund Balance</i>	4,601,902	4,973,418	7,847,802	8,222,220	9,436,231	11,520,656
4313-000	Sales Tax	2,094,067	2,453,567	2,905,395	2,678,494	3,183,633	2,847,532
4317-000	Severance Tax	260,132	254,637	381,508	338,272	549,525	395,223
4318-000	Construction Use Tax	1,976,928	1,893,964	1,273,030	1,763,203	1,781,447	1,649,480
4319-000	Traffic Impact Fee	1,018,169	938,066	712,195	942,218	1,054,192	901,485
4334-000	Grants	0	0	10,300	0	55,000	20,000
4334-901	Grants Bridge	0	11,453	400,020	0	109,728	0
4334-904	Grants RR Quiet Zone	24,000	0	48,284	3,158,305	1,158,305	2,000,000
4335-000	Police Dept Grants	0	3,750	0	6,000	6,000	1,200
4336-000	Museum Grants	0	0	0	10,000	5,000	20,000
4342-000	I-25 Landowner Fees	0	12,233	(6,117)	0	0	0
4361-000	Gas & Oil Drilling Royalties	0	116,734	1,085,249	95,000	806,402	763,030
4362-000	Mineral Lease Revenue	83,129	117,407	163,298	0	0	0
4360-000	Insurance Refund/Settlement	0	0	742,389	0	0	0
4364-000	Interest Income	5,062	84,570	95,482	67,572	115,047	115,047
4370-000	Developer Contributions	794,017	581,703	753,080	0	0	0
4378-000	Transfer from Storm Drainage Fund/Loan	0	0	0	0	0	102,382
4371-000	Transfer from General Fund/PW Facility	0	0	0	82,500	70,750	583,250
<b>CAPITAL IMPROVEMENT FUND REVENUE TOTAL</b>		<b>6,256,475</b>	<b>6,468,083</b>	<b>8,564,113</b>	<b>9,141,564</b>	<b>8,895,029</b>	<b>9,398,628</b>

Water Fund Detail Budget

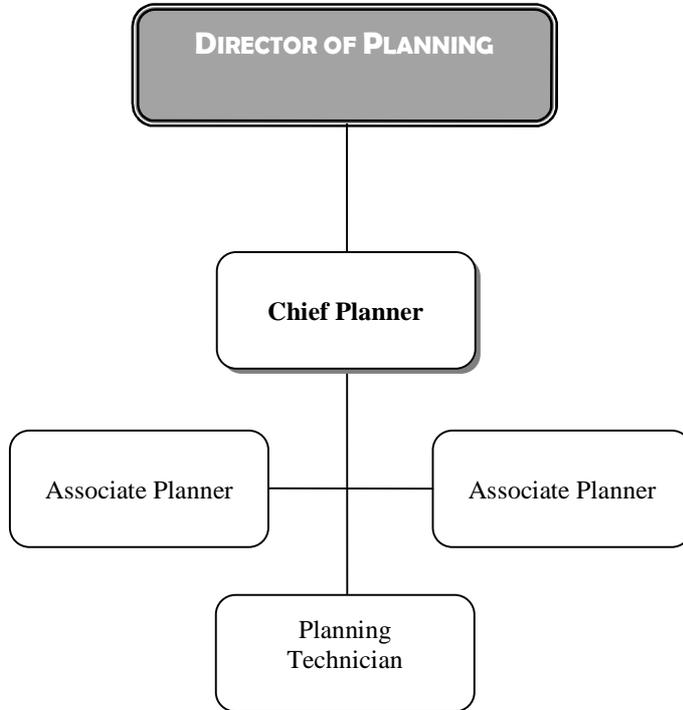
TOWN OF WINDSOR							WATER FUND - 06	
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET	
<b>WATER FUND O&amp;M REVENUE - 06</b>								
4001-000	<i>Beginning Fund Balance</i>	5,313,253	6,083,957	6,771,399	6,693,355	7,133,159	7,433,520	
4334-000	Grants	12,652	0	0	5,000	34,939	6,146	
4351-000	Utility Sales	3,444,552	3,163,142	3,311,417	3,215,288	2,786,937	3,137,149	
4355-000	Meter Yokes / Materials	110,118	74,502	58,127	84,744	114,172	82,267	
4356-000	Hydrant Meter Rental	111,862	4,982	2,806	26,000	11,752	6,514	
4357-000	Water Rental	115,724	52,865	101,189	70,000	91,963	82,006	
4359-000	Tank Water Revenue	1,844	1,893	2,766	2,168	2,907	2,522	
4364-000	Interest Income	191,965	215,394	272,582	232,229	293,908	293,942	
4368-000	Miscellaneous/Service Reconnect Fees	16,315	14,790	12,385	16,811	42,178	23,118	
4385-000	Delinquent Charge	45,520	51,520	32,370	47,678	54,806	46,232	
4386-000	Construction Water	6,764	425	0	2,396	0	142	
<b>WATER FUND O&amp;M REVENUES TOTAL</b>		<b>4,057,316</b>	<b>3,579,513</b>	<b>3,793,643</b>	<b>3,702,315</b>	<b>3,433,563</b>	<b>3,880,037</b>	
<b>AVAILABLE RESOURCES</b>		<b>9,370,569</b>	<b>9,663,471</b>	<b>10,565,043</b>	<b>11,282,791</b>	<b>10,566,722</b>	<b>11,113,557</b>	
<b>WATER PLANT INVESTMENT FEES REVENUES</b>								
						<b>WATER PLANT INVESTMENT FEE</b>		
4001-000	<i>Beginning Fund Balance</i>	6,248,297	7,173,853	7,778,762	4,448,653	4,922,004	5,664,027	
4334-906	Grant / Water Tank	0	0	455,065	90,000	171,641	0	
4352-000	Plant Investment Fees	1,198,071	779,352	534,262	1,140,534	1,439,772	1,091,129	
4367-000	Contributions- Developers	259,706	214,900	300,210	0	0	0	
4374-000	Transfer from Capital Imp Fund	62,653	62,653	60,481	65,833	65,833	125,000	
4375-000	Transfer from Park Fund	0	0	0	0	0	0	
<b>WATER PLANT INVEST FEE REVENUES TOTAL</b>		<b>1,520,430</b>	<b>1,056,905</b>	<b>1,350,019</b>	<b>1,296,367</b>	<b>1,677,246</b>	<b>1,216,129</b>	
<b>AVAILABLE RESOURCES</b>		<b>7,768,726</b>	<b>8,230,758</b>	<b>9,128,781</b>	<b>5,745,020</b>	<b>6,599,250</b>	<b>6,880,156</b>	

*Sewer Fund Detail Budget*

TOWN OF WINDSOR								SEWER FUND - 07
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2,016 BUDGET	
<b>SEWER FUND OPERATING &amp; MAINTENANCE REVENUE - 07</b>								
4001-000	<i>Beginning Fund Balance</i>	2,402,369	3,107,297	3,672,222	3,691,297	4,218,233	4,666,367	
4351-000	Utility Sales	1,688,744	1,733,967	1,817,815	1,733,621	1,872,947	1,810,456	
4334-000	Grants	0	0	0	190,000	144,317	0	
4364-000	Interest Income	2,516	3,764	728	788	827	827	
4368-000	Miscellaneous Revenue	9,245	9,880	11,875	0	(20)	0	
4361-000	Gas & Oil Drilling Royalties	66,074	31,500	22,494	44,003	66,688	40,227	
<b>SEWER FUND O&amp;M</b>								
<b>TOTAL REVENUE</b>		<b>1,766,580</b>	<b>1,779,111</b>	<b>1,852,912</b>	<b>1,968,412</b>	<b>2,084,759</b>	<b>1,851,510</b>	
<b>AVAILABLE RESOURCES</b>		<b>4,168,949</b>	<b>4,886,408</b>	<b>5,525,135</b>	<b>5,659,709</b>	<b>6,302,993</b>	<b>6,517,877</b>	
<b>SEWER PLANT INVESTMENT FEES REVENUES - 07</b>								
						<b>SEWER PLANT INVESTMENT FEE</b>		
4001-000	<i>Beginning Fund Balance</i>	3,097,146	3,954,693	3,710,968	4,045,641	3,916,535	4,604,767	
4336-000	Loan Proceeds	3,110,543	0	0	0	0	0	
4334-907	Grants/Nutrient	1,421,890	0	55,014	837,000	435,000	402,000	
4352-000	Plant Investment Fees	1,039,077	635,408	458,274	905,079	1,128,459	846,714	
4364-007	PI Interest Income	4,284	6,409	1,239	1,342	1,497	1,407	
4367-000	Contributions- Developers	221,823	237,413	72,173	0	0	0	
<b>SEWER INVESTMENT FEE</b>								
<b>REVENUE TOTAL</b>		<b>5,797,618</b>	<b>879,230</b>	<b>586,700</b>	<b>1,743,421</b>	<b>1,564,956</b>	<b>1,250,121</b>	
<b>AVAILABLE RESOURCES</b>		<b>8,894,764</b>	<b>4,833,923</b>	<b>4,297,668</b>	<b>5,789,062</b>	<b>5,481,491</b>	<b>5,854,888</b>	

*Storm Drainage Fund Detail Budget*

<b>TOWN OF WINDSOR</b>						<b>STORM DRAINAGE FUND - 08</b>	
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2012 ACTUAL</b>	<b>2013 ACTUAL</b>	<b>2014 ACTUAL</b>	<b>2015 BUDGET</b>	<b>2015 PROJ.</b>	<b>2016 BUDGET</b>
<b>STORM DRAINAGE O&amp;M REVENUE - 08</b>						<b>STORM DRAIN OPERATING &amp; MAINTENANCE</b>	
4001-000	<i>Beginning Fund Balance</i>	271,983	234,836	286,174	381,739	345,720	534,884
4349-000	Stormwater Service	221,808	240,669	197,147	239,127	214,829	217,824
4361-000	Mosquito Control Service	82,548	88,636	94,951	94,740	97,578	95,040
4368-000	Miscellaneous Income	785	0	0	0	12,828	0
4368-800	Miscellaneous Income - PIF	0	0	30,321	0	37,155	30,000
<b>STORM DRAIN O&amp;M TOTAL REVENUE</b>		<b>305,141</b>	<b>329,305</b>	<b>322,419</b>	<b>333,867</b>	<b>362,391</b>	<b>342,864</b>
<b>RESOURCES AVAILABLE</b>		<b>577,124</b>	<b>564,141</b>	<b>608,594</b>	<b>715,607</b>	<b>708,111</b>	<b>877,747</b>
<b>STORM DRAIN INVESTMENT FEES REVENUE</b>						<b>PLANT INVESTMENT FEES</b>	
4001-000	<i>Beginning PI Fund Balance</i>	698,420	1,613,890	2,096,442	1,840,348	2,493,503	1,070,182
4334-908	Grants / Law Basin FEMA PDM & CDBG	0	0	156,460	1,031,172	1,377,923	1,377,923
4352-000	Storm Drain Investment Fees	604,636	676,681	704,342	643,259	707,979	713,903
4364-000	Storm Drain Invest Interest Income	935	628	545	537	708	708
4372-000	Transfer from Water Fund/Non-Potable	462,919	0	0	0	0	0
4374-000	Transfer from Capital Improvement Fund	0	0	0	504,814	504,814	0
4367-000	Developer Contributions	162,328	53,794	52,004	0	0	0
<b>STORM DRAIN INVESTMENT REVENUES TOTAL</b>		<b>1,230,818</b>	<b>731,102</b>	<b>913,352</b>	<b>2,179,781</b>	<b>2,591,424</b>	<b>2,092,535</b>
<b>AVAILABLE RESOURCES</b>		<b>1,929,237</b>	<b>2,344,993</b>	<b>3,009,793</b>	<b>4,020,130</b>	<b>5,084,927</b>	<b>3,162,716</b>



*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

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**RELATIONSHIP TO THE STRATEGIC PLAN**

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While the Planning Department touches on numerous aspects of the Strategic Plan, the following Goals and elements of the 2014-2016 Strategic Plan will be directly addressed in 2016:

Goal 1: Build Community Spirit and Pride

*B. Provide opportunities for residents to be involved and informed in Town governance and in community service*

2016 budget implication: Appropriation for update of the annexation and master plan, zoning and subdivision chapters of the Municipal Code

*C. Encourage healthy, family-friendly neighborhoods for all ages*

2016 budget implication: Appropriation for update of the annexation and master plan, zoning and subdivision chapters of the Municipal Code

*F. Improve appearance and aesthetics of main corridors*

2016 budget implication: Appropriation for update of the annexation and master plan, zoning and subdivision chapters of the Municipal Code

Goal 3: Diversify, Grow, and Strengthen the Local Economy

*B. Strengthen retail strategies for all commercial corridors*

2016 budget implication: Appropriation for update of the annexation and master plan, zoning and subdivision chapters of the Municipal Code

Goal 4: Develop and Maintain Effective Infrastructure

*B. Support multiple forms of alternative transportation*

2016 budget implication: Appropriation for update of the annexation and master plan, zoning and subdivision chapters of the Municipal Code

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**TRENDS**

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The Planning Department will complete the 2015 Comprehensive Plan process with hearings and recommendation in the first quarter of 2016. Upon completion of a new Comprehensive Plan, it is good planning practice to update the land use chapters of the Municipal Code, as the regulations contained in the annexation and master plan, zoning and subdivision chapters serve as the tools to implement the goals and policies of the Comprehensive Plan. Similar to the extensive community outreach effort that was undertaken during the 2015 Comprehensive Plan process, community outreach will be an integral part of the update of the Municipal Code in 2016. The update will address input received from the development community and general public by making the code more user friendly through the use of tables, graphics and simplification of language, as well as by creating a more contemporary mixed use zone and adding elements of hybrid code. The update will also address potential issues with the current sign code that have been identified by legal staff.

The improving economy has led to several new projects, some of which are currently under staff review and others which are anticipated to be submitted in the near future. Additionally, should the pending Go NoCO Regional Tourism Act application be awarded, the development review workload will increase accordingly. Lastly, oil and gas activity in 2015 has been lower than the recent past few years, however, as the oil and gas markets improve in the future it is anticipated that oil and gas activity will again require additional staff time.

General Fund Detail Budget

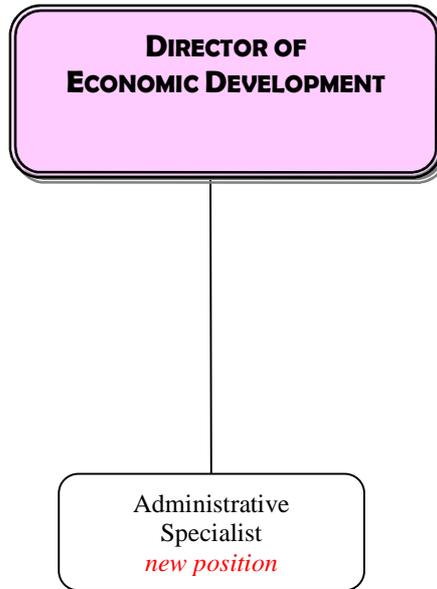
TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET	
<b>PLANNING &amp; ZONING EXPENDITURES - 419</b>								
5111-000	Wages / Full Time	314,247	324,627	333,557	334,166	318,303	327,065	
5112-000	Wages / Part Time	0	539	2,604	5,472	2,425	2,750	
5121-000	Wages / Over Time	17	232	17	200	0	200	
5114-000	Merit Pay	0	0	0	10,025	0	9,812	
5126-000	Short Term Disability	0	266	266	266	266	266	
5127-000	Long Term Disability	1,389	1,473	1,510	1,554	1,197	1,554	
5128-000	Vision Insurance	440	482	453	440	363	456	
5130-000	FICA-Med	4,417	4,608	4,775	5,073	4,826	4,927	
5131-000	FICA	18,885	19,701	20,419	21,692	20,637	21,069	
5132-000	Medical Insurance	34,715	30,387	35,708	43,369	39,681	50,004	
5133-000	Employee Retirement	14,259	12,121	14,675	16,351	12,567	17,033	
5134-000	Unemployment Insurance	880	929	955	1,050	1,022	1,019	
5135-000	Workers Compensation Insurance	899	903	828	663	688	635	
5136-000	Dental Insurance	2,916	2,155	2,308	2,518	2,312	2,940	
5137-000	Staff Development	6,016	5,425	6,351	9,000	6,652	9,275	
5138-000	Life Insurance	910	895	822	845	650	902	
5144-000	Employee Assistance Administration	198	178	191	194	172	194	
	<i>Personal Services Total</i>	400,186	404,921	425,440	452,878	411,762	450,103	
6210-000	Office Supplies	1,455	2,417	1,888	2,000	1,373	2,000	
6213-000	Public Relations	732	265	24	300	175	300	
6214-000	Board Development - Planning Commission	3,713	5,491	16,820	9,000	7,439	12,000	
6214-100	Board Development Historical Preservation	747	1,048	287	2,000	1,025	2,000	
6216-000	Reference Books/Materials	86	1,593	187	100	0	100	
6217-000	Dues/Fees/Subscriptions	1,787	1,523	1,614	1,700	1,174	2,875	
6218-000	Small Equipment Items	8	378	0	900	0	0	
6245-000	Travel/Mileage	381	212	224	300	1,032	750	
6246-000	Liability Insurance	7,115	2,452	2,445	3,282	2,859	3,472	
6253-000	Contract Service	5,748	420	60,033	157,000	111,676	100,705	
6256-000	Publishing/Recording	1,109	2,048	2,045	1,500	2,143	2,250	
6261-000	Telephone Services	148	194	210	200	928	1,420	
6263-000	Postage	355	344	268	350	214	350	
6264-000	Printing/Binding	42	417	206	2,850	959	2,850	
6267-000	Study Review/Consultant	3,462	0	0	0	0	0	
	<i>Operating &amp; Maintenance Total</i>	26,888	18,801	86,251	181,482	130,995	131,072	
7011-000	Information Tech Transfer	54,553	60,151	71,824	51,367	51,367	35,407	
7012-000	Facility Services Transfer	15,527	14,161	15,644	16,184	16,184	16,132	
7312-905	WHA Grant Funds Expenditure	0	307,000	1,000	0	0	0	
	<i>Interfund Loans &amp; Transfers Total</i>	70,080	381,312	88,468	67,551	67,551	51,540	
<b>PLANNING &amp; ZONING EXPENDITURES TOTAL</b>		<b>497,154</b>	<b>805,034</b>	<b>600,160</b>	<b>701,911</b>	<b>610,309</b>	<b>632,714</b>	

*Capital Improvement Fund Detail Budget*

		CAPITAL IMPROVEMENT FUND - 04					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>PLANNING Department - 419</b>							
6218-000	Small Equipment	0	0	0	0	7,941	3,300
	<i>Small Equipment Total</i>	0	0	0	0	7,941	3,300
<b>PLANNING DEPARTMENT TOTAL</b>		0	0	0	0	7,941	3,300

**Economic Development Department**

*Stacy Johnson*  
*Director of Economic Development*



*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

**Economic Development  
Incentive Fund (EDIF)**

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**RELATIONSHIP TO STRATEGIC PLAN**

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The Economic Development Department budget primarily relates to, all of the priorities discussed in Goal 3: *Diversify, Grow and Strengthen the Local Economy* and some of Goal 1: *Build Community Spirit and Pride*. The Economic Development department has been in place for four and a half years and the majority of the priorities in Goal 3 are responsibilities of the department. There may be a shift to include major priorities and plan of action in Goal 2: *Promote Windsor as a Destination* if the Town is awarded the Regional Tourism Act Incentive from the State of Colorado in the fourth quarter of 2015.

In 2016, the department plans to continue an emphasis on retention of existing employers, attracting retailers, capitalizing on opportunities for entrepreneurs and promotion of a *pro-business community*. New in the Economic Development budget this year is the addition of a full time employee. The budget also maintains funds for membership dues with surrounding economic development organizations, excluding and new and recently defunct organizations. These organizations will continue to aid in the pursuit of primary employers to locate in Windsor and help promote the community nation-wide. The budget also reflects funds to assist small business development and startup businesses looking to locate in the town limits of Windsor.

The Economic Development Department will still focus on primary employment and diversifying the Town's industry base. The department will also continue to focus on delivering superior customer service, increase marketing/collateral materials, increased information/data on the economic development portion of the Town website and general reporting of economic development activity. The Department will also continue to look for additional retail and shopping opportunities for people living, working or visiting Windsor.

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**TRENDS**

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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 economic challenge for Windsor is the lack of available existing small-mid size industrial buildings with outdoor storage; however this issue is affecting the entire region and is not just centric to Windsor. Companies are requesting buildings in the 10-20k sq. ft. with one to two acres of outdoor storage and Windsor currently has very few if any buildings with that much land to meet that demand. Nearly all the existing vacant industrial type facilities in Windsor have all been filled in the last four years. The majority of requests from relocating companies are for existing space which may present a challenge for Windsor in 2016 and beyond. To attract the type of businesses lacking in Windsor and to remain competitive with surrounding communities, requests for incentives to develop will need to continue to be considered as well as perhaps specialized programs to attract these types of companies.

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>ECONOMIC DEVELOPMENT - 420</b>							
5111-000	Wages / Full Time	79,478	82,997	88,355	91,145	101,558	129,705
5114-000	Merit Pay	0	0	0	2,734	0	2,734
5126-000	Short Term Disability	0	195	211	210	210	210
5127-000	Long Term Disability	370	374	407	410	459	609
5128-000	Vision Insurance	103	103	106	109	147	239
5130-000	FICA-Med	1,172	1,227	1,303	1,361	1,489	1,920
5131-000	FICA	5,012	5,246	5,569	5,821	4,278	8,211
5132-000	Medical Insurance	9,779	10,144	11,078	12,425	16,267	29,498
5133-000	Employee Retirement	2,879	4,128	4,394	4,694	4,798	6,211
5134-000	Unemployment Insurance	236	235	249	282	311	397
5135-000	Workers Compensation Insurance	214	585	301	178	185	236
5136-000	Dental Insurance	720	720	720	720	1,035	1,860
5137-000	Staff Development	4,158	1,589	1,035	5,000	2,766	4,000
5138-000	Life Insurance	235	224	222	223	251	339
5144-000	Employee Assistance Administration	42	36	39	39	49	78
	<i>Personal Services Total</i>	104,397	107,803	113,989	125,349	133,803	186,247
6210-000	Office Supplies	446	575	314	500	332	750
6211-000	Economic Development Membership	45,000	45,000	45,000	45,000	40,000	45,000
6213-000	Public Relations	901	1,631	2,370	4,000	1,656	4,000
6216-000	Reference Books/Materials	140	135	430	350	200	350
6217-000	Dues/Fees/Subscriptions	1,669	1,774	1,829	2,200	2,200	3,000
6245-000	Travel/Mileage	2,936	3,208	3,089	3,200	3,321	3,700
6246-000	Liability Insurance	737	855	852	1,144	997	1,211
6253-000	Contract Service	20,000	250	51,900	3,000	1,500	3,000
6261-000	Telephone Services	1,281	1,269	1,300	1,320	1,350	1,320
6263-000	Postage	31	19	43	150	89	100
6264-000	Printing/Binding	101	693	42	750	414	1,000
	<i>Operating &amp; Maintenance Total</i>	73,241	55,410	107,170	61,614	52,058	63,431
7011-000	Information Tech Transfer	10,210	11,329	10,217	14,214	14,214	13,577
7012-000	Facility Services Transfer	6,337	6,111	6,444	6,897	6,897	7,287
7373-000	Transfer to Econ. Dev. Incentive Fund	0	0		200,000	200,000	161,326
	<i>Interfund Loans &amp; Transfers Total</i>	16,547	17,440	16,661	221,111	221,112	182,190
<b>ECONOMIC DEVELOPMENT EXPENDITURES TOTAL</b>		<b>194,185</b>	<b>180,653</b>	<b>237,819</b>	<b>408,075</b>	<b>406,972</b>	<b>431,868</b>

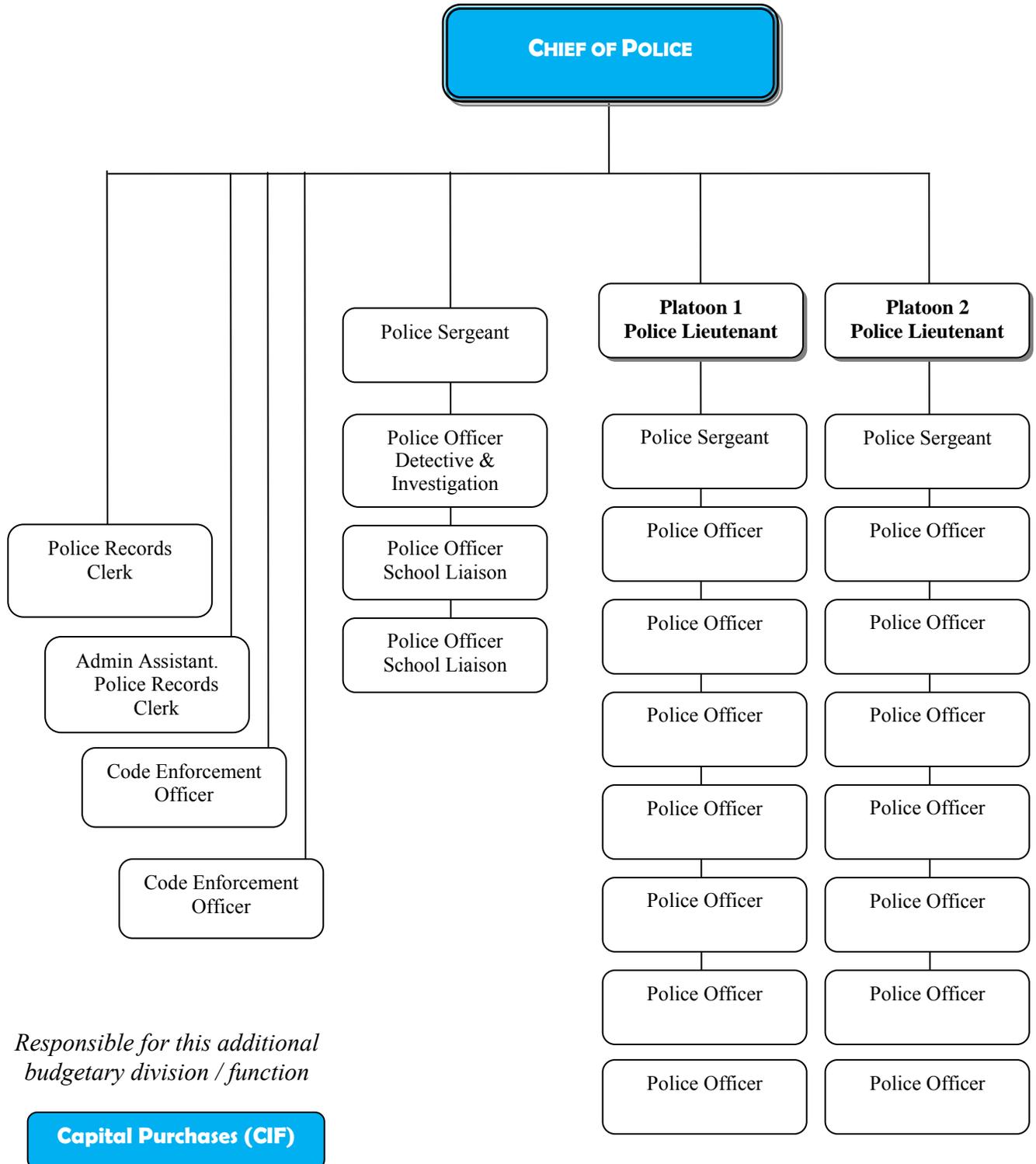
*Capital Improvement Fund Detail Budget*

		CAPITAL IMPROVEMENT FUND - 04					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b><u>ECONOMIC DEVELOPMENT Department - 420</u></b>							
6218-000	Small Equipment Items	0	0	0	0	1,700	1,083
	<i>Small Equipment &amp; Computer Total</i>	0	0	0	0	1,700	1,083

Economic Development Incentive Fund Detail Budget

ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	ECONOMIC DEVELOPMENT INCENTIVE FUND -20		
					2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>ECONOMIC DEVELOPMENT INCENTIVE FUND REVENUE - 20</b>					<b>ECONOMIC DEVELOPMENT INCENTIVE FUND</b>		
4001-000	<i>Beginning Fund Balance</i>	0	0	0	0	0	38,674
4xxx-000	Economic Incentive Package Reimbursements	0	0	0	0	0	0
4364-000	Interest Earnings	0	0	0	0	0	0
4376-000	Transfer from TOW General Fund	0	0	0	200,000	200,000	161,326
<b>ECONOMIC DEVELOPMENT FUND REVENUES TOTAL</b>					0	0	0
<b>AVAILABLE RESOURCES</b>					0	0	0
<b>ECONOMIC DEVELOPMENT INCENTIVE FUND EXPENDITURE- 20</b>					<b>ECONOMIC DEVELOPMENT INCENTIVE FUND</b>		
<b>ECONOMIC DEVELOPMENT INCENTIVE FUND -435</b>					<b>ECONOMIC DEVELOPMENT INCENTIVE FUND</b>		
6217-000	Dues/Fees/Subscriptions	0	0	0	0	20,000	0
	<i>Operating &amp; Maintenance Total</i>	0	0	0	0	20,000	0
7XXX-000	Incentive Loan Disbursements	0	0	0	0	0	0
7373-000	Transfers/Repayments to Other Funds	0	0	0	0	141,326	0
	<i>Debt Service &amp; Transfers Total</i>	0	0	0	0	141,326	0
8410-000	Land/Easements	0	0	0	0	0	0
8412-000	Site Improvements	0	0	0	0	0	0
8420-000	Building & Structures	0	0	0	0	0	0
	<i>Capital Outlay Total</i>	0	0	0	0	0	0
<b>ECONOMIC DEVELOPMENT FUND EXPENDITURES TOTAL</b>					0	0	0
<b>BEGINNING ECONOMIC DEV. FUND BALANCE</b>					0	0	0
<b>REVENUE</b>					0	0	0
<b>Available Resources</b>					0	0	0
<b>EXPENDITURES</b>					0	0	0
<b>ENDING ECONOMIC DEV. FUND BALANCE</b>					0	0	0

*John Michaels  
Chief of Police*



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**RELATIONSHIP TO THE STRATEGIC PLAN**

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In the 2014-2016 Strategic Plan Update, Goal 1: *Promote safety and security*, is the direct responsibility of the police department and it encompasses all aspects of our duties as police officers. Our focus has been and remains to be a high profile/high visibility department in the community so our citizens can see a very proactive police force in our Town.

We work 24 hours a day 365 days a year providing police coverage to the community. We want to provide a quick response to our calls for service and expect the officers to help the citizens with the complaints and problems.

The police department is very active with the special events that occur throughout the year which include the 4<sup>th</sup> of July Celebration, Harvest Festival, Summer Concerts, Bike Rodeo, National Night Out, Drug Take Back Program and in August of this year, providing traffic control for the US Pro Challenge. Our officers are also visible and present for sporting events at the High School and at the Community Recreation Center Middle School dances and we have School Liaison Officers working with all the schools on any projects or issues with which they need assistance.

We are in the process of updating the Larimer and Weld County Hazardous Mitigation Plan which is required every five years. That project for both counties should be completed by the end of the first quarter of 2016. All officers are trained in the Incident Command System in regards to their duties and responsibilities based on their position in the department.

We continue to work on best practices in the police department refining our different functions to improve efficiency, documentation, training, record retention and providing services to the community.

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**TRENDS**

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The state legislators will continue to be a challenge to local law enforcement with the laws they are enacting under the umbrella of “police reform bills” that will impact our operations and costs could be substantial. Mandatory body cameras for all officers will be the next issue we face as a state mandate on all police departments. These types of laws will continue for the next few years, increasing the burden on law enforcement agencies with limited financial help from the state.

2016 will also be a transition year for the police department with additional retirement in senior management. The Chief of Police’s projected retirement will be in July 2016.

We will continue to monitor the growth and call load of Windsor. With several new, major subdivisions scheduled to come on line in 2016 or 2017, it will be time to determine if additional officers and positions will be needed.

General Fund Detail Budget

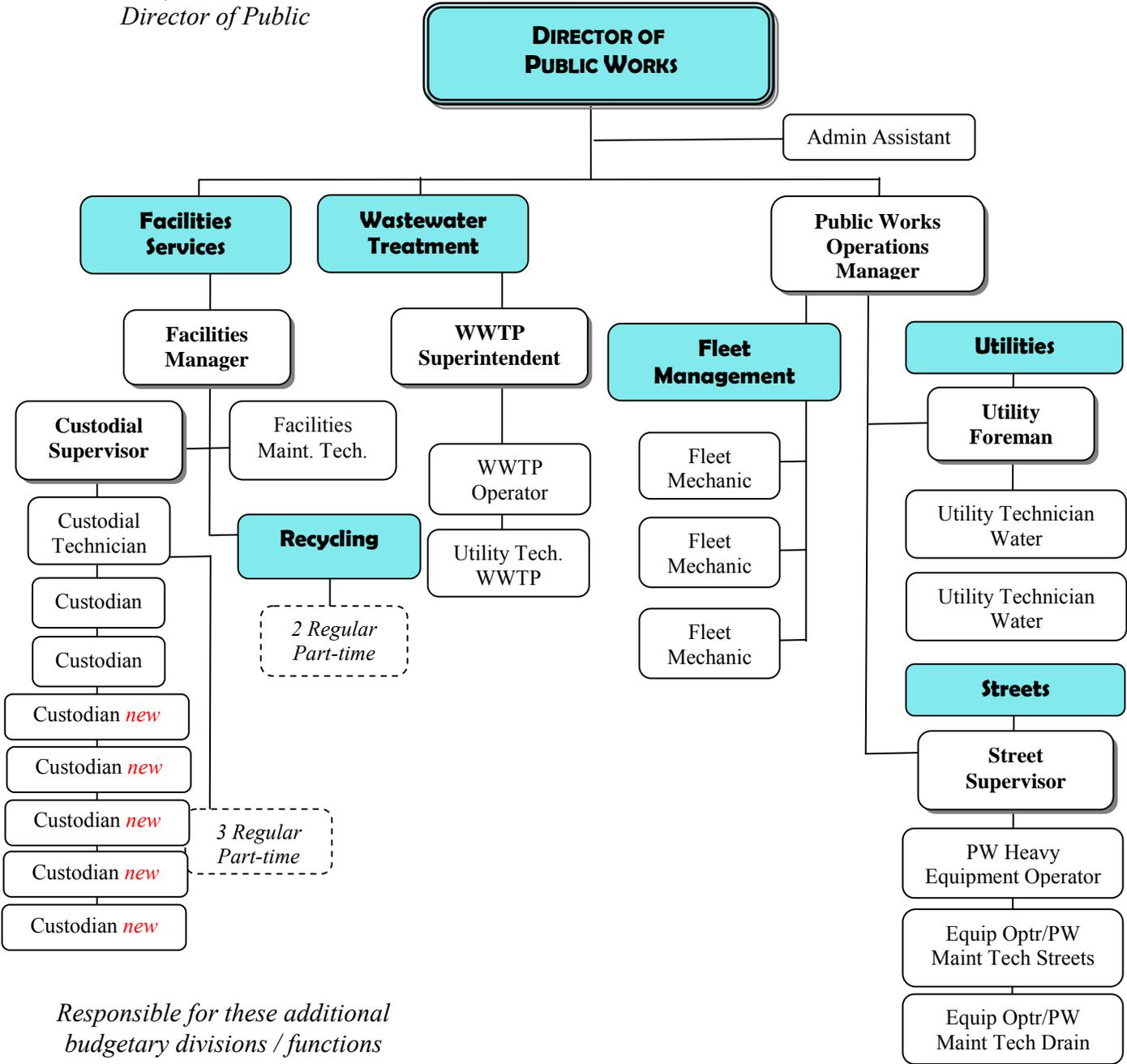
TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>POLICE DEPARTMENT EXPENDITURES - 421</b>							
5111-000	Wages / Full Time	1,420,138	1,467,530	1,565,805	1,683,276	1,727,660	1,727,301
5112-000	Wages / Part Time	9,417	22,864	23,491	32,300	28,042	32,300
5121-000	Wages / Over Time	10,930	19,001	16,418	15,000	31,000	20,000
5114-000	Merit Pay	0	0	0	47,778	0	51,819
5126-000	Short Term Disability	0	1,517	1,797	2,057	2,183	2,235
5127-000	Long Term Disability	5,912	6,517	7,140	7,596	7,566	7,860
5128-000	Vision Insurance	2,300	2,419	2,742	3,169	3,079	3,251
5130-000	FICA-Med	19,792	21,077	22,432	25,786	26,538	26,556
5131-000	FICA	84,614	90,121	95,824	110,258	113,471	113,548
5132-000	Medical Insurance	220,968	233,716	254,004	292,970	296,516	359,190
5133-000	Employee Retirement	57,443	65,871	61,344	77,444	73,762	102,589
5134-000	Unemployment Insurance	3,790	4,013	4,261	5,335	5,646	5,494
5135-000	Workers Compensation Insurance	54,759	57,796	72,796	61,952	65,636	58,016
5136-000	Dental Insurance	20,678	20,946	21,407	22,151	22,726	24,696
5137-000	Staff Development	3,603	5,014	3,832	5,000	4,500	5,000
5138-000	Life Insurance	3,967	3,890	3,885	4,135	4,121	4,524
5139-000	FPPA Pension	49,757	52,675	55,495	59,233	65,290	64,695
5141-000	Uniform/Clothing Allowance	7,637	6,221	9,524	8,000	8,000	8,000
5144-000	Employee Assistance Administration	998	865	1,001	1,089	1,050	1,089
	<i>Personal Services Total</i>	1,976,702	2,082,054	2,223,196	2,464,531	2,486,786	2,618,161
6210-000	Office Supplies	4,311	3,267	3,678	5,000	4,368	5,000
6213-000	Public Relations	2,197	735	2,608	2,000	2,000	2,000
6216-000	Reference Books/Materials	466	505	615	1,000	1,000	1,000
6217-000	Dues/Fees/Subscriptions	933	1,387	1,210	1,000	1,224	1,000
6218-000	Small Equipment Items	7,076	4,675	6,699	7,000	7,000	8,000
6219-000	Special Equipment	2,476	4,058	711	3,500	3,838	3,500
6224-000	Trash Service	550	553	358	550	446	600
6232-000	Building Repair/Maintenance	0	156	0	0	0	0
6240-000	Equipment Repairs	0	897	369	1,000	0	1,000
6245-000	Travel/Mileage	141	35	0	500	0	500
6246-000	Liability Insurance	16,681	19,526	22,823	26,029	23,549	27,712
6253-000	Contract Service	50,032	42,361	52,754	59,000	63,000	66,500
6258-000	Investigation Expense	18,905	12,838	14,479	15,000	13,363	15,000
6259-000	Animal Control	2,062	5,469	3,809	3,000	2,872	3,000
6260-000	Utilities	22,612	26,404	27,230	24,000	28,927	28,000
6261-000	Telephone Services	6,881	6,997	7,457	6,500	7,062	8,000
6262-000	Radio Expense	315	0	19	400	0	400
6263-000	Postage	2,439	2,068	2,422	2,500	1,430	3,000
6264-000	Printing/Binding	2,600	3,518	3,513	4,000	3,957	4,000
	<i>Operating &amp; Maintenance Total</i>	140,679	135,449	150,754	161,979	164,034	178,212
7010-000	Fleet Transfer	251,933	251,933	246,235	246,235	246,235	246,235
7011-000	Information Tech Transfer	86,890	109,282	126,469	153,537	153,537	133,663
7012-000	Facility Services Transfer	87,653	82,622	91,983	96,407	96,407	97,184
	<i>Interfund Loans &amp; Transfers Total</i>	426,476	443,837	464,687	496,179	496,179	477,083
<b>POLICE DEPARTMENT EXPENDITURES TOTAL</b>		<b>2,543,857</b>	<b>2,661,340</b>	<b>2,838,637</b>	<b>3,122,689</b>	<b>3,147,000</b>	<b>3,273,456</b>

*Capital Improvement Fund Detail Budget*

		CAPITAL IMPROVEMENT FUND - 04					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>POLICE Department - 421</b>							
6218-000	Small Equipment Items	1,310	7,500	13,562	55,700	52,240	31,500
	<i>Small Equipment &amp; Computer Total</i>	1,310	7,500	13,562	55,700	52,240	31,500
6232-000	Building Repairs/Maintenance	0	0	0	23,549	5,549	8,000
	<i>Operating &amp; Maintenance Total</i>	0	0	0	23,549	5,549	8,000
7352-000	Principal Exp-Lease/Purch	145,080	145,080	145,080	145,080	145,080	145,080
7810-000	Fleet Capital Contribution	0	0	45,000	110,000	110,000	0
	<i>Interfund Loans &amp; Transfers Total</i>	145,080	145,080	190,080	255,080	255,080	145,080
8440-000	Machinery & Equipment	3,000	0	0	0	0	0
	<i>Capital Outlay Total</i>	3,000	0	0	0	0	0
<b>POLICE DEPARTMENT TOTAL</b>		<b>149,390</b>	<b>152,580</b>	<b>203,642</b>	<b>334,329</b>	<b>312,869</b>	<b>184,580</b>

**Public Works Department**

*Terry Walker  
Director of Public*



*Responsible for these additional budgetary divisions / functions*

- Streets, Water, Sewer, Storm Drainage Operations**
- Facility Services**
- Fleet Management**
- Capital Purchases (CIF)**

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**RELATIONSHIP TO THE STRATEGIC PLAN**

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The Public Works department has several 2016 budget items that directly relate to the 2014-2016 Strategic Plan. Goal 4: *Promote, Manage, and Facilitate an 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: *Make street maintenance a priority*. The 2016 budget includes increased projections for street maintenance including increased patching activities, patch work equipment, street marking supplies and snow removal materials. 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 E: *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 and leak detection of town water mains. Public Works will also continue to explore the feasibility of phasing in alternative fuel vehicles.

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**TRENDS**

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As the community experiences continued growth it will create demand for essential transportation and utility and facility services as financial services become more limited. Accountability and measured performance will continue to be critical as Town Departments commit more resources that promote community vitality, business prosperity, public health, safety, security and environmental quality.

The Department will meet emerging challenges with new efficiencies driven by innovative technology, internal process improvement, stronger strategic partnerships, and outcome based long range planning. Through leadership and direction it will promote planned development and integrated services that ensure a viable, safe, and progressive community that meets the diverse needs of a dynamic population.

General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET	
<b>RECYCLING EXPENDITURES - 428</b>								
5112-000	Wages / Part Time	0	14,440	14,823	12,200	15,193	12,200	
5121-000	Wages / Over Time	0	63	31	0	7	0	
5130-000	FICA-Med	0	204	215	177	233	177	
5131-000	FICA	0	871	917	756	994	756	
5141-000	Uniform/Clothing Allowance	0	0	0	0	250	250	
5134-000	Unemployment Insurance	0	42	44	37	48	37	
	<i>Personal Services Total</i>	0	15,619	16,030	13,170	16,725	13,420	
6224-000	Trash Services - recycling	0	16,132	16,143	12,500	12,769	13,000	
6228-000	Brush Removal / Compost	0	11,500	26,932	21,000	21,000	21,000	
6241-000	Land Maintenance	0	0	1,310	0	0	0	
6253-000	Contract Service	0	535	796	3,000	3,000	3,000	
6260-000	Utilities	0	361	449	300	534	525	
6267-000	Printing/Binding	0	0	275	0	0	0	
	<i>Operating &amp; Maintenance Total</i>	0	28,528	45,905	36,800	37,304	37,525	
<b>RECYCLING EXPENDITURES TOTAL</b>		0	44,147	61,936	49,970	54,028	50,945	

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>STREETS &amp; ALLEYS EXPENDITURES - 429</b>							
5111-000	Wages / Full Time	132,457	91,002	94,734	193,534	181,954	212,907
5112-000	Wages / Part Time	11,767	8,025	10,935	13,600	5,492	7,000
5121-000	Wages / Over Time	4,709	11,699	8,294	8,200	9,092	8,200
5122-000	On Call Time	1,790	1,453	1,202	1,990	947	1,990
5114-000	Merit Pay	0	0	0	4,027	0	5,658
5126-000	Short Term Disability	0	0	0	0	135	151
5127-000	Long Term Disability	548	405	423	861	796	1,035
5128-000	Vision Insurance	300	206	227	468	461	593
5130-000	FICA-Med	2,155	1,595	1,632	3,210	2,801	3,418
5131-000	FICA	9,214	6,821	6,976	13,724	11,978	14,617
5132-000	Medical Insurance	24,284	16,738	18,341	45,975	43,532	57,784
5133-000	Employee Retirement	6,687	4,501	4,584	15,809	9,154	11,656
5134-000	Unemployment Insurance	438	325	330	664	607	707
5135-000	Workers Compensation Insurance	10,125	10,328	9,521	11,300	11,739	9,974
5136-000	Dental Insurance	2,097	1,497	1,501	3,529	3,335	3,888
5137-000	Staff Development	370	1,420	1,165	2,500	2,200	1,800
5138-000	Life Insurance	378	245	232	500	436	586
5141-000	Uniform/Clothing Allowance	1,209	1,320	717	1,600	1,600	1,600
5144-000	Employee Assistance Administration	117	71	78	156	94	194
	<i>Personal Services Total</i>	208,648	157,649	160,892	321,645	286,353	343,759
6210-000	Office Supplies	219	393	297	300	300	300
6216-000	Reference Books/Materials	178	0	0	250	0	100
6217-000	Dues/Fees/Subscriptions	0	0	0	100	90	100
6218-000	Small Equipment Items	7,065	8,169	6,774	7,500	4,375	7,500
6241-000	Land Maintenance	25,739	44,247	70,596	70,000	70,000	70,000
6242-000	Street Repair/Maintenance	141,512	128,107	248,525	202,500	202,500	227,700
6243-000	Weed Control	8,434	7,357	4,826	10,000	10,000	9,000
6246-000	Liability Insurance	4,790	4,646	5,164	6,218	5,417	6,579
6248-000	Signs	21,170	25,711	19,359	25,000	12,700	25,000
6249-000	Leases/Rentals	0	0	0	1,500	0	0
6253-000	Contract Services	0	0	28,243	27,000	21,555	22,800
6256-000	Publishing/Recording	0	21	0	100	0	100
6260-000	Utilities	396,866	423,864	433,008	375,000	380,526	350,000
6261-000	Telephone Services	2,121	1,636	1,475	1,500	1,453	1,500
6262-000	Radio Expense	0	0	962	0	0	0
	<i>Operating &amp; Maintenance Total</i>	608,092	644,152	819,229	726,968	708,916	720,679
7010-000	Fleet Transfer	160,369	160,369	152,628	152,628	152,628	152,628
	<i>Interfund Loans &amp; Transfers Total</i>	160,369	160,369	152,628	152,628	152,628	152,628
<b>STREETS &amp; ALLEYS EXPENDITURES TOTAL</b>		<b>977,109</b>	<b>962,170</b>	<b>1,132,749</b>	<b>1,201,242</b>	<b>1,147,897</b>	<b>1,217,066</b>

General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET	
<b>PUBLIC WORKS ADMINISTRATION EXPENDITURES - 430</b>								
5111-000	Wages / Full Time	164,371	186,036	193,887	228,078	191,072	151,358	
5112-000	Wages / Part Time	0	1,988	0	0	0	0	
5121-000	Wages / Over Time	0	653	0	0	0	0	
5122-000	On Call	0	103	0	0	0	0	
5114-000	Merit Pay	0	0	0	6,842	0	4,541	
5126-000	Short Term Disability	0	145	195	195	67	0	
5127-000	Long Term Disability	752	708	885	1,060	797	685	
5128-000	Vision Insurance	196	138	115	223	224	223	
5130-000	FICA-Med	2,340	2,628	2,678	3,406	2,782	2,261	
5131-000	FICA	10,005	11,238	11,449	14,565	11,898	9,666	
5132-000	Medical Insurance	14,261	13,590	19,168	32,867	22,733	20,564	
5133-000	Employee Retirement	7,913	5,253	6,445	11,746	9,821	9,354	
5134-000	Unemployment Insurance	456	519	520	705	589	468	
5135-000	Workers Compensation Insurance	11,004	10,492	10,336	9,502	9,871	5,848	
5136-000	Dental Insurance	1,308	1,303	1,552	2,217	1,440	1,080	
5137-000	Staff Development	1,182	1,642	2,270	2,000	1,670	2,000	
5138-000	Life Insurance	470	423	481	576	433	381	
5141-000	Uniform/Clothing Allowance	350	268	1,009	650	402	625	
5144-000	Employee Assistance Administration	84	94	77	117	72	78	
	<i>Personal Services Total</i>	214,692	237,220	251,067	314,750	253,871	209,131	
6210-000	Office Supplies	2,889	1,779	1,592	3,000	1,775	1,800	
6213-000	Public Relations	644	743	549	500	500	500	
6216-000	Reference Books/Materials	606	0	1,109	1,000	0	750	
6217-000	Dues/Fees/Subscriptions	357	7,549	681	1,000	1,000	1,000	
6218-000	Small Equipment Items	747	346	686	1,000	1,931	1,275	
6224-000	Trash Service	701	645	536	600	669	600	
6229-000	Building Maintenance Supplies	27	0	547	500	1,591	550	
6232-000	Building Repairs/Maintenance	5,274	0	1,493	5,000	3,165	4,000	
6246-000	Liability Insurance	5,266	6,039	6,650	8,081	7,040	8,550	
6253-000	Contract Service	8,102	10,573	6,817	3,000	545	5,000	
6260-000	Utilities	16,378	15,678	22,063	27,128	17,864	22,000	
6261-000	Telephone Services	5,132	6,255	4,672	5,337	3,779	3,800	
6262-000	Radio Expense	0	575	0	10,000	358	500	
6263-000	Postage	704	628	781	996	348	350	
	<i>Operating &amp; Maintenance Total</i>	46,828	50,809	48,176	67,142	40,565	50,675	
7010-000	Fleet Transfer	36,914	36,914	34,512	34,512	34,512	34,512	
7011-000	Information Tech Transfer	85,349	101,023	92,021	104,563	104,563	71,007	
	<i>Interfund Loans &amp; Transfers Total</i>	122,263	137,937	126,533	139,076	139,076	105,519	
<b>PUBLIC WORKS ADMINISTRATION EXPENDITURES TOTAL</b>		<b>383,783</b>	<b>425,967</b>	<b>425,776</b>	<b>520,968</b>	<b>433,512</b>	<b>365,326</b>	

Capital Improvement Fund Detail Budget

		CAPITAL IMPROVEMENT FUND - 04					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>RECYCLING - 428</b>							
8440-000	Machinery & Equipment	0	0	0	18,550	22,301	0
	<i>Capital Outlay Total</i>	0	0	0	18,550	22,301	0
<b>RECYCLING DEPARTMENT TOTAL</b>		0	0	0	18,550	22,301	0
<b>STREETS - 429</b>							
6218-000	Small Equipment Items	0	0	0	19,000	13,196	8,000
	<i>Small Equipment Total</i>	0	0	0	19,000	13,196	8,000
6241-000	Land Maintenance	0	0	0	50,000	70,000	75,000
6242-000	Street Repair/Maintenance	0	245,508	351,451	525,000	525,000	730,000
6242-000	I-25/SH392 Interchange	0	10,054	0	0	0	0
6267-000	Study Review/Consultant	0	4,988	0	20,000	14,991	0
6267-904	Study Review	25,000	150,000	800	0	0	0
6278-000	Street Repair Pavement Mgmt	1,347,197	888,989	1,189,791	1,575,000	1,575,000	1,500,000
	<i>Operating &amp; Maintenance Total</i>	1,372,197	1,299,539	1,542,043	2,170,000	2,184,991	2,305,000
7234-000	Developer Reimbursements	1,156,475	0	0	0	0	0
	<i>Loans &amp; Transfers Total</i>	1,156,475	0	0	0	0	0
8410-000	Land	0	6,935	3,088	0	9,500	0
8412-000	Site Improvements	0	(55,203)	0	0	0	0
8412-804	Eagle Crossing Street Improv.	0	490,097	0	0	0	0
8412-805	Eagle Crossing Water Improv.	0	119,070	0	0	0	0
8412-806	Eagle Crossing Sewer Improv.	0	33,175	0	0	0	0
8419-000	Impact Fee Reimburse Reserve	0	0	321,997	95,000	508,680	2,597,660
8440-000	Machinery & Equipment	95,535	0	63,423	6,500	280,464	32,000
8445-000	Street Improvements	847,840	885,450	1,554,643	350,000	261,333	1,168,660
8445-900	I-25/SH392 Interchange	1,348,786	0	0	117,000	0	0
8445-901	Street Improvements-WCR21 Bridge	15,083	80,962	305,720	0	255,672	0
8445-903	I-25/SH392 Enhancements	8,300	71,328	9,988	64,276	60,448	0
8445-904	Street Improvements-RR Quiet Zone	0	0	48,284	3,158,305	1,158,305	2,200,000
	<i>Capital Outlay Total</i>	2,315,544	1,631,814	2,307,145	3,791,081	2,534,401	5,998,320
<b>STREETS TOTAL</b>		4,844,215	2,931,353	3,849,187	5,980,081	4,732,588	8,311,320
<b>PUBLIC WORKS Department - 430</b>							
8420-000	Buildings & Structures	0	0	0	165,000	141,500	1,166,500
8431-000	Furniture & Fixtures	0	0	0	6,681	6,681	0
	<i>Capital Outlay Total</i>	0	0	0	171,681	148,181	1,166,500
<b>PUBLIC WORKS DEPARTMENT TOTAL</b>		0	0	0	171,681	148,181	1,166,500

Capital Improvement Fund Detail Budget

ACCT NO	ACCOUNT NAME	CAPITAL IMPROVEMENT FUND - 04					
		2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>TOWN HALL - 457</b>							
6218-000	Small Equipment	0	2,641	0	0	0	0
	<i>Small Equipment Total</i>	0	2,641	0	0	0	0
6232-000	Building Repairs/Maintenance	0	0	835,634	0	0	0
6444-000	ADA Compliance Repair	0	63	550	0	0	0
	<i>Operating &amp; Maintenance Total</i>	0	63	836,184	0	0	0
8431-000	Furniture & Fixtures	0	10,371	6,215	17,706	17,706	0
8440-000	Machinery & Equipment	0	0	0	0	0	218,368
	<i>Capital Outlay Total</i>	0	10,371	6,215	17,706	17,706	218,368
<b>TOWN HALL TOTAL</b>		0	13,075	842,398	17,706	17,706	218,368
<b>FACILITY SERVICES - CUSTODIAL - 496</b>							
6218-000	Small Equipment	0	0	0	0	0	4,700
	<i>Small Equipment Total</i>	0	0	0	0	0	4,700
8440-000	Machinery & Equipment	0	0	0	8,500	8,523	0
	<i>Capital Outlay Total</i>	0	0	0	8,500	8,523	0
<b>FACILITY SERVICES - CUSTODIAL TOTAL</b>		0	0	0	8,500	8,523	4,700
<b>FACILITY SERVICES - MAINTENANCE - 497</b>							
6218-000	Small Equipment	0	0	0	0	0	1,442
	<i>Small Equipment Total</i>	0	0	0	0	0	1,442
<b>FACILITY SERVICES - MAINTENANCE TOTAL</b>		0	0	0	0	0	1,442

Water Fund Detail Budget

TOWN OF WINDSOR		WATER FUND - 06					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>WATER SYSTEM - 471</b>							
5111-000	Wages / Full Time	134,779	136,315	152,545	104,461	103,425	110,290
5121-000	Wages / Over Time	2,418	4,219	4,141	3,000	6,115	3,000
5122-000	On Call Time	1,859	1,982	2,194	1,800	1,800	1,800
5114-000	Merit Pay	0	0	0	2,328	0	3,309
5126-000	Short Term Disability	0	0	0	0	0	106
5127-000	Long Term Disability	583	616	701	476	509	476
5128-000	Vision Insurance	318	309	392	296	205	296
5130-000	FICA-Med	1,910	1,985	2,266	1,618	1,694	1,717
5131-000	FICA	8,167	8,488	9,688	6,919	7,245	7,341
5132-000	Medical Insurance	25,914	26,882	35,078	26,616	28,450	29,381
5133-000	Employee Retirement	6,631	6,757	6,643	4,668	4,369	6,816
5134-000	Unemployment Insurance	352	368	423	335	363	355
5135-000	Workers Compensation Insurance	6,240	6,313	7,025	3,535	3,672	3,467
5136-000	Dental Insurance	2,217	2,217	2,548	1,857	1,968	1,860
5137-000	Staff Development	454	1,275	1,546	2,000	2,000	2,875
5138-000	Life Insurance	406	378	382	260	277	278
5141-000	Uniform/Clothing Allowance	949	943	1,294	1,200	1,200	1,200
5144-000	Employee Assistance Administration	126	107	149	97	150	97
	<i>Personal Services Total</i>	193,322	199,153	227,014	161,465	163,444	174,663
6210-000	Office Supplies	677	294	793	750	750	750
6213-000	Public Relations	2,522	2,637	2,555	4,500	2,900	3,000
6214-000	Board Development	32	68	2,184	200	267	250
6216-000	Reference Books/Materials	0	446	478	500	250	300
6217-000	Dues/Fees/Subscriptions	1,396	6,469	5,370	2,900	2,400	2,500
6218-000	Small Equipment Items	6,846	8,577	8,006	8,000	8,133	18,450
6232-000	Building Repair/Maintenance	335	1,314	772	103,200	17,027	17,250
6237-000	Lines Maintenance	16,634	91,440	12,095	22,000	33,682	40,000
6238-000	Hydrant Repair/Maintenance	4,149	3,123	522	6,500	2,616	3,750
6239-000	Meter Repair/Maintenance	88,117	108,333	60,079	80,000	80,000	65,723
6244-000	Assessments	157,222	181,732	187,974	171,500	195,607	214,400
6246-000	Liability Insurance	16,025	24,556	18,789	24,868	21,663	26,311
6253-000	Contract Services	23,633	19,105	29,620	40,700	40,700	37,240
6256-000	Publishing/Recording	87	139	144	75	160	100
6260-000	Utilities	12,514	13,183	12,732	15,262	15,180	15,500
6261-000	Telephone Services	1,330	1,328	1,220	1,330	672	1,330
6263-000	Postage	10,566	14,136	13,840	11,980	11,678	11,980
6264-000	Printing/Binding	7,897	7,956	7,960	6,847	7,279	6,847
6265-000	Potable Water Purchase	2,228,768	1,618,312	1,705,053	1,896,411	1,720,000	1,943,600
6267-000	Study Review/Consultant	31,528	8,027	0	215,000	136,519	41,796
6272-000	Lab Tests	5,166	6,880	7,496	19,000	16,125	16,500
	<i>Operating &amp; Maintenance Total</i>	2,615,443	2,118,055	2,077,679	2,631,523	2,313,607	2,467,577

Water Fund Detail Budget

TOWN OF WINDSOR								WATER FUND - 06
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET	
7010-000	Fleet Transfer	71,665	71,665	69,215	69,215	69,215	69,215	
7011-000	Information Tech Transfer	14,089	16,328	15,946	16,072	16,072	16,845	
7302-000	Administration Exp Transfer/Gen Fund	386,082	400,654	427,907	467,114	467,114	416,028	
	<i>Interfund Loans &amp; Transfers Total</i>	471,836	488,647	538,068	552,401	552,401	502,088	
8420-000	Buildings	0	0	0	82,500	70,750	583,250	
8440-000	Machinery/Equipment	6,010	0	0	33,000	33,000	25,000	
8457-000	Replacement Lines	0	86,216	589,122	0	0	1,200,000	
	<i>Capital Outlay Total</i>	6,010	86,216	589,122	115,500	103,750	1,808,250	
<b>WATER FUND O&amp;M EXPENDITURES TOTAL</b>		<b>3,286,611</b>	<b>2,892,071</b>	<b>3,431,883</b>	<b>3,460,890</b>	<b>3,133,201</b>	<b>4,952,578</b>	

*Sewer Fund Detail Budget*

TOWN OF WINDSOR		SEWER FUND - 07					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2,016 BUDGET
<b>SEWER SYSTEM - 481</b>							
5111-000	Wages / Full Time	48,926	47,336	85,102	107,623	135,044	113,339
5112-000	Wages / Part Time	3,453	7,729	0	0	0	0
5121-000	Wages / Over Time	2,465	3,777	4,252	3,500	7,067	3,500
5122-000	On Call Time	1,726	1,603	1,884	2,500	1,801	2,500
5114-000	Merit Pay	0	0	0	2,423	0	3,400
5127-000	Long Term Disability	207	217	380	491	606	491
5128-000	Vision Insurance	111	111	193	296	303	296
5130-000	FICA-Med	779	862	1,312	1,683	2,189	1,780
5131-000	FICA	3,330	3,688	5,612	7,195	9,360	7,610
5132-000	Medical Insurance	11,245	11,666	17,772	26,538	28,762	29,381
5133-000	Employee Retirement	2,359	2,377	3,198	4,413	5,806	7,004
5134-000	Unemployment Insurance	157	175	264	348	463	368
5135-000	Workers Compensation Insurance	1,810	1,833	3,192	2,827	2,936	2,691
5136-000	Dental Insurance	1,137	1,137	1,490	1,857	2,055	1,860
5137-000	Staff Development	151	0	450	500	500	500
5138-000	Life Insurance	143	133	208	268	331	286
5141-000	Uniform/Clothing Allowance	347	397	855	800	856	800
5144-000	Employee Assistance Administration	42	36	65	97	78	97
	<i>Personal Services Total</i>	78,389	83,075	126,230	163,358	198,156	175,904

*Sewer Fund Detail Budget*

TOWN OF WINDSOR		SEWER FUND - 07					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2,016 BUDGET
6210-000	Office Supplies	149	51	162	150	150	150
6216-000	Reference Books/Materials	84	0	167	200	0	100
6217-000	Dues/Fees/Subscriptions	0	85	0	100	19	50
6218-000	Small Equipment Items	3,110	3,710	2,241	10,000	5,031	16,400
6232-000	Building Repairs/Maintenance	0	0	0	10,000	7,000	7,000
6237-000	Lines Repair/Maintenance.	2,022	3,624	12,377	14,000	10,709	12,000
6240-000	Equipment Repair/Maintenance.	503	22	0	0	0	0
6246-000	Liability Insurance	11,446	13,272	13,233	17,762	15,473	18,793
6249-000	Leases/Rentals	198	0	0	500	0	500
6253-000	Contract Services	10,895	10,133	23,927	24,400	24,400	24,400
6260-000	Utilities	6,735	8,319	9,042	8,384	7,799	8,384
6261-000	Telephone Services	4,169	4,127	3,940	3,242	5,291	5,290
6263-000	Postage	8,915	11,394	10,983	7,921	10,458	10,500
6264-000	Printing/Binding	7,728	7,831	6,883	4,812	6,268	6,300
6271-000	Lift Station Repair/Rehab	15,099	4,921	6,249	8,000	6,542	40,000
	<i>Operating &amp; Maintenance Total</i>	71,053	67,489	89,203	109,471	99,141	149,867
7010-000	Fleet Transfer	64,939	64,939	63,207	63,207	63,207	63,207
7302-000	Administration Exp Transfer/Gen Fund	188,019	190,640	211,260	248,084	248,084	239,998
	<i>Interfund Loans &amp; Transfers Total</i>	252,958	255,579	274,467	311,292	311,291	303,205
8420-000	Buildings	0	0	0	82,500	70,750	583,250
8440-000	Machinery & Equipment	0	64,382	0	0	0	515,000
8457-000	Replacement Lines	2,079	99,330	10,424	110,130	110,130	123,370
	<i>Capital Outlay Total</i>	2,079	163,712	10,424	192,630	180,880	1,221,620
<b>SEWER SYSTEM O&amp;M EXPENDITURES TOTAL</b>		<b>404,478</b>	<b>569,855</b>	<b>500,323</b>	<b>776,751</b>	<b>789,468</b>	<b>1,850,596</b>

## Sewer Fund Detail Budget

TOWN OF WINDSOR		SEWER FUND - 07					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2,016 BUDGET
<b>DISPOSAL PLANT - 482</b>							
5111-000	Wages / Full Time	115,610	117,558	112,278	120,339	98,600	124,703
5121-000	Wages / Over Time	1,136	788	597	1,000	889	1,000
5122-000	On Call Time	1,659	1,545	1,780	2,100	0	2,100
5114-000	Merit Pay	0	0	0	3,610	0	3,741
5127-000	Long Term Disability	508	529	489	560	427	560
5128-000	Vision Insurance	207	207	208	229	214	229
5130-000	FICA-Med	1,629	1,665	1,520	1,842	1,419	1,907
5131-000	FICA	6,965	7,121	6,499	7,877	6,067	8,156
5132-000	Medical Insurance	21,024	21,810	22,134	26,616	23,407	29,439
5133-000	Employee Retirement	5,645	5,793	5,236	6,197	5,052	7,707
5134-000	Unemployment Insurance	323	332	297	381	308	395
5135-000	Workers Compensation Insurance	3,773	3,890	4,499	3,160	3,283	2,961
5136-000	Dental Insurance	1,857	1,857	1,714	1,857	1,606	1,860
5137-000	Staff Development	895	994	620	1,500	1,500	1,500
5138-000	Life Insurance	337	318	267	306	233	314
5141-000	Uniform/Clothing Allowance	970	769	515	800	800	800
5144-000	Employee Assistance Administration	84	71	78	78	78	78
	<i>Personal Services Total</i>	162,620	165,246	158,730	178,452	143,883	187,449

*Sewer Fund Detail Budget*

TOWN OF WINDSOR		SEWER FUND - 07					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2,016 BUDGET
6210-000	Office Supplies	448	540	513	800	800	800
6213-000	Public Relations	0	0	0	100	100	100
6216-000	Reference Books/Materials	0	0	0	200	200	200
6217-000	Dues/Fees/Subscriptions	11,213	6,470	12,149	12,000	12,000	12,000
6218-000	Small Equipment Items	1,863	1,468	3,291	8,000	8,000	8,000
6219-000	Special Equipment	2,734	599	2,437	1,500	1,619	1,750
6222-000	Chemicals	1,034	1,400	1,236	750	1,405	1,400
6224-000	Trash Services	345	416	356	500	469	500
6232-000	Building Repairs/Maintenance.	1,402	2,560	1,564	2,500	2,500	5,000
6233-000	Sewer Plant Repair/Maintenance.	162,714	138,634	210,033	327,500	327,040	336,500
6240-000	Equipment Repairs	11,971	8,216	65,058	87,000	75,527	12,500
6246-000	Liability Insurance	7,812	13,680	9,031	12,492	10,560	12,826
6249-000	Leases/Rentals	0	16	0	300	44	300
6253-000	Contract Services	468	256	166	500	15	500
6256-000	Publishing/Recording	56	0	0	150	0	150
6260-000	Utilities	197,435	197,602	197,386	205,000	195,739	200,000
6261-000	Telephone Services	4,564	4,405	3,517	4,400	3,438	4,000
6267-907	Study Review/Consultant	0	3,400	48,521	0	(4,035)	0
6272-000	Lab Tests	11,802	14,820	15,906	12,500	13,024	13,000
	<i>Operating &amp; Maintenance Total</i>	415,862	394,481	571,166	676,192	648,443	609,526
7010-000	Fleet Transfer	34,463	34,463	32,848	32,848	32,848	32,848
7011-000	Information Tech Transfer	19,112	22,471	21,585	21,983	21,983	13,878
	<i>Non-Operating Total</i>	53,575	56,934	54,433	54,831	54,831	46,726
8440-000	Machinery & Equipment	25,117	27,669	22,249	0	0	40,000
	<i>Capital Outlay Total</i>	25,117	27,669	22,249	0	0	40,000
<b>DISPOSAL PLANT O&amp;M</b>							
<b>EXPENDITURES TOTAL</b>		<b>657,174</b>	<b>644,330</b>	<b>806,578</b>	<b>909,475</b>	<b>847,158</b>	<b>883,702</b>

Sewer Fund Detail Budget

TOWN OF WINDSOR							SEWER FUND - 07	
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2,016 BUDGET	
<b>PLANT INVESTMENT FEES EXPENDITURES - 07</b>								
7324-000	Interest Expense/Revolve Loan (482)	52,893	54,703	51,998	48,023	48,023	44,269	
7354-000	Principal Expense/Revolve Loan (482)	178,425	178,425	178,425	184,373	184,373	190,320	
	<i>Non-Operating Total</i>	231,318	233,128	230,423	232,396	232,396	234,589	
8433-000	Sewer Plant Improvements (482)	0	0	0	0	0	35,000	
8433-907	Sewer Plant Improvements (482)	4,424,888	538,413	78,537	837,000	435,000	402,000	
8453-000	Transmission Mains (481)	218,875	237,413	72,173	0	0	0	
8452-000	Oversize Lines (481)	0	114,000	0	0	209,328	19,362	
8456-000	System Improvements (481)	64,990	0	0	0	0	0	
	<i>Capital Outlay Total</i>	4,708,753	889,826	150,710	837,000	644,328	456,362	
<b>SEWER INVEST FEE EXPENDITURES TOTAL</b>		4,940,071	1,122,955	381,133	1,069,396	876,724	690,951	

*Storm Drainage Fund Detail Budget*

TOWN OF WINDSOR		STORM DRAINAGE FUND - 08					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>STORM DRAIN SYSTEM - 483</b>							
5111-000	Wages / Full Time	42,226	42,209	44,676	0	0	0
5112-000	Wages / Part Time	11,872	13,734	12,376	12,320	6,300	12,320
5121-000	Wages / Over Time	415	469	466	500	368	500
5122-000	On Call Time	432	369	704	625	439	625
5127-000	Long Term Disability	177	193	201	0	17	0
5128-000	Vision Insurance	103	103	109	0	9	0
5130-000	FICA-Med	769	812	811	195	230	195
5131-000	FICA	3,290	3,470	3,469	834	984	834
5132-000	Medical Insurance	9,045	9,383	10,247	0	941	0
5133-000	Employee Retirement	2,056	2,093	2,163	0	425	0
5134-000	Unemployment Insurance	153	162	159	40	49	40
5135-000	Workers Compensation Insurance	3,557	3,610	2,619	487	506	440
5136-000	Dental Insurance	894	894	894	0	74	0
5137-000	Staff Development	489	126	425	1,000	85	0
5138-000	Life Insurance	124	117	109	0	9	0
5141-000	Clothing Allowance	155	472	477	400	16	400
5144-000	Employee Assistance Administration	42	36	39	0	28	0
	<i>Personal Services Total</i>	75,801	78,249	79,944	16,401	10,480	15,354
6210-000	Office Supplies	60	59	33	150	119	150
6217-000	Dues/Fees/Subscriptions	599	500	535	750	19	750
6218-000	Small Equipment Items	82	1,298	12	1,500	286	1,500
6237-000	Lines Maintenance	55,904	636	10,432	6,000	5,163	32,000
6240-000	Equipment Repairs	2,420	0	2,079	2,070	2,070	2,070
6246-000	Liability Insurance	8,722	10,113	10,083	13,535	11,790	14,320
6253-000	Contract Service	71,437	101,910	87,065	84,102	81,880	84,102
6254-000	Engineering Services	7,833	19,917	5,985	0	0	0
6261-000	Telephone	660	660	660	660	55	660
6263-000	Postage	8,795	11,348	10,914	8,965	10,200	10,200
6264-000	Printing/Binding	7,692	7,894	6,883	5,533	6,268	6,200
6267-000	Study/Review/Analysis/Consulting	44,104	0	3,350	100,000	0	100,000
6272-000	Lab Tests	12,797	0	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	221,104	154,335	138,030	223,265	117,849	251,952
7010-000	Fleet Transfer	45,383	45,383	44,899	44,899	44,899	44,899
	<i>Interfund Loans &amp; Transfers Total</i>	45,383	45,383	44,899	44,899	44,899	44,899
<b>STORM DRAINAGE O&amp;M EXPENDITURES TOTAL</b>		<b>342,288</b>	<b>277,967</b>	<b>262,874</b>	<b>284,565</b>	<b>173,227</b>	<b>312,206</b>

*Fleet Management Fund Detail Budget*

TOWN OF WINDSOR		FLEET MANAGEMENT FUND - 10					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>FLEET MANAGEMENT FUND EXPENDITURES - 10</b>							
<b>FLEET MANAGEMENT - 491</b>							
5111-000	Wages / Full Time	164,073	142,595	133,463	144,040	144,675	151,153
5112-000	Wages / Part Time	27,835	5,962	0	0	0	0
5121-000	Wages / Over Time	242	226	689	1,000	193	500
5122-000	On Call Time	568	0	0	0	0	0
5114-000	Merit Pay	0	0	0	4,321	0	4,535
5126-000	Short Term Disability	0	323	299	318	398	318
5127-000	Long Term Disability	742	615	629	670	583	672
5128-000	Vision Insurance	310	267	305	338	311	359
5130-000	FICA-Med	2,751	2,232	2,031	2,166	2,018	2,265
5131-000	FICA	11,763	9,545	8,685	9,260	8,630	9,684
5132-000	Medical Insurance	19,558	24,885	27,901	32,711	35,458	45,150
5133-000	Employee Retirement	7,138	4,300	5,510	7,418	5,110	9,341
5134-000	Unemployment Insurance	542	452	409	448	307	469
5135-000	Workers Compensation Insurance	5,642	6,899	4,559	3,815	3,964	3,620
5136-000	Dental Insurance	1,799	2,052	2,127	2,217	2,572	3,000
5137-000	Staff Development	(644)	796	2,474	3,000	1,245	3,000
5138-000	Life Insurance	494	348	342	365	317	381
5141-000	Uniform Allowance	1,493	1,382	1,154	1,200	1,200	1,200
5144-000	Employee Assistance Administration	126	107	113	117	89	117
	<i>Personal Services Total</i>	244,430	202,988	190,692	213,403	207,069	235,763
6210-000	Office Supplies	1,175	306	297	600	600	600
6216-000	Reference Books/Materials	413	326	85	500	434	500
6217-000	Dues/Fees/Subscriptions	1,515	37	9,463	850	610	1,200
6218-000	Small Equipment Items	36,532	13,122	16,651	26,000	20,008	20,000
6220-000	Fuel /Fluids	136,272	140,517	143,951	138,000	94,856	108,000
6231-000	Vehicle Repairs/Maintenance	101,613	88,187	72,483	100,000	63,834	90,000
6240-000	Equipment Repairs	3,568	3,877	9,206	30,000	30,000	30,000
6246-000	Liability Insurance	0	0	580	0	0	0
6253-000	Contract Service	773	510	914	2,000	1,590	1,600
6261-000	Telephone	670	55	0	500	0	500
6276-000	Fuel Facility Repair/Maintenance.	5,895	2,000	5,060	3,000	2,587	3,000
	<i>Operating &amp; Maintenance Total</i>	288,426	248,938	258,690	301,450	214,518	255,400
8432-000	Vehicles	611,336	359,098	552,719	860,500	932,442	560,000
8440-000	Machinery/Equipment	19,780	16,684	20,125	7,500	0	0
	<i>Capital Outlay Total</i>	631,116	375,782	572,844	868,000	932,442	560,000
<b>FLEET MANAGEMENT FUND EXPENDITURES TOTAL</b>		<b>1,163,973</b>	<b>827,708</b>	<b>1,022,226</b>	<b>1,382,853</b>	<b>1,354,030</b>	<b>1,051,163</b>

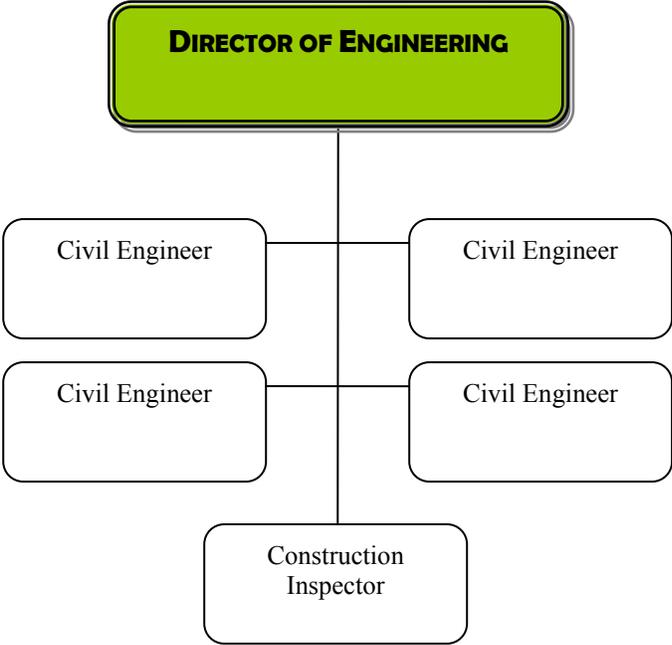
*Facility Services Fund Detail Budget*

<i>TOWN OF WINDSOR</i>		<b>FACILITY SERVICES FUND - 17</b>					
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2012 ACTUAL</b>	<b>2013 ACTUAL</b>	<b>2014 ACTUAL</b>	<b>2015 BUDGET</b>	<b>2015 PROJ.</b>	<b>2016 BUDGET</b>
<b>FACILITY SERVICES FUND EXPENDITURES - 17</b>							
<b>CUSTODIAL SERVICES - 496</b>							
5111-000	Wages - Full Time	118,948	124,785	132,073	131,889	126,922	172,860
5112-000	Wages - Part Time	29,139	29,736	34,036	27,000	38,371	40,000
5121-000	Wages - Over Time	1,349	1,302	1,073	1,000	814	1,000
5114-000	Merit Pay	0	0	0	3,957	0	4,105
5126-000	Short Term Disability	0	332	279	280	266	280
5127-000	Long Term Disability	441	524	611	613	568	815
5128-000	Vision Insurance	388	369	439	456	426	681
5130-000	FICA-Med	2,097	2,196	2,352	2,376	2,482	3,160
5131-000	FICA	8,967	9,389	10,055	10,158	10,612	13,514
5132-000	Medical Insurance	31,211	28,553	27,118	29,838	28,499	62,169
5133-000	Employee Retirement	4,701	3,355	4,788	6,792	6,314	7,353
5134-000	Unemployment Insurance	427	447	476	492	527	654
5135-000	Workers Compensation Insurance	6,331	6,558	7,207	6,724	6,986	6,737
5136-000	Dental Insurance	2,931	2,427	2,217	2,217	2,116	4,380
5137-000	Staff Development	0	339	759	800	800	800
5138-000	Life Insurance	345	303	333	355	310	452
5141-000	Uniform Allowance	644	469	55	600	714	700
5144-000	Employee Assistance Administration	198	126	146	156	156	350
	<i>Personal Services Total</i>	208,115	211,209	224,015	225,703	226,879	320,009
6210-000	Office Supplies	316	367	130	300	100	150
6218-000	Small Equipment Items	3,391	9,811	3,244	3,000	3,000	1,000
6229-000	Building Maintenance Supplies/Custodial	37,386	33,154	27,737	41,000	25,960	34,132
6253-000	Contract Service	12,125	12,352	11,030	15,300	13,712	18,944
6261-000	Telephone	660	55	660	660	660	660
	<i>Operating &amp; Maintenance Total</i>	53,878	55,738	42,801	60,260	43,432	54,886
<b>CUSTODIAL SERVICES EXPENDITURES TOTAL</b>		<b>261,993</b>	<b>266,948</b>	<b>266,816</b>	<b>285,963</b>	<b>270,311</b>	<b>374,895</b>

*Facility Services Fund Detail Budget*

TOWN OF WINDSOR		FACILITY SERVICES FUND - 17					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>FACILITY MAINTENANCE - 497</b>							
5111-000	Wages - Full Time	95,351	96,970	99,894	98,184	101,411.03	101,626
5114-000	Merit Pay	0	0	0	2,946	0.00	3,049
5126-000	Short Term Disability	0	170	180	173	180.36	180
5127-000	Long Term Disability	360	433	455	457	456.60	457
5128-000	Vision Insurance	198	198	215	223	223.08	223
5130-000	FICA-Med	1,318	1,359	1,408	1,466	1,529.31	1,518
5131-000	FICA	5,634	5,812	6,019	6,270	6,539.26	6,490
5132-000	Medical Insurance	15,891	15,216	16,617	18,520	18,519.84	20,506
5133-000	Employee Retirement	4,197	3,937	4,523	5,056	5,349.27	6,280
5134-000	Unemployment Insurance	253	255	252	303	325.01	314
5135-000	Workers Compensation Insurance	4,370	4,121	4,538	4,155	4,316.63	3,889
5136-000	Dental Insurance	1,623	1,857	1,857	1,857	1,857.00	1,860
5137-000	Staff Development	100	386	766	800	800.00	800
5138-000	Life Insurance	251	237	248	325	248.64	256
5141-000	Uniform Allowance	200	0	423	300	300.00	300
5144-000	Employee Assistance Administration	84	97	87	78	77.76	78
	<i>Personal Services Total</i>	129,830	131,049	137,483	141,113	142,134	147,825
6210-000	Office Supplies	259	236	266	300	294	300
6218-000	Small Equipment Items	2,176	1,055	3,997	2,500	0	0
6229-000	Building Maintenance Supplies	16,307	14,935	16,426	12,000	12,000	13,000
6246-000	Liability Insurance	0	6,282	0	0	0	0
6249-000	Leases/Rentals	42,965	46,035	45,844	45,965	44,711	41,465
6253-000	Contract Service	81,059	139,899	113,710	104,500	104,500	107,500
6261-000	Telephone	1,265	2,025	1,320	2,000	1,091	2,000
	<i>Operating &amp; Maintenance Total</i>	144,031	210,468	181,562	167,265	162,596	164,265
7010-000	Fleet Transfer	6,000	6,000	6,000	6,000	6,000	6,000
	<i>Interfund Loans &amp; Transfers Total</i>	6,000	6,000	6,000	6,000	6,000	6,000
<b>FACILITY MAINTENANCE</b>							
<b>EXPENDITURES TOTAL</b>		279,861	347,517	325,045	314,378	310,729	318,090

*Dennis Wagner  
Director of Engineering*



*Responsible for these additional  
budgetary divisions / functions*

- Water Plant Investment**
- Water-Non-Potable**
- Sewer Plant Investment**
- Storm Drain Investment**
- Capital Purchases (CIF)**

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**RELATIONSHIP TO THE STRATEGIC PLAN**

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The Engineering Department budget relates to all of the priorities addressed in Goal 4: *Develop and Maintain Effective Infrastructure*. For example, the 2016 budget includes \$2.1 million for street rehabilitation as prescribed by the Pavement Management Program. Also, the Engineering Department is overseeing several capital projects starting in 2016 such as:

- Construct infrastructure at 13 railroad crossings so they qualify as Quiet Zone crossings.
- Construct the Law Basin Master Plan Channel from the Law Ditch north to WCR 21.
- Construct the Law Basin West Tributary Channel.
- Construct a traffic roundabout for the intersection of 7<sup>th</sup> Street and Eastman Park Drive.
- Construct a pump station at the Kyger Reservoir.

In 2016, 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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**TRENDS**

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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 2016. 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.

General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET	
<b>ENGINEERING DEPARTMENT EXPENDITURES - 431</b>								
5111-000	Wages / Full Time	383,216	386,103	407,374	463,754	481,643	479,422	
5112-000	Wages / Part Time	0	1,655	0	0	0	0	
5114-000	Merit Pay	0	0	0	13,913	0	14,383	
5121-000	Wages / Over Time	0	0	0	0	1,000	2,000	
5126-000	Short Term Disability	0	40	141	307	306	327	
5127-000	Long Term Disability	1,791	1,728	1,795	2,045	2,155	2,157	
5128-000	Vision Insurance	524	498	596	767	744	745	
5130-000	FICA-Med	5,327	5,475	5,735	6,926	7,160	7,189	
5131-000	FICA	22,777	23,410	24,521	29,615	30,617	30,740	
5132-000	Medical Insurance	51,827	50,260	57,217	80,920	77,708	86,247	
5133-000	Employee Retirement	18,967	18,211	15,846	18,012	16,491	29,628	
5134-000	Unemployment Insurance	972	1,029	1,086	1,433	1,538	1,487	
5135-000	Workers Compensation Insurance	2,200	2,264	2,196	2,123	2,205	1,984	
5136-000	Dental Insurance	4,434	4,194	4,673	6,163	6,159	6,168	
5137-000	Staff Development	440	60	167	500	339	500	
5138-000	Life Insurance	1,046	988	976	1,087	1,172	1,208	
5141-000	Uniform/Clothing Allowance	269	98	115	400	400	400	
5144-000	Employee Assistance Administration	211	168	201	233	233	233	
	<i>Personal Services Total</i>	494,001	496,182	522,638	628,198	629,873	664,818	
6210-000	Office Supplies	924	1,574	2,035	1,300	1,031	1,300	
6216-000	Reference Books/Materials	0	4	0	150	0	150	
6217-000	Dues/Fees/Subscriptions	170	470	205	500	540	500	
6218-000	Small Equipment Items	102	246	417	300	287	300	
6245-000	Travel/Mileage	3,630	3,610	3,609	3,600	3,600	3,600	
6246-000	Liability Insurance	2,960	3,432	3,422	4,593	4,001	4,860	
6253-000	Contract Service	5,482	7,314	10,876	6,700	7,357	8,300	
6254-000	Engineer Services	13,757	2,740	14,550	15,000	15,400	15,000	
6256-000	Publishing/Recording	510	120	512	500	1,172	500	
6261-000	Telephone Services	1,991	1,892	1,726	2,000	2,000	2,000	
6263-000	Postage	126	359	333	300	300	300	
	<i>Operating &amp; Maintenance Total</i>	29,654	21,761	37,686	34,943	35,689	36,810	
7010-000	Fleet Transfer	21,935	21,935	20,487	20,487	20,487	20,487	
7011-000	Information Tech Transfer	32,361	37,959	44,698	43,261	43,261	34,042	
7012-000	Facility Services Transfer	15,527	14,161	15,644	16,184	16,184	17,196	
	<i>Interfund Loans &amp; Transfers Total</i>	69,823	74,055	80,829	79,932	79,932	71,725	
<b>ENGINEERING DEPARTMENT EXPENDITURES TOTAL</b>		<b>593,477</b>	<b>591,997</b>	<b>641,153</b>	<b>743,073</b>	<b>745,494</b>	<b>773,353</b>	

Capital Improvement Fund Detail Budget

		CAPITAL IMPROVEMENT FUND - 04					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>STREETS - 429</b>							
6218-000	Small Equipment Items	0	0	0	19,000	13,196	8,000
	<i>Small Equipment Total</i>	0	0	0	19,000	13,196	8,000
6241-000	Land Maintenance	0	0	0	50,000	70,000	75,000
6242-000	Street Repair/Maintenance	0	245,508	351,451	525,000	525,000	730,000
6242-000	I-25/SH392 Interchange	0	10,054	0	0	0	0
6267-000	Study Review/Consultant	0	4,988	0	20,000	14,991	0
6267-904	Study Review	25,000	150,000	800	0	0	0
6278-000	Street Repair Pavement Mgmt	1,347,197	888,989	1,189,791	1,575,000	1,575,000	1,500,000
	<i>Operating &amp; Maintenance Total</i>	1,372,197	1,299,539	1,542,043	2,170,000	2,184,991	2,305,000
7234-000	Developer Reimbursements	1,156,475	0	0	0	0	0
	<i>Loans &amp; Transfers Total</i>	1,156,475	0	0	0	0	0
8410-000	Land	0	6,935	3,088	0	9,500	0
8412-000	Site Improvements	0	(55,203)	0	0	0	0
8412-804	Eagle Crossing Street Improv.	0	490,097	0	0	0	0
8412-805	Eagle Crossing Water Improv.	0	119,070	0	0	0	0
8412-806	Eagle Crossing Sewer Improv.	0	33,175	0	0	0	0
8419-000	Impact Fee Reimburse Reserve	0	0	321,997	95,000	508,680	2,597,660
8440-000	Machinery & Equipment	95,535	0	63,423	6,500	280,464	32,000
8445-000	Street Improvements	847,840	885,450	1,554,643	350,000	261,333	1,168,660
8445-900	I-25/SH392 Interchange	1,348,786	0	0	117,000	0	0
8445-901	Street Improvements-WCR21 Bridge	15,083	80,962	305,720	0	255,672	0
8445-903	I-25/SH392 Enhancements	8,300	71,328	9,988	64,276	60,448	0
8445-904	Street Improvements-RR Quiet Zone	0	0	48,284	3,158,305	1,158,305	2,200,000
	<i>Capital Outlay Total</i>	2,315,544	1,631,814	2,307,145	3,791,081	2,534,401	5,998,320
<b>STREETS TOTAL</b>		<b>4,844,215</b>	<b>2,931,353</b>	<b>3,849,187</b>	<b>5,980,081</b>	<b>4,732,588</b>	<b>8,311,320</b>
<b>ENGINEERING Department - 431</b>							
6218-000	Small Equipment	0	0	7,736	0	0	1,000
	<i>Small Equipment &amp; Computer Total</i>	0	0	7,736	0	0	1,000
<b>ENGINEERING DEPARTMENT TOTAL</b>		<b>0</b>	<b>0</b>	<b>7,736</b>	<b>0</b>	<b>0</b>	<b>1,000</b>

Water Fund Detail Budget

TOWN OF WINDSOR		WATER FUND - 06					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>WATER PLANT INVESTMENT FEES EXPENDITURES</b>							
7377-000	Transfer to Water / NP Fund	151,986	151,986	901,986	151,986	151,986	151,986
	<i>Non-Operating Total</i>	151,986	151,986	901,986	151,986	151,986	151,986
8410-000	Land/Easement	15,800	0	0	0	0	0
8452-000	Oversize lines	0	0	0	0	172,202	28,788
8453-000	Transmission Mains	259,706	214,900	183,210	0	0	0
8456-000	System Improvements	98,700	82,500	123,750	288,750	214,500	289,000
8456-906	System Improvements / Water Tank	68,681	2,610	2,997,831	407,100	396,535	0
	<i>Capital Outlay Total</i>	442,887	300,010	3,304,791	695,850	783,237	317,788
<b>WATER PLANT INVEST FEE EXPENDITURES TOTAL</b>		<b>594,873</b>	<b>451,996</b>	<b>4,206,777</b>	<b>847,836</b>	<b>935,223</b>	<b>469,774</b>
<b>NON-POTABLE WATER EXPENDITURES</b>							
<b>NON-POTABLE WATER SYSTEM - 484</b>							
6240-000	Equipment Repairs	273	0	3,591	5,000	6,000	8,000
6244-000	Assessments	1,040	1,040	0	1,040	8,190	1,040
6246-000	Liability Insurance	0	2,207	2,252	2,068	2,339	2,068
6253-000	Contract Services	50,525	77,180	165,412	80,000	120,000	117,050
6260-000	Utilities	576	693	772	700	700	700
6267-000	Study Review/Consultant	0	27,645	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	52,414	108,765	172,027	88,808	137,229	128,858
7306-000	Transfer to General Fund	30,000	30,000	30,000	10,000	10,000	10,000
7314-000	Transfer to Storm Drainage Fund	462,919	431,097	0	0	0	0
7321-000	Bond Interest Expense/Kern Reservoir	202,213	197,023	191,569	185,836	185,836	179,811
7350-000	Bond Principal Expense/Kern Reservoir	101,759	106,949	112,403	118,136	118,136	124,161
	<i>Loans &amp; Transfers Total</i>	796,891	765,069	333,972	313,972	313,972	313,972
8410-000	Land	0	0	3,447,356	0	0	0
8440-000	Machinery/Equipment	0	0	0	10,737	10,737	0
8456-000	Systems Improvements	117,394	165,276	2,981	2,563,325	49,000	132,000
8456-485	System Improve / Kyger	0	0	0	0	198,044	2,316,281
8456-900	System Improve / Rip Rap	10,808	0	0	0	0	0
8494-485	Non-Potable Water Shares / Kyger	0	0	106,000	298,000	90,000	298,000
	<i>Capital Outlay Total</i>	128,202	165,276	3,556,337	2,872,062	347,781	2,746,281
<b>NON-POTABLE WATER EXPENDITURES TOTAL</b>		<b>977,507</b>	<b>1,039,110</b>	<b>4,062,336</b>	<b>3,274,842</b>	<b>798,982</b>	<b>3,189,111</b>

*Sewer Fund Detail Budget*

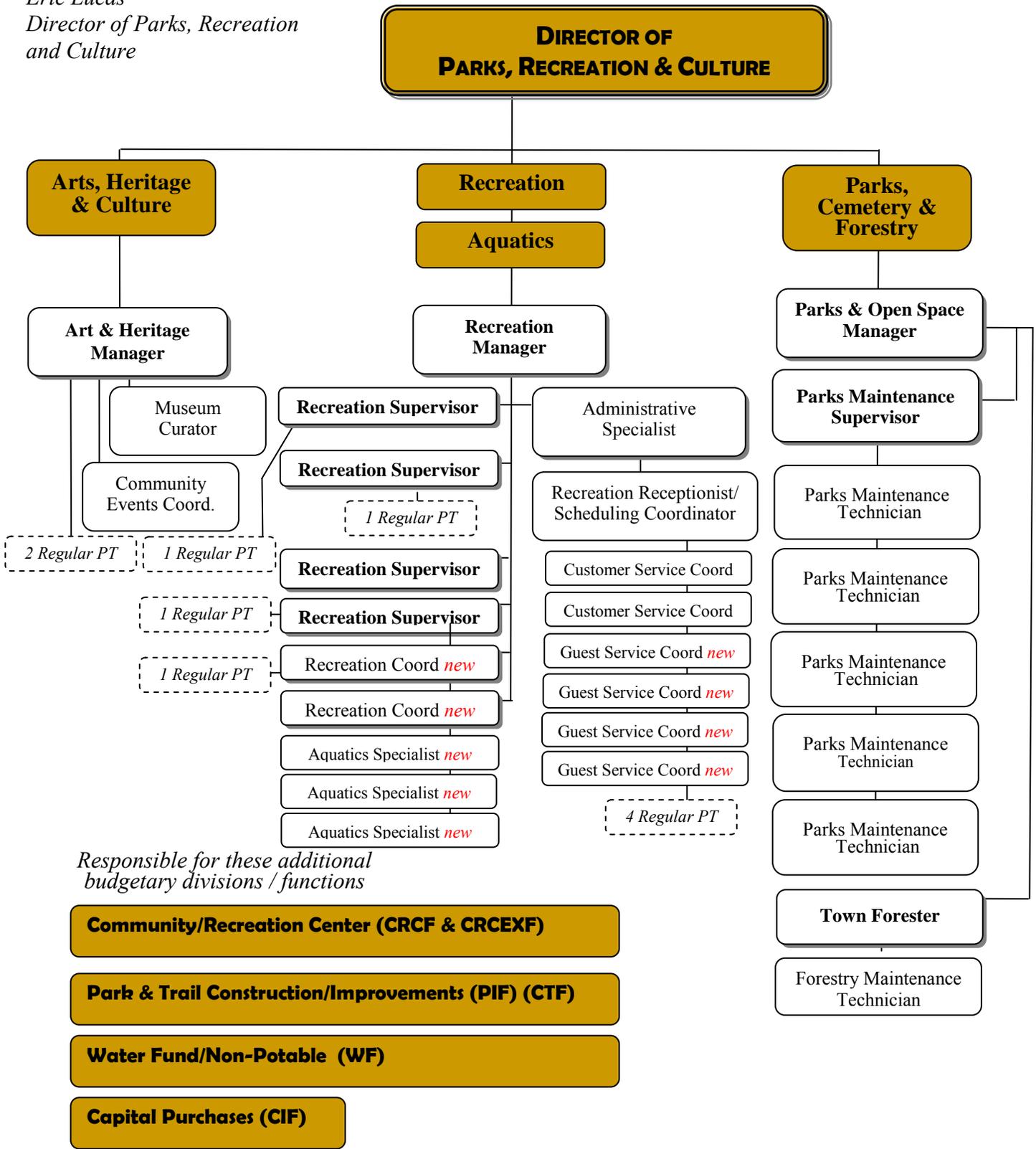
TOWN OF WINDSOR							SEWER FUND - 07
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2,016 BUDGET
<b>PLANT INVESTMENT FEES EXPENDITURES - 07</b>							
7324-000	Interest Expense/Revolve Loan (482)	52,893	54,703	51,998	48,023	48,023	44,269
7354-000	Principal Expense/Revolve Loan (482)	178,425	178,425	178,425	184,373	184,373	190,320
	<i>Non-Operating Total</i>	231,318	233,128	230,423	232,396	232,396	234,589
8433-000	Sewer Plant Improvements (482)	0	0	0	0	0	35,000
8433-907	Sewer Plant Improvements (482)	4,424,888	538,413	78,537	837,000	435,000	402,000
8453-000	Transmission Mains (481)	218,875	237,413	72,173	0	0	0
8452-000	Oversize Lines (481)	0	114,000	0	0	209,328	19,362
8456-000	System Improvements (481)	64,990	0	0	0	0	0
	<i>Capital Outlay Total</i>	4,708,753	889,826	150,710	837,000	644,328	456,362
<b>SEWER INVEST FEE EXPENDITURES TOTAL</b>		4,940,071	1,122,955	381,133	1,069,396	876,724	690,951

*Storm Drainage Fund Detail Budget*

<i>TOWN OF WINDSOR</i>		<b>STORM DRAINAGE FUND - 08</b>					
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2012 ACTUAL</b>	<b>2013 ACTUAL</b>	<b>2014 ACTUAL</b>	<b>2015 BUDGET</b>	<b>2015 PROJ.</b>	<b>2016 BUDGET</b>
<b>STORM DRAIN INVESTMENT FEES EXPENDITURES</b>							
7321-000	Interest Expense/Capital Imp. Loan	0	0	0	0	0	2,357
7350-000	Principal Expense/Capital Imp. Loan	0	0	0	0	0	100,024
7377-000	Transfer to Water/Non-Potable Fund	151,986	151,986	151,986	151,986	151,986	151,986
	<i>Loans &amp; Transfers Total</i>	151,986	151,986	151,986	151,986	151,986	254,368
8410-000	Land	0	0	0	0	433,889	0
8410-908	Land / Law Basin PDM	0	0	0	0	291,050	0
8458-000	Drainage Improvements	162,328	96,565	123,988	1,740,075	1,313,000	1,050,500
8458-908	Drainage Improvements	1,033	0	240,317	2,128,069	1,824,820	1,998,095
	<i>Capital Outlay Total</i>	163,361	96,565	364,305	3,868,144	3,862,759	3,048,595
<b>STORM DRAIN INVESTMENT EXPENDITURES TOTAL</b>		<b>315,347</b>	<b>248,551</b>	<b>516,291</b>	<b>4,020,130</b>	<b>4,014,745</b>	<b>3,302,962</b>

# Parks, Recreation & Culture Department

Eric Lucas  
 Director of Parks, Recreation  
 and Culture



*Responsible for these additional budgetary divisions / functions*

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**RELATIONSHIP TO THE STRATEGIC PLAN**

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The Parks, Recreation and Culture department has multiple budget items that relate to the 2014-2016 Strategic Plan Update. The department's requests relate to:

**Goal 1.E. Lead through stewardship of natural resources**

- Staff will continue to implement components of the Poudre River Imitative GOCO Grant.
- Staff will continue to work with Colorado Parks and Wildlife to convey Frank State Wildlife Area to the Town of Windsor.
- Staff will continue to participate in Poudre River related efforts including:
  - Poudre Runs Through it – Fish Passage Project
  - Coalition for the Poudre River Watershed – Watershed Master Plan
  - Eastman Park South Master Plan – River Way Improvements

**Goal 1.H. Encourage Historic Preservation**

- Opportunities will be explored for promoting historic information concerning Lakeview Cemetery
- Local landmark designation may be pursued for Lakeview Cemetery.

**Goal 2.A. Provide diverse and healthy choices in leisure, culture and recreation.** This entails not only day to day operations to provide recreation and cultural opportunities for the entire community through quality programs, facilities, service and management of natural resources, but capital projects as well.

- CRC Expansion, will be completed and begin programming in early Fall 2016.
- Phase II of the Museum Landscape Plan will be implemented.
- The departmental Master Plan will be updated.
- Addressing needs spawned by growing trends such as Pickleball.

**Goal 2.B. Promote creative and artistic outlets**

Staff will seek opportunities for public art components in our community through events at the Art & Heritage Center and the Public Art Plan.

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**TRENDS**

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The Parks, Recreation and Culture Department continues to face challenges associated with a growing population and the desire to maintain service levels as demand increases. As Windsor mirrors the strength of the national economy recovery, we are infiltrated with developer actions that require responses associated with parks, trails and landscaping. In the coming year the department expects to see an increase in the demand for diversity and type of programs offered, new parks or park amenities, trails, open space, and special events. Addressing these needs while working within financial constraints is sometimes difficult. Staff is not always successful in attaining adopted level of service standards. Maintenance demands increase with the addition of new park acres and amenities. Boardwalk and Diamond Valley Community Parks in particular are popular destinations that require a higher level of maintenance. Creative funding, partnerships and grants are imperative to consider in trying to meet these demands.

Maintaining aging infrastructure or additional acreage and amenities comes with a cost. Balancing maintenance costs with the demand for new amenities requires planning and knowledge of asset depreciation. Staff is working on developing a long range plan that dovetails into the CIP Five Year Plan.

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 few years ago a cost recovery model was adopted, and staff has utilized this as a guide for controlling expenditures and targeting revenues – achieving stated cost recovery goals.

Recent changes in wage and hour law as well as the Affordable Care Act have forced alteration of typical strategies for seasonal services. Often seasonal positions are not able to be filled to the full budgeted amount. When positions remain vacant for any length of time, it is extremely difficult to maintain level of service standards. Adjustments may include contracting more services out, or simply “doing more with less”.

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; compliance adjustments were completed in 2014 with the exception of the Community Recreation Center locker rooms, which will be accomplished in the 2016 expansion.

A major project is the expansion of the Community Recreation Center. Staff has been heavily involved in the Design and Construction process along with the beginning phases of programming and staffing for the future.

General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET	
<b>GENERAL FUND REVENUE - 01</b>								
<b>CHARGES FOR SERVICES</b>								
4342-000	Cemetery Revenue	53,700	53,030	42,160	44,609	57,771	50,987	
4343-000	Swimming Pool	171,018	177,656	167,270	181,600	174,000	181,600	
4346-000	Recreation Revenue	708,253	692,581	791,601	711,064	734,064	725,472	
<b>MISCELLANEOUS REVENUE</b>								
4380-000	Art & Heritage Miscellaneous Revenue	5,248	1,984	1,881	2,000	2,018	1,500	
4386-000	Community Events Revenue	13,154	11,949	22,205	12,750	6,715	12,750	
4388-000	Misc. Park Revenue	15,318	17,488	10,893	15,000	15,000	15,000	
4389-000	Misc. Forestry Revenue	18,841	4,731	3,420	5,000	4,480	5,000	

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>CEMETERY EXPENDITURES - 432</b>							
5111-000	Wages / Full Time	41,489	41,692	43,536	43,056	44,313	44,323
5112-000	Wages / Part Time	10,910	4,845	4,258	8,250	9,000	9,010
5121-000	Wages / Over Time	696	1,242	775	800	700	800
5122-000	On Call Time	145	198	309	170	170	170
5114-000	Merit Pay	0	0	0	1,292	0	1,330
5126-000	Short Term Disability	0	0	0	0	143	0
5127-000	Long Term Disability	175	191	200	200	200	200
5128-000	Vision Insurance	103	103	109	114	114	114
5130-000	FICA-Med	689	657	649	777	621	807
5131-000	FICA	2,946	2,810	2,776	3,321	2,654	3,449
5132-000	Medical Insurance	9,779	10,144	11,078	12,425	12,347	13,729
5133-000	Employee Retirement	2,056	2,076	2,168	2,217	2,337	2,739
5134-000	Unemployment Insurance	137	131	124	161	144	167
5135-000	Workers Compensation Insurance	3,555	2,594	3,295	3,084	3,204	2,898
5136-000	Dental Insurance	720	720	720	720	720	720
5137-000	Staff Development	974	85	(2)	860	860	911
5138-000	Life Insurance	124	117	109	109	109	112
5141-000	Uniform/Clothing Allowance	431	400	153	440	440	440
5144-000	Employee Assistance Administration	42	36	39	39	39	39
	<i>Personal Services Total</i>	74,971	68,041	70,294	78,034	78,114	81,958
6210-000	Office Supplies	145	78	59	150	100	150
6218-000	Small Equipment Items	1,532	1,437	809	1,210	1,210	1,270
6219-000	Special Equipment	0	465	0	0	0	0
6224-000	Trash Service	530	1,375	607	2,156	1,200	2,040
6229-000	Building Maintenance Supplies	32	0	0	200	200	200
6232-000	Building Repairs/Maintenance	187	772	171	2,000	500	1,000
6235-000	Sprinkler Repairs	790	371	0	3,000	1,000	1,500
6241-000	Land Maintenance	851	878	1,069	900	900	1,764
6246-000	Liability Insurance	802	930	927	1,245	1,084	1,317
6250-000	Foundations/Graves	4,796	5,897	7,093	6,000	1,000	1,000
6253-000	Contract Service	7,971	3,974	9,731	12,880	10,000	13,650
6260-000	Utilities	0	6,975	7,503	7,000	6,000	7,000
6261-000	Telephone Services	660	660	660	660	660	660
	<i>Operating &amp; Maintenance Total</i>	18,294	23,813	28,629	37,401	23,854	31,551
7010-000	Fleet Transfer	14,512	14,512	13,450	13,450	13,450	13,450
	<i>Interfund Loans &amp; Transfers Total</i>	14,512	14,512	13,450	13,450	13,450	13,450
<b>CEMETERY EXPENDITURES TOTAL</b>		<b>107,777</b>	<b>106,366</b>	<b>112,373</b>	<b>128,885</b>	<b>115,419</b>	<b>126,959</b>

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>COMMUNITY EVENTS EXPENDITURES - 433</b>							
5111-000	Wages / Full Time	0	0	45,237	48,265	12,797.43	0
5112-000	Wages / Part Time	21,933	23,937	1,544	408	0.00	0
5114-000	Merit Pay	0	0	0	1,448	0.00	0
5126-000	Short Term Disability	0	0	98	117	19.78	0
5127-000	Long Term Disability	0	0	187	224	37.94	0
5128-000	Vision Insurance	0	0	92	114	19.35	0
5130-000	FICA-Med	318	338	645	727	154.92	0
5131-000	FICA	1,360	1,443	2,758	3,108	662.36	0
5132-000	Medical Insurance	0	0	10,725	14,191	2,399.21	0
5134-000	Unemployment Insurance	66	70	130	150	67.12	0
5135-000	Workers Compensation Insurance	0	68	79	95	33.15	0
5136-000	Dental Insurance	0	0	948	1,137	98.65	0
5137-000	Staff Development	372	151	120	500	750.00	500
5138-000	Life Insurance	0	0	102	123	206.79	0
5141-000	Uniform/Clothing Allowance	0	0	0	50	75.00	100
5144-000	Employee Assistance Administration	0	0	32	39	22.68	0
	<i>Personal Services Total</i>	24,048	26,007	62,699	73,182	17,344	600
6210-000	Office Supplies	87	88	361	300	50	300
6213-000	Public Relations	25,472	24,330	24,770	76,600	50,000	28,100
6217-000	Dues/Fees/Subscriptions	0	985	1,178	1,200	1,200	1,200
6218-000	Small Equipment Items	0	0	0	1,000	470	1,000
6219-000	Special Equipment	390	197	2,114	2,350	6	1,200
6246-000	Liability Insurance	0	6,004	4,415	4,415	4,415	4,415
6249-000	Leases/Rentals	5,552	121	1,780	1,000	1,000	1,100
6253-000	Contract Service	29,909	28,281	38,511	47,250	62,485	96,750
6261-000	Telephone Services	0	0	685	760	116	0
6263-000	Postage	0	0	0	50	0	50
6264-000	Printing/Binding	2,681	3,007	990	3,000	115	1,500
	<i>Operating &amp; Maintenance Total</i>	64,192	63,013	74,803	137,925	119,857	135,615
7012-000	Facility Services Transfer	0	0	0	3,591	3,591	0
	<i>Interfund Loans &amp; Transfers Total</i>	0	0	0	3,591	3,591	0
<b>COMMUNITY EVENTS EXPENDITURES TOTAL</b>		<b>88,240</b>	<b>89,019</b>	<b>137,502</b>	<b>214,698</b>	<b>140,792</b>	<b>136,215</b>

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>FORESTRY EXPENDITURES - 450</b>							
5111-000	Wages / Full Time	97,879	100,732	104,531	103,958	107,363	107,628
5112-000	Wages / Part Time	35,566	24,693	27,703	34,790	26,000	35,824
5121-000	Wages / Over Time	453	759	1,266	500	2,000	500
5122-000	On Call Time	406	142	126	170	170	170
5114-000	Merit Pay	0	0	0	3,119	0	3,229
5126-000	Short Term Disability	0	103	125	125	124	125
5127-000	Long Term Disability	428	457	482	483	481	483
5128-000	Vision Insurance	214	214	230	245	244	245
5130-000	FICA-Med	1,908	1,809	1,900	2,067	1,978	2,137
5131-000	FICA	8,157	7,737	8,126	8,837	8,457	9,136
5132-000	Medical Insurance	22,491	23,331	25,479	28,382	28,234	31,421
5133-000	Employee Retirement	4,847	4,988	5,191	5,354	5,663	6,651
5134-000	Unemployment Insurance	389	368	386	428	418	442
5135-000	Worker's Compensation Insurance	4,983	5,091	5,390	4,779	4,964	4,467
5136-000	Dental Insurance	2,275	2,275	2,275	2,275	2,263	2,280
5137-000	Staff Development	1,707	2,845	1,478	1,700	1,800	1,720
5138-000	Life Insurance	292	276	263	264	263	271
5141-000	Uniform/Clothing Allowance	896	804	898	960	850	960
5144-000	Employee Assistance Administration	84	71	78	78	78	78
	<i>Personal Services Total</i>	182,974	176,696	185,926	198,513	191,349	207,766
6210-000	Office Supplies	464	392	385	500	500	500
6213-000	Public Relations	109	4	29	500	500	500
6214-000	Board Development	75	100	120	125	20	125
6216-000	Reference Books/Materials	255	461	367	530	470	530
6217-000	Dues/Fees/Subscriptions	275	337	352	460	420	460
6218-000	Small Equipment Items	4,374	3,206	3,409	5,600	3,000	5,600
6222-000	Chemicals	0	0	4	250	250	250
6224-000	Trash Service	14,333	0	0	0	0	0
6227-000	Right of Way Trees	12,842	10,730	5,260	13,600	13,600	9,600
6228-000	Tree Maintenance	15,844	11,966	13,144	15,800	10,250	15,800
6241-000	Land Maintenance	9,047	5,315	6,145	6,480	4,500	6,660
6246-000	Liability Insurance	7,124	9,313	8,236	11,055	9,630	11,696
6249-000	Leases/Rentals	4,743	3,049	4,204	6,000	6,000	7,400
6253-000	Contract Service	6,315	0	5,434	0	5,550	0
6261-000	Telephone Services	1,323	1,322	1,321	1,320	1,320	1,320
6263-000	Postage	1,395	0	0	0	0	0
6264-000	Printing/Binding	1,105	0	192	200	0	200
6282-000	Tree Board Expenses	10,828	9,614	8,488	11,600	15,645	11,600
	<i>Operating &amp; Maintenance Total</i>	90,451	55,809	57,090	74,020	71,655	72,241
7010-000	Fleet Transfer	52,254	52,254	50,414	50,415	50,415	50,415
7012-000	Facility Services Transfer	3,631	3,453	3,674	0	0	0
	<i>Interfund Loans &amp; Transfers Total</i>	55,885	55,707	54,088	50,415	50,415	50,415
<b>FORESTRY EXPENDITURES TOTAL</b>		<b>329,311</b>	<b>288,212</b>	<b>297,104</b>	<b>322,947</b>	<b>313,418</b>	<b>330,422</b>

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>RECREATION EXPENDITURES- 451</b>							
5111-000	Wages / Full Time	247,228	253,219	287,979	250,801	249,776	330,799
5112-000	Wages / Part Time	286,840	284,011	242,350	263,945	245,277	194,099
5121-000	Wages / Over Time	59	151	517	250	300	500
5122-000	On Call Time	768	0	0	0	0	0
5114-000	Merit Pay	0	0	0	7,524	0	7,723
5127-000	Long Term Disability	774	1,142	1,301	1,165	1,482	1,479
5128-000	Vision Insurance	524	415	500	484	583	701
5130-000	FICA-Med	7,542	7,587	7,403	7,577	8,471	7,730
5131-000	FICA	32,247	32,439	31,652	32,396	36,218	33,053
5132-000	Medical Insurance	46,327	49,727	58,306	60,400	70,542	80,447
5133-000	Employee Retirement	12,185	12,624	14,233	12,916	17,596	15,909
5134-000	Unemployment Insurance	1,535	1,544	1,496	1,568	1,820	1,599
5135-000	Worker's Compensation Insurance	22,543	19,489	21,602	15,937	16,556	14,442
5136-000	Dental Insurance	4,283	4,677	5,023	4,666	5,479	5,388
5137-000	Staff Development	3,118	2,581	2,935	4,475	4,475	4,475
5138-000	Life Insurance	734	690	709	635	808	783
5141-000	Uniform/Clothing Allowance	1,800	1,782	0	1,800	1,800	1,800
5144-000	Employee Assistance Administration	211	175	191	194	194	272
	<i>Personal Services Total</i>	668,719	672,253	676,197	666,732	661,378	701,199
6210-000	Office Supplies	5,291	4,721	3,716	5,500	5,000	5,500
6213-000	Public Relations	5,222	4,587	8,983	8,000	7,000	8,000
6215-000	Concession Supplies	0	3,079	0	0	0	0
6216-000	Reference Books/Materials	52	593	0	200	150	200
6217-000	Dues/Fees/Subscriptions	56,644	53,286	82,009	40,930	38,000	64,825
6218-000	Small Equipment Items	17,979	17,988	19,159	31,300	25,000	21,220
6219-000	Special Equipment/Program Supplies	93,727	97,430	101,617	85,992	105,000	91,640
6236-000	Ball Field Maintenance/ Baseball	42,618	11,360	28,951	38,499	28,678	38,499
6240-000	Equipment Repairs	25	0	84	0	0	0
6245-000	Travel/Mileage	0	440	509	0	257	0
6246-000	Liability Insurance	4,711	6,553	8,209	7,311	6,368	7,735
6253-000	Contract Service	107,495	115,985	263,904	198,560	210,000	251,306
6256-000	Publishing/Recording	205	0	0	0	0	0
6261-000	Telephone Services	2,740	2,844	2,982	2,900	2,966	2,900
6263-000	Postage	1,913	1,940	3,329	2,500	1,363	2,500
6264-000	Printing/Binding	13,695	13,744	13,180	14,000	14,000	8,000
6273-000	Tours/Admissions	14,765	12,357	12,486	15,000	13,800	14,600
	<i>Operating &amp; Maintenance Total</i>	367,082	346,908	549,119	450,692	457,582	516,925
7373-000	Transfer to CRC	400,000	450,000	60,969	387,000	387,000	387,000
7010-000	Fleet Transfer	64,211	64,211	75,406	60,969	60,969	60,969
7011-000	Information Tech Transfer	52,723	58,321	450,000	56,770	56,770	46,883
	<i>Interfund Loans &amp; Transfers Total</i>	516,934	572,532	586,375	504,739	504,739	494,852
<b>RECREATION EXPENDITURES TOTAL</b>		1,552,736	1,591,694	1,811,691	1,622,163	1,623,699	1,712,976

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>AQUATICS/SWIMMING POOL EXPENDITURES - 452</b>							
5112-000	Wages / Part Time	103,389	106,734	100,709	107,000	110,731	110,000.00
5121-000	Wages / Over Time	212	312	664	300	575	1,150.00
5130-000	FICA-Med	1,497	1,554	1,469	1,556	1,592	1,611.68
5131-000	FICA	6,402	6,644	6,283	6,653	6,900	6,891.30
5134-000	Unemployment Insurance	310	321	304	322	330	333.45
5135-000	Workers Compensation Insurance	5,824	6,875	5,923	5,478	5,690	5,091.09
5137-000	Staff Development	367	458	701	1,830	1,800	1,600.00
5141-000	Uniform/Clothing Allowance	0	0	0	3,650	7,559	3,500.00
	<i>Personal Services Total</i>	118,001	122,899	116,053	126,788	135,177	130,178
6210-000	Office Supplies	159	0	299	250	200	100
6216-000	Reference Books/Materials	770	1,432	1,153	1,550	1,300	2,050
6217-000	Dues/Fees/Subscriptions	1,067	1,299	1,621	1,740	1,000	1,630
6218-000	Small Equipment Items	3,824	5,901	2,706	7,300	4,000	1,750
6219-000	Special Equipment	6,199	9,190	6,943	4,320	3,800	4,330
6222-000	Chemicals	20,082	8,518	11,995	11,000	11,000	11,000
6229-000	Maintenance Supplies	328	174	960	200	125	200
6240-000	Equipment Repairs	1,550	1,307	1,180	1,500	2,000	1,450
6245-000	Travel/Mileage	0	0	0	450	0	450
6246-000	Liability Insurance	9,210	9,291	9,263	12,434	10,831	13,155
6248-000	Signs	0	542	48	500	0	290
6253-000	Contract Services	3,101	5,345	6,018	2,945	2,500	4,850
6260-000	Utilities	14,244	17,402	11,989	15,000	10,844	12,000
6261-000	Telephone Services	2,147	1,656	1,468	2,200	1,463	2,200
	<i>Operating &amp; Maintenance Total</i>	62,682	62,056	55,640	61,389	49,063	55,455
7010-000	Fleet Transfer	5,778	0	0	0	0	0
7012-000	Facility Services Transfer	0	1,149	1,357	1,381	1,381	699
	<i>Interfund Loans &amp; Transfers Total</i>	5,778	1,149	1,357	1,381	1,381	699
<b>AQUATICS/SWIMMING POOL EXPENDITURES TOTAL</b>		<b>186,461</b>	<b>186,104</b>	<b>173,050</b>	<b>189,558</b>	<b>185,621</b>	<b>186,332</b>

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>PARKS EXPENDITURES - 454</b>							
5111-000	Wages / Full Time	350,243	385,307	403,709	415,388	430,248	407,797.56
5112-000	Wages / Part Time	97,846	61,473	76,488	90,354	50,000	90,354.00
5121-000	Wages / Over Time	2,855	4,143	3,699	1,400	6,000	4,000.00
5122-000	On Call Time	662	560	900	850	850	850.00
5114-000	Merit Pay	0	0	0	9,580	0	9,083.93
5126-000	Short Term Disability	0	280	395	396	342	290.52
5127-000	Long Term Disability	1,545	1,663	1,830	1,896	1,856	1,882.40
5128-000	Vision Insurance	503	522	682	816	773	777.84
5130-000	FICA-Med	6,323	6,405	6,839	7,505	6,924	7,425.24
5131-000	FICA	27,034	27,389	29,241	32,090	29,605	31,749.30
5132-000	Medical Insurance	55,413	61,655	68,649	81,770	77,912	90,358.32
5133-000	Employee Retirement	15,972	15,925	15,487	21,248	19,794	19,870.12
5134-000	Unemployment Insurance	1,236	1,219	1,311	1,553	1,462	1,536.26
5135-000	Workers Compensation Insurance	17,969	21,492	21,091	17,419	18,095	15,277.25
5136-000	Dental Insurance	5,215	5,739	5,610	6,349	5,699	6,360.00
5137-000	Staff Development	7,869	4,513	10,549	8,415	8,415	9,549.00
5138-000	Life Insurance	1,028	1,020	999	1,033	1,009	1,055.36
5141-000	Uniform/Clothing Allowance	1,913	2,543	2,369	2,880	2,500	2,880.00
5144-000	Employee Assistance Administration	246	227	262	272	267	272.16
	<i>Personal Services Total</i>	593,872	602,075	650,109	701,214	661,751	701,369
6210-000	Office Supplies	1,345	905	1,510	1,400	1,000	1,400
6213-000	Public Relations	4,434	4,239	318	900	900	500
6214-000	Board Development	7,815	8,052	3,133	9,500	9,500	9,500
6216-000	Reference Books/Materials	130	448	75	350	350	350
6217-000	Dues/Fees/Subscriptions	2,230	2,075	1,172	2,180	2,180	1,980
6218-000	Small Equipment Items	11,016	7,017	8,862	9,410	9,410	9,500
6222-000	Chemicals	441	454	501	500	300	500
6224-000	Trash Services	5,708	13,471	15,091	14,160	14,160	10,740
6229-000	Maintenance Supplies	13	2,144	1,993	2,900	2,900	2,900
6230-000	Playground Equipment Repair	2,651	5,225	2,805	23,483	23,483	24,353
6232-000	Building Repairs/Maintenance	12,507	17,540	13,963	15,050	13,050	15,700
6235-000	Sprinkler Repairs	15,214	18,616	21,540	15,650	15,650	15,100
6241-000	Land Maintenance	52,400	27,238	46,515	41,025	41,025	45,400
6243-000	Weed Control	2,340	319	2,413	3,000	3,500	6,000
6244-000	Assessments	7,386	16,196	17,603	16,550	16,550	21,050
6245-000	Travel/Mileage	5,446	5,304	5,345	5,900	5,500	5,900
6246-000	Liability Insurance	13,453	19,536	14,771	20,498	17,856	21,688
6248-000	Signs	597	7,408	2,087	5,700	2,000	5,500
6249-000	Leases/Rentals	1,438	739	1,927	3,000	3,000	3,000
6253-000	Contract Service	27,325	27,610	33,615	41,950	154,955	57,050
6256-000	Publishing/Recording	11	127	291	600	200	600
6260-000	Utilities	73,812	62,863	78,005	63,000	45,000	45,000
6261-000	Telephone Services	3,976	4,621	3,473	4,530	4,530	4,530
6263-000	Postage	1,192	0	847	800	800	800
6264-000	Printing/Binding	751	81	836	400	100	400
	<i>Operating &amp; Maintenance Total</i>	253,630	252,232	278,690	302,436	387,899	309,440
7010-000	Fleet Transfer	196,481	196,481	185,244	185,244	185,244	185,244
7011-000	Information Tech Transfer	50,166	60,243	64,593	72,308	72,308	43,917
7012-000	Facility Services Transfer	15,943	4,286	4,918	3,737	3,737	4,546
	<i>Interfund Loans &amp; Transfers Total</i>	262,590	261,010	254,755	261,289	261,289	233,707
<b>PARKS EXPENDITURES TOTAL</b>		1,110,093	1,115,317	1,183,554	1,264,939	1,310,940	1,244,516

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>ART &amp; HERITAGE EXPENDITURES - 456</b>							
5111-000	Wages / Full Time	101,721	105,326	99,429	108,954	106,974	110,359
5112-000	Wages / Part Time	24,053	29,657	21,748	30,132	30,132	18,561
5114-000	Merit Pay	0	0	0	3,269	0	3,311
5126-000	Short Term Disability	0	148	87	142	16	0
5127-000	Long Term Disability	444	476	426	495	524	495
5128-000	Vision Insurance	207	155	179	229	244	229
5130-000	FICA-Med	1,860	1,901	1,729	2,064	2,076	1,917
5131-000	FICA	7,953	8,127	7,393	8,826	8,878	8,198
5132-000	Medical Insurance	16,542	21,810	19,790	26,538	28,388	29,439
5133-000	Employee Retirement	3,671	5,229	3,095	2,136	2,136	6,820
5134-000	Unemployment Insurance	376	381	348	427	444	397
5135-000	Workers Compensation Insurance	1,264	362	1,161	271	282	227
5136-000	Dental Insurance	1,527	1,857	1,582	1,857	2,005	1,860
5137-000	Staff Development	800	808	966	1,560	2,100	2,260
5138-000	Life Insurance	300	286	232	267	286	278
5141-000	Uniform/Clothing Allowance	0	0	0	150	140	150
5144-000	Employee Assistance Administration	84	71	71	78	72	78
	<i>Personal Services Total</i>	160,802	176,594	158,237	187,395	184,698	184,581
6210-000	Office Supplies	613	456	842	500	500	500
6213-000	Public Relations	884	504	243	500	450	500
6216-000	Reference Books/Materials	140	165	43	400	250	400
6217-000	Dues/Fees/Subscriptions	428	175	503	400	390	400
6218-000	Small Equipment Items	4,537	7,906	29,291	6,500	5,000	0
6219-000	Special Equipment	1,283	657	1,277	2,000	1,600	3,000
6229-000	Maintenance Supplies	145	480	17	500	450	500
6232-000	Building Repairs/Maintenance	3,884	3,622	9,081	3,500	2,500	5,500
6245-000	Travel/Mileage	1,820	1,805	824	2,000	1,000	2,000
6246-000	Liability Insurance	8,868	10,283	10,252	13,762	11,988	14,560
6249-000	Leases/Rentals	3,000	0	0	2,000	1,000	2,000
6253-000	Contract Services	7,537	4,617	5,961	7,350	6,000	10,450
6256-000	Publishing/Recording	47	0	43	100	0	100
6260-000	Utilities	7,144	8,178	8,272	9,500	9,500	9,500
6261-000	Telephone Services	3,049	2,604	3,124	3,660	3,660	3,660
6263-000	Postage	305	1,038	219	500	200	500
6264-000	Printing/Binding	5,035	2,616	787	2,000	500	1,500
6267-000	Study Review/Consultant	1,728	0	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	50,447	45,106	70,778	55,172	44,988	55,070
7011-000	Information Tech Transfer	13,631	15,870	15,959	21,476	21,476	32,050
7012-000	Facility Services Transfer	5,098	4,664	5,094	6,521	6,521	7,735
	<i>Interfund Loans &amp; Transfers Total</i>	18,729	20,534	21,053	27,997	27,997	39,785
<b>ART &amp; HERITAGE EXPENDITURES TOTAL</b>		<b>229,978</b>	<b>242,234</b>	<b>250,068</b>	<b>270,563</b>	<b>257,683</b>	<b>279,437</b>

Park Improvement Fund Detail Budget

TOWN OF WINDSOR		PARK IMPROVEMENT FUND - 02					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>PARK IMPROVEMENT FUND REVENUE - 02</b>							
4001-000	<i>Beginning Fund Balance</i>	2,494,376	2,152,985	2,621,531	2,887,220	2,845,411	2,809,238
4316-000	Larimer County Open Space Tax	106,929	122,170	138,494	100,154	142,946	117,537
4358-000	Community Park Fees	488,428	456,727	291,140	422,937	444,458	397,442
4364-000	Interest Income	604	353	305	317	458	458
4387-000	Neighborhood Park Fees	1,335,365	1,025,200	509,278	968,105	705,888	746,789
<b>PARK IMPROVEMENT FUND REVENUE TOTAL</b>		<b>1,931,326</b>	<b>1,604,450</b>	<b>939,217</b>	<b>1,491,514</b>	<b>1,293,751</b>	<b>1,262,226</b>
<b>AVAILABLE RESOURCES</b>		<b>4,425,702</b>	<b>3,757,435</b>	<b>3,560,748</b>	<b>4,378,734</b>	<b>4,139,162</b>	<b>4,071,464</b>
<b>PARK IMPROVEMENT FUND EXPENDITURES - 02</b>							
<b>POUDRE TRAIL - 454</b>							
6253-440	Contract Services	9,000	9,000	9,000	9,000	9,000	9,000
6267-440	Study Review/Consultant	500	5,000	0	0	0	0
<i>Operating &amp; Maintenance Total</i>		<b>9,500</b>	<b>14,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
8412-440	Site Improvements	0	0	0	25,000	0	0
<i>Capital Outlay Total</i>		<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>0</b>	<b>0</b>
<b>POUDRE TRAIL TOTAL</b>		<b>9,500</b>	<b>14,000</b>	<b>9,000</b>	<b>34,000</b>	<b>9,000</b>	<b>9,000</b>
<b>WINDSOR TRAIL SYSTEM - 454</b>							
8410-441	Land/Easements	0	1,950	0	105,000	0	105,000
8412-441	Site Improvements	0	121,783	0	100,000	0	100,000
<i>Capital Outlay Total</i>		<b>0</b>	<b>123,733</b>	<b>0</b>	<b>205,000</b>	<b>0</b>	<b>205,000</b>
<b>WINDSOR TRAIL SYSTEM TOTAL</b>		<b>0</b>	<b>123,733</b>	<b>0</b>	<b>205,000</b>	<b>0</b>	<b>205,000</b>
<b>BOARDWALK PARK - 454</b>							
6254-462	Engineering Services	0	0	0	2,000	2,000	0
<i>Operating &amp; Maintenance Total</i>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>
8412-462	Site Improvements	0	0	0	21,602	28,129	40,150
<i>Capital Outlay Total</i>		<b>0</b>	<b>0</b>	<b>0</b>	<b>21,602</b>	<b>28,129</b>	<b>40,150</b>
<b>BOARDWALK PARK TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>23,602</b>	<b>30,129</b>	<b>40,150</b>

Park Improvement Fund Detail Budget

TOWN OF WINDSOR		PARK IMPROVEMENT FUND - 02					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>GENERAL SITE DEVELOPMENT - 454</b>							
7373-467	Interfund Transfer	76,914	24,246	25,600	25,873	25,873	27,172
7377-467	Transfer to Water/NP Fund	0	0	625,000	0	0	0
	<i>Interfund Loans &amp; Transfers Total</i>	76,914	24,246	650,600	25,873	25,873	27,172
<b>GENERAL SITE DEVELOPMENT TOTAL</b>		76,914	24,246	650,600	25,873	25,873	27,172
<b>FOLKSTONE PARK / TREE NURSERY - 469</b>							
<b>NORTHERN LIGHTS PARK TOTAL</b>		23,271	894,832	0	0	0	0
<b>COYOTE GULCH PARK - 454</b>							
8412-478	Site Improvements	0	0	35,737	1,222,000	1,264,922	0
	<i>Capital Outlay Total</i>	0	0	35,737	1,222,000	1,264,922	0
<b>COYOTE GULCH PARK TOTAL</b>		0	0	35,737	1,222,000	1,264,922	0
<b>PARK IMPROVEMENT FUND EXPENDITURES TOTAL</b>		2,272,717	1,135,904	715,337	1,510,475	1,329,924	281,322
<b>BEGINNING FUND BALANCE</b>		2,494,376	2,152,985	2,621,531	2,887,220	2,845,411	2,809,238
<b>REVENUES</b>		1,931,326	1,604,450	939,217	1,491,514	1,293,751	1,262,226
<b>Available Resources</b>		4,425,702	3,757,435	3,560,748	4,378,734	4,139,162	4,071,464
<b>EXPENDITURES</b>		2,272,717	1,135,904	715,337	1,510,475	1,329,924	281,322
<b>ENDING FUND BALANCE</b>		2,152,985	2,621,531	2,845,411	2,868,258	2,809,238	3,790,141

Conservation Trust Fund Detail Budget

TOWN OF WINDSOR		CONSERVATION TRUST FUND - 03					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>CONSERVATION TRUST FUND REVENUE -03</b>							
4001-000	<i>Beginning Fund Balance</i>	262,783	331,235	514,062	562,658	558,982	543,782
4330-000	State Lottery Revenue	188,169	208,280	191,432	198,560	216,319	205,344
4334-000	Grants	200,000	0	120,346	0	0	10,000
4364-000	Interest Income	152	113	95	93	126	126
<b>CONSERVATION TRUST FUND REVENUE TOTAL</b>		<b>388,320</b>	<b>208,393</b>	<b>311,873</b>	<b>198,654</b>	<b>216,445</b>	<b>215,470</b>
<b>AVAILABLE RESOURCES</b>		<b>651,104</b>	<b>539,627</b>	<b>825,935</b>	<b>761,312</b>	<b>775,427</b>	<b>759,252</b>
<b>CONSERVATION TRUST FUND EXPENDITURES - 03</b>							
<b>POUDRE TRAIL - 454</b>							
6253-440	Contract Service	9,000	9,000	9,000	9,000	9,000	9,000
<i>Operating &amp; Maintenance Total</i>		<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
8412-440	Site Improvements	0	0	2,760	0	55,545	250,000
<i>Capital Outlay Total</i>		<b>0</b>	<b>0</b>	<b>2,760</b>	<b>0</b>	<b>55,545</b>	<b>250,000</b>
<b>POUDRE TRAIL TOTAL</b>		<b>9,000</b>	<b>9,000</b>	<b>11,760</b>	<b>9,000</b>	<b>64,545</b>	<b>259,000</b>
<b>WINDSOR TRAIL SYSTEM - 454</b>							
6219-441	Special Equipment	0	0	755	0	0	0
<i>Operating &amp; Maintenance Total</i>		<b>0</b>	<b>0</b>	<b>755</b>	<b>0</b>	<b>0</b>	<b>0</b>
8410-441	Land	0	0	0	0	0	10,000
8412-441	Site Improvements	310,869	16,566	254,439	414,392	167,100	208,107
<i>Capital Outlay Total</i>		<b>310,869</b>	<b>16,566</b>	<b>254,439</b>	<b>414,392</b>	<b>167,100</b>	<b>218,107</b>
<b>WINDSOR LAKE TRAIL TOTAL</b>		<b>310,869</b>	<b>16,566</b>	<b>255,194</b>	<b>414,392</b>	<b>167,100</b>	<b>218,107</b>
<b>CONSERVATION TRUST FUND EXPENDITURES TOTAL</b>		<b>319,869</b>	<b>25,566</b>	<b>266,954</b>	<b>423,392</b>	<b>231,645</b>	<b>477,107</b>

*Conservation Trust Fund Detail Budget*

<i>TOWN OF WINDSOR</i>		CONSERVATION TRUST FUND - 03					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
	<b>BEGINNING FUND BALANCE</b>	262,783	331,235	514,062	562,658	558,982	543,782
	<b>REVENUE</b>	388,320	208,393	311,873	198,654	216,445	215,470
	<b>Available Resources</b>	651,104	539,627	825,935	761,312	775,427	759,252
	<b>EXPENDITURES</b>	319,869	25,566	266,954	423,392	231,645	477,107
	<b>ENDING FUND BALANCE</b>	331,235	514,062	558,982	337,920	543,782	282,145

*Capital Improvement Fund Detail Budget*

		CAPITAL IMPROVEMENT FUND - 04					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>CEMETERY - 432</b>							
6267-000	Study Review/Consultant	0	65,423	1,065	43,744	40,290	0
	<i>Operating &amp; Maintenance Total</i>	0	65,423	1,065	43,744	40,290	0
8412-000	Site Improvements	0	0	267,823	329,670	157,208	247,500
	<i>Capital Outlay Total</i>	0	0	267,823	329,670	157,208	247,500
<b>CEMETERY TOTAL</b>		<b>0</b>	<b>65,423</b>	<b>268,888</b>	<b>373,414</b>	<b>197,498</b>	<b>247,500</b>
<b>RECREATION - 451</b>							
6218-000	Small Equipment Items	8,153	11,235	38,294	22,600	28,287	16,000
	<i>Small Equipment Total</i>	8,153	11,235	38,294	22,600	28,287	16,000
8440-000	Machinery & Equipment	0	21,081	0	10,000	10,000	0
	<i>Capital Outlay Total</i>	0	21,081	0	10,000	10,000	0
<b>RECREATION TOTAL</b>		<b>8,153</b>	<b>32,316</b>	<b>38,294</b>	<b>32,600</b>	<b>38,287</b>	<b>16,000</b>
<b>CHIMNEY PARK MUNICIPAL POOL - 452</b>							
6218-000	Small Equipment Items	13,612	20,573	0	2,000	2,000	5,000
	<i>Small Equipment Total</i>	13,612	20,573	0	2,000	2,000	5,000
6232-000	Building Repair/Maintenance	0	9,137	0	4,500	4,500	5,000
6242-000	Street Repairs	0	0	0	12,500	0	0
6444-000	ADA Compliance Repair	0	0	1,744	0	0	0
	<i>Operating &amp; Maintenance Total</i>	0	9,137	1,744	17,000	4,500	5,000
8412-000	Site Improvements	0	14,011	297,948	0	26,456	0
8431-000	Furniture & Fixtures	0	0	6,415	0	0	0
8440-000	Machinery & Equipment	3,675	0	0	0	0	8,000
8444-000	ADA site improvement	0	10,258	0	0	0	0
	<i>Capital Outlay Total</i>	3,675	24,269	304,363	0	26,456	8,000
<b>CHIMNEY PARK MUNICIPAL POOL TOTAL</b>		<b>17,288</b>	<b>53,979</b>	<b>306,107</b>	<b>19,000</b>	<b>32,956</b>	<b>18,000</b>

*Capital Improvement Fund Detail Budget*

		CAPITAL IMPROVEMENT FUND - 04					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>PARKS - 454</b>							
6218-000	Small Equipment Items	0	15,007	6,271	10,000	20,000	10,000
	<i>Small Equipment Total</i>	0	15,007	6,271	10,000	20,000	10,000
6241-000	Land Maintenance	0	0	5,847	0	0	0
6267-000	Study Review/Consultant	0	0	0	50,000	90,000	0
	<i>Operating &amp; Maintenance Total</i>	0	0	5,847	50,000	90,000	0
7377-000	Transfer to Water/NP Fund	0	0	625,000	0	0	0
	<i>Interfund Loans &amp; Transfers Total</i>	0	0	625,000	0	0	0
8412-000	Site Improvements	0	7,500	211,008	329,409	308,387	0
8431-000	Furniture & Fixtures	0	0	0	8,000	0	0
8440-000	Machinery & Equipment	0	0	0	10,000	0	10,000
	<i>Capital Outlay Total</i>	0	7,500	211,008	347,409	308,387	10,000
<b>PARKS TOTAL</b>		<b>0</b>	<b>22,507</b>	<b>848,126</b>	<b>407,409</b>	<b>418,387</b>	<b>20,000</b>
<b>ART &amp; HERITAGE - 456</b>							
6218-000	Small Equipment	0	0	3,049	0	267	6,250
	<i>Small Equipment Total</i>	0	0	3,049	0	267	6,250
6267-000	Study Review/Consultant	0	20,181	0	40,000	20,000	45,000
6444-000	ADA Compliance Repair	0	0	175	0	0	0
	<i>Operating &amp; Maintenance Total</i>	0	20,181	175	40,000	20,000	45,000
8412-000	Site Improvements	29,732	0	57,147	45,000	44,733	82,645
	<i>Capital Outlay Total</i>	29,732	0	57,147	45,000	44,733	82,645
<b>ART &amp; HERITAGE TOTAL</b>		<b>29,732</b>	<b>20,181</b>	<b>60,371</b>	<b>85,000</b>	<b>65,000</b>	<b>133,895</b>

*Community Recreation Center Fund Detail Budget*

TOWN OF WINDSOR		COMMUNITY/RECREATION CENTER FUND - 05					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>COMMUNITY /RECREATION CENTER FUND REVENUE - 05</b>							
4001-000	<i>Beginning Fund Balance</i>	261,670	310,798	283,098	180,942	275,967	296,864
4313-000	Sales Tax	349,010	429,373	485,999	446,416	530,606	481,992
4318-000	Construction Use Tax	136,247	127,594	90,985	118,133	117,586	113,629
4346-000	Recreation Revenue	70,163	74,889	70,107	53,717	72,349	55,000
4364-000	Interest Income	73	45	37	39	59	59
4368-000	Miscellaneous Income	1,676	0	0	0	467	0
4371-000	Trans from General Fund (Operations)	400,000	450,000	450,000	387,000	387,000	387,000
4374-000	Trans From Cap Imp Fund (Debt Service)	200,000	0	0	0	0	65,833
4336-000	Refunding Bond Proceeds	3,705,000	0	0	0	0	0
4336-000	Premiums on Refunding Bonds	189,944	0	0	0	0	0
<b>COMMUNITY/RECREATION CENTER FUND REVENUE TOTAL</b>		<b>5,052,113</b>	<b>1,081,901</b>	<b>1,097,128</b>	<b>1,005,304</b>	<b>1,108,067</b>	<b>1,103,514</b>
<b>AVAILABLE RESOURCES</b>		<b>5,313,784</b>	<b>1,392,700</b>	<b>1,380,227</b>	<b>1,186,246</b>	<b>1,384,033</b>	<b>1,400,378</b>
<b>COMMUNITY/RECREATION CENTER FUND EXPENDITURES - 05</b>							
<b>PROGRAMMING &amp; OPERATIONS - 490</b>							
5111-000	Wages / Full Time	169,275	196,675	174,509	167,893	177,928	170,690.52
5112-000	Wages / Part Time	97,388	50,046	58,916	61,152	58,348	17,320.00
5121-000	Wages / Over Time	1,228	713	308	500	546	500.00
5122-000	On Call Time	359	0	0	0	0	0.00
5114-000	Merit Pay	0	0	0	5,037	0	5,120.72
5126-000	Short Term Disability	0	153	147	62	51	58.20
5127-000	Long Term Disability	720	874	799	781	435	774.24
5128-000	Vision Insurance	403	291	347	348	278	347.64
5130-000	FICA-Med	3,739	3,461	3,320	3,401	2,274	2,807.65
5131-000	FICA	15,987	14,797	14,194	14,544	9,726	12,005.14
5132-000	Medical Insurance	35,203	40,821	41,386	38,035	26,365	42,073.92
5133-000	Employee Retirement	8,454	7,478	7,758	6,938	2,096	10,053.78
5134-000	Unemployment Insurance	762	700	652	704	475	580.89
5135-000	Workers Compensation Insurance	9,714	10,543	9,927	7,889	8,195	7,219.86
5136-000	Dental Insurance	3,439	3,738	3,437	2,751	1,864	2,748.00
5137-000	Staff Development	1,131	1,725	2,988	3,500	3,000	3,500.00
5138-000	Life Insurance	285	472	436	428	240	429.54
5141-000	Uniform/Clothing Allowance	1,200	1,200	1,559	1,200	1,200	1,200.00
5144-000	Employee Assistance Administration	168	168	194	156	183	155.52
	<i>Personal Services Total</i>	<b>349,454</b>	<b>333,855</b>	<b>320,877</b>	<b>315,317</b>	<b>293,204</b>	<b>277,586</b>

*Community Recreation Center Fund Detail Budget*

<i>TOWN OF WINDSOR</i>		COMMUNITY/RECREATION CENTER FUND - 05					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
6210-000	Office Supplies	1,290	1,447	1,687	2,000	1,800	2,000
6213-000	Public Relations	1,286	1,337	3,806	5,650	4,500	4,000
6216-000	Reference Books/Materials	485	83	216	300	200	300
6217-000	Dues/Fees/Subscriptions	220	231	212	3,975	1,200	3,975
6218-000	Small Equipment Items	2,660	11,267	5,331	3,750	6,500	3,750
6219-000	Special Equipment	3,899	5,511	2,156	6,400	4,500	6,400
6224-000	Trash Service	1,104	1,454	1,251	1,500	1,560	1,500
6230-000	Recreation Equip/Repair	83	0	0	500	0	500
6245-000	Travel/Mileage	1,562	1,805	1,738	1,500	1,899	1,800
6246-000	Liability Insurance	10,525	12,205	12,168	16,333	14,228	17,281
6253-000	Contract Services	9,364	15,123	12,831	11,800	12,800	11,800
6256-000	Publishing/Recording	2,686	2,181	2,215	3,500	200	200
6260-000	Utilities	68,256	76,612	77,437	70,000	64,707	70,000
6261-000	Telephone Services	16,209	14,632	14,322	17,000	14,338	17,000
6263-000	Postage	446	198	430	1,650	1,382	1,650
6264-000	Printing/Binding	198	0	95	250	0	250
	<i>Operating &amp; Maintenance Total</i>	120,273	144,086	135,897	146,108	129,815	142,406

*Community Recreation Center Fund Detail Budget*

<i>TOWN OF WINDSOR</i>		COMMUNITY/RECREATION CENTER FUND - 05					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
6266-000	Bond Payment Fee	350	200	200	200	200	200
7321-000	Bond Interest Expense	83,636	92,275	86,675	81,075	81,075	72,075
7350-000	Bond Principal Expense	290,000	280,000	280,000	300,000	300,000	300,000
7362-000	Payment to Refunding Bond	3,787,760	0	0	0	0	0
7363-000	Debt Issuance Cost	107,184	0	0	0	0	0
7011-000	Information Tech Transfer	55,021	59,499	63,012	50,860	50,860	40,950
7012-000	Facility Services Transfer	209,308	199,686	217,599	232,016	232,016	205,627
	<i>Debt Service &amp; Transfers Total</i>	4,533,259	631,660	647,486	664,151	664,151	618,852
<b>COMMUNITY/RECREATION CENTER TOTAL</b>		<b>5,002,986</b>	<b>1,109,601</b>	<b>1,104,260</b>	<b>1,125,576</b>	<b>1,087,169</b>	<b>1,038,843</b>
<b>BEGINNING FUND BALANCE</b>		<b>261,670</b>	<b>310,798</b>	<b>283,098</b>	<b>180,942</b>	<b>275,967</b>	<b>296,864</b>
<b>REVENUE</b>		<b>5,052,113</b>	<b>1,081,901</b>	<b>1,097,128</b>	<b>1,005,304</b>	<b>1,108,067</b>	<b>1,103,514</b>
<b>Available Resources</b>		<b>5,313,784</b>	<b>1,392,700</b>	<b>1,380,227</b>	<b>1,186,246</b>	<b>1,384,033</b>	<b>1,400,378</b>
<b>EXPENDITURES</b>		<b>5,002,986</b>	<b>1,109,601</b>	<b>1,104,260</b>	<b>1,125,576</b>	<b>1,087,169</b>	<b>1,038,843</b>
<b>ENDING FUND BALANCE</b>		<b>310,798</b>	<b>283,098</b>	<b>275,967</b>	<b>60,670</b>	<b>296,864</b>	<b>361,534</b>

Water Fund Detail Budget

TOWN OF WINDSOR							WATER FUND - 06
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>NON-POTABLE WATER REVENUE</b>		<b>NON-POTABLE WATER</b>					
4001-000	<i>Beginning Fund Balance</i>	124,056	(303,518)	(423,268)	2,788,633	1,625,832	1,597,154
4334-484	Grant / Rip Rap	20,649	0	0	0	0	0
4336-485	Loan Proceeds / Kyger	0	0	3,245,270	0	0	1,254,730
4357-484	Water Rental	65,312	24,290	26,821	25,700	10,000	10,000
4361-484	Gas Drilling Royalties	0	0	375,373	0	296,333	335,853
4368-000	Miscellaneous Income	0	431,097	0	0	0	0
4374-000	Transfer from Capital Imprvmt Fund	0	0	625,000	0	0	0
4375-000	Transfer from Park Imprvmt Fund	0	0	625,000	0	0	0
4376-000	Transfer from Water Fund Plant Investment	151,986	151,986	901,986	151,986	151,986	151,986
4378-000	Transfer from Storm Drain to N-Pot	151,986	151,986	151,986	151,986	151,986	151,986
4394-000	FRE Augmentation	160,000	160,000	160,000	160,000	160,000	160,000
<b>NON-POTABLE WATER/KERN RESERVOIR REVENUES TOTAL</b>		<b>549,933</b>	<b>919,359</b>	<b>6,111,436</b>	<b>489,672</b>	<b>770,305</b>	<b>2,064,555</b>
<b>AVAILABLE RESOURCES</b>		<b>673,989</b>	<b>615,842</b>	<b>5,688,168</b>	<b>3,278,305</b>	<b>2,396,136</b>	<b>3,661,709</b>

Water Fund Detail Budget

TOWN OF WINDSOR								WATER FUND - 06
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET	
<b>NON-POTABLE WATER EXPENDITURES</b>								
<b>NON-POTABLE WATER SYSTEM - 484</b>								
6240-000	Equipment Repairs	273	0	3,591	5,000	6,000	8,000	
6244-000	Assessments	1,040	1,040	0	1,040	8,190	1,040	
6246-000	Liability Insurance	0	2,207	2,252	2,068	2,339	2,068	
6253-000	Contract Services	50,525	77,180	165,412	80,000	120,000	117,050	
6260-000	Utilities	576	693	772	700	700	700	
6267-000	Study Review/Consultant	0	27,645	0	0	0	0	
	<i>Operating &amp; Maintenance Total</i>	52,414	108,765	172,027	88,808	137,229	128,858	
7306-000	Transfer to General Fund	30,000	30,000	30,000	10,000	10,000	10,000	
7314-000	Transfer to Storm Drainage Fund	462,919	431,097	0	0	0	0	
7321-000	Bond Interest Expense/Kern Reservoir	202,213	197,023	191,569	185,836	185,836	179,811	
7350-000	Bond Principal Expense/Kern Reservoir	101,759	106,949	112,403	118,136	118,136	124,161	
	<i>Loans &amp; Transfers Total</i>	796,891	765,069	333,972	313,972	313,972	313,972	
8410-000	Land	0	0	3,447,356	0	0	0	
8440-000	Machinery/Equipment	0	0	0	10,737	10,737	0	
8456-000	Systems Improvements	117,394	165,276	2,981	2,563,325	49,000	132,000	
8456-485	System Improve / Kyger	0	0	0	0	198,044	2,316,281	
8456-900	System Improve / Rip Rap	10,808	0	0	0	0	0	
8494-485	Non-Potable Water Shares / Kyger	0	0	106,000	298,000	90,000	298,000	
	<i>Capital Outlay Total</i>	128,202	165,276	3,556,337	2,872,062	347,781	2,746,281	
<b>NON-POTABLE WATER EXPENDITURES TOTAL</b>		<b>977,507</b>	<b>1,039,110</b>	<b>4,062,336</b>	<b>3,274,842</b>	<b>798,982</b>	<b>3,189,111</b>	
<b>BEG NON-POTABLE WATER BAL</b>		124,056	(303,518)	(423,268)	2,788,633	1,625,832	1,597,154	
<b>REVENUE</b>		549,933	919,359	6,111,436	489,672	770,305	2,064,555	
<b>Available Resources</b>		673,989	615,842	5,688,168	3,278,305	2,396,136	3,661,709	
<b>EXPENDITURES</b>		977,507	1,039,110	4,062,336	3,274,842	798,982	3,189,111	
<b>END NON-POTABLE BAL</b>		(303,518)	(423,268)	1,625,832	3,463	1,597,154	472,598	

*Community Recreation Center Expansion Fund Detail Budget*

TOWN OF WINDSOR		COMMUNITY/RECREATION CENTER EXPANSION FUND - 21					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>COMMUNITY /RECREATION CENTER EXPANSION FUND REVENUE - 21</b>							
4001-000	<i>Beginning Fund Balance</i>	0	0	0	0	0	9,631,758
4313-000	Sales Tax	0	0	0	1,406,250	1,406,250	1,710,843
4318-000	Construction Use Tax	0	0	0	282,565	341,586	331,739
4346-000	Recreation Revenue	0	0	0	0	0	114,728
4364-000	Interest Income	0	0	0	135,000	16,484	135,000
4367-000	Donations/Sponsorships	0	0	0	0	0	0
4368-000	Miscellaneous Income	0	0	0	0	0	0
4336-000	Bond Proceeds	0	0	0	16,100,000	17,717,498	0
<b>COMMUNITY/RECREATION CENTER EXPANSION FUND REVENUE TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>17,923,815</b>	<b>19,481,817</b>	<b>2,292,311</b>
<b>AVAILABLE RESOURCES</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>17,923,815</b>	<b>19,481,817</b>	<b>11,924,069</b>
<b>COMMUNITY/RECREATION CENTER EXPANSION FUND EXPENDITURES - 21</b>							
<b>PROGRAMMING &amp; OPERATIONS - 493</b>							
5111-000	Wages/Full Time	0	0	0	0	22,024	187,429
5112-000	Wages/Part Time	0	0	0	0	0	59,800
5121-000	Wages/Over Time	0	0	0	0	0	0
5122-000	On Call Time	0	0	0	0	0	0
5114-000	Merit Pay	0	0	0	0	0	0
5126-000	Short Term Disability	0	0	0	0	0	0
5127-000	Long Term Disability	0	0	0	0	116	904
5128-000	Vision Insurance	0	0	0	0	109	733
5130-000	FICA-Med	0	0	0	0	319	3,585
5131-000	FICA	0	0	0	0	1,365	15,328
5132-000	Medical Insurance	0	0	0	0	6,835	72,023
5133-000	Employee Retirement	0	0	0	0	0	1,441
5134-000	Unemployment Insurance	0	0	0	0	66	742
5135-000	Workers Compensation Insurance	0	0	0	0	0	0
5136-000	Dental Insurance Expense	0	0	0	0	360	4,705
5137-000	Staff Development	0	0	0	0	0	0
5138-000	Life Insurance	0	0	0	0	67	516
5141-000	Uniform/Clothing Allowance	0	0	0	0	0	2,000
5144-000	Employee Assistance Administration	0	0	0	0	39	262
	<i>Personal Services Total</i>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,301</b>	<b>349,469</b>

*Community Recreation Center Expansion Fund Detail Budget*

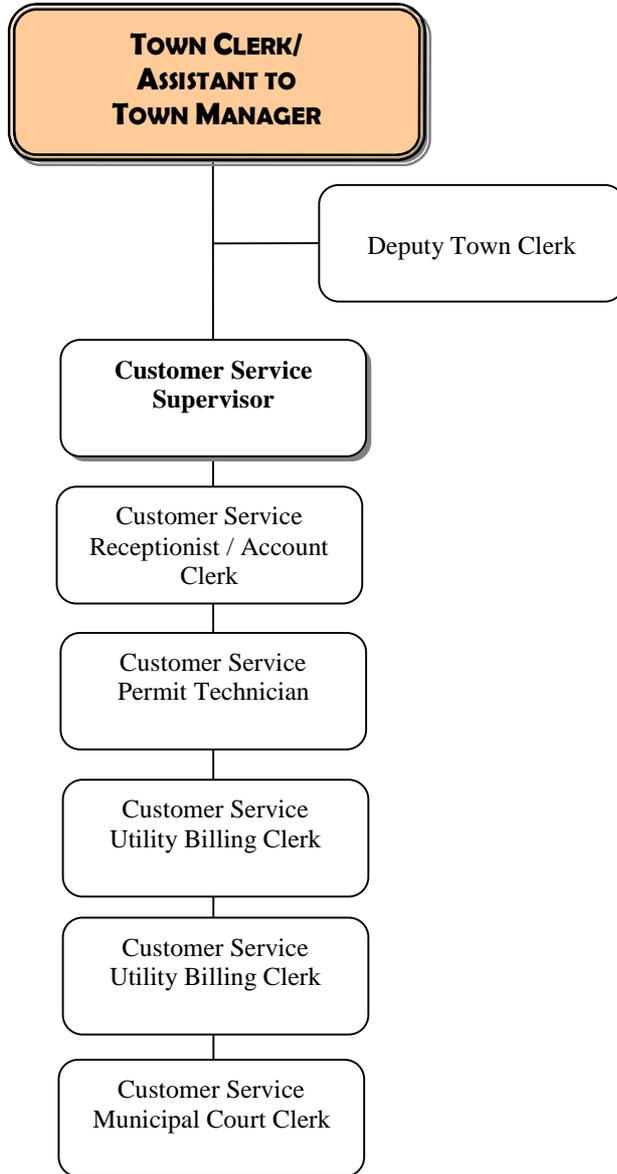
<b>TOWN OF WINDSOR</b>		<b>COMMUNITY/RECREATION CENTER EXPANSION FUND - 21</b>					
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2012 ACTUAL</b>	<b>2013 ACTUAL</b>	<b>2014 ACTUAL</b>	<b>2015 BUDGET</b>	<b>2015 PROJ.</b>	<b>2016 BUDGET</b>
6210-000	Office Supplies	0	0	0	0	0	0
6213-000	Public Relations	0	0	0	0	0	0
6216-000	Reference Books/Materials	0	0	0	0	0	0
6217-000	Dues/Fees/Subscriptions	0	0	0	0	0	0
6218-000	Small Equipment Items	0	0	0	0	0	7,500
6219-000	Special Equipment	0	0	0	0	0	17,450
6222-000	Chemicals	0	0	0	0	0	20,000
6224-000	Trash Service	0	0	0	0	0	0
6229-000	Maintenance Supplies	0	0	0	0	0	0
6230-000	Recreation Equip/Repair	0	0	0	0	0	1,500
6232-000	Building Repair/Maintenance	0	0	0	0	0	0
6240-000	Equipment Repair/Maintenance	0	0	0	0	0	0
6245-000	Travel/Mileage	0	0	0	0	0	0
6246-000	Liability Insurance	0	0	0	0	0	1,958
6248-000	Signs	0	0	0	0	0	0
6253-000	Contract Services	0	0	0	0	0	51,192
6256-000	Publishing/Recording	0	0	0	0	0	0
6260-000	Utilities	0	0	0	0	0	78,229
6261-000	Telephone Services	0	0	0	0	0	0
6263-000	Postage	0	0	0	0	0	0
6264-000	Printing/Binding	0	0	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	0	0	0	0	0	177,829
6266-000	Bond Payment Fee	0	0	0	0	0	0
7321-000	Bond Interest Expense	0	0	0	0	333,165	794,300
7350-000	Bond Principal Expense	0	0	0	0	0	535,000
7362-000	Payment to Refunding Bond	0	0	0	0	0	0
7363-000	Debt Issuance Cost	0	0	0	0	0	0
7010-000	Fleet Transfer	0	0	0	0	0	0
7011-000	Information Tech Transfer	0	0	0	0	0	0
7012-000	Facility Services Transfer	0	0	0	0	0	59,297
	<i>Debt Service &amp; Transfers Total</i>	0	0	0	0	333,165	1,388,597
8420-000	Design and Construction Documents	0	0	0	1,352,201	0	0
8420-000	Facility construction	0	0	0	6,787,200	9,485,594	7,215,695
8420-000	Site Construction	0	0	0	96,221	0	0
8420-000	Other Project Development Costs	0	0	0	387,645	0	0
8420-000	Contingency	0	0	0	862,327	0	0
8431-000	Furniture & Fixtures	0	0	0	0	0	748,718
8440-000	Machinery/Equipment	0	0	0	0	0	84,950
	<i>Capital Outlay Total</i>	0	0	0	9,485,594	9,485,594	8,049,363
<b>COMMUNITY/REC. CENTER EXPANSION TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>9,485,594</b>	<b>9,850,059</b>	<b>9,965,258</b>

*Community Recreation Center Expansion Fund Detail Budget*

<i>TOWN OF WINDSOR</i>		COMMUNITY/RECREATION CENTER EXPANSION FUND - 21					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
	<b>BEGINNING FUND BALANCE</b>	0	0	0	0	0	9,631,758
	<b>REVENUE</b>	0	0	0	17,923,815	19,481,817	2,292,311
	<b>Available Resources</b>	0	0	0	17,923,815	19,481,817	11,924,069
	<b>EXPENDITURES</b>	0	0	0	9,485,594	9,850,059	9,965,258
	<b>ENDING FUND BALANCE</b>	0	0	0	8,438,221	9,631,758	1,958,810

**Town Clerk & Customer Service**

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



*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

**Elections**

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**RELATIONSHIP TO STRATEGIC PLAN**

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The Town Clerk and Customer Service Department is responsible for several items in the 2014-2016 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 B: *Provide opportunities for residents to be involved and informed in Town governance and in community service*. In 2016, there is a municipal election which will provide the opportunity for residents to be involved in the voting process. This goal is also achieved by providing opportunities for citizen engagement by actively recruiting and filling vacant seats on advisory boards and committees.

The Town Clerks office and Customer Service Department engages the community by communicating information to customers through telephone, walk in customers, mailings and social media; corresponding with Goal 1, Priority D: *Promote a “One Windsor-One Community” philosophy*. The Town Clerk’s Office also has a unique partnership with the Downtown Development Authority (DDA), and continues to support the DDA, upholding Goal 3, Priority D: *Support the Downtown Development Authority*. New for the DDA in 2016 is the hiring on a part-time Executive Director.

In 2016 the Customer Service Department will be working on water conservation efforts through the distribution of Residential Water Audit Kits and assisting with the 2016 Water Conservation Plan; fulfilling Goal 1, Priority E: *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.

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**TRENDS**

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The challenge in 2016 is being able to provide the same level of exceptional customer service while demands continue to increase. The growth of Windsor, along with the projects and events that take place, create a large amount of foot and phone traffic into Town Hall and the Customer Service staff are expected to be informed and prepared to provide information as needed. Additionally, it is always a challenge to provide information as quickly as the customer would like; there is an expectation of being able to get licenses and approvals instantly which is not an option in most cases. A focus of 2016 will be adapting to changes in customer expectations and cross-training employees.

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>TOWN CLERK/CUSTOMER SERVICE EXPENDITURES - 410</b>							
5111-000	Wages / Full Time	307,888	312,055	325,004	353,069	357,425	363,916
5112-000	Wages / Part Time	0	13,560	3,427	5,472	5,472	5,472
5121-000	Wages / Over Time	458	862	1,008	100	236	200
5114-000	Merit Pay	0	0	0	9,602	0	10,917
5126-000	Short Term Disability	0	327	554	643	342	364
5127-000	Long Term Disability	1,287	1,396	1,461	1,718	1,490	1,642
5128-000	Vision Insurance	753	732	770	974	865	924
5130-000	FICA-Med	4,203	4,527	4,564	5,340	5,289	5,517
5131-000	FICA	17,990	19,359	19,515	22,831	22,615	23,591
5132-000	Medical Insurance	58,427	57,055	55,758	82,274	57,296	63,557
5133-000	Employee Retirement	13,118	14,771	11,117	15,126	11,967	22,490
5134-000	Unemployment Insurance	849	905	883	1,105	1,144	1,142
5135-000	Workers Compensation Insurance	1,306	853	1,788	700	1,246	652
5136-000	Dental Insurance	7,057	6,697	5,840	7,486	5,059	5,160
5137-000	Staff Development	3,694	4,982	5,219	6,000	5,600	6,025
5138-000	Life Insurance	902	839	797	916	842	921
5141-000	Uniform/Clothing Allowance	0	0	0	0	0	350
5144-000	Employee Assistance Administration	295	243	259	311	278	311
	<i>Personal Services Total</i>	418,226	439,163	437,964	513,666	477,164	513,151
6210-000	Office Supplies	4,484	3,140	2,166	1,500	1,500	1,500
6216-000	Reference Books/Materials	20	0	27	100	50	100
6217-000	Dues/Fees/Subscriptions	855	456	754	1,115	550	1,306
6218-000	Small Equipment Items	0	361	1,458	1,000	1,000	1,000
6245-000	Travel/Mileage	584	471	292	400	300	400
6246-000	Liability Insurance	2,615	3,032	3,023	4,058	3,535	4,294
6253-000	Contract Service	3,339	4,973	6,605	7,000	4,000	9,400
6256-000	Publishing/Recording	2,425	2,450	2,185	1,000	1,300	1,500
6261-000	Telephone Services	1,390	1,372	1,404	1,500	1,500	1,500
6263-000	Postage	476	903	370	600	400	600
6264-000	Printing/Binding	589	126	227	200	200	200
6290-000	Elections	24,125	41	40,032	0	-1,416	35,000
	<i>Operating &amp; Maintenance Total</i>	40,901	17,326	58,543	18,473	12,919	56,800
7011-000	Information Tech Transfer	53,389	61,226	80,236	87,505	87,505	101,058
7012-000	Facility Services Transfer	19,022	17,124	19,077	19,595	19,595	19,845
	<i>Interfund Loans &amp; Transfers Total</i>	72,411	78,350	99,313	107,100	107,100	120,904
<b>TOWN CLERK/CUSTOMER SERVICE EXPENDITURES TOTAL</b>		<b>531,538</b>	<b>534,839</b>	<b>595,820</b>	<b>639,239</b>	<b>597,183</b>	<b>690,854</b>

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>MUNICIPAL COURT EXPENDITURES - 412</b>							
6210-000	Office Supplies	36	65	82	0	0	0
6216-000	Reference Books/Materials	0	47	0	0	0	0
6217-000	Dues/Fees/Subscriptions	40	61	44	250	215	250
6246-000	Liability Insurance	79	92	92	123	107	130
6253-000	Contract Service	17,447	15,576	17,005	17,250	16,920	17,250
6261-000	Telephone Services	36	44	40	50	50	50
6263-000	Postage	378	492	522	700	300	700
6264-000	Printing/Binding	730	836	752	1,250	1,000	1,250
	<i>Operating &amp; Maintenance Total</i>	18,746	17,212	18,537	19,623	18,592	19,630
<b>MUNICIPAL COURT EXPENDITURES TOTAL</b>		18,746	17,212	18,537	19,623	18,592	19,630

*Capital Improvement Fund Detail Budget*

ACCT NO		ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	CAPITAL IMPROVEMENT FUND - 04	
							2015 PROJ.	2016 BUDGET
<b>CAPITAL IMPROVEMENT FUND EXPENDITURES - 04</b>								
<b>TOWN CLERK/CUSTOMER SERVICE - 410</b>								
6218-000	Small Equipment		0	861	1,998	1,000	807	3,000
	<i>Small Equipment Total</i>		0	861	1,998	1,000	807	3,000
<b>TOWN CLERK/CUSTOMER SERVICE TOTAL</b>			<b>0</b>	<b>861</b>	<b>1,998</b>	<b>1,000</b>	<b>807</b>	<b>3,000</b>

**Executive & Judicial Department**



**TOWN BOARD**  
Mayor: John Vazquez, Mayor Pro-Tem: Myles Baker, Board Members: Christian Morgan, Jeremy Rose, Kristie Melendez, Robert Bishop-Cotner, Ivan Adams



*Kelly Arnold  
Town Manager*

**TOWN MANAGER**

Communications /  
Assistant to Town Manager

Communications  
Coordinator

**Municipal Court**

Judge  
(contract)

*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

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RELATIONSHIP TO THE STRATEGIC PLAN

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**Town Board/ Town Manager**

The Town Manager’s office is responsible for execution of several 2014-2016 Strategic Plan items as well as oversight of the implementation of the entire plan by 2016. Tracking each Action Item with quarterly progress reports to the Town Board is coordinated by the Town Manager’s office.

The 2016 budget recommends an update to the Strategic Plan; which will take place in the spring and support the Goal 1.D.: *Promote a “One Windsor – One Community” Philosophy.*

The 2016 budget has resources that will allow the Town to begin implementation of a successful Regional Tourism Act (RTA) application for the PeliGrande resort; this will support Goal 2: *Promote Windsor as a Destination*

The budget provides a couple of opportunities to implement Goal 1.G: *Support Windsor’s Youth* by partnering with Clearview Library to conduct a feasibility study on a future library site.

Additionally, the 2016 budget will include upgrades to our telecasting and use of Channel 8 public access. A website redesign will launch in 2016 and improve the public’s ability to access information. These efforts will support Goal 1.B.: *Provide Opportunities for Residents to be Involved and Informed in Town Governance and in Community Service.*

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 four budget cycles the Town Board has supported the Downtown Development Authority (DDA) using outside agency funds. This action advances Priority D: *Support the Downtown Development Authority.*

General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET	
<b>MAYOR &amp; TOWN BOARD EXPENDITURES - 411</b>								
5112-000	Wages / Part Time	30,695	30,000	30,000	30,000	30,000	54,000	
5130-000	FICA-Med	446	435	435	435	435	783	
5131-000	FICA	1,907	1,860	1,860	1,860	1,860	3,348	
5134-000	Unemployment Insurance	92	90	90	90	90	162	
5135-000	Workers Compensation Insurance	19	19	20	16	16	26	
	<i>Personal Services Total</i>	33,159	32,404	32,405	32,401	32,401	58,319	
6210-000	Office Supplies	1,292	324	291	500	0	500	
6213-000	Public Relations	2,941	24,937	3,973	20,000	22,614	12,500	
6214-000	Board Development	12,670	20,560	11,551	11,400	11,400	11,400	
6217-000	Dues/Fees/Subscriptions	7,407	9,232	8,641	8,000	8,101	8,305	
6218-000	Small Equipment	1,154	12	400	0	0	0	
6245-000	Travel/Mileage	1,158	2,322	450	1,500	608	1,500	
6246-000	Liability Insurance	18,923	15,239	15,193	20,394	17,765	21,577	
6253-000	Contract Service	11,303	3,005	16,031	0	2,721	23,000	
6256-000	Publishing/Recording	159	145	52	200	129	200	
6267-000	Study Review/Consultant	1,772	10,950	1,392	11,300	2,632	10,700	
6269-000	Miscellaneous Expense (Youth Advisory)	3,723	2,589	(444)	0	0	0	
6270-000	Outside Agency Funding	14,989	3,150	1,200	63,007	7,749	76,347	
6270-100	Outside Agency Funding (Windsor Housing Auth)	14,531	0	0	0	0	0	
6270-200	Outside Agency Funding (DDA)	250,000	250,000	264,793	270,000	270,000	270,000	
	<i>Operating &amp; Maintenance Total</i>	342,022	342,464	323,524	406,300	343,719	436,029	
7234-000	Developer Reimbursements	223,290	0	0	0	0	0	
7304-000	Transfer to Capital Improvement Fund	0	0	0	82,500	82,500	583,250	
7011-000	Information Tech Transfer	30,740	38,577	44,666	45,626	45,626	25,745	
	<i>Loans &amp; Transfers Total</i>	254,030	38,577	44,666	128,126	128,126	608,995	
<b>MAYOR &amp; TOWN BOARD EXPENDITURES TOTAL</b>		<b>629,211</b>	<b>413,446</b>	<b>400,596</b>	<b>566,827</b>	<b>504,247</b>	<b>1,103,343</b>	

General Fund Detail Budget

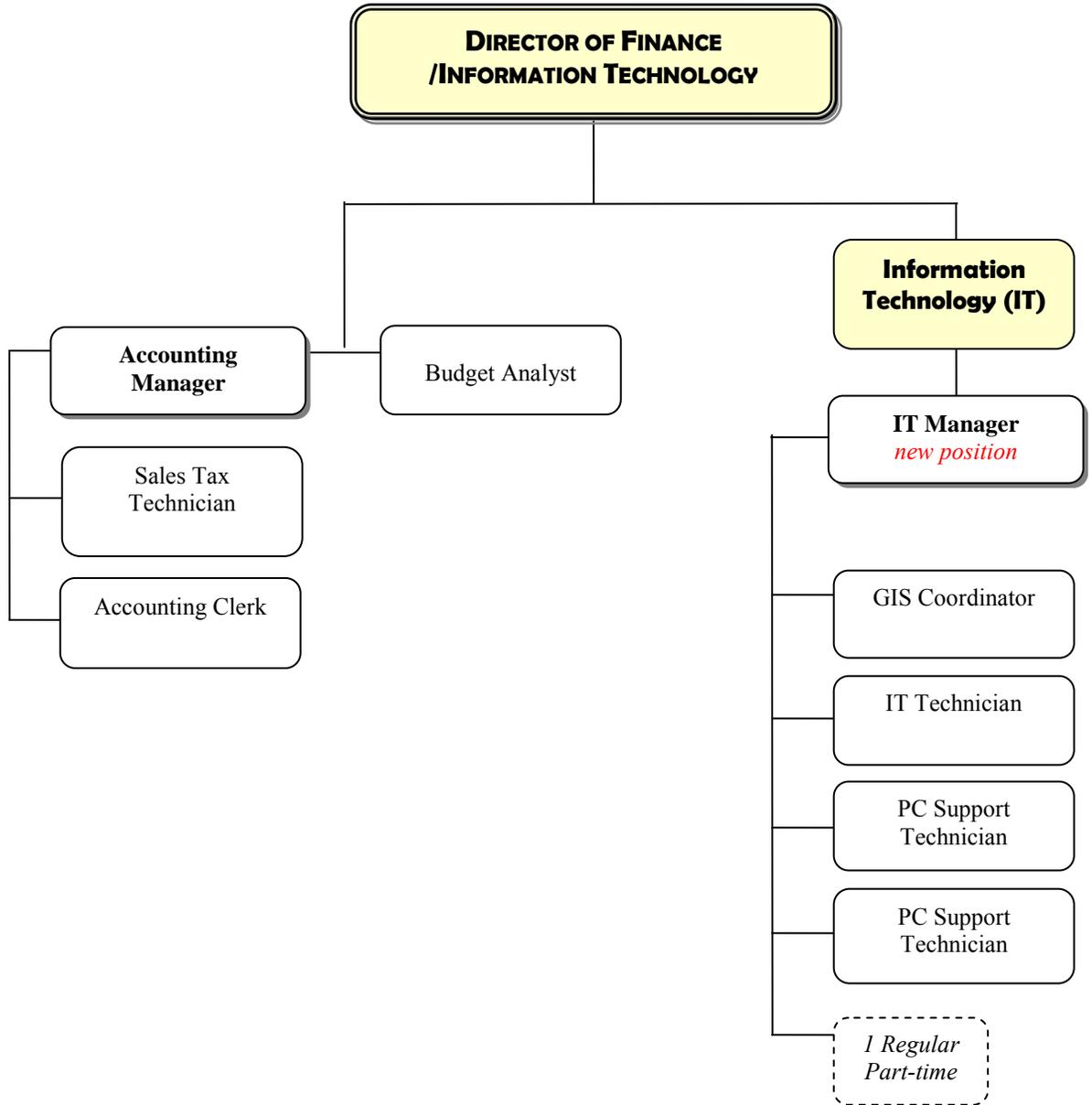
TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>TOWN MANAGER EXPENDITURES - 413</b>							
5111-000	Wages / Full Time	165,116	164,016	205,531	251,857	253,146	256,899
5112-000	Wages / Part Time	2,604	7,341	(7,341)	0	964	964
5114-000	Merit Pay	0	0	0	4,498	0	7,707
5126-000	Short Term Disability	0	0	0	0	0	0
5127-000	Long Term Disability	767	769	913	1,112	1,101	1,105
5128-000	Vision Insurance	155	146	223	369	366	369
5129-000	Employer Paid Contribution/457	9,206	9,410	9,734	10,039	10,571	10,340
5130-000	FICA-Med	2,445	2,531	2,917	3,717	3,944	3,851
5131-000	FICA	8,190	8,619	10,192	15,894	16,861	16,465
5132-000	Medical Insurance	16,135	14,670	18,279	34,634	34,203	38,315
5133-000	Employee Retirement	7,094	7,238	8,480	10,318	13,471	15,876
5134-000	Unemployment Insurance	491	505	583	769	837	797
5135-000	Workers Compensation Insurance	452	502	482	491	875	453
5136-000	Dental Insurance	1,137	1,287	1,497	2,635	2,606	2,640
5137-000	Staff Development	3,741	4,986	6,506	6,300	6,155	6,300
5138-000	Life Insurance	424	460	498	601	599	627
5144-000	Employee Assistance Administration	42	55	84	117	94	117
	<i>Personal Services Total</i>	217,999	222,536	258,578	343,351	345,795	362,825
6209-000	Employee Relations	73	201	9,427	11,750	11,346	11,750
6210-000	Office Supplies	384	222	351	500	329	500
6213-000	Public Relations	313	192	454	1,000	443	1,000
6216-000	Reference Books/Materials	28	0	20	100	11	100
6217-000	Dues/Fees/Subscriptions	2,119	1,117	2,338	3,000	3,000	3,980
6245-000	Travel/Mileage	6,847	6,833	7,089	7,300	7,602	9,800
6246-000	Liability Insurance	737	855	852	1,144	997	1,211
6253-000	Contract Service	287	304	273	0	31	0
6256-000	Publishing/Recording	0	62	0	0	0	0
6261-000	Telephone Services	1,359	1,879	1,893	2,000	2,874	3,200
6263-000	Postage	119	232	166	500	96	500
	<i>Operating &amp; Maintenance Total</i>	12,266	11,898	22,864	27,294	26,730	32,041
7011-000	Information Tech Transfer	15,929	17,049	24,403	28,231	28,231	31,640
7012-000	Facility Services Transfer	9,377	10,257	11,089	12,223	12,223	13,657
	<i>Interfund Loans &amp; Transfers Total</i>	25,306	27,306	35,492	40,454	40,454	45,297
<b>TOWN MANAGER EXPENDITURES TOTAL</b>		<b>255,572</b>	<b>261,740</b>	<b>316,934</b>	<b>411,099</b>	<b>412,978</b>	<b>440,163</b>

*Capital Improvement Fund Detail Budget*

ACCT NO	ACCOUNT NAME	CAPITAL IMPROVEMENT FUND - 04					
		2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>MAYOR &amp; TOWN BOARD - 411</b>							
7314-000	Transfer to Storm Drainage Fund	0	0	0	504,814	504,814	0
7375-000	Transfer to Comm/Rec Fund	200,000	0	0	0	0	0
7373-000	Transfer to Water Fund	62,653	62,653	62,653	65,833	65,833	65,833
7811-000	IT Capital Contribution	0	0	0	0	0	125,000
	<i>Interfund Loans &amp; Transfers Total</i>	262,653	62,653	62,653	570,647	570,647	190,833
<b>MAYOR &amp; TOWN BOARD TOTAL</b>		<b>262,653</b>	<b>62,653</b>	<b>62,653</b>	<b>570,647</b>	<b>570,647</b>	<b>190,833</b>
<b>TOWN MANAGER - 413</b>							
6218	Small Equipment		0	0	0	2,795	800
	<i>Small Equipment Total</i>	0	0	0	0	2,795	800
8431-000	Furniture & Fixtures	0	3,848	3,848	0	0	0
	<i>Capital Outlay Total</i>	0	3,848	3,848	0	0	0
<b>TOWN MANAGER TOTAL</b>		<b>0</b>	<b>3,848</b>	<b>3,848</b>	<b>0</b>	<b>2,795</b>	<b>800</b>

**Finance / Information Technology Department**

Dean Moyer  
Director of Finance/Information Technology



Responsible for these additional budgetary divisions / functions

**Capital Purchases (CIF)**

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**RELATION TO THE STRATEGIC PLAN**

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The Finance Department will be significant to many of the Priorities listed under Goal 4: *Develop and Maintain Effective Infrastructure*. Priority A: *Identify and address barriers to traffic flow*; which includes a Plan of Action item to *prioritize projects in a 5 year Capital Improvement Plan*. The department will also develop funding plans for Priority C: *Make street maintenance a priority*. The department will be heavily involved in Priority D: *Pursue water independence*. *This involves participation in the NISP project, a regional water treatment plant and funding of a new public works building.*

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**TRENDS**

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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.

The Department is in need of extra full time employees to handle the day to day tasks required by the organization. This would allow more experienced staff time to look to future planning of our systems, rather than continued maintenance of our existing systems.

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>FINANCE EXPENDITURES - 415</b>							
5111-000	Wages / Full Time	306,812	328,057	340,992	333,666	348,610	350,332
5121-000	Wages / Over Time	0	0	259	0	1,684	0
5114-000	Merit Pay	0	0	0	10,010	0	10,510
5126-000	Short Term Disability	0	684	744	747	962	815
5127-000	Long Term Disability	1,442	1,462	1,565	1,570	1,569	1,570
5128-000	Vision Insurance	508	506	559	587	586	587
5130-000	FICA-Med	4,269	4,535	4,744	4,983	5,174	5,232
5131-000	FICA	18,252	19,391	20,285	21,308	22,124	22,372
5132-000	Medical Insurance	30,518	38,547	42,096	47,292	46,863	52,220
5133-000	Employee Retirement	14,899	14,535	16,925	17,184	17,070	21,651
5134-000	Unemployment Insurance	850	869	878	1,031	1,039	1,083
5135-000	Workers Compensation Insurance	828	906	823	651	676	618
5136-000	Dental Insurance	2,581	3,354	3,354	3,354	3,067	3,360
5137-000	Staff Development	4,516	3,633	3,532	6,000	2,796	6,000
5138-000	Life Insurance	891	878	853	855	855	883
5144-000	Employee Assistance Administration	211	178	194	194	200	194
	<i>Personal Services Total</i>	386,577	417,536	437,802	449,432	453,276	477,426
6210-000	Office Supplies	4,090	3,500	4,241	4,000	4,000	4,000
6213-000	Public Relations	283	279	103	0	0	0
6216-000	Reference Books/Materials	0	25	0	100	0	100
6217-000	Dues/Fees/Subscriptions	2,502	3,140	3,239	3,500	3,500	3,500
6218-000	Small Equipment Items	0	2,611	0	0	0	0
6245-000	Travel/Mileage	353	708	603	1,000	200	500
6246-000	Liability Insurance	2,115	2,452	2,442	3,282	2,859	3,472
6251-000	Audit Service	38,475	30,778	24,134	32,000	24,000	25,000
6253-000	Contract Service	10,362	680	16,200	3,500	3,500	3,500
6256-000	Publishing/Recording	43	0	0	50	50	50
6261-000	Telephone Services	1,414	1,414	1,495	1,500	1,500	1,500
6263-000	Postage	2,993	2,221	4,388	3,000	2,080	3,000
6264-000	Printing/Binding	4,246	3,945	1,189	4,000	2,020	3,000
6268-000	County Treasurer Fees	52,339	53,153	53,710	55,000	55,000	55,000
	<i>Operating &amp; Maintenance Total</i>	119,216	104,906	111,744	110,932	98,709	102,622
7011-000	Information Tech Transfer	25,956	31,553	38,301	48,665	48,665	60,270
7012-000	Facility Services Transfer	15,527	14,161	15,644	16,184	16,184	18,959
	<i>Interfund Loans &amp; Transfers Total</i>	41,483	45,714	53,945	64,849	64,849	79,229
<b>FINANCE EXPENDITURES TOTAL</b>		<b>547,276</b>	<b>568,156</b>	<b>603,491</b>	<b>625,213</b>	<b>616,834</b>	<b>659,277</b>

*Capital Improvement Fund Detail Budget*

ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	CAPITAL IMPROVEMENT FUND - 04	
						2015 PROJ.	2016 BUDGET
<b>FINANCE / INFORMATION SYSTEMS Department - 415</b>							
6218-000	Small Equipment	0	0	0	0	1,187	0
	<i>Small Equipment Total</i>	0	0	0	0	1,187	0
7811-000	IT Capital Contribution	0	0	210,000	0	0	150,000
	<i>Interfund Loans &amp; Transfers Total</i>	0	0	210,000	0	0	150,000
<b>FINANCE DEPARTMENT TOTAL</b>		<b>0</b>	<b>0</b>	<b>210,000</b>	<b>0</b>	<b>1,187</b>	<b>150,000</b>

*Information Technology Fund Detail Budget*

TOWN OF WINDSOR		INFORMATION TECHNOLOGY FUND - 11					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
4001-000	<i>Beginning Fund Balance</i>	188,547	131,273	159,918	54,380	144,075	199,572
	<b>CAPITAL CONTRIBUTIONS FROM OTHER FUNDS</b>						
4304-000	Contribution from CIF	0	0	210,000	0	0	275,000
	<i>Sub-Total</i>	0	0	210,000	0	0	275,000
	<b>CHARGES FOR SERVICE</b>						
4410-000	Town Clerk Lease Transfer	53,389	61,226	80,236	87,505	87,505	101,058.33
4411-000	Mayor & Town Board Lease Transfer	30,740	38,577	44,666	45,626	45,626	25,745.01
4413-000	Town Manager Lease Transfer	15,929	17,049	24,403	28,231	28,231	31,640.23
4415-000	Finance Lease Transfer	25,956	31,553	38,301	48,665	48,665	60,270.38
4416-000	Human Resources Transfer	15,462	17,701	49,593	44,949	44,949	39,871.29
4418-000	Legal Lease Transfer	0	0	10,217	19,618	19,618	17,410.04
4419-000	Planning & Zoning Lease Transfer	54,553	60,151	71,824	51,367	51,367	35,407.43
4420-000	Economic Development Lease Transfer	10,210	11,329	10,217	14,214	14,214	13,576.98
4421-000	Police Department Lease Transfer	86,890	109,282	126,469	153,537	153,537	133,663.50
4430-000	Public Works Lease Transfer	85,349	101,023	92,021	104,563	104,563	71,007.05
4431-000	Engineering Department Lease Transfer	32,361	37,959	44,698	43,261	43,261	34,041.93
4451-000	Recreation Lease Transfer	52,723	58,321	75,406	56,770	56,770	46,883.20
4454-000	Parks Department Lease Transfer	50,166	60,243	64,593	72,308	72,308	43,916.57
4456-000	Art & Heritage Lease Transfer	13,631	15,870	15,959	21,476	21,476	32,050.03
4471-000	Water Fund Lease Transfer	14,089	16,328	15,946	16,072	16,072	16,845.11
4482-000	Sewer Plant Lease Transfer	19,112	22,471	21,585	21,983	21,983	13,878.47
4490-000	CRC Lease Transfer	55,021	59,499	63,012	50,860	50,860	40,949.93
	<i>Sub-Total</i>	615,581	718,583	849,146	881,006	881,005	758,216
	<b>MISCELLANEOUS REVENUE</b>						
4368-000	Miscellaneous Revenue	0	0	7,200	0	0	0
4381-000	Sale of Used Equipment	0	1,327	0	0	0	0
	<i>Sub-Total</i>	0	1,327	7,200	0	0	0
	<b>INFORMATION TECHNOLOGY REVENUE TOTAL</b>	<b>615,581</b>	<b>719,909</b>	<b>1,066,346</b>	<b>881,006</b>	<b>881,005</b>	<b>1,033,216</b>
	<b>AVAILABLE RESOURCES</b>	<b>804,128</b>	<b>851,183</b>	<b>1,226,264</b>	<b>935,386</b>	<b>1,025,080</b>	<b>1,232,787</b>

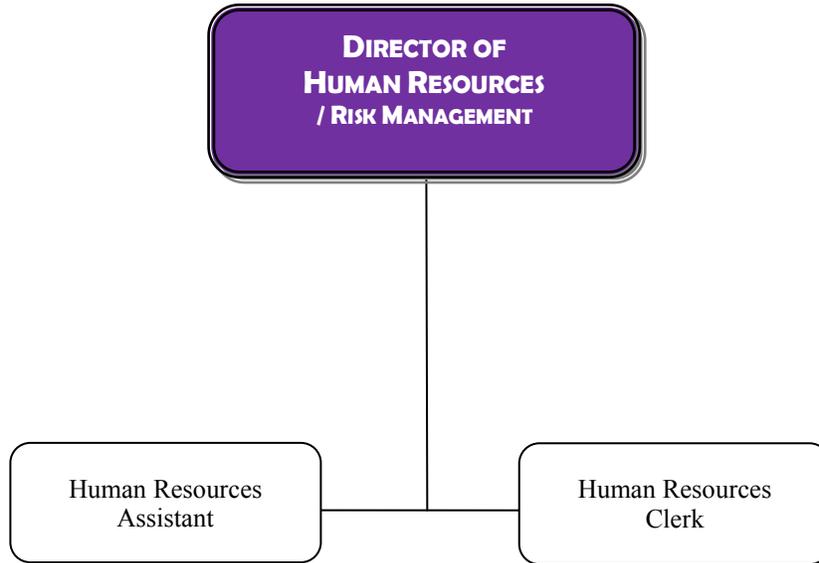
*Information Technology Fund Detail Budget*

TOWN OF WINDSOR		INFORMATION TECHNOLOGY FUND - 11					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>INFORMATION TECHNOLOGY FUND EXPENDITURES - 11</b>							
<b>INFORMATION TECH - 492</b>							
5111-000	Wages - Full Time	125,334	144,752	166,210	209,933	207,659	286,865
5112-000	Wages - Part Time	10,405	10,509	17,142	11,000	11,398	11,000
5121-000	Wages - Over Time	2,987	3,412	6,059	3,000	3,377	3,000
5114-000	Merit Pay	0	0	0	4,918	0	6,506
5126-000	Short Term Disability	0	197	262	262	309	374
5127-000	Long Term Disability	544	616	760	1,022	852	1,236
5128-000	Vision Insurance	234	190	324	446	386	582
5130-000	FICA-Med	1,924	2,172	2,638	3,318	3,080	4,457
5131-000	FICA	8,225	9,288	11,280	14,189	13,169	19,057
5132-000	Medical Insurance	23,836	24,483	29,356	38,962	37,910	65,655
5133-000	Employee Retirement	6,392	5,514	7,037	8,443	9,009	12,692
5134-000	Unemployment Insurance	389	440	530	687	580	922
5135-000	Workers Compensation Insurance	501	515	436	437	454	402
5136-000	Dental Insurance	2,141	2,040	2,217	2,577	2,518	4,080
5137-000	Staff Development	536	1,818	1,201	4,000	3,141	4,000
5138-000	Life Insurance	362	363	416	558	465	697
5144-000	Employee Assistance Administration	94	94	117	156	128	194
	<i>Personal Services Total</i>	183,903	206,403	245,985	303,907	294,433	421,718
6210-000	Office Supplies	345	1,741	2,654	750	1,599	750
6216-000	Reference Books/Materials	204	0	1	100	0	100
6217-000	Dues/Fees/Subscriptions	175	20	20	200	0	100
6218-000	Small Equipment Items	272	4,785	17,121	7,650	7,650	6,800
6240-000	Equipment Repairs/Supplies	10	15,005	24,023	16,250	16,250	25,900
6245-000	Travel/Mileage	269	423	60	200	270	200
6253-000	Contract & Hosting Services	108,772	24,001	68,208	43,083	43,083	115,900
6285-000	Software Maintenance Contracts	84,093	118,312	134,876	176,288	176,288	169,996
6286-000	Computer Hardware	53,881	106,145	45,515	92,850	85,525	34,250
6287-000	Computer Software (new)	23,836	6,353	9,455	135,300	74,601	18,650
6288-000	Copier Lease Payments	35,018	36,531	36,566	35,000	32,166	26,000
6289-000	Credit Card Processing Fees	48,597	48,314	60,840	46,400	70,242	45,000
	<i>Operating &amp; Maintenance Total</i>	355,472	361,630	399,341	554,071	507,674	443,646
8440-000	Machinery/Equipment	120,888	100,043	424,058	10,000	10,000	300,000
	<i>Capital Outlay Total</i>	120,888	100,043	424,058	10,000	10,000	300,000
7012-000	Facility Services Transfer	12,592	23,189	12,806	13,401	13,401	15,068
	<i>Interfund Loans &amp; Transfers Total</i>	12,592	23,189	12,806	13,401	13,401	15,068
<b>INFORMATION TECHNOLOGY FUND EXPENDITURES TOTAL</b>		<b>672,855</b>	<b>691,264</b>	<b>1,082,189</b>	<b>881,379</b>	<b>825,508</b>	<b>1,180,433</b>

*Information Technology Fund Detail Budget*

<i>TOWN OF WINDSOR</i>		INFORMATION TECHNOLOGY FUND - 11					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
	<b>BEGINNING FUND BALANCE</b>	188,547	131,273	159,918	54,380	144,075	199,572
	<b>REVENUE</b>	615,581	719,909	1,066,346	881,006	881,005	1,033,216
	<b>Available Resources</b>	804,128	851,183	1,226,264	935,386	1,025,080	1,232,787
	<b>EXPENDITURES</b>	672,855	691,264	1,082,189	881,379	825,508	1,180,433
	<b>ENDING FUND BALANCE</b>	131,273	159,918	144,075	54,007	199,572	52,355

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



*Responsible for this additional budgetary division / function*

**Capital Purchases (CIF)**

**Safety and Loss**

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**RELATION TO THE STRATEGIC PLAN**

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The Human Resources department will play a role in many of the Goals and Priorities from TOW Strategic Plan by providing talented and skilled employees thru developmental opportunities, training, education, and coaching current employees. Looking for talent and skills internally and externally to address current and future needs.

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 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 Strategic Plan.

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**TRENDS**

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Human Resources has 4 major challenges over the coming year and they all revolve around people.

- Recruitment and staffing is a priority due to the fact that Northern Colorado is at full employment. This requires us to widen our search to much of Colorado and many times other states to get good candidates. Depending on the position we may be forced to lower the hiring standard (credentials) which increases the cost of training, and more down time before the employee can perform in their job. Assuring that we are the “right sized,” organizationally for the goals and objectives at hand.
- Developing the next level of leaders to be able to advance in the organization and address future needs.
- Knowledge transfer of retiring employees (ongoing). Over the next 4-5 years many of our current leaders and key players will be retiring.
- Enhancing the Cultural Operating System to encourage organizational flexibility. Specifically, how we utilize the talent and skills of our current and future employees according to needs of the Organization. Embracing/managing the diverse generations of workers and how they collaborate. Providing opportunities for those groups to define our culture so it respects and embraces the thoughts, ideas, styles and methods of all generations.

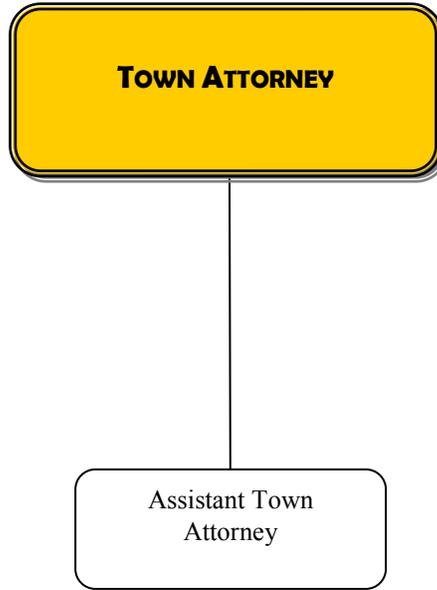
General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>HUMAN RESOURCES EXPENDITURES - 416</b>							
5111-000	Wages / Full Time	137,189	138,327	162,473	173,033	152,667	182,971
5112-000	Wages / Part Time	8,103	17,599	0	0	0	0
5121-000	Wages / Over Time	0	0	446	0	6,000	0
5114-000	Merit Pay	0	0	0	5,191	0	5,489
5126-000	Short Term Disability	0	394	285	288	352	665
5127-000	Long Term Disability	630	648	764	804	653	831
5128-000	Vision Insurance	207	178	186	217	273	354
5130-000	FICA-Med	2,004	2,222	2,415	2,584	2,539	2,733
5131-000	FICA	8,569	9,503	10,327	11,050	10,858	11,685
5132-000	Medical Insurance	18,824	14,779	12,983	15,803	24,305	25,963
5133-000	Employee Retirement	6,780	5,703	5,784	8,510	4,577	8,579
5134-000	Unemployment Insurance	399	433	457	535	529	565
5135-000	Workers Compensation Insurance	404	416	417	338	351	323
5136-000	Dental Insurance	1,613	1,058	626	720	1,816	1,860
5137-000	Staff Development	5,590	3,160	1,335	4,000	7,000	11,000
5138-000	Life Insurance	406	387	415	437	355	461
5140-000	Tuition Reimbursement	0	0	202	10,000	2,000	7,000
5142-000	Wellness/Preventive Care	12,964	9,409	22,337	24,000	24,000	24,000
5144-000	Employee Assistance Administration	84	94	117	117	106	117
	<i>Personal Services Total</i>	203,767	204,310	221,571	257,625	238,379	284,594
6209-000	Employee Relations	9,206	13,182	(8,513)	2,250	5,000	8,000
6210-000	Office Supplies	1,505	1,956	1,900	2,500	2,500	2,500
6216-000	Reference Books/Materials	3,298	10,913	11,928	10,900	5,000	10,900
6217-000	Dues/Fees/Subscriptions	5,647	5,877	6,738	6,000	6,000	6,600
6245-000	Travel/Mileage	856	901	215	1,000	1,000	1,500
6246-000	Liability Insurance	1,681	1,949	1,943	2,608	2,272	2,759
6253-000	Contract Service	28,699	32,275	26,684	30,000	25,000	30,000
6257-000	Recruitment/Relocation/Travel	8,840	13,366	14,282	13,500	18,000	20,000
6261-000	Telephone Services	1,200	1,255	1,280	1,200	1,200	1,200
6263-000	Postage	445	517	419	650	650	650
6267-000	Study Review/Consultant	10,931	1,620	8,998	15,000	6,000	20,000
	<i>Operating &amp; Maintenance Total</i>	72,308	83,810	65,872.26	85,608	72,622	104,109
7011-000	Information Tech Transfer	15,462	17,701	49,593	44,949	44,949	39,871
7012-000	Facility Services Transfer	10,844	10,257	11,089	13,087	13,087	13,830
	<i>Interfund Loans &amp; Transfers Total</i>	26,306	27,958	60,682	58,036	58,036	53,702
<b>HUMAN RESOURCES EXPENDITURES TOTAL</b>		<b>302,381</b>	<b>316,077</b>	<b>348,125</b>	<b>401,269</b>	<b>369,037</b>	<b>442,405</b>

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>SAFETY/LOSS CONTROL EXPENDITURES - 455</b>							
5137-000	Staff Development	1,988	1,170	588	3,000	5,000	3,000
	<i>Personal Services Total</i>	1,988	1,170	588	3,000	5,000	3,000
6219-000	Special Equipment	3,204.17	4,590	113	6,760	3,000	6,760
6247-000	Safety Expense	0	6,252	1,640	6,500	6,500	6,500
6253-000	Contract Service	790	0		0	0	0
6264-000	Printing/Binding	0	0	1,195	500	500	1,200
	<i>Operating &amp; Maintenance Total</i>	3,994	10,842	2,948	13,760	10,000	14,460
<b>SAFETY/LOSS CONTROL EXPENDITURES TOTAL</b>		<b>5,982</b>	<b>12,012</b>	<b>3,535</b>	<b>16,760</b>	<b>15,000</b>	<b>17,460</b>

*Ian McCargar  
Town Attorney*



*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

## **LEGAL SERVICES**

*The Town Attorney serves as the Town's legal advisor to provide advice, advocacy and to assure compliance with the requirements of law.*

## **ABOUT THE LEGAL SERVICES DEPARTMENT**

The **Town Attorney's Office** is staffed by Ian D. McCargar. With the departure of John P. Frey, the position of Assistant Town Attorney will be staffed in 2015 on a full-time basis through a consolidation of responsibilities, including those of the Town Prosecutor. In addition, the Town relies on special counsel for specific matters, such as complex litigation, water law, special district law and oil and gas matters.

## **FUNCTIONS OF THE DEPARTMENT**

**Town Attorney** – The Office of the Town Attorney assists in negotiations with private and public entities. The Town Attorney serves as litigation counsel when so directed by the Town Board. The Town Attorney owes a duty of candor, confidentiality, competency to the Town Board. The Office of the Town Attorney provides advice and counsel to staff and Town administration, maintaining a close working relationship with them. The Office of the Town Attorney is the primary author of nearly all legal documents presented for approval by the Town Board, including ordinances, resolutions and agreements. The Office of the Town Attorney provides advice and counsel to the various commissions and boards that serve the citizens of Windsor.

The Human Resources department will play a role in many of the Goals and Priorities from TOW Strategic Plan by providing talented and skilled employees thru developmental opportunities, training, education, and coaching current employees. Looking for talent and skills internally and externally to address current and future needs.

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 PROJ.	2016 BUDGET
<b>LEGAL SERVICES EXPENDITURES - 418</b>							
5111-000	Wages / Full Time	0	0	145,378	203,367	191,409	213,310
5114-000	Merit Pay	0	0	0	4,350	0	6,399
5126-000	Short Term Disability	0	0	347	528	425	560
5127-000	Long Term Disability	0	0	618	946	752	972
5128-000	Vision Insurance	0	0	100	229	179	229
5130-000	FICA-Med	0	0	1,966	3,012	2,850	3,186
5131-000	FICA	0	0	7,252	12,878	12,186	13,622
5132-000	Medical Insurance	0	0	10,202	26,694	20,382	29,498
5133-000	Employee Retirement	0	0	0	7,468	6,401	12,194
5134-000	Unemployment Insurance	0	0	382	623	606	659
5135-000	Workers Compensation Insurance	0	0	352	397	412	376
5136-000	Dental Insurance	0	0	660	1,857	1,364	1,860
5137-000	Staff Development	0	0	883	2,000	2,000	2,000
5138-000	Life Insurance	0	0	336	513	408	538
5144-000	Employee Assistance Administration	0	0	36	117	56	117
	<i>Personal Services Total</i>	0	0	168,512	264,978	239,430	285,520
6210-000	Office Supplies	0	0	443	700	250	250
6216-000	Reference Books/Materials	0	0	0	8,148	8,148	8,500
6217-000	Dues/Fees/Subscriptions	0	0	8,601	2,010	1,500	1,800
6218-000	Small Equipment	0	0	190	0	135	200
6245-000	Travel/Mileage	0	0	445	270	500	500
6246-000	Liability Insurance	0	0	852	1,144	996	1,210
6252-000	General Counsel Legal Services	288,000	288,006	0	0	0	0
6253-000	Contract Legal Services	25,571	30,974	86,257	11,900	11,900	10,000
6253-100	I-25/392 Project Management	33,125	2,347	0	0	0	0
6253-200	Court Prosecutor	48,090	54,735	58,980	0	8,805	0
6253-300	Building Authority Attorney	42	1,450	114	1,500	907	1,200
6253-400	Water Attorney General Counsel	7,651	22,587	26,339	10,000	22,374	25,000
6253-500	Non-potable Water Attorney	16,655	10,665	9,996	10,000	12,068	10,000
6253-600	Litigation	0	0	0	0	5,000	5,000
6256-000	Publishing/Recording	0	0	33	300	60	100
6261-000	Telephone Services	0	0	63	1,320	1,320	1,320
6263-000	Postage	0	0	20	150	150	150
6264-000	Printing/Binding	0	0	52	100	100	50
	<i>Operating &amp; Maintenance Total</i>	419,134	410,764	192,386	47,542	74,213	65,280
7011-000	Information Tech Transfer	0	0	10,217	19,618	19,618	17,410
7012-000	Facility Services Transfer	0	0	6,444	6,897	6,897	7,287
	<i>Interfund Loans &amp; Transfers Total</i>	0	0	16,661	26,515	26,515	24,697
<b>LEGAL SERVICES EXPENDITURES TOTAL</b>		<b>419,134</b>	<b>410,764</b>	<b>377,559</b>	<b>339,035</b>	<b>340,158</b>	<b>375,497</b>

TOWN OF WINDSOR ALL FUNDS TOTAL 2016 BUDGET						
	2012	2013	2014	2015	2015	2016
	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROJECTED	BUDGET
<b>BEGINNING BALANCE</b>	\$32,100,865	\$36,466,385	\$43,976,335	\$44,653,958	\$47,477,754	\$60,271,669
<i><b>Total Revenue</b></i>	\$44,193,337	\$35,880,320	\$42,987,738	\$58,273,118	\$61,317,947	\$45,179,917
<b>RESOURCES AVAILABLE</b>	\$76,294,202	\$72,346,705	\$86,964,073	\$102,927,076	\$108,795,701	\$105,451,586
<i><b>Total Expenditures</b></i>	\$39,827,817	\$ 28,370,370	\$39,486,319	\$52,939,076	\$48,524,031	\$ 57,022,685
<b>ENDING FUND BALANCE</b>	\$36,466,385	\$43,976,335	\$47,477,754	\$49,988,000	\$60,271,669	\$48,428,901

**TOWN OF WINDSOR  
ALL FUND EXPENDITURE BREAKDOWN BY CATEGORY  
2016 BUDGET**

	2012	2013	2014	2015	2015	2016
	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROJECTED	BUDGET
Personnel	\$ 8,109,703	\$ 8,274,359	\$ 8,901,157	\$ 9,935,952	\$ 9,651,412	\$ 10,783,867
Operation & Maintenance	8,762,807	8,262,641	9,895,244	10,644,653	9,959,997	10,640,545
Debt Service & Interfund Transfers	10,832,556	5,705,500	7,434,127	6,124,415	6,598,903	7,537,010
Capital Outlay	12,122,751	6,127,870	13,255,791	26,234,057	22,313,719	28,061,263
<b>Total Expenditures</b>	<b>\$ 39,827,817</b>	<b>\$ 28,370,370</b>	<b>\$ 39,486,319</b>	<b>\$ 52,939,076</b>	<b>\$48,524,031</b>	<b>\$ 57,022,685</b>
Personnel	20.4%	29.2%	22.5%	18.8%	19.9%	18.9%
Operation & Maintenance	22.0%	29.1%	25.1%	20.1%	20.5%	18.7%
Debt Service & Interfund Transfers	27.2%	20.1%	18.8%	11.6%	13.6%	13.2%
Capital Outlay	30.4%	21.6%	33.6%	49.6%	46.0%	49.2%
<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*

**TOWN OF WINDSOR**  
**ALL FUND REVENUE BREAKDOWN BY SOURCE**  
**2016 BUDGET**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>
Taxes	\$ 13,613,801	\$ 15,005,934	\$ 15,530,936	\$ 17,070,636	\$18,333,406	\$ 18,917,646
Licenses & Permits	291,749	282,800	233,591	281,309	252,845	256,412
Intergovernmental Rev	1,040,789	1,070,006	1,154,913	1,106,386	1,215,122	1,170,301
Services	1,072,235	1,152,856	1,209,116	1,129,906	1,158,301	1,265,908
Fines	185,040	171,904	175,037	173,721	175,293	174,078
General Miscellaneous	-	1,327	7,200	-	-	-
Collections for Other Gov	319,873	356,424	320,129	228,869	415,071	341,075
Park Improvement Fees	1,823,793	1,481,927	800,418	1,391,043	1,150,346	1,144,231
Lottery Funds	188,169	208,280	191,432	198,560	216,319	205,344
Traffic Impact Fees	1,018,169	938,066	712,195	942,218	1,054,192	901,485
Water Sales	3,453,160	3,165,460	3,314,183	3,219,853	2,789,844	3,139,813
Plant Investment Fees	2,841,784	2,091,441	1,696,878	2,688,872	3,276,210	2,651,746
Raw Water Fees	881,503	1,710,612	364,574	333,934	692,362	457,947
Sanitary Sewer Service	1,688,744	1,733,967	1,817,815	1,733,621	1,872,947	1,810,456
Storm Drainage Service	304,356	329,305	292,099	333,867	312,407	312,864
Interest/Investment Income	206,418	311,290	371,024	437,918	441,941	547,574
Grants	1,691,458	324,686	1,265,491	5,351,477	3,498,539	3,837,269
Accepted Infrastructure/Misc.	2,301,509	1,878,194	6,113,200	770,708	1,896,619	2,398,850
Loan Proceeds	7,005,487	-	3,245,270	16,100,000	17,717,498	1,254,730
Interfund Transfers & Loans	4,265,299	3,665,841	4,172,237	4,780,220	4,848,684	4,392,190
<b>Total Revenue</b>	<b>\$ 44,193,337</b>	<b>\$ 35,880,320</b>	<b>\$ 42,987,738</b>	<b>\$ 58,273,118</b>	<b>\$61,317,947</b>	<b>\$ 45,179,917</b>

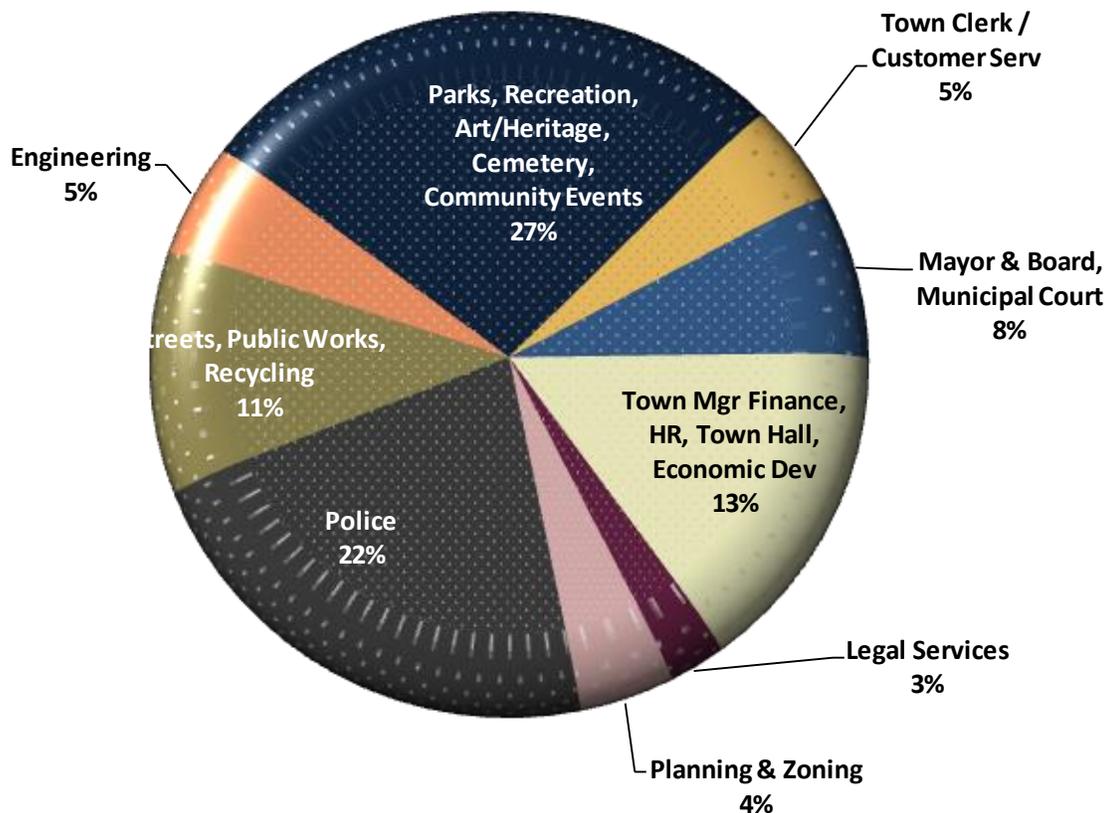
FUND BALANCE ANALYSIS									
Fund	Beginning Balance	Revenues	Expenditures	Ending Balance	Percentage Change	Dollar Change	EFB % of Annual Revenue	EFB # of Months Expenditures	Policy Compliance
General Fund (1)	\$ 8,750,217	\$ 15,000,914	\$ 14,761,927	\$ 8,989,203	2.7%	\$ 238,986	59.9%	7.3	Yes
Capital Improvement Fund (4)	11,520,656	9,398,628	11,275,871	9,643,412	-16.3%	(1,877,244)	102.6%	10.3	Yes
Water Fund O & M(6)	7,433,520	3,680,037	4,952,578	6,160,979	-17.1%	(1,272,541)	167.4%	14.9	Yes
Sewer Fund O & M (10)	4,666,367	1,851,510	2,734,298	3,783,580	-18.9%	(882,788)	204.4%	16.6	Yes
Storm Drain O & M (12)	534,884	342,864	312,206	565,542	5.7%	30,658	164.9%	21.7	Yes
<b>All Funds Total</b>	<b>\$ 60,271,669</b>	<b>\$ 45,179,917</b>	<b>\$ 57,022,685</b>	<b>\$ 48,428,901</b>	<b>-19.6%</b>	<b>\$ (11,842,768)</b>	<b>107.2%</b>	<b>10.2</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**  
**2016 BUDGET**

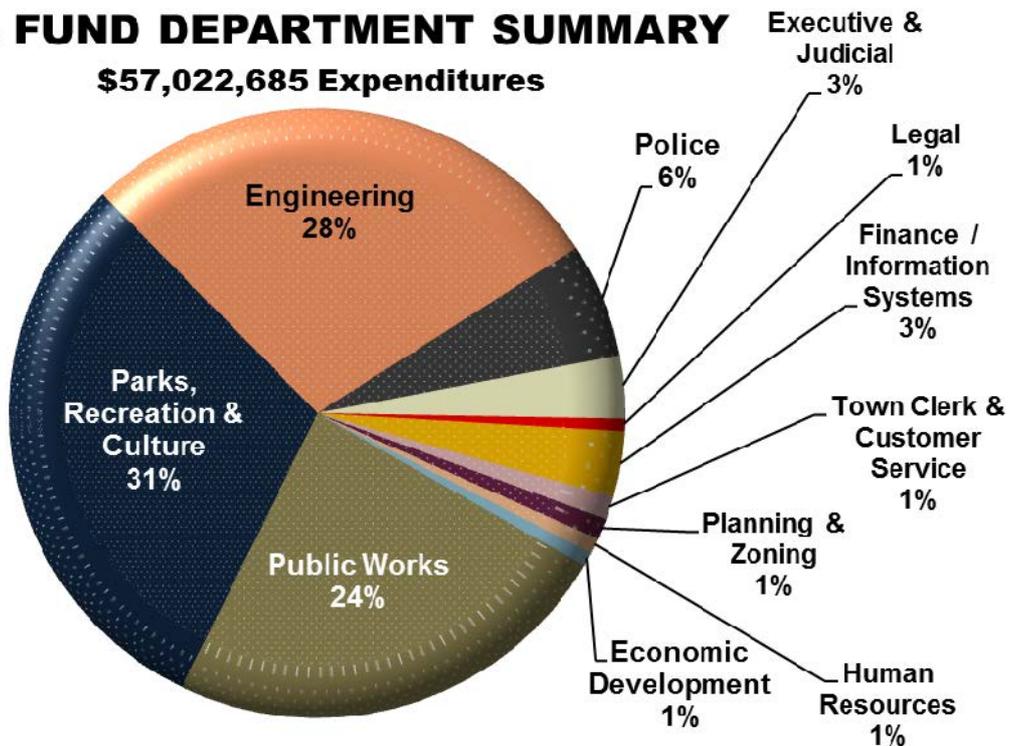
EXPENDITURES	2014	2015	2015	2016	% of 2016 Total	\$ Inc/Dec 2015-2016	% Inc/Dec 2015-2016
	ACTUAL	BUDGET	PROJECTED	BUDGET			
Town Clerk / Customer Service	\$ 595,820	\$ 639,239	\$ 597,183	\$ 690,854	5%	\$ 51,615	8%
Mayor & Board, Municipal Court	419,133	586,450	522,839	1,122,973	8%	536,523	91%
Town Mgr. Finance, HR, Town Hall, Economic Development	1,751,766	2,105,019	2,054,671	2,242,885	15%	137,866	7%
Legal Services	377,559	339,035	340,158	375,497	3%	36,462	11%
Planning & Zoning	600,160	701,911	610,309	632,714	4%	(69,196)	-10%
Police	2,838,637	3,122,689	3,147,000	3,273,456	22%	150,767	5%
Streets, Public Works, Recycling	1,620,461	1,772,179	1,635,437	1,633,337	11%	(138,842)	-8%
Engineering	641,153	743,073	745,494	773,353	5%	30,280	4%
Parks, Recreation, Art/Heritage, Cemetery, Community Events	3,965,342	4,013,754	3,947,573	4,016,858	27%	3,104	0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 12,810,030</b>	<b>\$ 14,023,349</b>	<b>\$ 13,600,662</b>	<b>\$ 14,761,927</b>	<b>100%</b>	<b>\$ 738,578.34</b>	<b>5%</b>

**2016 GENERAL FUND EXPENDITURES**  
**Percentage by Division**



<u>Public Works</u>	\$13,626,290
<u>Parks, Recreation &amp; Culture</u>	\$17,393,164
<u>Engineering</u>	\$16,057,456
<u>Police</u>	\$ 3,458,036
<u>Executive &amp; Judicial</u>	\$ 1,899,849
<u>Legal</u>	\$ 375,497
<u>Finance / Information Systems</u>	\$ 1,989,709
<u>Town Clerk &amp; Customer Service</u>	\$ 693,854
<u>Planning &amp; Zoning</u>	\$ 636,014
<u>Human Resources</u>	\$ 459,865
<u>Economic Development</u>	\$ 432,951
	<hr/>
	<b>\$ 57,022,685</b>

**2016 BUDGET  
ALL FUND DEPARTMENT SUMMARY**  
**\$57,022,685 Expenditures**



## Town of Windsor 2016 Proposed Budget Overview

Fund	Beginning Balance	Revenues	Expenditures	Ending Balance
<b>General Fund</b>	\$ 8,750,217	\$ 15,000,914	\$14,761,927	\$ 8,989,203
<b>Park Improvement Fund</b>	2,809,238	1,262,226	281,322	3,790,141
<b>Conservation Trust Fund</b>	543,782	215,470	477,107	282,145
<b>Capital Improvement Fund</b>	11,520,656	9,398,628	11,275,871	9,643,412
<b>Community Rec Center Fund</b>	296,864	1,103,514	1,038,843	361,534
<b>Community Rec Center Expansion Fun</b>	9,631,758	2,292,311	9,965,258	1,958,810
<b>Water Fund O &amp; M</b>	7,433,520	3,680,037	4,952,578	6,160,979
<b>Water Fund PIF</b>	5,664,027	1,216,129	469,774	6,410,382
<b>Water Fund Raw Water</b>	212,868	287,947	500,815	0
<b>Water Fund / Non-Potable</b>	1,597,154	2,064,555	3,189,111	472,598
<b>Sewer Fund O &amp; M</b>	4,666,367	1,851,510	2,734,298	3,783,580
<b>Sewer Fund PIF</b>	4,604,767	1,250,121	690,951	5,163,937
<b>Storm Drain Fund O &amp; M</b>	534,884	342,864	312,206	565,542
<b>Storm Drain Fund PIF</b>	1,070,182	2,092,535	3,302,962	-140,246
<b>Fleet Management Fund</b>	435,127	1,093,351	1,051,163	477,316
<b>Information Technology Fund</b>	199,572	1,033,216	1,180,433	52,355
<b>Facilities Services Fund</b>	116,482	688,186	692,985	111,683
<b>Windsor Building Authority Fund</b>	145,529	145,080	145,080	145,529
<b>Economic Development Incentive Fun</b>	38,674	161,326	-	200,000
<b>All Funds Total</b>	<b>\$ 60,271,669</b>	<b>\$ 45,179,917</b>	<b>\$57,022,685</b>	<b>\$ 48,428,901</b>