



2022 ADOPTED BUDGET

CONDENSED SUMMARY

TOWN OF WINDSOR, COLORADO
JANUARY 1, 2022 – DECEMBER 31, 2022

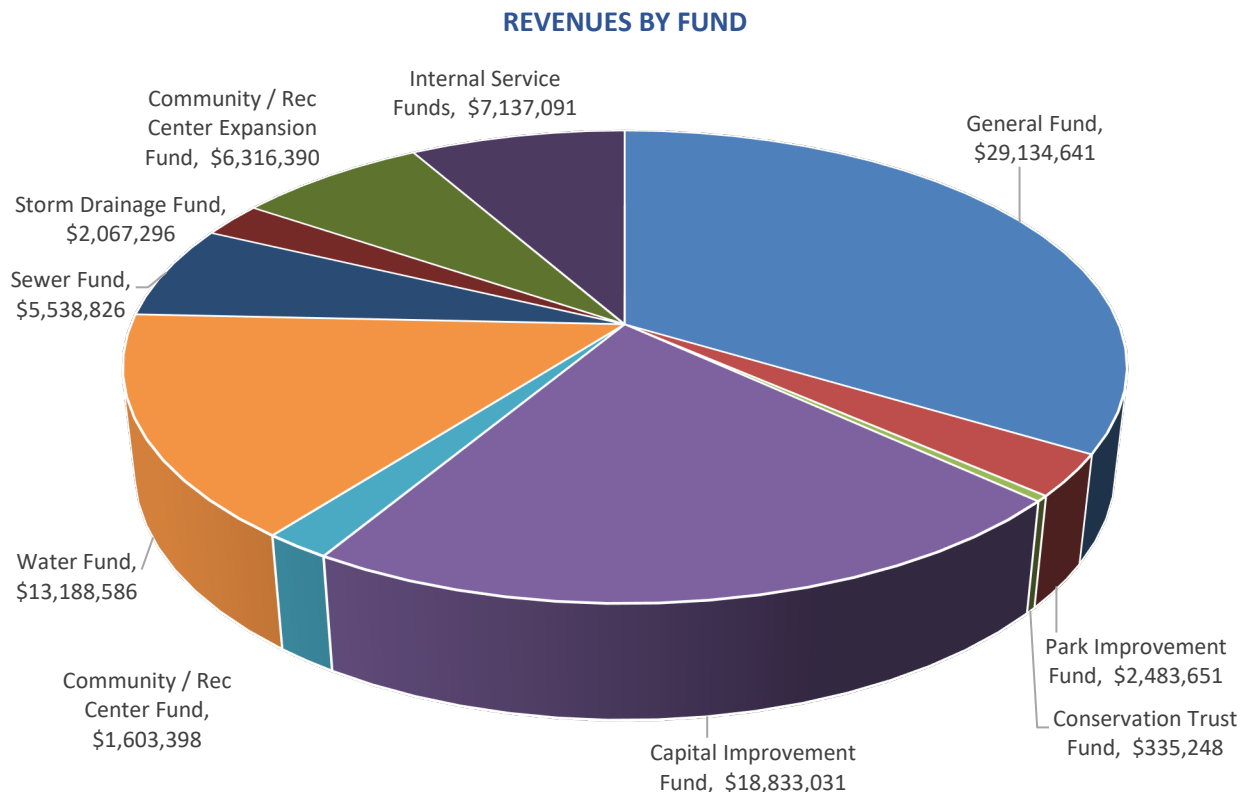
**TOWN OF WINDSOR
2022 BUDGET OVERVIEW**

FUND	2022 ESTIMATED BEGINNING FUND BALANCES	ESTIMATED REVENUES	TOTAL RESOURCES AVAILABLE	TOTAL EXPENDITURES	2022 ESTIMATED ENDING FUND BALANCES	2022 ESTIMATED MINIMUM FUND BALANCES
General Fund	\$24,981,661	\$29,134,641	\$54,116,302	\$29,085,182	\$25,031,120	\$5,507,679
Park Improvement Fund	17,083,350	2,483,651	19,567,001	6,485,000	13,082,001	120,748
Conservation Trust Fund	1,001,282	335,248	1,336,530	190,000	1,146,530	5,947
Capital Improvement Fund	25,523,658	18,833,031	44,356,688	31,352,508	10,004,180	9,434,136
Community / Rec Center Fund	741,072	1,603,398	2,344,471	1,640,125	704,346	0
Water Fund	32,298,235	13,188,586	45,486,821	13,854,930	31,631,891	2,900,945
Sewer Fund	19,068,238	5,538,826	24,607,064	17,959,587	6,647,477	2,039,597
Storm Drainage Fund	5,448,302	2,067,296	7,515,598	3,353,621	4,161,977	707,076
CRC Expansion Fund	14,471,738	6,316,390	20,788,128	3,950,778	16,837,350	817,579
Fleet Management Fund	-54,988	2,465,703	2,410,715	2,405,203	5,511	0
Information Technology Fund	1,078,309	3,585,094	4,663,403	3,585,094	1,078,309	0
Windsor Building Authority Fund	332,801	145,922	478,723	145,095	333,628	0
Facility Services Fund	360,859	740,371	1,101,231	742,863	358,368	0
Economic Dev. Incentive Fund	175,838	200,000	375,838	200,000	175,838	0
TOTALS	\$142,510,354	\$86,638,158	\$229,148,512	\$114,949,986	\$111,198,526	\$21,533,706

Note: The Ending Fund Balance in the Capital Improvement Fund reflects a \$2M Highway By-Pass Reserve and a \$1M Downtown Parking Reserve.

REVENUES

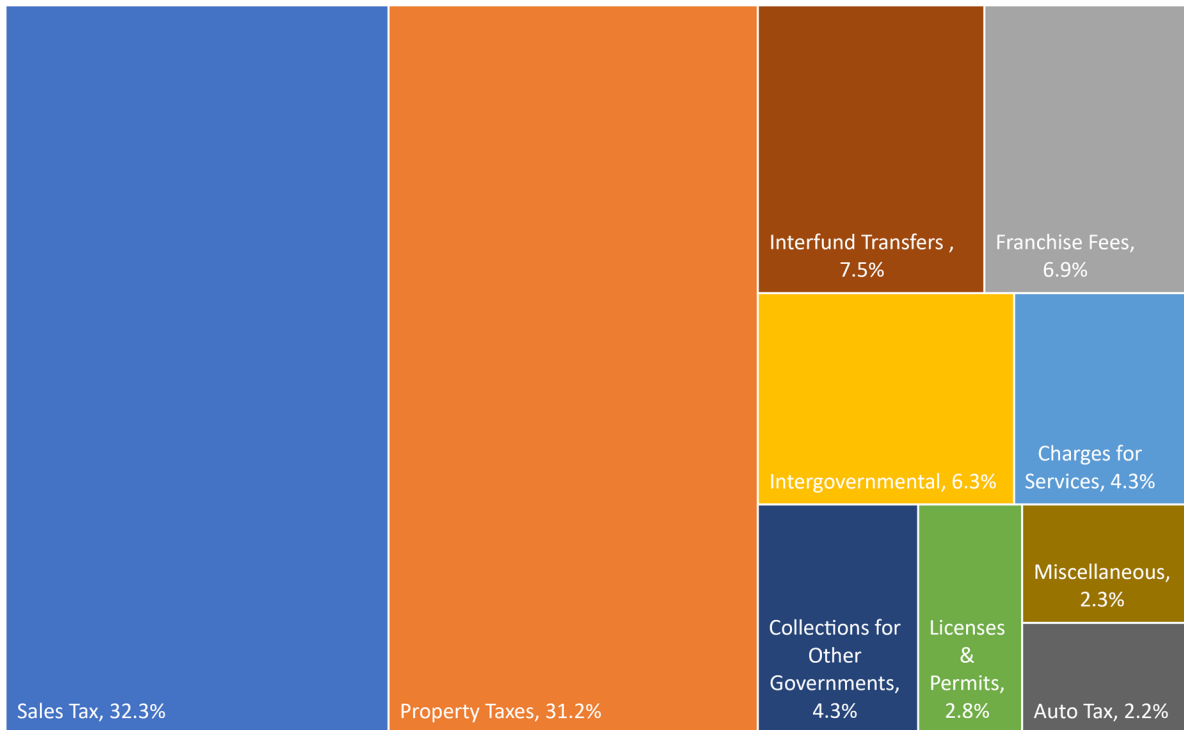
Total revenues for The Town in 2022 are expected to trail 2021 projected revenues of \$95.4M by approximately 9.1% or \$8.8M. While Property and Sales taxes, which make up 63% of General Fund revenues, remain strong, permit activity is not anticipated to be as robust as in 2021 and development related fees are expected to decline accordingly. Fees from utility (water, sewer & storm drainage) sales are expected to grow, with recommended increases taking effect at the start of the year. These rate increases are necessary to maintain current infrastructure and plan for necessary, major utility upgrades in the near future. Other revenues such as program fees and transportation-related taxes are expected to return to pre-Covid levels. The overall guiding principle when developing the revenue projections for 2022 has been the Town's policy for budgetary solvency – that revenues be estimated conservatively to balance expenditures that are budgeted at 100%. This is evidenced in particular with Sales Tax where growth has been exponential in recent years but projections are tempered at a manageable 5% increase in receipts.



CHANGE IN ANNUAL REVENUE BY FUND

Fund	2020 ACTUAL	2021 PROJECTED	2022 BUDGET
General Fund	25,034,135	29,955,054	29,134,641
Park Improvement Fund	4,235,507	4,339,869	2,483,651
Conservation Trust Fund	498,270	1,280,011	335,248
Capital Improvement Fund	31,180,087	21,067,193	18,833,031
Community / Rec Center Fund	1,312,208	1,790,292	1,603,398
Water Fund	15,415,698	15,453,390	13,188,586
Sewer Fund	7,477,699	6,337,645	5,538,826
Storm Drainage Fund	4,476,571	2,348,467	2,067,296
Community / Rec Center Expansion Fund	5,304,722	7,259,868	6,316,390
Fleet Management Fund	1,986,631	1,591,488	2,465,703
Information Technology Fund	2,908,151	2,846,790	3,585,094
Windsor Building Authority Fund	148,844	145,922	145,922
Facility Services Fund	867,691	752,960	740,371
Economic Dev. Incentive Fund	354,000	233,167	200,000
Total Revenue	101,200,213	95,402,116	86,638,158

GENERAL FUND – SOURCES OF REVENUE

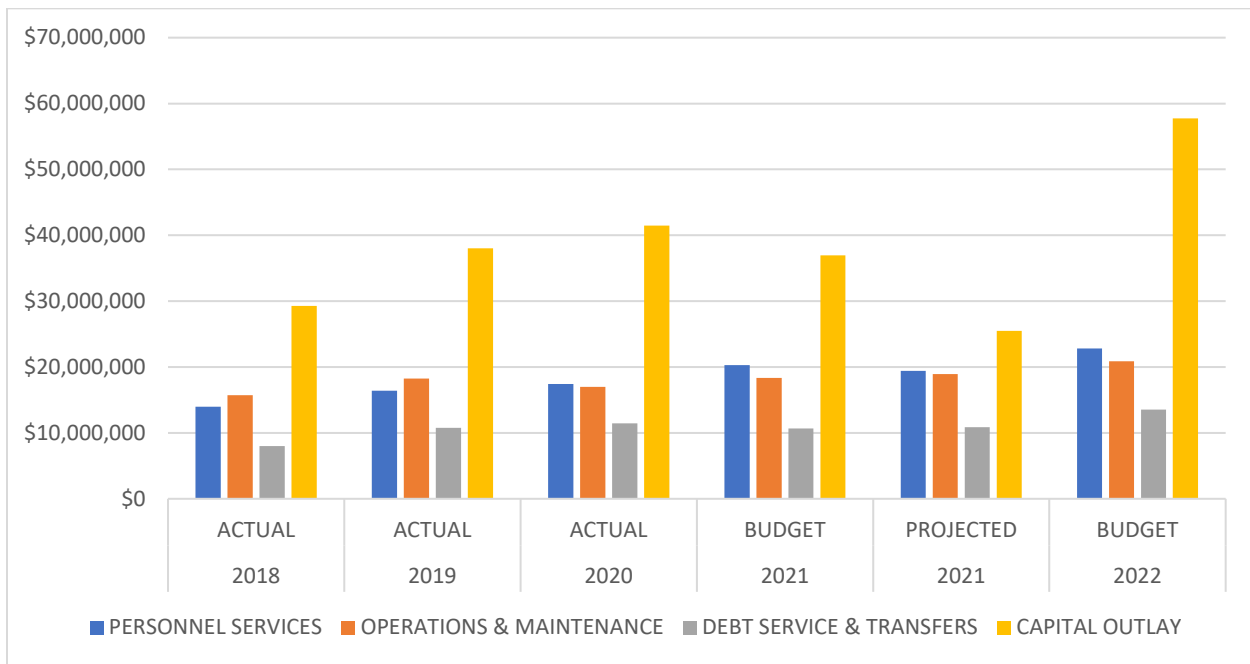


EXPENDITURES

There are many demands placed on the Town’s resources, including expanded police services, streets repair, utility services, recreation facilities, and all of the administrative services required to run a growing town. The Town strives to address the needs of the community while maintaining balance in our allocation of available resources and prudent restraint on spending. The Town is allocating for increased staffing needs in 2022 to align with growth, along with increased levels of spending for; IT services, communications, audit/assessment requirements, legal services, snow & ice control, and trails maintenance. Additionally, vehicles and equipment are being replaced at optimum intervals such that required maintenance is minimized. Planned capital expenditures once again focus on road improvements and parks & trails development. Additionally, the focus in 2022 will be on utilities infrastructure such as waterline replacement and required upgrades at the wastewater treatment plant.

TOWN OF WINDSOR ALL FUND EXPENDITURE BREAKDOWN BY CATEGORY 2022 BUDGET						
EXPENSE CATEGORY	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
PERSONNEL SERVICES	\$13,963,297	\$16,393,987	\$17,413,732	\$20,286,528	\$19,434,640	\$22,819,654
OPERATIONS & MAINTENANCE	\$15,702,751	\$18,235,376	\$16,987,777	\$18,371,980	\$18,918,439	\$20,865,366
DEBT SERVICE & TRANSFERS	\$8,018,048	\$10,764,180	\$11,449,038	\$10,678,815	\$10,854,015	\$13,532,696
CAPITAL OUTLAY	\$29,268,537	\$38,009,970	\$41,470,916	\$36,959,165	\$25,505,837	\$57,732,271
Total Expenditures	\$66,952,633	\$83,403,513	\$87,321,463	\$86,296,489	\$74,712,931	\$114,949,987
PERSONNEL SERVICES	20.9%	19.7%	19.9%	23.5%	26.0%	19.9%
OPERATIONS & MAINTENANCE	23.5%	21.9%	19.5%	21.3%	25.3%	18.2%
DEBT SERVICE & TRANSFERS	12.0%	12.9%	13.1%	12.4%	14.5%	11.8%
CAPITAL OUTLAY	43.7%	45.6%	47.5%	42.8%	34.1%	50.2%
Total Expenditures	100%	100%	100%	100%	100%	100%

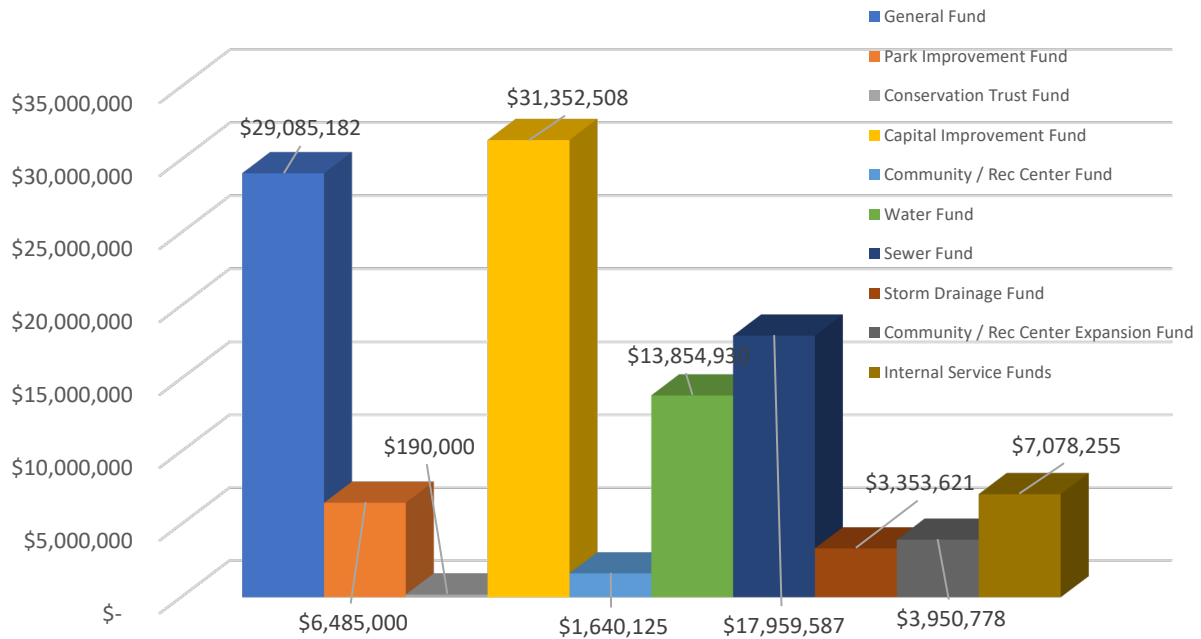
EXPENDITURES BY CATEGORY



EXPENDITURES BY FUND

FUND	2020 ACTUAL	2021 PROJECTED	2022 BUDGET
General Fund	21,627,372	24,714,951	29,085,182
Park Improvement Fund	1,389,413	3,064,067	6,485,000
Conservation Trust Fund	1,413,317	519,943	190,000
Capital Improvement Fund	28,206,563	16,118,134	31,352,508
Community / Rec Center Fund	1,370,268	1,599,799	1,640,125
Water Fund	12,555,048	13,007,957	13,854,930
Sewer Fund	6,660,517	5,004,744	17,959,587
Storm Drainage Fund	5,158,556	1,003,906	3,353,621
Community / Rec Center Expansion Fund	3,444,090	4,105,283	3,950,778
Fleet Management Fund	1,906,846	1,616,698	2,405,203
Information Technology Fund	2,319,265	2,742,621	3,585,094
Windsor Building Authority Fund	145,095	145,095	145,095
Facility Services Fund	649,828	728,260	742,863
Economic Dev. Incentive Fund	350,405	341,474	200,000
Total Expenditures	87,196,581	74,712,931	114,949,986

2022 PLANNED EXPENDITURES BY FUND



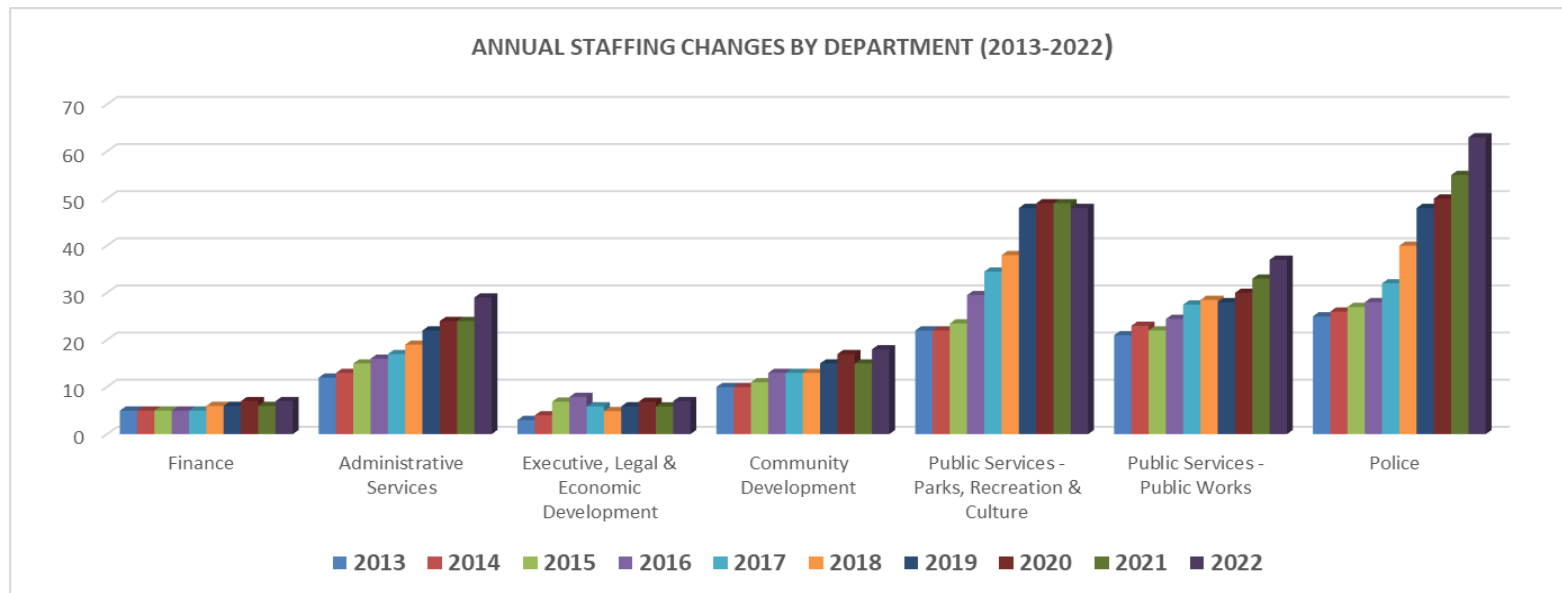
OPERATING EXPENDITURES BY FUND/DIVISION

FUND/DIVISION	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET	VARIANCE TO 2021 BUDGET
GENERAL FUND					
Town Clerk/Customer Service	899,390	936,742	927,884	1,207,750	271,008
Mayor & Town Board	609,954	883,815	668,815	970,011	86,196
Municipal Court	19,247	23,490	24,060	24,170	680
Town Manager	377,427	394,028	394,273	410,714	16,686
Finance	957,576	1,116,446	1,138,736	1,306,164	189,718
Human Resources	550,597	704,355	698,802	809,619	105,264
Communications	736,286	592,319	591,551	924,209	331,890
Legal Services	658,538	648,337	644,887	677,723	29,386
Planning	1,021,795	1,184,246	1,172,191	1,556,251	372,005
Economic Development	1,003,863	588,519	692,223	692,271	103,752
Police	6,748,980	7,752,173	7,494,479	9,271,064	1,518,891
Recycling	41,038	55,000	55,000	60,000	5,000
Streets & Alleys	1,805,052	2,324,151	2,313,059	2,788,218	464,067
Public Works	727,983	764,130	1,066,996	846,289	82,159
Engineering	961,632	1,027,312	1,016,263	1,153,595	126,283
Cemetery	104,139	138,433	140,794	297,296	158,863
Community Events	117,042	247,934	276,307	165,923	-82,011
Forestry	418,805	440,477	442,796	547,691	107,214
Recreation	1,224,154	1,702,279	1,691,294	1,573,776	-128,503
Aquatics/Swimming Pool	202,527	361,277	380,777	368,104	6,827
Open Space & Trails	191,117	312,631	319,867	367,652	55,021
Parks	1,385,205	1,784,860	1,661,185	2,056,972	272,112
Safety/Loss Control	142,242	137,330	148,458	174,700	37,370
Art & Heritage	402,691	466,681	465,931	531,682	65,001
Town Hall	320,092	288,323	288,323	303,338	15,015
	\$21,627,372	\$24,875,288	\$24,714,951	\$29,085,182	\$4,209,895
COMMUNITY RECREATION CENTER					
	\$1,370,268	\$1,683,724	\$1,599,799	\$1,640,125	-\$43,599
WATER FUND					
Water Potable Operations	6,051,408	6,560,352	6,668,860	7,769,739	1,209,387
Water Non-Potable Operations	156,767	252,986	270,306	363,225	110,239
	\$6,208,175	\$6,813,338	\$6,939,166	\$8,132,964	\$1,319,626
SEWER FUND					
Sewer System - Operations	1,179,474	1,065,435	1,046,417	1,199,232	133,797
Sewer Plant - Operations	1,904,466	1,273,530	1,356,179	1,401,233	127,703
	\$3,083,940	\$2,338,965	\$2,402,596	\$2,600,465	\$261,500
STORM DRAINAGE FUND					
Storm Drainage Operations	\$348,196	\$593,318	\$591,606	\$611,621	\$18,303
INTERNAL SERVICE FUNDS					
Fleet Operations	330,873	335,729	426,488	426,931	91,202
IT Operations	1,493,125	1,545,498	1,582,359	2,114,891	569,393
Custodial Services	146,504	204,856	195,698	197,890	-6,966
Facilities Maintenance Services	503,323	548,100	532,562	544,973	-3,127
	\$2,473,826	\$2,634,183	\$2,737,107	\$3,284,685	\$650,502
COMMUNITY RECREATION CENTER EXPANSION					
	\$3,444,090	\$4,127,792	\$4,105,283	\$3,950,778	-\$177,014

NEWLY APPROVED POSITIONS FOR 2022 - 23 FTE

DIVISION	POSITION	DIVISION	POSITION
Finance	Payroll Clerk	Police	Police Sergeant
Communications	Visual Media Coordinator	Police	Patrol Officer - Parks Specific
Communications	Digital Media Coordinator	Streets	Hybrid Equipment Operator/Maintenance Technician
Planning	Transportation Planner/Engineer	Streets	Equipment Operator/GIS Locator Duties
Planning	Administrative Assistant	Parks	Parks Supervisor
Economic Development	Economic Recovery Coordinator	Parks	Volunteer Coordinator
Police	Media Technician	Water System	Hybrid Utility Technician (.5 FTE)
Police	Administrative Supervisor	Water System	Utility Technician/GIS Locator Duties
Police	Administrative Assistant - Mid Year Hire	Sewer System	Hybrid Utility Technician (.5 FTE)
Police	Patrol Officer - Mid Year Hire	Sewer System	Utility Technician/GIS Locator Duties
Police	Patrol Officer - Mid Year Hire	IT	GIS Specialist
Police	Police Sergeant	IT	Application System Administrator

CHANGES IN PERSONNEL BY DEPARTMENT

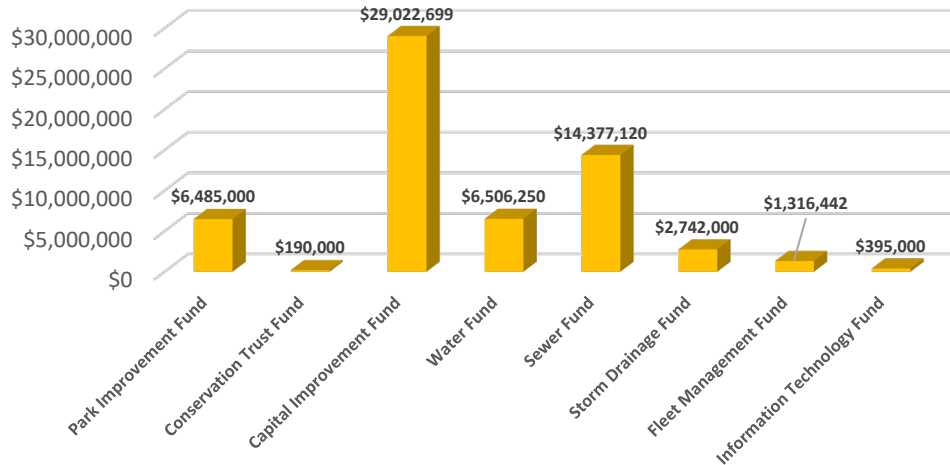


CAPITAL EXPENDITURES

Highlights for 2022:

- **\$59.5M in Project Requests**
 - **\$21M – Road Improvements**
 - **\$12.5M – Wastewater Treatment Plant Upgrades**
 - **\$8M – Parks & Open Space Projects**

2022 PLANNED CAPITAL PROJECTS BY FUND



5-YEAR PLANNED CAPITAL EXPENDITURES

Category of Expenditure	2022	2023	2024	2025	2026	Total
Recreation / Community Recreation Center	\$0	\$30,000	\$0	\$0	\$0	\$30,000
Community Parks Development / Improvement	4,940,000	2,374,000	3,850,000	3,233,571	0	14,397,571
Neighborhood Parks Development / Improvement	1,710,000	1,300,000	0	3,000,000	0	6,010,000
Trails Projects	390,000	1,557,041	275,000	275,000	200,000	2,697,041
Open Space Projects	450,000	240,000	1,040,000	0	0	1,730,000
Art & Heritage Projects	325,000	695,266	0	0	0	1,020,266
Street Development	15,358,661	13,840,000	4,115,000	2,250,000	0	35,563,661
Street / Bridge / RR Crossing Maintenance	5,645,500	7,854,188	4,836,875	4,277,500	3,550,000	26,164,063
Public Facilities Repair / Replace / Improvements	6,162,870	22,500,000	0	0	0	28,662,870
Vehicle & Equipment Replacements and Additions	2,637,110	947,942	1,452,942	1,771,000	1,547,000	8,355,994
Water System Infrastructure / Oversizing / Mains	2,347,000	0	0	0	0	2,347,000
Water Line Replacements	1,500,000	1,175,000	3,500,000	1,045,000	1,750,000	8,970,000
Northern Integrated Supply Project	2,054,250	2,761,275	2,975,775	2,999,562	0	10,790,862
Non-Potable Construction / Replacement	395,000	500,000	250,000	250,000	250,000	1,645,000
Sewer Construction / Oversizing / Mains	948,120	0	0	0	0	948,120
Sewer System Maintenance	929,000	145,000	107,000	0	0	1,181,000
Storm Drainage Improvements/Replacements	2,742,000	3,240,000	2,383,741	372,000	81,600	8,819,341
Sewer Plant Modifications	12,500,000	15,400,000	18,800,000	18,800,000	0	65,500,000
Total Planned Capital Expenditures	\$61,034,511	\$74,559,712	\$43,586,333	\$38,273,633	\$7,378,600	\$224,832,790

LONG TERM CAPITAL PROJECTS

LONG TERM COMMUNITY PROJECTS		
<i>Estimated Capital Projects Beyond 2026</i>		
Project Name	Department/Division	LT Project
Northern Integrated Supply Project (NISP)	Engineering - Water Supply	\$140,175,000
Regional Water Treatment Plant	Engineering	35,000,000
CRC Facility Upgrades	Parks & Recreation	35,000,000
Crossroads Blvd East Extension	Engineering	25,500,000
SH 392 Widening - 30% Design (Highland Meadows Pkwy to CO Blvd)	Engineering	22,000,000
CP Tacinca Park	Parks & Recreation	16,200,000
SH 392/SH 257 By-Pass Route Study	Engineering	12,500,000
SH 257 Widen to 4 lanes (Colorado Blvd. to SH 392)	Engineering	12,500,000
Windsor Trail System	Parks & Recreation	12,000,000
Riverwalk and South Side Master Plan - Phases II & III	Parks & Recreation	9,350,000
Law Basin Master Plan Channel - Phase 1	Engineering	8,367,387
CP Labue	Parks & Recreation	8,100,000
CP Chimney Park Pool Maintenance	Parks & Recreation	7,575,000
Colorado Blvd. Ultimate Improvements (SH 392 to Colorado Blvd.)	Engineering	6,440,000
Open Space Acquisition	Parks & Recreation	6,000,000
Law Basin Master Plan Channel - Phase 3	Engineering	5,143,536
Town Hall Annex Construction	Public Works / Facilities	4,675,000
Law Basin Master Plan Channel - Phase 2	Engineering	4,468,660
Neighborhood Parks - LT Needs	Parks & Recreation	3,100,000
CP Eastman Park Improvements	Parks & Recreation	3,000,000
Crossroads Blvd Widening Improvements	Engineering	3,000,000
Expand Deicing Materials Storage	Streets	1,500,000
Land Acquisition for Storage Expansion	Streets & Stormwater	1,500,000
CP Boardwalk Park Playground & Safety Improvements	Parks & Recreation	1,425,000
Open Space Kyger	Parks & Recreation	1,410,000
Open Space Kodak Watchable Wildlife Area	Parks & Recreation	1,000,000