



**TOWN BOARD BUDGET WORK SESSION**  
October 8, 2016 - 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                           | Public Works<br>Engineering<br>Police<br>Parks, Recreation & Culture<br>Economic Development<br>Town Clerk<br>Mayor & Town Board<br>Town Manager<br>Human Resources<br>Town Attorney<br>Finance/Information Systems<br>Planning & Zoning |
| D. | 12:00 noon | Lunch                                |  |
| E. | 12:30 p.m. | Summaries                            | Dean Moyer   |
| F. | 1:30 a.m.  | Wrap up                              | Kelly Arnold   |



# 2017 PROPOSED BUDGET

October 8, 2016



# 2017 PROPOSED BUDGET

JANUARY 1, 2017 – DECEMBER 31, 2017

**TOWN BOARD MEMBERS**  
**4 Year Terms**

		<u>Term Expires</u>
Mayor - <i>at-large</i>	Kristie Melendez	<i>Apr 2020</i>
Mayor Pro Tem <i>District 1</i>	Myles Baker	<i>Apr 2020</i>
Town Board Member <i>District 2</i>	Christian Morgan	<i>Apr 2018</i>
Town Board Member <i>District 3</i>	Ken Bennett	<i>Apr 2020</i>
Town Board Member <i>District 4</i>	Paul Rennemeyer	<i>Apr 2018</i>
Town Board Member <i>District 5</i>	Brenden Boudreau	<i>Apr 2020</i>
Town Board Member <i>District 6</i>	Ivan Adams	<i>Apr 2018</i>

**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	
Director of Planning	Scott Ballstadt
Director of Economic Development	Stacy Johnson
Chief of Police	Rick Klimek
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 2017.

### *REVENUE RESOURCES*

General Fund	\$ 25,736,834
Park Improvement Fund	8,130,566
Conservation Trust Fund	951,066
Capital Improvement Fund	24,664,422
Community / Recreation Center Fund	1,837,491
Water Fund	26,159,599
Sewer Fund	14,957,906
Storm Drainage Fund	2,093,999
Community Recreation Center Expansion Fund	7,153,417
Fleet Management Fund	1,252,194
Information Technology Fund	1,532,981
Facilities Services Fund	990,540
Windsor Building Authority	290,436
Economic Development Incentive Fund	200,000
<b>TOTAL ALL FUNDS</b>	<b>\$ 115,951,451</b>

### *ESTIMATED EXPENDITURES*

General Fund	\$ 16,206,902
Park Improvement Fund	558,286
Conservation Trust Fund	158,000
Capital Improvement Fund	13,404,570
Community / Recreation Center Fund	1,306,257
Water Fund	11,805,740
Sewer Fund	6,575,659
Storm Drainage Fund	1,069,340
Community Recreation Center Expansion Fund	2,509,793
Fleet Management Fund	1,098,303
Information Technology Fund	1,467,278
Facilities Services Fund	854,875
Windsor Building Authority	145,080
Economic Development Incentive Fund	0
<b>TOTAL ALL FUNDS</b>	<b>\$ 57,160,083</b>

## Town of Windsor 2017 Proposed Budget Overview

Fund	Beginning Balance	Revenues	Expenditures	Ending Balance
<b>General Fund</b>	\$ 9,468,267	\$ 16,268,567	\$16,206,902	\$ 9,529,932
<b>Park Improvement Fund</b>	6,220,861	1,909,705	558,286	7,572,280
<b>Conservation Trust Fund</b>	729,469	221,597	158,000	793,066
<b>Capital Improvement Fund</b>	13,688,374	10,976,048	13,404,570	11,259,852
<b>Community Rec Center Fund</b>	522,879	1,314,612	1,306,257	531,234
<b>Community Rec Center Expansion Fun</b>	3,501,337	3,652,080	2,509,793	4,643,625
<b>Water Fund O &amp; M</b>	7,549,818	4,027,539	5,098,697	6,478,660
<b>Water Fund PIF</b>	8,879,170	2,081,088	2,214,986	8,745,272
<b>Water Fund PIF NISP</b>	(368,825)	99,275	330,000	(599,550)
<b>Water Fund Raw Water</b>	1,431,338	1,550,889	2,982,227	-
<b>Water Fund / Non-Potable</b>	(884,391)	1,793,698	1,179,830	(270,524)
<b>Sewer Fund O &amp; M</b>	3,968,606	2,126,136	4,090,447	2,004,295
<b>Sewer Fund PIF</b>	7,225,485	1,637,679	2,485,212	6,377,951
<b>Storm Drain Fund O &amp; M</b>	606,266	332,392	444,972	493,686
<b>Storm Drain Fund PIF</b>	360,949	794,391	624,368	530,973
<b>Fleet Management Fund</b>	423,843	828,351	1,098,303	153,891
<b>Information Technology Fund</b>	11,223	1,521,758	1,467,278	65,703
<b>Facilities Services Fund</b>	135,664	854,875	854,875	135,664
<b>Windsor Building Authority Fund</b>	145,356	145,080	145,080	145,356
<b>Economic Development Incentive Fun</b>	127,202	72,798	-	200,000
<b>All Funds Total</b>	<b>\$ 63,742,893</b>	<b>\$ 52,208,558</b>	<b>\$57,160,083</b>	<b>\$ 58,791,368</b>

**TO: WINDSOR TOWN BOARD**  
**FROM: KELLY ARNOLD, TOWN MANAGER**  
**DATE: OCTOBER 8, 2016**  
**RE: THE RECOMMENDED 2017 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 2017 operating budget proposed for the Town of Windsor. This year continues the trend of a growing community. The total expenditures of all funds in the proposed 2017 budget are just over \$57 Million.

The 2017 budget reflects a prosperous 2016 in revenue which will allow the Town to keep up with growth while adding some financial capacity to participate in potential re-investment opportunities within the Town. Operationally, emphasis on law enforcement, park and trail maintenance, expanded recreation center, and building a steady workforce is proposed in the 2017 budget.

For the past four years, Windsor’s economy has flourished. This has increased all sources of revenue which helps us meet the demands of a growing community. The increase in revenue allows significant capital projects to be initiated, completed, and funds increases of operational materials due to inflation and demands. In addition, the revenue allows the action towards the priorities of the new the Town Board Strategic Plan.

The budget proposes using cash on hand to construct the new \$13.1 Million Public Works Service facility. Using cash as the single source for funding was a strategic decision three years ago and the Town embarked on a savings program for this purpose. The budget recommends that reserves from all operating and capital funds be used for the new facility. While this could have depleted the reserves, our annual recommended expenditures are less than annual revenues in all operating funds. As a result, the reserve balances remain intact and healthy for unanticipated uses in the future or for Board priorities that may develop during 2017 or future years. A good example of this in 2017 is the anticipated participation in a Mill redevelopment project that is not in the proposed budget, but could be included if the Board elects to participate in this project.

The bottom line focus of the 2017 budget allows us to maintain our current service levels, finalize public service buildings improvements, and increase efforts towards maintenance of our infrastructure and technology. The budget also focuses on outcomes related to the Strategic Plan. **The primary guidance in 2017 to keep a conservative approach towards the revenues and expenditures while addressing prioritized service and operational needs.**

This budget begins to address the prioritized initiatives of our 2016-2018 Strategic Plan. Here is a sampling of how the Plan is being addressed.

**A. Establish a Water Plan**

- The 2017 budget proposes conducting a joint feasibility study with regional partners on a future water treatment plant/resource. This study will also include other potential options.

**B. Traffic and Roadways**

- The 2017 budget funds updating our road impact study which will also include our roadway master plan.
- The future of Highway 392 will be studied with primary emphasis on the east portion from downtown.
- Increase funding for the maintenance of our current street infrastructure is funded in the 2017 budget.

**C. Municipal Broadband**

- Prioritizes and funds a process to help determine a possible vote in 2018 on the preferred method of Windsor's involvement in the future of broadband development.

**D. Prioritize the future design and development of Crossroads Blvd.**

- Engineering and Planning Departments are funded and prepared to continue to meet and develop joint plans with private and public partners.

**E. Establish standards, criteria, etc. for crosswalk markings, signs, and flashing lights.**

- Communications Division is set to assist Engineering, Public Works, and Police on an education campaign regarding the use of crosswalks.

**A. Partner with developer to renovate and establish a commercially viable entity at the Mill.**

- The 2017 general and capital improvement funds balance allows the Town Board the flexibility to partner with a Mill redevelopment project.

**B. Explore the options for retiring existing debt.**

- The 2017 budget should allow the Town Board to use existing resources to retire debt if warranted by the Board.

**C. Reevaluate and compare Windsor's incentive program with our competitors**

- The 2017 budget includes funding for a retail development program through the Economic Development Department.
- Potential private development projects could continue and be enhanced within the fund balances of the 2017 budget.

**A. Establish a viable downtown Farmer's Market in Windsor.**

- Funding in the Capital Improvement Fund is dedicated to constructing a new Boardwalk Park entryway shelter which could house a Farmer's Market.
- The 2017 budget provides additional staff resources to assist with economic development efforts.

**A. Review Current Housing Policies and most recent information in order to understand gaps and needs in existing housing options.**

- The next phase of the Housing Authority development will be fully opened in 2017.
- Housing for seniors will be a priority for the Housing Authority.
- In the 2017 budget, the Planning Department will prioritize the topic of housing as an item for the Town Board to develop new policy.

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

- ✓ Last year part-time and seasonal wages were adjusted to meet a demanding work force. This year the results of our compensation study of comparable entities show starting wages of the bottom half of the pay range positions were significantly out of alignment. As a result, the 2017 budget adopts a new pay plan that increases the bottom half positions with a new minimum start wage and 37 employees will be moved up to the new minimum at a total cost of \$79,182. This should make our pay plan more competitive for lower end positions.
- ✓ Law enforcement demands continue to increase in Windsor, as it is nationally. In mid-year 2016 we came to the conclusion that due to the size of our department, it is very difficult to keep at full "manning" level due to injuries or time off. As a result, when our department was down a couple of officers, we've decided to "over-hire" and bring on an additional officer to help alleviate our officer shortage. This hire along with three new officers proposed in 2017 should provide adequate support for the next few years even if we experience time away from work by officers.
- ✓ The first full year of funding for the Community Recreation Center operations is in the 2017 budget. All new positions were hired in 2016 and this will be the first year of operating. In addition, the 2017 budget for Recreation services has been readjusted to better reflect costs and revenues from programs.
- ✓ The new Public Works Services facility could be opened during 2017 and the budget reflects funding for all of the various elements associated with this project. This includes construction and furnishing of the new facility, remodeling the existing facility for the Parks Division, and demolition of the Town-owned maintenance building on the northeast corner of 7<sup>th</sup> and Ash.

- ✓ The Parks and Forestry divisions are combining part-time positions and adding a full-time position to better assist in the growing needs of these services.
- ✓ On-going training efforts receive a boost in the 2017. An employee survey indicated a strong interest in continuing training. A management group developed training priorities under the program name, “Windsor C.E.” This program focuses on three tracts: Continuing Education; Coming Edition; and Cutting Edge. The 2017 budget focuses on starting this program with over \$20,000 budgeted to incorporate the prioritized training for 2017 with the intent to develop a sustainable program available to all employees.

## **Revenues**

As mentioned previously, the economy of Windsor continues to prosper hence the Town revenues reflect a pattern of growth.

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

### **General Fund (Page: A-14):**

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 2014 through estimated 2016. We believe that this blending gives us a good conservative balanced approach to revenue estimates.

Surprisingly this year, our 2017 Property Tax reflects an increase in a non-appraisal year. We had been advised due to the oil/gas prices decreasing, there could be a decrease in oil/gas assessment. Quite the opposite occurred. In Weld County, property tax assessed valuation increased by \$33M of which over \$24M of that increase was in Oil & Gas valuations. This may be due to the new wells in Windsor starting to be assessed. For both Weld and Larimer, residential valuations were significantly increased also just due to new housing starts. The proposed 2017 budget reflects higher property tax revenue but the expenditures do not reflect expending the entire increase for operations since some of it is based upon oil/gas assessments which go up and down annually much more dramatically than other property tax valuations.

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

### **Capital Fund (Page: A-16):**

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

Due to the increases the past three years the rolling three-year average reflects an increase in construction use tax. The housing market will be something we need to watch closely in 2017.

Severance tax takes a dip this year due to the price of oil decrease. This source of revenue was allocated to the Capital Fund for the first time in 2012 and continues to be used primarily for street improvements.

### **Water Fund (Page: A-17):**

Most of the revenues are based upon a three-year average. The trend in Water Sales revenues reflect an increase due to housing growth and a higher than average temperature which increases use, particularly during the summer of 2016.

The Water rate increase by Greeley water utility for Windsor is 4.5%. This increase is incorporated into the revenue and expenses of the Water budget. The new rates will begin in January, 2017.

The Water Capital Revenues (page A-17) have the Plant Investment Fees. The increase is due to housing starts.

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

No rate increases for the sewer service operating fund so the rate estimates are based upon three-year average and increase in new users (residential homes) the past three years.

Sewer Plant Investment Fees (Page: A-18) revenue reflects the current rate.

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

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

It is the investment fees expenditures (Page: A-19) that will be using the reserve balance to pay cash for some large capital items.

The Storm Water Fund will be a focus in 2017 on finalizing the Storm Water Master Plan.

## **Personnel**

The recommended budget includes:

- ❖ A projected rate increase in health insurance premiums of 8% effective January 1, 2017. The budget recommends that the 8% increase be split between the Town budget and Town employees. The employer/employee cost ratio is 89% / 11% and is maintained in the 2017 budget. This ratio split will more than likely be changed in 2018 or the program will need to be modified as a result of the on-going annual increases in health insurance. For the proposed 2017 budget an increase of \$145,225 is spread by number of employees in each fund. Town employee insurance rates will be increased to fund the additional \$17,949. This means that an employee that has family insurance will have an increase of about \$12.97 per month.
- ❖ Dental insurance is also increasing for the second year in a row. The 2017 budget recommends that the Town continues to pay 89% and employees will pay 11% of dental costs. The increase is 11% for 2017 at a cost of \$11,968 to the Town.
- ❖ All other benefit costs stay the same. The vision benefit cost for employees will be readjusted to a more equitable proportion very similar to the health and dental insurance proportions. There will be a slight \$548 increase to the Town to make this adjustment.

- ❖ The proposed 2017 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 \$203,419 for all funds in the recommended 2017 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 3% to 4% for 2017.
- ❖ The new Department of Labor wage decision/mandate has been evaluated for Town employees. The mandate affects a total of 12 employees and the total cost to readjust exempt and non-exempt wages for those employees cost the Town \$4,896 for 2017. The wage adjustments will take place by December 1, 2016 which is the mandated date for readjustment.
- ❖ Full funding for an additional 7 full-time employees and a deletion of 1 employee. All are in the General Fund. There are total of four (4) new Police Officers funded in two waves in the Police Department (2 in January, 2 in March).

One new Parks Technician is funded for starting in March. The Forestry Division is combining two part-time positions for one full-time position. While there is an increase overall, this will ensure that employees will stay with the Town in the Division which recently has been more difficult to fill part-time positions.

The Cultural Division has been re-organized with the deletion of the Arts and Culture Director. The position was downgraded to a Manager position in 2016 which allows the part-time Educator position to become full-time in the proposed 2017 budget at a net no increase in expenses.

The deletion is in the Engineering Department which was authorized an additional employee in the 2016 budget by the Town Board if it were needed. It was never filled and the Engineering Director does not believe it is needed in 2017.

- ❖ Both the Communications Division and the Finance Division will be adding new part-time employees to supplement their increased level of services. This will allow these services to grow while evaluating the need for a full-time position in the future.

With the recent resignation of the Human Resources Director, this budget may not ultimately reflect what is needed in 2017. Due to timing, the budget is very similar to 2016. Once a direction for this Department is determined, there may be an adjustment needed. This determination will probably not be made until the beginning of 2017.

The personnel changes occurring in the General Fund are budgeted at \$542,748 which includes benefits and payroll taxes. Net increase in personnel is 5.5 FTE.

Specific summary information will be handed out during the budget retreat.

## Trends and Issues for the Future

By the end of 2017 we will have completed a nearly 10-year journey (since the 2008 tornado) of building or renovating all the primary Town operating service buildings. The only outstanding item is the long-term future of the Parks Division which could move into the new Public Works Services facility when warranted. Over \$45 Million will have been reinvested into these facilities (Town Hall, Police, Community Recreation Center, and Public Works Services facility) and for the next 15 to 20 years these facilities will be able serve Windsor.

After many years of planning and working with the Downtown Development Authority (DDA), the downtown is starting to enter into a renaissance period. The increase in property tax and sales tax in downtown reflects an increase level of activity and investment. If this period becomes reality, a close partnership with the DDA and private developers will be needed. If this occurs, redevelopment of older structures and properties that are underutilized will start to emerge and the downtown will flourish even more.

The future of the Public Works and Engineering Departments needs to be analyzed to determine the best organizational structure to meet increasing demands. The analysis will be conducted in 2017 with an implementation date projected to be sometime in 2018.

Development projects, both in residential and in commercial, could attain new levels in 2017. The new Comprehensive Plan will continue to be an important tool. The top priority called out in the Plan is to modernize the Town's zoning and development codes. This effort is funded in 2017 and will be one of the most significant work programs completed by the Town Board and Planning Commission in the next 18 to 24 months.

Water development continues to be prioritized in the 2017 budget. Final approval for the Northern Integrated Supply Project is closer and the partners in this project will be spending 2017 determining the best method(s) of financing the construction of the project.

A feasibility study determining the future of water treatment for the Town will be funded in 2017. Also, additional water resources such as the Greeley-Loveland Irrigation Company will be pursued for future use. Finally, capacity increases with our treated water providers, particularly North Weld Water, will be constructed to meet current and future needs.

The proposed 2017 budget completes, through 2016 grants primarily, the upgrade of the Wastewater Treatment facility, to meet all clean water standards including the recently adopted nitrate standards. This should be the last significant improvements to the facility until either new mandates or the plant needs to be expanded.

Technology enhancements continue to be prominent in the 2017 budget. These enhancements will improve our GIS system, customer service responses, communications, and overall efficiencies in operations. The 2017 budget marks the near completion of new software being implemented throughout all services over the past five years. The future short-term challenge will be to assess our full use of the new software and to develop the future technology needs of the organization. Fiber and hardware will be a primary feature of that discussion.

The 2017 budget continues to be conscientious of maintaining the long-term sustainability of the organization that needs to meet growing demands for services. The projected budget does not

contain any extra ordinary programs or expenses other than to meet community demands. This budget continues to reflect growing with the community, not ahead or lagging.

As a result, there are a few critical perspectives brought forth in the recommended budget:

- The budget maintains flexibility and continues to save/use reserves for large projects or address emergencies as needed;
- The budget continues to treat oil/gas revenues as one-time resources for use as one-time projects. Increasing street and transportation maintenance improvements is emphasized even more in the 2017 budget;
- Wage pressures and material increases are addressed in the 2017 budget. This does seem to be a recurring issue in Northern Colorado and will be expensive to keep up with these costs.

As the Town enters into 2017, 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.

**Conclusion**

If there is any further budget issues or questions that will still need to be addressed after the budget review session there is a work session tentatively scheduled for October 17. The final budget will be adopted by the Town Board on November 28.

<b>2017 GRANTS</b>		
DOLA Public Works Facility	GIF, CIF, WF, SF	\$1,500,000
<b>TOTAL</b>		<b>\$1,500,000</b>

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>GENERAL FUND REVENUE - 01</b>							
4001-000	<i>Beginning Fund Balance</i>	5,402,059	6,992,068	8,174,221	8,744,717	8,755,162	9,468,267
<b>TAXES</b>							
4311-000	Property Tax	4,049,110	4,036,268	4,171,557	5,089,810	5,089,810	5,541,778
4312-000	Auto Tax	361,775	435,750	393,965	452,918	373,299	408,898
4313-000	Sales Tax	4,160,906	4,497,916	4,560,251	4,435,039	5,029,770	4,691,502
4314-000	Franchise Tax	1,275,008	1,424,084	1,446,170	1,409,439	1,320,521	1,508,828
	<i>Sub-Total</i>	9,846,799	10,394,019	10,571,942	11,387,206	11,813,399	12,151,006
<b>LICENSES &amp; PERMITS</b>							
4321-000	Beer & Liquor Licenses	7,362	15,083	16,698	13,280	16,496	16,092
4322-000	Building Permits	245,723	190,706	222,217	215,238	300,265	237,730
4323-000	Business & Other Licenses	29,715	27,802	25,974	27,894	26,907	26,894
	<i>Sub-Total</i>	282,800	233,591	264,889	256,412	343,668	280,716
<b>INTERGOVERNMENTAL REVENUES</b>							
4331-000	Highway Users Tax	720,033	752,948	804,927	770,151	801,946	843,629
4332-000	County Road & Bridge Tax	202,558	236,683	259,702	256,468	102,407	216,677
4333-000	Cigarette Tax	25,245	26,788	29,271	26,145	28,812	28,290
4334-910	Grants Public Works Facility	0	0	0	0	0	375,000
4335-000	Police Dept Grants	1,870	0	5,789	0	8,082	0
4356-000	Cultural Affairs Grants/Donations	613	19,002	0	0	0	0
	<i>Sub-Total</i>	950,320	1,035,421	1,099,689	1,052,764	941,247	1,463,596
<b>CHARGES FOR SERVICES</b>							
4342-000	Cemetery Revenue	53,030	42,160	70,660	50,987	74,190	62,337
4343-000	Swimming Pool	177,656	167,270	173,101	181,600	181,000	142,240
4344-000	Police Dept. Services	23,227	21,792	26,577	24,211	18,703	22,357
4346-000	Recreation Revenue	692,581	791,601	792,868	725,472	780,000	733,800
4351-000	Court of Record Costs	12,540	12,500	13,160	12,964	12,446	12,702
4366-000	Planning Fees	87,450	63,485	66,572	66,946	60,346	63,468
4383-000	Sale of Recycle Commodity	10,569	13,493	6,860	12,000	6,671	6,000
4385-000	Misc. Brush Recycling Revenue	20,913	25,917	33,066	22,000	37,502	48,000
	<i>Sub-Total</i>	1,077,967	1,138,218	1,182,863	1,096,180	1,170,858	1,090,904
<b>FINES &amp; FORFEITS</b>							
4350-000	Court Fines	171,904	175,037	180,132	174,078	166,702	173,957
	<i>Sub-Total</i>	171,904	175,037	180,132	174,078	166,702	173,957

General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
	<b>MISCELLANEOUS REVENUE</b>							
4360-000	Insurance Refund/Settlement	0	4,628	308	0	308	0	
4364-000	Interest Income	75,316	41,936	41,749	32,687	34,855	40,713	
4368-000	Miscellaneous Revenue	77,614	29,910	129,894	74,489	26,270	29,990	
4371-905	WHA Grant Proceeds	307,000	1,000	0	0	0	0	
4372-000	Transfer from Water Fund/Non-Potable	30,000	30,000	10,000	10,000	10,000	10,000	
4373-000	Transfer from Water Fund	400,654	427,907	467,114	416,028	416,028	468,533	
4374-000	Transfer from Sewer Fund	190,640	211,260	248,084	239,998	239,998	275,104	
4375-000	Transfer from Park Improvement Fund	24,246	25,601	25,873	27,172	27,172	28,286	
4380-000	Art & Heritage Miscellaneous Revenue	1,984	1,881	2,096	1,500	3,000	15,058	
4386-000	Community Events Revenue	11,949	22,205	6,715	12,750	7,969	24,600	
4388-000	Misc. Park Revenue	17,488	10,893	13,820	15,000	12,763	16,520	
4389-000	Misc. Forestry Revenue	4,731	3,420	4,480	5,000	4,988	5,360	
4391-000	DDA Administration Reimbursement	20,339	20,000	5,000	5,000	5,000	5,000	
	<i>Sub-Total</i>	1,161,962	830,642	955,134	839,624	788,351	919,164	
	<b>COLLECTIONS FOR OTHER GOVERNMENTS</b>							
4315-000	Larimer County Use Tax Collections	7,311	4,722	4,668	11,098	11,098	6,829	
4320-000	Safebuilt Building Fee Collection	144,266	178,713	109,511	183,552	257,520	181,915	
4325-000	Fire Department Fee collection	(4,575)	500	1,825	0	0	0	
4393-000	Court Fine Surcharge	0	1,320	120	0	0	480	
	<i>Sub-Total</i>	147,002	185,255	116,124	194,650	268,618	189,224	
	<b>GENERAL FUND REVENUE TOTAL</b>	13,638,754	13,992,183	14,370,773	15,000,914	15,492,844	16,268,567	
	<b>AVAILABLE RESOURCES</b>	19,040,813	20,984,251	22,544,995	23,745,631	24,248,006	25,736,834	

*Capital Improvement Fund Detail Budget*

ACCT NO	ACCOUNT NAME	CAPITAL IMPROVEMENT FUND - 04					
		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>CAPITAL IMPROVEMENT FUND REVENUE - 04</b>							
4001-000	<i>Beginning Fund Balance</i>	4,973,418	7,847,802	9,436,231	11,559,771	12,259,069	13,688,374
4313-000	Sales Tax	2,453,567	2,905,395	3,118,846	2,847,532	3,384,144	3,136,128
4317-000	Severance Tax	254,637	381,508	549,525	395,223	294,350	291,350
4318-000	Construction Use Tax	1,893,964	1,273,030	1,908,024	1,649,480	3,448,988	2,210,014
4319-000	Traffic Impact Fee	938,066	712,195	972,584	901,485	1,990,346	1,225,042
4334-000	Grants	0	10,300	0	50,000	66,600	0
4334-901	Grants Bridge	11,453	400,020	109,528	0	0	0
4334-904	Grants RR Quiet Zone	0	48,284	534,247	2,000,000	2,752,654	0
4334-910	Grants Public Works Facility	0	0	0	0	0	375,000
4335-000	Police Dept Grants	3,750	0	6,000	1,200	1,200	1,350
4336-000	Museum Grants	0	0	0	30,000	30,000	0
4342-000	I-25 Landowner Fees	12,233	(6,117)	0	0	0	0
4361-000	Gas & Oil Drilling Royalties	116,734	1,085,249	264,101	763,030	1,124,870	956,140
4362-000	Mineral Lease Revenue	117,407	163,298	1,042	0	0	0
4360-000	Insurance Refund/Settlement	0	742,389	0	0	0	0
4364-000	Interest Income	84,570	95,482	146,657	115,047	168,540	136,892
4367-000	Donations/Sponsorships	0	0	0	0	10,005	0
4370-000	Developer Contributions	581,703	753,080	1,623,074	0	0	0
4368-000	Miscellaneous Income	0	0	12,561	0	0	0
4378-000	Transfer from Storm Drainage Fund/Loan	0	0	0	102,382	102,381	102,382
4371-000	Transfer from General Fund/PW Facility	0	0	73,625	583,250	583,248	2,541,750
<b>CAPITAL IMPROVEMENT FUND REVENUE TOTAL</b>		<b>6,468,083</b>	<b>8,564,113</b>	<b>9,319,814</b>	<b>9,438,628</b>	<b>13,957,325</b>	<b>10,976,048</b>
<b>AVAILABLE RESOURCES</b>		<b>11,441,501</b>	<b>16,411,915</b>	<b>18,756,045</b>	<b>20,998,399</b>	<b>26,216,394</b>	<b>24,664,422</b>

Water Fund Detail Budget

TOWN OF WINDSOR								WATER FUND - 06	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET		
<b>WATER FUND O&amp;M REVENUE - 06</b>								<b>WATER FUND OPERATING &amp; MAINTENANCE</b>	
4001-000	<i>Beginning Fund Balance</i>	6,083,957	6,771,399	7,133,159	7,433,520	8,178,844	7,549,818		
4334-000	Grants	0	0	38,144	6,146	200,000	0		
4334-910	Grants Public Works Facility	0	0	0	0	0	187,500		
4351-000	Utility Sales	3,163,142	3,311,417	3,451,293	3,137,149	2,967,025	3,243,245		
4355-000	Meter Yokes / Materials	74,502	58,127	105,966	82,267	330,068.16	164,720.26		
4356-000	Hydrant Meter Rental	4,982	2,806	11,126	6,514	25,738	13,223		
4357-000	Water Rental	52,865	101,189	79,328	82,006	45,953	75,490		
4359-000	Tank Water Revenue	1,893	2,766	3,209	2,522	2,735	2,903		
4364-000	Interest Income	215,394	272,582	327,843	293,942	310,273	268,178		
4368-000	Miscellaneous/Service Reconnect Fees	14,790	12,385	38,632	23,118	24,035	25,017		
4385-000	Delinquent Charge	51,520	32,370	60,970	46,232	48,446	47,262		
4386-000	Construction Water	425	0	0	142	0	0		
<b>WATER FUND O&amp;M REVENUES TOTAL</b>		<b>3,579,513</b>	<b>3,793,643</b>	<b>4,116,512</b>	<b>3,680,037</b>	<b>3,954,272</b>	<b>4,027,539</b>		
<b>AVAILABLE RESOURCES</b>		<b>9,663,471</b>	<b>10,565,043</b>	<b>11,249,671</b>	<b>11,113,557</b>	<b>12,133,116</b>	<b>11,577,357</b>		
<b>WATER PLANT INVESTMENT FEES REVENUES</b>								<b>WATER INVESTMENT FEE</b>	
4001-000	<i>Beginning Fund Balance</i>	7,173,853	7,778,762	4,922,004	5,664,027	5,850,685	8,879,170		
4334-906	Grant / Water Tank	0	455,065	171,641	0	0	0		
4334-910	Grants Public Works Facility	0	0	0	0	0	187,500		
4352-000	Plant Investment Fees	779,352	534,262	1,295,970	1,003,729	3,816,433	1,827,755		
4367-000	Contributions- Developers	214,900	300,210	492,119	0	0	0		
4374-000	Transfer from Capital Imp Fund	62,653	60,481	65,833	65,833	65,833	65,833		
<b>WATER PLANT INVEST FEE REVENUES TOTAL</b>		<b>1,056,905</b>	<b>1,350,019</b>	<b>2,025,563</b>	<b>1,069,562</b>	<b>3,882,266</b>	<b>2,081,088</b>		
<b>AVAILABLE RESOURCES</b>		<b>8,230,758</b>	<b>9,128,781</b>	<b>6,947,567</b>	<b>6,733,589</b>	<b>9,732,951</b>	<b>10,960,259</b>		
<b>WATER PLANT INVESTMENT FEES REVENUES - NISP</b>								<b>WATER PLANT INVESTMENT FEE NISP</b>	
4001-000	<i>Beginning Fund Balance</i>	0	0	0	0	(167,475)	(368,825)		
4352-909	Plant Investment Fees	0	0	47,025	87,400	87,400	99,275		
<b>WATER PLANT INVEST FEE - NISP REVENUES TOTAL</b>		<b>0</b>	<b>0</b>	<b>47,025</b>	<b>87,400</b>	<b>87,400</b>	<b>99,275</b>		
<b>AVAILABLE RESOURCES</b>		<b>0</b>	<b>0</b>	<b>47,025</b>	<b>87,400</b>	<b>(80,075)</b>	<b>(269,550)</b>		

*Sewer Fund Detail Budget*

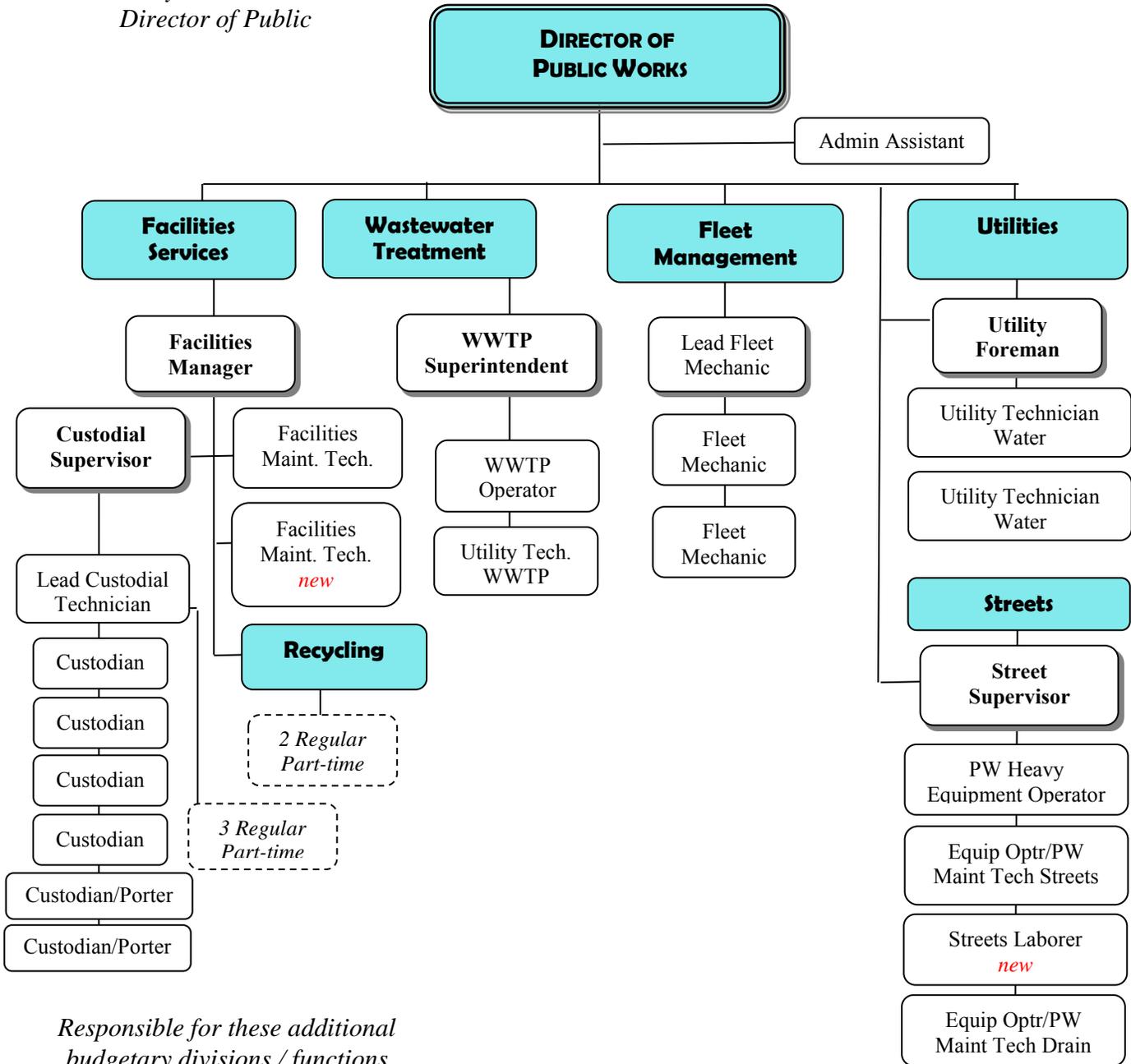
TOWN OF WINDSOR							SEWER FUND - 07	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
<b>SEWER FUND OPERATING &amp; MAINTENANCE REVENUE - 07</b>							<b>SEWER FUND OPERATING &amp; MAINTENANCE</b>	
4001-000	<i>Beginning Fund Balance</i>	3,107,297	3,672,222	4,218,233	4,350,587	4,593,033	3,968,606	
4351-000	Utility Sales	1,733,967	1,817,815	1,997,705	1,810,456	1,984,045	1,933,188	
4334-000	Grants	0	0	144,317	0	0	0	
4334-910	Grants Public Works Facility	0	0	0	0	0	187,500	
4364-000	Interest Income	3,764	728	981	827	2,635	1,448	
4368-000	Miscellaneous Revenue	9,880	11,875	22,784	0	0	0	
4361-000	Gas & Oil Drilling Royalties	31,500	22,494	63,273	40,227	4,047	4,000	
<b>SEWER FUND O&amp;M TOTAL REVENUE</b>		<b>1,779,111</b>	<b>1,852,912</b>	<b>2,229,059</b>	<b>1,851,510</b>	<b>1,990,727</b>	<b>2,126,136</b>	
<b>AVAILABLE RESOURCES</b>		<b>4,886,408</b>	<b>5,525,135</b>	<b>6,447,293</b>	<b>6,202,097</b>	<b>6,583,760</b>	<b>6,094,742</b>	
<b>SEWER PLANT INVESTMENT FEES REVENUES - 07</b>							<b>SEWER PLANT INVESTMENT FEE</b>	
4001-000	<i>Beginning Fund Balance</i>	3,954,693	3,710,968	3,916,535	4,604,767	4,730,823	7,225,485	
4334-907	Grants/Nutrient	0	55,014	333,794	402,000	505,792	0	
4334-910	Grants Public Works Facility	0	0	0	0	0	187,500	
4352-000	Plant Investment Fees	635,408	458,274	1,044,198	846,714	2,834,606	1,445,693	
4364-007	PI Interest Income	6,409	1,239	1,671	1,407	4,771	4,486	
4367-000	Contributions- Developers	237,413	72,173	473,078	0	0	0	
<b>SEWER INVESTMENT FEE REVENUE TOTAL</b>		<b>879,230</b>	<b>586,700</b>	<b>1,852,741</b>	<b>1,250,121</b>	<b>3,345,169</b>	<b>1,637,679</b>	
<b>AVAILABLE RESOURCES</b>		<b>4,833,923</b>	<b>4,297,668</b>	<b>5,769,276</b>	<b>5,854,888</b>	<b>8,075,992</b>	<b>8,863,163</b>	

Storm Drainage Fund Detail Budget

TOWN OF WINDSOR							STORM DRAINAGE FUND - 08	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
<b>STORM DRAINAGE O&amp;M REVENUE - 08</b>							<b>STORM DRAIN OPERATING &amp; MAINTENANCE</b>	
4001-000	<i>Beginning Fund Balance</i>	234,836	286,174	345,720	504,884	529,144	606,266	
4334-000	Grants	0	0	0	0	0	10,000	
4349-000	Stormwater Service	240,669	197,147	237,561	217,824	225,640	220,116	
4361-000	Mosquito Control Service	88,636	94,951	98,427	95,040	102,306	102,276	
4368-000	Miscellaneous Income	0	0	(4)	0	4,632	0	
4368-800	Miscellaneous Income - PIF	0	30,321	70,916	30,000	51,647	0	
<b>STORM DRAIN O&amp;M TOTAL REVENUE</b>		<b>329,305</b>	<b>322,419</b>	<b>406,900</b>	<b>342,864</b>	<b>384,226</b>	<b>332,392</b>	
<b>RESOURCES AVAILABLE</b>		<b>564,141</b>	<b>608,594</b>	<b>752,621</b>	<b>847,747</b>	<b>913,370</b>	<b>938,659</b>	
<b>STORM DRAIN INVESTMENT FEES REVENUE</b>							<b>PLANT INVESTMENT FEES</b>	
4001-000	<i>Beginning PI Fund Balance</i>	1,613,890	2,096,442	2,493,503	1,070,182	2,327,745	360,949	
4334-908	Grants / Law Basin FEMA PDM & CDBG	0	156,460	1,048,516	1,377,923	1,707,352	0	
4352-000	Storm Drain Investment Fees	676,681	704,342	702,575	713,903	972,564	793,160	
4364-000	Storm Drain Invest Interest Income	628	545	847	708	2,300	1,231	
4374-000	Transfer from Capital Improvement Fund	0	0	504,814	0	0	0	
4367-000	Developer Contributions	53,794	52,004	215,184	0	0	0	
<b>STORM DRAIN INVESTMENT REVENUES TOTAL</b>		<b>731,102</b>	<b>913,352</b>	<b>2,471,935</b>	<b>2,092,535</b>	<b>2,682,216</b>	<b>794,391</b>	
<b>AVAILABLE RESOURCES</b>		<b>2,344,993</b>	<b>3,009,793</b>	<b>4,965,438</b>	<b>3,162,716</b>	<b>5,009,961</b>	<b>1,155,340</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)**

**Overview**

The Town of Windsor Public Works Department oversees the management of the Town’s water, sewer, storm drain, and transportation systems, along with maintenance of public areas. The Public Works Department’s projects and services are vital to the growth, health, safety, and quality of life for the community.

**Responsibilities**

- Monitors approximately 600 million gallons of water that flows into the Town from outside providers each year
- Operates a 2.8 million gallons per day wastewater treatment facility
- Maintains the current 145 miles of streets in Windsor
- Operates a fleet of snow fighting / removal equipment that includes five snow plow trucks each equipped with sanders, five pickup plows, two backhoes, one four wheel drive tractor with snow blower, one motor grader, and one front-end loader
- Develops an oversight and reinvestment program for infrastructure in the Town's older areas and provide a capital budget plan for streets
- Responsible for the structural system maintenance and custodial needs of all town facilities
- Oversees the Brush Recycling Site & Recycling Center

The Public Works Department consists of the following divisions:

- Facilities Division
- Fleet Management
- Stormwater Division
- Streets Division
- Water /Sewer Divisions
- and works closely with the Utility Services Division

*BUDGET TRENDS/ RELATIONSHIP TO STRATEGIC PLAN*

The Public Works Department is directly tied to the Strategic Plan performance commitment “thoughtful framework and supportive infrastructure.” The overall goal of the department is to provide the delivery of high quality, cost effective, efficient, and safe services to enhance the quality of life in Windsor. In 2017, staff plans to modify a few operational functions. The department will shift to an on-call model for all employees. This will ensure trained personnel are ready to respond to incidences, rather than requiring only a handful of employees responding to every call. The Fleet Division has shifted to a data-driven model to determine the useful life of town vehicles. This will ensure vehicles are being replaced in a more cost effective manner. The Facilities Division recommends increasing fees at the brush site. This fee increase is to account for the rising cost to haul off brush and recycling onsite. Staff would like to cover the cost for operating the brush and recycling site. A new program will include contracting out the inspection of grease traps at local restaurants. This is to comply with new state regulations.

General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
<b>RECYCLING EXPENDITURES - 428</b>								
5112-000	Wages / Part Time	14,440	14,823	15,338	12,200	18,678	16,339	
5121-000	Wages / Over Time	63	31	13	0	60	0	
5130-000	FICA-Med	204	215	221	177	263	237	
5131-000	FICA	871	917	947	756	1,125	1,013	
5141-000	Uniform/Clothing Allowance	0	0	46	250	250	250	
5134-000	Unemployment Insurance	42	44	0	37	56	49	
	<i>Personal Services Total</i>	15,619	16,030	16,566	13,420	20,432	17,888	
6224-000	Trash Services - recycling	16,132	16,143	14,392	13,000	9,377	10,000	
6228-000	Brush Removal / Compost	11,500	26,932	34,895	21,000	35,000	35,000	
6241-000	Land Maintenance	0	1,310	0	0	0	0	
6253-000	Contract Service	535	796	2,923	3,000	3,000	3,000	
6260-000	Utilities	361	449	478	525	525	525	
6267-000	Printing/Binding	0	275	0	0	0	0	
	<i>Operating &amp; Maintenance Total</i>	28,528	45,905	52,689	37,525	47,902	48,525	
<b>RECYCLING EXPENDITURES TOTAL</b>		44,147	61,936	69,255	50,945	68,334	66,413	

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>STREETS &amp; ALLEYS EXPENDITURES - 429</b>							
5111-000	Wages / Full Time	91,002	94,734	190,160	212,907	206,272	233,547
5112-000	Wages / Part Time	8,025	10,935	5,033	7,000	7,834	10,164
5121-000	Wages / Over Time	11,699	8,294	10,220	8,200	8,200	10,220
5122-000	On Call Time	1,453	1,202	1,111	1,990	1,548	6,656
5114-000	Merit Pay	0	0	0	5,658	0	4,031
5126-000	Short Term Disability	0	0	142	151	266	207
5127-000	Long Term Disability	405	423	812	1,035	830	1,097
5128-000	Vision Insurance	206	227	470	593	366	582
5130-000	FICA-Med	1,595	1,632	2,741	3,418	3,234	3,837
5131-000	FICA	6,821	6,976	11,719	14,617	13,827	16,406
5132-000	Medical Insurance	16,738	18,341	44,609	57,784	46,184	58,270
5133-000	Employee Retirement	4,501	4,584	8,997	11,656	9,290	11,532
5134-000	Unemployment Insurance	325	330	586	707	658	794
5135-000	Workers Compensation Insurance	10,328	9,521	12,355	9,974	11,780	8,240
5136-000	Dental Insurance	1,497	1,501	3,415	3,888	3,034	3,912
5137-000	Staff Development	1,420	1,165	1,719	1,800	1,800	3,000
5138-000	Life Insurance	245	232	445	586	452	598
5141-000	Uniform/Clothing Allowance	1,320	717	1,376	1,600	1,600	375
5144-000	Employee Assistance Administration	71	78	120	194	195	194
	<i>Personal Services Total</i>	157,649	160,892	296,030	343,759	317,369	373,664
6210-000	Office Supplies	393	297	362	300	900	1,200
6216-000	Reference Books/Materials	0	0	0	100	75	100
6217-000	Dues/Fees/Subscriptions	0	0	90	100	65	100
6218-000	Small Equipment Items	8,169	6,774	6,726	7,500	7,400	7,500
6241-000	Land Maintenance	44,247	70,596	73,188	70,000	70,000	81,000
6242-000	Street Repair/Maintenance	128,107	248,525	191,534	227,700	227,700	232,700
6243-000	Weed Control	7,357	4,826	6,758	9,000	9,000	9,000
6246-000	Liability Insurance	4,646	5,164	5,436	6,579	5,556	6,554
6248-000	Signs	25,711	19,359	17,109	25,000	25,000	25,000
6249-000	Leases/Rentals	0	0	0	0	1,000	1,500
6253-000	Contract Services	0	28,243	20,284	22,800	27,769	43,000
6256-000	Publishing/Recording	21	0	0	100	23	100
6260-000	Utilities	423,864	433,008	327,812	350,000	317,642	320,000
6261-000	Telephone Services	1,636	1,475	3,256	1,500	3,550	3,600
6262-000	Radio Expense	0	962	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	644,152	819,229	652,555	720,679	695,679	731,354
7010-000	Fleet Transfer	160,369	152,628	152,628	152,628	152,628	89,390
	<i>Interfund Loans &amp; Transfers Total</i>	160,369	152,628	152,628	152,628	152,628	89,390
<b>STREETS &amp; ALLEYS EXPENDITURES TOTAL</b>		962,170	1,132,749	1,101,213	1,217,066	1,165,676	1,194,408

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>PUBLIC WORKS ADMINISTRATION EXPENDITURES - 430</b>							
5111-000	Wages / Full Time	186,036	193,887	174,029	151,358	156,631	155,249
5112-000	Wages / Part Time	1,988	0	0	0	0	0
5121-000	Wages / Over Time	653	0	0	0	0	0
5122-000	On Call	103	0	0	0	0	0
5114-000	Merit Pay	0	0	0	4,541	0	4,657
5126-000	Short Term Disability	145	195	39	0	0	0
5127-000	Long Term Disability	708	885	617	685	679	722
5128-000	Vision Insurance	138	115	224	223	211	172
5130-000	FICA-Med	2,628	2,678	2,466	2,261	2,203	2,319
5131-000	FICA	11,238	11,449	10,543	9,666	9,420	9,914
5132-000	Medical Insurance	13,590	19,168	21,031	20,564	13,014	14,819
5133-000	Employee Retirement	5,253	6,445	8,640	9,354	9,300	9,594
5134-000	Unemployment Insurance	519	520	563	468	424	480
5135-000	Workers Compensation Insurance	10,492	10,336	9,871	5,848	7,166	4,802
5136-000	Dental Insurance	1,303	1,552	1,290	1,080	668	805
5137-000	Staff Development	1,642	2,270	2,404	2,000	2,000	3,600
5138-000	Life Insurance	423	481	408	381	370	391
5141-000	Uniform/Clothing Allowance	268	1,009	402	625	625	625
5144-000	Employee Assistance Administration	94	77	58	78	47	78
	<i>Personal Services Total</i>	237,220	251,067	232,584	209,131	202,760	208,226
6210-000	Office Supplies	1,779	1,592	1,541	1,800	1,744	1,800
6213-000	Public Relations	743	549	361	500	552	2,000
6216-000	Reference Books/Materials	0	1,109	607	750	0	500
6217-000	Dues/Fees/Subscriptions	7,549	681	712	1,000	859	1,000
6218-000	Small Equipment Items	346	686	2,417	1,275	1,275	1,275
6224-000	Trash Service	645	536	585	600	585	800
6229-000	Building Maintenance Supplies	0	547	1,774	550	350	550
6232-000	Building Repairs/Maintenance	0	1,493	1,165	4,000	2,371	4,000
6246-000	Liability Insurance	6,039	6,650	7,065	8,550	7,463	8,517
6253-000	Contract Service	10,573	6,817	3,192	5,000	5,000	7,500
6260-000	Utilities	15,678	22,063	16,285	22,000	22,000	22,000
6261-000	Telephone Services	6,255	4,672	3,642	3,800	3,400	3,800
6262-000	Radio Expense	575	0	5,466	500	0	500
6263-000	Postage	628	781	412	350	500	500
	<i>Operating &amp; Maintenance Total</i>	50,809	48,176	45,224	50,675	46,099	54,742
7010-000	Fleet Transfer	36,914	34,512	34,512	34,512	34,512	14,750
7011-000	Information Tech Transfer	101,023	92,021	104,563	71,007	71,007	124,551
	<i>Interfund Loans &amp; Transfers Total</i>	137,937	126,533	139,075	105,519	105,519	139,301
<b>PUBLIC WORKS ADMINISTRATION EXPENDITURES TOTAL</b>		425,967	425,776	416,883	365,326	354,378	402,270

Capital Improvement Fund Detail Budget

		CAPITAL IMPROVEMENT FUND - 04					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>STREETS - 429</b>							
6218-000	Small Equipment Items	0	0	13,301	8,000	7,976	0
	<i>Small Equipment Total</i>	0	0	13,301	8,000	7,976	0
6419-000	Impact Fee Reimburse Reserve O&M	0	0	0	0	0	375,000
6241-000	Land Maintenance	0	0	38,300	75,000	30,000	45,000
6242-000	Street Repair/Maintenance	255,562	351,451	503,222	730,000	666,154	1,835,833
6267-000	Study Review/Consultant	4,988	0	14,991	0	0	170,000
6267-904	Study Review	150,000	800	0	0	0	0
6278-000	Street Repair Pavement Mgmt	888,989	1,189,791	1,193,180	1,500,000	1,867,208	1,800,000
	<i>Operating &amp; Maintenance Total</i>	1,299,539	1,542,043	1,749,693	2,305,000	2,563,362	4,225,833
7234-000	Developer Reimbursements	0	0	1,623,074	0	0	0
	<i>Loans &amp; Transfers Total</i>	0	0	1,623,074	0	0	0
8410-000	Land	6,935	3,088	1,000	0	768	0
8412-000	Site Improvements	(55,203)	0	0	0	0	0
8412-804	Eagle Crossing Street Improv.	490,097	0	0	0	0	0
8412-805	Eagle Crossing Water Improv.	119,070	0	0	0	0	0
8412-806	Eagle Crossing Sewer Improv.	33,175	0	0	0	0	0
8419-000	Impact Fee Reimburse Reserve	0	321,997	84,911	2,597,660	3,170,997	424,110
8440-000	Machinery & Equipment	0	63,423	280,496	32,000	0	2,500
8445-000	Street Improvements	885,450	1,554,643	217,596	1,168,660	964,263	1,195,019
8445-901	Street Improvements-WCR21 Bridge	80,962	305,720	255,672	0	0	0
8445-903	I-25/SH392 Enhancements	71,328	9,988	60,378	0	0	0
8445-904	Street Improvements-RR Quiet Zone	0	48,284	515,567	2,200,000	2,380,000	0
	<i>Capital Outlay Total</i>	1,631,814	2,307,145	1,415,618	5,998,320	6,516,027	1,621,628
<b>STREETS TOTAL</b>		<b>2,931,353</b>	<b>3,849,187</b>	<b>4,801,686</b>	<b>8,311,320</b>	<b>9,087,366</b>	<b>5,847,461</b>
<b>PUBLIC WORKS Department - 430</b>							
6218-000	Small Equipment	0	4,930	0	0	0	0
	<i>Small Equipment Total</i>	0	4,930	0	0	0	0
6267-000	Study Review/Consultant	4,117	16,483	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	4,117	16,483	0	0	0	0
8420-000	Buildings & Structures	0	0	171,420	1,166,500	0	
8420-910	Buildings & Structures/Public Wks Facility	0	0	0	0	1,166,500	5,833,500
8431-000	Furniture & Fixtures	0	0	5,989	0	0	0
	<i>Capital Outlay Total</i>	0	0	177,408	1,166,500	1,166,500	5,833,500
<b>PUBLIC WORKS DEPARTMENT TOTAL</b>		<b>4,117</b>	<b>21,413</b>	<b>177,408</b>	<b>1,166,500</b>	<b>1,166,500</b>	<b>5,833,500</b>

*Capital Improvement Fund Detail Budget*

		CAPITAL IMPROVEMENT FUND - 04					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>ART &amp; HERITAGE - 456</b>							
6218-000	Small Equipment	0	3,049	517	6,250	6,250	12,000
	<i>Small Equipment Total</i>	0	3,049	517	6,250	6,250	12,000
6232-000	Building Repairs/Maintenance	0	0	0	0	0	50,000
6267-000	Study Review/Consultant	20,181	0	0	40,000	40,000	0
6444-000	ADA Compliance Repair	0	175	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	20,181	175	0	40,000	40,000	50,000
8412-000	Site Improvements	0	57,147	28,529	82,645	82,645	15,000
	<i>Capital Outlay Total</i>	0	57,147	28,529	82,645	82,645	15,000
<b>ART &amp; HERITAGE TOTAL</b>		<b>20,181</b>	<b>60,371</b>	<b>29,045</b>	<b>128,895</b>	<b>128,895</b>	<b>77,000</b>
<b>TOWN HALL - 457</b>							
6218-000	Small Equipment	2,641	0	0	0	0	0
	<i>Small Equipment Total</i>	2,641	0	0	0	0	0
6232-000	Building Repairs/Maintenance	0	835,634	0	0	0	28,000
6241-000	Land Maintenance	0	0	0	0	0	100,000
6444-000	ADA Compliance Repair	63	550	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	63	836,184	0	0	0	128,000
8431-000	Furniture & Fixtures	10,371	6,215	0	0	22,333	0
8440-000	Machinery & Equipment	0	0	0	218,368	218,368	15,000
	<i>Capital Outlay Total</i>	10,371	6,215	0	218,368	240,701	15,000
<b>TOWN HALL TOTAL</b>		<b>13,075</b>	<b>842,398</b>	<b>0</b>	<b>218,368</b>	<b>240,701</b>	<b>143,000</b>
<b>CHIMNEY PARK - 454</b>							
6242-463	Street Repairs	0	0	0	15,000	15,000	0
6444-463	ADA Compliance Repair	6,103	0	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	6,103	0	0	15,000	15,000	0
8412-463	Site Improvement	0	0	6,258	27,310	54,508	0
8440-463	Machinery & Equipment	0	0	0	0	0	30,000
8444-463	ADA Site Improvement	22,783	0	0	0	0	0
	<i>Capital Outlay Total</i>	22,783	0	6,258	27,310	54,508	30,000
<b>CHIMNEY PARK TOTAL</b>		<b>28,885</b>	<b>0</b>	<b>6,258</b>	<b>42,310</b>	<b>69,508</b>	<b>30,000</b>

*Capital Improvement Fund Detail Budget*

<b>WINDSOR HIGHLANDS PARK TOTAL</b>		0	17,147	0	0	0	0
<b>COMMUNITY RECREATION CENTER - 490</b>							
6218-000	Small Equipment Items	8,442	2,946	2,058	1,650	1,650	0
	<i>Small Equipment Total</i>	8,442	2,946	2,058	1,650	1,650	0
6232-000	Building Repairs/Maintenance	7,600	19,897	0	0	0	3,000
6267-000	Study Review/Consultant	11,839	0	0	0	0	0
6444-000	ADA Compliance Repair	1,239	0	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	20,678	19,897	0	0	0	3,000
8420-000	Building/Structures	0	52,123	0	0	0	0
	<i>Capital Outlay Total</i>	0	52,123	0	0	0	0
<b>COMMUNITY RECREATION CENTER TOTAL</b>		29,121	74,966	2,058	1,650	1,650	3,000
<b>FACILITY SERVICES - CUSTODIAL - 496</b>							
6218-000	Small Equipment	0	0	0	4,700	4,700	3,076
	<i>Small Equipment Total</i>	0	0	0	4,700	4,700	3,076
8440-000	Machinery & Equipment	0	0	8,523	0	0	0
	<i>Capital Outlay Total</i>	0	0	8,523	0	0	0
<b>FACILITY SERVICES - CUSTODIAL TOTAL</b>		0	0	8,523	4,700	4,700	3,076

*Water Fund Detail Budget*

TOWN OF WINDSOR		WATER FUND - 06					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>WATER FUND O&amp;M EXPENDITURES 06</b>							
<b>WATER SYSTEM - 471</b>							
5111-000	Wages / Full Time	136,315	152,545	82,330	110,290	92,508	113,365.90
5121-000	Wages / Over Time	4,219	4,141	5,028	3,000	3,000	3,000.00
5122-000	On Call Time	1,982	2,194	1,521	1,800	2,272	3,328.00
5114-000	Merit Pay	0	0	0	3,309	0	2,290.88
5126-000	Short Term Disability	0	0	0	106	21	78.60
5127-000	Long Term Disability	616	701	459	476	409	505.68
5128-000	Vision Insurance	309	392	199	296	230	318.33
5130-000	FICA-Med	1,985	2,266	1,474	1,717	1,403	1,768.78
5131-000	FICA	8,488	9,688	6,304	7,341	6,001	7,563.06
5132-000	Medical Insurance	26,882	35,078	26,164	29,381	23,658	31,730.28
5133-000	Employee Retirement	6,757	6,643	4,108	6,816	4,250	6,384.36
5134-000	Unemployment Insurance	368	423	313	355	282	365.95
5135-000	Workers Compensation Insurance	6,313	7,025	3,672	3,467	3,655	2,089.58
5136-000	Dental Insurance	2,217	2,548	1,835	1,860	1,359	2,065.53
5137-000	Staff Development	1,275	1,546	2,955	2,875	2,100	2,000.00
5138-000	Life Insurance	378	382	250	278	222	274.05
5141-000	Uniform/Clothing Allowance	943	1,294	1,121	1,200	1,200	1,200.00
5144-000	Employee Assistance Administration	107	149	143	97	153	97.20
	<i>Personal Services Total</i>	199,153	227,014	137,877	174,663	142,723	178,426

*Water Fund Detail Budget*

TOWN OF WINDSOR		WATER FUND - 06					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
6210-000	Office Supplies	294	793	522	750	750	750
6213-000	Public Relations	2,637	2,555	440	3,000	1,200	1,500
6214-000	Board Development	68	2,184	1,987	250	50	250
6216-000	Reference Books/Materials	446	478	0	300	300	300
6217-000	Dues/Fees/Subscriptions	6,469	5,370	2,118	2,500	3,286	1,500
6218-000	Small Equipment Items	8,577	8,006	5,919	18,450	18,450	21,500
6232-000	Building Repair/Maintenance	1,314	772	16,115	17,250	17,250	17,250
6237-000	Lines Maintenance	91,440	12,095	28,012	40,000	30,555	30,000
6238-000	Hydrant Repair/Maintenance	3,123	522	1,116	3,750	1,000	2,000
6239-000	Meter Repair/Maintenance	108,333	60,079	92,413	65,723	175,056	182,200
6244-000	Assessments	181,732	187,974	221,200	214,400	225,861	250,000
6246-000	Liability Insurance	24,556	18,789	21,740	26,311	22,965	26,209
6253-000	Contract Services	19,105	29,620	30,043	37,240	33,000	53,940
6256-000	Publishing/Recording	139	144	199	100	525	100
6260-000	Utilities	13,183	12,732	13,660	15,500	11,000	12,000
6261-000	Telephone Services	1,328	1,220	1,443	1,330	1,500	1,500
6263-000	Postage	14,136	13,840	13,601	11,980	11,980	12,500
6264-000	Printing/Binding	7,956	7,960	7,445	6,847	4,228	6,847
6265-000	Potable Water Purchase	1,618,312	1,705,053	1,821,320	1,943,600	1,908,344	1,974,688
6267-000	Study Review/Consultant	8,027	0	40,842	41,796	0	66,270
6272-000	Lab Tests	6,880	7,496	18,634	16,500	13,650	16,500
	<i>Operating &amp; Maintenance Total</i>	2,118,055	2,077,679	2,338,768	2,467,577	2,480,949	2,677,804
7010-000	Fleet Transfer	71,665	69,215	69,215	69,215	69,215	41,548
7011-000	Information Tech Transfer	16,328	15,946	16,072	16,845	16,845	24,015
7302-000	Administration Exp Transfer/Gen Fund	400,654	427,907	467,114	416,028	416,028	468,533.4
7810-000	Fleet Capital Contribution	0	25,000	0	0	0	0
	<i>Interfund Loans &amp; Transfers Total</i>	488,647	538,068	552,401	502,088	502,088	534,096
8420-910	Building/PW Maint Facility	0	0	0	583,250	583,250	1,458,375
8440-000	Machinery/Equipment	0	0	37,655	25,000	24,538	0
8456-000	System Improvements	0	0	0	0	0	249,995
8457-000	Replacement Lines	86,216	589,122	4,125	798,000	849,750	0
	<i>Capital Outlay Total</i>	86,216	589,122	41,780	1,406,250	1,457,538	1,708,370
<b>WATER FUND O&amp;M EXPENDITURES TOTAL</b>		2,892,071	3,431,883	3,070,827	4,550,578	4,583,298	5,098,697

Sewer Fund Detail Budget

TOWN OF WINDSOR		SEWER FUND - 07					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>SEWER FUND OPERATING &amp; MAINTENANCE EXPENDITURES - 07</b>							
<b>SEWER SYSTEM - 481</b>							
5111-000	Wages / Full Time	47,336	85,102	113,152	113,339	130,274	124,905
5112-000	Wages / Part Time	7,729	0	0	0	0	0
5121-000	Wages / Over Time	3,777	4,252	6,674	3,500	5,746	5,000
5122-000	On Call Time	1,603	1,884	1,920	2,500	5,443	3,328
5114-000	Merit Pay	0	0	0	3,400	0	3,747
5126-000	Short Term Disability	0	0	0	0	0	0
5127-000	Long Term Disability	217	380	455	491	578	581
5128-000	Vision Insurance	111	193	273	296	292	381
5130-000	FICA-Med	862	1,312	1,643	1,780	2,081	1,986
5131-000	FICA	3,688	5,612	7,024	7,610	8,626	8,493
5132-000	Medical Insurance	11,666	17,772	24,915	29,381	35,637	37,999
5133-000	Employee Retirement	2,377	3,198	4,487	7,004	7,927	7,719
5134-000	Unemployment Insurance	175	264	345	368	401	411
5135-000	Workers Compensation Insurance	1,833	3,192	2,936	2,691	2,838	2,258
5136-000	Dental Insurance	1,137	1,490	1,762	1,860	2,248	2,646
5137-000	Staff Development	0	450	590	500	686	500
5138-000	Life Insurance	133	208	248	286	316	315
5141-000	Uniform/Clothing Allowance	397	855	1,171	800	800	800
5144-000	Employee Assistance Administration	36	65	68	97	47	97
	<i>Personal Services Total</i>	83,075	126,230	167,661	175,904	203,940	201,167
6210-000	Office Supplies	51	162	308	150	150	150
6216-000	Reference Books/Materials	0	167	0	100	100	100
6217-000	Dues/Fees/Subscriptions	85	0	19	50	88	50
6218-000	Small Equipment Items	3,710	2,241	5,868	16,400	16,400	5,300
6232-000	Building Repairs/Maintenance	0	0	7,530	7,000	3,000	2,000
6237-000	Lines Repair/Maintenance.	3,645	12,377	22,457	12,000	53,926	12,000
6246-000	Liability Insurance	13,272	13,233	15,528	18,793	16,403	18,720
6249-000	Leases/Rentals	0	0	0	500	0	500
6253-000	Contract Services	10,133	23,927	11,989	24,400	19,928	39,900
6260-000	Utilities	8,319	9,042	7,782	8,384	8,300	8,384
6261-000	Telephone Services	4,127	3,940	6,305	5,290	5,466	5,290
6263-000	Postage	11,394	10,983	12,278	10,500	10,885	10,500
6264-000	Printing/Binding	7,831	6,883	7,705	6,300	6,063	6,300
6271-000	Lift Station Repair/Rehab	4,921	6,249	8,343	40,000	37,699	12,700
	<i>Operating &amp; Maintenance Total</i>	67,489	89,203	106,111	149,867	178,407	121,894
7010-000	Fleet Transfer	64,939	63,207	63,207	63,207	63,207	63,207
7302-000	Administration Exp Transfer/Gen Fund	190,640	211,260	248,084	239,998	239,998	275,104.4
	<i>Interfund Loans &amp; Transfers Total</i>	255,579	274,467	311,291	303,205	303,205	338,312

Sewer Fund Detail Budget

TOWN OF WINDSOR							SEWER FUND - 07	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
8420-000	Building/Structures	0	0	0	583,250	0	0	
8420-910	Building/PW Maint Facility	0	0	0	0	583,250	0	
8440-000	Machinery & Equipment	64,382	0	0	515,000	350,457	0	
8456-000	System Improvements	0	0	0	0	0	0	
8457-000	Replacement Lines	99,330	10,424	395,065	123,370	123,370	0	
	<i>Capital Outlay Total</i>	163,712	10,424	395,065	1,221,620	1,057,077	0	
<b>SEWER SYSTEM O&amp;M EXPENDITURES TOTAL</b>		569,855	500,323	980,127	1,850,596	1,742,629	661,373	
<b>DISPOSAL PLANT - 482</b>								
5111-000	Wages / Full Time	117,558	112,278	102,240	124,703	130,378	128,352	
5121-000	Wages / Over Time	788	597	827	1,000	742	1,000	
5122-000	On Call Time	1,545	1,780	0	2,100	500	3,500	
5114-000	Merit Pay	0	0	0	3,741	0	3,851	
5126-000	Short Term Disability	0	0	0	0	0	0	
5127-000	Long Term Disability	529	489	558	560	546	597	
5128-000	Vision Insurance	207	208	227	229	207	172	
5130-000	FICA-Med	1,665	1,520	1,734	1,907	1,868	1,982	
5131-000	FICA	7,121	6,499	7,413	8,156	7,987	8,476	
5132-000	Medical Insurance	21,810	22,134	26,533	29,439	25,456	22,140	
5133-000	Employee Retirement	5,793	5,236	6,110	7,707	7,823	7,932	
5134-000	Unemployment Insurance	332	297	368	395	366	410	
5135-000	Workers Compensation Insurance	3,890	4,499	3,283	2,961	3,122	2,320	
5136-000	Dental Insurance	1,857	1,714	1,792	1,860	967	1,202	
5137-000	Staff Development	994	620	1,093	1,500	1,500	1,500	
5138-000	Life Insurance	318	267	305	314	297	323	
5141-000	Uniform/Clothing Allowance	769	515	768	800	800	800	
5144-000	Employee Assistance Administration	71	78	78	78	89	78	
	<i>Personal Services Total</i>	165,246	158,730	153,330	187,449	182,648	184,634	

Sewer Fund Detail Budget

TOWN OF WINDSOR		SEWER FUND - 07					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
6210-000	Office Supplies	540	513	681	800	800	800
6213-000	Public Relations	0	0	80	100	0	100
6216-000	Reference Books/Materials	0	0	0	200	200	200
6217-000	Dues/Fees/Subscriptions	6,470	12,149	13,143	12,000	12,000	12,000
6218-000	Small Equipment Items	1,468	3,291	4,713	8,000	8,000	12,000
6219-000	Special Equipment	599	2,437	1,401	1,750	1,750	1,750
6222-000	Chemicals	1,400	1,236	1,124	1,400	1,400	6,400
6224-000	Trash Services	416	356	413	500	500	500
6232-000	Building Repairs/Maintenance.	2,560	1,564	1,383	5,000	5,000	5,000
6233-000	Sewer Plant Repair/Maintenance.	138,634	210,033	327,839	336,500	326,000	326,000
6240-000	Equipment Repairs	8,216	65,058	72,709	12,500	12,500	41,100
6246-000	Liability Insurance	13,680	9,031	10,598	12,826	11,195	12,776
6249-000	Leases/Rentals	16	0	44	300	0	300
6253-000	Contract Services	256	166	1,896	500	1,664	7,950
6256-000	Publishing/Recording	0	0	0	150	150	150
6260-000	Utilities	197,602	197,386	206,704	200,000	200,000	200,000
6261-000	Telephone Services	4,405	3,517	3,799	4,000	4,100	4,000
6267-907	Study Review/Consultant	3,400	48,521	0	0	0	0
6272-000	Lab Tests	14,820	15,906	19,445	13,000	14,500	14,500
	<i>Operating &amp; Maintenance Total</i>	394,481	571,166	665,971	609,526	599,759	645,526
7010-000	Fleet Transfer	34,463	32,848	32,848	32,848	32,848	32,848
7011-000	Information Tech Transfer	22,471	21,585	21,983	13,878	13,878	19,261
	<i>Non-Operating Total</i>	56,934	54,433	54,831	46,726	46,726	52,109
8433-000	Sewer Plant	0	0	0	0	0	0
8440-000	Machinery & Equipment	27,669	22,249	0	40,000	43,392	0
	<i>Capital Outlay Total</i>	27,669	22,249	0	40,000	43,392	0
<b>DISPOSAL PLANT O&amp;M</b>							
<b>EXPENDITURES TOTAL</b>		644,330	806,578	874,133	883,702	872,525	882,269
<b>PLANT INVESTMENT FEES EXPENDITURES - 07</b>							
7324-000	Interest Expense/Revolve Loan (482)	54,703	51,998	48,023	44,269	44,269	40,864
7354-000	Principal Expense/Revolve Loan (482)	178,425	178,425	184,373	190,320	190,320	190,320
	<i>Non-Operating Total</i>	233,128	230,423	232,396	234,589	234,589	231,184
8420-910	Building/PW Maint Facility	0	0	0	0	0	0
8433-000	Sewer Plant Improvements (482)	0	0	0	35,000	25,000	0
8433-907	Sewer Plant Improvements (482)	538,413	78,537	332,979	402,000	505,792	0
8453-000	Transmission Mains (481)	237,413	72,173	473,078	0	0	0
8452-000	Oversize Lines (481)	114,000	0	0	19,362	85,126	0
8456-000	System Improvements (481)	0	0	0	0	0	0
	<i>Capital Outlay Total</i>	889,826	150,710	806,056	456,362	615,918	0
<b>SEWER INVEST FEE</b>							
<b>EXPENDITURES TOTAL</b>		1,122,955	381,133	1,038,452	690,951	850,508	231,184

*Storm Drainage Fund Detail Budget*

TOWN OF WINDSOR		STORM DRAINAGE FUND - 08					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>STORM DRAINAGE O&amp;M EXPENDITURES - 08</b>							
<b>STORM DRAIN SYSTEM - 483</b>							
5121-000	Wages / Over Time	469	466	215	500	0	500
5122-000	On Call Time	369	704	210	625	0	625
5114-000	Merit Pay	0	0	0	0	0	0
5127-000	Long Term Disability	193	201	10	0	0	0
5128-000	Vision Insurance	103	109	6	0	0	0
5130-000	FICA-Med	812	811	237	195	130	270
5131-000	FICA	3,470	3,469	1,011	834	558	1,156
5132-000	Medical Insurance	9,383	10,247	549	0	0	0
5133-000	Employee Retirement	2,093	2,163	248	0	0	0
5134-000	Unemployment Insurance	162	159	50	40	27	56
5135-000	Workers Compensation Insurance	3,610	2,619	506	440	464	490
5136-000	Dental Insurance	894	894	43	0	0	0
5137-000	Staff Development	126	425	85	0	571	0
5138-000	Life Insurance	117	109	5	0	0	0
5141-000	Clothing Allowance	472	477	16	400	0	400
5144-000	Employee Assistance Administration	36	39	16	0	0	0
	<i>Personal Services Total</i>	78,249	79,944	7,488	15,354	16,048	21,018
6210-000	Office Supplies	59	33	271	150	58	150
6217-000	Dues/Fees/Subscriptions	500	535	19	750	750	750
6218-000	Small Equipment Items	1,298	12	534	1,500	1,500	1,500
6237-000	Lines Maintenance	636	10,432	25,489	107,000	52,380	110,000
6240-000	Equipment Repairs	0	2,079	2,070	2,070	2,070	2,600
6246-000	Liability Insurance	10,113	10,083	11,832	14,320	12,498	14,265
6253-000	Contract Service	101,910	87,065	91,195	84,102	84,201	91,591
6254-000	Engineering Services	19,917	5,985	20,553	0	0	0
6261-000	Telephone	660	660	0	660	0	0
6263-000	Postage	11,348	10,914	11,976	10,200	6,500	7,000
6264-000	Printing/Binding	7,894	6,883	7,152	6,200	6,200	6,200
6267-000	Study/Review/Analysis/Consulting	0	3,350	0	100,000	80,000	145,000
6272-000	Lab Tests	0	0	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	154,335	138,030	171,091	326,952	246,157	379,056
7010-000	Fleet Transfer	45,383	44,899	44,899	44,899	44,899	44,899
	<i>Interfund Loans &amp; Transfers Total</i>	45,383	44,899	44,899	44,899	44,899	44,899
<b>STORM DRAINAGE O&amp;M EXPENDITURES TOTAL</b>		<b>277,967</b>	<b>262,874</b>	<b>223,477</b>	<b>387,206</b>	<b>307,103</b>	<b>444,972</b>

*Fleet Management Fund Detail Budget*

TOWN OF WINDSOR		FLEET MANAGEMENT FUND - 10					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>FLEET MANAGEMENT FUND EXPENDITURES - 10</b>							
<b>FLEET MANAGEMENT - 491</b>							
5111-000	Wages / Full Time	142,595	133,463	158,672	151,153	129,080	149,906
5112-000	Wages / Part Time	5,962	0	0	0	0	10,164
5121-000	Wages / Over Time	226	689	911	500	0	2,000
5114-000	Merit Pay	0	0	0	4,535	0	3,079
5126-000	Short Term Disability	323	299	418	318	304	366
5127-000	Long Term Disability	615	629	621	672	545	659
5128-000	Vision Insurance	267	305	331	359	358	528
5130-000	FICA-Med	2,232	2,031	2,038	2,265	1,900	2,395
5131-000	FICA	9,545	8,685	8,622	9,684	8,126	10,239
5132-000	Medical Insurance	24,885	27,901	37,713	45,150	38,532	50,970
5133-000	Employee Retirement	4,300	5,510	4,944	9,341	4,829	5,700
5134-000	Unemployment Insurance	452	409	465	469	366	495
5135-000	Workers Compensation Insurance	6,899	4,559	3,964	3,620	3,817	2,769
5136-000	Dental Insurance	2,052	2,127	2,748	3,000	2,796	3,791
5137-000	Staff Development	796	2,474	1,498	3,000	2,100	2,500
5138-000	Life Insurance	348	342	337	381	300	369
5141-000	Uniform Allowance	1,382	1,154	1,138	1,200	1,200	1,200
5144-000	Employee Assistance Administration	107	113	100	117	103	117
	<i>Personal Services Total</i>	202,988	190,692	224,520	235,763	194,355	247,246
6210-000	Office Supplies	306	297	614	600	684	700
6216-000	Reference Books/Materials	326	85	976	500	500	500
6217-000	Dues/Fees/Subscriptions	37	9,463	1,810	1,200	1,200	1,200
6218-000	Small Equipment Items	13,122	16,651	26,613	20,000	20,000	15,600
6220-000	Fuel /Fluids	140,517	143,951	100,483	108,000	80,000	100,000
6231-000	Vehicle Repairs/Maintenance	88,187	72,483	111,599	90,000	90,000	90,000
6240-000	Equipment Repairs	3,877	9,206	31,280	30,000	25,000	10,000
6246-000	Liability Insurance	0	580	0	0	0	0
6253-000	Contract Service	510	914	663	1,600	3,000	1,000
6261-000	Telephone	55	0	0	500	0	500
6276-000	Fuel Facility Repair/Maintenance.	2,000	5,060	2,163	3,000	3,000	3,000
	<i>Operating &amp; Maintenance Total</i>	248,938	258,690	276,200	255,400	223,384	222,500
8432-000	Vehicles	359,098	552,719	932,528	590,000	627,282.36	628,557
8440-000	Machinery/Equipment	16,684	20,125	0	0	0	0
	<i>Capital Outlay Total</i>	375,782	572,844	932,528	590,000	627,282	628,557
<b>FLEET MANAGEMENT FUND EXPENDITURES TOTAL</b>		<b>827,708</b>	<b>1,022,226</b>	<b>1,433,249</b>	<b>1,081,163</b>	<b>1,045,021</b>	<b>1,098,303</b>

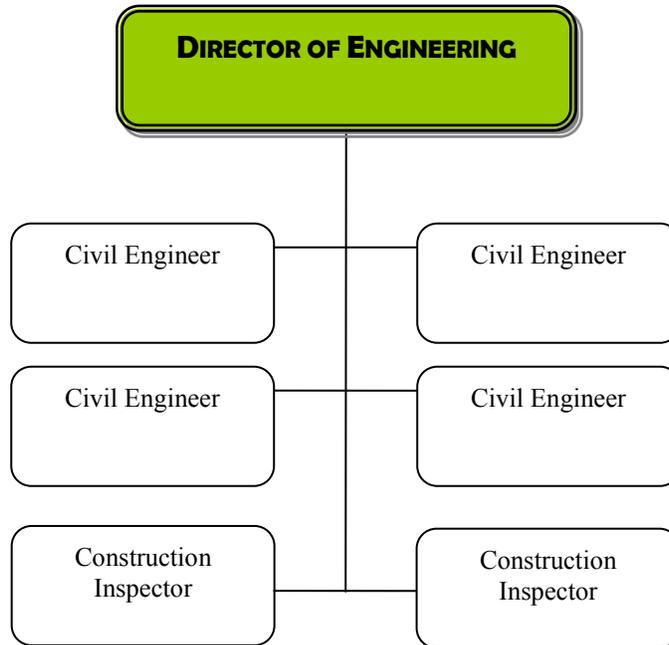
*Facility Services Fund Detail Budget*

TOWN OF WINDSOR		FACILITY SERVICES FUND - 17					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>FACILITY SERVICES FUND EXPENDITURES - 17</b>							
<b>CUSTODIAL SERVICES - 496</b>							
5111-000	Wages - Full Time	124,785	132,073	137,051	172,860	143,794	248,526
5112-000	Wages - Part Time	29,736	34,036	33,640	40,000	24,460	40,000
5121-000	Wages - Over Time	1,302	1,073	1,392	1,000	1,000	1,067
5114-000	Merit Pay	0	0	0	4,105	0	3,487
5126-000	Short Term Disability	332	279	313	280	456	523
5127-000	Long Term Disability	524	611	567	815	747	1,056
5128-000	Vision Insurance	369	439	420	681	539	751
5130-000	FICA-Med	2,196	2,352	2,330	3,160	2,422	4,250
5131-000	FICA	9,389	10,055	9,961	13,514	10,357	18,171
5132-000	Medical Insurance	28,553	27,118	28,028	62,169	38,120	74,382
5133-000	Employee Retirement	3,355	4,788	5,800	7,353	6,834	10,013
5134-000	Unemployment Insurance	447	476	491	654	495	879
5135-000	Workers Compensation Insurance	6,558	7,207	6,986	6,737	8,588	7,988
5136-000	Dental Insurance	2,427	2,217	2,098	4,380	2,533	5,540
5137-000	Staff Development	339	759	504	800	800	900
5138-000	Life Insurance	303	333	293	452	389	572
5141-000	Uniform Allowance	469	55	718	700	900	700
5144-000	Employee Assistance Administration	126	146	149	350	212	311
	<i>Personal Services Total</i>	211,209	224,015	230,740	320,009	242,647	419,116
6210-000	Office Supplies	367	130	106	150	500	500
6218-000	Small Equipment Items	9,811	3,244	2,486	1,000	1,000	1,000
6229-000	Building Maintenance Supplies/Custodial	33,154	27,737	22,841	34,132	34,132	48,176
6253-000	Contract Service	12,352	11,030	7,498	18,944	8,500	15,000
6261-000	Telephone	55	660	660	660	660	660
	<i>Operating &amp; Maintenance Total</i>	55,738	42,801	33,590	54,886	44,792	65,336
<b>CUSTODIAL SERVICES EXPENDITURES TOTAL</b>		266,948	266,816	264,331	374,895	287,439	484,452

*Facility Services Fund Detail Budget*

<i>TOWN OF WINDSOR</i>		<b>FACILITY SERVICES FUND - 17</b>					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b><u>FACILITY MAINTENANCE - 497</u></b>							
5111-000	Wages - Full Time	96,970	99,894	103,775	101,626	114,432	144,660
5114-000	Merit Pay	0	0	0	3,049	0	4,340
5126-000	Short Term Disability	170	180	180	180	180	192
5127-000	Long Term Disability	433	455	457	457	457	509
5128-000	Vision Insurance	198	215	223	223	211	190
5130-000	FICA-Med	1,359	1,408	1,463	1,518	1,490	2,160
5131-000	FICA	5,812	6,019	6,255	6,490	6,369	9,238
5132-000	Medical Insurance	15,216	16,617	18,520	20,506	19,438	24,600
5133-000	Employee Retirement	3,937	4,523	5,075	6,280	6,260	6,459
5134-000	Unemployment Insurance	255	252	303	314	267	447
5135-000	Workers Compensation Insurance	4,121	4,538	4,317	3,889	4,100	4,005
5136-000	Dental Insurance	1,857	1,857	1,857	1,860	1,741	1,653
5137-000	Staff Development	386	766	499	800	885	800
5138-000	Life Insurance	237	248	249	256	248	285
5141-000	Uniform Allowance	0	423	325	300	300	500
5144-000	Employee Assistance Administration	97	87	78	78	84	117
	<i>Personal Services Total</i>	131,049	137,483	143,575	147,825	156,461	200,155
6210-000	Office Supplies	236	266	216	300	373	300
6218-000	Small Equipment Items	1,055	3,997	149	0	0	0
6229-000	Building Maintenance Supplies	14,935	16,426	12,293	13,000	13,000	13,000
6246-000	Liability Insurance	6,282	0	0	0	0	0
6249-000	Leases/Rentals	46,035	45,844	44,704	41,465	41,465	41,469
6253-000	Contract Service	139,899	113,710	125,073	107,500	147,411	107,500
6261-000	Telephone	2,025	1,320	1,320	2,000	2,000	2,000
	<i>Operating &amp; Maintenance Total</i>	210,468	181,562	183,755	164,265	204,249	164,269
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>		<b>347,517</b>	<b>325,045</b>	<b>333,330</b>	<b>318,090</b>	<b>366,710</b>	<b>370,424</b>

*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)**

## *ENGINEERING*

### ***Overview***

The Engineering Department oversees development and capital projects related to the Town's streets, water, sanitary sewer, and storm sewer infrastructure.

### ***Responsibilities***

- Development plan review and construction inspection for all new streets, water, sanitary sewer, and storm sewer being constructed with new developments
- Planning and design of capital projects related to the Town's streets, water, sanitary sewer, and storm sewer systems
- Permitting of activities that occur in Windsor's street rights of way, such as utility excavations, driveway installations, and sidewalk, curb, and gutter replacement
- Traffic engineering
- Water rights administration

## *BUDGET TRENDS/ RELATIONSHIP TO STRATEGIC PLAN*

A major goal for the Engineering Department is to keep up with the increased development driven projects. The department will play a significant role in the Strategic Plan performance commitment, “thoughtful framework and supportive infrastructure.” In 2017, staff will work on several Strategic Plan initiatives including “establishing a water plan,” working with the Planning Department to develop a street master plan, and “prioritize the future design and development of Crossroads Blvd.” Engineering will also be involved with developing standards and criteria for crosswalk markings, signage, and flashing lights.

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>ENGINEERING DEPARTMENT EXPENDITURES - 431</b>							
5111-000	Wages / Full Time	386,103	407,374	484,401	559,196	522,527	546,796
5112-000	Wages / Part Time	1,655	0	0	0	0	0
5114-000	Merit Pay	0	0	0	14,383	0	14,834
5121-000	Wages / Over Time	0	0	0	2,000	800	800
5126-000	Short Term Disability	40	141	306	539	373	469
5127-000	Long Term Disability	1,728	1,795	2,154	2,503	2,231	2,529
5128-000	Vision Insurance	498	596	744	941	752	1,110
5130-000	FICA-Med	5,475	5,735	6,793	8,346	7,421	8,155
5131-000	FICA	23,410	24,521	29,048	35,686	31,730	34,871
5132-000	Medical Insurance	50,260	57,217	77,888	109,812	83,083	96,622
5133-000	Employee Retirement	18,211	15,846	16,767	29,628	29,611	32,913
5134-000	Unemployment Insurance	1,029	1,086	1,468	1,727	1,482	1,687
5135-000	Workers Compensation Insurance	2,264	2,196	2,205	1,984	2,440	1,609
5136-000	Dental Insurance	4,194	4,673	6,155	7,878	5,754	6,836
5137-000	Staff Development	60	167	229	1,300	1,122	1,300
5138-000	Life Insurance	988	976	1,171	1,404	1,213	1,371
5141-000	Uniform/Clothing Allowance	98	115	122	800	800	800
5144-000	Employee Assistance Administration	168	201	233	292	274	272
	<i>Personal Services Total</i>	496,182	522,638	629,684	778,418	691,615	752,975
6210-000	Office Supplies	1,574	2,035	1,739	1,300	1,372	1,500
6216-000	Reference Books/Materials	4	0	284	150	75	150
6217-000	Dues/Fees/Subscriptions	470	205	427	500	86	400
6218-000	Small Equipment Items	246	417	453	300	186	300
6245-000	Travel/Mileage	3,610	3,609	3,610	3,600	3,600	3,600
6246-000	Liability Insurance	3,432	3,422	4,016	4,860	4,242	4,841
6253-000	Contract Service	7,314	10,876	7,298	8,300	12,581	11,000
6254-000	Engineer Services	2,740	14,550	16,909	15,000	21,000	18,000
6256-000	Publishing/Recording	120	512	1,366	500	1,320	1,300
6261-000	Telephone Services	1,892	1,726	2,025	2,160	2,414	2,800
6263-000	Postage	359	333	333	300	383	350
	<i>Operating &amp; Maintenance Total</i>	21,761	37,686	38,459	36,970	47,259	44,241
7010-000	Fleet Transfer	21,935	20,487	20,487	20,487	20,487	8,630
7011-000	Information Tech Transfer	37,959	44,698	43,261	34,042	34,042	62,487
7012-000	Facility Services Transfer	14,161	15,644	16,184	17,196	17,196	19,491
	<i>Interfund Loans &amp; Transfers Total</i>	74,055	80,829	79,932	71,725	71,725	90,609
<b>ENGINEERING DEPARTMENT EXPENDITURES TOTAL</b>		591,997	641,153	748,075	887,113	810,599	887,824

Capital Improvement Fund Detail Budget

<b>STREETS - 429</b>							
6218-000	Small Equipment Items	0	0	13,301	8,000	7,976	0
	<i>Small Equipment Total</i>	0	0	13,301	8,000	7,976	0
6419-000	Impact Fee Reimburse Reserve O&M	0	0	0	0	0	375,000
6241-000	Land Maintenance	0	0	38,300	75,000	30,000	45,000
6242-000	Street Repair/Maintenance	255,562	351,451	503,222	730,000	666,154	1,835,833
6267-000	Study Review/Consultant	4,988	0	14,991	0	0	170,000
6267-904	Study Review	150,000	800	0	0	0	0
6278-000	Street Repair Pavement Mgmt	888,989	1,189,791	1,193,180	1,500,000	1,867,208	1,800,000
	<i>Operating &amp; Maintenance Total</i>	1,299,539	1,542,043	1,749,693	2,305,000	2,563,362	4,225,833
7234-000	Developer Reimbursements	0	0	1,623,074	0	0	0
	<i>Loans &amp; Transfers Total</i>	0	0	1,623,074	0	0	0
8410-000	Land	6,935	3,088	1,000	0	768	0
8412-000	Site Improvements	(55,203)	0	0	0	0	0
8412-804	Eagle Crossing Street Improv.	490,097	0	0	0	0	0
8412-805	Eagle Crossing Water Improv.	119,070	0	0	0	0	0
8412-806	Eagle Crossing Sewer Improv.	33,175	0	0	0	0	0
8419-000	Impact Fee Reimburse Reserve	0	321,997	84,911	2,597,660	3,170,997	424,110
8440-000	Machinery & Equipment	0	63,423	280,496	32,000	0	2,500
8445-000	Street Improvements	885,450	1,554,643	217,596	1,168,660	964,263	1,195,019
8445-901	Street Improvements-WCR21 Bridge	80,962	305,720	255,672	0	0	0
8445-903	I-25/SH392 Enhancements	71,328	9,988	60,378	0	0	0
8445-904	Street Improvements-RR Quiet Zone	0	48,284	515,567	2,200,000	2,380,000	0
	<i>Capital Outlay Total</i>	1,631,814	2,307,145	1,415,618	5,998,320	6,516,027	1,621,628
<b>STREETS TOTAL</b>		<b>2,931,353</b>	<b>3,849,187</b>	<b>4,801,686</b>	<b>8,311,320</b>	<b>9,087,366</b>	<b>5,847,461</b>

*Water Fund Detail Budget*

<b>WATER PLANT INVESTMENT FEES EXPENDITURES 471</b>							
7377-000	Transfer to Water / NP Fund	151,986	901,986	151,986	151,986	151,986	151,986
	<i>Non-Operating Total</i>	151,986	901,986	151,986	151,986	151,986	151,986
8420-910	Building/PW Maint Facility	0	0	0	0	0	1,458,375
8452-000	Oversize lines	0	0	62,240	28,788	701,794.38	123,630
8453-000	Transmission Mains	214,900	183,210	492,119	0	0	231,000
8456-000	System Improvements	82,500	123,750	0	0	0	249,995
8456-906	System Improvements / Water Tank	2,610	2,997,831	390,537	0	0	0
	<i>Capital Outlay Total</i>	300,010	3,304,791	944,896	28,788	701,794	2,063,000
<b>WATER PLANT INVEST FEE EXPENDITURES TOTAL</b>		451,996	4,206,777	1,096,882	180,774	853,780	2,214,986
<b>WATER PLANT INVESTMENT FEES EXPENDITURES 471 - NISP</b>							
8456-909	System Improvements	0	0	214,500	289,000	288,750	330,000
	<i>Capital Outlay Total</i>	0	0	214,500	289,000	288,750	330,000
<b>WATER PLANT INVEST FEE - NISP EXPENDITURES TOTAL</b>		0	0	214,500	289,000	288,750	330,000
<b>NON-POTABLE WATER EXPENDITURES</b>							
<b>NON-POTABLE WATER SYSTEM - 484</b>							
6240-000	Equipment Repairs	0	3,591	5,788	8,000	5,000	8,000
6244-000	Assessments	1,040	0	8,190	1,040	215	1,040
6246-000	Liability Insurance	2,207	2,252	4,627	2,068	2,068	2,068
6253-000	Contract Services	77,180	165,412	148,791	117,050	150,614	136,050
6260-000	Utilities	693	772	1,429	700	2,416	700
6267-000	Study Review/Consultant	27,645	0	0	0	11,898	0
	<i>Operating &amp; Maintenance Total</i>	108,765	172,027	168,824	128,858	172,212	147,858
7306-000	Transfer to General Fund	30,000	30,000	10,000	10,000	10,000	10,000
7314-000	Transfer to Storm Drainage Fund	431,097	0	0	0	0	0
7321-000	Bond Interest Expense/Kern Reservoir	197,023	191,569	185,836	179,811	179,811	173,479
7350-000	Bond Principal Expense/Kern Reservoir	106,949	112,403	118,136	124,161	124,161	130,493
	<i>Loans &amp; Transfers Total</i>	765,069	333,972	313,972	313,972	313,972	313,972
8410-000	Land	0	3,447,356	(8,810)	0	493	0
8440-000	Machinery/Equipment	0	0	10,737	0	0	0
8456-000	Systems Improvements	165,276	2,981	39,609	132,000	132,000	0
8456-485	System Improve / Kyger	0	0	116,729	2,316,281	2,255,050	420,000
8494-485	Non-Potable Water Shares / Kyger	0	106,000	90,700	298,000	298,000	298,000
	<i>Capital Outlay Total</i>	165,276	3,556,337	248,966	2,746,281	2,685,543	718,000
<b>NON-POTABLE WATER EXPENDITURES TOTAL</b>		1,039,110	4,062,336	731,761	3,189,111	3,171,727	1,179,830

*Sewer Fund Detail Budget*

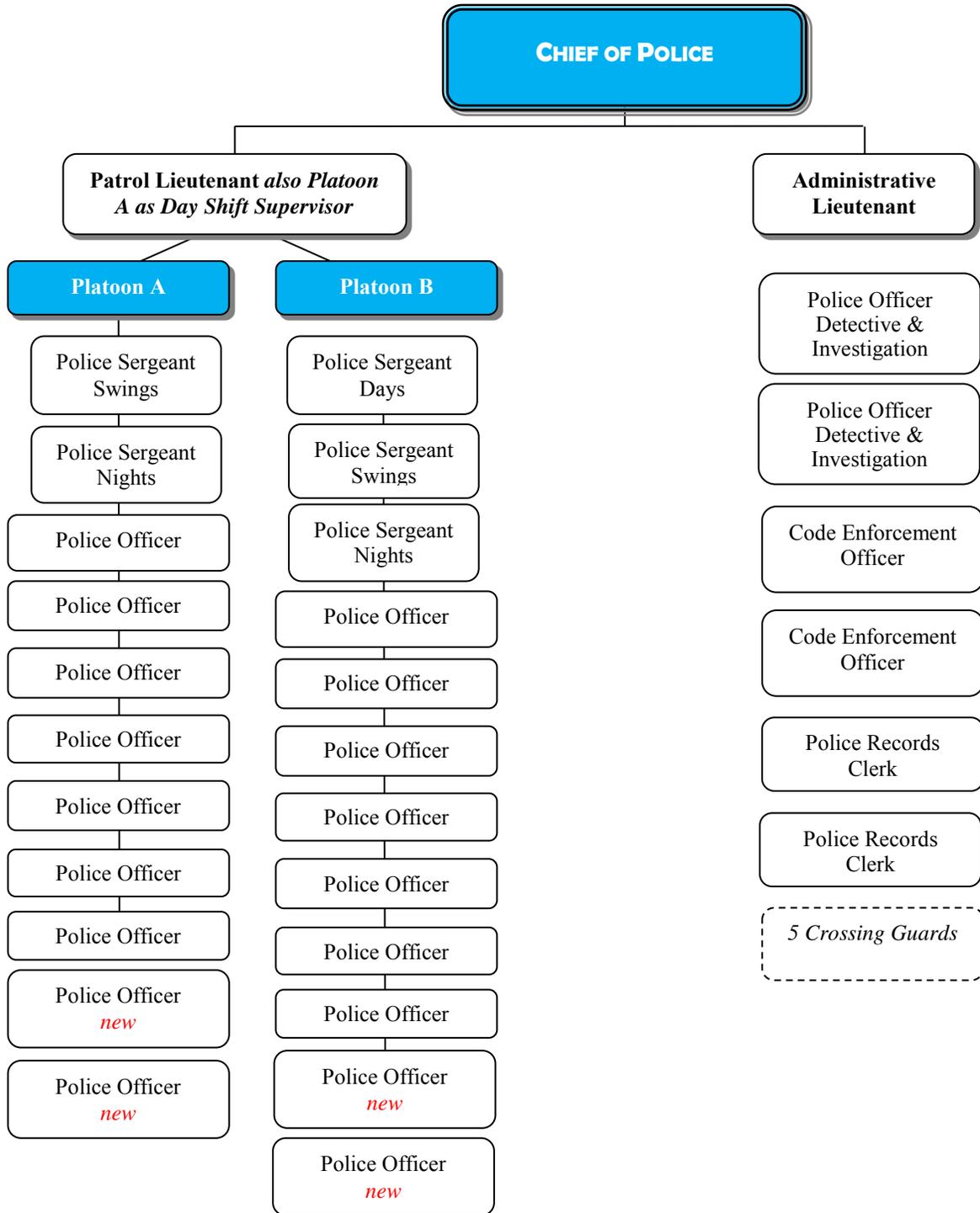
TOWN OF WINDSOR								SEWER FUND - 07	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET		
<b>SEWER PLANT INVESTMENT FEES REVENUES - 07</b>								<b>SEWER PLANT INVESTMENT FEE</b>	
4001-000	<i>Beginning Fund Balance</i>	3,954,693	3,710,968	3,916,535	4,604,767	4,730,823	7,225,485		
4334-907	Grants/Nutrient	0	55,014	333,794	402,000	505,792	0		
4334-910	Grants Public Works Facility	0	0	0	0	0	187,500		
4352-000	Plant Investment Fees	635,408	458,274	1,044,198	846,714	2,834,606	1,445,693		
4364-007	PI Interest Income	6,409	1,239	1,671	1,407	4,771	4,486		
4367-000	Contributions- Developers	237,413	72,173	473,078	0	0	0		
<b>SEWER INVESTMENT FEE REVENUE TOTAL</b>		<b>879,230</b>	<b>586,700</b>	<b>1,852,741</b>	<b>1,250,121</b>	<b>3,345,169</b>	<b>1,637,679</b>		
<b>AVAILABLE RESOURCES</b>		<b>4,833,923</b>	<b>4,297,668</b>	<b>5,769,276</b>	<b>5,854,888</b>	<b>8,075,992</b>	<b>8,863,163</b>		
<b>PLANT INVESTMENT FEES EXPENDITURES - 07</b>									
7324-000	Interest Expense/Revolve Loan (482)	54,703	51,998	48,023	44,269	44,269	40,864		
7354-000	Principal Expense/Revolve Loan (482)	178,425	178,425	184,373	190,320	190,320	190,320		
<i>Non-Operating Total</i>		233,128	230,423	232,396	234,589	234,589	231,184		
8420-910	Building/PW Maint Facility	0	0	0	0	0	1,458,375		
8433-000	Sewer Plant Improvements (482)	0	0	0	35,000	25,000	375,000		
8433-907	Sewer Plant Improvements (482)	538,413	78,537	332,979	402,000	505,792	0		
8453-000	Transmission Mains (481)	237,413	72,173	473,078	0	0	0		
8452-000	Oversize Lines (481)	114,000	0	0	19,362	85,126	170,658		
8456-000	System Improvements (481)	0	0	0	0	0	249,995		
<i>Capital Outlay Total</i>		889,826	150,710	806,056	456,362	615,918	2,254,028		
<b>SEWER INVEST FEE EXPENDITURES TOTAL</b>		<b>1,122,955</b>	<b>381,133</b>	<b>1,038,452</b>	<b>690,951</b>	<b>850,508</b>	<b>2,485,212</b>		
<b>BEGINNING PLANT INVESTMENT BALANCE</b>		<b>3,954,693</b>	<b>3,710,968</b>	<b>3,916,535</b>	<b>4,604,767</b>	<b>4,730,823</b>	<b>7,225,485</b>		
<b>REVENUE</b>		<b>879,230</b>	<b>586,700</b>	<b>1,852,741</b>	<b>1,250,121</b>	<b>3,345,169</b>	<b>1,637,679</b>		
<b>Available Resources</b>		<b>4,833,923</b>	<b>4,297,668</b>	<b>5,769,276</b>	<b>5,854,888</b>	<b>8,075,992</b>	<b>8,863,163</b>		
<b>EXPENDITURES</b>		<b>1,122,955</b>	<b>381,133</b>	<b>1,038,452</b>	<b>690,951</b>	<b>850,508</b>	<b>2,485,212</b>		
<b>ENDING PLANT INVESTMENT BALANCE</b>		<b>3,710,968</b>	<b>3,916,535</b>	<b>4,730,823</b>	<b>5,163,937</b>	<b>7,225,485</b>	<b>6,377,951</b>		

*Storm Drainage Fund Detail Budget*

TOWN OF WINDSOR							STORM DRAINAGE FUND - 08	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
<b>STORM DRAINAGE O&amp;M EXPENDITURES - 08</b>								
<b>STORM DRAIN SYSTEM - 483</b>								
6210-000	Office Supplies	59	33	271	150	58	150	
6217-000	Dues/Fees/Subscriptions	500	535	19	750	750	750	
6218-000	Small Equipment Items	1,298	12	534	1,500	1,500	1,500	
6237-000	Lines Maintenance	636	10,432	25,489	107,000	52,380	110,000	
6240-000	Equipment Repairs	0	2,079	2,070	2,070	2,070	2,600	
6246-000	Liability Insurance	10,113	10,083	11,832	14,320	12,498	14,265	
6253-000	Contract Service	101,910	87,065	91,195	84,102	84,201	91,591	
6254-000	Engineering Services	19,917	5,985	20,553	0	0	0	
6261-000	Telephone	660	660	0	660	0	0	
6263-000	Postage	11,348	10,914	11,976	10,200	6,500	7,000	
6264-000	Printing/Binding	7,894	6,883	7,152	6,200	6,200	6,200	
6267-000	Study/Review/Analysis/Consulting	0	3,350	0	100,000	80,000	145,000	
6272-000	Lab Tests	0	0	0	0	0	0	
	<i>Operating &amp; Maintenance Total</i>	154,335	138,030	171,091	326,952	246,157	379,056	
7010-000	Fleet Transfer	45,383	44,899	44,899	44,899	44,899	44,899	
	<i>Interfund Loans &amp; Transfers Total</i>	45,383	44,899	44,899	44,899	44,899	44,899	
<b>STORM DRAINAGE O&amp;M EXPENDITURES TOTAL</b>		277,967	262,874	223,477	387,206	307,103	444,972	
<b>STORM DRAIN INVESTMENT FEES EXPENDITURES</b>								
7321-000	Interest Expense/Capital Imp. Loan	0	0	0	2,357	2,357	1,890	
7350-000	Principal Expense/Capital Imp. Loan	0	0	0	100,024	100,024	100,491	
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	254,368	254,367	254,368	
8410-000	Land	0	0	396,240	0	2,500	0	
8410-908	Land / Low Basin PDM	0	0	258,366	0	0	0	
8458-000	Drainage Improvements	96,565	123,988	924,858	1,050,500	1,655,207	370,000	
8458-908	Drainage Improvements	0	240,317	906,242	1,998,095	2,736,938	0	
	<i>Capital Outlay Total</i>	96,565	364,305	2,485,706	3,048,595	4,394,645	370,000	
<b>STORM DRAIN INVESTMENT EXPENDITURES TOTAL</b>		248,551	516,291	2,637,692	3,302,962	4,649,012	624,368	

Rick Klimek  
Chief of Police

**Police Department**



Responsible for this additional  
budgetary division / function

**Capital Purchases (CIF)**

***Overview***

The Windsor Police Department oversees law enforcement in order to provide a safe community. The department's mission is to provide a safe and secure quality of life by minimizing the impact of crime and personal emergencies.

***Responsibilities***

- Provide quality police service through professionalism and effective use resources
- Respond to community needs and desires
- Provide public education and information focused on personal safety and voluntary compliance with the law
- Develop community partnerships

***BUDGET TRENDS/ RELATIONSHIP TO STRATEGIC PLAN***

Looking at the national trend, the U.S. Department of Justice is reporting a downwards trend in personnel levels of both sworn officers and civilian personnel. A large portion of these positions at the state and local level have gone unfilled. To address this concern, recruitment and retention of qualified officers will be a major focus of the Windsor Police Department budget in 2017. Training and development of highly skilled officers is a top priority of the department; along with hiring three officers to allow us to adequately meet the needs of the community and maintain appropriate staffing levels. The Department will strive to provide needed training. In 2017, the Police Department will also focus on Strategic Plan's performance commitment to provide a "safe, well-planned community with spirit and pride."

General Fund Detail Budget

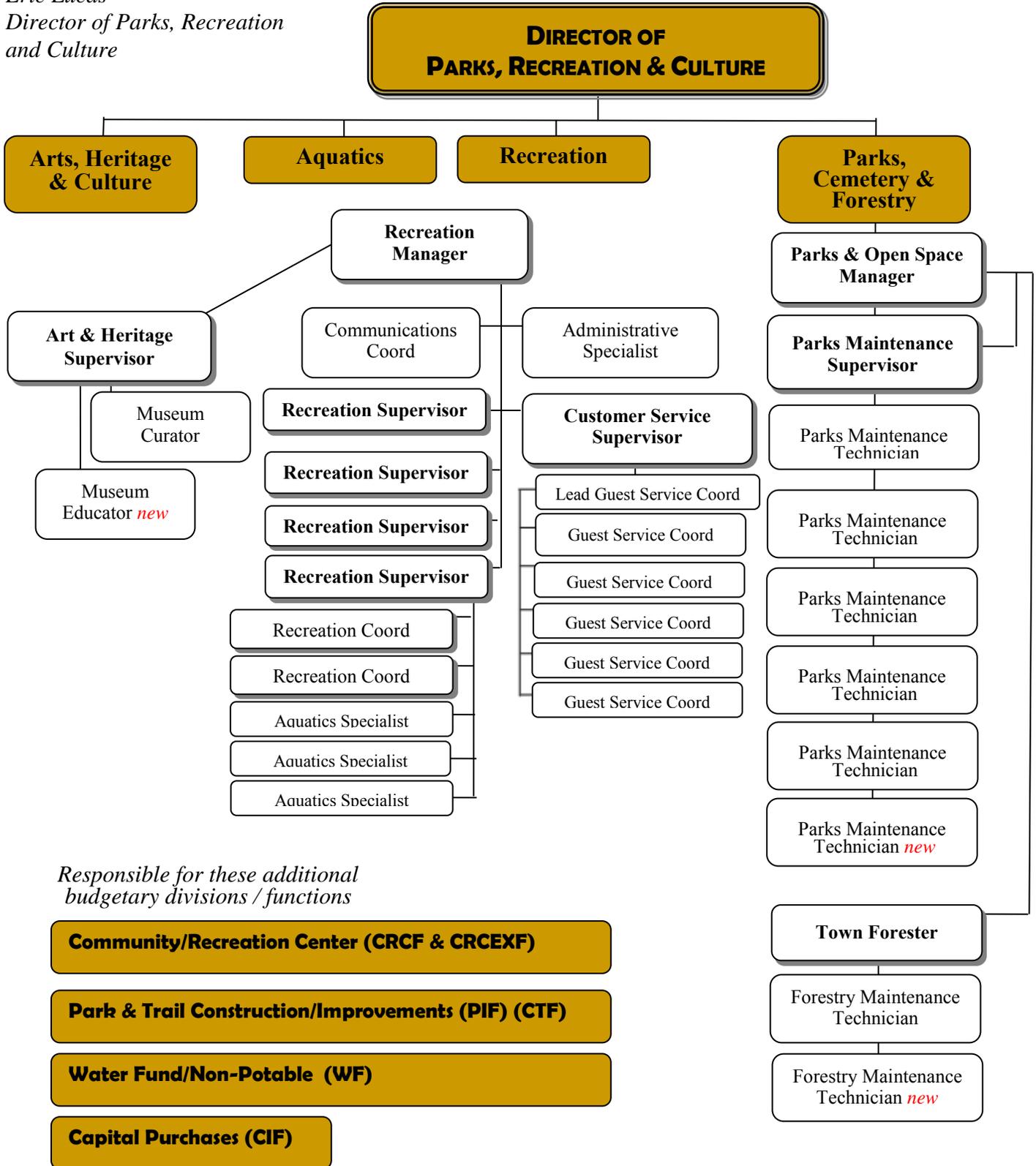
TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>POLICE DEPARTMENT EXPENDITURES - 421</b>							
5111-000	Wages / Full Time	1,467,530	1,565,805	1,771,602	1,727,301	1,930,421	1,988,176
5112-000	Wages / Part Time	22,864	23,491	29,950	32,300	32,000	32,300
5121-000	Wages / Over Time	19,001	16,418	33,499	20,000	26,467	20,000
5114-000	Merit Pay	0	0	0	51,819	0	39,287
5126-000	Short Term Disability	1,517	1,797	2,232	2,235	2,287	2,421
5127-000	Long Term Disability	6,517	7,140	7,581	7,860	7,433	9,012
5128-000	Vision Insurance	2,419	2,742	3,095	3,251	2,826	3,626
5130-000	FICA-Med	21,077	22,432	25,607	26,556	27,386	30,157
5131-000	FICA	90,121	95,824	109,155	113,548	117,045	128,945
5132-000	Medical Insurance	233,716	254,004	300,820	359,190	324,641	405,559
5133-000	Employee Retirement	65,871	61,344	72,187	102,589	93,352	100,536
5134-000	Unemployment Insurance	4,013	4,261	5,397	5,494	5,249	6,239
5135-000	Workers Compensation Insurance	57,796	72,796	66,430	58,016	60,378	47,809
5136-000	Dental Insurance	20,946	21,407	22,986	24,696	22,046	28,292
5137-000	Staff Development	5,014	3,832	5,050	5,000	8,037	10,000
5138-000	Life Insurance	3,890	3,885	4,127	4,524	4,052	5,019
5139-000	FPPA Pension	52,675	55,495	62,262	64,695	63,653	73,768
5141-000	Uniform/Clothing Allowance	6,221	9,524	6,832	8,000	8,000	8,650
5144-000	Employee Assistance Administration	865	1,001	1,056	1,089	1,143	1,231
	<i>Personal Services Total</i>	2,082,054	2,223,196	2,529,869	2,618,161	2,736,414	2,941,027
6210-000	Office Supplies	3,267	3,678	4,148	5,000	5,000	5,500
6213-000	Public Relations	735	2,608	848	2,000	2,000	2,000
6216-000	Reference Books/Materials	505	615	940	1,000	1,000	1,000
6217-000	Dues/Fees/Subscriptions	1,387	1,210	736	1,000	1,000	1,000
6218-000	Small Equipment Items	4,675	6,699	10,842	8,000	9,161	9,000
6219-000	Special Equipment	4,058	711	2,402	3,500	2,200	4,000
6224-000	Trash Service	553	358	390	600	600	600
6232-000	Building Repair/Maintenance	156	0	0	0	0	0
6240-000	Equipment Repairs	897	369	60	1,000	1,000	1,000
6245-000	Travel/Mileage	35	0	63	500	500	500
6246-000	Liability Insurance	19,526	22,823	23,530	27,712	23,904	27,606
6253-000	Contract Service	42,361	52,754	59,440	66,500	53,880	55,665
6258-000	Investigation Expense	12,838	14,479	12,413	15,000	15,000	20,100
6259-000	Animal Control	5,469	3,809	4,750	3,000	3,000	4,000
6260-000	Utilities	26,404	27,230	26,961	28,000	27,970	28,000
6261-000	Telephone Services	6,997	7,457	8,321	8,000	8,000	8,000
6262-000	Radio Expense	0	19	0	400	400	400
6263-000	Postage	2,068	2,422	1,793	3,000	3,000	3,000
6264-000	Printing/Binding	3,518	3,513	3,883	4,000	4,000	4,500
	<i>Operating &amp; Maintenance Total</i>	135,449	150,754	161,520	178,212	161,615	175,871
7010-000	Fleet Transfer	251,933	246,235	246,235	246,235	246,235	155,330
7011-000	Information Tech Transfer	109,282	126,469	153,537	133,663	133,663	226,250
7012-000	Facility Services Transfer	82,622	91,983	96,407	97,184	97,184	126,085
	<i>Interfund Loans &amp; Transfers Total</i>	443,837	464,687	496,179	477,083	477,082	507,665
<b>POLICE DEPARTMENT EXPENDITURES TOTAL</b>		2,661,340	2,838,637	3,187,568	3,273,456	3,375,111	3,624,564

*Capital Improvement Fund Detail Budget*

ACCT NO	ACCOUNT NAME	CAPITAL IMPROVEMENT FUND - 04					
		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>POLICE Department - 421</b>							
6218-000	Small Equipment Items	7,500	13,562	46,608	31,500	31,500	50,420
	<i>Small Equipment Total</i>	7,500	13,562	46,608	31,500	31,500	50,420
6232-000	Building Repairs/Maintenance	0	0	6,108	8,000	0	0
	<i>Operating &amp; Maintenance Total</i>	0	0	6,108	8,000	0	0
7352-000	Principal Exp-Lease/Purch	145,080	145,080	145,080	145,080	145,080	145,080
7810-000	Fleet Capital Contribution	0	45,000	110,000	0	0	220,000
	<i>Interfund Loans &amp; Transfers Total</i>	145,080	190,080	255,080	145,080	145,080	365,080
<b>POLICE DEPARTMENT TOTAL</b>		<b>152,580</b>	<b>203,642</b>	<b>307,797</b>	<b>184,580</b>	<b>176,580</b>	<b>415,500</b>

**Parks, Recreation & Culture Department**

*Eric Lucas  
Director of Parks, Recreation  
and Culture*



*Responsible for these additional  
budgetary divisions / functions*

- Community/Recreation Center (CRCF & CRCEF)**
- Park & Trail Construction/Improvements (PIF) (CTF)**
- Water Fund/Non-Potable (WF)**
- Capital Purchases (CIF)**

## *PARKS, RECREATION & CULTURE*

### ***Parks and Open Space Division***

#### ***Overview***

The Parks and Open Space Division is responsible for parks, trails, right-of-way, the urban forest, Lakeview Cemetery, and open spaces within the Town. This includes 395 acres of developed and undeveloped lands comprised of 26 parks, three open space and natural areas, two athletic complexes, and portions of the Poudre River and Windsor Lake Trails. This division evaluates development plans to ensure that Parks, Recreation & Cultural needs are addressed.

### ***Recreation Division***

#### ***Overview***

The Recreation Division provides a wide variety of activities, community programs, cultural opportunities and special events designed to promote a healthy lifestyle for all ages and abilities. These include youth and adult athletics, instructional programs, drop-in activities, arts, fitness classes, aquatics, group excursions and historic preservation activities of the Town. The division oversees the following facilities Community Recreation Center, Windsor Lake, Chimney Park Pool, Arts & Heritage Center, and the Boardwalk Park Museum.

## *BUDGET TRENDS/ RELATIONSHIP TO STRATEGIC PLAN*

In the year ahead, the Community Recreation Center (CRC) will have its first full year operating the newly expanded facility. Staff will see an increase in programming, activities, and usage of the expanded building. Parks staff will also be responsible for maintaining the additional landscaping at the CRC, which has tripled in size. Increased responsibilities combined with increased demand have necessitated the need for additional staffing in this division.

The culture division has merged with the recreation division in a strategic effort to improve community outreach and focus on increased programming opportunities in the area of arts, crafts, music and history outreach.

The Parks, Recreation, and Culture Department is responsible for the Strategic Plan initiative to create a “diverse, desirable, recreation, and cultural opportunities.” The department will work to “establish a viable downtown Farmer’s Market in Windsor.”

General Fund Detail Budget

TOWN OF WINDSOR								GENERAL FUND - 01
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
<b>GENERAL FUND REVENUE - 01</b>								
<b>CHARGES FOR SERVICES</b>								
4342-000	Cemetery Revenue	53,030	42,160	70,660	50,987	74,190	62,337	
4343-000	Swimming Pool	177,656	167,270	173,101	181,600	181,000	142,240	
4346-000	Recreation Revenue	692,581	791,601	792,868	725,472	780,000	733,800	
<b>MISCELLANEOUS REVENUE</b>								
4380-000	Art & Heritage Miscellaneous Revenue	1,984	1,881	2,096	1,500	3,000	15,058	
4386-000	Community Events Revenue	11,949	22,205	6,715	12,750	7,969	24,600	
4388-000	Misc. Park Revenue	17,488	10,893	13,820	15,000	12,763	16,520	
4389-000	Misc. Forestry Revenue	4,731	3,420	4,480	5,000	4,988	5,360	

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>CEMETERY EXPENDITURES - 432</b>							
5111-000	Wages / Full Time	41,692	43,536	44,680	44,323	46,381	45,651
5112-000	Wages / Part Time	4,845	4,258	1,541	11,000	6,470	11,550
5121-000	Wages / Over Time	1,242	775	1,464	800	2,346	1,400
5122-000	On Call Time	198	309	202	170	70	170
5114-000	Merit Pay	0	0	0	1,330	0	1,370
5126-000	Short Term Disability	0	0	143	0	143	152
5127-000	Long Term Disability	191	200	200	200	200	212
5128-000	Vision Insurance	103	109	114	114	71	117
5130-000	FICA-Med	657	649	620	836	755	872
5131-000	FICA	2,810	2,776	2,651	3,573	3,227	3,729
5132-000	Medical Insurance	10,144	11,078	12,405	13,729	13,006	14,819
5133-000	Employee Retirement	2,076	2,168	2,224	2,739	2,734	2,821
5134-000	Unemployment Insurance	131	124	139	173	146	180
5135-000	Workers Compensation Insurance	2,594	3,295	3,204	2,898	3,056	2,525
5136-000	Dental Insurance	720	720	720	720	678	799
5137-000	Staff Development	85	(2)	617	911	873	535
5138-000	Life Insurance	117	109	109	112	109	115
5141-000	Uniform/Clothing Allowance	400	153	174	440	440	445
5144-000	Employee Assistance Administration	36	39	39	39	42	39
	<i>Personal Services Total</i>	68,041	70,294	71,246	84,106	80,746	87,501
6210-000	Office Supplies	78	59	145	150	108	150
6218-000	Small Equipment Items	1,437	809	2,044	1,270	3,011	1,670
6219-000	Special Equipment	465	0	0	0	617	0
6224-000	Trash Service	1,375	607	1,980	2,040	1,630	1,140
6229-000	Building Maintenance Supplies	0	0	93	200	0	200
6232-000	Building Repairs/Maintenance	772	171	56	1,000	1,000	1,000
6235-000	Sprinkler Repairs	371	0	646	1,500	1,500	1,500
6241-000	Land Maintenance	878	1,069	1,153	1,764	3,166	5,053
6246-000	Liability Insurance	930	927	1,088	1,317	1,149	1,312
6250-000	Foundations/Graves	5,897	7,093	487	1,000	489	1,000
6253-000	Contract Service	3,974	9,731	8,155	13,650	11,055	18,400
6260-000	Utilities	6,975	7,503	6,845	7,000	7,000	7,000
6261-000	Telephone Services	660	660	660	660	1,045	660
	<i>Operating &amp; Maintenance Total</i>	23,813	28,629	23,354	31,551	31,769	39,084
7010-000	Fleet Transfer	14,512	13,450	13,450	13,450	13,450	5,546
	<i>Interfund Loans &amp; Transfers Total</i>	14,512	13,450	13,450	13,450	13,450	5,546
<b>CEMETERY EXPENDITURES TOTAL</b>		106,366	112,373	108,050	129,108	125,965	132,131

General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
<b>COMMUNITY EVENTS EXPENDITURES - 433</b>								
5111-000	Wages / Full Time	0	45,237	10,256	0	0	0	
5112-000	Wages / Part Time	23,937	1,544	0	0	0	2,209	
5126-000	Short Term Disability	0	98	20	0	0	0	
5127-000	Long Term Disability	0	187	38	0	0	0	
5128-000	Vision Insurance	0	92	19	0	0	0	
5130-000	FICA-Med	338	645	155	0	0	32	
5131-000	FICA	1,443	2,758	662	0	0	137	
5132-000	Medical Insurance	0	10,725	2,399	0	0	0	
5133-000	Employee Retirement	0	0	67	0	0	0	
5134-000	Unemployment Insurance	70	130	33	0	0	7	
5135-000	Workers Compensation Insurance	68	79	99	0	0	0	
5136-000	Dental Insurance	0	948	192	0	0	0	
5137-000	Staff Development	151	120	207	500	0	500	
5138-000	Life Insurance	0	102	21	0	0	0	
5141-000	Uniform/Clothing Allowance	0	0	75	100	100	100	
5144-000	Employee Assistance Administration	0	32	23	0	0	0	
	<i>Personal Services Total</i>	26,007	62,699	14,266	600	100	2,985	
6210-000	Office Supplies	88	361	82	300	95	100	
6213-000	Public Relations	24,330	24,770	51,493	28,100	25,497	33,700	
6217-000	Dues/Fees/Subscriptions	985	1,178	1,030	1,200	1,550	1,116	
6218-000	Small Equipment Items	0	0	470	1,000	1,294	500	
6219-000	Special Equipment	197	2,114	531	1,200	1,200	7,550	
6246-000	Liability Insurance	6,004	4,415	4,415	4,415	4,415	4,415	
6249-000	Leases/Rentals	121	1,780	438	1,100	500	0	
6253-000	Contract Service	28,281	38,511	95,136	96,750	35,770	63,700	
6261-000	Telephone Services	0	685	61	0	0	0	
6263-000	Postage	0	0	0	50	0	0	
6264-000	Printing/Binding	3,007	990	1,775	1,500	1,491	1,500	
	<i>Operating &amp; Maintenance Total</i>	63,013	74,803	155,431	135,615	71,813	112,581	
7012-000	Facility Services Transfer	0	0	3,591	0	0	0	
	<i>Interfund Loans &amp; Transfers Total</i>	0	0	3,591	0	0	0	
<b>COMMUNITY EVENTS EXPENDITURES TOTAL</b>		89,019	137,502	173,288	136,215	71,913	115,565	

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>FORESTRY EXPENDITURES - 450</b>							
5111-000	Wages / Full Time	100,732	104,531	108,816	107,628	112,893	145,693
5112-000	Wages / Part Time	24,693	27,703	24,468	43,736	29,597	23,100
5121-000	Wages / Over Time	759	1,266	1,693	500	2,689	1,000
5122-000	On Call Time	142	126	62	170	298	170
5114-000	Merit Pay	0	0	0	3,229	0	3,325
5126-000	Short Term Disability	103	125	124	125	124	132
5127-000	Long Term Disability	457	482	481	483	484	699
5128-000	Vision Insurance	214	230	244	245	232	245
5130-000	FICA-Med	1,809	1,900	1,913	2,251	2,098	2,513
5131-000	FICA	7,737	8,126	8,178	9,626	8,972	10,744
5132-000	Medical Insurance	23,331	25,479	28,257	31,421	29,731	41,321
5133-000	Employee Retirement	4,988	5,191	5,380	6,651	6,659	6,850
5134-000	Unemployment Insurance	368	386	402	466	428	520
5135-000	Worker's Compensation Insurance	5,091	5,390	5,218	4,467	4,710	4,278
5136-000	Dental Insurance	2,275	2,275	2,265	2,280	2,122	2,930
5137-000	Staff Development	2,845	1,478	1,188	1,720	1,720	2,165
5138-000	Life Insurance	276	263	263	271	263	402
5141-000	Uniform/Clothing Allowance	804	898	790	960	959	1,320
5144-000	Employee Assistance Administration	71	78	78	78	84	78
	<i>Personal Services Total</i>	176,696	185,926	189,818	216,307	204,062	247,484
6210-000	Office Supplies	392	385	585	500	545	500
6213-000	Public Relations	4	29	33	500	0	0
6214-000	Board Development	100	120	15	0	0	125
6216-000	Reference Books/Materials	461	367	213	530	412	300
6217-000	Dues/Fees/Subscriptions	337	352	471	460	480	545
6218-000	Small Equipment Items	3,206	3,409	4,825	5,600	5,600	5,600
6222-000	Chemicals	0	4	0	250	0	250
6227-000	Right of Way Trees	10,730	5,260	13,910	9,600	9,600	9,600
6228-000	Tree Maintenance	11,966	13,144	14,490	15,800	15,800	17,800
6241-000	Land Maintenance	5,315	6,145	3,926	6,660	12,706	15,350
6246-000	Liability Insurance	9,313	8,236	9,664	11,696	10,209	11,651
6249-000	Leases/Rentals	3,049	4,204	4,350	7,400	3,200	7,400
6253-000	Contract Service	0	5,434	5,550	0	250	0
6261-000	Telephone Services	1,322	1,321	1,320	1,320	1,320	1,870
6264-000	Printing/Binding	0	192	0	200	0	0
6282-000	Tree Board Expenses	9,614	8,488	19,225	11,600	14,520	12,400
	<i>Operating &amp; Maintenance Total</i>	55,809	57,090	78,578	72,241	74,642	83,391
7010-000	Fleet Transfer	52,254	50,414	50,415	50,415	50,415	30,653
7012-000	Facility Services Transfer	3,453	3,674	0	0	0	0
	<i>Interfund Loans &amp; Transfers Total</i>	55,707	54,088	50,415	50,415	50,415	30,653
<b>FORESTRY EXPENDITURES TOTAL</b>		<b>288,212</b>	<b>297,104</b>	<b>318,811</b>	<b>338,963</b>	<b>329,119</b>	<b>361,528</b>

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>RECREATION EXPENDITURES- 451</b>							
5111-000	Wages / Full Time	253,219	287,979	304,455	330,799	370,988	431,462
5112-000	Wages / Part Time	284,011	242,350	222,629	194,099	186,752	222,852
5121-000	Wages / Over Time	151	517	290	500	436	500
5114-000	Merit Pay	0	0	0	7,723	0	10,485
5126-000	Short Term Disability	0	0	0	0	260	390
5127-000	Long Term Disability	1,142	1,301	1,376	1,479	1,449	1,974
5128-000	Vision Insurance	415	500	550	701	800	1,131
5130-000	FICA-Med	7,587	7,403	7,493	7,730	7,865	9,647
5131-000	FICA	32,439	31,652	32,040	33,053	33,631	41,249
5132-000	Medical Insurance	49,727	58,306	67,238	80,447	94,064	118,607
5133-000	Employee Retirement	12,624	14,233	15,512	15,909	15,811	24,811
5134-000	Unemployment Insurance	1,544	1,496	1,628	1,599	1,591	1,996
5135-000	Worker's Compensation Insurance	19,489	21,602	16,556	14,442	17,787	16,583
5136-000	Dental Insurance	4,677	5,023	5,205	5,388	5,994	8,043
5137-000	Staff Development	2,581	2,935	5,067	4,475	4,236	4,475
5138-000	Life Insurance	690	709	750	783	1,986	860
5141-000	Uniform/Clothing Allowance	1,782	0	1,565	1,800	1,800	1,800
5144-000	Employee Assistance Administration	175	191	194	272	316	350
	<i>Personal Services Total</i>	672,253	676,197	682,548	701,199	745,765	897,215
6210-000	Office Supplies	4,721	3,716	3,632	5,500	9,991	5,500
6213-000	Public Relations	4,587	8,983	9,373	8,000	7,946	6,300
6215-000	Concession Supplies	3,079	0	0	0	0	0
6216-000	Reference Books/Materials	593	0	187	200	199	200
6217-000	Dues/Fees/Subscriptions	53,286	82,009	64,732	64,825	63,640	97,935
6218-000	Small Equipment Items	17,988	19,159	10,613	21,220	20,765	31,850
6219-000	Special Equipment/Program Supplies	97,430	101,617	100,632	91,640	94,321	105,060
6236-000	Ball Field Maintenance/ Baseball	11,360	28,951	33,702	38,499	37,582	42,200
6240-000	Equipment Repairs	0	84	0	0	0	0
6245-000	Travel/Mileage	440	509	423.27	0	0	0
6246-000	Liability Insurance	6,553	8,209	6,391	7,735	8,307	7,705
6253-000	Contract Service	115,985	263,904	252,434	251,306	249,150	200,489
6261-000	Telephone Services	2,844	2,982	2,961	2,900	2,900	0
6263-000	Postage	1,940	3,329	1,590	2,500	2,490	0
6264-000	Printing/Binding	13,744	13,180	13,706	8,000	7,997	8,000
6273-000	Tours/Admissions	12,357	12,486	20,928	14,600	14,246	23,197
	<i>Operating &amp; Maintenance Total</i>	346,908	549,119	521,306	516,925	519,534	528,435
7373-000	Transfer to CRC	450,000	450,000	387,000	387,000	387,000	387,000
7010-000	Fleet Transfer	64,211	60,969	60,969	60,969	60,969	29,350
7011-000	Information Tech Transfer	58,321	75,406	56,770	46,883	46,883	73,520
	<i>Interfund Loans &amp; Transfers Total</i>	572,532	586,375	504,739	494,852	494,852	489,870
<b>RECREATION EXPENDITURES TOTAL</b>		1,591,694	1,811,691	1,708,593	1,712,976	1,760,151	1,915,520

General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
<b>AQUATICS/SWIMMING POOL EXPENDITURES - 452</b>								
5112-000	Wages / Part Time	106,734	100,709	110,971	110,000	121,528	106,115	
5121-000	Wages / Over Time	312	664	519	1,150	583	950	
5130-000	FICA-Med	1,554	1,469	1,584	1,612	1,771	1,552	
5131-000	FICA	6,644	6,283	6,913	6,891	7,576	6,638	
5134-000	Unemployment Insurance	321	304	328	333	367	321	
5135-000	Workers Compensation Insurance	6,875	5,923	5,690	5,091	5,368	2,689	
5137-000	Staff Development	458	701	1,285	1,600	226	2,040	
5141-000	Uniform/Clothing Allowance	0	0	3,599	3,500	3,296	3,850	
	<i>Personal Services Total</i>	122,899	116,053	130,890	130,178	140,714	124,156	
6210-000	Office Supplies	0	299	187	100	190	300	
6213-000	Public Relations	0	0	0	0	0	0	
6216-000	Reference Books/Materials	1,432	1,153	1,053	2,050	628	800	
6217-000	Dues/Fees/Subscriptions	1,299	1,621	1,723	1,630	630	1,375	
6218-000	Small Equipment Items	5,901	2,706	6,673	1,750	2,243	9,050	
6219-000	Special Equipment	9,190	6,943	4,746	4,330	4,540	6,530	
6222-000	Chemicals	8,518	11,995	10,844	11,000	10,918	11,000	
6229-000	Maintenance Supplies	174	960	58	200	200	200	
6230-000	Playground Equipment Repair	0	0	0	0	0	1,250	
6240-000	Equipment Repairs	1,307	1,180	1,805	1,450	1,450	1,900	
6245-000	Travel/Mileage	0	0	0	450	450	450	
6246-000	Liability Insurance	9,291	9,263	10,870	13,155	11,482	13,104	
6248-000	Signs	542	48	0	290	290	290	
6253-000	Contract Services	5,345	6,018	2,481	4,850	4,729	3,850	
6260-000	Utilities	17,402	11,989	13,642	12,000	12,000	12,000	
6261-000	Telephone Services	1,656	1,468	1,477	2,200	2,200	4,400	
	<i>Operating &amp; Maintenance Total</i>	62,056	55,640	55,559	55,455	51,949	66,499	
7012-000	Facility Services Transfer	1,149	1,357	1,381	699	699	634	
	<i>Interfund Loans &amp; Transfers Total</i>	1,149	1,357	1,381	699	699	634	
<b>AQUATICS/SWIMMING POOL EXPENDITURES TOTAL</b>		186,104	173,050	187,830	186,332	193,363	191,289	

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>PARKS EXPENDITURES - 454</b>							
5111-000	Wages / Full Time	385,307	403,709	432,490	407,798	406,146	449,518
5112-000	Wages / Part Time	61,473	76,488	49,434	139,178	96,593	126,496
5121-000	Wages / Over Time	4,143	3,699	6,051	4,000	4,335	6,000
5122-000	On Call Time	560	900	679	850	850	850
5114-000	Merit Pay	0	0	0	9,084	0	12,560
5126-000	Short Term Disability	280	395	332	291	421	506
5127-000	Long Term Disability	1,663	1,830	1,683	1,882	1,727	2,130
5128-000	Vision Insurance	522	682	748	778	732	1,068
5130-000	FICA-Med	6,405	6,839	6,937	8,133	7,193	8,634
5131-000	FICA	27,389	29,241	29,660	34,776	30,757	36,916
5132-000	Medical Insurance	61,655	68,649	75,635	90,358	76,091	103,728
5133-000	Employee Retirement	15,925	15,487	15,921	19,870	16,403	23,237
5134-000	Unemployment Insurance	1,219	1,311	1,497	1,683	1,448	1,786
5135-000	Workers Compensation Insurance	21,492	21,091	18,095	15,277	15,743	14,598
5136-000	Dental Insurance	5,739	5,610	5,520	6,360	5,469	6,312
5137-000	Staff Development	4,513	10,549	5,424	9,549	9,549	13,614
5138-000	Life Insurance	1,020	999	893	1,055	865	1,162
5141-000	Uniform/Clothing Allowance	2,543	2,369	3,120	2,880	3,421	3,340
5144-000	Employee Assistance Administration	227	262	259	272	253	305
	<i>Personal Services Total</i>	602,075	650,109	654,377	754,075	677,997	812,760
6210-000	Office Supplies	905	1,510	1,132	1,400	820	1,400
6213-000	Public Relations	4,239	318	527	500	340	2,250
6214-000	Board Development	8,052	3,133	16,305	9,500	16,000	9,500
6216-000	Reference Books/Materials	448	75	83	350	150	125
6217-000	Dues/Fees/Subscriptions	2,075	1,172	2,572	1,980	6,565	7,017
6218-000	Small Equipment Items	7,017	8,862	11,234	9,500	10,685	11,975
6222-000	Chemicals	454	501	40	500	500	0
6224-000	Trash Services	13,471	15,091	14,011	10,740	12,798	17,640
6229-000	Maintenance Supplies	2,144	1,993	2,808	2,900	2,900	2,900
6230-000	Playground Equipment Repair	5,225	2,805	16,530	24,353	24,353	24,653
6232-000	Building Repairs/Maintenance	17,540	13,963	9,752	15,700	12,165	13,300
6235-000	Sprinkler Repairs	18,616	21,540	22,761	15,100	18,675	15,100
6241-000	Land Maintenance	27,238	46,515	39,745	45,400	45,400	66,800
6243-000	Weed Control	319	2,413	3,379	6,000	4,372	6,000
6244-000	Assessments	16,196	17,603	17,335	21,050	21,050	23,560
6245-000	Travel/Mileage	5,304	5,345	4,611	5,900	5,900	5,900
6246-000	Liability Insurance	19,536	14,771	17,920	21,688	18,930	21,604
6248-000	Signs	7,408	2,087	761	5,500	7,105	5,500
6249-000	Leases/Rentals	739	1,927	1,843	3,000	2,230	2,600
6253-000	Contract Service	27,610	33,615	170,944	57,050	53,760	44,100
6256-000	Publishing/Recording	127	291	157	600	189	500
6260-000	Utilities	62,863	78,005	71,743	45,000	40,049	45,000
6261-000	Telephone Services	4,621	3,473	4,631	4,530	4,530	5,820
6263-000	Postage	0	847	527	800	664	800
6264-000	Printing/Binding	81	836	83	400	0	400
	<i>Operating &amp; Maintenance Total</i>	252,232	278,690	431,434	309,440	310,129	334,443
7010-000	Fleet Transfer	196,481	185,244	185,244	185,244	185,244	90,387
7011-000	Information Tech Transfer	60,243	64,593	72,308	43,917	43,917	68,767
7012-000	Facility Services Transfer	4,286	4,918	3,737	4,546	4,546	0
	<i>Interfund Loans &amp; Transfers Total</i>	261,010	254,755	261,289	233,707	233,707	159,154
<b>PARKS EXPENDITURES TOTAL</b>		1,115,317	1,183,554	1,347,100	1,297,222	1,221,834	1,306,357

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>ART &amp; HERITAGE EXPENDITURES - 456</b>							
5111-000	Wages / Full Time	105,326	99,429	110,530	110,359	84,287	124,495
5112-000	Wages / Part Time	29,657	21,748	27,274	18,561	18,496	15,600
5114-000	Merit Pay	0	0	0	3,311	0	1,477
5126-000	Short Term Disability	148	87	9	0	0	0
5127-000	Long Term Disability	476	426	512	495	473	730
5128-000	Vision Insurance	155	179	238	229	201	289
5130-000	FICA-Med	1,901	1,729	1,962	1,917	1,460	2,053
5131-000	FICA	8,127	7,393	8,391	8,198	6,243	8,778
5132-000	Medical Insurance	21,810	19,790	27,676	29,439	25,729	39,169
5133-000	Employee Retirement	5,229	3,095	1,509	6,820	6,181	3,014
5134-000	Unemployment Insurance	381	348	417	397	302	425
5135-000	Workers Compensation Insurance	362	1,161	282	227	240	162
5136-000	Dental Insurance	1,857	1,582	1,944	1,860	1,586	2,465
5137-000	Staff Development	808	966	2,839	2,260	2,257	2,200
5138-000	Life Insurance	286	232	280	278	249	359
5141-000	Uniform/Clothing Allowance	0	0	113	150	150	200
5144-000	Employee Assistance Administration	71	71	75	78	121	117
	<i>Personal Services Total</i>	176,594	158,237	184,052	184,581	147,977	201,533
6210-000	Office Supplies	456	842	678	500	466	500
6213-000	Public Relations	504	243	265	500	496	1,650
6216-000	Reference Books/Materials	165	43	37	400	400	600
6217-000	Dues/Fees/Subscriptions	175	503	390	400	471	560
6218-000	Small Equipment Items	7,906	29,291	491	0	0	1,330
6219-000	Special Equipment	657	1,277	1,648	3,000	3,000	6,376
6229-000	Maintenance Supplies	480	17	110	500	500	500
6232-000	Building Repairs/Maintenance	3,622	9,081	627	5,500	5,500	5,500
6245-000	Travel/Mileage	1,805	824	304	2,000	0	0
6246-000	Liability Insurance	10,283	10,252	12,031	14,560	12,709	14,504
6249-000	Leases/Rentals	0	0	843	2,000	1,999	7,750
6253-000	Contract Services	4,617	5,961	5,990	10,450	10,450	21,434
6256-000	Publishing/Recording	0	43	0	100	100	100
6260-000	Utilities	8,178	8,272	7,963	9,500	9,500	9,500
6261-000	Telephone Services	2,604	3,124	3,508	3,660	3,660	2,660
6263-000	Postage	1,038	219	110	500	215	230
6264-000	Printing/Binding	2,616	787	582	1,500	1,407	1,500
	<i>Operating &amp; Maintenance Total</i>	45,106	70,778	35,577	55,070	50,871	74,694
7011-000	Information Tech Transfer	15,870	15,959	21,476	32,050	32,050	50,155
7012-000	Facility Services Transfer	4,664	5,094	6,521	7,735	7,735	2,832
	<i>Interfund Loans &amp; Transfers Total</i>	20,534	21,053	27,997	39,785	39,785	52,988
<b>ART &amp; HERITAGE EXPENDITURES TOTAL</b>		242,234	250,068	247,626	279,437	238,633	329,214

Park Improvement Fund Detail Budget

TOWN OF WINDSOR		PARK IMPROVEMENT FUND - 02					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>PARK IMPROVEMENT FUND REVENUE - 02</b>							
4001-000	<i>Beginning Fund Balance</i>	2,152,985	2,621,531	2,845,411	2,809,238	2,651,229	6,220,861
4316-000	Larimer County Open Space Tax	122,170	138,494	150,665	117,537	169,746	152,968
4358-000	Community Park Fees	456,727	291,140	397,923	397,442	1,008,120	565,728
4364-000	Interest Income	353	305	454	458	723	494
4387-000	Neighborhood Park Fees	1,025,200	509,278	609,732	746,789	2,452,534	1,190,515
<b>PARK IMPROVEMENT FUND REVENUE TOTAL</b>		<b>1,604,450</b>	<b>939,217</b>	<b>1,158,774</b>	<b>1,262,226</b>	<b>3,631,123</b>	<b>1,909,705</b>
<b>AVAILABLE RESOURCES</b>		<b>3,757,435</b>	<b>3,560,748</b>	<b>4,004,185</b>	<b>4,071,464</b>	<b>6,282,352</b>	<b>8,130,566</b>
<b>PARK IMPROVEMENT FUND EXPENDITURES - 02</b>							
<b>JACOBY FARM PARK - 448</b>							
6267-448	Study Review/Consultant	0	0	0	0	0	30,000
<i>Operating &amp; Maintenance Total</i>		<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>30,000</i>
<b>COVENANT PARK TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>
<b>DIAMOND VALLEY - 454</b>							
8412-445	Site Improvements	0	0	0	0	0	100,000
<i>Capital Outlay Total</i>		<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>100,000</i>
<b>DIAMOND VALLEY PARK TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
<b>BOARDWALK PARK - 454</b>							
8412-462	Site Improvements	0	0	30,129	40,150	0	275,000
<i>Capital Outlay Total</i>		<i>0</i>	<i>0</i>	<i>30,129</i>	<i>40,150</i>	<i>0</i>	<i>275,000</i>
<b>BOARDWALK PARK TOTAL</b>		<b>0</b>	<b>0</b>	<b>30,129</b>	<b>40,150</b>	<b>0</b>	<b>275,000</b>
<b>GENERAL SITE DEVELOPMENT - 454</b>							
7373-467	Interfund Transfer	24,246	25,600	25,873	27,172	27,172	28,286
7377-467	Transfer to Water/NP Fund	0	625,000	0	0	0	0
<i>Interfund Loans &amp; Transfers Total</i>		<i>24,246</i>	<i>650,600</i>	<i>25,873</i>	<i>27,172</i>	<i>27,172</i>	<i>28,286</i>
<b>GENERAL SITE DEVELOPMENT TOTAL</b>		<b>24,246</b>	<b>650,600</b>	<b>25,873</b>	<b>27,172</b>	<b>27,172</b>	<b>28,286</b>
<b>HIGHLAND MEADOWS PARK - 467</b>							
6240-468	Equipment Repairs	0	0	0	0	0	125,000
<i>Operating &amp; Maintenance Total</i>		<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>125,000</i>
<b>HIGHLAND MEADOWS PARK TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>
<b>BEGINNING FUND BALANCE</b>		<b>2,152,985</b>	<b>2,621,531</b>	<b>2,845,411</b>	<b>2,809,238</b>	<b>2,651,229</b>	<b>6,220,861</b>
<b>REVENUES</b>		<b>1,604,450</b>	<b>939,217</b>	<b>1,158,774</b>	<b>1,262,226</b>	<b>3,631,123</b>	<b>1,909,705</b>
<b>Available Resources</b>		<b>3,757,435</b>	<b>3,560,748</b>	<b>4,004,185</b>	<b>4,071,464</b>	<b>6,282,352</b>	<b>8,130,566</b>
<b>EXPENDITURES</b>		<b>1,135,904</b>	<b>715,337</b>	<b>1,352,956</b>	<b>281,322</b>	<b>61,491</b>	<b>558,286</b>
<b>ENDING FUND BALANCE</b>		<b>2,621,531</b>	<b>2,845,411</b>	<b>2,651,229</b>	<b>3,790,141</b>	<b>6,220,861</b>	<b>7,572,280</b>

*Conservation Trust Fund Detail Budget*

TOWN OF WINDSOR		CONSERVATION TRUST FUND - 03					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>CONSERVATION TRUST FUND REVENUE -03</b>							
4001-000	<i>Beginning Fund Balance</i>	331,235	514,062	558,982	543,782	725,672	729,469
4330-000	State Lottery Revenue	208,280	191,432	205,973	205,344	266,711	221,372
4334-000	Grants	0	120,346	0	10,000	0	0
4364-000	Interest Income	113	95	153	126	426	225
<b>CONSERVATION TRUST FUND REVENUE TOTAL</b>		<b>208,393</b>	<b>311,873</b>	<b>206,126</b>	<b>215,470</b>	<b>267,137</b>	<b>221,597</b>
<b>AVAILABLE RESOURCES</b>		<b>539,627</b>	<b>825,935</b>	<b>765,108</b>	<b>759,252</b>	<b>992,808</b>	<b>951,066</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	18,000
<i>Operating &amp; Maintenance Total</i>		9,000	9,000	9,000	9,000	9,000	18,000
8412-440	Site Improvements	0	2,760	12,521	250,000	54,213	0
<i>Capital Outlay Total</i>		0	2,760	12,521	250,000	54,213	0
<b>POUDRE TRAIL TOTAL</b>		<b>9,000</b>	<b>11,760</b>	<b>21,521</b>	<b>259,000</b>	<b>63,213</b>	<b>18,000</b>
<b>WINDSOR TRAIL SYSTEM - 454</b>							
6219-441	Special Equipment	0	755	0	0	0	0
<i>Operating &amp; Maintenance Total</i>		0	755	0	0	0	0
8410-441	Land	0	0	0	10,000	10,000	0
8412-441	Site Improvements	16,566	254,439	17,915	208,107	190,126	140,000
<i>Capital Outlay Total</i>		16,566	254,439	17,915	218,107	200,126	140,000
<b>WINDSOR LAKE TRAIL TOTAL</b>		<b>16,566</b>	<b>255,194</b>	<b>17,915</b>	<b>218,107</b>	<b>200,126</b>	<b>140,000</b>
<b>CONSERVATION TRUST FUND EXPENDITURES TOTAL</b>		<b>25,566</b>	<b>266,954</b>	<b>39,436</b>	<b>477,107</b>	<b>263,340</b>	<b>158,000</b>
<b>BEGINNING FUND BALANCE</b>		<b>331,235</b>	<b>514,062</b>	<b>558,982</b>	<b>543,782</b>	<b>725,672</b>	<b>729,469</b>
<b>REVENUE</b>		<b>208,393</b>	<b>311,873</b>	<b>206,126</b>	<b>215,470</b>	<b>267,137</b>	<b>221,597</b>
<b>Available Resources</b>		<b>539,627</b>	<b>825,935</b>	<b>765,108</b>	<b>759,252</b>	<b>992,808</b>	<b>951,066</b>
<b>EXPENDITURES</b>		<b>25,566</b>	<b>266,954</b>	<b>39,436</b>	<b>477,107</b>	<b>263,340</b>	<b>158,000</b>
<b>ENDING FUND BALANCE</b>		<b>514,062</b>	<b>558,982</b>	<b>725,672</b>	<b>282,145</b>	<b>729,469</b>	<b>793,066</b>

*Capital Improvement Fund Detail Budget*

ACCT NO	ACCOUNT NAME	CAPITAL IMPROVEMENT FUND - 04					
		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>RECREATION - 451</b>							
6218-000	Small Equipment Items	11,235	38,294	47,272	16,000	16,000	37,600
	<i>Small Equipment Total</i>	11,235	38,294	47,272	16,000	16,000	37,600
8440-000	Machinery & Equipment	21,081	0	0	0	0	0
	<i>Capital Outlay Total</i>	21,081	0	0	0	0	0
<b>RECREATION TOTAL</b>		<b>32,316</b>	<b>38,294</b>	<b>47,272</b>	<b>16,000</b>	<b>16,000</b>	<b>37,600</b>
<b>CHIMNEY PARK MUNICIPAL POOL - 452</b>							
6218-000	Small Equipment Items	20,573	0	1,810	5,000	5,000	16,000
	<i>Small Equipment Total</i>	20,573	0	1,810	5,000	5,000	16,000
6232-000	Building Repair/Maintenance	9,137	0	0	5,000	5,000	0
6444-000	ADA Compliance Repair	0	1,744	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	9,137	1,744	0	5,000	5,000	0
8412-000	Site Improvements	14,011	297,948	26,456	0	0	0
8431-000	Furniture & Fixtures	0	6,415	0	0	0	0
8440-000	Machinery & Equipment	0	0	0	8,000	8,000	0
8444-000	ADA site improvement	10,258	0	0	0	0	0
	<i>Capital Outlay Total</i>	24,269	304,363	26,456	8,000	8,000	0
<b>CHIMNEY PARK MUNICIPAL POOL TOTAL</b>		<b>53,979</b>	<b>306,107</b>	<b>28,266</b>	<b>18,000</b>	<b>18,000</b>	<b>16,000</b>
<b>PARKS - 454</b>							
6218-000	Small Equipment Items	15,007	6,271	11,111	10,000	10,000	30,000
	<i>Small Equipment Total</i>	15,007	6,271	11,111	10,000	10,000	30,000
6232-000	Building Repairs/Maintenance	0	0	0	0	0	125,000
6241-000	Land Maintenance	0	5,847	286	0	0	0
6267-000	Study Review/Consultant	0	0	53,623	0	47,885.92	0
6274-000	Grant Administration Services	0	0	0	30,000	30,000	0
	<i>Operating &amp; Maintenance Total</i>	0	5,847	53,910	30,000	77,886	125,000
7810-000	Fleet Capital Contribution	0	0	0	0	0	25,000
7377-000	Transfer to Water/NP Fund	0	625,000	0	0	0	0
	<i>Interfund Loans &amp; Transfers Total</i>	0	625,000	0	0	0	25,000
8412-000	Site Improvements	7,500	211,008	298,647	100,000	110,000	0
8431-000	Furniture & Fixtures	0	0	9,472	0	0	0
8440-000	Machinery & Equipment	0	0	0	10,000	10,000	0
	<i>Capital Outlay Total</i>	7,500	211,008	308,119	110,000	120,000	0
<b>PARKS TOTAL</b>		<b>22,507</b>	<b>848,126</b>	<b>373,140</b>	<b>150,000</b>	<b>207,886</b>	<b>180,000</b>

*Capital Improvement Fund Detail Budget*

ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	CAPITAL IMPROVEMENT FUND - 04		
					2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>ART &amp; HERITAGE - 456</b>							
6218-000	Small Equipment	0	3,049	517	6,250	6,250	12,000
	<i>Small Equipment Total</i>	0	3,049	517	6,250	6,250	12,000
6232-000	Building Repairs/Maintenance	0	0	0	0	0	50,000
6267-000	Study Review/Consultant	20,181	0	0	40,000	40,000	0
6444-000	ADA Compliance Repair	0	175	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	20,181	175	0	40,000	40,000	50,000
8412-000	Site Improvements	0	57,147	28,529	82,645	82,645	15,000
	<i>Capital Outlay Total</i>	0	57,147	28,529	82,645	82,645	15,000
<b>ART &amp; HERITAGE TOTAL</b>		20,181	60,371	29,045	128,895	128,895	77,000
<b>TOWN HALL TOTAL</b>		13,075	842,398	0	218,368	240,701	143,000
<b>BOARDWALK PARK - 454</b>							
6218-462	Small Equipment Items	1,389	0	0	4,300	4,861	0
	<i>Small Equipment Total</i>	1,389	0	0	4,300	4,861	0
6267-462	Study/Review/Consultant	0	0	9,105	0	0	0
6444-462	ADA Compliance Repair	1,236	0	0	0	0	0
	<i>Operating &amp; Maintenance Total</i>	1,236	0	9,105	0	0	0
8412-462	Site Improvements	0	0	0	500,000	233,096	275,000
8444-462	ADA Site Improvement	1,747	0	0	0	0	0
	<i>Capital Outlay Total</i>	1,747	0	0	500,000	233,096	275,000
<b>BOARDWALK PARK TOTAL</b>		4,372	0	9,105	504,300	237,956	275,000

*Community Recreation Center Fund Detail Budget*

TOWN OF WINDSOR		COMMUNITY/RECREATION CENTER FUND - 05					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>COMMUNITY /RECREATION CENTER FUND REVENUE - 05</b>							
4001-000	<i>Beginning Fund Balance</i>	310,798	283,098	275,967	293,020	321,451	522,879
4313-000	Sales Tax	429,373	485,999	519,823	481,992	564,024	523,282
4318-000	Construction Use Tax	127,594	90,985	123,749	113,629	229,965	148,233
4346-000	Recreation Revenue	74,889	70,107	65,922	55,000	58,944	256,037
4364-000	Interest Income	45	37	57	59	85	60
4367-000	Donations/Sponsorships	0	0	467	0	200	0
4371-000	Trans from General Fund (Operations)	450,000	450,000	387,000	387,000	387,000	387,000
<b>COMMUNITY/RECREATION CENTER FUND REVENUE TOTAL</b>		<b>1,081,901</b>	<b>1,097,128</b>	<b>1,097,018</b>	<b>1,037,681</b>	<b>1,240,218</b>	<b>1,314,612</b>
<b>AVAILABLE RESOURCES</b>		<b>1,392,700</b>	<b>1,380,227</b>	<b>1,372,985</b>	<b>1,330,701</b>	<b>1,561,669</b>	<b>1,837,491</b>
<b>COMMUNITY/RECREATION CENTER FUND EXPENDITURES - 05</b>							
<b>PROGRAMMING &amp; OPERATIONS - 490</b>							
5111-000	Wages / Full Time	196,675	174,509	141,873	179,863	188,389	189,914
5112-000	Wages / Part Time	50,046	58,916	44,745	17,320	8,231	46,208
5121-000	Wages / Over Time	713	308	1,884	500	281	500
5114-000	Merit Pay	0	0	0	5,396	0	4,792
5126-000	Short Term Disability	153	147	53	58	55	81
5127-000	Long Term Disability	874	799	547	774	768	867
5128-000	Vision Insurance	291	347	342	348	430	368
5130-000	FICA-Med	3,461	3,320	2,508	2,945	2,681	3,501
5131-000	FICA	14,797	14,194	10,725	12,591	11,462	14,968
5132-000	Medical Insurance	40,821	41,386	30,286	42,074	42,498	48,818
5133-000	Employee Retirement	7,478	7,758	3,204	10,432	9,587	11,682
5134-000	Unemployment Insurance	700	652	571	609	538	724
5135-000	Workers Compensation Insurance	10,543	9,927	8,195	7,220	7,914	5,984
5136-000	Dental Insurance	3,738	3,437	2,155	2,748	2,741	3,332
5137-000	Staff Development	1,725	2,988	1,740	3,500	3,499	6,700
5138-000	Life Insurance	472	436	301	430	450	470
5141-000	Uniform/Clothing Allowance	1,200	1,559	1,776	1,200	1,200	1,200
5144-000	Employee Assistance Administration	168	194	172	156	274	156
<i>Personal Services Total</i>		<b>333,855</b>	<b>320,877</b>	<b>251,078</b>	<b>288,163</b>	<b>280,996</b>	<b>340,264</b>

*Community Recreation Center Fund Detail Budget*

<i>TOWN OF WINDSOR</i>		<b>COMMUNITY/RECREATION CENTER FUND - 05</b>					
<b>ACCT NO</b>	<b>ACCOUNT NAME</b>	<b>2013 ACTUAL</b>	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2016 PROJ.</b>	<b>2017 BUDGET</b>
6210-000	Office Supplies	1,447	1,687	1,215	2,000	1,999	2,000
6213-000	Public Relations	1,337	3,806	898	4,000	3,999	4,000
6216-000	Reference Books/Materials	83	216	12	300	545	0
6217-000	Dues/Fees/Subscriptions	231	212	80	3,975	3,000	3,975
6218-000	Small Equipment Items	11,267	5,331	10,846	3,750	5,660	7,000
6219-000	Special Equipment	5,511	2,156	2,919	6,400	4,287	28,420
6224-000	Trash Service	1,454	1,251	1,365	1,500	1,500	1,500
6230-000	Recreation Equip/Repair	0	0	0	500	200	500
6245-000	Travel/Mileage	1,805	1,738	1,871	1,800	1,800	1,800
6246-000	Liability Insurance	12,205	12,168	14,279	17,281	15,083	17,214
6253-000	Contract Services	15,123	12,831	12,847	11,800	11,770	109,211
6256-000	Publishing/Recording	2,181	2,215	48	200	200	200
6260-000	Utilities	76,612	77,437	74,002	70,000	70,000	70,000
6261-000	Telephone Services	14,632	14,322	14,510	17,000	17,000	17,000
6263-000	Postage	198	430	1,413	1,650	1,650	1,650
6264-000	Printing/Binding	0	95	0	250	250	250
	<i>Operating &amp; Maintenance Total</i>	144,086	135,897	136,304	142,406	138,942	264,720
6266-000	Bond Payment Fee	200	200	200	200	200	200
7321-000	Bond Interest Expense	92,275	86,675	81,075	72,075	72,075	65,325
7350-000	Bond Principal Expense	280,000	280,000	300,000	300,000	300,000	310,000
7011-000	Information Tech Transfer	59,499	63,012	50,860	40,950	40,950	78,677
7012-000	Facility Services Transfer	199,686	217,599	232,016	205,627	205,627	247,070
	<i>Debt Service &amp; Transfers Total</i>	631,660	647,486	664,151	618,852	618,852	701,273
<b>COMMUNITY/RECREATION CENTER TOTAL</b>		<b>1,109,601</b>	<b>1,104,260</b>	<b>1,051,533</b>	<b>1,049,420</b>	<b>1,038,790</b>	<b>1,306,257</b>
<b>BEGINNING FUND BALANCE</b>		<b>310,798</b>	<b>283,098</b>	<b>275,967</b>	<b>293,020</b>	<b>321,451</b>	<b>522,879</b>
<b>REVENUE</b>		<b>1,081,901</b>	<b>1,097,128</b>	<b>1,097,018</b>	<b>1,037,681</b>	<b>1,240,218</b>	<b>1,314,612</b>
<b>Available Resources</b>		<b>1,392,700</b>	<b>1,380,227</b>	<b>1,372,985</b>	<b>1,330,701</b>	<b>1,561,669</b>	<b>1,837,491</b>
<b>EXPENDITURES</b>		<b>1,109,601</b>	<b>1,104,260</b>	<b>1,051,533</b>	<b>1,049,420</b>	<b>1,038,790</b>	<b>1,306,257</b>
<b>ENDING FUND BALANCE</b>		<b>283,098</b>	<b>275,967</b>	<b>321,451</b>	<b>281,280</b>	<b>522,879</b>	<b>531,234</b>

*Community Recreation Center Expansion Fund Detail Budget*

TOWN OF WINDSOR		COMMUNITY/RECREATION CENTER EXPANSION FUND - 21					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2016 BUDGET
<b>COMMUNITY/RECREATION CENTER EXPANSION FUND REVENUE - 21</b>							
4001-000	<i>Beginning Fund Balance</i>	0	0	0	9,631,758	14,620,044	3,501,337
4313-000	Sales Tax	0	0	1,951,353	1,710,843	2,118,631	2,262,501
4318-000	Construction Use Tax	0	0	407,300	331,739	917,219	485,285
4345-000	Membership Revenue	0	0	0	0	135,000	0
4346-000	Recreation Revenue	0	0	0	114,728	114,728	861,225
4364-000	Interest Income	0	0	19,370	135,000	66,768	43,069
4367-000	Donations/Sponsorships	0	0	0	0	0	0
4368-000	Miscellaneous Income	0	0	0	0	0	0
4338-000	Bond Premium	0	0	1,854,911	0	0	0
4336-000	Bond Proceeds	0	0	16,100,000	0	0	0
<b>COMMUNITY/RECREATION CENTER EXPANSION FUND REVENUE TOTAL</b>		<b>0</b>	<b>0</b>	<b>20,332,934</b>	<b>2,292,311</b>	<b>3,352,346</b>	<b>3,652,080</b>
<b>AVAILABLE RESOURCES</b>		<b>0</b>	<b>0</b>	<b>20,332,934</b>	<b>11,924,069</b>	<b>17,972,390</b>	<b>7,153,418</b>
<b>COMMUNITY/RECREATION CENTER EXPANSION FUND EXPENDITURES - 21</b>							
<b>PROGRAMMING &amp; OPERATIONS - 493</b>							
5111-000	Wages/Full Time	0	0	0	187,429	167,665	217,867
5112-000	Wages/Part Time	0	0	0	59,800	59,800	277,715
5121-000	Wages/Over Time	0	0	0	0	926	500
5122-000	On Call Time	0	0	0	0	0	0
5114-000	Merit Pay	0	0	0	0	0	4,272
5126-000	Short Term Disability	0	0	0	0	315	271
5127-000	Long Term Disability	0	0	0	904	591	946
5128-000	Vision Insurance	0	0	0	733	461	628
5130-000	FICA-Med	0	0	0	3,585	3,234	7,255
5131-000	FICA	0	0	0	15,328	20,376	31,022
5132-000	Medical Insurance	0	0	0	72,023	42,312	59,359
5133-000	Employee Retirement	0	0	0	1,441	1,173	8,214
5134-000	Unemployment Insurance	0	0	0	742	665	1,501
5135-000	Workers Compensation Insurance	0	0	0	0	0	12,560
5136-000	Dental Insurance Expense	0	0	0	4,705	3,050	4,253
5137-000	Staff Development	0	0	0	0	0	4,840
5138-000	Life Insurance	0	0	0	516	361	463
5141-000	Uniform/Clothing Allowance	0	0	0	2,000	2,000	2,060
5144-000	Employee Assistance Administration	0	0	0	262	136	272
<i>Personal Services Total</i>		<b>0</b>	<b>0</b>	<b>0</b>	<b>349,469</b>	<b>303,065</b>	<b>633,998</b>

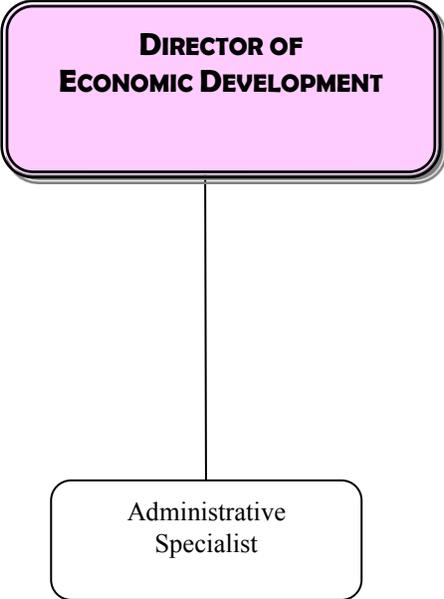
*Community Recreation Center Expansion Fund Detail Budget*

TOWN OF WINDSOR			COMMUNITY/RECREATION CENTER EXPANSION FUND - 21				
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2016 BUDGET
6210-000	Office Supplies	0	0	0	0	0	50
6213-000	Public Relations	0	0	0	0	0	4,000
6216-000	Reference Books/Materials	0	0	0	0	0	200
6217-000	Dues/Fees/Subscriptions	0	0	0	0	0	3,414
6218-000	Small Equipment Items	0	0	0	7,500	7,500	7,500
6219-000	Special Equipment	0	0	0	17,450	17,450	27,786
6222-000	Chemicals	0	0	0	20,000	20,000	34,000
6224-000	Trash Service	0	0	0	0	0	1,500
6229-000	Maintenance Supplies	0	0	0	0	0	0
6230-000	Recreation Equip/Repair	0	0	0	1,500	1,000	3,000
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	1,958	0	13,104
6248-000	Signs	0	0	0	0	0	200
6253-000	Contract Services	0	0	0	51,192	79,861	177,769
6256-000	Publishing/Recording	0	0	0	0	0	0
6260-000	Utilities	0	0	0	78,229	78,229	156,458
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	177,829	204,040	428,981
6266-000	Bond Payment Fee	0	0	0	0	0	0
7321-000	Bond Interest Expense	0	0	333,165	794,300	794,300	778,250
7350-000	Bond Principal Expense	0	0	0	535,000	535,000	555,000
7362-000	Payment to Refunding Bond	0	0	0	0	0	0
7363-000	Debt Issuance Cost	0	0	165	0	0	0
7012-000	Facility Services Transfer	0	0	0	59,297	59,297	113,563
	<i>Debt Service &amp; Transfers Total</i>	0	0	333,329	1,388,597	1,388,597	1,446,813
8420-000	Facility construction	0	0	5,379,561	7,215,695	11,741,682	0
8431-000	Furniture & Fixtures	0	0	0	748,718	748,718	0
8440-000	Machinery/Equipment	0	0	0	84,950	84,950	0
	<i>Capital Outlay Total</i>	0	0	5,379,561	8,049,363	12,575,350	0
<b>COMMUNITY/REC. CENTER EXPANSION TOTAL</b>		<b>0</b>	<b>0</b>	<b>5,712,890</b>	<b>9,965,258</b>	<b>14,471,052</b>	<b>2,509,793</b>
<b>BEGINNING FUND BALANCE</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>9,631,758</b>	<b>14,620,044</b>	<b>3,501,337</b>
<b>REVENUE</b>		<b>0</b>	<b>0</b>	<b>20,332,934</b>	<b>2,292,311</b>	<b>3,352,346</b>	<b>3,652,080</b>
<b>Available Resources</b>		<b>0</b>	<b>0</b>	<b>20,332,934</b>	<b>11,924,069</b>	<b>17,972,390</b>	<b>7,153,418</b>
<b>EXPENDITURES</b>		<b>0</b>	<b>0</b>	<b>5,712,890</b>	<b>9,965,258</b>	<b>14,471,052</b>	<b>2,509,793</b>
<b>ENDING FUND BALANCE</b>		<b>0</b>	<b>0</b>	<b>14,620,044</b>	<b>1,958,810</b>	<b>3,501,337</b>	<b>4,643,625</b>

*Water Fund Detail Budget*

TOWN OF WINDSOR		WATER FUND - 06					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>NON-POTABLE WATER REVENUE</b>		<b>NON-POTABLE WATER</b>					
4001-000	<i>Beginning Fund Balance</i>	(303,518)	(423,268)	1,625,832	1,597,154	1,669,907	-884,391
4336-485	Loan Proceeds / Kyger	0	3,245,270	0	1,254,730	0	1,254,730
4357-484	Water Rental	24,290	26,821	15,150	10,000	10,556	10,000
4361-484	Gas Drilling Royalties	0	375,373	296,714	335,853	302,901	324,996
4368-000	Miscellaneous Income	431,097	0	0	0	0	0
4374-000	Transfer from Capital Imprvmnt Fund	0	625,000	0	0	0	0
4375-000	Transfer from Park Imprvmnt Fund	0	625,000	0	0	0	0
4376-000	Transfer from Water Fund Plant Investment	151,986	901,986	151,986	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	0	(100,000)
<b>NON-POTABLE WATER/KERN RESERVOIR REVENUES TOTAL</b>		<b>919,359</b>	<b>6,111,436</b>	<b>775,836</b>	<b>2,064,555</b>	<b>617,429</b>	<b>1,793,698</b>
<b>AVAILABLE RESOURCES</b>		<b>615,842</b>	<b>5,688,168</b>	<b>2,401,668</b>	<b>3,661,709</b>	<b>2,287,335</b>	<b>909,307</b>
<b>NON-POTABLE WATER EXPENDITURES</b>							
<b>NON-POTABLE WATER SYSTEM - 484</b>							
6240-000	Equipment Repairs	0	3,591	5,788	8,000	5,000	8,000
6244-000	Assessments	1,040	0	8,190	1,040	215	1,040
6246-000	Liability Insurance	2,207	2,252	4,627	2,068	2,068	2,068
6253-000	Contract Services	77,180	165,412	148,791	117,050	150,614	136,050
6260-000	Utilities	693	772	1,429	700	2,416	700
6267-000	Study Review/Consultant	27,645	0	0	0	11,898	0
	<i>Operating &amp; Maintenance Total</i>	<b>108,765</b>	<b>172,027</b>	<b>168,824</b>	<b>128,858</b>	<b>172,212</b>	<b>147,858</b>
7306-000	Transfer to General Fund	30,000	30,000	10,000	10,000	10,000	10,000
7314-000	Transfer to Storm Drainage Fund	431,097	0	0	0	0	0
7321-000	Bond Interest Expense/Kern Reservoir	197,023	191,569	185,836	179,811	179,811	173,479
7350-000	Bond Principal Expense/Kern Reservoir	106,949	112,403	118,136	124,161	124,161	130,493
	<i>Loans &amp; Transfers Total</i>	<b>765,069</b>	<b>333,972</b>	<b>313,972</b>	<b>313,972</b>	<b>313,972</b>	<b>313,972</b>
8410-000	Land	0	3,447,356	(8,810)	0	493	0
8440-000	Machinery/Equipment	0	0	10,737	0	0	0
8456-000	Systems Improvements	165,276	2,981	39,609	132,000	132,000	0
8456-485	System Improve / Kyger	0	0	116,729	2,316,281	2,255,050	420,000
8494-485	Non-Potable Water Shares / Kyger	0	106,000	90,700	298,000	298,000	298,000
	<i>Capital Outlay Total</i>	<b>165,276</b>	<b>3,556,337</b>	<b>248,966</b>	<b>2,746,281</b>	<b>2,685,543</b>	<b>718,000</b>
<b>NON-POTABLE WATER EXPENDITURES TOTAL</b>		<b>1,039,110</b>	<b>4,062,336</b>	<b>731,761</b>	<b>3,189,111</b>	<b>3,171,727</b>	<b>1,179,830</b>
<b>BEG NON-POTABLE WATER BAL</b>		<b>(303,518)</b>	<b>(423,268)</b>	<b>1,625,832</b>	<b>1,597,154</b>	<b>1,669,907</b>	<b>(884,391)</b>
<b>REVENUE</b>		<b>919,359</b>	<b>6,111,436</b>	<b>775,836</b>	<b>2,064,555</b>	<b>617,429</b>	<b>1,793,698</b>
<b>Available Resources</b>		<b>615,842</b>	<b>5,688,168</b>	<b>2,401,668</b>	<b>3,661,709</b>	<b>2,287,335</b>	<b>909,307</b>
<b>EXPENDITURES</b>		<b>1,039,110</b>	<b>4,062,336</b>	<b>731,761</b>	<b>3,189,111</b>	<b>3,171,727</b>	<b>1,179,830</b>
<b>END NON-POTABLE BAL</b>		<b>(423,268)</b>	<b>1,625,832</b>	<b>1,669,907</b>	<b>472,598</b>	<b>(884,391)</b>	<b>(270,524)</b>

*Stacy Johnson*  
*Director of Economic Development*



*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

**Economic Development  
Incentive Fund (EDIF)**

## ECONOMIC DEVELOPMENT

### **Overview**

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

### **Responsibilities**

- Act as the Town liaison and ombudsman/business advocate between the Town and local industry
- Facilitate, develop and coordinate business development programs to support, retain, expand industry
- Recruit and market to new businesses to enhance local economy and diversity of services and products
- Develops policy and procedures; creates/encourages positive public/community relations and advocates for local businesses
- Respond to any general business attraction or business retention & expansion economic development requests
- Provide on-going customized assistance from the Town and partnering organizations

## BUDGET TRENDS/ RELATIONSHIP TO STRATEGIC PLAN

Northern Colorado continues to be an attractive place for new residents and businesses. The Economic Development Department will work with business prospects and any local business looking to expand in 2017. Staff will focus on attraction prospect leads from all sources including, state, regional and local sources. A focus on attracting additional retail businesses could be prevalent in 2017 as well.

One of the top goals of the Strategic Plan is to create a “Prosperous Local Economy.” A major focus heading into 2017 is to *partner with the developer to renovate and establish a commercially viable entity at The Mill*. Staff will also work to ensure better business retention, expansion, and outreach efforts.

General Fund Detail Budget

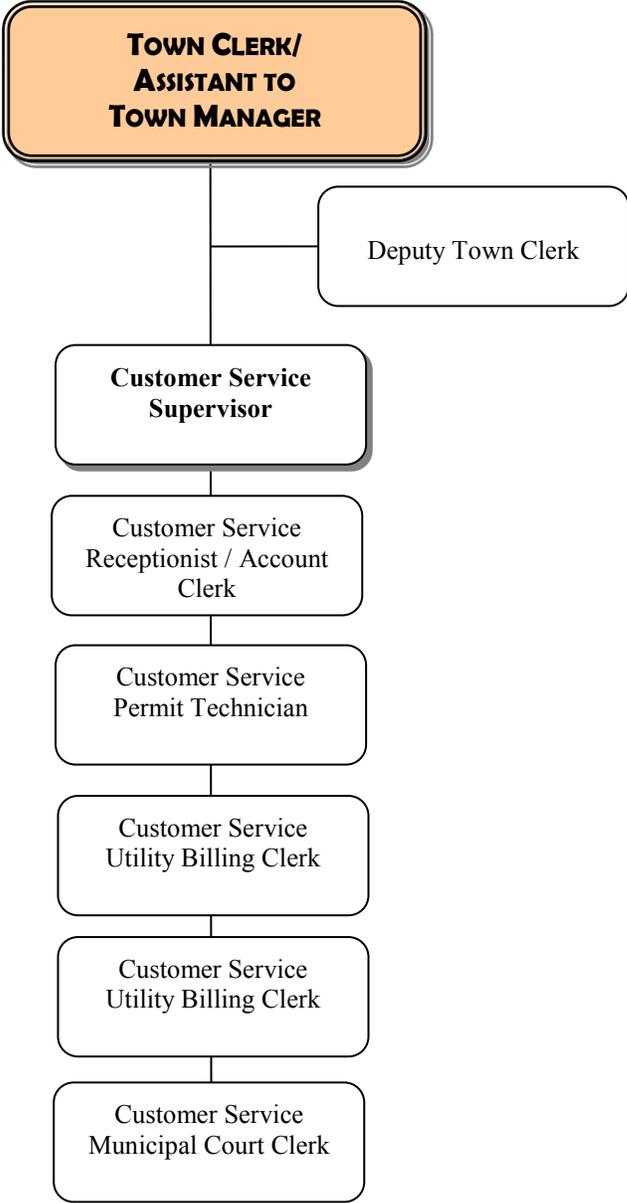
TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>ECONOMIC DEVELOPMENT - 420</b>							
5111-000	Wages / Full Time	82,997	88,355	94,596	129,705	140,414	143,682
5114-000	Merit Pay	0	0	0	2,734	0	3,030
5126-000	Short Term Disability	195	211	210	210	363	342
5127-000	Long Term Disability	374	407	410	609	631	654
5128-000	Vision Insurance	103	106	114	239	211	172
5130-000	FICA-Med	1,227	1,303	1,354	1,920	2,036	2,127
5131-000	FICA	5,246	5,569	5,791	8,211	8,704	9,096
5132-000	Medical Insurance	10,144	11,078	12,391	29,498	19,454	22,257
5133-000	Employee Retirement	4,128	4,394	4,297	6,211	6,023	8,803
5134-000	Unemployment Insurance	235	249	395	397	400	440
5135-000	Workers Compensation Insurance	585	301	185	236	241	164
5136-000	Dental Insurance	720	720	720	1,860	1,012	1,202
5137-000	Staff Development	1,589	1,035	1,811	4,000	3,812	6,000
5138-000	Life Insurance	224	222	223	339	451	354
5144-000	Employee Assistance Administration	36	39	42	78	89	78
	<i>Personal Services Total</i>	107,803	113,989	122,539	186,247	183,842	198,400
6210-000	Office Supplies	575	314	505	750	689	750
6211-000	Economic Development Membership	45,000	45,000	45,000	45,000	41,350	45,000
6213-000	Public Relations	1,631	2,370	2,236	4,000	2,054	4,000
6216-000	Reference Books/Materials	135	430	123	350	224	350
6217-000	Dues/Fees/Subscriptions	1,774	1,829	1,960	3,000	2,346	3,500
6245-000	Travel/Mileage	3,208	3,089	3,021	3,700	3,652	3,800
6246-000	Liability Insurance	855	852	1,000	1,211	1,057	1,206
6253-000	Contract Service	250	51,900	2,839	3,000	30,500	12,000
6261-000	Telephone Services	1,269	1,300	1,280	1,320	1,320	1,400
6263-000	Postage	19	43	110	100	154	200
6264-000	Printing/Binding	693	42	494	1,000	545	1,000
	<i>Operating &amp; Maintenance Total</i>	55,410	107,170	58,569	63,431	83,890	73,206
7011-000	Information Tech Transfer	11,329	10,217	14,214	13,577	13,577	31,859
7012-000	Facility Services Transfer	6,111	6,444	6,897	7,287	7,287	7,711
7373-000	Transfer to Econ. Dev. Incentive Fund	0	0	200,000	161,326	161,328	72,798
	<i>Interfund Loans &amp; Transfers Total</i>	17,440	16,661	221,111	182,190	182,192	112,368
<b>ECONOMIC DEVELOPMENT EXPENDITURES TOTAL</b>		180,653	237,819	402,219	431,868	449,924	383,974

Economic Development Incentive Fund Detail Budget

ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	ECONOMIC DEVELOPMENT INCENTIVE FUND -20		
					2016 BUDGET	2016 PROJ.	2017 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	38,674	38,674	127,202
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	200,000	161,326	161,328	72,798
<b>ECONOMIC DEVELOPMENT FUND REVENUES TOTAL</b>		<b>0</b>	<b>0</b>	<b>200,000</b>	<b>161,326</b>	<b>161,328</b>	<b>72,798</b>
<b>AVAILABLE RESOURCES</b>		<b>0</b>	<b>0</b>	<b>200,000</b>	<b>200,000</b>	<b>200,002</b>	<b>200,000</b>
<b>ECONOMIC DEVELOPMENT INCENTIVE FUND EXPENDITURE- 20</b>							
<b>ECONOMIC DEVELOPMENT INCENTIVE FUND -435</b>							
6217-000	Dues/Fees/Subscriptions	0	0	20,000	0	0	0
	<i>Operating &amp; Maintenance Total</i>	0	0	20,000	0	0	0
7XXX-000	Incentive Loan Disbursements	0	0	0	0	0	0
7373-000	Transfers/Repayments to Other Funds	0	0	141,326	0	72,800	0
	<i>Debt Service &amp; Transfers Total</i>	0	0	141,326	0	72,800	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>		<b>0</b>	<b>0</b>	<b>161,326</b>	<b>0</b>	<b>72,800</b>	<b>0</b>
<b>BEGINNING ECONOMIC DEV. FUND BALANCE</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>38,674</b>	<b>38,674</b>	<b>127,202</b>
<b>REVENUE</b>		<b>0</b>	<b>0</b>	<b>200,000</b>	<b>161,326</b>	<b>161,328</b>	<b>72,798</b>
<b>Available Resources</b>		<b>0</b>	<b>0</b>	<b>200,000</b>	<b>200,000</b>	<b>200,002</b>	<b>200,000</b>
<b>EXPENDITURES</b>		<b>0</b>	<b>0</b>	<b>161,326</b>	<b>0</b>	<b>72,800</b>	<b>0</b>
<b>ENDING ECONOMIC DEV. FUND BALANCE</b>		<b>0</b>	<b>0</b>	<b>38,674</b>	<b>200,000</b>	<b>127,202</b>	<b>200,000</b>

**Town Clerk & Customer Service**

*Patti Garcia  
Town Clerk / Assistant to Town Manager*



*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

**Elections**

***Overview***

The Clerk is the historian of the community and is responsible for recording Town Board proceedings, keeper of all ordinances, motions and resolutions set forth by the Board. It is the mission of the Town Clerk's Office to provide excellent customer service, record, integrate, preserve and disseminate Town information; to collect and provide licensing services; to conduct elections pursuant to applicable law, and to provide Board support in an efficient, effective and ethical manner.

Specific services provided by the Clerk's Office include staff support to the Town Manager and Town Board, conducting elections, administering liquor licenses, Town Board agenda and packet preparation; legal publishing and recordation of documents; records management including public requests and staff research; cemetery administration and coordination of advisory board recruitment, appointment and recognition processes.

This department also oversees Customer Service in Town Hall, including the service counter where public can obtain information and conduct business in a variety of services as indicated below.

***Responsibilities***

Serves the Mayor, Town Board, Town Manager, and all town departments; also oversees customer service in the following areas:

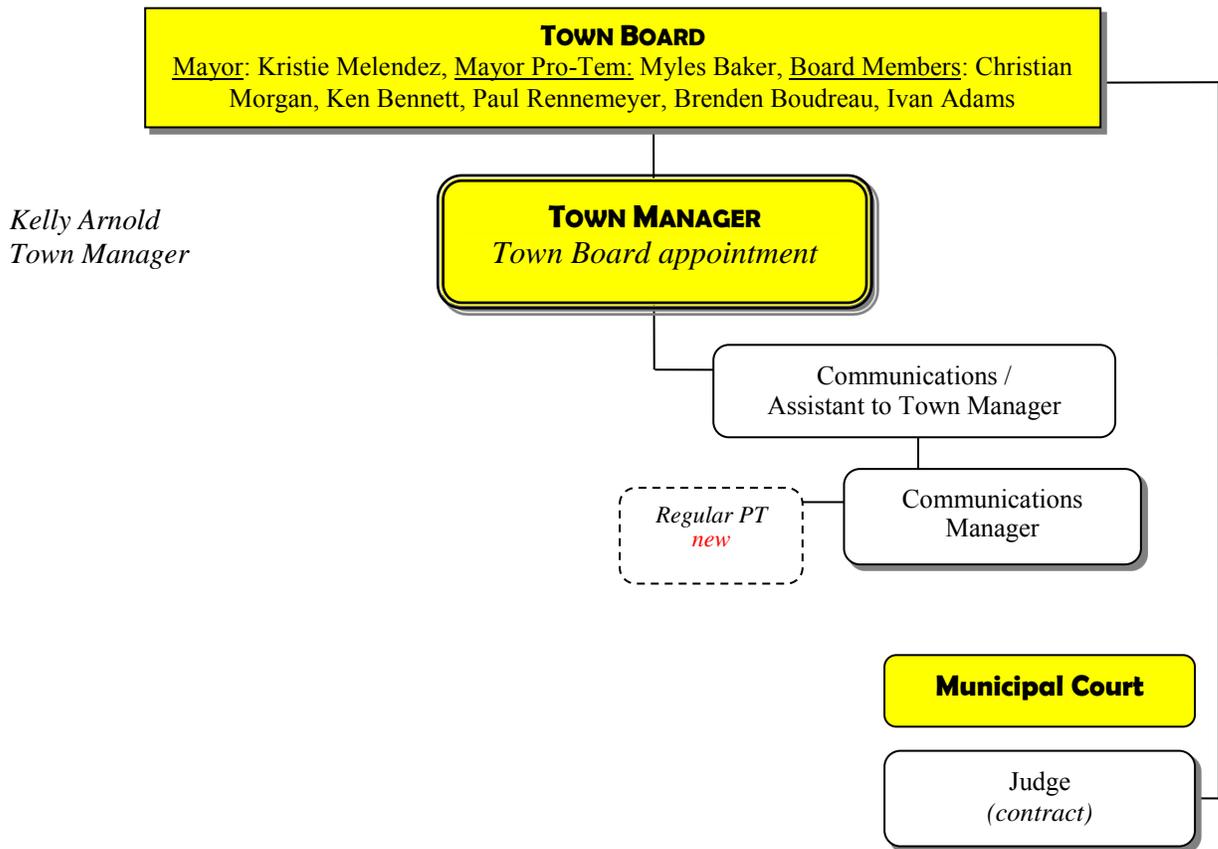
- Building Permits
- Business Licensing
- Cemetery/Burials
- Elections
- Liquor Licenses
- Municipal Code
- Municipal Court
- Utility Services

***BUDGET TRENDS/ RELATIONSHIP TO STRATEGIC PLAN***

From an operational standpoint, the Town Clerk's Office plans to upgrade the Town's records management software to create a more robust system for the Town's records. This will include implementation of policies, guidelines, procedures and supporting tools on centralizing backlogged and present records in the Enterprise Content Management (ECM) system while upholding the integrity of the records. Another primary focus of the department's budget is to create more training opportunities for Customer Service staff. The goal is to focus on continuing education for our frontline employees who interact with the public the most frequently. Staff may also see changes to operations once a new municipal judge is onboard.

General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
<b>GENERAL FUND EXPENDITURES - 01</b>								
<b>TOWN CLERK/CUSTOMER SERVICE EXPENDITURES - 410</b>								
5111-000	Wages / Full Time	312,055	325,004	361,266	363,916	372,857	380,249	
5112-000	Wages / Part Time	13,560	3,427	3,030	5,472	5,472	5,472	
5121-000	Wages / Over Time	862	1,008	29	200	199	200	
5114-000	Merit Pay	0	0	0	10,917	0	8,890	
5126-000	Short Term Disability	327	554	420	364	589	602	
5127-000	Long Term Disability	1,396	1,461	1,515	1,642	1,679	1,750	
5128-000	Vision Insurance	732	770	890	924	892	918	
5130-000	FICA-Med	4,527	4,564	5,035	5,517	5,363	5,725	
5131-000	FICA	19,359	19,515	21,527	23,591	22,933	24,478	
5132-000	Medical Insurance	57,055	55,758	60,755	63,557	74,912	78,375	
5133-000	Employee Retirement	14,771	11,117	11,711	22,490	20,771	21,690	
5134-000	Unemployment Insurance	905	883	1,109	1,142	1,096	1,184	
5135-000	Workers Compensation Insurance	853	1,788	727	652	687	440	
5136-000	Dental Insurance	6,697	5,840	5,098	5,160	5,199	5,244	
5137-000	Staff Development	4,982	5,219	5,869	6,025	6,023	5,400	
5138-000	Life Insurance	839	797	865	921	897	948	
5141-000	Uniform/Clothing Allowance	0	0	0	350	300	0	
5144-000	Employee Assistance Administration	243	259	292	311	326	311	
	<i>Personal Services Total</i>	439,163	437,964	480,137	513,151	520,195	541,877	
6210-000	Office Supplies	3,140	2,166	1,444	1,500	1,496	2,000	
6216-000	Reference Books/Materials	0	27	0	100	80	100	
6217-000	Dues/Fees/Subscriptions	456	754	550	1,306	990	1,435	
6218-000	Small Equipment Items	361	1,458	1,205	1,000	525	1,000	
6245-000	Travel/Mileage	471	292	358	400	219	75	
6246-000	Liability Insurance	3,032	3,023	3,548	4,294	3,748	4,277	
6253-000	Contract Service	4,973	6,605	5,132	9,400	8,372	9,580	
6256-000	Publishing/Recording	2,450	2,185	2,016	1,500	991	1,000	
6261-000	Telephone Services	1,372	1,404	1,298	1,500	1,500	1,500	
6263-000	Postage	903	370	377	600	587	600	
6264-000	Printing/Binding	126	227	233	200	100	200	
6290-000	Elections	41	40,032	2,264	35,000	31,267	0	
	<i>Operating &amp; Maintenance Total</i>	17,326	58,543	18,423	56,800	49,875	21,767	
7011-000	Information Tech Transfer	61,226	80,236	87,505	101,058	101,058	154,404	
7012-000	Facility Services Transfer	17,124	19,077	19,595	19,845	19,845	21,202	
	<i>Interfund Loans &amp; Transfers Total</i>	78,350	99,313	107,100	120,904	120,903	175,606	
<b>TOWN CLERK/CUSTOMER SERVICE EXPENDITURES TOTAL</b>		<b>534,839</b>	<b>595,820</b>	<b>605,660</b>	<b>690,854</b>	<b>690,973</b>	<b>739,250</b>	
<b>MUNICIPAL COURT EXPENDITURES - 412</b>								
6210-000	Office Supplies	65	82	0	0	73	0	
6216-000	Reference Books/Materials	47	0	0	0	0	0	
6217-000	Dues/Fees/Subscriptions	61	44	215	250	90	250	
6246-000	Liability Insurance	92	92	107	130	114	130	
6253-000	Contract Service	15,576	17,005	16,920	17,250	17,249	17,320	
6261-000	Telephone Services	44	40	38	50	49	50	
6263-000	Postage	492	522	253	700	653	700	
6264-000	Printing/Binding	836	752	804	1,250	927	900	
	<i>Operating &amp; Maintenance Total</i>	17,212	18,537	18,337	19,630	19,154	19,350	
<b>MUNICIPAL COURT EXPENDITURES TOTAL</b>		<b>17,212</b>	<b>18,537</b>	<b>18,337</b>	<b>19,630</b>	<b>19,154</b>	<b>19,350</b>	



*Responsible for this additional budgetary division / function*

**Capital Purchases (CIF)**

**Overview**

The Town Manager oversees various projects of the Town Government, to ensure efficient, quality services are delivered to the community, and facilitates the flow of information from staff to the Town Board as they review projects and questions brought before them.

The Town Manager is appointed by the Town Board as chief administrative officer of the Town, and is ultimately responsible for the enforcement of local laws, and the assurance of sound fiscal and operational practices of the Town.

The Town Manager's Office also houses the Communications Division. This division leads the Town's internal and external communication and marketing efforts with the goal of fostering outreach and engagement among community members and employees.

**Responsibilities**

- Utilize the authority granted in the Charter to carry out the prescribed duties in a professional manner
- Provide high-quality programs and services to the citizens of Windsor in a cost-effective manner
- Maintain the infrastructure necessary to support a healthy local economy
- Develop a highly skilled work force of town employees who provide exceptional customer service
- Work to ensure economic vitality in both the primary sector jobs and business activities
- Work closely with other government agencies to achieve common goals
- Provides accurate and timely information to community members
- Supports town departments/divisions' visual and communication needs
- Acts as a liaison for the Town with local, regional and national media agencies
- Crafts strategic communication plans that connect and engage citizens, while promoting town pride and the sense of community Windsor is known for

*BUDGET TRENDS/ RELATIONSHIP TO STRATEGIC PLAN*

The goal of the Town Board's budget is to increase the level of citizen outreach. Increased citizen outreach will include the National Citizen Survey which gathers public feedback on town services. This survey is typically done every two years, but has not been completed since 2013 due to the Comprehensive Plan update last year. Also included is the opportunity for Town Board members to hold listening sessions throughout the year in each district. In 2016, Town Board also has the opportunity to attend the National League of Cities Conference in Washington D.C.

A trend within the Town Manager's budget is to provide the opportunity for growth, development, and recognition for Windsor Employees. This new training program will focus on continuing education, teaching best practices, and developing the next generation of leaders.

The Town Manager's office is responsible for execution of several 2016-2018 Strategic Plan items as well as oversight of the implementation of the entire plan. Tracking each item with quarterly progress reports to the Town Board is coordinated by the Town Manager's office.

General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
<b>MAYOR &amp; TOWN BOARD EXPENDITURES - 411</b>								
5112-000	Wages / Part Time	30,000	30,000	30,000	54,000	60,000	48,000	
5130-000	FICA-Med	435	435	435	783	870	696	
5131-000	FICA	1,860	1,860	1,860	3,348	3,720	2,976	
5134-000	Unemployment Insurance	90	90	90	162	180	144	
5135-000	Workers Compensation Insurance	19	20	16	26	27	14	
	<i>Personal Services Total</i>	32,404	32,405	32,401	58,319	64,797	51,830	
6210-000	Office Supplies	324	291	448	500	610	500	
6213-000	Public Relations	24,937	3,973	22,465	12,500	12,498	17,100	
6214-000	Board Development	20,560	11,551	6,854	11,400	11,318	29,850	
6217-000	Dues/Fees/Subscriptions	9,232	8,641	8,101	8,305	8,298	8,305	
6218-000	Small Equipment	12	400	0	0	0	0	
6245-000	Travel/Mileage	2,322	450	462	1,500	11	1,500	
6246-000	Liability Insurance	15,239	15,193	17,829	21,577	18,833	21,493	
6253-000	Contract Service	3,005	16,031	2,721	23,000	26,028	0	
6256-000	Publishing/Recording	145	52	461	200	135	200	
6267-000	Study Review/Consultant	10,950	1,392	1,132	10,700	15,982	18,000	
6269-000	Miscellaneous Expense (Youth Advisory)	2,589	(444)	0	0	0	0	
6270-000	Outside Agency Funding	3,150	1,200	33,749	76,347	76,300	83,127	
6270-100	Outside Agency Funding (Windsor Housing Auth)	0	0	0	0	0	0	
6270-200	Outside Agency Funding (DDA)	250,000	264,793	270,000	270,000	270,000	332,000	
	<i>Operating &amp; Maintenance Total</i>	342,464	323,524	364,222	436,029	440,013	512,075	
7304-000	Transfer to Capital Improvement Fund	0	0	73,625	583,250	583,248	583,250	
7011-000	Information Tech Transfer	38,577	44,666	45,626	25,745	25,745	38,275	
	<i>Loans &amp; Transfers Total</i>	38,577	44,666	119,251	608,995	608,993	621,525	
<b>MAYOR &amp; TOWN BOARD EXPENDITURES TOTAL</b>		413,446	400,596	515,875	1,103,343	1,113,803	1,185,431	

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>TOWN MANAGER EXPENDITURES - 413</b>							
5111-000	Wages / Full Time	164,016	205,531	257,742	256,899	286,542	222,577
5112-000	Wages / Part Time	7,341	(7,341)	694	964	928	1,200
5114-000	Merit Pay	0	0	0	7,707	0	6,677
5126-000	Short Term Disability	0	0	0	0	59	0
5127-000	Long Term Disability	769	913	1,102	1,105	1,172	1,035
5128-000	Vision Insurance	146	223	367	369	325	260
5129-000	Employer Paid Contribution/457	9,410	9,734	10,028	10,340	11,909	10,650
5130-000	FICA-Med	2,531	2,917	3,761	3,851	4,277	3,342
5131-000	FICA	8,619	10,192	13,654	16,465	18,289	14,288
5132-000	Medical Insurance	14,670	18,279	34,383	38,315	30,739	24,409
5133-000	Employee Retirement	7,238	8,480	12,799	15,876	14,455	13,755
5134-000	Unemployment Insurance	505	583	793	797	855	691
5135-000	Workers Compensation Insurance	502	482	510	453	478	255
5136-000	Dental Insurance	1,287	1,497	2,616	2,640	2,004	1,666
5137-000	Staff Development	4,986	6,506	5,500	6,300	6,300	8,300
5138-000	Life Insurance	460	498	600	627	637	561
5144-000	Employee Assistance Administration	55	84	104	117	126	78
	<i>Personal Services Total</i>	222,536	258,578	344,653	362,825	379,096	309,745
6209-000	Employee Relations	201	9,427	13,293	11,750	11,742	39,550
6210-000	Office Supplies	284	351	395	500	501	500
6213-000	Public Relations	192	454	58	1,000	1,000	1,300
6216-000	Reference Books/Materials	0	20	11	100	0	100
6217-000	Dues/Fees/Subscriptions	1,117	2,338	2,507	3,980	3,979	3,370
6245-000	Travel/Mileage	6,833	7,089	7,160	9,800	9,800	9,800
6246-000	Liability Insurance	855	852	1,000	1,211	1,500	1,205
6253-000	Contract Service	304	273	516	0	880	0
6261-000	Telephone Services	1,879	1,893	2,658	3,200	3,200	2,540
6263-000	Postage	232	166	112	500	212	500
	<i>Operating &amp; Maintenance Total</i>	11,898	22,864	27,710	32,041	32,814	58,865
7011-000	Information Tech Transfer	17,049	24,403	28,231	31,640	31,640	45,087
7012-000	Facility Services Transfer	10,257	11,089	12,223	13,657	13,657	13,329
	<i>Interfund Loans &amp; Transfers Total</i>	27,306	35,492	40,454	45,297	45,297	58,416
<b>TOWN MANAGER EXPENDITURES TOTAL</b>		<b>261,740</b>	<b>316,934</b>	<b>412,817</b>	<b>440,163</b>	<b>457,207</b>	<b>427,026</b>

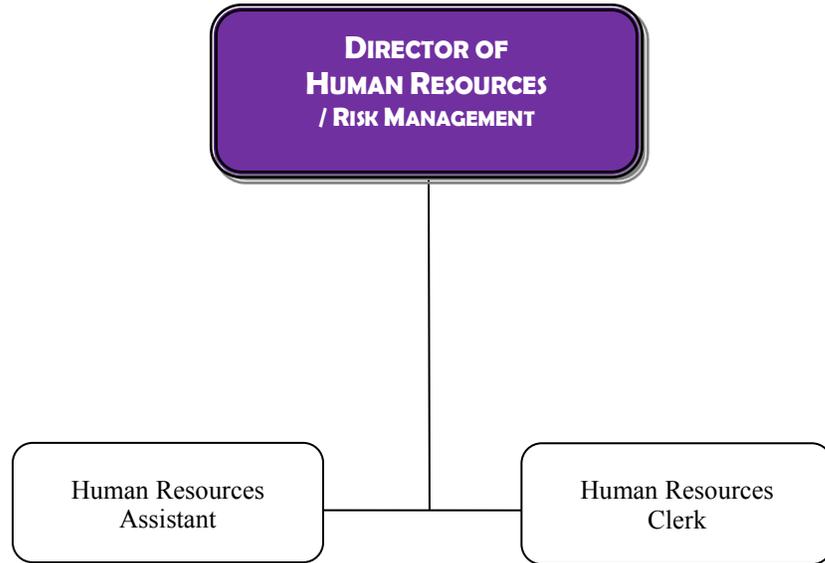
General Fund Detail Budget

TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
<b>COMMUNICATIONS EXPENDITURES - 417</b>								
5111-000	Wages / Full Time	0	0	0	0	0	60,000	
5112-000	Wages / Part Time	0	0	0	0	0	25,600	
5114-000	Merit Pay	0	0	0	0	0	1,800	
5127-000	Long Term Disability	0	0	0	0	0	190	
5128-000	Vision Insurance	0	0	0	0	0	54	
5130-000	FICA - Med	0	0	0	0	0	1,267	
5131-000	FICA	0	0	0	0	0	5,419	
5132-000	Medical Insurance	0	0	0	0	0	7,380	
5133-000	Employee Retirement	0	0	0	0	0	2,781	
5134-000	Unemployment Insurance	0	0	0	0	0	262	
5135-000	Workers Compensation Insurance	0	0	0	0	0	98	
5136-000	Dental Insurance	0	0	0	0	0	402	
5137-000	Staff Development	0	0	0	0	0	1,500	
5138-000	Life Insurance	0	0	0	0	0	104	
5144-000	Employee Assistance Administration	0	0	0	0	0	39	
	<i>Personal Services Total</i>	0	0	0	0	0	106,897	
6210-000	Office Supplies	0	0	0	0	0	955	
6213-000	Public Relations	0	0	0	0	0	11,615	
6217-000	Dues/Fees/Subscriptions	0	0	0	0	0	787	
6246-000	Liability Insurance	0	0	0	0	0	603	
6256-000	Publishing/Recording	0	0	0	0	0	7,824	
6261-000	Telephone Services	0	0	0	0	0	660	
6263-000	Postage	0	0	0	0	0	8,000	
	<i>Operating &amp; Maintenance Total</i>	0	0	0	0	0	30,444	
7012-000	Facility Services Transfer	0	0	0	0	0	12,537	
	<i>Interfund Loans &amp; Transfers Total</i>	0	0	0	0	0	12,537	
<b>COMMUNICATIONS EXPENDITURES TOTAL</b>		0	0	0	0	0	149,877	

Capital Improvement Fund Detail Budget

		CAPITAL IMPROVEMENT FUND - 04					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>MAYOR &amp; TOWN BOARD - 411</b>							
6270-000	Outside Agency Funding	0	0	0	150,000	150,000	300,000
	<i>Operating &amp; Maintenance Total</i>	0	0	0	150,000	150,000	300,000
7314-000	Transfer to Storm Drainage Fund	0	0	504,814	0	0	0
7373-000	Transfer to Water Fund	62,653	62,653	65,833	65,833	65,833	65,833
7811-000	IT Capital Contribution	0	0	0	125,000	125,004	0
	<i>Interfund Loans &amp; Transfers Total</i>	62,653	62,653	570,647	190,833	190,837	65,833
<b>MAYOR &amp; TOWN BOARD TOTAL</b>		62,653	62,653	570,647	340,833	340,837	365,833
<b>TOWN MANAGER - 413</b>							
6218-000	Small Equipment	0	0	2,795	800	796	1,600
	<i>Small Equipment Total</i>	0	0	2,795	800	796	1,600
8431-000	Furniture & Fixtures	3,848	3,848	0	0	0	0
	<i>Capital Outlay Total</i>	3,848	3,848	0	0	0	0
<b>TOWN MANAGER TOTAL</b>		3,848	3,848	2,795	800	796	1,600

*Director Human Resources / Risk Management*



*Responsible for this additional budgetary division / function*

**Capital Purchases (CIF)**

**Safety and Loss**

## *HUMAN RESOURCES / RISK MANAGEMENT*

### ***Overview***

The Human Resources Department oversees and assures that current and future knowledge, skills, abilities, and performance needs of the workplace and organization are understood and can be achieved within the time frame required by the organization. Human Resources increases productivity, enhances workforce and organization flexibility, lowers performance deficiencies, increases employee commitment, lowers turnover, keeps the workplace safe, and meets regulatory requirements.

### ***Responsibilities***

- Recruitment
- Employee training
- Organizational development
- Change and performance management initiatives
- ADA coordination / compliance
- FMLA rights and responsibilities

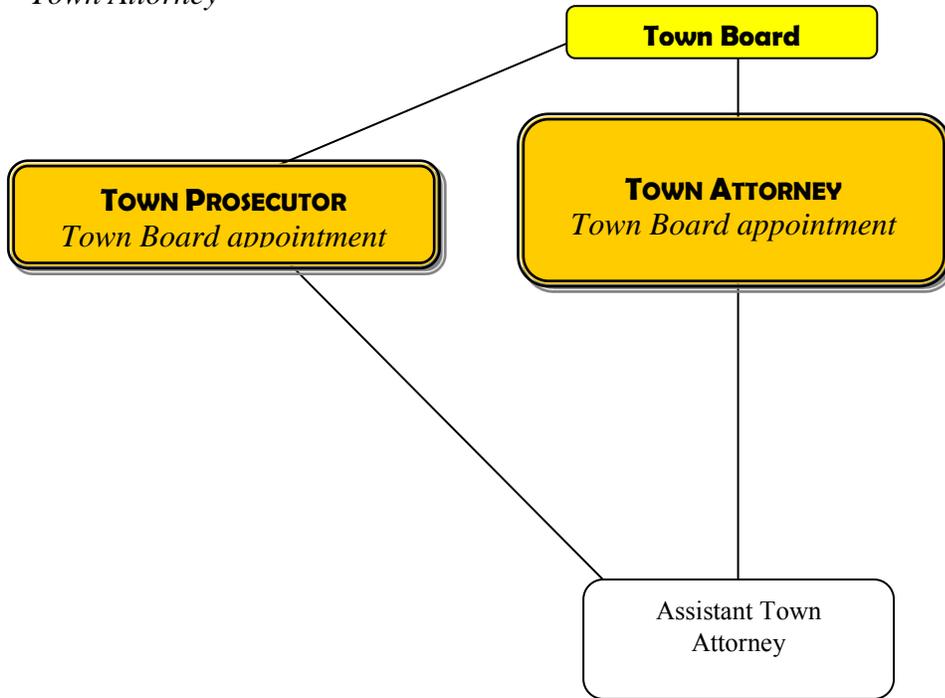
## *BUDGET TRENDS / RELATIONSHIP TO STRATEGIC PLAN*

The Human Resources department will play a role in many of the Strategic Plan priorities by providing training, education, and coaching current employees. Human Resources will continue to make sure all departments are adequately staffed and have the knowledge, skills and abilities necessary to perform 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.

General Fund Detail Budget

<b>HUMAN RESOURCES EXPENDITURES - 416</b>							
5111-000	Wages / Full Time	138,327	162,473	164,635	182,971	196,163	191,045
5112-000	Wages / Part Time	17,599	0	0	0	1,575	0
5121-000	Wages / Over Time	0	446	1,956	0	1,000	0
5114-000	Merit Pay	0	0	0	5,489	0	4,370
5126-000	Short Term Disability	394	285	432	665	571	567
5127-000	Long Term Disability	648	764	726	831	800	1,268
5128-000	Vision Insurance	178	186	304	354	315	314
5130-000	FICA-Med	2,222	2,415	2,536	2,733	2,899	2,834
5131-000	FICA	9,503	10,327	10,838	11,685	12,395	12,116
5132-000	Medical Insurance	14,779	12,983	25,661	25,963	28,847	31,789
5133-000	Employee Retirement	5,703	5,784	4,699	8,579	7,611	11,098
5134-000	Unemployment Insurance	433	457	526	565	580	586
5135-000	Workers Compensation Insurance	416	417	351	323	1,512	1,377
5136-000	Dental Insurance	1,058	626	1,992	1,860	1,777	2,068
5137-000	Staff Development	3,160	1,335	(4,170)	11,000	3,258	5,000
5138-000	Life Insurance	387	415	395	461	436	470
5140-000	Tuition Reimbursement	0	202	6,704	7,000	2,000	7,000
5142-000	Wellness/Preventive Care	9,409	22,337	3,078	24,000	23,500	24,000
5144-000	Employee Assistance Administration	94	117	107	117	116	117
	<i>Personal Services Total</i>	204,310	221,571	220,770	284,594	285,356	296,020
6209-000	Employee Relations	13,182	(8,513)	2,526	8,000	8,000	2,800
6210-000	Office Supplies	1,956	1,900	1,992	2,500	2,200	2,500
6216-000	Reference Books/Materials	10,913	11,928	4,816	10,900	5,931	10,900
6217-000	Dues/Fees/Subscriptions	5,877	6,738	5,547	6,600	6,571	6,500
6245-000	Travel/Mileage	901	215	506	1,500	693	600
6246-000	Liability Insurance	1,949	1,943	2,280	2,759	2,408	2,749
6253-000	Contract Service	32,275	26,684	20,953	30,000	30,000	30,000
6257-000	Recruitment/Relocation/Travel	13,366	14,282	34,210	20,000	35,000	30,000
6261-000	Telephone Services	1,255	1,280	1,521	1,200	1,200	1,200
6263-000	Postage	517	419	28	650	650	650
6267-000	Study Review/Consultant	1,620	8,998	6,560	20,000	11,000	50,000
	<i>Operating &amp; Maintenance Total</i>	83,810	65,872.26	80,939	104,109	103,654	137,899
7011-000	Information Tech Transfer	17,701	49,593	44,949	39,871	39,871	66,878
7012-000	Facility Services Transfer	10,257	11,089	13,087	13,830	13,830	15,831
	<i>Interfund Loans &amp; Transfers Total</i>	27,958	60,682	58,036	53,702	53,701	82,708
<b>HUMAN RESOURCES EXPENDITURES TOTAL</b>		316,077	348,125	359,745	442,405	442,711	516,627
<b>SAFETY/LOSS CONTROL EXPENDITURES - 455</b>							
5137-000	Staff Development	1,170	588	2,341	3,000	2,196	3,000
	<i>Personal Services Total</i>	1,170	588	2,341	3,000	2,196	3,000
6219-000	Special Equipment	4,590	113	0.00	6,760	6,023	6,760
6247-000	Safety Expense	6,252	1,640	2,503	6,500	3,385	2,000
6253-000	Contract Service	0	0	0	0	0	0
6264-000	Printing/Binding	0	1,195	0	1,200	0	0
	<i>Operating &amp; Maintenance Total</i>	10,842	2,948	2,503	14,460	9,408	8,760
<b>SAFETY/LOSS CONTROL EXPENDITURES TOTAL</b>		12,012	3,535	4,844	17,460	11,604	11,760

*Ian McCargar  
Town Attorney*



*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

## *TOWN ATTORNEY'S OFFICE*

### ***Overview***

The Town Attorney and the Assistant Town Attorney are the legal advisers to the Town Board and Town employees and are appointed by and report directly to the Town Board.

### ***Responsibilities***

The Town Attorney's office is responsible for representing the Town in all legal and litigation proceedings; drafting and reviewing ordinances and resolutions; assist in the negotiation of agreements, contracts and other legal documents and transactions; employ specialized counsel in certain areas as needed, including specialists in public improvements, financing, water law, and metropolitan districts; attending Town Board meetings, representing the Town in all matters before the Windsor Municipal Court, and performing all services related to the position as may be required by the Town Charter, the ordinances of the Town or the Board.

## *BUDGET TRENDS/ RELATIONSHIP TO STRATEGIC PLAN*

The goal of the Town Attorney's Office is to serve as the Town's legal advisor to provide advice, advocacy and to assure compliance with the requirements of law. The Attorney's Offices works to assist all departments on a regular basis. A recent trend is the continued focus on water related planning, analysis, and legal support. The legal services budget accounts for an increase in support needed from outside water counsel.

General Fund Detail Budget

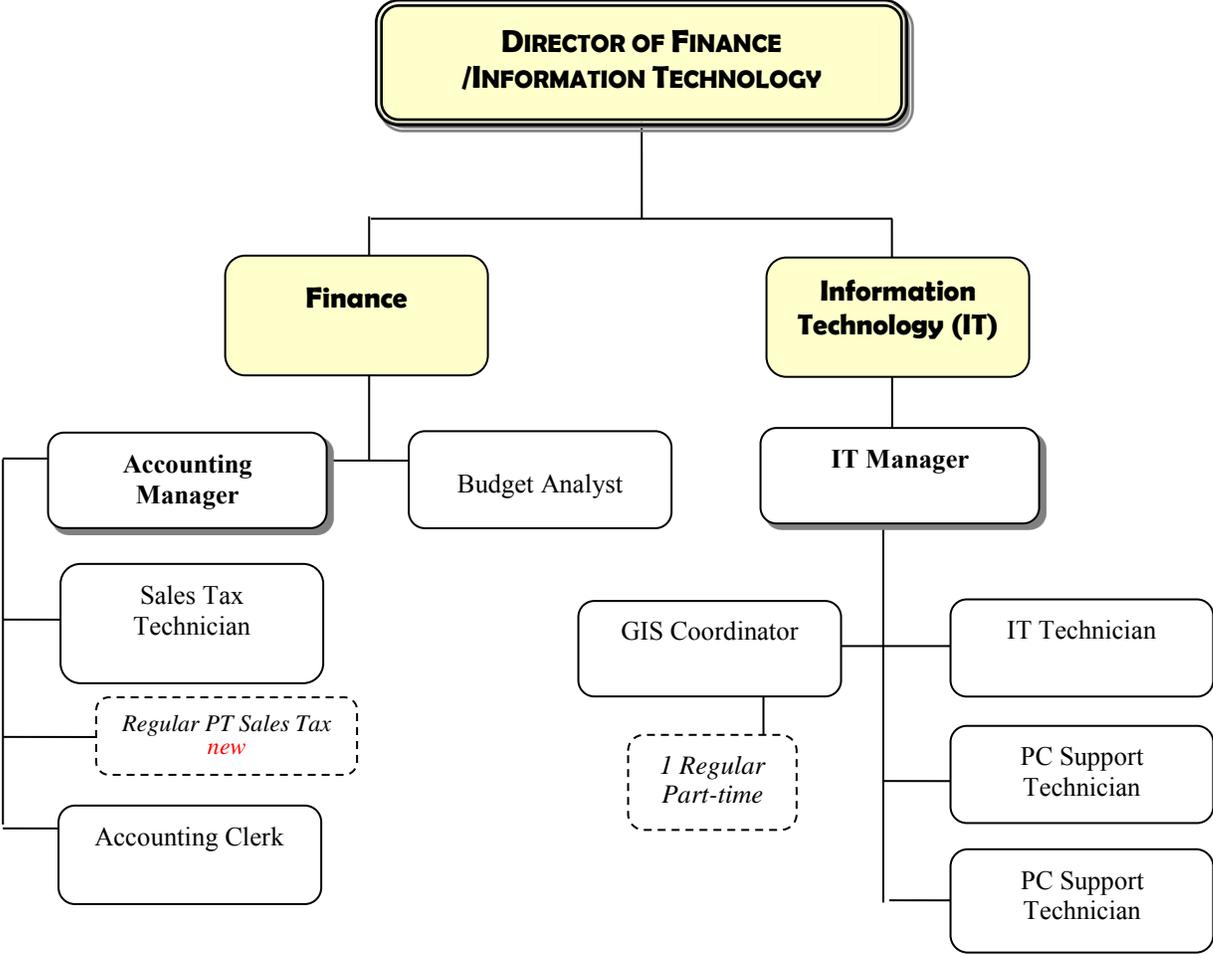
TOWN OF WINDSOR							GENERAL FUND - 01	
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET	
<b>LEGAL SERVICES EXPENDITURES - 418</b>								
5111-000	Wages / Full Time	0	145,378	203,920	213,310	219,308	219,708	
5114-000	Merit Pay	0	0	0	6,399	0	6,591	
5126-000	Short Term Disability	0	347	440	560	438	597	
5127-000	Long Term Disability	0	618	777	972	769	1,022	
5128-000	Vision Insurance	0	100	200	229	212	172	
5130-000	FICA-Med	0	1,966	2,814	3,186	3,094	3,281	
5131-000	FICA	0	7,252	10,266	13,622	13,229	14,031	
5132-000	Medical Insurance	0	10,202	23,032	29,498	27,946	31,848	
5133-000	Employee Retirement	0	0	6,606	12,194	11,436	13,578	
5134-000	Unemployment Insurance	0	382	593	659	613	679	
5135-000	Workers Compensation Insurance	0	352	412	376	397	251	
5136-000	Dental Insurance	0	660	1,567	1,860	1,741	2,063	
5137-000	Staff Development	0	883	2,006	2,000	1,996	2,000	
5138-000	Life Insurance	0	336	422	538	418	554	
5144-000	Employee Assistance Administration	0	36	65	117	84	78	
	<i>Personal Services Total</i>	0	168,512	253,120	285,520	281,682	296,451	
6210-000	Office Supplies	0	443	435	250	279	250	
6216-000	Reference Books/Materials	0	0	8,610	8,500	8,500	9,684	
6217-000	Dues/Fees/Subscriptions	0	8,601	1,169	1,800	1,758	2,000	
6218-000	Small Equipment	0	190	385	200	0	200	
6245-000	Travel/Mileage	0	445	398	500	490	500	
6246-000	Liability Insurance	0	852	1,000	1,210	1,056	1,205	
6252-000	General Counsel Legal Services	288,006	0	0	0	0	0	
6253-000	Contract Legal Services	33,321	86,257	24,753	10,000	4,864	5,000	
6253-200	Court Prosecutor	54,735	58,980	8,805	0	0	0	
6253-300	Building Authority Attorney	1,450	114	980	1,200	975	1,200	
6253-400	Water Attorney General Counsel	22,587	26,339	26,291	25,000	27,342	45,000	
6253-500	Non-potable Water Attorney	10,665	9,996	15,799	10,000	15,559	10,000	
6253-600	Litigation	0	0	0	10,000	1,598	0	
6253-605	Kern Non-potable water attorney	0	0	0	0	1,408	0	
6256-000	Publishing/Recording	0	33	67	100	0	100	
6261-000	Telephone Services	0	63	511	1,320	721	1,320	
6263-000	Postage	0	20	102	150	174	150	
6264-000	Printing/Binding	0	52	28	50	0	50	
	<i>Operating &amp; Maintenance Total</i>	410,764	192,386	89,332	70,280	64,724	76,659	
7011-000	Information Tech Transfer	0	10,217	19,618	17,410	17,410	28,631	
7012-000	Facility Services Transfer	0	6,444	6,897	7,287	7,287	7,711	
	<i>Interfund Loans &amp; Transfers Total</i>	0	16,661	26,515	24,697	24,697	36,342	
<b>LEGAL SERVICES EXPENDITURES TOTAL</b>		410,764	377,559	368,967	380,497	371,102	409,452	

*Capital Improvement Fund Detail Budget*

ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>CAPITAL IMPROVEMENT FUND - 04</b>							
<b>LEGAL Department - 418</b>							
6218-000	Small Equipment	0	0	0	0	0	1,000
	<i>Small Equipment Total</i>	0	0	0	0	0	1,000
<b>LEGAL DEPARTMENT TOTAL</b>		0	0	0	0	0	1,000

**Finance / Information Technology Department**

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



*Responsible for these additional budgetary divisions / functions*

**Capital Purchases (CIF)**

***Overview***

The Finance and Information Systems Department oversees a variety of financial functions provided to all Town departments and residents as well as internal information systems support.

The Finance and Information Systems Department consists of these four divisions:

- Accounting and Finance Division
- Budgeting and Financial Reporting Division
- Sales Tax and Revenue Division
- Information Technology Division

***Responsibilities***

- Annual preparation of the budget and capital improvements program
- Preparation of Annual Audit and Financial Report
- Processing of payable and receivable accounts
- Payroll processing
- Maintenance of Town inventory and capital assets
- Sales Tax
- Information Technology Services
- GIS mapping and asset management

In 2017, the Finance Department looks to maintain and improve operations. Staff will examine the options to implement online timecards, thus reducing printing expenses. The department will also put out a bid to hire a new auditor. Finance will work on the Strategic Plan initiative to create a “prosperous local economy.” The department will do this by “exploring options to retire existing debt.” Within Finance, is the Information Technology (IT) Division. IT provides quality technology-based services in a cost-efficient manner to all employees. The division will ensure employees have the adequate support to perform their duties.

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>FINANCE EXPENDITURES - 415</b>							
5111-000	Wages / Full Time	328,057	340,992	351,676	350,332	360,495	368,102
5112-000	Wages - Part Time	0	0	981	0	1,134	30,489
5121-000	Wages / Over Time	0	259	1,586	0	0	0
5114-000	Merit Pay	0	0	0	10,510	0	11,043
5126-000	Short Term Disability	684	744	962	815	995	1,153
5127-000	Long Term Disability	1,462	1,565	1,569	1,570	1,535	1,712
5128-000	Vision Insurance	506	559	586	587	538	486
5130-000	FICA-Med	4,535	4,744	4,915	5,232	5,077	5,940
5131-000	FICA	19,391	20,285	21,017	22,372	21,707	25,397
5132-000	Medical Insurance	38,547	42,096	47,162	52,220	47,238	56,375
5133-000	Employee Retirement	14,535	16,925	17,425	21,651	21,628	22,749
5134-000	Unemployment Insurance	869	878	1,085	1,083	936	1,229
5135-000	Workers Compensation Insurance	906	823	676	618	652	420
5136-000	Dental Insurance	3,354	3,354	3,352	3,360	2,969	3,734
5137-000	Staff Development	3,633	3,532	4,023	6,000	4,198	5,000
5138-000	Life Insurance	878	853	855	883	836	928
5144-000	Employee Assistance Administration	178	194	198	194	211	194
	<i>Personal Services Total</i>	417,536	437,802	458,068	477,426	470,149	534,949
6210-000	Office Supplies	3,500	4,241	4,040	4,000	3,299	4,000
6213-000	Public Relations	279	103	179	0	0	0
6216-000	Reference Books/Materials	25	0	0	100	100	100
6217-000	Dues/Fees/Subscriptions	3,140	3,239	3,186	3,500	3,160	3,500
6218-000	Small Equipment Items	2,611	0	0	0	0	0
6245-000	Travel/Mileage	708	603	73	500	446	500
6246-000	Liability Insurance	2,452	2,442	2,869	3,472	3,030	3,458
6251-000	Audit Service	30,778	24,134	33,956	25,000	25,000	30,000
6253-000	Contract Service	680	16,200	2,894	3,500	4,533	5,000
6256-000	Publishing/Recording	0	0	47	50	50	50
6261-000	Telephone Services	1,414	1,495	1,254	1,500	1,401	1,500
6263-000	Postage	2,221	4,388	2,371	3,000	4,049	4,000
6264-000	Printing/Binding	3,945	1,189	1,216	3,000	1,226	1,500
6268-000	County Treasurer Fees	53,153	53,710	57,504	55,000	68,038	55,000
	<i>Operating &amp; Maintenance Total</i>	104,906	111,744	109,588	102,622	114,333	108,608
7011-000	Information Tech Transfer	31,553	38,301	48,665	60,270	60,270	108,539
7012-000	Facility Services Transfer	14,161	15,644	16,184	18,959	18,959	20,166
	<i>Interfund Loans &amp; Transfers Total</i>	45,714	53,945	64,849	79,229	79,229	128,705
<b>FINANCE EXPENDITURES TOTAL</b>		568,156	603,491	632,506	659,277	663,711	772,262

*Capital Improvement Fund Detail Budget*

		CAPITAL IMPROVEMENT FUND - 04					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>FINANCE / INFORMATION SYSTEMS Department - 415</b>							
6218-000	Small Equipment	0	0	1,183	0	0	0
	<i>Small Equipment Total</i>	0	0	1,183	0	0	0
7811-000	IT Capital Contribution	0	210,000	0	150,000	150,000	175,000
	<i>Interfund Loans &amp; Transfers Total</i>	0	210,000	0	150,000	150,000	175,000
<b>FINANCE DEPARTMENT TOTAL</b>		0	210,000	1,183	150,000	150,000	175,000

*Information Technology Fund Detail Budget*

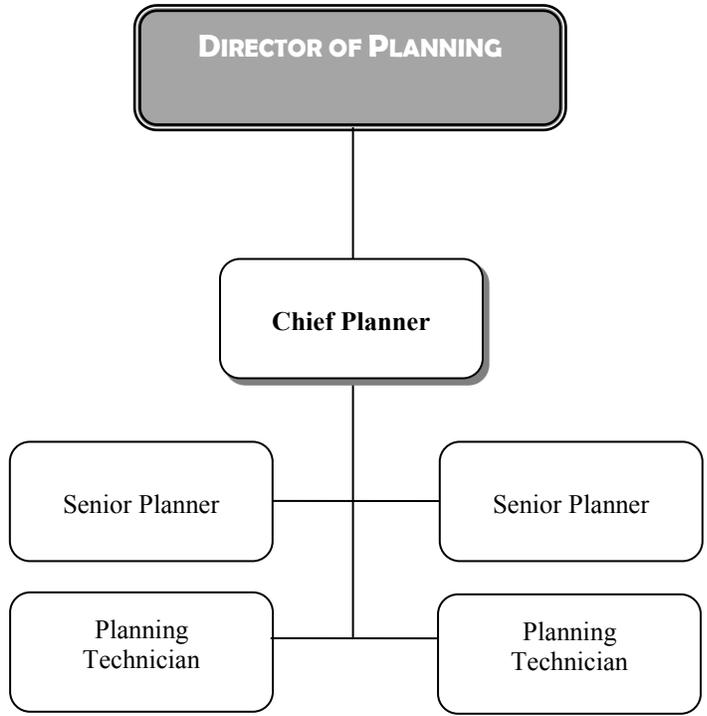
<i>TOWN OF WINDSOR</i>		<b>INFORMATION TECHNOLOGY FUND - 11</b>					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
4001-000	<i>Beginning Fund Balance</i>	131,273	159,918	144,075	197,072	30,023	11,223
	<b><u>CAPITAL CONTRIBUTIONS FROM OTHER FUNDS</u></b>						
4304-000	Contribution from CIF	0	210,000	0	282,800	282,804	175,000
	<i>Sub-Total</i>	0	210,000	0	282,800	282,804	175,000
	<b><u>CHARGES FOR SERVICE</u></b>						
4410-000	Town Clerk Lease Transfer	61,226	80,236	87,505	101,058	108,558	154,404
4411-000	Mayor & Town Board Lease Transfer	38,577	44,666	45,626	25,745	33,245	38,275
4413-000	Town Manager Lease Transfer	17,049	24,403	28,231	31,640	39,140	45,087
4415-000	Finance Lease Transfer	31,553	38,301	48,665	60,270	67,770	108,539
4416-000	Human Resources Transfer	17,701	49,593	44,949	39,871	47,371	66,878
4418-000	Legal Lease Transfer	0	10,217	19,618	17,410	24,910	28,631
4419-000	Planning & Zoning Lease Transfer	60,151	71,824	51,367	35,407	42,907	65,401
4420-000	Economic Development Lease Transfer	11,329	10,217	14,214	13,577	21,077	31,859
4421-000	Police Department Lease Transfer	109,282	126,469	153,537	133,663	141,163	226,250
4430-000	Public Works Lease Transfer	101,023	92,021	104,563	71,007	78,507	124,551
4431-000	Engineering Department Lease Transfer	37,959	44,698	43,261	34,042	41,542	62,487
4451-000	Recreation Lease Transfer	58,321	75,406	56,770	46,883	54,383	73,520
4454-000	Parks Department Lease Transfer	60,243	64,593	72,308	43,917	51,417	68,767
4456-000	Art & Heritage Lease Transfer	15,870	15,959	21,476	32,050	39,550	50,155
4457	Town Hall Lease	0	0	0	0	7,500	0
4471-000	Water Fund Lease Transfer	16,328	15,946	16,072	16,845	24,345	24,015
4482-000	Sewer Plant Lease Transfer	22,471	21,585	21,983	13,878	21,378	19,261
4490-000	CRC Lease Transfer	59,499	63,012	50,860	40,950	48,450	78,677
	<i>Sub-Total</i>	718,583	849,146	881,005	758,216	893,213	1,266,758
	<b><u>MISCELLANEOUS REVENUE</u></b>						
4368-000	Miscellaneous Revenue	0	7,200	0	0	0	80,000
4381-000	Sale of Used Equipment	1,327	0	0	0	0	0
	<i>Sub-Total</i>	1,327	7,200	0	0	0	80,000
<b>INFORMATION TECHNOLOGY REVENUE TOTAL</b>		<b>719,909</b>	<b>1,066,346</b>	<b>881,005</b>	<b>1,041,016</b>	<b>1,176,017</b>	<b>1,521,758</b>
<b>AVAILABLE RESOURCES</b>		<b>851,183</b>	<b>1,226,264</b>	<b>1,025,080</b>	<b>1,238,087</b>	<b>1,206,040</b>	<b>1,532,981</b>

*Information Technology Fund Detail Budget*

TOWN OF WINDSOR		INFORMATION TECHNOLOGY FUND - 11					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>INFORMATION TECHNOLOGY FUND EXPENDITURES - 11</b>							
<b>INFORMATION TECH - 492</b>							
5111-000	Wages - Full Time	144,752	166,210	210,978	286,865	267,737	294,917
5112-000	Wages - Part Time	10,509	17,142	7,451	11,000	18,548	26,096
5121-000	Wages - Over Time	3,412	6,059	4,409	3,000	2,077	1,500
5122-000	On Call Time	0	0	25,089	0	3,326	1,500
5114-000	Merit Pay	0	0	0	6,506	0	5,301
5126-000	Short Term Disability	197	262	336	374	432	329
5127-000	Long Term Disability	616	760	903	1,236	1,281	1,391
5128-000	Vision Insurance	190	324	413	582	566	700
5130-000	FICA-Med	2,172	2,638	3,218	4,457	4,142	4,775
5131-000	FICA	9,288	11,280	13,761	19,057	17,711	20,417
5132-000	Medical Insurance	24,483	29,356	40,915	65,655	64,690	73,169
5133-000	Employee Retirement	5,514	7,037	8,547	12,692	12,117	14,523
5134-000	Unemployment Insurance	440	530	680	922	823	988
5135-000	Workers Compensation Insurance	515	436	454	402	554	366
5136-000	Dental Insurance	2,040	2,217	2,690	4,080	3,928	4,992
5137-000	Staff Development	1,818	1,201	3,814	4,000	2,500	3,000
5138-000	Life Insurance	363	416	493	697	702	763
5144-000	Employee Assistance Administration	94	117	139	194	179	194
	<i>Personal Services Total</i>	206,403	245,985	324,291	421,718	401,312	454,922
6210-000	Office Supplies	1,741	2,654	1,803	750	1,254	750
6213-000	Public Relations	0	0	0	0	0	3,500
6216-000	Reference Books/Materials	0	1	0	100	0	300
6217-000	Dues/Fees/Subscriptions	20	20	25	100	355	2,120
6218-000	Small Equipment Items	4,785	17,121	12,603	6,800	10,403	33,900
6240-000	Equipment Repairs/Supplies	15,005	24,023	20,919	25,900	15,447	57,800
6245-000	Travel/Mileage	423	60	358	200	290	825
6253-000	Contract & Hosting Services	24,001	68,208	85,513	115,900	107,856	140,000
6261-000	Telephone Services	0	0	0	0	0	0
6267-000	Study Review/Consultant	0	0	0	0	0	35,000
6285-000	Software Maintenance Contracts	118,312	134,876	151,024	169,996	203,336	214,935
6286-000	Computer Hardware	106,145	45,515	85,352	41,150	24,089	84,425
6287-000	Computer Software	6,353	9,455	36,995	19,550	21,870	98,128
6288-000	Copier Lease Payments	36,531	36,566	36,308	26,000	30,730	40,000
6289-000	Credit Card Processing Fees	48,314	60,840	77,421	45,000	78,876	80,000
	<i>Operating &amp; Maintenance Total</i>	361,630	399,341	508,320	451,446	494,506	791,683
8440-000	Machinery/Equipment	100,043	424,058	149,045	307,800	283,931	203,500
	<i>Capital Outlay Total</i>	100,043	424,058	149,045	307,800	283,931	203,500
7012-000	Facility Services Transfer	23,189	12,806	13,401	15,068	15,068	17,173
		23,189	12,806	13,401	15,068	15,068	17,173
<b>INFORMATION TECHNOLOGY FUND EXPENDITURES TOTAL</b>		691,264	1,082,189	995,057	1,196,033	1,194,817	1,467,278

*Information Technology Fund Detail Budget*

<i>TOWN OF WINDSOR</i>		<b>INFORMATION TECHNOLOGY FUND - 11</b>					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>BEGINNING FUND BALANCE</b>		131,273	159,918	144,075	197,072	30,023	11,223
<b>REVENUE</b>		719,909	1,066,346	881,005	1,041,016	1,176,017	1,521,758
<b>Available Resources</b>		851,183	1,226,264	1,025,080	1,238,087	1,206,040	1,532,981
<b>EXPENDITURES</b>		691,264	1,082,189	995,057	1,196,033	1,194,817	1,467,278
<b>ENDING FUND BALANCE</b>		159,918	144,075	30,023	42,055	11,223	65,703



*Responsible for this additional  
budgetary division / function*

**Capital Purchases (CIF)**

***Overview***

The Planning Department oversees the Town’s annexation, zoning, subdivision, building codes and coordinates a wide range of planning activities.

***Responsibilities***

- Annexations, master plans, subdivisions, site plans, zoning and conditional use grants
- Building permit administration in conjunction with Customer Service Division
- Building permits, sign permits, and home occupation aspects of business licenses
- Coordinate Development Review Committee (DRC) activities and the Town’s development review process
- Serve as staff liaison to the Planning Commission, Board of Adjustment and Historic Preservation advisory boards
- Serve as staff liaison to Windsor Housing Authority
- Prepare and maintain the Comprehensive Plan
- Prepare analyses and recommendations to Town Board and Planning Commission based upon the goals and policies of the Comprehensive Plan
- Coordinate zoning and building code enforcement activities
- Provide mapping and addressing services

*BUDGET TRENDS/ RELATIONSHIP TO STRATEGIC PLAN*

Along with the day-to-day operations, the Planning Department anticipates continued above-average building permit activity into 2017. The level of building permit activity is directly related to population growth. According to the State Demography Office, population is expected to nearly double in Weld from 2010 to 2030. The Front Range is forecast to be one of the fastest growing regions in the state in terms of both population and employment.

The Planning Department’s major focus for 2017 is to update the development codes and prepare a transportation master plan in conjunction with the Engineering Department. The development code update will begin to address numerous goals of the 2016 Comprehensive Plan by replacing dated regulations with contemporary requirements, streamlining processes and ensuring the codes are more user friendly for the general public, the development community and staff. The transportation master plan is included in the Strategic Plan under “Thoughtful Framework and Supportive Infrastructure.”

General Fund Detail Budget

TOWN OF WINDSOR		GENERAL FUND - 01					
ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJ.	2017 BUDGET
<b>PLANNING &amp; ZONING EXPENDITURES - 419</b>							
5111-000	Wages / Full Time	324,627	333,557	318,011	377,353	386,608	395,538
5112-000	Wages / Part Time	539	2,604	2,547	2,750	508	0
5121-000	Wages / Over Time	232	17	0	200	0	200
5114-000	Merit Pay	0	0	0	9,812	0	8,883
5126-000	Short Term Disability	266	266	352	266	568	602
5127-000	Long Term Disability	1,473	1,510	1,227	1,718	1,611	1,818
5128-000	Vision Insurance	482	453	383	538	498	486
5130-000	FICA-Med	4,608	4,775	4,515	5,657	5,510	5,867
5131-000	FICA	19,701	20,419	19,305	24,187	23,559	25,087
5132-000	Medical Insurance	30,387	35,708	41,572	61,787	55,152	68,806
5133-000	Employee Retirement	12,121	14,675	12,136	18,141	15,650	23,412
5134-000	Unemployment Insurance	929	955	979	1,170	1,121	1,214
5135-000	Workers Compensation Insurance	903	828	688	635	707	451
5136-000	Dental Insurance	2,155	2,308	2,532	3,795	3,251	4,069
5137-000	Staff Development	5,425	6,351	5,546	9,275	2,471	9,275
5138-000	Life Insurance	895	822	667	994	868	985
5144-000	Employee Assistance Administration	178	191	175	224	221	233
	<i>Personal Services Total</i>	404,921	425,440	410,636	518,502	498,305	546,926
6210-000	Office Supplies	2,795	1,888	5,299	2,000	1,967	2,500
6213-000	Public Relations	265	24	75	300	481	750
6214-000	Board Development - Planning Commission	5,491	16,820	1,181	12,000	2,168	12,000
6214-100	Board Development Historical Preservation	1,048	287	598	2,000	359	2,000
6216-000	Reference Books/Materials	1,593	187	0	100	0	100
6217-000	Dues/Fees/Subscriptions	1,523	1,614	999	2,875	1,926	2,875
6245-000	Travel/Mileage	212	224	3,614	750	2,740	2,725
6246-000	Liability Insurance	2,452	2,445	2,869	3,472	3,030	3,458
6253-000	Contract Service	420	60,033	118,616	100,705	40,939	188,750
6256-000	Publishing/Recording	2,048	2,045	3,120	2,250	2,250	2,750
6261-000	Telephone Services	194	210	1,183	1,420	1,420	1,420
6263-000	Postage	344	268	244	350	350	350
6264-000	Printing/Binding	417	206	923	2,850	1,634	1,800
	<i>Operating &amp; Maintenance Total</i>	18,801	86,251	138,722	131,072	59,265	221,478
7011-000	Information Tech Transfer	60,151	71,824	51,367	35,407	35,407	65,401
7012-000	Facility Services Transfer	14,161	15,644	16,184	16,132	16,132	18,332
7312-905	WHA Grant Funds Expenditure	307,000	1,000	0	0	0	0
	<i>Interfund Loans &amp; Transfers Total</i>	381,312	88,468	67,551	51,540	51,539	83,733
<b>PLANNING &amp; ZONING EXPENDITURES TOTAL</b>		805,034	600,160	616,909	701,114	609,108	852,138

**TOWN OF WINDSOR  
ALL FUNDS TOTAL  
2017 BUDGET**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>	<b>2017</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>
<b>BEGINNING BALANCE</b>	\$36,466,385	\$43,976,335	\$47,476,963	\$59,994,160	\$67,766,471	\$63,742,893
<b>Total Revenue</b>	\$35,880,320	\$42,986,947	\$65,677,793	\$45,132,717	\$60,518,139	\$52,208,558
<b>RESOURCES AVAILABLE</b>	\$72,346,705	\$86,963,282	\$113,154,756	\$105,126,877	\$128,284,610	\$115,951,451
<b>Total Expenditures</b>	\$28,370,370	\$39,486,319	\$45,388,285	\$57,404,716	\$64,541,717	\$57,160,083
<b>ENDING FUND BALANCE</b>	\$43,976,335	\$47,476,963	\$67,766,471	\$47,722,161	\$63,742,893	\$58,791,368

**TOWN OF WINDSOR  
ALL FUND EXPENDITURE BREAKDOWN BY CATEGORY  
2017 BUDGET**

	2013	2014	2015	2016	2016	2017
	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROJECTED	BUDGET
Personnel	\$ 8,274,359	\$ 8,901,157	\$ 9,597,155	\$ 11,039,838	\$10,775,763	\$ 12,374,455
Operation & Maintenance	8,262,641	9,895,244	9,850,650	10,903,505	11,128,064	14,686,302
Debt Service & Interfund Transfers	5,705,500	7,434,127	8,213,265	7,574,810	7,647,611	7,989,710
Capital Outlay	6,127,870	13,255,791	17,727,214	27,886,563	34,990,278	22,109,616
<b>Total Expenditures</b>	<b>\$28,370,370</b>	<b>\$39,486,319</b>	<b>\$45,388,285</b>	<b>\$57,404,716</b>	<b>\$64,541,717</b>	<b>\$57,160,083</b>
Personnel	29.2%	22.5%	21.1%	19.2%	16.7%	21.6%
Operation & Maintenance	29.1%	25.1%	21.7%	19.0%	17.2%	25.7%
Debt Service & Interfund Transfers	20.1%	18.8%	18.1%	13.2%	11.8%	14.0%
Capital Outlay	21.6%	33.6%	39.1%	48.6%	54.2%	38.7%
<b>Total Expenditures</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**TOWN OF WINDSOR**  
**ALL FUND REVENUE BREAKDOWN BY SOURCE**  
**2017 BUDGET**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>	<b>2017</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>
Taxes	\$ 15,005,934	\$ 15,530,936	\$ 19,150,562	\$ 18,917,646	\$22,770,719	\$ 21,207,799
Licenses & Permits	282,800	233,591	264,889	256,412	343,668	280,716
Intergovernmental Rev	1,070,006	1,154,913	1,244,565	1,170,301	1,102,910	1,616,564
Services	1,152,856	1,208,325	1,248,785	1,265,908	1,479,530	2,208,166
Fines	171,904	175,037	180,132	174,078	166,702	173,957
General Miscellaneous	1,327	7,200	-	-	-	80,000
Collections for Other Gov	356,424	320,129	320,187	341,075	363,772	326,465
Park Improvement Fees	1,481,927	800,418	1,007,655	1,144,231	3,460,654	1,756,243
Lottery Funds	208,280	191,432	205,973	205,344	266,711	221,372
Traffic Impact Fees	938,066	712,195	972,584	901,485	1,990,346	1,225,042
Water Sales	3,165,460	3,314,183	3,454,502	3,139,813	2,969,760	3,246,148
Plant Investment Fees	2,091,441	1,696,878	3,089,768	2,651,746	7,711,002	4,165,883
Raw Water Fees	1,710,612	364,574	2,257,347	457,947	2,403,272	1,460,889
Sanitary Sewer Service	1,733,967	1,817,815	1,997,705	1,810,456	1,984,045	1,933,188
Storm Drainage Service	329,305	292,099	335,989	312,864	327,947	322,392
Interest/Investment Income	311,290	371,024	498,044	547,574	561,152	456,083
Grants	324,686	1,265,491	2,391,976	3,877,269	5,271,680	1,136,350
Accepted Infrastructure/Misc.	1,878,194	6,113,200	4,208,930	2,398,850	2,957,510	4,558,952
Loan Proceeds	-	3,245,270	17,954,911	1,254,730	-	1,254,730
Interfund Transfers & Loans	3,665,841	4,172,237	4,893,290	4,304,990	4,386,757	4,577,619
<b>Total Revenue</b>	<b>\$35,880,320</b>	<b>\$42,986,947</b>	<b>\$65,677,793</b>	<b>\$45,132,717</b>	<b>\$60,518,139</b>	<b>\$52,208,558</b>

## FUND BALANCE ANALYSIS

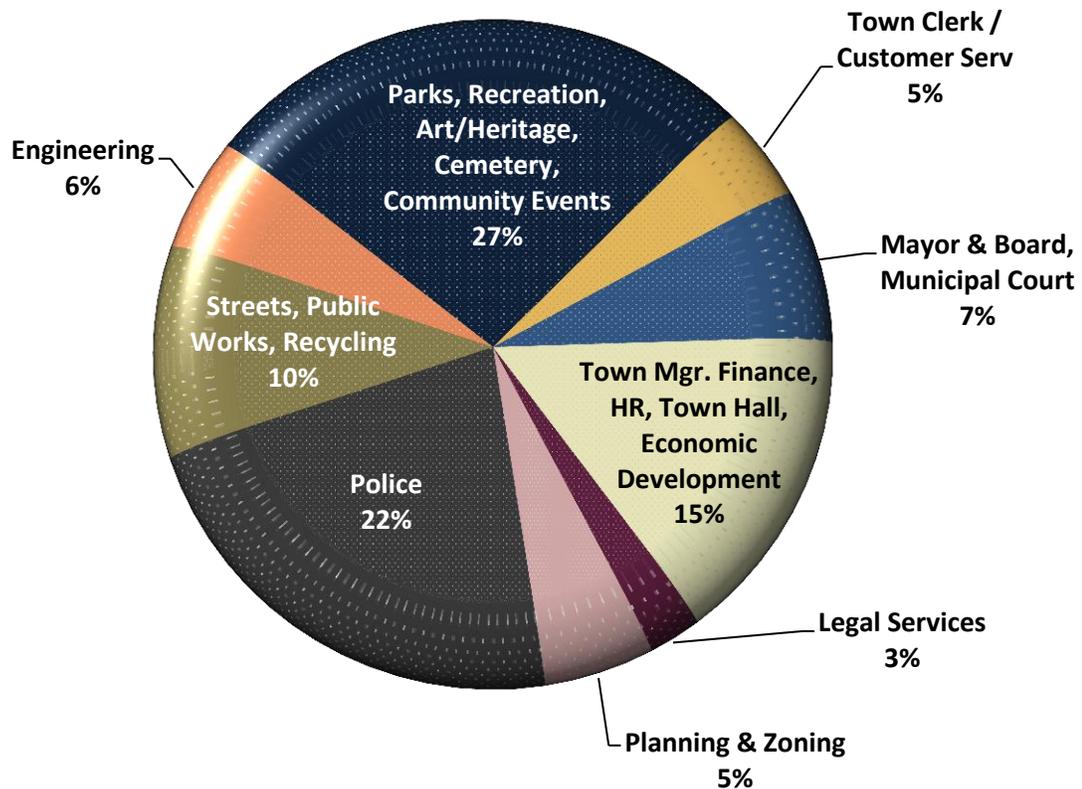
Fund	Beginning Balance	Revenues	Expenditures	Ending Balance	Percentage Change	Dollar Change	EFB % of Annual Revenue	EFB # of Months Expenditures	Policy Compliance
General Fund (1)	\$ 9,468,267	\$ 16,268,567	\$ 16,206,902	\$9,529,932	0.7%	\$ 61,665	58.6%	7.1	Yes
Capital Improvement Fund (4)	13,688,374	10,976,048	13,404,570	11,259,852	-17.7%	(2,428,523)	102.6%	10.1	Yes
Community Rec Center Fund (5)	522,879	1,314,612	1,306,257	531,234	1.6%	8,355	40.4%	4.9	Yes
Water Fund O & M (6)	7,549,818	4,027,539	5,098,697	6,478,660	-14.2%	(1,071,158)	160.9%	15.2	Yes
Sewer Fund O & M (10)	3,968,606	2,126,136	4,090,447	2,004,295	-49.5%	(1,964,311)	94.3%	5.9	Yes
Storm Drain O & M (12)	606,266	332,392	444,972	493,686	-18.6%	(112,580)	148.5%	13.3	Yes
Com. Rec Cntr Expansion (14)	3,501,337	3,652,080	2,509,793	4,643,625	N/A	1,142,288	127.2%	22.2	Yes
<b>All Funds Total</b>	<b>\$63,742,893</b>	<b>\$52,208,558</b>	<b>\$57,160,083</b>	<b>\$58,791,368</b>	<b>-7.8%</b>	<b>(\$4,951,525)</b>	<b>112.6%</b>	<b>\$12</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**  
**2017 BUDGET**

EXPENDITURES	2015	2016 BUDGET	2016 PROJECTED	2017 BUDGET	% of 2017 Total	\$ Inc/Dec 2016-2017	% Inc/Dec 2016-2017
	ACTUAL						
Town Clerk / Customer Service	\$ 605,660	\$ 690,854	\$ 690,973	\$ 739,250	5%	\$ 48,396	7%
Mayor & Board, Municipal Court	534,212	1,122,973	1,132,957	1,204,780	7%	81,808	7%
Town Mgr. Finance, HR, Town Hall, Economic Development	2,049,793	2,242,885	2,260,523	2,474,197	15%	231,312	10%
Legal Services	368,967	380,497	371,102	409,452	3%	28,955	8%
Planning & Zoning	616,909	701,114	609,108	852,138	5%	151,024	22%
Police	3,187,568	3,273,456	3,375,111	3,624,564	22%	351,108	11%
Streets, Public Works, Recycling	1,587,351	1,633,337	1,588,388	1,663,091	10%	29,754	2%
Engineering	748,075	887,113	810,599	887,824	5%	711	0%
Parks, Recreation, Art/Heritage, Cemetery, Community Events	4,091,298	4,080,253	3,940,977	4,351,605	27%	271,352	7%
<b>TOTAL EXPENDITURES</b>	<b>\$ 13,789,832</b>	<b>\$ 15,012,482</b>	<b>\$ 14,779,739</b>	<b>\$ 16,206,902</b>	<b>100%</b>	<b>\$ 1,194,420.50</b>	<b>8%</b>

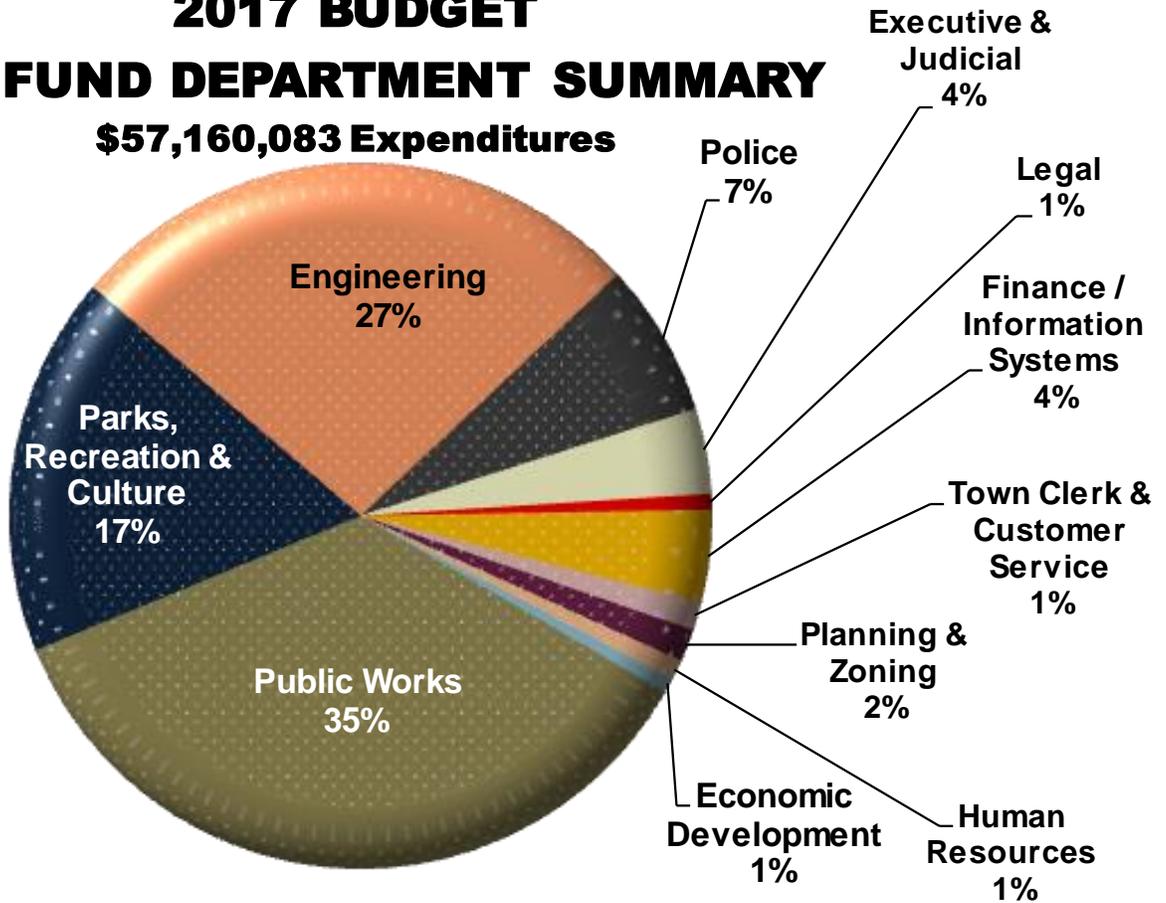
**2017 GENERAL FUND EXPENDITURES**  
**Percentage by Division**



<u>Public Works</u>	\$ 20,260,128		
<u>Parks, Recreation &amp; Culture</u>	\$ 9,964,370		
<u>Engineering</u>	\$ 15,332,583		
<u>Police</u>	\$ 4,040,064		
<u>Executive &amp; Judicial</u>	\$ 2,234,197		
<u>Legal</u>	\$ 410,452		
<u>Finance / Information Systems</u>	\$ 2,414,540		
<u>Town Clerk &amp; Customer Service</u>	\$ 739,250		
<u>Planning &amp; Zoning</u>	\$ 852,138		
<u>Human Resources</u>	\$ 528,387		
<u>Economic Development</u>	\$ 383,974		
	<b>\$ 57,160,083</b>		

**2017 BUDGET  
ALL FUND DEPARTMENT SUMMARY**

**\$57,160,083 Expenditures**



## Town of Windsor 2017 Proposed Budget Overview

Fund	Beginning Balance	Revenues	Expenditures	Ending Balance
<b>General Fund</b>	\$ 9,468,267	\$ 16,268,567	\$16,206,902	\$ 9,469,932
<b>Park Improvement Fund</b>	6,220,861	1,909,705	558,286	7,572,280
<b>Conservation Trust Fund</b>	729,469	221,597	158,000	793,066
<b>Capital Improvement Fund</b>	13,688,374	10,976,048	13,404,570	11,259,852
<b>Community Rec Center Fund</b>	522,879	1,314,612	1,306,257	531,234
<b>Community Rec Center Expansion Fund</b>	3,501,337	3,652,080	2,509,793	4,643,625
<b>Water Fund O &amp; M</b>	7,549,818	4,027,539	5,098,697	6,478,660
<b>Water Fund PIF</b>	8,879,170	2,081,088	2,214,986	8,745,272
<b>Water Fund PIF NISP</b>	(368,825)	99,275	330,000	(599,550)
<b>Water Fund Raw Water</b>	1,431,338	1,550,889	2,982,227	-
<b>Water Fund / Non-Potable</b>	(884,391)	1,793,698	1,179,830	(270,524)
<b>Sewer Fund O &amp; M</b>	3,968,606	2,126,136	4,090,447	2,004,295
<b>Sewer Fund PIF</b>	7,225,485	1,637,679	2,485,212	6,377,951
<b>Storm Drain Fund O &amp; M</b>	606,266	332,392	444,972	493,686
<b>Storm Drain Fund PIF</b>	360,949	794,391	624,368	530,973
<b>Fleet Management Fund</b>	423,843	828,351	1,098,303	153,891
<b>Information Technology Fund</b>	11,223	1,521,758	1,467,278	65,703
<b>Facilities Services Fund</b>	135,664	854,875	854,875	135,664
<b>Windsor Building Authority Fund</b>	145,356	145,080	145,080	145,356
<b>Economic Development Incentive Fund</b>	127,202	72,798	-	200,000
<b>All Funds Total</b>				
	<b>\$ 63,742,893</b>	<b>\$ 52,208,558</b>	<b>\$57,160,083</b>	<b>\$ 58,731,368</b>