

Our Community Framework

2003 Annual Report and a Guide to Town Services



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

As you will read in the following pages, the framework of our community includes our safe and diverse neighborhoods, strong school system, healthy economic development and a vibrant community of people who call Windsor home. It is my pleasure to present to you *Windsor’s 2003 Annual Report*, and a *Guide to Town Services* that will assist all Windsor families in keeping informed of the framework that operates each and every day for you and your family.

Although this publication highlights the achievements of 2003, the Town Council looks forward to the many challenges that lie ahead. To this end, we recently adopted guidelines that will assist us in creating an exceptional quality of life that engages citizens, provides commercial and leisure amenities, promotes business and employment opportunities and unsurpassed value to all taxpayers. They are:

- *The Town Council recognizes that the Windsor town government is an organization made up of diverse individuals who are enthusiastic, creative, competent and trustworthy, and who strive to do a good job. We support and practice participatory management built on a foundation of an open exchange of information, shared decision-making and personal responsibility.*
- *We are committed to fulfilling our mission through use of best practices and quality service. The organization nurtures an environment that encourages risk-taking to foster creativity and continuous improvement. We communicate and work in collaboration with the community we serve.*
- *We take great pride in our work. The organization is dedicated to personal and professional development. We understand and promote our organizational values of innovation, responsiveness, passion, integrity and partnership.*

These paragraphs describe the Town Council’s framework for our work in the future. As always, we invite you to actively participate with us so that, together, we can continue to make Windsor an environment where dreams can come true for individuals, families and businesses.

Donald S. Trinks
Mayor

Mayor Don Trinks celebrates “Aunt May” Crooks’ 99th birthday with her family at Windsor’s Caring Connection Adult Day Health Center

Pictured (l to r) front row: Daughter Monica Grange and Aunt May, back row: grandson Alton Grange, U.S.N. (Ret) and Mayor Trinks.



A secure foundation

Public Safety

By any standards, Windsor is a very safe community. Its highly favorable location between the City of Hartford and Bradley International Airport and the fact that there are seven exits from Interstate 91 in Windsor, each bring additional public safety responsibilities. As in previous years, the Windsor Police Department used innovative patrol techniques and a high degree of cooperation with neighboring towns and cities to maintain Windsor as one of the safest towns in the region.

The New England Narcotics Officers Association awarded a Special Achievement Award to the Windsor Police Crime Suppression Team to recognize successes in narcotics enforcement during the year. These efforts included 301 criminal arrests and 419 summons and infraction motor vehicle arrests. These enforcement activities by Windsor's Police Department of just 56 sworn officers resulted in the seizure of substantial amounts of heroin, cocaine, marijuana, ecstasy and PCP. The department also was awarded assets through forfeiture of more than \$12,000 and four motor vehicles.

During 2003, Windsor began the acquisitions of an upgrade to its 17-year old communication system. The radio system upgrade will allow for more complete radio coverage of the town and increased capacity

to allow for more users. For the first time in the town's history, all departments including the Board of Education facilities will be able to communicate with each other via radio.

"Lt. Michael Grimaldi and Firefighter Chris Bennett members of the Windsor Volunteer Fire Department were honored for their heroic efforts in entering a burning residence to rescue an occupant of the house."

In 2003, the Windsor Police Department also benefited from a federal grant that provides the town with "Livescan" equipment. This equipment provides for the capturing of "inkless" fingerprints of applicants and arrestees. The prints are captured in digital data files and can be wirelessly transmitted to the state and federal fingerprint databanks, with the associated identification data being relayed back to the Windsor Police Department within 4-10 minutes.

During the past year, the Windsor Volunteer Fire Department applied for and received a grant of \$244,350 for a number of Self Contained Breathing Apparatuses (SCBA) from the Federal Emergency Management Administration. The grant made it possible to replace all of the department's outdated



SCBAs, and will now provide a unit for each firefighter. This new equipment will significantly enhance firefighter safety.

The Connecticut Burglar and Fire Alarm Association named Windsor's Fire Marshal, Ray Walker, "Fire Marshal of the Year." Mr. Walker was honored for his advocacy regarding the proper installation and service of fire alarms and burglar systems, as well as his willingness to assist the many dealers and vendors in meeting town codes. The association also recognized his efforts in reducing false alarms through legislation, training and the education of alarm users.

Two members of the Windsor Volunteer Fire Department received statewide recognition at the Connecticut State Firefighters Association annual convention in September. Lt. Michael Grimaldi and Firefighter Chris Bennett were honored for their heroic efforts in entering a burning residence to rescue an occupant of the house. The Windsor Town Council also honored Windsor Police Officer Mike Tustin for his role in this incident.

Preparing Future Plans



At the October Town Council meeting, the Fire Marshal's Office presented "Town of Windsor Partner for Fire and Life Safety Awards" to Jon Sasportas, Jim Giorgio and Ray Daddario in recognition of their support of fire safety. The trio was honored for installing residential fire sprinkler systems in the new over 55 age restricted homes they are presently building in Windsor. These new homes will bring the total number of homes protected by sprinklers in Windsor to approximately 200. The award was made as part of the town's observance of Fire Prevention Month.

At the Windsor Planning and Zoning Commission's October 2003 meeting, the Fire Marshal's Office also presented awards to the members of the Commission for their support of residential sprinklers. The Commission had added a requirement in the zoning regulations that the over 55 age restricted homes be protected by residential sprinkler systems.

"The radio system upgrade will allow for more complete radio coverage of the town and increased capacity to allow for more users."

Plan of Conservation and Development

Windsor's plan for the future is its Plan of Conservation and Development and as in the past, citizens were involved every step of the way. The Planning Department arranged strategy meetings in Windsor neighborhoods, gathering input from residents and providing information on the plan. At each meeting, the major components of the plan, conservation, development, and infrastructure themes were presented and a lively period of questions and comments from residents followed.

A citizen steering committee was formed and it met a total of nine times during 2003. The first five meetings involved the review of conservation, development, and infrastructure issues, which assisted in preparing the first draft of the plan. From August through November, the steering committee reviewed the first draft of the plan and those comments were incorporated into a second draft, which is now in review. All steering committee meetings were open to the public with ample time for public comments.

Because the draft plan of Conservation and Development is of so much interest, it was made available on the Town of Windsor web site and at the Planning Department, Town Clerk's office, the Windsor Library and Wilson Library for public review. Adoption of the plan is expected in mid-2004.



Landfill Closure Plan

Like many southern New England communities, Windsor is planning for the closing of its landfill, which it has operated very successfully over many years in conjunction with the neighboring Town of Bloomfield. Consistent with the Town Council's desire to cease operations as soon as practical, the Town continued its public dialogue and administrative work related to the final closing of the facility. In the meantime, landfill management significantly increased the intake from 55,000 tons per year to the equivalent of 90,000 tons annually. This increase helped the Landfill's financial outlook and provided an excellent insight into the community's ability to live with the increase. During this time, work also included devising a final landform, and considerable discussions also occurred with the Department of Environmental Protection about gas collection, leachate collection, and other environmental issues. A gas collection system costing \$132,000 was installed in the bulky waste cell of the landfill. This was completed in the fastest time in the United States and will address odors created by methane gas.

The Financial Blueprint

2003 Financial Highlights

General Fund

Revenues

The General Fund Budget approved for the fiscal year ending June 30, 2003 amounted to \$64,000,460 (not including opening cash), financed as follows:

	2003 Budget		2003 Actual Amount		2002 Actual Amount		Dollar Difference	Percent Difference
		%		%		%		
Property Taxes	58,207,930	79%	58,684,319	79%	54,072,438	77%	4,557,962	9.2%
State & Federal	11,959,540	16%	11,635,442	16%	11,389,202	16%	624,109	5.8%
Revenue Town Dept	2,993,900	4%	3,016,838	4%	4,390,110	6%	239,037	5.8%
Other Agencies	588,150	1%	597,725	4%	565,611	1%	4,735	0.8%
Total	73,749,600	100%	73,934,324	100%	70,417,361	100%	5,425,843	8.3%

The Grand List of 2001, after exemptions and Board of Assessment Appeals revisions, amounted to \$769,000,000 and a tax rate of 32.6 mills was set for the 2003 budget.

Expenditures & Encumbrances

The original budget for expenditures of \$74,154,560 was increased during the year to \$75,290,919 by additional appropriations. Expenditures were incurred or encumbered in the following amounts.

	Revised 2003 Budget		2003 Actual Amount		2002 Actual Amount		Dollar Difference	Percent Difference
		%		%		%		
General Government	24,984,359	33%	24,191,941	33%	22,584,999	33%	1,606,942	7.1%
Education	50,306,560	67%	50,114,885	67%	46,808,113	67%	3,306,872	7.1%
Total	75,290,919	100%	74,306,826	100%	69,393,012	100%	4,913,814	8.5%

2003 Annual Budget General Fund Expenditures by Department

	FY 2003 Actual	FY 2004 Budget
Information Services	433,965	388,700
Administrative Services	1,618,620	1,472,680
Community Development	25,000	25,000
Development Services	1,288,132	1,290,190
General Government	870,329	838,220
Family Services	1,529,397	1,453,440
Library Services	1,126,195	1,111,320
Health and Social Services	785,990	830,730
Public Works	3,717,335	4,059,720
Town Support for Education	4,088,001	4,824,390
Board of Education	46,026,884	48,904,600
Safety Services	6,329,902	6,318,140
General Services	5,504,055	5,788,840
Other*	988,021	
Total	74,306,826	77,298,970

*Additional appropriation for Windsor High School renovation

Windsor: Managing Its Finances for the Future

- 2002 Population: 28,519
- 2003 Full Valuation: \$3.1 billion
- Full Valuation per capita: \$108,987
- Windsor's median family income is 18% above the average for the state
- Windsor's per capita income is 96% of the per capita income for the state
- Debt outstanding is \$47.1 million or 1.52% of full valuation
- Windsor will retire 72.5% of outstanding debt principal in just 10 years
- Windsor's 2003 General Fund Balance is \$6.9 million, which is 9.1% of General Fund revenues.

Confidence in Windsor's Financial Management

During the past year, Moody's Investors Service assigned an Aa2 rating to Windsor's \$2.36 million General Obligation Bonds, Issue of 2003. The proceeds from these bonds will finance a variety of projects including school and municipal improvements. This very favorable rating reflects the town's financial stability and economic development efforts and allowed the town to sell the bonds at a very favorable interest rate.

Moody's believes that Windsor's \$2.2 billion tax base will continue to benefit from the town's proximity to major transportation routes and Bradley International Airport, as well as from its role as an employment center for the greater Hartford Metro area. While the property revaluation in 1999 led to

a 19.2% decline in the net grand list, new growth has been steady, averaging 2.6% annually, culminating with the 2003 revaluation that increased the grand list 22.86%.

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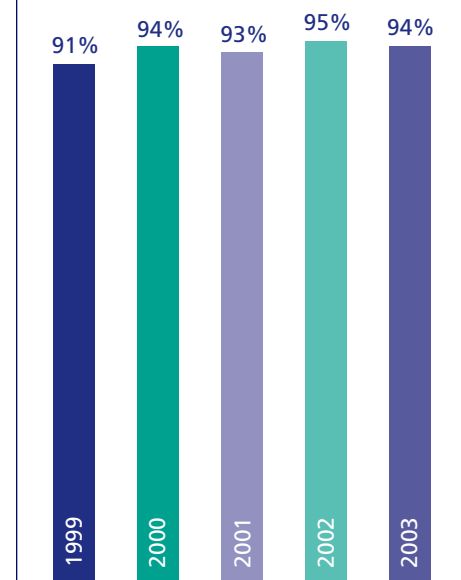
Moody's expects that the town will maintain stable financial operations despite pressures on reserve levels in Fiscal 2003. During Fiscal 2002, Windsor's General Fund balance increased by \$828,000 to \$7.3 million (representing 10.1% of revenues), which was attributable to revenues realized from the

demutualization of the town's health insurance provider. To maintain a favorable Fund Balance after meeting mid-year state aid reductions, the town instituted a hiring freeze, which resulted in cost savings of approximately \$760,000. Windsor ended Fiscal year 2003 with a general fund balance of \$6.9 million. The town council is fully aware that a significant future drawdown of fund balance could lead to future credit pressure, however Moody's believes the town has demonstrated the ability to manage these challenges without significantly impairing flexibility.

Windsor's debt burden is a manageable 1.7% and long-term debt is retired at an above-average rate of 70.7% in 10 years.

Windsor is a nice place to live

The Town of Windsor has conducted annual citizen perception surveys since 1999. Surveys are randomly mailed to residents in an effort to gauge their satisfaction with town services.



Financial Stability

The fabric of the community

Reading, Meeting and Learning

During the year, Windsor residents again demonstrated their interest in conversation and collaboration on ideas as they embraced a community-wide reading program called, One Book, One Windsor. At a series of community meetings, *The Color of Water* by James McBride was selected as the book to be read and discussed by residents. Elham Altaf and Kelly Misiak, Advanced Placement Art class students at Windsor High School, created a logo, brochure and poster for the One Book, One Windsor program. Volunteers arranged to make the book available for loan from book baskets located at local businesses as well as the Windsor Public Library and the Wilson Branch Library. As the program continued, a Sunday afternoon panel discussion was held at the Huntington House on the town green, as were book discussions at the main library, at Poquonock Elementary School and the Wilson Branch Library.

The result of the program is that approximately 350 Windsor residents read *The Color of Water* and then enjoyed and learned from the discussions and comments that followed.

Windsor is a diverse community, and is so actively and proudly rather than passively. Toward that end, the year saw the more than 100 residents participate in *Conversations on Race*, a program sponsored by the Town of Windsor and the National Conference for Community and Justice. The goal of the program was to create awareness and understanding of the divides that exist among people based on race, ethnicity and culture. The *Conversations on Race* program is based on a nationally acclaimed study circle model for democratic dialogue that promotes

“The conversations were poignant, frank and sometimes difficult but those participating agreed that ... Windsor was better for the experience.”

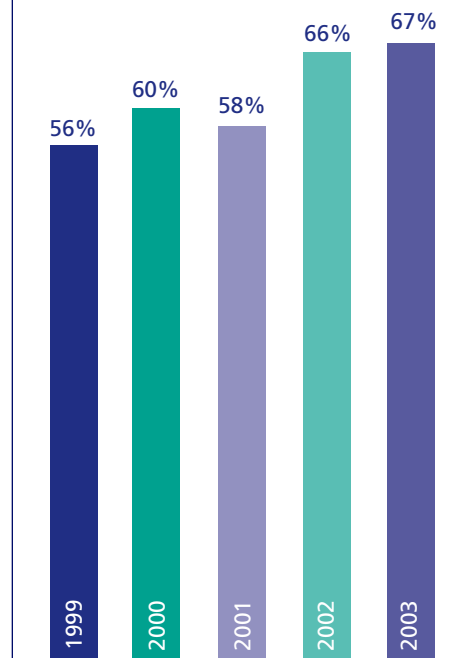
community awareness around issues of race and encourages participants to take action to improve race relations.

A planning committee of Windsor residents coordinated an action forum in May that was followed by a variety of discussion groups meeting on topics such as “Educate

Windsor”, “Faith-based Initiatives,” “Education Workgroup,” and “Hot Topics.” The conversations were poignant, frank and sometimes difficult but those participating agreed that they learned much and that Windsor was better for the experience.

Windsor is a vibrant community because of its diversity

The Town of Windsor has conducted annual citizen perception surveys since 1999. Surveys are randomly mailed to residents in an effort to gauge their satisfaction with town services.



A Diverse Community

Leading with style

Windsor is Recognized

In September of this past year, the City-County Communications and Marketing Association (3CMA) recognized Windsor's "Walk of Light" 9-11 Community Remembrance Ceremony as the best special event produced in 2002 by a community with a population of between nine and thirty-six thousand. 3CMA has more than 825 city and county government members and received 700 entries for the 2003 awards competition.



In April, the Connecticut Community Development Association and the City of Hartford recognized the expansion project for Windsor's unique Caring Connection Adult Day Care Center with its "Award of Excellence." This annual award honors projects that play a key role in strengthening neighborhoods and providing a positive impact to the community.

In August, 2003, the Connecticut Policy and Economic Council, a non-profit research organization, rated websites maintained by Connecticut towns in terms of basic information, citizen participation, government services, community services and website tools. Windsor's website (www.town-of-windsorct.com) was rated 11th among the 154 towns that had municipal websites and number

three among town populations of 30,000 or less.

In October, more than 200 people attended the grand opening of the new 9,000 square foot Caring Connection facility in the 330 Windsor Avenue recreation center building. In addition to celebrating their new facility, the Caring Connection staff learned that it had received a perfect score on its peer review certification, enabling The Caring Connection to receive funding through the Connecticut Home Care for Elders Program.

Earlier in the year, the Town was awarded a \$109,502 supplemental grant through the Community Development Block Grant (CDBG) Small Cities Program to improve the space at 330 Windsor Avenue to include the Caring Connection. This amount was in addition to \$300,000 previously awarded through the CDBG program.

Also during the year, Windsor's Healthy People Initiative and Start Smart Program were prominently highlighted in William Hudnut's new book, "Halfway to Everywhere: A Portrait of America's First-Tier Suburbs." Hudnut, a former Indianapolis mayor and now senior resident fellow at the Urban Land Institute, described the Healthy People Initiative and Start Smart programs in a chapter titled, "Stay Well: Providing Health and Social Services."

The National Association of Police Athletic Leagues awarded Windsor PAL a 2003 Police Athletic League Youth Enrichment Program a grant of \$40,923. P.A.L.'s grant application included plans for programming such as after-school math and language, arts tutoring, an exploration of culture and arts program, a flag football league, an open athletics program and boxing, all available to Windsor teens at the PAL Center at the 330 Windsor Avenue facility.

Windsor's Senior Center continued to benefit from a grant provided by the Hartford Foundation for Public Giving. As the final part of a three-year \$55,796 grant, the Senior Center will utilize \$25,404 to establish a Senior Center fitness area and purchase additional computer lab equipment for the center.

"This annual award (to The Caring Connection) honors projects that play a role in strengthening neighborhoods and providing a positive impact to the community."

Bonding for the Future

In November, Windsor citizens approved by more than a 2 to 1 margin a \$6 million bond issue to renovate and expand the Main Library. The proposed expansion design creates space for additional computers, seating and library materials. It also increases the size of the building from 23,000 square feet to approximately 34,410 square feet. The project will begin in 2005 with plans for the library to continue service throughout the renovation.

Groundwork for our future

Excellence in Education

The year 2003 saw the completion of the \$36 million renovation of Windsor High School. The renovation, which began in 1999, included complete asbestos abatement, the construction of a 14,000 sq. ft., 12-classroom addition and the replacement of all existing mechanical and electrical systems in the original 280,000 sq. ft. building. Windsor's young people will enjoy this completely updated building on its handsome campus on Sage Park Road for the next 20 years.

Windsor Public Schools was one of only seven school districts nationwide to be accepted in 2003 for membership in the Minority Student Achievement Network (MSAN), a nationwide coalition that brings together a number of multiracial, relatively affluent suburban school districts for the purpose of discovering, developing and implementing effective ways to ensure high academic achievement of minority students. Working together through this network, the member districts collaborate on research, policy analysis and the development of practices that raise the achievement level of African American and Latino students. Other members of MSAN include Evanston, IL; Shaker Heights, OH; Chapel Hill, NC; Amherst, MA; Ann Arbor MI and Arlington, VA.

Once again in 2003, Windsor High School had a record number of graduates accepted into colleges

and universities. Of the 321 graduates of the class of 2003, 75% planned to pursue post-secondary education: 7% were to enter the workforce and 10% selected a military career.

Educators Visit Clover Street to Learn From a Good Example

In November, educators from schools in Connecticut and New York City visited Clover Street School, which has been selected as an outstanding example of the type of comprehensive school reform called the "Basic School." The daylong workshop, entitled "Best Practices at Work," gave visitors the opportunity to observe students' use of technology for research, teachers' use of flexible grouping and differentiated instruction in reading lessons and connections to common themes (called "commonalities") that were made during social studies activities. They also learned about the school's character education program and the many strategies used to support the core virtues. In an afternoon assembly, students entertained the visitors with music and a play.

This school year, with the approval of the Board of Education, Oliver Ellsworth School piloted a before and after school childcare program administered and operated under the Windsor Public Schools. A private contractor had previously operated the program. Ellsworth's program, "Treehouse," involves children in activities that complement their regular school



instruction in ways that are expected to make a positive impact on learning. The success of the program at Oliver Ellsworth has led to the Board of Education approving the school system taking over the operation of the before and after school programs in each of the elementary schools beginning July 2004.

Income generated from the before and after school childcare programs is expected to offset the costs of staffing Family Resource Centers in each of the elementary schools. These Centers provide support for and resources to school and families. Ellsworth has had a Family Resource Center for a number of years. In 2003, Family Resource Centers opened at Roger Wolcott and Clover Street Schools. Next year, centers will be operating at John F. Kennedy and Poquonock Elementary Schools.

Family participation in school activities was enhanced during the year. The goal was to help parents gain knowledge of the school curriculum so that they can better support their children's learning. One of the more popular events was Parent Math Night, which was held at Sage Park Middle School and at all



the elementary schools. At Sage Park, Math Night for sixth-graders was its first ever, and it attracted an impressively large turnout of students and parents.

Once again in 2003, students in the Windsor Schools reached out to help others. Kids at Poquonock elementary school collected coats

for a homeless shelter, and items for service personnel involved in Operation Freedom, and helped with the Windsor Lions Club's eyeglass drive. At Kennedy elementary school, the entire school took part in a walk-a-thon that raised more than \$6,000 for the American Diabetes Association. Sage Park Middle School students participated in a cleanup of the town green and a Christmas Giving Tree. Even Windsor's youngest students, the kindergarten students at Roger Wolcott Early Child Development Center, conducted a fall food drive for the Windsor Food Bank and a winter hat and mitten collection for needy children.

This year, Governor John G. Rowland honored the Windsor Partnership's Mentoring program as the "Outstanding Mentor Program of the Year." This unique mentoring program is a collaborative effort among Windsor schools, town agencies, local and worldwide businesses headquartered in Windsor and community-minded citizens. In its fourth year the program has more than 100 mentor volunteers meeting with students at the Wolcott Early Childhood Center, Windsor's four elementary schools and Sage Park Middle School.

Business Sense and Structure

During 2003, Windsor continued to welcome new industry and saw the expansion of businesses already located here. The town's strategic location on I-91 and close proximity to Bradley International Airport make it an attractive location for well-known firms that include ADVO, Aetna, American Airlines, CIGNA, The Hartford, Westinghouse, Konica Minolta, Fleet/Boston, Xerox, ADP, and Pitney Bowes. Windsor has also become a haven for foreign-owned companies in the Hartford area. Fifteen companies from Europe and Asia employ more than 2,500 persons here.

At year end, Windsor had more than 1.8 million square feet of office and 5.6 million square feet of industrial/ flex space.

During the past year, construction of more than 52,400 sq. ft. of new office space and 257,600 sq. ft. of flex industrial was completed. SpaceFitters, Inc, a technology and logistics service firm moved into 80,000 sq. ft. of this new space and Iron Mountain, a leader in the document storage field, added 62,000 sq. ft. to its main storage facility. The balance of this new space was constructed on speculation and is being actively marketed.

ADVO, Inc. the nation's largest direct mail marketer, initiated construction of a state-of-the-art, 165,000 sq. ft. office, production and distribution facility at 235 Great Pond Drive.

The former Terry Steam Building on Lamberton Road, vacant for more than ten years, was renovated and fully leased during the year. The principal tenants include Accumentrics, (a fuel cell manufacturer), Travelers Insurance, Hudson RPM, distribution and an environmental consulting firm.

In response to a zoning ordinance change, site plans were submitted and approved for two mini-storage facilities. When complete, these



locations will provide some 510 self-storage units for business and personal use.

“...the Windsor Shopping Center became fully leased with the addition of a Rainbow Junior Fashion store in the former CVS location.”

The past year also saw positive activity in Windsor’s retail centers. A new coffeehouse and two antique stores were opened in Windsor Center. The owners of Windsor True Value Hardware began the reconfiguration of their building to accommodate a revised hardware store layout and two new storefronts, which will be occupied by a Subway restaurant and an ice cream store. Additional visitors were attracted to Windsor Center by a kayak and canoe rental operation that began offering recreational trips on the Farmington and Connecticut Rivers.

In the Wilson neighborhood, the Windsor Shopping Center became fully leased with the addition of a Rainbow Junior Fashion store in the former CVS location. Also, the Town of Windsor completed land acquisition for a redevelopment project intended to create a small live-work residential area on Windsor Avenue south of I-291.

“You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You must do the thing which you think you cannot do.” – Eleanor Roosevelt

In our brand new Adult Daycare facility, you’ll find social workers, geriatric specialists and others working with the vulnerable among us to help them lead a life of dignity, while across town, at the Milo Peck Child Development Center, you’ll find the same nurturing care provided to a very different clientele, so their visions can take shape. The work under way for these two extraordinary but very different audiences exemplifies the remarkable breadth of the Town of Windsor’s achievements and our quest for a more meaningful local government.

Across our many disciplines, town and education staff are engaged in discovery and learning that is deepening our understanding of great communities and implementing that understanding in bold, courageous strokes. We know nothing begins unless the community is safe and possibilities of learning are made available to all. The discovery and achievement at the very heart of our government does, indeed, transform our community.

The report in the preceding pages highlights major developments in 2003, and our progress in building excellence in our programs to achieve our strategic goals.

We’ve attracted more high-quality businesses; developed child and parenting initiatives tailored for a changing world, and enhanced our dialogue with the community. In countless ways, we are partners with the community we serve, ranging from efforts to plan “aging-friendly” communities to better acclimating newcomers to Windsor.

We’ve achieved success only through the support of the Town Council and the Windsor community, and I look forward to continuing that partnership.

Leon Churchill
Town Manager

The Town Manager (r) reviews a landfill model with Town Planner and 35 year town employee Mario Zavarella



