



W i n d s o r A n n u a l R e p o r t



From the Mayor

Dear Windsor Resident,

As I attended the 45th anniversary of Clover Street, and now, as I review the town's annual report, I realized how much Windsor has changed since my elementary schools day, yet also, how much it has stayed the same.

The tobacco fields have been mainly replaced with a whole new corporate community that represents some of the best-managed and successful economic development in New England. We have SummerWind, a spectacular summer performance space that now draws tens of thousands of visitors to our community. Town services have expanded and are now much more comprehensive than they ever needed to be 30 years ago.

But one thing that hasn't changed since I was a child growing up in Windsor is our sense of community. On September 11, 2002, we came together as a community to remember those who lost their lives just one year before at the World Trade Center. Windsor's breathtaking "Walk of Light" was only made possible by the efforts of hundreds of children, seniors and just ordinary citizens who contributed their time and originality to create the 3,011 luminaries. Throughout the evening over 5000 people gathered on the Town Green to pay their respects and to reflect on that tragic event. Despite the sadness of the occasion, that evening made me more proud than ever to be Mayor.

As always, I invite you to continue that sense of community by participating in our town's many cultural and recreational activities, speaking your voice at Council meetings and continuing to show the concern that you always have for your fellow citizens, your neighborhood and our town.

Donald Trinks
Mayor



Windsor at a glance

Windsor is Connecticut's oldest town.

Population: 28,258

Households: 10,020

Area: 31.5 sq. miles

Location: bounded by Hartford, Bloomfield, East Granby, Windsor Locks and the Connecticut River to the east.

Government: Council-Manager

Public schools:

(7): Early childhood center (pre-K and K), four elementary schools, a middle school and a high school. Approximately 2,000 students. Expenditure per pupil: \$7,187.00

Grand List: \$1,712,678,000.

Tax rate: (2002): 31.2 mils.

Bond rating: Aa2 (Moody's)

Transportation:

Interstate 91 and direct access to Interstate 84

Safety Counts

Windsor Police received a donation from the Loomis Chaffee School for traffic safety equipment, allowing the purchase of a Speed Education Trailer, radar and a hand-held laser device. The Trailer has been a real enhancement in reminding citizens to slow down in our town. For those who didn't heed the message, Windsor officers made more than 18,000 motor vehicle enforcement stops, an increase of 18% over the previous year. This helped to reduce personal injury crashes by 25% and went a long way in making Windsor an even safer community.

During 2002 there was a 50% reduction in robberies and a 21% reduction in burglaries. Stolen vehicles and larcenies were down 3% and 2%, respectively. One area of arrests that showed a significant increase was for narcotics violations, which was up 115%. This was primarily due to the formation of the Windsor Police Department's Crime Suppression Unit. The Crime Suppression Unit set a tone that permeated the entire Patrol Division, and led to numerous patrol officer-initiated arrests for narcotics violations.

The Windsor Police Athletic League opened a new drop-in center. The PAL Center is open to members six hours a day, Monday through Friday and now includes computers, pool tables, large screen TV and more.



As a result of the efforts of PAL volunteer officers, membership increased from 40 to 400 and 15 new programs were started.

For the third consecutive year, the Town of Windsor was awarded a Life Safety Award from the Residential Fire Safety Institute. In 2001, there were no fire-caused deaths in Windsor.

The Rainbow Road Fire Station was opened in this past year to provide increased service to Windsor's northwest area. Windsor's Volunteer Firefighters also recruited five new members and created a Youth Explorer Post.

The Fire Marshal's Office developed a revised false alarm ordinance. Together with volunteer firefighters, the CT State Emergency Response Commission and the Local Emergency Planning Committee they updated the town's hazardous materials emergency response plan and distributed at no cost to the town, fire safety materials from the BIC Corporation.

Every Student Counts



Throughout 2002, members of the Windsor Police Department conducted monthly field trips with the Oliver Ellsworth School Community Service Club. Each month the youngsters performed a service for the community such as cleaning out Stroh Park Pond, weeding near the train station, picking up roadside trash or making gift baskets and delivering them to elderly residents. After each service activity, the kids enjoyed a snack and some fun activity time such as hiking.

At the Law Enforcement Stations Day, held at the Connecticut State Police Academy in Storrs, CT on May 11, 2002, the Windsor Police Explorers were awarded the *Best Overall Post* for the third consecutive year.

The Windsor Montessori School became the first Montessori school in Connecticut to receive dual accreditation from both the American Montessori Society (AMS) and the National

Association for the Education of Young Children (NAEYC). Windsor's Parent Center hosted the *Identi-kid* program for children attending all programs at the Milo Peck Development Center as well as the community at large. Sixty-five children participated in this program.

The Windsor Parent Center also hosted 16 family trips and 102 parent and child activities such as: crafts, cooking, and play during the summer. More than 1,500 parents and children enjoyed these trips and activities.

Clients of Windsor's Caring Connection Adult Day Health Care facility marked its 15th anniversary this year and continued with on-going intergenerational and activities during the school year with Windsor High students. Fourteen students volunteered for six weeks during the summer at the Caring Connection and put on a talent show.

Windsor's public schools are the pride of the community. Its pre-kindergarten-and-kindergarten Early Childhood Center, four elementary schools, middle school and high school all have the benefit of excellent staffs and involved parents. The highlights of the 2002 school year included in this report are typical of the sometimes small but very significant activities that Windsor children experience every year.

The exciting renovation of the high school neared completion. The Windsor High library re-opened with 64 new computers, hundreds of new books, more than 90 magazine sub-subscriptions, copies of 15 different newspapers and working and reading space for 100 students.

Windsor High School students can now earn college credit for the University of Connecticut and take advanced placement courses including Art, English Language, English Literature, Calculus, Computer Science, Statistics, Music Theory, Biology, Chemistry, Physics, Psychology, U.S. Government and Politics, U.S. History, Comparative Politics, French, and Spanish.

Windsor High School took top awards at the Scholastic Art Awards, a statewide, adjudicated competition. Peter Moulthrop won two gold medals, Elham Altaf won a gold medal; Katie Tova won a silver medal and two honorable mentions and Katherine Pelkey won two honorable mentions.



Windsor High School students were also recognized with award of a Day of Pride Scholarship from the University of Connecticut, and the Nutmeg Scholarship from The University of Connecticut. A Windsor High student was selected as a delegate to the 41st Annual United States Senate Youth Program, one of two students chosen to be Connecticut delegates. The Windsor High School French Team placed third at the statewide The University of Connecticut Quiz Bowl.



Clover Street School celebrated its 45th anniversary with an outdoor ceremony in June. Special guests included the Board of Education President, the Mayor, Board of Education members, Windsor school administrators and returning staff members. Mr. O'Donnell, first principal of Clover Street School, spoke of early memories of the school and the audience was entertained with performances by the school choir, band, and orchestra.

Clover Street School, like all Windsor Schools, is embracing technology because it creates a thriving climate for learning and will continue to be an essential component in the teaching and learning process. A new mobile lab with 20 laptop computers has created opportunities for students to achieve skills needed to use these resources effectively. They have been used for productivity, communications, research, analysis and problem solving.

John F. Kennedy School began the school year by greeting parents with coffee and cookies as their children entered school on the first day. Parents were also presented with a book detailing parent involvement, compliments of *CT Parents+*.

During the year, JFK students conducted a school-wide read aloud program entitled *Businesses Fueling Minds* in conjunction with the Chamber of Commerce. Community representatives from Windsor Public Schools, parents and businesses read, *Jubal's Wish*. Businesses throughout Windsor donated copies of the book, which were presented to each classroom.

Kennedy School held its first Math Trailblazers Night. Parents heard Windsor's District Math Coordinator provide a brief overview of the math program. Parents then broke out into



small groups, by grade levels, for presentations by classroom teachers while the kids were entertained in the gymnasium by a magician. The school also added a teacher for Math Recovery and a new program instituted to help first graders improve math ability.

JFK students continued a tradition of giving and caring this year. They collected and donated 12 large boxes of food to the Windsor Food Bank and gave 100 coats to the *Button up Connecticut Coat Drive*.



Every Neighborhood Counts



Windsor's neighborhoods are a source of community pride and this past year a great deal of effort was expended on meeting the growing needs of many of them. Among this year's activities, a weekly farmer's market was created in the Wilson neighborhood and homeowners throughout the town were offered five sessions of a very successful Home Improvement Workshop. Windsor's Housing Rehabilitation Program was used to rehab 18 houses and the Sage Park Middle School's tennis courts were reconstructed. An adjoining skate park is slated to be completed in Spring 2003.

As a result of the efforts of the Windsor's representatives in the CT General Assembly, the town received a \$40,000 state grant to replace playscapes in Washington and Sharshon Parks. The new playscapes were ready for use by the kids during the 2002 summer recreation programs. The Wilson neighborhood also saw the completion of the Sharshon Park

footbridge, allowing direct access between the park and the new Windsor Community Center located at 330 Windsor Avenue. The community center itself also received extensive site work.

The Windsor Shopping Center, an important retail anchor in the Deerfield neighborhood, continued adding new retail tenants and now boasts healthy traffic from both Windsor and north Hartford shoppers. During the year, the town assisted by completing facade improvements at center.

Windsor was also active in stimulating volunteerism. During 2002 the town administered the Volunteer Support Program that benefited six local organizations. The Neighborhood Assistance Act Tax Credit Program was

also used to assist two Windsor-based organizations secure \$60,000 in donations from private businesses.

The condition of town roads is always a concern to neighborhood residents and again this past year, the town invested in the maintenance of its road system. During the year, the reconstruction of Laurel Avenue was completed and the rehabilitation of historically significant Hayden Station Road was begun. Windsor uses a reclamation process on many town roads. Streets that were improved using this process last year included Tiffany Drive, Ash Drive, Mills Road, Stratford Court, Avon Circle, Trent Drive, Derek Lane, Three Rod Road, White Rock Drive, Seymour Street, Woody Brook Road, and short sections of Day Hill Road.

Like many other New England towns, Windsor will close its 173-acre landfill, but in a fashion typical of Windsor, the process is guided by citizens. In January, the Windsor Town Council appointed five Windsor citizens to a Landfill Steering Committee.

After careful study, the committee issued its recommendations including particularly thoughtful suggestions



Every Business Counts

regarding the uses of the disposal area west of Huckleberry Road, since these would be most important to the state's closure plan. The Committee also determined that the other areas of the property could be developed for a large variety of uses, including the potential for active recreation for team sports. A park drive and multi-use trail could also link the landfill and Northwest Park properties.

Windsor's two public libraries continued to attract new patrons and introduce innovative programs for Windsor's children. For example, a new program, *Partner with a Book*, was started specifically to benefit home-schooled children. The Main Library also participated in several successful regional book discussion series including the Greater Hartford *One Book Program* and the Connecticut Humanities Council's series, *A Response to 9/11*.

The Windsor Public Library's Wilson Branch saw the use of its personal computers double during the year. The Wilson library now has seven computers, thanks to donations from the Rotary Club and Windsor Federal Savings.

Finally, more than 3,000 people from all of Windsor's neighborhoods and surrounding towns enjoyed great sounds of music on the Town Hall Green. These popular performances were made possible by 17 town businesses, which together contributed \$3,700.

Windsor continued its strategy of assisting local businesses and carefully developing the large area of open space available in the northwest section of town. Windsor's close proximity to Bradley International Airport, its full-time Economic Development staff and its streamlined approval process continued to make Windsor an ideal location for business in the Connecticut Capital area.

During the year, new commercial work included a new Hampton Hotel, a training facility for Key Logic, a building for Libris/Haaz, completion of the American Airlines call center and three new cell tower sites located on town land.

Major additions/renovations completed include: Trinity Church on Park Avenue, Accutron on Addison Road, Loomis Chaffee Athletic Building and Ice Rink Building, Brite Horizons Day Care on Day Hill Road and a building for Advo Corporation, all of which were able to continue to operate during and around the construction.

Overall, 130,000 sq. ft. of industrial space and 50,000 sq. ft. of office space were built in Windsor in 2002.



Windsor also continues to be an attractive location for new residents. Residential subdivision work included 57 new units at Kings Landing, Michelle Lane and Logan's Way as well as in various neighborhoods throughout Windsor.

For the year, Windsor had 1,721 new permits that generated approximately \$740,000.00 in permit fees and \$ 67.3 million in construction value.

The Town of Windsor played a major role in supporting the development of Celebrate Windsor, Inc. as it created the spectacular *SummerWind* Performing Arts Center in the Northwest corner of town.

2002 also saw the town complete the implementation and conversion to a new software system to track changes in land use and building permit activity. The Town Clerk's office also completed an electronic archive database for all the historical building plans.

Every citizen counts



On September 11, 2002 more than 5,000 residents participated in a remembrance ceremony and the Windsor "Walk of Light" on the town green. Lining the walkways of the town green were 3,011 luminaries, each inscribed with the name of a person who lost their life on 9/11/01. Decorated by Windsor school students, seniors and volunteers and illuminated with glow sticks, the luminaries provided residents with a powerful and reflective atmosphere.

During the year, the town took the lead in ensuring homeland safety for everyone in Windsor. Windsor health officials took part in emergency response activities including Anthrax response, a Smallpox Mass Vaccination



Clinic Plan, a Regional Emergency Disaster Plan functional exercise and a Local Emergency Planning Committee Tabletop Exercise. Training sessions were held at Windsor High School that concerned Automated External Defibrillator certification, Cardiopulmonary Resuscitation and information on Sexually Transmitted Diseases. The town also conducted training in Food Safety for local businesses, CPR for the public, health professionals and employees and offered Blood borne Pathogen training for town employees.

Windsor's unique *Healthy People-Start Smart* program continued to grow with 110 families and 150 children partici-

pating. *Healthy People-Start Smart* is designed help make Windsor children ready to learn when they enter school. Since the program's inception, 1,020 home visits have been conducted.

This program was funded by an initial \$10,000 grant received in FY 2002 from the Graustein Memorial Fund.

Two new support groups, the Caregivers Support Group and the Hearing Impaired Support Group were also started during the year. These and other support groups provide valuable information and support .

In 2002, even in an increasingly tight



Good town government counts

economy, Windsor's town employees continued to do the often difficult work of adding value for taxpayers. For instance, the town proposed and then activated, without additional staff, a cable TV Government Channel 21 on which residents can see official town meetings and other informational broadcasts.

In the Windsor Town Clerk's office, the interior of the town vault was redesigned to accommodate growth for the next 10 to 15 years. The Town Clerk

also set objectives for assessment and preservation of Windsor's vital records and began a program to microfilm, restore and preserve them, completing the birth records through 1970 at year's end. That work was done at no cost to the town as it was paid for through a \$10,000 Historic Preservation Grant provided by the State Library and Records Administrator.

Windsor's Finance Department implemented a new accounting information system that handles accounts payable,

counts

accounts receivable, payroll, human resources and general ledger. The Windsor Tax Office provided Internet access to taxpayers for Internal Revenue Service information. The Finance Department received a 17th consecutive Certificate for Excellence in Financial Reporting for Windsor from the Government Finance Officers Association.

2002 Financial Highlights

General Fund

Revenues

The General Fund Budget approved for the fiscal year ending June 30, 2001 amounted to \$64,000,460 (not including opening cash), financed as follows:

| | 2002 Budget | % | 2002 Actual Amount | % | 2001 Actual Amount | % | \$ -/+ | % -/+ |
|----------------------------|------------------------|-------------|-------------------------------|-------------|-------------------------------|-------------|-------------------|------------------|
| Property Taxes | 53,967,730 | 78% | 54,072,438 | 77% | 49,514,476 | 76% | 4,557,962 | 9.2% |
| State & Federal | 11,072,400 | 16% | 11,389,202 | 16% | 10,765,093 | 17% | 624,109 | 5.8% |
| Revenue Town Dept | 3,466,730 | 5% | 4,390,110 | 6% | 4,151,073 | 6% | 239,037 | 5.8% |
| Other Agencies | 523,230 | 1% | 565,611 | 1% | 560,876 | 1% | 4,735 | 0.8% |
| Total | 69,030,090 | 100% | 70,417,361 | 100% | 64,991,518 | 100% | 5,425,843 | 8.3% |

The Grand List of 2000, after exemptions and Board of Assessment Appeals revisions, amounted to \$1,712,678,000 and a tax rate of 31.2 mills was set for the 2002 budget.

Expenditures & Encumbrances

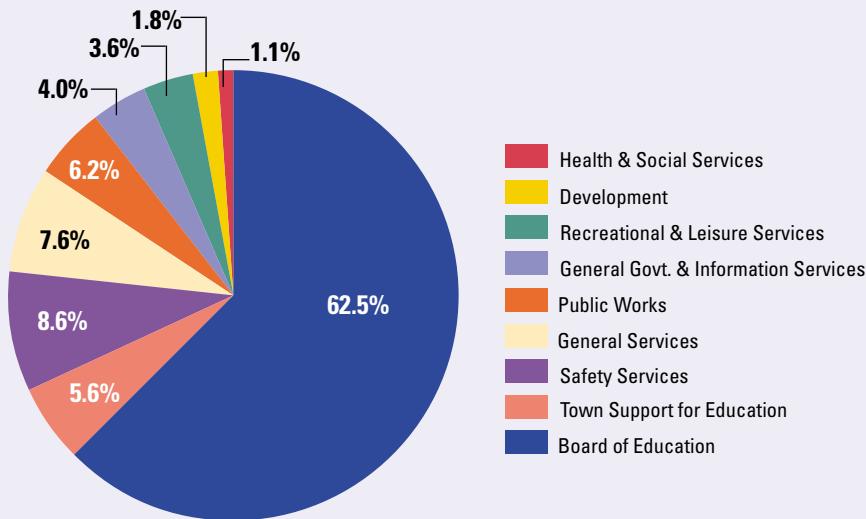
The original budget for expenditures of \$69,380,090 was increased during the year to \$69,892,703 by additional appropriations. Expenditures were incurred or encumbered in the following amounts.

| | Revised 2002 Budget | % | 2002 Actual Amount | % | 2001 Actual Amount | % | \$ -/+ | % -/+ |
|---------------------------|--------------------------------|-------------|-------------------------------|-------------|-------------------------------|-------------|-------------------|------------------|
| General Government | 26,849,143 | 38% | 26,562,529 | 38% | 25,473,330 | 39% | 1,089,199 | 4.3% |
| Board of Education | 43,043,560 | 62% | 42,830,483 | 62% | 39,225,395 | 61% | 3,605,088 | 9.2% |
| Total | 69,892,703 | 100% | 69,393,012 | 100% | 64,698,725 | 100% | 4,694,287 | 7.3% |

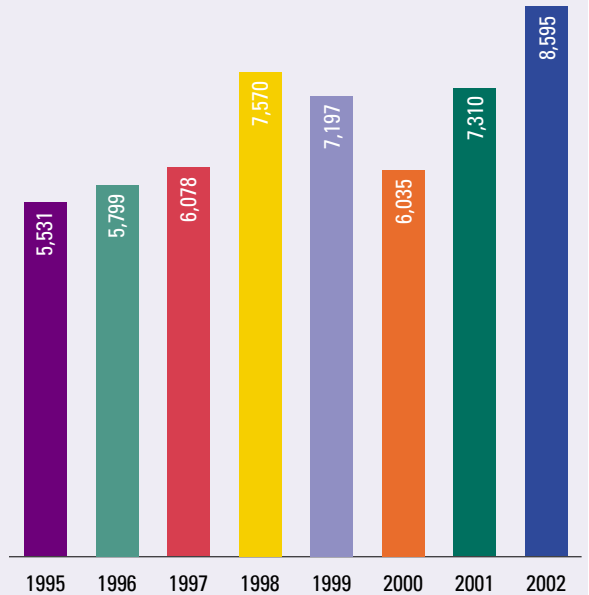
Annual Budget General Fund Expenditures By Department

| | FY 2002 ACTUAL | FY 2003 BUDGET | FY 2004 ESTIMATED |
|----------------------------|-------------------|-------------------|----------------------|
| General Government | 820,972 | 881,700 | 864,140 |
| Safety Services | 5,977,112 | 6,333,520 | 6,318,520 |
| Family & Leisure Services | 1,450,007 | 1,578,480 | 1,531,760 |
| Health & Social Services | 676,277 | 854,190 | 777,650 |
| Library Services | 1,090,629 | 1,129,530 | 1,128,890 |
| Development Services | 1,213,160 | 1,312,070 | 1,265,860 |
| Community Development | 17,000 | 25,000 | 25,000 |
| Public Works | 3,784,171 | 3,878,230 | 3,703,510 |
| Information Services | 372,629 | 401,730 | 391,550 |
| Administrative Services | 1,526,910 | 1,651,430 | 1,495,500 |
| General Services | 5,147,577 | 5,802,220 | 5,527,220 |
| Board of Education | 42,830,483 | 46,218,530 | 46,218,530 |
| Town Support for Education | 3,973,473 | 4,088,030 | 4,088,030 |
| Total Expenditures: | 68,880,400 | 74,154,660 | 73,336,160 |

Annual Budget General Fund Expenditures by Department



Land Recordings



Land recordings in 2002 were at 8,595, up 17% from the previous year.

From the Town Manager



As you can see from looking through this annual report, we had a very productive year. But there is more to report beyond the initiatives and achievements detailed in the report.

In our planning efforts, the importance of cross-disciplinary collaboration in town government became clearer than ever. We are a small municipality in terms of expenditures and employees and our size and flat organizational structure allows most town employees to know each other. However, that simply isn't enough. We began to encourage departments to join forces across disciplinary lines and that effort was immediately successful.

A good example is mentioned in the annual report. The staff from the Department of Public Works, which provides physical services, and Design Services, which provides engineering services, joined forces and completed and implemented plans for pavement management. This included pavement overlay (paving) and reclamation at a number of locations. While the town has always performed this function, it now does so with much greater precision with these two departments working together as a team.

Another example is the major role the town played in the creation of the SummerWind Performing Arts Center. Departments with special skills such as Public Works, Engineering, Marketing and Public Safety came together, formed a plan and then cooperatively did the hard work necessary to open this wonderful facility on time.

That kind of interdisciplinary cooperation also helped us when the State of Connecticut announced a series of rescissions in October that reduced aid to Windsor by \$87,000. As the state's financial condition further deteriorated, we imposed a hiring freeze and curtailed discretionary spending until we could determine the full extent of the shortfall. With the further cuts announced by the Governor in October and subsequently approved by the Connecticut General Assembly, we experienced \$449,500 in budget reductions in FY 2002-2003, and budgeted for state cuts of \$471,000 in FY 2003-2004.

This kind of financial contraction can be damaging to employee and community morale, but it can also strengthen us. The challenge of maintaining institutional excellence in the face of severe budget reductions pushes us to determine what our essential mission is, to use what we have wisely, and to find alternative means to fund our core purposes. It also encourages the employees of the town's various departments to join forces and overcome obstacles. After watching what they could do in 2002, I cannot imagine working with a more dedicated group of people.

Sincerely,

R. Leon Churchill, Jr.
Town Manager

