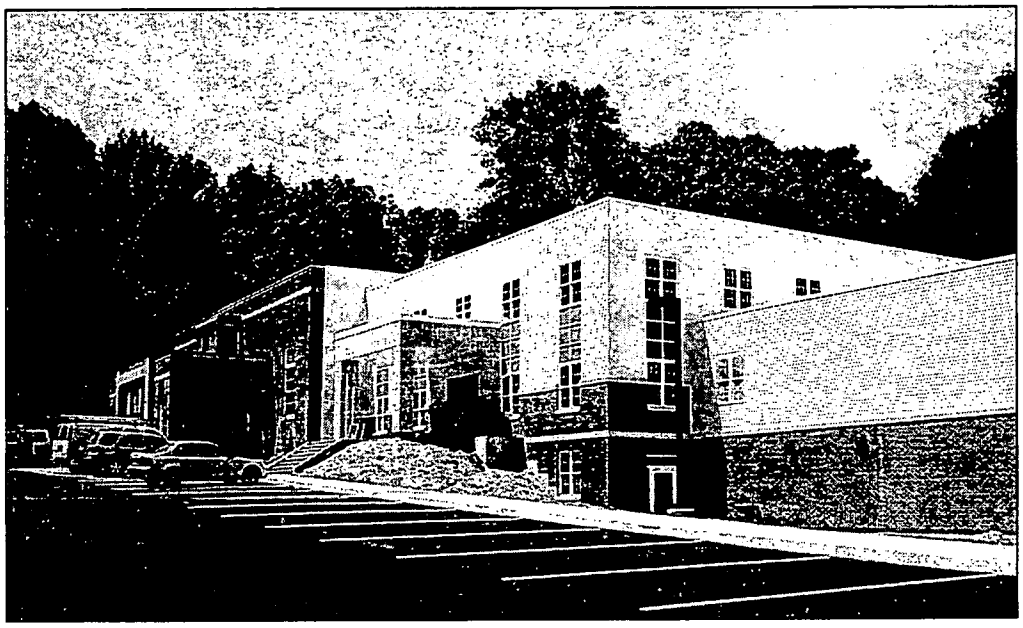
WINDSOR, VERMONT
ANNUAL REPORT



WINDSOR MUNICIPAL BUILDING

FISCAL YEAR
JULY 1, 2002 - JUNE 30, 2003

Cover Photo

The Town of Windsor hired Wiemann Lamphere to develop a building design for consolidation of the Town of Windsor Municipal facilities which includes: Administrative Offices, Police Department, Fire Department, and the Town Recreation Department. The design was to coordinate all four functions on one site, the previous Windsor High School, owned by the Town of Windsor.

H.P. Cummings, Inc. was the construction manager for the project and coincidentally was also responsible for the construction of the Fire Station at 147 Main Street in 1929.

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IN MEMORY OF

Gertrude S. McGuire
Town Clerk
1970 - 1985

Gertrude McGuire, a graduate of Windsor High School in 1939, was employed at Cone Automatic Machine Company in Windsor from 1939 to 1946. She married John McGuire and was later employed at the Vermont State Prison in Windsor from 1958 to 1967. In 1970 she was elected Town Clerk of Windsor and became the third certified town clerk in the State of Vermont. She always enjoyed her job and the many contacts she had throughout her years of service. After retiring in 1985 she continued to serve as Assistant Town Clerk for several years. She remained interested in genealogy and was an active member of the town historical committee. She was also a member of the Ascutney Chapter #2 Order of Eastern Star, served as vice president of the United Methodist Church and on the board of trustees for the Gilbert Davis Home. Gertrude was much loved and respected and will be greatly missed and fondly remembered.

TOWN STATISTICS
TOWN OF WINDSOR, VERMONT

The Town of Windsor, named for John Stuart, Earl of Windsor
was chartered by Benning Wentworth, Governor General
of the Province of New Hampshire in the name of George the Third,
on July 6, 1761

Town Offices, Municipal Building, Main Street, Windsor, VT
P.O. Box 47, Windsor, VT 05089
www.vermont-towns.org/windsor
Town Fiscal Year Ends June 30th

POPULATION U.S. CENSUS

1970	4158
1980	4058
1990	3714
2000	3756

COMPARATIVE GRAND LISTS

1999	2000	2001	2002	2003
$1,214,715.13	$1,207,511.99	$1,215,263.34	$1,222,133.49	1,463,177.29

(Grand List is 1% of the Assessed Value)

TAX RATE

	1998	1999	2000	2001	2002	2003
SCHOOL	$1.528	$1.614	$1.809	$1.739	$1.868	$1.676
TOWN	$ .966	$1.017	$1.163	$1.232	$1.351	$1.341

AREA

12,544 Acres or 19.6 Square Miles

ROAD MILEAGE

Town Highways:		
	Class I	4.135 mi
	Class II	5.300 mi
	Class III	22.750 mi
Total Town Highways:		32.185 mi
State Highways:		
	Interstate	6.429 mi
	Non-Interstate	10.145 mi
Total State Highways:		16.574 mi
Total Traveled Highway Miles:		**48.759 mi.**

ANNUAL REPORT

OF

THE OFFICERS

OF THE TOWN OF

WINDSOR, VERMONT

Fiscal Year July 1, 2002 - June 30, 2003

TOWN and SCHOOL MEETING
March 1, 2004

7:00 P.M. WINDSOR HIGH SCHOOL

LOIS WHITE THEATER

PLEASE BRING THIS REPORT WITH YOU

TOWN & SCHOOL
Australian Ballot Voting on March 2, 2004
9:00 A.M.-7:00 P.M.

WINDSOR MUNICIPAL BUILDING
29 Union Street, Windsor, VT

VOTING INSTRUCTIONS

Paper Ballots
Town or School Meeting

Here is some basic information for you, the voter. If you have any questions after reading this, or at any time during the voting process, ask your Town Clerk or other elected officials.

CHECK-IN

1. Go to "IN" checklist table.
2. Give your name and your residence to the election official in a clear, audible voice.
3. Wait until your name is repeated and checked off by the election official.

ENTER

1. Enter within the guardrail, and do not leave until you have voted.
2. An election official will hand you a paper ballot.
3. Go to a vacant booth.

MARK YOUR BALLOT

1. Mark a cross (X) in the box to the right of the name of the candidate(s) or issue(s) you want to vote for. Follow the directions on the ballot as to how many to vote for. ("Vote for not more than two").

2. WRITE IN. To vote for someone whose name is not printed on the ballot, use the blank "write -in" lines on the ballot.

IF YOU SPOIL YOUR BALLOT

Ask an election official for another ballot. Three ballots are the limit.

CHECK-OUT

1. Go to the "OUT" checklist table.
2. Give your name to the election official in a clear audible voice.
3. Wait until your name is repeated and checked off by the official.

VOTE

Deposit your ballot in the "Voted Ballots" box.

LEAVE

Leave the voting area by passing outside the guardrail.

WARNING FOR ANNUAL TOWN MEETING AND PUBLIC INFORMATIONAL HEARING
March 1 and 2, 2004

The legal voters of the Town of Windsor, Vermont are hereby notified and warned to meet at the Lois White Auditorium, Windsor School, State Street in said Town at 7:00 p.m. on Monday, March 1, 2004 to act on Articles 1 - 6. A public informational hearing follows to discuss Articles 7 - 19 which shall be voted by Australian ballot on Tuesday, March 2, 2004 at the Windsor Municipal Building, 29 Union Street in said town. Polls open at 9:00 a.m. and close at 7:00 p.m.

ARTICLE 1. Shall the Town vote to collect its taxes on real and personal property by the Town Treasurer with payments to be made in four equal installments on or before September 14, 2004, November 9, 2004, February 2, 2005 and April 12, 2005. Any installment not paid by the due date shall bear interest of one percent (1%) per month until July 12, 2005 and one and one half per cent (1 1/2%) per month thereafter. After April 25, 2005 an additional collector's fee of eight per cent (8%) on the unpaid balance shall be charged, in accordance with 32 VSA Section 1674?

ARTICLE 2. Shall the Town authorize the Selectmen to borrow for Town expenses in anticipation of taxes and execute and deliver the note or notes of Selectmen's orders therefore?

ARTICLE 3. To establish salaries for non-classified Town Officers: Selectboard Chair - $1,250 per year and Selectboard members - $1,000 per year; Auditors and Board of Civil Authority - $8.00/hour; Moderator and Constable - $50 per day.

ARTICLE 4. To act on reports of the Town Officers for the past year.

ARTICLE 5. To transact any other non-binding business.

ARTICLE 6. To elect Town Officers for the ensuing year. (Australian ballot).

ARTICLE 7. Shall the Town of Windsor vote to appropriate the sum of $4,637 for Health Care & Rehabilitation Services, Inc.? (Australian ballot)

ARTICLE 8. Shall the Town of Windsor vote to appropriate the sum of $12,500 to Historic Homes of Runnemede, Inc. (formerly The Stoughton House) to support programs offered by HHR to the community? (Australian ballot)

ARTICLE 9. Shall the Town of Windsor appropriate the sum of $1,000 to New Beginnings, Inc. to provide assistance to victims of domestic violence and sexual assault? (Australian ballot)

ARTICLE 10. Shall the Town of Windsor appropriate the sum of $400 to RSVP the Retired and Senior Volunteer Program of Windsor County to develop opportunities for people 55 and older to positively impact the quality of life in the community through volunteer service? (Australian ballot)

ARTICLE 11. To see if the Town of Windsor will vote to appropriate the sum of $1,000 to support the activities of Vermont Adult Learning in its work with adults in need of basic reading, writing, math, GED, English language skills. (Australian ballot)

ARTICLE 12. Shall the registered voters of Windsor appropriate a sum of $ 14,890 to support the home health care and hospice care of patients in their homes by staff and volunteers of the Visiting Nurse Alliance of Vermont and New Hampshire, Inc.? (Australian ballot)

ARTICLE 13. To see if the Town of Windsor will vote to appropriate the sum of $2,000 for Volunteers in Action, to coordinate volunteer services such as transportation to medical appointments, friendly visiting, short term respite care and other activities, especially to help older persons in Windsor. (Australian ballot)

ARTICLE 14. To see if the Town of Windsor will vote to appropriate the sum of $9,000 to the Windsor Cemetery Association, for the Ascutney Street Cemetery as authorized by 18 VSA, § 5372. (Australian ballot)

ARTICLE 15. To see if the Town of Windsor will vote to appropriate and raise in taxes a sum of $600 to Windsor County Partners, Inc. for youth mentoring services provided to children in Windsor County. (Australian ballot)

ARTICLE 16. To see if the Town of Windsor will raise and appropriate $2,400 to Southeastern Vermont Community Action (SEVCA) to assist Windsor in responding to the emergency needs of the community and providing all available and applicable services? (Australian ballot)

ARTICLE 17. Shall the voters of the Town of Windsor appropriate the sum of $5,000 for the Windsor Area Community Television, Inc. d/b/a "Windsor On Air"? (Australian ballot)

ARTICLE 18. To see if the Town of Windsor will vote to appropriate the sum of $45,000 to the Windsor Public Library. (Australian ballot)

ARTICLE 19. Shall the Town appropriate $3,023,942 to defray the general expenses of the Town for the fiscal year 2004-2005, **$1,898,832** of which shall be raised by taxes based on a rate on a dollar on the Grand List, subject to such increases that result from other Australian ballot articles? (Australian ballot)

Dated at Windsor, Vermont this 28th day of January, 2004.

SELECTBOARD

Desmond Willey, Chair _____

Barbara Flinn, Vice-Chair _____

Michael Quinn _____

Vincent Fusca _____

Gerald Lepisko _____

Received for record this 29th day of January, A.D. 2004

Sandra Hinkley Micka, Town Clerk _____

MINUTES OF ANNUAL TOWN MEETING - March 3, 2003

The legal voters of the Town of Windsor, Vermont met at the Windsor High School, Lois F. White Auditorium, State Street in said Town on Monday, March 3, 2003 at 7:00 p.m. with 97 registered voters present.

Moderator W. Ballantyne called the meeting to order at 7:00 p.m. and led the Pledge of Allegiance to the Flag. He outlined the rules of the meeting, then introduced the Town Officials as follows: Town Administrator John Schempf, Town Treasurer Sherrill Gould, Town Clerk Sandra Jarvis, Chair of the Selectboard Vincent Fusca, Selectboard members, Robert Estey, Michael Quinn, Gerald Lepisko, D. Willey. W. Ballantyne announces Volunteer of the Year Award goes to Barbara Rhoad, Business of the Year Award goes to O&H Holding Company, Employee of the Year goes to Duane (Buster) Bandy. On Motion of P. Sayah, seconded by NJ Simon, with affirmative vote, the Warning was read by S. Micka by title only.

Article 1. Shall the Town and Town School District exempt from taxes the first $15,000 of the appraised value of newly constructed buildings used and occupied exclusively as homes, dwelling houses or farm buildings, whether for sale or rent, provided such buildings are to be constructed or put in the process of construction during the twelve months immediately following the meeting, as allowed by 32 V.S.A. Sec. 3836. This exemption will apply to construction begun or in the process after April 1, 2003 and prior to April 1, 2004 and will run for the three grand list years of 2004, 2005 and 2006? J. Daignault moves to adopt Article 1. M. Blake seconds motion. R. Pantel raises opposition to the article and explains. M. Davis speaks in support of Article 1. M. McCabe expresses opposition to this Article 1. V. Fusca speaks in support of Article 1. Motion defeated with 42 votes in favor and 45 votes opposed.

Article 2. Shall the Town vote to collect its taxes on real and personal property by the Town Treasurer with payments to be made in four equal installments on or before September 9, 2003, November 4, 2003, February 10, 2004 and April 6, 2004. Any installment not paid by the due date shall bear interest of one percent (1%) per month until July 6, 2004 and one and one half percent (1½%) per month thereafter. After April 19, 2004 an additional collector's fee of eight percent (8%) on the unpaid balance shall be charged, in accordance with 32 VSA Section 1674. R. Hanecak moves to adopt Article 2. R. Warrington seconds motion. Motion passed.

Article 3. Shall the Town authorize the Selectmen to borrow for Town expenses in anticipation of taxes and execute and deliver the note or notes of Selectmen's orders therefore? S. Gould moves to adopt Article 3. D. Carmichael seconds motion. Motion passed.

Article 4. To establish salaries for non-classified Town Officers: Selectboard Chair-$1,250 per year and Selectboard members-$1,000 per year; Auditors and Board of Civil Authority-$8.00/hr; Moderator and Constable $50 per day. S. Stryker moves to adopt Article 4. D. Carmichael seconds motion. Motion passed.

Article 5. Shall the voters of Windsor exempt from property taxation the real estate owned by the Windsor Elks Club, a fraternal organization, for a period of five (5) years, as provided by 32 VSA section 3840? G. Bobar moves to adopt Article 5. E. Perkins seconds motion. R. Hanecak states he is opposed to this article as it would raise all our taxes. P. Sayah questions whether other fraternal organizations in Town are exempt? M. Blake states the American Legion has its own special statute that allows it to be exempt. Motion defeated.

Article 6. To act on reports of the Town Officers for the past year. D. Sweaney moves to adopt Article 6. P. Sayah seconds motion. Motion passed.

Article 7. To transact any other non-binding business. R. Hanecak states he would like to recognize and thank B. Estey for the years of service he has given to this Town and requests applause in B. Estey's honor. B. Rhoad questions what is going to happen to current Municipal Building? J. Schempf explains we have put out requests for proposals to 5 different realtors and expect to hear from them some time in April. J. Schempf states we should be in the new Municipal Building sometime around the first of July or at worst case the beginning of August. J. Daignault expresses concern with rising tax rate. R. Hanecak moves to adjourn and move on the Australian Ballot items. P. Sayah seconds motion. Motion passed.

Article 8. To elect Town Officers for the ensuing year. (Australian ballot) No Discussion.

Article 9. Shall the Town of Windsor vote to appropriate the sum of $4,637 for Health Care & Rehabilitation Services, Inc.? (Australian ballot) K. Taylor gives brief message of support.

Article 10. Shall the Town of Windsor vote to appropriate the sum of $12,500 to Historic Homes of Runnemede, Inc. (formerly The Stoughton House) to support programs offered by HHR to the community? (Australian ballot) B. Rhoad gives brief message of support.

Article 11. Shall the Town of Windsor appropriate the sum of $1,000 to New Beginnings, Inc. to provide assistance to victims of domestic violence and sexual assault? (Australian ballot) No discussion.

Article 12. Shall the Town of Windsor appropriate the sum of $400 to RSVP (the Retired and Senior Volunteer Program) of Windsor County to support recruitment and support of volunteers, 55 and older, in non-profit organizations, state agencies and schools? (Australian ballot) Wendy and Sonia Barton speak in support of RSVP.

Article 13. To see if the Town of Windsor will vote to appropriate the sum of $1,000 to support the activities of Vermont Adult Learning in its work with adults in need of basic reading, writing, math, GED, English language, and basic computer literacy skills. (Australian ballot) No discussion.

Article 14. Shall the registered voters of Windsor appropriate a sum of $14,890 to support the home health care and hospice care of patients in their homes by staff and volunteers of the Visiting Nurse Alliance of Vermont and New Hampshire, Inc.? (Australian ballot) R. Hanecak expresses support for this article.

Article 15. To see if the Town of Windsor will vote to appropriate the sum of $2,000 for Volunteers in Action, to coordinate volunteer services such as transportation to medical appointments, friendly visiting, short term respite care and other activities, especially to help older persons in Windsor. (Australian ballot) J. Johnson speaks in support of this Article. D. Hall speaks in support of this article.

Article 16. To see if the Town of Windsor will vote to appropriate the sum of $9,000 to the Windsor Cemetery Association, for the Ascutney Street Cemetery as authorized by 18 VSA Sec 5372. (Australian ballot) B. Rhoad expresses support for this Article. R. Schluntz expresses support for this article.

Article 17. To see if the Town of Windsor will vote to appropriate and raise in taxes a sum of

$500 to Windsor County Partners, Inc. for youth mentoring services provided to children in Windsor County. (Australian ballot) S. Carter expresses support for this article.

Article 18. Shall the voters of the Town of Windsor appropriate the sum of $3,000 for the Windsor Area Community Television, Inc. d/b/a "Windsor on Air"? (Australian ballot) K. Rodriquez expresses support for Windsor on Air. R. Hanecak gives brief overview of what Windsor on Air provides. J. Daignault expresses support for this article. K. Stillson states anyone interested in helping to build a new studio please come down and visit them.

Article 19. To see if the Town of Windsor will vote to appropriate the sum of $45,000 to the Windsor Public Library (Australian ballot) T. Carey expresses support for Article 19. R. Schluntz expresses support for Article 19. C. Achilles encourages everyone to vote in support of this article 19.

Article 20. Shall the Town appropriate $2,774,154 to defray the general expenses of the Town for the fiscal year 2003-2004, $1,950,,006 of which shall be raised by taxes based on a rate on a dollar on the Grand List, subject to such increases that result from other Australian ballot articles? (Australian ballot) P. Sayah questions of this year's budget increase what portion is a result of the bond vote? J. Schempf states almost ½ of budget increase is a result of bond payment. P. Sayah questions what the Town is doing to try to pursue some of these grants to help get the equipment we need? J. Schempf explains there has been a lot of talk about this funding but a lot of this funding has not made it to the State level yet. J. Schempf further explains they are hoping that over the next year or two those will hit the State level. P. Sayah states that the Windsor Firefighters Association has voted to put a new kitchen in the new municipal building at no cost to the taxpayers. J. Daignault states he feels that the Hospital should offer some kind of support in lieu of taxes. R. Slusky states that the Hospital does pay taxes on the Professional Building. R. Slusky also states that they are involved in the Historic Homes of Runnemede and they do pay taxes on those buildings. R. Slusky explains that over the past several years the Town has made some very significant decisions that affect our taxes i.e. not accepting the Prison to building this Town and the new municipal building, which was a vote of this Town. R. Slusky states those were Town votes and he doesn't think we should look at the operational budget to subsidize this. R. Warrington questions why we are the only Town in Vermont to employee a full-time engineer. V. Fusca explains we are fortunate to have a Director of Public Works who is a certified engineer. V. Fusca states other Towns have Directors of Public Works, we happen to have one that is also a certified engineer. R. Pantel states that the Town of Hartford has a Director of Public Works who is also a Certified Engineer and expresses support for his position going over some of his accomplishments for the Town. R. Slusky states all Hospitals in the State of VT are exempt from paying taxes. R. Hanecak states the consensus of the Budget Committee came up with only a little bit more cuts than the Selectboard voted (Selectboard cuts=$45,000 and Budget Committee=$47,000).

S. Stryker states he wants to say he enjoyed the time they spend together as a Budget Committee, everyone put their heads together to try to get reasonable cuts. S. Stryker states he thinks this is a very workable budget that the Town can work with and he encourages people to vote for it. J. Daignault questions how many years have we talked about State Street and how many years will we have to talk about State Street? J. Daignault states we pay 73% of the taxes to salaries, which leaves only 27% to spend on roads, maybe we need to get our Legislators to look at how we can get some

money from these Hospitals. J. Daignault states he will vote this budget down and hopes everyone else will too. V. Fusca states the Budget Committee did a great job and the difference in their recommendations and the Selectboard recommendations was only about $4,000. V. Fusca states they made some good recommendations in which he feels we should examine and work on throughout the year.

D. Carmichael moves to adjourn. R. Vezina seconds motion. Motion passed, meeting adjourned at 8:38 p.m.

Respectfully submitted,
Sandra Hinkley Micka, Town Clerk
William Ballantyne, Moderator
Vincent Fusca, Selectboard Chairman

RESULTS OF AUSTRALIAN BALLOT VOTING:

	Term	Votes
Moderator	1 Year	
William Ballantyne		818
Town Clerk	3 Year	
Sandra H. Micka		811
Treasurer	3 Year	
Sherrill L. Gould		751
Selectman	3 Year	
Barbara Flinn		451
Selectman	2 Year	
Vincent J. Fusca,III		739
Moderator-School	1 Year	
William Ballantyne		808
School Director	3 Years	
(Remainder of Term)		
Kathryn A. Page		766
School Director	3 Years	
Stephen Rose		725
School Director	2 Years	
Belinda Perez		550
Lister	3 Year	
Alberta Bacon		778
Auditor	3 Year	
Jeffrey N. Barrows		751
Trustee of Public Funds	3 Year	
Joan Davis		765

Article 9. Health & Rehab. Services, Inc.
Yes 455 No 402
Article 10. Historic Homes of Runnemede
Yes 454 No 410
Article 11. New Beginnings, Inc.
Yes 473 No 390
Article 12. RSVP
Yes 570 No 302
Article 13. Vermont Adult Learning
Yes 453 No 411
Article 14. Visiting Nurse Alliance
Yes 631 No 241
Article 15. Volunteers in Action
Yes 573 No 300
Article 16. Windsor Cemetery Association
Yes 478 No 386
Article 17. Windsor County Partners, Inc.
Yes 448 No 415
Article 18. Windsor On Air
Yes 441 No 423
Article 19. Windsor Public Library
Yes 443 No 428
Article 20. Town Budget
Yes 342 No 529
Article 5. School District Budget
Yes 333 No 543

Respectfully submitted,
Sandra Hinkley Micka, Town Clerk

Excerpts of Minutes
SPECIAL TOWN MEETING
May 13, 2003

The legal voters of the Town of Windsor, Vermont were notified and warned to meet at the Windsor American Legion Hall, Court Street in said Town, Tuesday, May 13, 2003 to vote by Australian ballot on the municipal budget. Polls open at 9:00 a.m. and close at 7:00 p.m.

There will be an informational meeting on the question, Monday, May 12, 2003 following the 7:00 School Meeting in the Lois White Theater, Windsor School, Ascutney Street, Windsor:

Moderator W. Ballantyne called the meeting to order at 7:15 p.m. and introduced the Town Officials. The Warning was read by W. Ballantyne.

Article 1. Shall the Town appropriate $2,725,453 to defray the general expenses of the Town for the fiscal year 2003-2004, $1,874,730 of which shall be raised by taxes based on a rate on a dollar on the Grand List? (Australian ballot) After some budget discussion, R. Vezina moves to adjourn. S. Striker seconds motion. Motion passed, meeting adjourned at 8:00 p.m.

RESULTS OF AUSTRALIAN BALLOT VOTING:

Article 1. Town Budget
YES – 285 NO - 432
Budget failed.

Excerpts of Minutes
SPECIAL TOWN MEETING
June 23, 2003

The legal voters of the Town of Windsor, Vermont are notified and warned to meet at the Windsor American Legion Hall, Court Street in said Town, Tuesday, June 24, 2003, to vote by Australian ballot on a petitioned article. Polls open at 9:00 a.m. and close at 7:00 p.m.

There will be an informational meeting on the question, Monday, June 23, 2003 at 7:00 p.m. in Room 210, Windsor School, Ascutney Street, Windsor.

Town Clerk, S. Micka, calls the meeting to order at 7:04 p.m. R. Pantel moves to appoint W. Hochstin, Acting Moderator for this meeting. V. Fusca seconds motion. Motion passed. Warning read by W. Hochstin by title only.

Article 1. Shall the Town of Windsor maintain the current supervision of the Department of Public Works, namely a Town Engineer as currently defined in the Comprehensive Personnel Plan with the Town Engineer costs being funded one third by taxes and two thirds by water and sewer utility funds? V. Fusca moves to pass warning over for Australian Ballot vote tomorrow. R. Hanecak seconds motion. Motion passed. After discussion R. Hanecak moves to adjourn. R. Pantel seconds motion. Motion passed, meeting adjourned at 7:50 p.m.

RESULTS OF AUSTRALIAN BALLOT VOTING:
Article 1. Town Engineer
YES - 184 No - 214

Excerpts of Minutes
SPECIAL TOWN MEETING
August 20, 2003

The legal voters of the Town of Windsor, Vermont were notified and warned to meet at the Windsor Municipal Building, 29 Union Street, in said Town, Thursday, August 21, 2003 to vote by Australian ballot on the Municipal Budget. Polls open at 9:00 a.m. and close at 7:00 p.m. Moderator W. Ballantyne called the meeting to order at 7:00 p.m. Warning read by W. Ballantyne.
W. Ballantyne read Article 2 first.

Article 1. Shall the Town appropriate $2,731,209 to defray the general expenses of the Town for fiscal year 2003-2004, $1,845,111 of which shall be raised by taxes based on a rate on a dollar on the Grand List? (Australian ballot).

Article 2. Shall the Town authorize the Selectboard to sell 54 Main Street also known as the "Windsor House" with restrictive covenants in regards to its historic appearance? (Australian ballot).

Following discussion Articles 1& 2 passed over to tomorrow for Australian Ballot vote. J. Daignault moves to adjourn. R. Hanecak seconds motion. Motion passed, meeting adjourned at 7:25 p.m.

RESULTS OF AUSTRALIAN BALLOT VOTING:

Article 1. Town Budget
YES - 418 NO - 162
Budget Passed.

Article 2. Windsor House Sale
YES – 492 No - 83

TOWN OFFICERS
June 30, 2003

Town Clerk	**Term Expires**
Sandra Hinkley Micka	06
Town Treasurer	
Sherrill Gould	06
Selectboard	
Vincent Fusca, Chair	05
Desmond Willey	04
Gerald Lepisko	04
Michael Quinn	05
Barbara Flinn	06
School Directors	
Sherry Sayah Boudro	04
John Tansey	04
Katherine Page	05
Stephen Rose	06
Belinda Perez	05
Listers	
Marianne Blake	05
Donna Duling	04
Alberta Bacon	06
Auditors	
Brian Craig	05
Elton Davis	04
Jeffrey Barrows	06
Trustees Of Public Funds	
Sherrill Gould	05
Nancy M. Husband	04
Joan Davis	06
Board Of Health	
Selectmen	
Cemetery Commissioners	
Selectmen	
Water/Sewer Commissioners	
Selectmen	

Tax Collector
Sherrill Gould

Justices Of The Peace
William Ballantyne
Urban Bates
Marianne Blake
Barbara Brown
Wesley Hrydziusko
Sarah Carter
John Daignault
Bayard Smith
Martha Davis
Joan Davis
Bill Hochstin
Terri Allen

REPRESENTATIVES & SENATORS
Rep. to General Assembly
Windsor District #1
Donna Sweaney
Windsor County Senators
John Campbell
Cheryl P. Rivers
Peter Welch

APPOINTMENT BY SELECTBOARD

	Term Expires
Acting Town Administrator	
Lynn Grace	04
Board Chairman	
Desi Willey	04
Town Attorney	
George Lamb	04
Assistant Town Clerks	
Sherrill L. Gould	04
Nancy M. Husband	04
Janet Young	04
Gloria Tansey	04

	Term Expires
Assistant Treasurers	
Nancy Husband	04
Gloria M. Tansey	04
Sandy Jarvis	04
Janet Young	04
Zoning Administrator	
Stan Borkowski	04
Planning Commission	
Paul Belaski	04
Robert Achilles	05
Vincent Fusca	04
Carl Goulet	06
Larry Gould	06
Norma Jean Simon	04
Stephanie Eleftherakis	04
Development Review Board	
NormaJean Simon	04
Frank Anthony	05
Bill Ballantyne	06
Rick Nadler	05
Ken Hughes	04
John MacGovern	06
John Gilman	05

Dog Control Officers
Police Department

Regional Planning Commission Delegate	
Win Townsend	04
Frank Anthony, Alternate	04

Budget Committee
Barbara Flinn
Stanley Estey
Rudy Hanecak, III
Fred Peabody
Stew Stryker
Linda Farnsworth
John Daignault
Roger Gilman

Paradise Park Commission	Term Expires
Melissa Lovel	04
Chris Garnjost	04
Marguerite Tetreault	04
Michael Quinn	05
Natalie Frost	05
Paula Robbins	05
Deborah Stevens	06
Mary Sweet	06

Revolving Loan Fund Committee	
Terry Allen	06
Jerry Lepisko	05
Gus Tampasis	04
Karin Sandberg-Schempf	06
Roger Gilman	05

Historic Commission	
Edwin Battison, Emeritus Member	
William Ballantyne	05
Roberto Rodrigues	05
Gail Barton	06
Marianne Blake	05
John Schempf	06
Ken Epworth	06
Doug Dulac	06

Solid Waste Delegates	
Frank Anthony	04
Robert Pantel	04

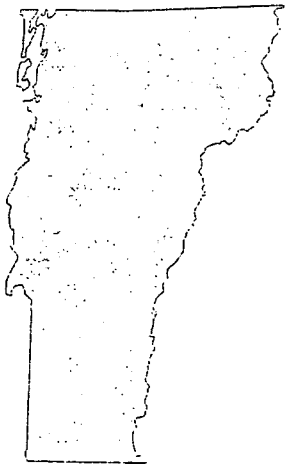
Health Officer	
Bob Dufresne	04

REPORTS OF

TOWN OFFICERS

DEPARTMENT HEADS

&



ORGANIZATIONS

SERVING WINDSOR

ADMINISTRATION

SELECTBOARD

2003 was another interesting year. Once again the voters turned down two budgets as they felt the effects of increased tax bills. The board made cuts in personnel to respond to lower taxes and while some citizens were frustrated by the changes, others were happy to see a smaller municipal government. As always. the only way the board has to respond to failed budgets is to cut personnel and services.

While the budget and taxes have been a challenge for both citizens and the board over the last two years, there have been many positive events that have happened. Windsor has itself in a position both geographically and economically that make it a very important part of the Upper Valley. If we spend our money wisely and are careful with our planning and development, we should increase our revenues and thereby lower our tax rate.

Concentrating on the positive things, rather than the negative things, and having an optimistic attitude will not only make things go faster, but will also make Windsor a more pleasant place to live.

Some of the projects and events we now have underway, or have been completed in the last 6 months are as follows:

1. Replacement of 14 out of service Fire Hydrants bas been completed.

2. State Street rehabilitation project has begun with surveying and engineering well underway.

3. The Hubbard Brook Pump Station, which has been in need of work for some time, has been bid and work will begin in the near future.

4. Streetscapes - our street improvement program, is nearing the end of resolving the technical issues and should be moving forward in the near future.

5. The sale of the old municipal building should be complete by the time you read this. The sale will not only put the building back on the taxable property list. but should also be an asset to the improvement of main street.

6. One of the most exciting things has been the rediscovery of the Gilbert Davis Trust Fund for under privileged children.

7. Rockingham Land Trust has recently purchased the buildings behind the Windsor Diner and has plans for a $2,000,000 improvement project.

There are also many other positive things going on that are too numerous to list. If we all vent that infamous Windsor energy to positive and productive usefulness, it will only serve to make the Town a better place to live.

Respectfully submitted,

Desmond Willey
Chairman-Windsor Selectboard

TOWN ADMINISTRATOR REPORT

This fiscal year for Windsor started with no budget in place, the result of three previously failed budget votes. Also the budget vote of August 13, 2002 failed to pass.

With this fiscal uncertainty, it was difficult to maintain forward momentum for the Town. However, two new and important initiatives did commence: 1) Windsor received a large planning grant to plan the development of the area between the railroad and the river. This project, designated as "Rails to Riverfront" (R2R) will provide detailed ideas for the redevelopment of this large area so key to our downtown. 2) The new Municipal Complex finally started to become a reality with the commencement of construction in September. The new building will solve three long standing problems – a home for the homeless Fire/Ambulance Department, an accessible and code compliant Town Hall, and a use for the old high school site.

We finally passed a budget on October 8th, 2002. Several important highlights followed: Windsor received a major streetscapes grant, Windsor also received a renewed Downtown Designation with all the economic benefits of that program, and in April Windsor became the site for Seldon Laboratories, a new cutting edge technology firm now located in the old Cone building.

However, the budget turmoil continued with the Town twice failing to pass a budget for FY 03-04 and thus we ended the year as we began with no budget in place.

Respectfully submitted,
John B. Schempf, Town Administrator

FINANCE

LISTERS REPORT

Most people have only a vague idea of what Listers do, something such as: We go out and appraise property for purposes of taxation, right? Right, but that's only a very small part of the Listers' responsibilities.

Most of what we do officially is strictly governed by state statutes. How we appraise (100% of fair market value), when we appraise (all property as of April 1 of each year), why we appraise (permits, falling too far below 100%), this is all governed by law as is the whole grievance process from notification of change of value through to Board of Civil Authority hearings.

In Windsor, we have a full time Lister/Assessor that accomplishes the day to day work, assists the public and other town departments, ensures that all statutes are followed, all deadlines are met and all new, pertinent legislation is followed.

Tax stabilization contracts and exemptions change from year to year and must be accurately changed to reflect their diminishing tax exemption. Mistakes here would cost the taxpayers money.

All information that is related to the Grand List has to be manually input with the utmost of accuracy. Without a Grand List, not one penny of taxes could be raised in the town. With a faulty Grand List, the taxpayers would suffer.

The two part-time listers are responsible for

the field work: inspecting new properties and those that have changed in the past year, photographing them and assisting in setting market values and other responsibilities not of a day to day nature. We are a team that works well together.

This past year, we saved the taxpayers $80,000-$100,000 by doing a town-wide reappraisal with our "in-house" expertise. With no increase to the budget, we accomplished one of the more successful reappraisals in recent memory. The proof is that we had only 42 grievances, as opposed to more than 300 during the last re-appraisal. Of those, only about 10 went on to the BCA, as opposed to more than 100 during the last re-appraisal. And, it is fortunate for the taxpayers of this town that we do have this expertise because the continuing increase in housing values will likely see us doing another re-appraisal in the very near future. Because every percentage point below 100% a ffects our state aid to education, Windsor and most other communities in the state are reappraising on an on-going basis.

Act 60 and Act 68 are two pieces of legislation that have drastically changed the work that Listers have to do. Far more outreach and homeowner assistance is required. Utter accuracy is required. Because the state is giving out so much money in state aid, the demands on Listers to account for every category, value, homestead, sale validity is as never before in the past. To quote from commentary by Steve Jeffrey, Exec. Dir. of the Vermont League of Cities and Towns: "Every job in local government has grown more complex and time-consuming, but recently, it seems that the listers have had to shoulder more than their fair share."

Act 68 created a 2 tiered education tax system. Homestead property used to be the resident's house, garage, one shed and two or fewer acres of land. The new definition is the resident's house, all the land and all detached amenities not used for business purposes. These properties will see an educational tax rate of about $1.10. All other properties-commercial, second home, rentals will be taxed an education rate of $1.59. The concern of Listers state wide is that this will be implemented for the 2004 Grand List and all the information has to be manually changed. In addition, Act 68 requires all residents who own their home to declare it. The state then sends the list to the Listers to check that all who claimed the Homesteads are really residents. All residents who should have claimed the homestead but didn't need to be ascertained. As Act 68 now stands, these residents will also be penalized for not declaring their homestead! And because of the turn-over in real estate, this will need doing every year.

The rate that properties are being transferred is another area that has Listers busier than ever. For instance, in Windsor, in the past 5 years, 492 property transfers took place. In the prior 5 years, only 225 took place. Of the 492 above, 313 were in the past 2 years. Mistakes here could result in a delay of someone getting their rebate/prebate, or problems with the new homestead requirement.

We are also responsible for the yearly updates of our valuable tool--the tax maps. These maps are used everyday by town employees, contractors, homeowners, appraisers, surveyors, potential buyers and attorneys.
All 911 related information is done in this office. Numbers are assigned to each new property based on a physical measurement. This information and other discrepancies are co-coordinated with the Post Office and Verizon.

Lastly, because this is a public office, all the information contained herein is available for public scrutiny and we are available to assist the public. We may be reached at 802 674-5414.

Respectfully submitted, Board of Listers
Marianne A. Blake, Chair
Donna K. Duling
Alberta Bacon

TREASURER REPORT

The office of treasurer is where all money due to the Town is collected. This office sends out tax bills, water and sewer bills and several miscellaneous bills. Although dispatch and fire bill their own contract services and the hospital handles the ambulance billings, all income eventually finds its way to this office. The Treasurer is responsible for investing the funds with the goal of balancing between interest income and availability. I must also keep uncollateralized amounts below the level insured by FDIC. Fortunately, the banks in our community are very helpful in these efforts.

In cooperation with the Administrative Assistant, the Treasurer maintains an overview of the expenses of the Town. I reconcile all bank accounts to the periodic statements, either monthly or quarterly, depending on the account and its level of activity. All borrowing is through the Treasurer's office, and requires obtaining quotes to compare interest rates and being sure all paperwork for loans is available for the Selectboard as required.

Some of the duties for this office are directly related to the Town School District, as I am also School Treasurer. The duties for that are lighter, including investing all money, monthly financial reports, reconciling all accounts and signing checks.

One other duty is assisting taxpayers with questions concerning Act 60, the Education Finance Reform passed by the Vermont Legislature. Although some requests must be referred to the State Tax Department, this office has tried to stay abreast of the issues in order to be more helpful.

The Town Clerk and her assistants serve as Assistant Treasurers, and therefore are able to perform some of the duties in my absence, such as collecting money and (the Town Clerk only) signing checks. I also serve as Assistant Town Clerk in order to assist as needed in that office.

The Treasurer's office hours are Monday through Wednesday 8:00 AM to 4:30 PM and Thursday 8:00 AM to 12:30 PM.

Respectfully submitted
Sherrill Gould
Town & School Treasurer

TOWN TRUST FUNDS
STATEMENTS OF RECEIPTS AND DISBURSEMENTS
Fiscal Year Ending June 30, 2002

Albert M. & Nellie Battison Trust - CHARTER ONE BANK	
Fund Balance as of June 30, 2002	$7,702.72
Interest earned	84.65
Balance as of June 30, 2003	$7,787.37
Windsor Cemetery Trust - CHARTER ONE BANK	
Fund Balance as of June 30, 2002	$5,095.94
Interest earned	3.82
Disbursements	6.82
Balance as of June 30, 2003	$5,092.94
Windsor Cemetery - CHARTER ONE BANK	
Fund Balance as of June 30, 2002	$361.82
Interest earned	.37
Disbursements	0
Balance as of June 30, 2003	$362.19
Thomas Sears Cemetery Trust - CHARTER ONE BANK	
Fund Balance as of June 30, 2002	$127.39
Interest earned	1.34
Disbursements	0
Balance as of June 30, 2003	$128.73
Paradise Park Fund - CHITTENDEN	
Fund Balance as of June 30, 2002	$17,366.92
Receipts	300.00
Interest earned	84.75
Disbursements	(1,467.38)
Balance as of June 30, 2003	$16,284.29
Fund Breakdown:	
Money Market - CHITTENDEN	$ 3,169.60
CD - CBCU	17,000.00

TOWN TRUST FUNDS
STATEMENTS OF RECEIPTS AND DISBURSEMENTS
Fiscal Year Ending June 30, 2003

Campbell Fund - MERCHANTS BANK	
Fund Balance as of June 30, 2002	$5,970.37
Interest earned	235.11
Disbursements (Loans)	(260.00)
Repayments	
Balance as of June 30, 2003	$5,945.48
Fund Breakdown	
Checking Account - Merchants	$865.34
CD - Merchants	$5,000.00
Recreation Fund - CHITTENDEN	
Fund Balance as of June 30, 2002	$14,821.21
Receipts	4,666.80
Interest earned	635.05
Disbursements	(17,421.90)
Balance as of June 30, 2003	$ 2,701.16

DELINQUENT TAX LIST AS OF JUNE 30, 2003

NAME	TAX YEAR	TOTAL	
ADAMS RUTH	2002-2003	747.60	*
ADVANTA LEASING	2002-2003	14.26	
AGRI ROBERT JR	2002-2003	2,596.79	
ALOISIO ROY	2002-2003	870.00	*
ANDERSON CREED	2002-2003	371.01	
BACON DARIN & S	2002-2003	3,020.04	*
BARBER ROBERT H	2002-2003	7.91	
BARBER ROBERT H	2002-2003	10.05	
BEATTIE RAYMOND	2001-2002	3,728.48	*
	2002-2003	3,519.74	*
BECKER WARREN	2002-2003	694.55	
BECKER WARREN	2001-2002	92.77	
	2002-2003	383.62	
BUTCH'S GARAGE	2001-2002	42.48	*
	2002-2003	30.44	*
CLOSE FRIENDS,	2001-2002	521.85	
	2002-2003	1,961.88	
COFFRAN SCOTT C	2002-2003	612.84	*
COLBURN CARL &	2002-2003	722.85	*
COLEY THEODORE	2002-2003	380.30	*
CONNECTICUT RIV	2002-2003	7,977.29	*
CONNECTICUT RIV	2002-2003	13.97	*
CONNOLLY STEVE	2001-2002	882.87	
	2002-2003	2,659.97	
CRAIG BRIAN & L	2001-2002	2,067.38	
	2002-2003	2,329.26	
CREIGHTON JEFFR	2002-2003	1,172.32	*
DAVIS KAREN L &	2002-2003	385.20	*
DULING JOHN M.	2002-2003	761.38	*
DULING JOHN MIC	2002-2003	2,292.67	*
DUTTON DENISE M	2002-2003	2,797.31	*
FONTAINE P. MCM	2000-2001	3,477.49	
	2001-2002	3,105.86	
	2002-2003	2,931.96	
FORBES GEORGINA	2002-2003	100.40	*
FRIENDS & COMPA	2002-2003	27.69	
FURMAN JEAN M	2001-2002	612.73	*
	2002-2003	1,708.37	
FURMAN JEAN M	2002-2003	2,299.86	
GONTHIER HUBERT	2002-2003	5.47	*
GOWING ROBIN &	2002-2003	2,079.42	*
GRANO NICHOLAS	2002-2003	817.37	*
GREAT BEAR REAL	2002-2003	43.76	*
GREAT BEAR REAL	2002-2003	70.35	*
HAIGHT ROBERT &	2002-2003	2,549.20	
HAIGHT ROBERT &	2002-2003	1,278.40	
HAIGHT ROBERT D	2002-2003	3,236.70	
HALL PHILIP T J	1999-2000	3,450.30	
	2000-2001	5,251.99	
	2001-2002	1,218.06	
HALL PHILIP T J	1999-2000	515.95	
TAFT LORETTA	2000-2001	3,686.60	
HAMM FRANCIS E	2001-2002	242.40	
	2002-2003	547.44	

NAME	TAX YEAR	TOTAL	
HERSEY BRETT	2001-2002	2,263.02	*
	2002-2003	2,226.41	*
HOPKINS LAWRENC	2002-2003	594.06	*
HURLBURT GARY &	2001-2002	2,988.82	*
	2002-2003	3,299.24	
HURLBURT GARY &	2001-2002	1,649.42	*
	2002-2003	2,325.70	
HUSSEY ROBERT &	2002-2003	2,118.81	
JONES KEITH & S	2001-2002	1,064.41	
	2002-2003	4,129.65	
LAMONTAGNE ASSO	2001-2002	6,003.88	*
	2002-2003	6,403.94	*
LANGHANS RAYMON	2002-2003	5.11	*
LAPINE DWIGHT, JR	2002-2003	429.61	
LEMERE MAURICE	2002-2003	1,887.73	
LEVESQUE MICHAE	2002-2003	1,032.90	*
LEVESQUE MICHAE	2002-2003	799.43	*
LEVESQUE MICHAE	2002-2003	1,092.82	*
MAYHEW TRUST	2002-2003	373.48	
MCAULEY JOHN &P	2002-2003	4,214.04	*
	2001-2002	26.87	*
MCCANN ANNE W	2002-2003	2,743.15	
MCLEOD STEVEN &	2001-2002	318.71	
	2002-2003	404.12	
MERRILL GARY R	2002-2003	806.05	*
MILES DONNA	2002-2003	79.99	*
MILLER HILDA	2001-2002	536.96	
	2002-2003	521.60	
MORSE LORETTA	2002-2003	2,000.00	
MOUNTAIN COMMUN	2002-2003	8.14	
NEILY MARGARET	2000-2001	8.82	
NORTHEAST MOUNT	2002-2003	23.02	
OSGOOD JUDY	2001-2002	1,161.95	*
	2002-2003	1,480.66	
OSGOOD JUDY	2002-2003	510.70	
PHELPS FOSTER	2002-2003	250.20	
PREBLE ROBERT	2000-2001	240.11	*
	2001-2002	3,588.34	
REGAN ROBERT M.	2002-2003	373.62	
SARGENT FRANK	2002-2003	301.31	
SHEPARDS PIE	2001-2002	430.32	
	2002-2003	307.97	
SHOWALTER MARY	2002-2003	2,456.46	
SIMONDS MERYLENE	2002-2003	1,617.53	
STACEY FUEL&LUMBER	2002-2003	2,516.63	
STRANITI SALVATORE	2001-2002	169.36	
	2002-2003	404.12	
SULLIVAN JEFFREY	2002-2003	914.29	*
SWASEY TIMOTHY	2001-2002	525.16	
	2002-2003	495.95	
TAFT LORETTA	2002-2003	582.68	*
WASH N' DRY	2002-2003	55.00	*
WHITNEY PAUL D	2002-2003	3,068.94	
WHITNEY PAUL D	2002-2003	701.68	*

HARRINGTON PATR	2002-2003	471.12	*
HASTINGS RENATE	2002-2003	1,375.45	*
HERSCHEL DALE &	2002-2003	1,677.98	*
WINN JAMES S	2002-2003	1,606.02	*
WORTH DAVID & B	2002-2003	67.12	*
TOTALS (Includes interest & penalty)		**162,657.43**	

** Indicates account has been paid since 6-30-03*

DELINQUENT TAX SUMMARY BY YEAR

TAX YEAR	PRINCIPAL	INTEREST	PENALTY	TOTAL
1999-2000	2,843.16	895.65	227.44	3,966.25
2000-2001	8,609.40	3,366.89	688.72	12,665.01
2001-2002	26,969.29	4,115.26	2,157.55	33,242.10
2002-2003	99,905.71	4,771.76	8,106.60	112,784.07
	138,327.56	13,149.56	11,180.31	162,657.43

DELINQUENT TAX RECONCILIATION

TAXES DUE AS OF JUNE 30, 2002 (Principal only)		118,575.06	
	ABATED	(621.15)	
	ADJUSTED		
	COLLECTED	79,532.06	
BALANCE			38,421.85
2002-2003 TAXES BILLED		3,893,766.20	
	ABATED	(58.74)	
	ADJUSTED	43.34	
	COLLECTED	3,793,845.09	
BALANCE			99,905.71
DELINQUENT TAXES AS OF JUNE 30, 2003			**138,327.56**

LEGAL

VERMONT LEAGUE OF CITIES & TOWNS ANNUAL REPORT 2003

The Vermont League of Cities and Towns' mission is to serve and strengthen Vermont local government. Most government services used by Vermonters on a daily basis are those provided by its cities and towns. These include highways, police, fire, recreation, sewer and water. Vermont municipal officials are responsible for raising and expending nearly one-half of the non-federal taxes raised in the state.

In large part, volunteer elected and appointed municipal officials lead these governments. VLCT provides the following services to its member cities and towns, to strengthen the ability of the these officials to provide quality services at affordable levels of taxation:

·Advocacy representation before the State Legislature, administration and judiciary, ensuring that municipalities have the resources and authority to serve their citizens. VLCT is a leader in the education finance debate and in securing revenues for town highway and bridge maintenance programs.

·Training, technical assistance and publications to strengthen the ability of municipal officials to serve their communities. In the past year, we have responded to almost 50,000 telephone calls, 21,200 of them from local officials on the toll-free telephone line available to them. Our Municipal Assistance Center and Group Services staffs provided over 750 workshops and small group training sessions attended by over 4,000 municipal officials and answered over 2,300 legal questions posed by municipal officials. VLCT distributed over 575 copies of local government publications and distributed over 3,200 hard copies or electronic mail versions of VLCT's Weekly Legislative Report to municipal officials each week during the legislative session.

·Purchasing opportunities to provide needed services at the lowest cost. These include an array of municipal insurance programs, among many others. Examples of how this saves local taxpayers dollars are the securing of municipal employee health insurance and liability coverage for town operations. The VLCT Health Trust represents the most affordable option available to provide health insurance to municipal employees. The value of VLCT PACIF to all our members was made painfully clear last year when the major re-insurer for the largest private sector option available for municipal property and casualty insurance was declared insolvent by the State of Pennsylvania, threatening the payment of claims made under those policies.

All 246 Vermont cities and towns are members of VLCT, along with 140 other municipal entities including villages and fire districts. Membership dues are $.72 per capita plus a $250 service fee per year. VLCT maintains its offices in Montpelier and employs 42 staff members. It has an annual operating budget of approximately $3.0 million.

Individuals interested in finding out more about Vermont League of Cities and Towns, including reviewing its audited financial statements can visit its Web site at www.vlct.org.

TOWN CLERK

Our Office is open Mon., Wed., &Thurs., 8:00am-4:30pm, Tues.-8:00am-6:00pm, Fri.-8:00am-2:00pm. I hope that Tuesday's evening hours will make my office more accessible. Suggestions and comments are always welcome from the citizens of Windsor as to how I can better serve you.

HUNTERS & FISHERMEN

We have been very busy over the past year selling Hunting and Fishing Licenses. Also available in our office from the Vermont Fish & Wildlife Department are Hunt Vermont and Fish Vermont Maps. These are Official Maps and Guides and best of all, they're free!

ALL DOGS MUST BE LICENSED BY APRIL 1, 2004. A late fee will be charged for any dogs not registered by the April 1st. Deadline. In March of 2003 we had a very successful dog clinic at the Windsor Animal Hospital. We will again have a dog clinic at the Windsor Animal Hospital on Saturday, March 20, 2004, from 9 a.m. to 12 (noon). This is an opportunity to get your dogs registered and have their rabies shots at the same time. The cost for the rabies shot at this clinic is $9.00. The registration fee is $5.00 - spayed/ neutered, $9.00 - not spayed/neutered.

AVAILABLE AT THE TOWN CLERKS OFFICE

Some of the services we provide in the Town Clerk's Office are as follows: Notary Public service at no charge; Hunting & Fishing licenses; Dog licenses; Marriage licenses; Civil Union licenses; Motor Vehicle Registration Renewal; Land Record copies; Vital Record copies; Meeting Minutes copies; Voter registration; Absentee ballot requests and absentee voting. Visitors are always welcome to come in and use our Land Records and Vital records dating back to the early 1800's. We have a complete set of State Statute books, which are available for the public to view. We are open late on Tuesday evenings until 6:00 p.m.

Respectfully submitted,
Sandra Hinkley Micka, Town Clerk

GRAND LIST

	2002	2003
Total listed Value of Real Estate	$ 120,048,552.00	$ 144,510,355.00
Total Listed Value of Personal Estate	2,164,797.00	1,807,374.00
TOTAL OF REAL & PERSONAL ESTATE FOR TAXATION	$122,213,349.00	$ 146,317,729.00
1% OF TOTAL LISTED VALUE	**$ 1,222,133.49**	**$ 1,463,177.29**

TOWN CLERK'S FEE ACCOUNT

Balance Sheet

Credits	Fiscal Year 02-03
Dog Licenses & Kennel Permits	$2,265.00
Marriage & CU Licenses	1,081.00
Fish & Game Licenses	6,351.00
Business/Liquor Licenses	2,430.00
Motor Vehicle Registrations	210.00
Recording Fees, Filing, Permits	36,100.00
Total	**48,437.00**
Debits	
State Treasurer: Marriage & CU Licenses	705.00
Fish & Game Licenses	5,952.00
Dog Licenses	375.00
Town: Business Licenses	2,430.00
Accumulated Fees	38,366.00
Fish & Game	399.00
Motor Vehicle Registrations	210.00
Total	**48,437.00**

BREAKDOWN - MISCELLANEOUS LICENSES ISSUED

1st Class Liquor Licenses	1,200.00
2nd Class Liquor Licenses	300.00
Food & Recreation	360.00
Inns	30.00
Gas Stations	220.00
Garbage Haulers & Buses	300.00
Peddler Licenses	20.00
Total	**2,430.00**

BREAKDOWN - DOG LICENSES ISSUED

326 N. Males & Sp Females @ $5.00	1,630.00
12 Late Registrations on N. Males & Sp Females @ $7.00	84.00
48 Male & Fem. @ $9.00	432.00
3 Late Male & Female @ 13.00	39.00
1 Kennel License & Permit	80.00
Total	**2,265.00**

MARRIAGES

July 1, 2002 - June 30, 2003

GROOM	RESIDENCE	BRIDE	RESIDENCE	DATE
Arthur Lamorte	Stamford, CT	Catherine A. Barribal	Stamford, CT	06-29-02
Nicholas A. Laplante	Junction City, KS	Cassie L. Courtois	Junction City, KS	06-28-02
Joshua R. Sherburne	Claremont, NH	Amanda J. Allen	Windsor, VT	07-20-02
Justin A. Camber	Windsor, VT	Margaret E. Lavoie	Windsor, VT	08-06-02
Michael L. Chase	Ascutney, VT	Linda M. DeLeon	Ascutney, VT	08-10-02
Robert E. Davis, Jr.	Windsor, VT	Skeeter L. Roberts	Windsor, VT	08-10-02
Philip R. Lockwood	Windsor, VT	Heather E. Holmes	Windsor, VT	08-10-02
Dale C. Ferland	Windsor, VT	Angela M. Conrad	Windsor, VT	08-17-02
Bruce H. Tremblay	Windsor, VT	Susan M. Beach	Imperial, NE	08-30-02
Roger A. Auclair	Springfield, VT	Jessica L. Quinlan	Springfield, VT	08-31-02
Jeffrey S. Darling	Windsor, VT	Jenny M. Campbell	Windsor, VT	09-05-02
Timothy P. Swasey	Windsor, VT	Tammy L. Willey	Windsor, VT	09-09-02
Steven C. Stearns	Windsor, VT	Rebecca G. Reynolds	Windsor, VT	09-14-02
Randy J. Shambo, Jr.	Windsor, VT	Penny L. Becker	Windsor, VT	10-11-02
James A. Day	Windsor, VT	Wendy L. Tetrault	Windsor, VT	09-23-02
Stephen P. Rounds	Windsor, VT	Deanna A. Willson	Windsor, VT	09-28-02
Robert B. Cochran	Surry, NH	Sharon A. Bailey	Surry, NH	10-05-02
Keith D. Grochowik	Windsor, VT	Alicia M. Fielder	Windsor, VT	10-05-02
Christopher D. Holzwarth	Windsor, VT	Elizabeth A. Barton	Windsor, VT	10-05-02
Ronald J. Aubin	Windsor, VT	Cheryl L. Smith	Windsor, VT	10-29-02
Lester F. Blake	Hartland, VT	Sharon A. Miller	Hartland, VT	10-29-02
Michael R. Holden	Windsor, VT	Lisa M. Wilson	Windsor, VT	11-02-02
Daniel P. Robb	W. Lebanon, NH	Sherri A. Mason	W. Lebanon, NH	11-02-02
Edward S. Micka, Jr.	Cornish, NH	Sandra H. Jarvis	Windsor, VT	11-09-02
Scott L. Cunningham	Enfield, CT	Charleen M. Poitras	Enfield, CT	01-18-03
Joseph A. Anderson	Claremont, NH	Renee M. LaFountaine	Claremont, NH	02-04-03
James E. Britton	Croydon, NH	Jane E. Dearden	Croydon, NH	02-14-03
Jeremy T. Farnsworth	Windsor, VT	Danielle M. Dindo	Windsor, VT	02-14-03
Wallace W. Hitchcock	Windsor, VT	Veronica L. Pierce	Windsor, VT	02-28-03

GROOM	RESIDENCE	BRIDE	RESIDENCE	DATE
Robert W. Hearne	Windsor, VT	Laura A. Buckwold	Windsor, VT	03-21-03
Colin P. Judd	Hartland, VT	Wendy L. Willis	Windsor, VT	03-16-03
Chad M. Lockwood	Windsor, VT	Hilary C. Macia	Windsor, VT	03-23-03
Michael L. Duprey, Jr.	Windsor, VT	Jessica L. Waters	Windsor, VT	04-03-03
Floyd E. Buck, Sr.	Weathersfield, VT	Pamella E. Morris	Weathersfield, VT	04-25-03
Thomas W. Brothers	Plainfield, NH	Sarah P. Beattie	Plainfield, NH	04-26-03
Joshua J. Thibodeau	Windsor, VT	Kristi E. Washburn	Springfield, VT	05-05-03
Joseph B. Ockington	Windsor, VT	Jamie L. Becker	Windsor, VT	05-17-03
Ernest D. Hodgdon, III	Claremont, NH	Shelly A. Galgay	Windsor, VT	05-17-03
Jason T. Dow	Windsor, VT	Darcy A. Brown	Windsor, VT	05-24-03
George W. Marion, Jr.	Windsor, VT	Christina M. Kraft	Windsor, VT	05-31-03
George W. Marion, Sr.	Windsor, VT	Sylvia A. LaBrie	Windsor, VT	05-31-03
Brian E. Rogers	Windsor, VT	Jennifer L. Wilcox	Windsor, VT	05-31-03
Nathaniel D. Mazur	Windsor, VT	Anna J. LaBombard	Windsor, VT	06-21-03
Leonard R. Parker, Jr.	Windsor, VT	Kathryn A. Parry	Windsor, VT	06-28-03
Michael R. Wilmott	Windsor, VT	Georgianna W. Paradis	Windsor, VT	06-28-03

CIVIL UNIONS

July 1, 2002 - June 30, 2003

PARTY A	RESIDENCE	PARTY B	RESIDENCE	DATE
Edward J. Devin	Germantown, MD	Mark N. Hinckley	Germantown, MD	08-31-02
Nancy A. Barbour	Derry, NH	Tracy R. Barbour	Derry, NH	09-27-02
Jean R. King	West Olive, MI	Pamela A. Park	Twin Lake, MI	09-09-02
Linda Roberts	Franklin, NH	Mary Raymond	Franklin, NH	06-13-03

DEATHS

July 1, 2002 - June 30, 2003

NAME	SEX	AGE	RESIDENCE	PLACE OF DEATH	DATE
Ronald H. Dowd	M	68	Windsor, VT	Windsor, VT	07-03-02
Jayne E. Carr	F	77	Ascutney, VT	Windsor, VT	07-06-02
Gerald E. Britton	M	60	Windsor, VT	Windsor, VT	07-17-02
Andrew M. LaMontagne	M	48	Windsor, VT	Windsor, VT	07-18-02
Amy L. Pomada	F	86	Woodstock, VT	Windsor, VT	08-05-02
Margaret R. Wilcox	F	86	Windsor, VT	Windsor, VT	08-07-02
Wayne H. Stripp	M	65	Charlestown, NH	Windsor, VT	08-07-02
Doris L. Shambo	F	86	Windsor, VT	Windsor, VT	08-25-02
Joan T. Zupa	F	87	Hartland, VT	Windsor, VT	08-25-02
Frank V. Jurkoic	M	84	Springfield, VT	Windsor, VT	08-31-02
Frederick Gross	M	81	Windsor, VT	Windsor, VT	09-02-02
Catherine M. Cobb	F	96	Windsor, VT	Windsor, VT	09-04-02
James A. Jennings	M	71	S. Woodstock, VT	Windsor, VT	09-06-02
Marion T. Rushia	F	70	Ascutney, VT	Windsor, VT	09-12-02
Barbara C. Wardwell	F	69	Woodstock, VT	Windsor, VT	09-18-02
Leslie A. Ward	F	86	Westminster West, VT	Windsor, VT	09-20-02
Helen H. Farren	F	70	Springfield, VT	Windsor, VT	09-21-02
Rachel O. Brown	F	83	Weathersfield, VT	Windsor, VT	09-28-02
Alfred J. Belaire	M	85	Claremont, NH	Windsor, VT	10-04-02
Eleanor C. Van Schoick	F	83	Quechee, VT	Windsor, VT	10-08-02
Kevin K. McCarthy	M	46	W. Windsor, VT	Windsor, VT	10-22-02
Russell E. Westney	M	88	Ascutney, VT	Windsor, VT	10-24-02
Ida R. Hodgkins	F	93	Windsor, VT	Windsor, VT	10-29-02
Emile Belanger	F	78	Ascutney, VT	Windsor, VT	11-09-02
Dorothy Dubreuil	F	85	Charlestown, NH	Windsor, VT	11-09-02
Arline F. Hopkins	F	91	Windsor, VT	Windsor, VT	11-18-02
Philip B. Royce	M	61	Hartland, VT	Windsor, VT	11-26-02
Emma N. Carroll	F	92	Windsor, VT	Windsor, VT	12-07-02
Ruth C. Thompson	F	82	Springfield, VT	Windsor, VT	12-12-02

NAME	SEX	AGE	RESIDENCE	PLACE OF DEATH	DATE
Marion F. Braun	F	82	Windsor, VT	Windsor, VT	12-19-02
Lawrence F. McNutt	M	67	Claremont, NH	Windsor, VT	12-22-02
Jane E. Ackerland	F	75	Woodstock, VT	Windsor, VT	12-29-02
Blanche C. Bennett	F	72	Windsor, VT	Windsor, VT	12-28-02
Esther D. Miles	F	69	Windsor, VT	Windsor, VT	01-08-03
William B. Boutilier	M	85	Windsor, VT	Windsor, VT	01-12-03
Harry Stern	M	88	Springfield, VT	Windsor, VT	01-29-03
Gertrude S. Gulick	F	94	Springfield, VT	Windsor, VT	01-30-03
William M. Burnor	M	62	Windsor, VT	Hartford, VT	01-30-03
Ruth A. Elliott	F	84	N. Hartland, VT	Windsor, VT	01-30-03
Paul M. Smiley	M	89	Windsor, VT	Windsor, VT	02-02-03
Patricia E. Witham	F	51	Cornish Flat, NH	Windsor, VT	02-03-03
Madeline E. Benware	F	79	Windsor, VT	Windsor, VT	02-07-03
Michael D. Gola	M	56	Windsor, VT	Windsor, VT	02-07-03
Marjorie C. Stoner	F	79	Brownsville, VT	Windsor, VT	02-10-03
Helen T. Hobbins	F	81	Windsor, VT	Windsor, VT	02-12-03
Richard A. Cann	M	74	Hartland, VT	Windsor, VT	02-13-03
Florence Schwarz	F	93	Windsor, VT	Windsor, VT	02-15-03
Velma E. Giddings	F	83	Rockingham, VT	Windsor, VT	02-15-03
Carl E. Braun	M	64	Windsor, VT	Windsor, VT	02-17-03
Louise C. Spaulding	F	90	Cornish, Nh	Windsor, VT	02-17-03
John S. Koch	M	50	Windsor, VT	Windsor, VT	02-20-03
Robert T. Moye	M	61	Weathersfield, VT	Windsor, VT	02-23-03
Robert E. Brown	M	86	Windsor, VT	Windsor, VT	02-25-03
Arline B. Clough	F	79	Windsor, VT	Windsor, VT	03-01-03
Nancy M. Bryant	F	56	Windsor, VT	Windsor, VT	03-05-03
Ralph J. Hutchins	M	70	Windsor, VT	Windsor, VT	03-06-03
Margaret Putnam	F	101	Springfield, VT	Windsor, VT	03-06-03
Marion Arrison	F	92	Andover, VT	Windsor, VT	03-07-03
Maurice J. Moxley	M	90	Woodstock, VT	Windsor, VT	03-07-03
Fay E. Kingsbury	F	87	Springfield, VT	Windsor, VT	03-12-03

NAME	SEX	AGE	RESIDENCE	PLACE OF DEATH	DATE
Barbara J. Downer	F	64	Lyndonville, VT	Windsor, VT	03-14-03
Barbara E. Hammond	F	79	Windsor, VT	Windsor, VT	03-22-03
Patricia A. Eastman	F	59	Windsor, VT	Windsor, VT	03-26-03
John I. Haurilick	M	88	Windsor, VT	Windsor, VT	04-02-03
Frank W. Brown, Sr.	M	86	Perkinsville, VT	Windsor, VT	04-09-03
Gene B. Goodhouse	F	81	Reading, VT	Windsor, VT	04-10-03
Christine E. Brown	F	80	Windsor, VT	Windsor, VT	04-12-03
Rachel R. Clark	F	88	Hartland, VT	Windsor, VT	04-12-03
Elizabeth A. Hall	F	90	Windsor, VT	Windsor, VT	04-13-03
Joseph F. Cioffi	M	78	Springfield, VT	Windsor, VT	04-18-03
Jean M. Marsh	F	51	Windsor, VT	Windsor, VT	04-18-03
Warren Spoor	M	97	Windsor, VT	Windsor, VT	04-19-03
Wallace W. Hitchcock	M	62	Windsor, VT	Windsor, VT	04-23-03
Ella Smith	F	87	Windsor, VT	Windsor, VT	04-26-03
Marciel L. Palmer	F	65	Windsor, VT	Windsor, VT	05-01-03
Armante E. Jarvis	F	70	Weathersfield, VT	Windsor, VT	04-29-03
Margaret T. Graham	F	73	N. Springfield, VT	Windsor, VT	05-17-03
Marvin E. Theetge	M	78	Windsor, VT	Windsor, VT	05-18-03
Marie A. Lemire	F	88	Ascutney, VT	Windsor, VT	05-22-03
Christine E. Nowlan	F	87	W. Windsor, VT	Windsor, VT	06-03-03
Elizabeth I. Onofrio	F	96	Windsor, VT	Windsor, VT	06-03-03
John Neronsky	M	87	Windsor, VT	Windsor, VT	06-15-03
Doris M. Gardner	F	93	Windsor, VT	Windsor, VT	06-20-03
Elizabeth Gazley	F	90	Hanover, NH	Windsor, VT	06-22-03
Edwidge A. Kenyon	F	90	Windsor, VT	Windsor, VT	06-25-03
Kathleen P. Garey	F	89	Windsor, VT	Windsor, VT	06-27-03
Kenneth J. Upton	M	36	Windsor, VT	Windsor, VT	06-24-03

PUBLIC SAFETY

REPORT OF THE WINDSOR FIRE / AMBULANCE DEPARTMENT

The Windsor Fire/Ambulance Department provides the Town of Windsor round the clock seven day a week fire and ambulance service. The Ambulance service maintains contractual emergency medical service with five surrounding towns. The full time staff has been reduced to five career Firefighter/ E.M. T.'s, 17 Call Firefighters and 18 call and part time E.M. T. ' s. The department maintains two Class A pumpers, an aerial ladder truck, a tanker, a Haz-Mat response vehicle and three ambulances.

This past year we, once again, experienced an increase in ambulance call volume. This increase in call volume, while generating more revenue, at the same time places more demands on our daytime staff. The selectboard has appointed a study committee to review ambulance operations and to make recommendations on staffing and operations relative to cost effectiveness. The Ambulance Study Committee held their first meeting May 14, 2003 and they will be meeting regularly to prepare a report.

The department continues to provide educational opportunities to our members with a combination of in-house training and outside schools. Firefighters once again went to the National Fire Academy, local and state fire classes. Our EM.T.'s are required to maintain annual recertification credits, and they have attended in-house training as well as outside schools to do so.

All our members are excited and very anxious to move to the new station being built on Union St. We know this new facility will be a huge improvement over the conditions we have operated with these past few years. Our thanks to everyone for making this possible.

Respectfully Submitted,
Lewis O. Gage, Chief
Fire / Ambulance Department

WINDSOR POLICE DEPARTMENT REPORT

During fiscal year 2002 - 2003 the Police Department investigated 3587 incidents, issued 404 Vermont Traffic Citations, 120 parking violations, 22 warnings and made 228 arrests. Of those arrested, 35 were for operating a motor vehicle under the influence, 31 arrested for disorderly conduct, 20 for domestic assault and 14 for drug offenses to name a few.
Revenue from traffic fines was $13,171.50. A reminder to business owners, lock your buildings. 74 unsecured premises were reported by officers doing door checks.

The Police Department operates 24/7 with six (6) fulltime officers including the Chief. Personnel turnover is still a concern. Required training was received by all officers and reported to the Criminal Justice Council as required.

We continue to seek federal funds where and when available. This allows purchasing of needed equipment that would not be possible otherwise. As always we need your eyes and

ears. Report criminal activity when it happens. "We Do Not Need Your Name."

As in years post, we appreciate your support.

Respectfully submitted,
Byron R. DeMond, Chief of Police

Lieutenant V. Jordan
Sergeant S. Morse
Sergeant J. Cushing
Patrolman M. Cushing
Patrolman M. Boutilier
P/T Patrolman J. Richardson
P/T Patrolman T. Battista

WINDSOR COMMUNICATION CENTER

During FY *2002 - 2003* the Dispatch Center was allotted five full time dispatchers, unfortunately we had a big turn over during this fiscal year, we lost a total of three dispatchers. This turn over resulted in increased overtime and many hours spent on recruitment and training.

The dispatchers are responsible for a wide variety of tasks. Our communications center still is dispatching for fourteen agencies* in six communities plus our own public works department. We dispatched a total of 6,619 calls between police, fire and ambulance (all agencies included). The dispatcher interacts with many different local and state agencies.

This past fiscal year we were able to send one person to the one week training school for 911 operations. Although we are not a 911 answering point, the skills learned in this class are very valuable to our communications center. We hope to continue to send personnel to training as it becomes available to us and funds allow.

Thank you for your continued support of the dispatch center.

Respectfully Submitted,
Martha J. Morse Lead Dispatcher

Dispatch Staff FY 02 - 03
Richard Boucher
Andy Boyens
Dorothy Nelson
Justin Logan

*Serving the following agencies:

Ascutney Fire
Cornish Fire
Hartland Fire
Weathersfield Fire
West Windsor Fire
Windsor Fire
Cornish Rescue
Hartland Rescue
Reading Rescue Squad
West Windsor Fast Squad
Windsor Ambulance
Hartland Constable
West Windsor Constable
Windsor Police Department

PUBLIC WORKS

Highway Department

Looking back at this past year the highway department has faced many challenges and changes. I think one of the biggest challenges to the Highway Department was the 2002-2003 winter season. The Highway Department dealt with 41 winter weather events. Given the new Highway Department's inexperience with winter weather maintenance, I feel we met well the challenge of the winter season. The citizens of Windsor must be patient and realize that the new Highway Department Crew is still--in some ways--working through the learning curve of the job.

Once winter loosened its grip on the Highway Department Crew, we were able to focus on regular maintenance of the year. In the spring, The Highway Department Crew cleaned up the sand used to maintain the roads during the winter months. The Highway Crew also maintained the back-roads throughout the mud season.

During the summer, the Highway Crew repainted crosswalks, graded dirt roads, lent its support for Windsor's annual Heritage Days celebration, mowed the parks, and performed road-side mowing.

As summer turned to fall, the Highway Department Crew was busy preparing for the coming winter months. We screened approximately three thousand yards of sand in the town's pit, which we then hauled to the town stockpile on Central Street. Our winter preparation ended as we prepared our trucks for winter maintenance.

The Highway Department achieved a few things that I think are important for the Town of Windsor to note; they are as follows.

I am happy to report that with the help of the Regional Planning Commission, the Town of Windsor has mapped and inventoried all of its culverts and bridges in Windsor. Having this information cataloged will prove very useful to the Town of Windsor in future construction and emergency events.

For 2003, the Windsor Highway Department purchased a new piece of equipment, the Holder tractor. The Highway Department purchased the Holder from Tenco (formerly known as Hill Martin). The Holder was a demo used by Tenco to advertise the product. The Highway Department bought the Holder with one hundred and fifty-six working hours on it. After a few issues with the Holder, I am happy to report that it is in acceptable working order. The Highway Department uses the Holder for sidewalk, roadside, and post winter road maintenance.

In closing I would like to thank the Highway Department Crew for a job well done.

Respectfully submitted,
Thomas E. Roberts,
Highway Crew Leader

Utilities Department

As noted above, the Utilities Branch consists of the former Water and Sewer Departments. The six (6) person crew in this branch has a big, and often unrecognized, job to perform. Utility service is provided 24 hours a day, 365 days a year, regardless of weather. While we do have the occasional limited interruption, the crew is to be commended for their work

in providing safe and plentiful water and in cleaning up our wastewater for the good of the public health and our natural environment.

In Windsor's system groundwater is pumped from one of our two wells adjacent to Lake Runnemede, treated with chlorine disinfectant, and flows to the distribution system. Distribution consists of an extensive network of piping and two above-ground finished water storage tanks, one centrally located and the other near the north end of the pipe network. The Water Branch provides service for residential and commercial, industrial, and institutional customers, plus fire protection through hydrants and sprinkler systems. Two water pressure booster systems are operated in addition to the two main water pump stations. The water is regularly sampled and tested for a variety of potential contaminants. The crew is responsible for the operation and maintenance of the entire system, plus leak repairs, meter reading, new services, and shut downs / seasonal restoration of services.

Wastewater collection is accomplished by a system of gravity sewer pipes, manholes, etc. and four (4) remote wastewater pumping stations with force main discharge piping. Treatment of wastewater prior to discharge to the Connecticut River is performed at the main plant on Pasco Way and at the smaller Weston Heights plant for those homes and businesses downstream of the main location. Treatment operations require a complex of equipment and biological processes to remove pollutants from the wastewater. The resultant biosolids from both plants are de-watered and stored prior to being spread on farmland as a beneficial source of plant nutrients for non-food crops. The wastewater crew is responsible for the operation and maintenance of the plants, pump stations, collection lines, etc., plus the laboratory testing to monitor the process and assure compliance with the various required permits.

Effluent quality from both the main plant and the smaller and newly refurbished Weston Heights plant continues to be exceptional. Our wastewater operators, under the leadership of Chief Operator Harry Benner, are to be commended for the excellent job they perform in treating the town's wastewater to very high levels before it is discharged to the Connecticut River.

The Utility Department has repaired a number of water main breaks including the repair of the one under Route 5 at the Hubbard Brook Station. The Department has helped a number of residents in town with water related problems. We are glad to help out the residents in town.

We also worked with the contractor to install the water and sewer service to the new municipal building. In addition to this we have helped the highway Department with winter plowing and snow removal. We rebuilt the booster pumps and painted the piping at the Paradise Park Pump Station. The Utility Department has also given tours of our Wastewater Treatment Facilities which have a state-wide reputation of being well maintained, clean and well operated with "excellent" ratings by State of Vermont inspectors.

Safety, for our employees as well as for the general public, is an integral part of every Public Works operation. Crews and supervisors are routinely trained in safety as well as in evolving technological developments in public works.

The Department of Public Works exists to serve the residents, businesses, and Taxpayers of Windsor, as well as the many visitors to our community. Please feel free to communicate

your concerns, ideas, or questions to us. We are proud of our personnel, operations, and facilities. Please let us know how we can best serve you.

Harry P. Benner
Chief Operator, WWTP

Phone: (802) 674- 1013
FAX: (802) 674-1010

Office Location: 123 Pasco Way
Mailing address: P.O. Box 47, Windsor, VT 05089-0047

PARKS & RECREATION

RECREATION DEPARTMENT

This has been a transition year for the Recreation Dept. as demolition started in February of 2002. The building was demolished back to the gymnasium, which limited our access, because of safety issues. Construction was slated to begin in the fall of 2002. Needless to say these have been trying times for our department as we have lost our facilities. We continue to run our programs with the help of many different people and organizations. We would like to thank everyone who came to our rescue in a time of need. The school system, the churches, local businesses, and the Mt Ascutney hospital and many more.

The Windsor Community Center continues to offer a variety of programs for all ages. We are always welcome to new suggestions from people in our community that might improve our facility and to hear your concerns. We can continue to grow with everyone working together.

VOLUNTEERS
The Windsor Recreation Department would like to sincerely thank all of the Volunteers. These people have given many hours when we have needed them. They are the backbone and support needed to keep the Community Center alive and well. Thank you again to the instructors, coaches, umpires, fund raisers, workers and all the friends and members of the Community Center.

FACILITIES
We have an ongoing capital improvement plan to upgrade our facilities. We continue to make improvements at all our facilities, without tax dollars. Through the kind donations of our local Merchants and Business people, we have acquired much needed capital for these ongoing projects.

The Community Center is a very busy place, and has become a valuable resource for the community. This building is used by people of all ages, Senior Citizens classes, youth activities, adult programs, civic organizations, school functions, alumni meetings, project graduation, PTF, and many, many more groups and organizations.

Our outside facilities, (Fairgrounds, Swim Area, State Street Common, and Paradise Park) are great assets and have become very usable and popular sites throughout the year. The Schools have been very generous in allowing us the use of their buildings for our programs. We have also formed many partnerships around town with many organizations, and are very grateful to everyone for the use of their buildings.

STAFF

2 Full Time Employees

3-4 Part Time Employees

13 Seasonal (Lifeguards and Summer Camp Instructors).

5 Professional Instructors (per quarter)

a. Karate

b. Aerobics

c. Quilting

d. Tai Chi

e.Gymnastics

f. Many other hundreds of volunteers

RESPONSIBILITIES

A. Facilitate and maintain Recreation Department.

1. Daily cleaning duties.

2. General office duties (filing, phone, bookkeeping, registrations).

3. Instruct and monitor after school programs (8-10 programs quarterly).

4. Active mentoring program that matches High School students with elementary aged students.

5. Facilitate & monitor active adult programs.

6. Scheduling and supervising of games and officials for all seasons.

7. Issuing and inventorying all uniforms and equipment.

8. Purchasing and inventorying supplies for concessions.

9. Facilitate large events.

a. Model Engineering Show (Precision Museum)-participants and exhibitors from all over the United States and Canada.

b. Table Tennis Tournament (2 yearly)

c. Annual Harry Marden basketball Tournament (66 teams with over 600 participants and over 2000 fans in attendance).

d. Voting for Town of Windsor.

e. Large Weightlifting Competition(participants from all over New England).

B. Facilitate and maintain the town swim area.

1.Lessons for 150 children

2. Clean and safe swimming for residents and non-residents).

C. Facilitate and maintain the Windsor Fairgrounds.

1. Little League (baseball & softball) 250 children.

2. Soccer, Football, Field Hockey 175 children.

3. Outdoor Courts and Fields.

4. Picnic Area (daily garbage removal).

5. Ice Rink (also ice rink at the State Street Common)

6. Concession and storage sheds.

7. Maintain and service equipment (mowers, shovels, rakes, etc.).

8. Fertilize, seed, and water athletic fields.

SUMMER

Summer time is a wonderful time for the Recreation Department with many activities going on. Swimming registrations are very steady with over 150 children taking lessons. Day camp is a great place for the kids they are always doing fun and exciting things from biking, hiking, games, craft projects to getting plenty of exercise. We had our largest registrations ever for this program . Our trips are always fun (Fenway, Great Escape Park, Water Country Waterslide Park, Six Flags New England). We also sell discount tickets to some of these popular amusement parks. Our Concerts on the Common are as enjoyable as ever with many people attending weekly. Leslie Smith and her puppet theater was our entertainment this summer, as she performed for a great crowd at the Lois White Theater. This event was free to all that attended.

Fun Runs were held on a weekly basis and were well attended by all ages. Karate is a yearly program that continues with great

participation. Our camps (gymnastics, soccer) have become popular and are well attended. We added a new camp this year, Environmental Camp. This camp combined outdoor and classroom education and fun. This camp provided team building, with basic concepts of forest and aquatic ecology. Our babysitter's courses continue to be full every summer and receive great feedback on the value of this course. This is a valuable resource for the community as we continue to give the community very well trained babysitters. As always we also offer many weekly adult programs. We added an adult sign language class that was well attended and a great experience for those participants.

FALL

With Fall brings School and many after school activities are offered

(golf, plants plus, archery, wall climbing, cheerleading, cooking class, crafts, mountain biking, cross country running and the very popular gymnastics). Adults can also get in on the fun with such programs as (step aerobics, table tennis, weightlifting, crafty flower arranging, basketball, volleyball, quilting, macramé and karate). Our Saturday morning Field Hockey and Soccer always have a big turnout. The Enchanted Forest seems to be the talk of the town with dancing, storytelling, firelight and yummy GORP. (Thanks to the wonderful volunteers).

We also have tournaments such as the Table Tennis Tournament that is a popular twice-yearly event. Our facilities also housed the Precision Museums Model Engineering Show and the student councils scary Haunted House. WE hosted our first ever bench press competition and had many competitors from all over New England.

WINTER

Our winter activities give us the opportunity to forget how long and cold winter really is and the Windsor Rec. is a great place to come in out of the cold and hang with your friends in a safe and friendly environment. We continued offering our after school programs for the kids such as plants plus, quick crafts, badminton, volleyball, indoor tennis, crafts, karate for kids, a class with our TV station, Windsor on Air. assorted games, cheerleading, & gymnastics. For the adults we offer quilting, sign language, coed volleyball, table tennis, indoor soccer and tennis, men's and women's basketball, plan your garden class, & Yoga class. The outdoor facilities still offer some fun winter sports such as ice skating & snow shoeing (remember we have these available for use). We all know that winter means basketball and our Saturday morning basketball program is always very well attended as well as the Elks Hoop Shoot Contest and the Harry Marden Annual Tournament with over 60 teams participating. We had over 200 attend an outdoor skating party with fire, food and music, a great time was had by all, as it was a wonderful winter night with light snow falling throughout the evening.

SPRING

After a long cold Winter we all look forward to Spring and getting outdoors once again. We offer outdoor programs such as (track & field, archery, tennis & about 300 kids joining little league softball & baseball. Or if you prefer to stay in and take advantage of programs such as (soccer, step aerobics, assorted games, plants plus, craft class, basic manicuring, indoor soccer, or basketball) to get in shape before Summer. Let's not forget our visit from the Easter Bunny, who helps with our exciting egg hunt.

Green-up Day was also a big success with the Windsor School students doing a remarkable clean up job around town. What better way

then to bring the community together and keep our town beautiful.

COMMUNITY CENTER

The Community Center has been opened since 1997. A group of area residents came together to form "The Friends of Recreation". This group is still going strong today. They have had many fundraisers to help support the building. The Rec. Center has become a very important part of our community. The Friends of Recreation is always looking for new members, come join this great group of people that truly care about this community and are proud to call it home. If you haven't been to the Community Center yet, stop by and see what we have to offer or if you haven't been here in awhile come by and check out our new improvements. The Community Center has family, single and senior citizens memberships available or daily walk ins.

RECREATION COMMISSION:
Jim Ewald, Chairman
Barbara Rhoad
Donna Ewald, Secretary
Michael Quinn
Deborah Brush
Bob Hingston

Thanks!!!
Recreation Director,Harry Ladue
Asst. Recreation Director, Sandi Reynolds

PARADISE PARK COMMISSION

Paradise Park continues to be a special asset to our community. People walk, hike, jog, picnic, bike, ski, bird-watch, fish, and snowshoe through this beautiful town resource. As usual, our school, recreation department and library again organized a variety of educational, healthy and just fun activities in the park. Highlights of this past year's activities included the always-popular Halloween-time Enchanted Forest. The group of talented and committed volunteers did a wonderful job again and entertained both young and old. Trails in Paradise Park were again part of Harpoon Brewery's Bike Festival, a bike rally for fun and charity. Many participants had wonderful comments about the park section of the ride. The Upper Valley Mountain Bike Association set the course and monitored its condition. W e thank them for taking good care of our trails.

Three projects this year did much to improve our wonderful park. We now have an excellent informative sign at the County Road entrance to the park. Significant improvements were made to the Zig Zag Trail that runs from Pumping Station Rd. to the Lean-To Clearing. The work was done by Trailwrights with help from Paradise Park volunteers. This year was also the year that the 7th and 8th grade classes used Paradise Park to complete their community service projects. The students did some great maintenance work as well as creating wonderful video and poster presentations.

Report written by Chris Garnjost

The Paradise Park Commission
July 2002 - 2003
Report written by Chris Garnjost

COMMISSION MEMBERS:
Kris Garnjost– Chair
Michael Quinn – Vice Chair
Natalie Frost
Paula Robbins
Ilene Beattie
Mary Sweet
Elton Davis
Andrew Robbins – Student Member

PLANNING & DEVELOPMENT SERVICES

DEVELOPMENT REVIEW BOARD AND PLANNING COMMISSION

The Zoning Regulations for the Town of Windsor, adopted on June 12, 2002, and amended on October 12, 2002, were again amended on November 11, 2003. The Town of Windsor Development Review Board, Rules of Procedure stand as last amended on April 15, 2002.

The Windsor Subdivision Regulations which were completed with the assistance of Burnt Rock Inc., Associates in Community Planning, Waitsfield, Vermont were approved by the Windsor Planning Commission on January 15, 2003.

PERMITS ISSUED IN 2003

Additions, Housing	10
Appeals	1
Barns	2
Decks	6
Fences	11
Fill	2
New Homes	11
Mobile Homes	1
Home Occupations	1
Garages	8
Porches	4
Renovations, Commercial	14
Sheds	3
Shed Additions	2
Signs	9
Subdivisions	2
Swimming Pools, in ground	1
above ground	1
Temporary Permits	1

Windsor Development Review Board:
NormaJean Simon, Chairperson
William Ballantyne, Asst. Chairperson
Frank Anthony
Ken Hughes
John Gilman
John McGovern
Richard Nadler

Windsor Planning Commission:
Paul Belaski, Chairman
NormaJean Simon, Vice Chairperson
Vincent Fusca
Larry Gould
Robert Achilies
Carl Goulet
Stephani Eleftherakis

Please call this office at 674-1018 will all your construction and permit development questions.

Respectfully submitted,
Stan Borkowski
Zoning Administrartor

ECONOMIC DEVELOPMENT

Fiscal Year 2003 continued the revitalization of Windsor's downtown, with much of the focus moving from Main Street to the area we now call the "Rails to the Riverfront". One very exciting event that happened in the Rails to the Riverfront area was the recruitment of Seldon Technologies to the former Cone Blanchard facility. Seldon is a start-up business that is producing cutting edge products based in carbon nanotube technology. The Windsor Revolving Loan Fund provided the company with its first outside financing. The coming year will see the establishment of a technology incubator, to be called the Diamond Edge Technology

Incubator that will be developed around Seldon and carbon nanotube technology.

Windsor Paint and Paper moved from State Street to River Street. The Craft Center had a very successful move to the Putnam Block and a new store, Ceramica, opened on Main Street, bringing hand made Italian pottery to Windsor. Dan's Diner changed hands but continues to provide good old fashioned diner food to the community.

Construction was completed on the Windsor Area Community Partnership project. The Windsor Connection Community Resource Center opened in February. The facility served over 1,000 people in its first six months of operations – hosting organizations and activities including, but definitely not limited to: Craft Center Classes, In Your Face Gorilla Theater productions, Connecticut River Development Corporation Board meetings, and a visit from Governor Jim Douglas.

Windsor had the assistance of Windsor resident Gail Augustine as Downtown Manager this year. Joan Churchill continues as Windsor's intrepid Special Events Coordinator..

The Windsor Improvement Corporation, under the leadership of Richard Slusky, has been very active, especially in new efforts to plan for the revitalization of the Rails to the Riverfront area. WIC is currently providing a new home for the Windsor downtown program which is no longer be a Town board but instead has become a standing committee of WIC, Chaired by Bill Ballantyne. Beginning with fiscal year 2003-2004 WIC has become the economic development arm of the Town.

The local team of Robert Haight Architects and Dufresen Associates worked on the design phase for the Connecticut River Scenic Byways Waypoint Interpretive Center and related streetscape improvements this year. The Team of Crosby Schlessinger Smallridge Landscape Architects, Economic & Policy Resources, and Michael Crane Planners were hired to develop a master plan for the Rails to the Riverfront section of Windsor's designated downtown to be completed in early spring 2004.

Assistance from Southern Windsor Council Regional Planning Commission and Springfield Regional Development Corporation in securing additional funding for and managing a second US EPA Brownfields Demonstration grant has helped the town focus on potentially contaminated sites especially in the Rails to the River area. SWCRPC and SRDC have also been helpful in developing and maintaining the East Central Vermont Community Economic Development Strategy (CEDS) which provides community access to US Economic Development Administration funding for large scale projects.

The hard work of many people has made this year a success and will assure that the year to come will be even better.

Jill Michaels
Economic Development Consultant

SOUTHERN WINDSOR COUNTY REGIONAL PLANNING COMMISSION

The Southern Windsor County Regional Planning Commission is an organization that serves the ten towns in the southern Windsor County Region. Member towns are comprised of Andover, Baltimore, Cavendish, Chester, Ludlow, Reading, Springfield, Weathersfield, West Windsor, and Windsor. SWCRPC's mission includes two major activities: assisting member towns with their planning and other community related activities, and promoting cooperation and coordination among towns.

During FY 2003, member towns contributed 4% to the Regional Planning Commission's annual budget of $555,565.00. Town dues assessment was based on $1.00 per person using 2000 census data, which for the Town of Windsor was $3,756.00. The remaining revenues were derived from federal and state funding sources: Federal funding supported transportation planning activities, the administration of Community Development Block Grants, and the Southern Windsor County Brownfields Reuse Project; State funds were derived from the Agency of Natural Resources for environmental planning, and the Agency of Commerce and Community Development for land use planning and other related activities.

The Southern Windsor County Transportation Advisory Committee (SWCTAC) is an advisory committee of the Regional Planning Commission. The SWCTAC's primary responsibilities are to make recommendations on regional transportation policies, review and provide comment on VT Agency of Transportation projects, identify and rank town/regional transportation improvements for submission to VAOT, and provide input on regional transportation studies.

In addition to providing ongoing technical assistance to member towns, in the last year, the Regional Planning Commission has helped Windsor in a variety of capacities. The SWCRPC continues to function as project manager for a sidewalk project in the town and in the area adjacent to the fairgrounds, and assisted in administering grants for downtown rehabilitation and scenic byways. The SWCRPC has assisted the Windsor/Mt. Ascutney Chamber of Commerce in its downtown redevelopment efforts, assisted the Town in obtaining funding for the "Rails to the River" master planning efforts. The Regional Planning Commission is working with the Planning Commission and the Historic Preservation Commission in developing design guidelines for the downtown. In addition to these activities, the Regional Planning Commission has worked toward the redevelopment of brownfields within the town and has continued to work with the Mill Brook Watershed Association in its efforts to reduce erosion and improve water quality in the brook and in the Mill Pond.

Annually, the Board of Selectmen for the Town of Windsor appoints a representative and an alternate to the Regional Planning Commission. The RPC board is responsible for developing regional policies, providing Act 200 review of town plans, and facilitating cooperation amongst member towns. In FY 2003, Winthrop Townsend III represented the Town to the Regional Planning Commission and Frank Anthony was the representative to the Transportation Advisory Committee.

Southern Windsor County Regional Planning Commission
Ascutney Professional Building
P.O. Box 320
Ascutney, VT 05030
web site: www.swcrpc.org

SPRINGFIELD REGIONAL DEVELOPMENT CORPORATION

The Springfield Regional Development Corporation (SRDC) thanks the Town of Windsor for its support of our organization and shared goals.

Important steps have been taken to strengthen the connections of SRDC, the Town of Windsor and the Windsor Improvement Corporation (WIC). SRDC is an active and proud member of the WIC Board of Directors (ex officio status). A WIC Board Member and Town of Windsor Select Board Member is also a Board Member for SRDC. This board "cross-pollination" improves communications and allows all parties access to information and resources from both a town and regional perspective.

SRDC's partnership with Windsor Improvement Corporation have involved participation and focus on the "Rails to the Riverfront" project – a development project for Windsor that maximizes that role of the River in the future economic and development interests of the town and the region. Redevelopment of the Goodyear site too has been a priority, as steps are taken to provide an environmental clean site that allow return of this parcel to productive use once again.

Our organization has made a significant commitment in establishing a marketing brand and comprehensive marketing plan for the region. The plan is expected to be completed within 60-90 days and will assist our region in achieving business recruitment and existing business outreach goals. Additionally, an aggressive business visitation program remain central to our economic development strategy in understanding the needs of businesses in our region, and keeping pace with the micro and macro-economic trends that affect us.

The regional economic plan for Southern Windsor County developed in 2003 is very much in midst of implementation. This economic development "road map" offers specific s trategies a nd initiatives to support and grow businesses and attracting new ones – all focused on creating a strong foundation for a healthy economy. Your continued input to the implementation process is key, please visit our website to view the plan www.sprinfielddevelopment.org – and let us know your thoughts.

Again, we thank the Town of Windsor for your continued support and look forward to a a productive and successful 2004.

If you want additional information, have questions or comments please contact:

Carol Lighthall, Executive Director
Springfield Regional Development Corporation
14 Clinton Street Suite 7
Springfield VT 05156
802-885-3061
Carol@springfielddevelopment.org

CONNECTICUT RIVER JOINT COMMISSION

Connecticut River Joint Commissions have looked at issues as wide-ranging as the status of municipal wastewater treatment plants in the watershed to the hazards of development on the varved clays left by glacial Lake Hitchcock. Appointed by the legislatures of New Hampshire and Vermont to guide growth and development in the watershed, the CRJC are advisory and have no regulatory powers, preferring instead to ensure greater public involvement in decisions that affect the river and its valley.

In 2003, the Commissions completed a major riverbank restoration demonstration project at the Fort at No.4 in Charlestown, which protected both a key Contact Period archeological site at the fort and a population of federally endangered mussels just offshore. We continue to work to bring the attention of federal and state agencies to *the Connecticut River Corridor Management Plan,* to give local people new influence in the decisions of their government when it comes to their river. Our five local river subcommittees are an active voice for river issues in their regions.

With the support of the four US Senators from NH and VT, the Commissions were able to provide $85,000 in Partnership Program grants for locally-inspired projects, including grants for Windsor's waterfront revitalization, equipment for citizen water quality monitoring on the Cold River in NH, a bi-state Milk Marketing Study Group, several historic restoration projects, and the Connecticut River Birding Trail.

CRJC supports efforts to safeguard natural, agricultural, and historic assets of the valley, and are working with businesses and the states to strengthen the local base for tourism through visitor centers in ten "waypoint communities" along the Connecticut River Byway. This year we worked to provide signage for each of them, and provided staff and coordination for the Byway effort. Visit the Byway at www.ctrivertravel.net.

We welcome the public to our meetings on the last Monday of each month.

Visit our web site at www.cric.org for a calendar of meetings, useful information and links, and our newsletter, *River Valley News.*

Mt. Ascutney Region River Subcommittee

This year the Mt. Ascutney Subcommittee began to update our *Connecticut River Corridor Management Plan* with a close look at water quality and water-related issues in our region, particularly the need for more complete information on the safety of the river for swimming, fishing, and boating. Windsor has sent an additional representative to the Subcommittee, as have the towns of Rockingham, Cornish, and Plainfield, bringing new ideas and interests to ensure that discussions continue to be well-balanced.

The Subcommittee has continued to carry out our legal obligation to provide information and assistance to the states, towns, and local landowners on projects near the river, advising the two states on a proposed major project at Hoyt's Landing, and informing ourselves of issues involved with locating landfills and other intensive development close to the river.

We have encouraged all towns in our region to review our current *Connecticut River Corridor Management Plan,* and to incorporate its recommendations as they update town plans and revise their zoning ordinances, particularly for shoreland protection. The heavy rains of last August demonstrated the critical importance of giving rivers and streams enough room.

The Mt. Ascutney River Subcommittee is advisory and has no regulatory authority. The public is welcome to participate in our meetings, on the second Tuesday evening of every other month, at Windsor House. More information, including a calendar, advice on bank erosion and obtaining permits for work in or near the river, and a summary of the *Connecticut River Corridor Management Plan,* is on the web at **www.crjc.orgllocalaction.htm.**

George D. Aiken Resource Conservation and Development (RC&D) Council

The George D. Aiken Resource Conservation and Development Council (RC&D) has been "making things happen" for towns with natural resource conservation and rural development projects over the past year. We are here to serve your community. We coordinate and facilitate assistance to town governments, school districts, fire departments watershed groups and nonprofit organizations in the six southern Vermont counties. By bringing together help from our extensive network of resources, we can focus technical and financial resources on your specific needs. We get technical assistance and staff help through the U.S. Department of Agriculture but private sources make up most of our budget. The Council is a self-supporting 501 (c)(3) nonprofit organization. Highlights of our work in the six counties in 2003 include:

- 14 towns received funding to improve water quality and upgrade backroads through our better back roads grants
- Two towns received complete water supply plans identifying all potential useable water sources for fire fighting in the town
- 16 towns received funding and engineering assistance to design and install dry hydrants as a source of water to fight fires
- 6 towns received Jeffords fire safety grants to purchase personal protective gear for firefighters
- Numerous farmers received technical and marketing assistance with agritourism ventures
- 5 Farmers received grants to support agritourism on their farms
- 10 towns received assistance from a consultant to help them prepare for an ISO (Insurance Service Office) evaluation. Towns are given a rating from 1 to 10 by the ISO and many insurance companies use that rating to set their rates. If a town can lower their ISO rating, it may lead to lower insurance costs for businesses and residents in that town
- We continue to serve as the fiscal agent for the White River Partnership and Connecticut River Birding Trail
- Teams of high school students of from throughout the area participated in the Vermont Envirothon.

Other current projects include helping a town with flooding problems, erosion control and streambank stabilization in several locations, helping to develop community centers and recreation fields. We currently have funding available for low interest loans (3.0 - 5.0%) to develop agritourism ventures on farms. Do you have a project or program that could use some assistance to "make it happen"? Over the years the George D. Aiken RC&D Council has helped many communities and organization on a variety of projects. We work on a request basis, so the first step is up to you, giving us a call. For information and free consultation call Kenneth Hafner our RC&D Coordinator at (802) 728-9526 or email: kenneth.hafner@vt.usda.gov.

HEALTH / SOCIAL SERVICES

VERMONT DEPARTMENT OF HEALTH

- **Bioterrorism and Emergency Preparedness:** The Vermont Department of Health is actively working with local, state and federal agencies to assure a rapid and effective response to bioterrorism and other public health threats or emergencies. Local health

department response may include finding and identifying disease, investigating the source of the disease, providing accurate and timely information to the public and health professionals, and collaborating with other agencies during biological, environmental or weather events. Recent local efforts have included participation in hospital committees, smallpox vaccination clinics, and membership on the District 3 Local Emergency Planning Committee (LEPC #3).

- **Special Supplemental Food & Nutrition Program for Women, Infants, and Children (WIC): WIC** improves the health of eligible pregnant and postpartum women, infants and young children through access to health care, nutrition education and individually designed nutritious food packages. During 2002, 199 women, infants and young children living in Windsor received health and nutrition screening, education and nutritious foods through this program. Participation in this program has been steadily increasing in this area. The average value of foods provided is $35.00 per person each month.

- **Reportable Disease Investigations:** Infectious diseases continue to be a major source of illness, disability and death in the U.S., accounting for *25%* of all doctor visits each year. The Department of Health investigates all reportable diseases, such as hepatitis, meningitis, measles or foodborne illness. When these illnesses occur, we attempt to determine their source and r ecommend measures to control and prevent further spread of disease. In 2002, Windsor County had 219 cases of disease investigated.

- **Vaccine-Preventable Diseases**: Proper vaccination protects children and adults against many diseases, saves health care costs, and minimizes sick leave from school or work. Immunization has reduced reportable cases of preventable diseases in Vermont to record low levels. Still, total annual hospital costs from vaccine-preventable disease in Vermont are $2.6 million, and each year more than 200 Vermonters die of pneumonia or influenza. In 2002, the Department of Health distributed 12,054 doses of vaccine to health care providers in Windsor County, at a value of $153,342 to these communities.

- **Food Establishment Inspections:** Public health sanitarians inspect eating establishments (restaurants, schools and fairs) to decrease the risk of foodborne disease outbreak. The five greatest risks for foodborne outbreaks are keeping food at improper temperatures, inadequate cooking, contaminated equipment, unsafe food sources, and poor personal hygiene among food handlers. Inspections include a 44-item review to evaluate food storage, preparation and handling, as well as to identity potential risks. Of the 16 establishments in your area, there were 17 inspections in 2002.

- **Town Health Officer (THO) Program:** Every town in Vermont has a THO who is nominated by the Select Board and appointed by the Commissioner of Health. THOs work on **a** variety of environmental and health issues, and respond to calls on public health concerns as varied as animal bites, West Nile virus, rental code complaints and septic systems. The Department of Health supports THOs with training, information and technical assistance. Your THO's report describes the calls received for Windsor.

- **West Nile Virus (WNV) Surveillance:** WNV first appeared in the U.S. in 1999. Birds and mammals (including p eople)

can get WNV from the bite of an infected mosquito. The Vermont Departments of Health and Agriculture conduct surveillance for WNV each year from June until cold weather limits mosquito activity. In 2003, five THOs throughout the state also participated in this program, primarily through mosquito trapping. As of September 19, 2003, 2003, there have been 450 mosquito samples tested, with nine positive for WNV. In Windsor County from June - September 19, 2003, 110 dead birds were reported, 56 were tested, and 5 was found to be infected with WNV.

The Vermont Department of Health works to protect and promote the public's health. Current challenges include emergency6 h preparedness and response to disease threats such as SARS or potential acts of bioterrorism; expansion of substance prevention and treatment; and improving health care for people with chronic conditions like diabetes, asthma and cardiovascular disease. If you would like to learn more about these or other efforts, or if you have a public health concern, please call the Health Department's Springfield District Office at (802) 885-5778. Please visit our website at www.state.vt.us/health for recent publications, news updates and other current information about public health.

VOLUNTEERS IN ACTION

We are grateful for the support that Windsor voters have given to Volunteers in Action. Our goal is to help people remain independent by assisting them with services such as transportation to medical appointments, shopping, short-term respite, chores, friendly visiting, telephone contact, reading aloud and walking companionship.

During the past year, there were 73 active volunteers who were Windsor residents. They gave a total of 4,056 hours of service. There were 56 Windsor households that received services from ViA during the year. These services included rides to medical appointments at Mt. Ascutney Hospital and to other locations such as Valley Regional and Dartmouth-Hitchcock Medical Center.

ViA volunteers were also active at fifteen area sites including Mt. Ascutney Hospital, Stoughton House, the community food shelf, Olde Windsor Village and Davis Home. Two Windsor volunteers worked at home knitting beautiful afghans, sweaters, hats and mittens which were distributed to children and adults in the area.

Many requests for service come from individuals, family and friends, from the Visiting Nurses, from Council on Aging advocates and Mt. Ascutney Hospital. Support from the voters is very important to the continuation of these services. Although ViA is affiliated with Mt. Ascutney Hospital, we receive only partial support from the Hospital and ViA must raise much of our own revenue.

To request service or to consider volunteering, please call Margaret Campbell or Jannice Ellen at 674-5971. ViA has an office in the Windsor House. Brochures that describe the program are available at the Windsor Town Office, the Windsor Library and in churches.

We welcome your inquiries.

Coordinators, ViA
Margaret Campbell
Jannice Ellen

RETIRED SENIOR VOLUNTEER PROGRAM

Windsor County RSVP provides opportunities for people primarily 55 and older to address community needs through volunteer service. The relationships that develop as a result of these activities benefit volunteers, communities, non profit agencies and individuals. RSVP volunteers help increase the capacity of local organizations and improve the quality of life for people of all ages. Volunteers learn new skills, meet new people and continue to be assets to the community. In the past year in southern Windsor County, 244 RSVP volunteers put in over 32,000 hours doing 163 different jobs for 76 non-profit organizations, schools and state agencies.

Last year in Windsor, 42 RSVP volunteers contributed over 1,500 hours of service. Volunteer reading partners read to youngsters at State Street Elementary School, volunteer library aides work at the Windsor Public Library, Thresholds/Decisions volunteers teach a decision-making curriculum for inmates at Southeastern Vermont Correctional Facility, and Adventures' volunteers mentor families in order to lessen the effects of poverty and increase literacy.

RSVP's most recent program, Adventures, targets families in Windsor who want to become more active in the community and schools. Through mentoring relationships with trained volunteers, individuals hope to define their life goals, explore job opportunities and learn decision making skills. Participants will learn how to identify, plan and implement a service project in Windsor, thereby demonstrating to others in the community that they are viable community members. For more information about this pilot project, contact Sonya Bartley or Samantha Bond at 674-2900, Tuesday through Thursday.

Do you have one free hour a week? RSVP can match your interests, talents and skills with a wide variety of important community activities from reading to children to making check-in calls to seniors, from helping at the correctional facility to being a "steward of public lands," from being a mentor for a family in need to serving on Boards. Volunteers, by cultivating good will and fellowship, receive as much 'as they give. Check out our web site http://www.vtrsvp.org/ for more information. The Springfield office phone number is 885-2083; e-mail: rsvp@hcrs.org.

Thank you for your continued support.

Wendy Regier
Director, Windsor County RSVP

VISITING NURSE ALLIANCE OF VERMONT AND NEW HAMPSHIRE, INC.

Home Care, Hospice and Family Health Services -- Report to the Town of Windsor

The Visiting Nurse Alliance is like the local police and fire departments - a strategic part of the community's safety net – with services that must be continuously available to anyone in need. The need varies dramatically from month to month and year to year. The VNA provides a comprehensive range of care, requisitioned by hospital staff and physicians, for everyone, regardless of ability to pay.

We value the continued partnership with the Town of Windsor to help us meet your residents' home care, hospice and family health needs. Town funding accomplishes the following:

- Enables your family, friends and neighbors to remain independent and at home as they receive skilled clinical care during times of injury, recovery from surgery or accidents, disability, whether for short-term and chronic illness. For many such patients, many are addressing multiple medical, emotional and social issues at the same time.
- Provides emotional support plus pain and symptom management during terminal illness. Hospice care extends to family members as well. More and more patients want to be at home during their end of life, and through hospice they have that control.
- Provides community-wellness programs and assistance to young families at risk. Clients range from fathers and/or mothers who want to be more effective parents through learning parenting skills or providing a balanced diet; infants who require hi-tech health care; and children who grow and learn through play groups that offer interaction with other children.

The VNA provided the following services this past year: (July 1, 2002 through June 30, 2003)

Skilled Nursing	1,501
Physical Therapy	652
Speech Therapy	207
Occupational Therapy	137
Medical Social Worker	35
Home Health Aide	1,281
Homemaker	442
Total Visits	**4,255**
Hospice VNH	
Patient Families served	3
Volunteer Hours	37
Volunteer Visits	14
Clinic attendance	
Flu	98
Foot	60
Family Support Services	
Families served	2
Individuals served	6
Fatherhood Program, Dads served	1

On behalf of the people we serve in your community, thank you for your continued confidence.

Respectfully submitted,
Susan H. Larman, BSN, MBA Visiting Nurse Alliance of VT and NH, Inc.
President and Chief Executive Officer
46 S. Main Street, White River Junction, VT 05001

HISTORIC HOMES OF RUNNEMEDE

Stoughton House is the Senior Meal Site in Windsor offering meals to community members for a voluntary donation, if means are available. In addition, we contract with the Council on Aging to prepare and package the home-delivered meals for the homebound; these meals are delivered by Council on Aging volunteers. All meals are prepared from "scratch" on a daily basis using fresh or frozen vegetables and fruits; all meals provide 100% of the Recommended Dietary Allowances (RDA) as established by the Food and Nutrition Board of the National Research Council of the National Academy of Sciences and complies with the Dietary Guidelines for Americans. Meals are served to residents of Stoughton House and Evarts House and provided to our staff as part of their benefit package. Residents of the Cox House take advantage of the Senior Meal Site program and join friends or family for socialization.

Historic Homes of Runnemede (HHR) which encompasses Stoughton House, Evarts House and Cox House also offers numerous programs to the community i.e. flu clinic, foot clinic, tax preparation, musical programs, Medicare/retirement informational programs, programs of political interest, Bingo, card games, multi-generational programs with children of all ages, etc. We also offer out-of-town trips for a boat ride on Lake Sunapee, a gondola ride up Killington, etc. We encourage and welcome the community to join us; we hope you will participate in the programs we offer and share with us your interests for future programs.

Your support of our request for an appropriation from the Town of Windsor helps defray the costs of the Senior Meal program for those who do not have the ability to pay, supplies necessary for crafts, games, snacks, etc., token reimbursement for musical entertainment, supplements the cost of transportation for out-of-town trips, use of the space for flu/foot clinics, tax preparation, etc.

Historic Homes of Runnemede (BHR) is a not-for-profit corporation that is wholly independent for its financial position; HHR is not owned or subsidized by any other organization or entity. Grants received to renovate these homes and return them to a useful purpose in the Windsor community must be repaid; grant terms state that we are "affordable housing for perpetuity" and limits increases in rent charges. Income received from rent is used to meet our daily costs of doing business. All of the activity programs listed above are available to the Windsor community and are supported by the appropriation received from the Town of Windsor.

Nancy Worden, Administrator *Historic Homes of Runnemede, Inc.*

SOUTHEASTERN VERMONT COMMUNITY ACTION

Southeastern Vermont Community Action is an anti-poverty, community based, nonprofit organization serving Windham and Windsor counties since 1965.

Our mission is to work in collaboration to foster sustainable self-sufficiency, to strengthen our communities, and to eliminate the root causes of poverty. SEVCA has a multitude of programs and services to meet this end. They include: Transportation, Weatherization, emergency services (fuel/utility assistance, food, shelter), crisis intervention, Parent Education, Micro-Business Development, Head Start, Individual Development Accounts (IDA), and thrift stores.

In the community of Windsor we have provided the following services during FY03:

Weatherization: 83 homes @ $28,131.00
Family Services (outreach): 43 families; 216 services
Fuel Assistance: 49 families @ $6,688.00
Micro-Business Development: 6 individuals
Head Start: 15 families
Parent Education: 5 families
Senior Transportation: 5 excursions; 52 individuals

Community support through town funding helps to build a strong partnership. The combination of community action funds and town funds allows us to not only increase, but improve service.
We thank the residents of Windsor for their support.

Deborah M. Osienski Executive Director

VERMONT ADULT LEARNING

Vermont Adult Learning is an educational non-profit which serves individuals age 16 and older who are out of school and in need of basic reading, writing, and math skills, GED preparation, English as a second language, and help with specific goals such as getting a driver's permit or a commercial driver's license.

Group study, classes, and some home tutoring are offered throughout the county. In addition to adult essential skills education, Vermont Adult Learning in Windsor County offers the Adult Diploma Program, basic computer skills instruction, Bridge to College classes, and GED testing.

During fiscal year 2003, we served 62 residents of the town of Windsor with 993 hours of direct instructional service. We are requesting one thousand dollars ($1,000) to support our services to the residents of Windsor. We thank the voters for their generous support in past years.

Anyone interested in our program may call 885-5502.

Respectfully submitted,

Kitty Stanley
Regional Manager
100 River Street' Springfield, VT 05156

NEW BEGINNINGS, INC.

New Beginnings, Inc. is a non-profit agency providing services to victims of domestic and sexual violence. Staff and volunteers provide support and information to clients in the office, a police stations and Springfield and Mount Ascutney Hospitals after hours, on weekends, and holidays. We offer a 24-hour hotline 365 days a year, assistance and support for client safety, assistance with relief from abuse complaints, court education in the final relief from abuse hearing, safe housing, social service advocacy, referrals, and community education, as well as peer support groups.

This year the staff of New Beginnings, Inc. would like to recognize the amazing types of support by many amazing human beings throughout Windsor County, Vermont, including residents of Windsor. Thanks to: Every resident who voted to support town allocations.
Every dollar donated, raised, or granted.
Every one of the 219 individuals who wrote out a check or spent a day with us.
Every donation of stuffed animals or books.
Every monthly meeting attended by our FY 2003 members of our Directors.
Every weekly trip to the office by our Board Treasurer or Secretary.
Every trip to an area business to request support.
Every business owner who offered support.
Every horse and rider in our Ride-A - Thon.
Every note from a musician at our Country Jamboree and Klezmer Concert.
Every pot of chili stewed, hotdog steamed, cookie baked.
Every individual willing to carry a pager attached somewhere to their clothing.
Every individual willing to wake up at 2:30 AM. to support a victim.
Every gardening session in our front "yard".
Every pamphlet and poster distributed.
Every Thanksgiving basket of food and Christmas present donated we were able to provide:

To a population of approximately 34,000 individuals.
Over 475 square miles

In 14 Towns, and at times, beyond....
At 4 full-time police departments....
In 2 hospital emergency rooms... .
8760 hours of hotline and in-person crisis services
48 trips to Family Court. . . .
1250 +- pre-crisis, crisis, and post-crisis services
9462 hours of volunteer crisis services to:

*346 victimized women
*51 victimized men
*11 physically or sexually victimized children
*479 children exposed to domestic and sexual violence in-home
*394 domestic violence victims
*40 sexual violence victims.

Thank you to the many located "behind the scenes" for ensuring that there will continue to be someone to provide support, education and advocacy to those who suffer abuse and for creating a foundation on which New Beginnings builds its services.

Clearly, people of Windsor recognize that domestic violence or sexual assault will touch someone in their community and they wish to ensure there is someone available to meet victims' needs.

Co-Directors:
Pamela S. Burns
Terri A. Fisk

WINDSOR COUNTY PARTNERS
Mentors for Youths

Windsor County Partners' youth mentoring program provides at-promise youth aged 10 through 17 with positive, healthy, and supportive adult role models that help improve their self-esteem, direction, and leadership potential. The U.S. Department of Health and Human Services has recognized us as "an outstanding instance of what can be done with limited resources and a great personal commitment".

Last year we supported 39 Partnerships and 11 Windsor residents. We also took steps to begin to build our capacity to serve more youth, and to plan for future growth of our program. We instituted new policies in regard to our volunteers and their Partnerships to better ensure the safety of children in our program, including the requirement of an F.B.I. criminal background check for all mentors. We also sponsored several workshops, organized new special events, and helped youngsters attend camp or classes in which they had a special interest.

It is the long-term support of the community that has helped our organization to grow and succeed over the last three decades as a vibrant leader in youth mentoring in our community. Our long track record and well-established program continue to positively influence our children so they can improve their school grades, as well as peer and family relationships; avoid the use of alcohol, tobacco, and other drugs; and seek to achieve higher goals in life.

For more information about Our services, please contact Our Executive Director, Mary Beth Heiskell, at (802) 674-5101 or (800) 491-5101 or windsor.county.partners@valley.net

LIBRARIES & CEMETERIES

WINDSOR PUBLIC LIBRARY

43 State Street

Staffing has remained the same with Jennifer Cary entering her third year as Director; Katrina Hill, Children's Librarian, in her fourth year and as always continues to make children feel comfortable coming to the Library; Sarah Tufts, Library Assistant, working on her second year and acquires Interlibrary Loans for patrons among other tasks; and Lisa Estey remains the library custodian. Volunteer staff time consisted of 32 individuals giving 2,081$^1/_2$ hours of their time for the year.

The regular children's programs consisted of preschool story hours, after school programs, elementary school class visits, and programs for the recreation center children (Bridging the Gap). The summer reading program theme was "Summer Feast". As part of this program, children participated in a Harry Potter party; a kick off party featuring Tom Joyce "the funny magic guy"; Kelly's Kitchen shot on location at the Library; Pizza and Bingo; a Valley Quest treasure hunt led by Steven Glazer, Valley Quest coordinator; Booked for Lunch; an apron making workshop with Cathy Hoyt; a book discussion of "A wrinkle in time" by Madeline L'Engle; and the final party with Summer Encore Theater Group at the Lois White Theater performing E.B. White's "Charlotte's Web". Special children's programs included a chess series with Parker Montgomery and a Mother & Daughter Book Club, which read "Freaky Friday" by Mary Rodgers and "The secret garden" by Frances Hodgson Burnett. Young adult programs included ice-skating on the green with refreshments in the library and a papermaking program by Angie Follensbee-Hall. The regular adult programs were the annual perennial swap the Saturday before Mother's Day and the yearly cookie swap. Special adult programs were: "The Art of Narrative Writing: Truth & Fiction" given by Gloria Kamen and Judy Moffett; a book discussion group, Random Reads Book Group, which read "My brilliant career" by Miles Franklin, "Daughters of Copper Woman" by Anne Cameron, "The lovely bones" by Alice Sebold, and "The dogs of Babel" by Carolyn Parkhurst; Frederick Fenn, an author living in Connecticut, came to give a book talk of "Journey to common ground" that was set in early Windsor; a Vermont Humanities Council program "Islamic fundamentalism and its encounter with the West" by Mansour Farhang; "Simple living yesterday and today" by Barbara Duncan; a Vermont Humanities Council program "Sprightly Steps: Vermont's contra and square dancing tradition" with Adam Boyce; a Vermont Humanities Council program by Deborah Clifford on "Abby Hemenway and the Vermont Historical Gazetteer". For these, 2,061 patrons attended 143 children's programs; 14 patrons attended 2 young adult programs; and 115 patrons attended 12 adult programs. The library had 15,307 patrons visit and 19,695 books, cassettes, videos and other library materials circulated for the year.

Additional meetings happening at the library this past year included ELF (Environmental Learning for the Future), the Windsor Lions Club, Twin State RC Modelers, and the school ski group.

As a nonprofit organization, the library operates with a volunteer Board of Trustees. Serving as library trustees during the year were: Susan Anthony, Brian Porto, Barbara

Rhoad, Butch Smith, Carol Steingress, Bruce Freeberg, Jane Osgood, Robin Edgerton, Jim Phelps, and Lucinda Walker. Officers were Carol Steingress, President; Brian Porto, Vice-President; Butch Smith; Treasurer; and Lucinda Walker, Secretary. During the year, the Trustees adopted a child safety policy, a library schedule of closings for 2004, reviewed the personnel policy, and changed the library card policy regarding Windsor school employees. The library acquired a few Partners in Community sponsorships (Windsor Rotary Club and Windsor Lions Club, to name a few) and Send Home a Reading Experience (SHARE). Especially noteworthy, is the Freeman Grant, which gave the library $26,812.00 to improve the library collection, improve the library environment with the installation of air conditioning, a brochure, maintaining an increase in personnel (Sarah Tufts) and an increase in hours for the Children's Librarian and Director, to mention a few of the wonderful benefits that this grant has bestowed on the Windsor Public Library.

During this past year, the Friends of the Windsor Library have worked on the annual book sale, a silent auction, and the author luncheon series. Speakers were: Bill Craig, Jessica Shattuck, Caleb Barber and Deidra Heekin, Willem Lange, Sarah Stewart Taylor, Joni B. Cole and Rebecca Joffrey. The Friends have donated not only their time, as they do when working on the annual book sale, but also their money to the library helping us to increase our juvenile, adult, and young adult collections, juvenile programming, and a rug shampoo machine. The Friends of the Library are an essential ingredient to the library, and have been since 1990.

Respectfully submitted,
Jennifer A. Cary
Director, Windsor Public Library

Actual Expenses
2003

Revenue	
Charitable Gifts	10,500.00
Fund Drive	7,502.00
Investment Income	8,271.50
Membership	970.00
Miscellaneous Income	3,673.68
Grant Income	42,500.00
Sales Revenue	941.10
Total Revenue	**$ 74,358.97**
Expenses	
Administrative Expenses	7,825.98
General Expenses	7,321.94
Payroll Expenses	51,408.33
Programs & Books	13,276.72
Total Expenses	**79,832.97**
Net Income	**-5,474.69**
CASH BALANCE 12/31/03	**12,923.00**

WINDSOR CEMETERY ASSOCIATION ANNUAL REPORT

The Windsor Cemetery Association continues to maintain the Ascutney Cemetery. The Cemetery depends largely upon interest and dividend income, in this economy this income has decreased dramatically. Our aging truck continues to be a problem. Due to the decreasing income we must request financial assistance from the Town of Windsor, in the amount of $9,000.00 The board appreciates the Town's support.

Balance Sheet

January 1, 2003 - December 31, 2003

Current Assets	
Cash	
Checking Acct.	1,037.41
CD Acct-Perpetual Care	42,586.04
CD Acct-Perpetual Care	2,024.00
CD Acct-Equip.	1,421.48
Total Cash	47,068.93
Securities at Cost	
100 Shares AT&T	1,530.31
409 Shares Putnam H.Y.	7,123.30
100 Shares GTE	2,809.64
75 Shares NYNEX	4,536.49
Total Securities	15,999.74
Fixed Assets	
Land	20,293.00
Tomb	14,891.75
Total Fixed Assets	35,184.75
TOTAL CURRENT ASSETS	98,253.42
Income	
Town of Windsor	9,000.00
Sale of Lots	6,000.00
Cert. Of Deposit	659.10
Dividends	1,194.46
Grave Openings	725.00
Vault Fees	1,035.00
Interest	430.64
Donations	110.00
Total Income	19,154.20
Expenses	
Gross Payroll	10,092.06
Payroll Taxes	3,667.73
Unemployment Insurance	529.95
Workmen's Compensation	1,264.00
Equip. & Supplies	1,065.56
Insurance	508.00
Ground Care	450.00
Town Water Charges	198.49
Office Expenses	142.00
Bank Charges	16.00
Lawn Mower Purchase	180.00
Total Expenses	$18,116.79

TOTAL INCOME OVER EXPENSES **$1,037.41**

Respectfully submitted,
Windsor Cemetery Board of Trustees
Russell C. Knight, President
Louise B. Hood, Treasurer
Barbara G. Rhoad, Secretary
James H. Stacey, Jr.
Barbara T. Brown

ONLY CALL 9-1-1 IN AN EMERGENCY

In areas of Vermont where 9-1-1 service has already been available, people occasionally misuse the system. People call 9-1-1 to report a stolen car, to find out if the roads are icy or to learn when a parade begins.

USE 9-1-1 WHEN SECONDS COUNT:

To save a life: if a person is unconscious, not breathing or unresponsive.

To stop a crime: if you see someone breaking into a building or a car or if you see someone being assaulted.

To report a fire: if you see smoke or fire or hear a smoke detector or fire alarm.

Do NOT call 9-1-1 if someone has stolen your hubcaps or if your neighbors are playing their music too loud. Dial the appropriate 7-digit non-emergency number, **674-2113.**

9-1-1 CALLING TIPS

When calling 9-1-1, remember:

- The call-taker will ask you to verify the information that appears on the screen. This helps ensure the accuracy of the 9-1-1 database.
- When calling from a cellular phone, make sure to provide your location and a call back number.
- Specify the type and location of the emergency.
- Speak clearly.
- If you can't speak because an intruder is in the house, or for some other reason, dial 9-1-1 and leave the phone off the hook.
- Follow the call-taker's instructions. They are trained to ensure your safety in all types of emergencies.
- Stay on the line until the call-taker tells you it is okay to hang up.
- Your assistance is crucial in an emergency and could mean the difference between life, death, loss of property or serious injury.

PROPOSED TOWN BUDGET

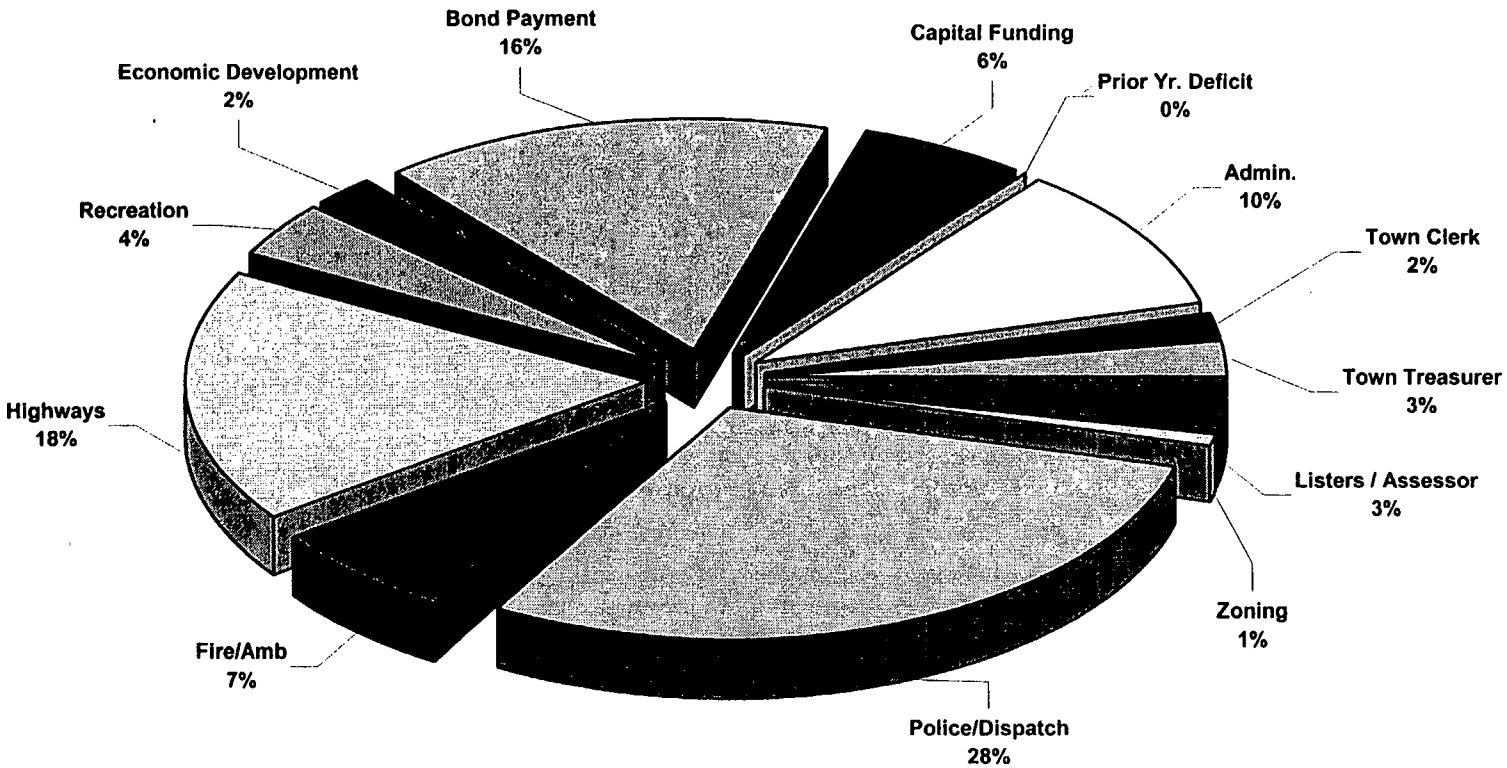
FY 2004 - 2005

And

TOWN FINANCIAL REPORTS

FY 2002 - 2003

WHERE YOUR TOWN TAX DOLLARS GO
FY 04-05



PROPOSED ANNUAL GENERAL FUND BUDGET SUMMARY
YEAR ENDING JUNE 30, 2005

	FY 02-03		FY 03-04	FY 04-05
	BUDGETED	ACTUAL	BUDGETED	PROPOSED BUDGET
REVENUES				
General Property Taxes	1,551,033	1,519,475	1,961,896	1,898,832
Property Taxes-Votes Separately	76,280	76,280	89,290	98,427
Use/(Replenish) Fund Balance	(27000)	0	(66,643)	(5,000)
Revenue In Lieu Of Taxes	49,500	51,982	54,500	56,820
Penalties & Int. on Taxes	38,500	4,434	35,000	30,000
Town Clerks Fees	38,000	44,068	45,600	51,600
Town Treasurer Fees	500	697	500	700
Listers Fees	11,600	11,011	1,000	1,000
Zoning Fees	3,000	7,939	4,000	6,000
Administrative Income	1,000	693	1,000	750
Economic Development	2,500	12,270	6,000	6,000
Police Fees	183,665	242,892	243,614	291,600
Fire Fees	0	5,880	0	0
Ambulance Fees	267,317	445,047	313,327	458,335
Highway Revenues	112,000	116,808	111,000	110,400
Recreation Program Fees	71,000	65,592	86,500	86,000
Interest on Accounts	12,225	10,907	12,200	2,100
Misc. Fees & Charges	500	1,618	500	8,805
Int. on Investment Funds	20,000	20,000	20,000	20,000
GRAND TOTAL REVENUE	**2,411,620**	**2,642,443**	**2,825,137**	**3,122,369**

EXPENDITURES				
GOVERNANCE				
Selectmen	21,850	18,672	26,667	23,112
Subtotal	**21,850**	**18,672**	**26,667**	**23,112**
ECONOMIC DEVELOPMENT				
Economic Dev. Activities	42,500	56,833	44,000	46,000
Subtotal	**42,500**	**56,833**	**44,000**	**46,000**
ADMINISTRATION				
Management	87,934	90,481	97,940	97,600
Accounting	10,134	9,071	14,057	14,898
Subtotal	**98,068**	**99,552**	**111,997**	**112,498**
TREE STEWARD				
Tree Steward Activities	0	0	0	0
Subtotal	**0**	**0**	**0**	**0**

PROPOSED ANNUAL GENERAL FUND BUDGET SUMMARY
YEAR ENDING JUNE 30, 2005

	FY 02-03		FY 03-04	FY 04-05
	BUDGETED	ACTUAL	BUDGETED	PROPOSED BUDGET
TOWN CLERK				
Records & Permits	51,631	48,766	55,968	59,746
Elections	3,800	4,761	3,600	3,600
Board of Abatement	100	0	1,300	100
Subtotal	**55,531**	**53,527**	**60,868**	**63,446**
TOWN TREASURER				
Funds Management	16,579	12,601	15,334	16,304
Delin. Tax Collection	0	4	0	0
Intergov't Payments	13,000	15,766	16,000	16,000
Debt Management	10,000	0	10,000	10,000
Subtotal	**39,579**	**27,371**	**41,334**	**42,304**
AUDITORS				
Elected Auditor	0	20	0	0
Subtotal	**0**	**20**	**0**	**0**
LISTERS				
Property Valuation	39,242	43,644	40,259	42,637
Subtotal	**39,242**	**43,644**	**40,259**	**42,637**
POLICE				
Police Protection	344,788	407,650	378,977	429,875
Traffic Control	4,700	5,324	1,900	1,750
Central Dispatch	170,474	183,686	189,479	203,662
Subtotal	**519,952**	**596,660**	**570,356**	**635,287**
FIRE, AMBULANCE, TOWN HALL				
Fire Fighting/Prevention	85,420	99,047	89,865	100,707
Emergency Management	0	7,841	0	0
Ambulance Service	293,160	336,774	332,616	371,325
Town Hall	64,350	80,411	70,800	86,000
Subtotal	**442,930**	**524,073**	**493,281**	**558,032**
HIGHWAYS				
Highway Maint.	211,615	245,114	222,101	250,879
Bridge Maintenance	1,000	691	1,000	1,000
Dam Maintenance	1,000	0	1,000	1,000
Cemetery Maintenance	500	0	500	500
Street Lighting	53,000	48,231	49,000	49,000
Vehicle Operation & Maint.	43,500	43,380	42,900	53,900
Parks Maintenance	3,800	6,144	3,800	3,850
Solid Waste Management	18,500	8,650	16,000	9,000
Subtotal	**332,915**	**352,210**	**336,351**	**369,129**
PUBLIC HEALTH				
Public Health Inspector	800	1,008	800	800
Subtotal	**800**	**1.008**	**800**	**800**

CORRECTED BUDGET SUMMARY

PROPOSED ANNUAL GENERAL FUND BUDGET SUMMARY
YEAR ENDING JUNE 30, 2005

	FY 02-03		FY 03-04	FY 04-05
	BUDGETED	ACTUAL	BUDGETED	PROPOSED BUDGET
REVENUES				
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Economic Development	2,500	12,270	6,000	6,000
Police Fees	183,665	242,892	243,614	291,600
Fire Fees	0	5,880	0	0
Ambulance Fees	267,317	445,047	331,327	458,335
Highway Revenues	112,000	116,808	111,000	110,400
Recreation Program Fees	71,000	65,592	86,500	86,000
Interest on Accounts	12,225	10,907	12,200	2,100
Misc. Fees & Charges	500	1,618	500	8,805
Int. on Investment Funds	20,000	20,000	20,000	20,000
GRAND TOTAL REVENUE	**2,411,620**	**2,642,443**	**2,825,137**	**3,122,369**

EXPENDITURES				
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Subtotal	**21,850**	**18,672**	**26,667**	**23,112**
ECONOMIC DEVELOPMENT				
Economic Dev. Activities	42,500	56,833	44,000	46,000
Subtotal	**42,500**	**56,833**	**44,000**	**46,000**
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Accounting	10,134	9,071	14,057	14,898
Subtotal	**98,068**	**99,552**	**111,997**	**112,498**
TREE STEWARD				
Tree Steward Activities	0	0	0	0
Subtotal	**0**	**0**	**0**	**0**

CORRECTED BUDGET SUMMARY
PROPOSED ANNUAL GENERAL FUND BUDGET SUMMARY
YEAR ENDING JUNE 30, 2005

	FY 02-03		FY 03-04	FY 04-05
	BUDGETED	ACTUAL	BUDGETED	PROPOSED BUDGET
TOWN CLERK				
Records & Permits	51,631	48,766	55,968	59,746
Elections	3,800	4,761	3,600	3,600
Board of Abatement	100	0	1,300	100
Subtotal	**55,531**	**53,527**	**60,868**	**63,446**
TOWN TREASURER				
Funds Management	16,579	12,601	15,334	16,304
Delin. Tax Collection	0	4	0	0
Intergov't Payments	13,000	15,766	16,000	16,000
Debt Management	10,000	0	10,000	10,000
Subtotal	**39,579**	**28,371**	**41,334**	**42,304**
AUDITORS				
Elected Auditor	0	20	0	0
Subtotal	**0**	**20**	**0**	**0**
LISTERS				
Property Valuation	39,242	43,644	40,259	42,637
Subtotal	**39,242**	**43,644**	**40,259**	**42,637**
POLICE				
Police Protection	344,778	407,650	378,977	429,875
Traffic Control	4,700	5,324	1,900	1,750
Central Dispatch	170,474	183,686	189,479	203,662
Subtotal	**519,952**	**596,660**	**570,356**	**635,287**
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Fire Fighting/Prevention	85,420	99,047	89,865	100,707
Emergency Management	0	7,841	0	0
Ambulance Service	293,160	336,774	332,616	371,325
Town Hall	64,350	80,411	70,800	86,000
Subtotal	**442,930**	**524,073**	**493,281**	**558,032**
HIGHWAYS				
Highway Maint.	211,615	245,114	222,101	250,879
Bridge Maintenance	1,000	691	1,000	1,000
Dam Maintenance	1,000	0	1,000	1,000
Cemetery Maintenance	500	0	500	500
Street Lighting	53,000	48,231	49,000	49,000
Vehicle Operation & Maint.	43,500	43,380	42,900	53,900
Parks Maintenance	3,800	6,144	3,850	3,850
Solid Waste Management	18,500	8,650	16,000	9,000
Subtotal	**332,915**	**352,210**	**336,351**	**369,129**
PUBLIC HEALTH				
Public Health Inspector	800	1,008	800	800
Subtotal	**800**	**1,008**	**800**	**800**

CORRECTED BUDGET SUMMARY
PROPOSED ANNUAL GENERAL FUND BUDGET SUMMARY
YEAR ENDING JUNE 30, 2005

	FY 02-03		FY 03-04	FY 04-05
	BUDGETED	ACTUAL	BUDGETED	PROPOSED BUDGET
RECREATION	128,151	125,089	125,676	130,323
Subtotal	**128,151**	**125,089**	**125,676**	**130,323**
ZONING & PLANNING BOARD				
Zoning/Planning	12,906	25,959	23,405	23,975
Subtotal	**12,906**	**25,959**	**23,405**	**23,975**
MUNICIPAL INSURANCE				
Insurance	32,500	33,306	37,000	53,000
Subtotal	**32,500**	**33,306**	**37,000**	**53,000**
EMPLOYEE RELATIONS				
Benefit and Costs	371,200	415,225	430,100	514,000
Subtotal	**371,200**	**415,225**	**430,100**	**514,000**
TRANSFERS				
Transfers to Capital Fund	**86,217**	**86,217**	**113,050**	**106,370**
TOTAL GENERAL EXPENSES	**2,224,341**	**2,460,366**	**2,455,144**	**2,720,912**
Municipal Center Bond Payment	**111,000**	**110,720**	**276,066**	**303,030**
TOTAL GENERAL INCLUDING BOND	**2,335,341**	**2,571,086**	**2,731,210**	**3,023,942**
AGENCIES VOTED SEPARATELY				
Home Health Services	14,180	14,180	14,890	14,890
Historic Homes of Runnemede	0	0	12,500	12,500
Vermont Adult Learning	1,000	1,000	1,000	1,000
Volunteers In Action	2,000	2,000	2,000	2,000
SEVCA	1,200	1,200	0	2,400
New Beginnings	1,000	1,000	1,000	1,000
Health Care & Rehab.	0	0	4,637	4,637
Retired & Senior Volunteers	400	400	400	400
Windsor County Partners	500	500	500	600
Windsor On Air	3,000	3,000	3,000	5,000
Town & Village Bus	5,000	5,000	0	0
Windsor Library	40,000	40,000	45,000	45,000
Ascutney Cemetery Association	8,000	8,000	9,000	9,000
Subtotal	**76,280**	**76,280**	**93,927**	**98,427**
GRAND TOTAL EXPENSES	**2,411,621**	**2,647,366**	**2,825,137**	**3,122,369**

PROPOSED ANNUAL GENERAL FUND BUDGET SUMMARY
YEAR ENDING JUNE 30, 2005

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New Beginnings	1,000	1,000	1,000	1,000
Health Care & Rehab.	0	0	4,637	4,637
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Windsor On Air	3,000	3,000	3,000	5,000
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Windsor Library	40,000	40,000	45,000	45,000
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Subtotal	**76,280**	**76,280**	**93,927**	**98,427**
GRAND TOTAL EXPENSES	**2,411,621**	**2,647,366**	**2,825,137**	**3,122,369**

SCHEDULE OF CAPITAL BUDGET PROJECTS: ANNUAL COSTS AND

PROJECT COSTS: **in bold face type** REVENUES: (in parentheses)

PROJECT OR EQUIPMENT AND SOURCE OF REVENUES By Dept or Service Area	Priority Rank	Existing Reserve Fund	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
I. POLICE DEPARTMENT								
a. 4WD Explorer $22,500	1			22,500				
				(11,250)	11,475			
II. FIRE DEPARTMENT								
a. Forestry Truck w/ Plow	1	6,000		14,000				
(Loan)				(14,000)	4,947	4,854	4,761	
b. Hazmat Vehicle	3				28,000			
(Loan)					(21,000)	7,420	7,280	7,140
III. AMBULANCE DEPARTMENT								
a. 1 Ambulance @$90,000	1				90,000			
Replace 1/4 per yr.					(67,500)	23,850	23,400	22,950
b. SCBA	1		30,000					
(Resale & Grant)			(24,000)					
IV. RECREATION								
a. Tennis / B'ball Court @$61,000	2				61,000			
(Grant & UDAG Funds)					(50,500)			
V. HIGHWAY DEPARTMENT								
a. Resurfacing , Class II Roads	1		66,667	50,000				
(State Grant - 70% of Proj)			(46,667)	(35,000)				
b. Upper State Street Rehab.	2			20,000				
(Match)								
d. 1 Lg. Dump Truck @$97,500	1			97,500				
Replace every 6 years				(73,125)	25,800	25,350	24,863	
e. Plow, Wing & Sander	2				13,000			
(Loan)					(6,500)	6,630		
f. Municipal Parking Lot	1		10,000					
g. Visitor Center / Streetscapes	1		15,000	15,000				
(Match '04-05 Funding)								
VI. PRIOR CAPITAL DEBT			62,049	60,745	67,985	43,329	42,432	
VII. USE OF FIRE STATION SALE FUNDS				(40,000)	0	0	0	
TOTAL MUNICIPAL CAPITAL EXPENDITURES (Amount to be raised through property taxes)								
TOTAL, Municipal			**113,049**	**106,370**	**156,707**	**111,433**	**102,736**	**30,090**
PROJECTED GRAND LIST			**2003**	**2004**	**2005**	**2006**	**2007**	**2008**
(projected 2.0% annual growth)			1,463,177	1,492,441	1,522,289	1,552,735	1,583,790	1,615,466
TAX RATE IMPACT OF CAPITAL PROJECTS								
(Total Capital Expenditures)/(Grand List)			**0.077**	**0.071**	**0.103**	**0.072**	**0.065**	**0.019**
ANNUAL CHANGE			0.008	(0.006)	0.032	(0.031)	(0.007)	(0.046)

TOWN OF WINDSOR, VERMONT

AUDIT REPORT AND FINANCIAL STATEMENTS

JUNE 30, 2003

TABLE OF CONTENTS

FOTHERGILL SEGALE & VALLEY
Certified Public Accountants

John E. (Jeff) Fothergill, CPA
Michael L. Segale, CPA
Sheila R. Valley, CPA
Teresa H. Kajenski, CPA
Jane M. Burroughs, CPA

INDEPENDENT AUDITOR'S REPORT

September 17, 2003

Town Selectboard
Town of Windsor
Windsor, Vermont

We have audited the accompanying general purpose financial statements of the Town of Windsor, Vermont, as of and for the year ended June 30, 2003, as listed in the Table of Contents. These general purpose financial statements are the responsibility of the Town of Windsor, Vermont's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with U.S. generally accepted auditing standards and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The general purpose financial statements referred to above do not include a Statement of General Fixed Assets, which should be included to conform with U. S. generally accepted accounting principles. The amount that should be recorded in the General Fixed Assets Account Group is not known.

In our opinion, except for the effect on the financial statements of the omission described in the preceding paragraph, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town as of June 30, 2003, and the results of its operations and the cash flows of its proprietary fund types and nonexpendable trust funds for the year then ended in conformity with U.S. generally accepted accounting principles.

In accordance with *Government Auditing Standards*, we have also issued our report dated September 17, 2003, on our consideration of the Town's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

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Our audit was made for the purpose of forming an opinion on the general purpose financial statements taken as a whole. Supplementary Schedules 1 through 8, as listed in the Table of Contents, are presented for purposes of additional analysis and are not required parts of the general purpose financial statements of the Town of Windsor, Vermont. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.

Respectfully submitted,

Fothergill Segale & Valley CPAs

FOTHERGILL SEGALE & VALLEY, CPAs
Vermont Public Accountancy License #110

EXHIBIT A

TOWN OF WINDSOR, VERMONT
COMBINED BALANCE SHEET
ALL FUND TYPES AND ACCOUNT GROUPS
JUNE 30, 2003

	GOVERNMENTAL FUND TYPES			PROPRIETARY FUND TYPE	FIDUCIARY FUND TYPES	ACCOUNT GROUP	
	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Trust Funds	General Long-term Debt	Totals (Memorandum only)
ASSETS							
Cash and cash equivalents	$ 87,877	$ 224,813	$ 1,603,228	$ 107,569	$ 16,943	$ 0	$ 2,040,430
Investments	50,797	12,183	421,508	0	1,629,627	0	2,114,115
Receivables - net of allowance	384,073	0	0	278,052	0	0	662,125
Due from State of Vermont	0	32,382	0	0	0	0	32,382
Accrued income receivable	0	0	0	0	8,005	0	8,005
Loans receivable	0	1,085,390	0	0	0	0	1,085,390
Due from other funds	0	4,355	38,711	71,166	0	0	114,232
Prepaid expenses	46,292	0	0	16,025	0	0	62,317
Property, plant and equipment	0	0	0	9,938,461	0	0	9,938,461
Amount to be provided for the retirement of general long-term debt	0	0	0	0	0	3,667,333	3,667,333
Amount to be provided for the retirement of employee benefit costs	0	0	0	0	0	117,238	117,238
Total assets	$ 569,039	$ 1,359,123	$ 2,063,447	$ 10,411,273	$ 1,654,575	$ 3,784,571	$ 19,842,028

See Notes to Financial Statements.

EXHIBIT A

TOWN OF WINDSOR, VERMONT
COMBINED BALANCE SHEET
ALL FUND TYPES AND ACCOUNT GROUPS
JUNE 30, 2003

	GOVERNMENTAL FUND TYPES			PROPRIETARY FUND TYPE	FIDUCIARY FUND TYPES	ACCOUNT GROUP	
	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Trust Funds	General Long-term Debt	Totals (Memorandum only)
LIABILITIES AND FUND EQUITY							
Liabilities							
Accounts payable	$ 85,304	$ 10,791	$ 300,364	$ 119	$ 0	$ 0	$ 396,578
Accrued wages and benefits	69,187	0	0	0	0	0	69,187
Deferred revenue	155,000	1,097,548	0	0	0	0	1,252,548
Due to other funds	60,244	29,907	21,188	0	2,893	0	114,232
Notes payable	270,000	0	0	0	0	167,333	437,333
Bonds payable	0	0	0	2,258,313	0	3,500,000	5,758,313
Accrued compensated absences	0	0	0	19,334	0	117,238	136,572
Total liabilities	639,735	1,138,246	321,552	2,277,766	2,893	3,784,571	8,164,763
Fund Equity							
Contribution in aid of construction	0	0	0	6,750,694	0	0	6,750,694
Retained earnings	0	0	0	1,382,813	0	0	1,382,813
Fund balances (deficits)							
Reserved	60,476	220,877	1,741,895	0	1,641,874	0	3,665,122
Unreserved	(131,172)	0	0	0	9,808	0	(121,364)
Total fund equity	(70,696)	220,877	1,741,895	8,133,507	1,651,682	0	11,677,265
Total liabilities and fund equity	$ 569,039	$ 1,359,123	$ 2,063,447	$ 10,411,273	$ 1,654,575	$ 3,784,571	$ 19,842,028

See Notes to Financial Statements.

TOWN OF WINDSOR, VERMONT EXHIBIT B

COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCES (DEFICIT)

ALL GOVERNMENTAL FUND TYPES

YEAR ENDED JUNE 30, 2003

	GOVERNMENTAL FUND TYPES			
	General Fund	Special Revenue Funds	Capital Project Funds	Totals (Memorandum only)
REVENUE				
Property taxes	$ 1,652,417	$ 0	$ 0	$ 1,652,417
Intergovernmental	113,693	244,257	0	357,950
Charges for services	833,215	0	0	833,215
Penalties and interest on Del. Taxes	4,604	0	0	4,604
Interest/dividend income	12,513	18,315	68,242	99,070
Realized gains on investments	0	0	135	135
Net increase in the fair value of investments	0	0	10,900	10,900
Miscellaneous	0	208,092	16,018	224,110
Total revenue	2,616,442	470,664	95,295	3,182,401
EXPENDITURES				
General government	813,793	0	0	813,793
Public safety	1,040,322	0	0	1,040,322
Public works	337,884	0	0	337,884
Health services	1,008	0	0	1,008
Culture and recreation	131,234	0	0	131,234
Intergovernmental	41,725	0	0	41,725
Debt service	110,720	0	66,247	176,967
Special articles	76,280	0	0	76,280
Special revenue expenditures	0	580,219	0	580,219
Improvements	0	0	2,677,401	2,677,401
Total expenditures	2,552,966	580,219	2,743,648	5,876,833
EXCESS REVENUE (EXPENDITURES) BEFORE OTHER FINANCING SOURCES (USES)	63,476	(109,555)	(2,648,353)	(2,694,432)
OTHER FINANCING SOURCES (USES)				
Note proceeds	0	0	62,500	62,500
Operating transfers in	26,000	8,183	86,217	120,400
Operating transfers out	(94,400)	(6,000)	(58,505)	(158,905)
Total other financing sources (uses)	(68,400)	2,183	90,212	23,995
EXCESS REVENUE (EXPENDITURES)	(4,924)	(107,372)	(2,558,141)	(2,670,437)
FUND BALANCES (DEFICIT)- JULY 1, 2002	(65,772)	328,249	4,300,036	4,562,513
FUND BALANCES (DEFICIT)- JUNE 30, 2003	$ (70,696)	$ 220,877	$ 1,741,895	$ 1,892,076

See Notes to Financial Statements.

TOWN OF WINDSOR, VERMONT

EXHIBIT C

STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)-
BUDGET AND ACTUAL
GENERAL FUND
YEAR ENDED JUNE 30, 2003

	Budget	Actual	Variance Favorable (Unfavorable)
REVENUE			
Property taxes			
General	$ 1,551,033	$ 1,520,318	$ (30,715)
Voted separately	76,280	76,280	0
Abatements	0	(843)	(843)
PILOT and current use	49,500	56,662	7,162
Total property taxes	1,676,813	1,652,417	(24,396)
Intergovernmental			
State highways	96,000	97,719	1,719
Non recurring miscellaneous grants	3,000	15,974	12,974
Total intergovernmental	99,000	113,693	14,693
Charges for services			
General government	54,100	64,409	10,309
Public safety	450,982	693,830	242,848
Public works	16,000	15,384	(616)
Recreation and parks	65,000	59,592	(5,408)
Total charges for services	586,082	833,215	247,133
Interest on investments	12,225	12,513	288
Interest and penalties on delinquent taxes	38,500	4,604	(33,896)
Total interest	50,725	17,117	(33,608)
Total revenue	2,412,620	2,616,442	203,822

See Notes to Financial Statements.

TOWN OF WINDSOR, VERMONT

EXHIBIT C

STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)-
BUDGET AND ACTUAL
GENERAL FUND
YEAR ENDED JUNE 30, 2003

	Budget	Actual	Variance Favorable (Unfavorable)
EXPENDITURES			
General government			
Selectboard	64,350	75,504	(11,154)
Administration and management	98,068	99,552	(1,484)
Election administration	3,800	4,761	(961)
Board of abatement	100	0	100
Records and permits	51,631	48,766	2,865
Municipal offices - Town Hall	64,350	80,411	(16,061)
Funds management - Treasurer	16,579	12,605	3,974
Property valuation	39,242	43,644	(4,402)
Risk management (insurance)	32,500	33,306	(806)
Employee benefits	371,200	415,224	(44,024)
Auditors	0	20	(20)
Total general government	741,820	813,793	(71,973)
Public safety			
Police protection	344,778	407,650	(62,872)
Traffic control	4,700	5,324	(624)
Central dispatch	170,474	183,686	(13,212)
Fire fighting/prevention	85,420	99,047	(13,627)
Emergency management	0	7,841	(7,841)
Ambulance service	293,160	336,774	(43,614)
Total public safety	898,532	1,040,322	(141,790)
Public works			
Streets and highways			
Highway maintenance	211,615	236,932	(25,317)
Dam maintenance	1,000	0	1,000
Street lighting	53,000	48,231	4,769
Bridge repairs	1,000	691	309
Total streets and highways	266,615	285,854	(19,239)
Machinery and equipment			
Operation and maintenance	43,500	43,380	120
Cemeteries			
Maintenance	500	0	500
Solid waste management	18,500	8,650	9,850
Total public works	329,115	337,884	(8,769)
Health services			
Health inspector	800	1,008	(208)
Culture and recreation			
Recreation program	128,151	125,089	3,062
Parks maintenance	3,800	6,145	(2,345)
Total culture and recreation	131,951	131,234	717

See Notes to Financial Statements.

TOWN OF WINDSOR, VERMONT

EXHIBIT C

STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)-
BUDGET AND ACTUAL
GENERAL FUND
YEAR ENDED JUNE 30, 2003

	Budget	Actual	Variance Favorable (Unfavorable)
EXPENDITURES (continued)			
Intergovernmental			
County judicial services	13,000	15,766	(2,766)
Conservation and development zoning and planning	12,905	25,959	(13,054)
Total intergovernmental	25,905	41,725	(15,820)
Debt service			
Interest	121,000	110,720	10,280
Total expenditures before special articles	2,249,123	2,476,686	(227,563)
Special articles			
Home Health Agency	14,180	14,180	0
Windsor County Partners	500	500	0
Vermont Adult Learning	1,000	1,000	0
Volunteers In Action	2,000	2,000	0
SEVCA	1,200	1,200	0
New Beginnings	1,000	1,000	0
Town & Village Bus	5,000	5,000	0
Windsor on Air	3,000	3,000	0
Cemeteries	8,000	8,000	0
Windsor Public Library	40,000	40,000	0
Retired & Senior Volunteers	400	400	0
Total special articles	76,280	76,280	0
Total expenditures	2,325,403	2,552,966	(227,563)
EXCESS REVENUE (EXPENDITURES) BEFORE TRANSFERS	87,217	63,476	(23,741)
OTHER FINANCING SOURCES (USES)			
Operating transfers in	26,000	26,000	0
Operating transfers out	(86,217)	(94,400)	(8,183)
Total other financing sources (uses)	(60,217)	(68,400)	(8,183)
EXCESS REVENUE (EXPENDITURES)	$ 27,000	(4,924)	$ (31,924)
FUND DEFICIT - JULY 1, 2002		(65,772)	
FUND DEFICIT - JUNE 30, 2003		$ (70,696)	

See Notes to Financial Statements.

EXHIBIT D

TOWN OF WINDSOR, VERMONT
COMBINED STATEMENT OF REVENUE, EXPENSES AND CHANGES IN RETAINED EARNINGS/FUND BALANCES
ALL PROPRIETARY FUND TYPES AND SIMILAR TRUST FUNDS
YEAR ENDED JUNE 30, 2003

	PROPRIETARY FUND TYPE	FIDUCIARY FUND TYPES		Totals (Memorandum only)
	Enterprise Funds	Pension Trust	Nonexpendable Trust	
OPERATING REVENUE				
Charges for services, including penalties and interest	$ 788,434	$ 0	$ 0	$ 788,434
Other fees and charges	39,750	0	300	40,050
Plan contributions	0	104,861	0	104,861
Total operating revenue	828,184	104,861	300	933,345
OPERATING EXPENSES				
Benefit payments	0	58,287	0	58,287
Operation and maintenance	538,514	0	0	538,514
Employee relations	112,169	0	0	112,169
Administration fees	0	13,615	0	13,615
Capital expenditures	0	0	3,155	3,155
Debt service	70,342	0	0	70,342
Depreciation	343,629	0	0	343,629
Total operating expenses	1,064,654	71,902	3,155	1,139,711
OPERATING INCOME (LOSS)	(236,470)	32,959	(2,855)	(206,366)
NONOPERATING REVENUE				
Realized gains on investments	0	12,033	0	12,033
Interest/dividend income	1,062	44,639	741	46,442
Net increase in fair value of investments	0	32,258	0	32,258
Total nonoperating revenues	1,062	88,930	741	90,733
INCOME (LOSS) BEFORE OPERATING TRANSFERS	(235,408)	121,889	(2,114)	(115,633)
OTHER FINANCING SOURCES (USES)				
Transfer from capital project funds	38,505	0	0	38,505
NET INCOME (LOSS)	(196,903)	121,889	(2,114)	(77,128)
Depreciation charged to contributed capital	238,614	0	0	238,614
INCREASE (DECREASE) IN RETAINED EARNINGS/ FUND BALANCES	41,711	121,889	(2,114)	161,486
RETAINED EARNINGS/FUND BALANCES JULY 1, 2002	1,341,102	1,495,005	36,902	2,873,009
RETAINED EARNINGS/FUND BALANCES JUNE 30, 2003	$ 1,382,813	$ 1,616,894	$ 34,788	$ 3,034,495

See Notes to Financial Statements.

EXHIBIT E

TOWN OF WINDSOR, VERMONT
COMBINED STATEMENT OF CASH FLOWS
ALL PROPRIETARY FUND TYPES AND SIMILAR TRUST FUNDS
YEAR ENDED JUNE 30, 2003

	PROPRIETARY FUND TYPE	FIDUCIARY FUND TYPES		Totals (Memorandum only)
	Enterprise Funds	Pension Trust	Nonexpendable Trust	
CASH FLOWS FROM (TO) OPERATING ACTIVITIES				
Operating income (loss)	$ (236,470)	$ 32,959	$ (2,855)	$ (206,366)
Adjustments to reconcile operating loss to cash from (to) operating activities				
Depreciation	343,629	0	0	343,629
Gains on sale of investments	0	(12,033)	0	(12,033)
Unrealized gains on investments	0	(32,258)	0	(32,258)
(Increase) decrease in operating assets				
Receivables	(8,406)	0	0	(8,406)
Prepaid expenses	(16,025)	1,597	0	(14,428)
Increase (decrease) in operating liabilities				
Accounts payable and accrued expenses	(2,988)	0	0	(2,988)
Accrued compensated absences	(4,691)	0	0	(4,691)
Total adjustments	311,519	(42,694)	0	268,825
Net cash from (to) operating activities	75,049	(9,735)	(2,855)	62,459
CASH FLOWS FROM (TO) NON-CAPITAL FINANCING ACTIVITIES				
Transfer from capital project funds	38,505	0	0	38,505
CASH FLOWS FROM (TO) FINANCING ACTIVITIES				
Payment of long-term debt	(174,668)	0	0	(174,668)
Proceeds from long term debt	14,619	0	0	14,619
Due to (from) other funds	61,134	0	2,850	63,984
Net cash to financing activities	(98,915)	0	2,850	(96,065)
CASH FLOWS FROM (TO) INVESTING ACTIVITIES				
Purchase of property, plant and equipment	(14,619)	0	0	(14,619)
Interest income	1,062	0	741	1,803
Investment income	0	44,639	0	44,639
Purchases of investments	0	(312,542)	(580)	(313,122)
Proceeds from sales of investments	0	277,638	0	277,638
Net cash from (to) investing activities	(13,557)	9,735	161	(3,661)
DECREASE IN CASH	1,082	0	156	1,238
CASH -JULY 1, 2002	106,487	0	16,787	123,274
CASH - JUNE 30, 2003	$ 107,569	$ 0	$ 16,943	$ 124,512

See Notes to Financial Statements.

The Town of Windsor, Vermont was chartered in 1761 and operates under the general laws of the State of Vermont. The Town utilizes a Selectboard-Treasurer-Administrator form of government and provides the following services: public safety (police, fire, and ambulance), highways and streets, sanitation, health and welfare, culture and recreation, public improvements, planning, and general administrative services. Public education services are provided by an independent Town School District.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements include all of the funds relevant to the Town of Windsor, Vermont and are prepared in accordance with U. S. Generally Accepted Accounting Principles (GAAP). The Town applies all relevant Governmental Accounting Standards Board (GASB) pronouncements. Proprietary funds apply Financial Accounting Standards Board (FASB) pronouncements and Accounting Principles Board (APB) opinions issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements, in which case, GASB prevails. The following is a summary of the more significant policies.

Financial Reporting Entity

In evaluating how to define the government, for financial reporting purposes, management has considered all potential component units. The decision to include a potential component unit in the reporting entity was made by applying the criteria set forth in GAAP (U. S. generally accepted accounting principles) as applicable to governments. The basic, but not the only, criterion for including a potential component unit within the reporting entity is the governing body's ability to exercise oversight responsibility. The most significant manifestation of this ability is financial interdependency. Other manifestations of the ability to exercise oversight responsibility include, but are not limited to, the selection of governing authority, the designation of management, the ability to significantly influence operations, and accountability for fiscal matters. A second criterion used in evaluating potential component units is the scope of public service. Application of this criterion involves considering whether the activity benefits the government and/or its citizens, or whether the activity is conducted within the geographic boundaries of the government and is generally available to its citizens. A third criterion used to evaluate potential component units for inclusion or exclusion from the reporting entity is the existence of special financing relationships, regardless of whether the government is able to exercise oversight responsibilities. Based upon the application of these criteria, there are no component units which should be included with the Town's financial statements.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Basis of Presentation - Fund Accounting

The accounts of the Town are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent, and the means by which spending activities are controlled. The various funds are grouped in the financial statements in this report into three broad fund and seven generic fund types categories as follows:

Governmental Fund Types

These are the funds through which most governmental functions are typically financed. The funds included in this category are as follows:

General Fund - This fund is the general operating fund of the Town of Windsor. It is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds - These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

Capital Projects Funds - These funds are used to account for the acquisition of capital items and the construction of major capital facilities or infrastructure improvements.

Proprietary Fund Types

These funds account for operations that are organized to be self-supporting through user charges. The funds included in this category are the Enterprise Funds.

Enterprise Funds - These funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Fiduciary Fund Types

These funds account for assets held by the Town as a trustee or agent for individuals, private organizations, and other units of governments. These funds are as follows:

Trust Funds - These funds are used to account for assets held by the Town as an agent for individuals, private organizations, and other governments. *Nonexpendable Trust Funds and Pension Funds* are accounted for in essentially the same manner as proprietary funds since capital maintenance is critical.

Account Groups

General Fixed Assets - The Town has not maintained the historical cost information necessary to compile a Statement of General Fixed Assets, which is a departure from generally accepted accounting principles.

General Long-Term Debt - This is not a fund but rather an account group. It is concerned only with the measurement of financial position and is not involved with the measurement of results of operations. It is used to account for the outstanding principal balances of general obligation bonds and other long-term debts of the Town.

Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the general-purpose financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The modified accrual basis of accounting is followed by the governmental fund types. Under this method, revenues are recorded when received in cash and known receivables of a material amount are recorded as revenues at the statement date.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. An exception to this general rule includes interest on general long-term debt which is recognized when paid.

All Proprietary Fund and Nonexpendable Trust Funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Fund Balances/Retained Earnings

Equity is classified in the following categories:

Reserved - Indicates the portion of equity that has been legally segregated or encumbered for specific future uses or not available for expenditure.

Unreserved - Indicates the portion of fund equity that is available for appropriation and expenditure in future periods.

Budgets and Budgetary Accounting

The Town of Windsor approves a budget for the General Fund at an annual Town Meeting. Budgeted amounts are as originally adopted. The tax rate is determined by the Selectboard based on the budget and Grand List. Formal budgetary integration is employed as a management control device during the year for the General Fund.

Cash and Cash Equivalents

Cash equivalents represent highly liquid investments with maturities of three months or less at date of purchase.

Investments

The Town has adopted GASB 31 "Accounting and Financial Reporting for Certain Investments". Under GASB 31, investments with readily determinable fair values are reported at their fair values on the balance sheet. Unrealized gains and losses are included in revenue.

Property Tax Recognition

Property taxes (net of an allowance for uncollectibles) are recognized as revenue when they are levied because they are considered to be both measurable and available. Delinquent property taxes not collected within 60 days of year end are reflected as deferred revenue. Delinquent tax interest and penalties are not deferred.

Property, Plant and Equipment

Property, plant and equipment acquired for proprietary funds are stated at cost and capitalized in the respective fund to which it applies.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Depreciation of exhaustible fixed assets used by proprietary funds is charged as an expense against operations, and accumulated depreciation is reported on the proprietary funds' balance sheets. Depreciation has been provided over the estimated useful lives using the straight-line method of depreciation. The estimated useful life for the sewer plant is 40 years. Other assets have useful lives ranging from 7 to 40 years.

Interfund Transactions

During the course of normal operations, the Town has transactions between funds including expenditures and transfers of resources to provide services, construct assets and service debt. The accompanying general-purpose financial statements generally reflect such transactions as transfers. To the extent certain transactions between funds had not been paid or received as of June 30, 2003, balances of interfund accounts receivable or payable have been recorded.

Use of Estimates

The preparation of financial statements in conformity with U. S. generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Total Columns on Combined Statements

Total columns on the general-purpose financial statements are captioned "Memorandum Only" to indicate that they are presented only to facilitate financial analysis. Data in these columns do not present financial position, results of operations, or changes in financial position in conformity with U. S. generally accepted accounting principles. Neither is such data comparable to a consolidation. Interfund eliminations have not been made in the aggregation of this data.

NOTE 2 - CASH, INVESTMENTS, AND CATEGORIES OF RISK

Cash

The Town's Selectboard can authorize the Treasurer to invest excess cash in bank accounts (ex: certificates of deposits), obligations of the U.S. Treasury, commercial paper, mutual funds, corporate bonds and repurchase agreements.

NOTE 2 - CASH, INVESTMENTS, AND CATEGORIES OF RISK (Continued)

There are three categories of credit risk that apply to a government's bank balances:

1. Insured by the FDIC or collateralized with securities held by the Town or by the Town's agent in the Town's name.

2. Collateralized with securities held by the pledging financial institution's trust department or its agent in the Town's name.

3. Uncollateralized. (This includes any bank balance that is collateralized with securities held by the pledging financial institution, or by its trust department or agent but not in the Town's name).

The Town of Windsor's cash balances are categorized below to give an indication of the level of risk assumed by the Town at year end.

	Cash Balances
Insured (FDIC)	$ 109,928
Collateralized	1,799,792
Uncollateralized	114,915
Total bank balances	2,024,635
Reconciling items	15,560
Total book balances	2,040,195
Petty cash	235
Total cash	$ 2,040,430

Uncollateralized deposits were higher during certain times of the year.

Investments

The Town's investments are categorized to provide an indication of the level of risk assumed by the Town of Windsor. Category 1 includes investments that are insured or registered or for which the securities are held by the Town or its agent in the Town's name. Category 2 includes uninsured and unregistered investments for which the securities are held by the broker's or dealer's trust department or agent in the Town's name. Category 3 includes uninsured and unregistered investments for which the securities are held by the broker or dealer, or by its trust department or agent but not in the Town's name.

NOTE 2 - CASH, INVESTMENTS, AND CATEGORIES OF RISK (Continued)

	Category 1	Category 2	Category 3	Carrying Amount	Market Value
Certificates of Deposit	$ 83,719	$ 10,404	$ 0	$ 94,123	$ 94,123
Money Market Funds	0	161,136	0	161,136	161,136
U.S. Treasury Securities	694,322	0	0	694,322	694,322
Corporate Stock/Bonds	680,579	0	0	680,579	680,579
	$1,458,620	$ 171,540	$ 0	1,630,160	1,630,160
Mutual Funds				483,955	483,955
Book balance of investments				2,114,115	$ 2,114,115
Book balances of cash and deposits				2,040,430	
Total cash and investments				$4,154,545	

Investments in mutual funds are not required to be categorized by risk.

NOTE 3 - RECEIVABLES

Receivables at June 30, 2003 consist of the following:

	General Fund	Enterprise Funds	Total
Delinquent taxes	$ 138,328	$ 0	$ 138,328
Penalty and interest	24,476	0	24,476
Tax sales	27,652	0	27,652
Miscellaneous	40,438	0	40,438
Ambulance service	280,179	0	280,179
Sewer	0	186,269	186,269
Water	0	103,783	103,783
Allowance for doubtful accounts - amb.	(127,000)	0	(127,000)
Allowance for doubtful accounts - sewer	0	(8,000)	(8,000)
Allowance for doubtful accounts - water	0	(4,000)	(4,000)
Total net receivables	$ 384,073	$ 278,052	$ 662,125

NOTE 4 - LOANS RECEIVABLE

A loan of $100,638 was made to Windsor Area Community Partnership (WACP). This note is due in full when the WACP purchases the property at 21 ½ Railroad Avenue in Windsor. The note is secured by a mortgage. Income on this loan will be recognized as payments are made. The balance of the loan at June 30, 2003 is $100,638.

A loan of $50,000 was made to Miles Mushlin with monthly payments of $506.23 beginning October 1, 1996 through September 1, 2006, with interest at 4% and secured by investments. Income on this loan will be recognized as payments are made. The balance of the loan at June 30, 2003 is $18,485.

A loan of $157,500 was made to Stoughton House, Inc. with annual payments of $31,500 beginning September 9, 2014 through September 9, 2019, with interest at 0% and secured by a mortgage. Income on this loan will be recognized as payments are made. The balance of the loan at June 30, 2003 is $157,500.

A loan of $100,000 was made to the Great Bear Realty Corporation and Terry McDonnell with monthly payments of $1,012.45 beginning August 1, 2002 through July 1, 2012, with interest at 4%. Income on this loan will be recognized as payments are made. The balance of the loan at June 30, 2003 is $93,106.

A loan of $276,000 was made to Simon Pearce for costs incurred with their expansion project with monthly payments of $3,364.24 beginning September 1, 1999 through August 1, 2007, with interest at 4% and secured by a mortgage. Income on this loan will be recognized as payments are made. The balance of the loan at June 30, 2003 is $151,856.

$432,000 of H.U.D. money was loaned to Stoughton House, Inc. on March 23, 1998. Payments on this loan will begin on July 1, 2003 at no interest. Payments consist of 24 annual payments of $21,600 through July 1, 2023. The loan is secured by a mortgage on the Stoughton House, Inc. building. The balance of the loan at June 30, 2003 is $410,400.

A loan of $40,000 was made to Sharon Shepard with monthly payments of $743.90 beginning July 1, 2000 through September 1, 2005, with interest at 4.4% and secured by a mortgage. Income on this loan will be recognized as payments are made. The balance of the loan at June 30, 2003 is $26,239.

A loan of $30,000 was made to Stub's & Laura's, Inc. with monthly payments of $557.93 beginning August 1, 2000 through July 1, 2005, with interest at 4.4% and secured by a mortgage. Income on this loan will be recognized as payments are made. The balance of the loan at June 30, 2003 is $13,305.

NOTE 4 - LOANS RECEIVABLE (Continued)

A loan of $100,000 was made to Seldon Laboratories, LLC with monthly interest only payments of $250 beginning June 1, 2003 through May 1, 2004, with interest at 3% and secured by a mortgage. The note is due in full on May 1, 2004. Income on this loan will be recognized as payments are made. The balance of the loan at June 30, 2003 is $100,000.

A loan of $15,000 was made to Vermont State Craft Center at Windsor with monthly payments of $276.25 beginning December 1, 2002 through December 1, 2007, with interest at 4% and secured by a mortgage. Income on this loan will be recognized as payments are made. The balance of the loan at June 30, 2003 is $13,861.

NOTE 5 - INTERFUND RECEIVABLE AND PAYABLE BALANCES

The following is a summary of interfund receivable and payable balances as of June 30, 2003:

	Interfund Receivables	Interfund Payables
General Fund	$ 0	$ 60,244
Special Revenue Funds		
Friends of Recreation	0	4,915
Grants	4,355	124
Revolving Loan Fund	0	3,461
VAOT Streetscapes	0	21,407
Capital Projects Funds		
General	38,711	20,000
Recreation	0	1,188
Enterprise Funds		
Water	2,675	0
Sewer	68,491	0
Trust Funds		
Paradise Park	0	2,893
	$ 114,232	$ 114,232

NOTE 6 - PROPRIETARY FUNDS - PROPERTY, PLANT AND EQUIPMENT

The following is a summary of the changes in property, plant and equipment of the Water Fund and Sewer Fund for the year:

	Balance June 30, 2002	Additions (Transfers)	Depreciation	Balance June 30, 2003
Water Fund				
Property, plant and equipment	$ 1,302,276	$ 3,267	$ 0	$ 1,305,543
Accumulated depreciation	(78,562)	0	(37,851)	(116,413)
	1,223,714	3,267	(37,851)	1,189,130
Sewer Fund				
Property, plant and equipment	12,010,652	11,352	0	12,022,004
Accumulated depreciation	(2,966,895)	0	(305,778)	(3,272,673)
	9,043,757	11,352	(305,778)	8,749,331
Net	$10,267,471	$ 14,619	$ (343,629)	$ 9,938,461

NOTE 7 - ACCRUED COMPENSATED ABSENCES

The Town's policy is to permit employees to accumulate earned but unused vacation and sick pay benefits. All permanent full-time and eligible part-time employees may accumulate up to 25 days of vacation. Sick leave with pay may be earned only by permanent employees who are scheduled for 22 hours or more per week. The maximum that can be accumulated for sick leave is seventy-five (75) days which is increased to ninety (90) days after ten years of service and one hundred (100) days after fifteen years of service. Upon termination, employees shall be paid 50% of accumulated, unused sick leave and 100% of unused vacation time.

The following is an analysis of these accruals:

General Long-Term Debt	
Accrued compensated absences	$117,238
Enterprise Funds	
Accrued compensated absences	$ 19,334

NOTE 8 - DEFERRED REVENUE

Deferred revenue at June 30, 2003 consists of the following:

General Fund	
Estimated amount of delinquent property taxes not collected within 60 days	$ 155,000
Special Revenue Funds	
Revolving Loan Funds	$1,085,390
Grants	2,243
Ruben Dean house	9,915
Total	$1,097,548

NOTE 9 - SHORT-TERM DEBT

General Fund

Note payable to Chittenden Bank for tax anticipation note due June 30, 2003 and paid in full July 3, 2003. Interest at 2.25%.	$270,000

Changes in short-term debt were as follows:

	Balance June 30, 2002	Additions	Payments	Balance June 30, 2003
General Fund				
Tax Anticipation Note	$ 0	$ 370,000	$ (100,000)	$ 270,000
Special Revenue Fund	$ 6,000	$ 0	$ (6,000)	$ 0

NOTE 10 - LONG-TERM DEBT

Long-term notes and bonds payable consist of the following as of June 30, 2003:

General Long-Term Debt

Notes Payable

Capital Equipment Note to State of Vermont - secured by ambulance, interest at 2%, payable in three annual installments of $19,666.33. Final payment due December 31, 2004.	$ 39,333
Capital Equipment Note to State of Vermont - secured by police cars, interest at 2%, payable in three annual installments of $10,333.33. Final payment due December 31, 2004.	20,667
Capital Equipment Note to Chittenden Bank, secured by dump truck, interest at 2.5%, due on January 8, 2004. (renewed yearly)	44,833
Capital Equipment Note to Chittenden Bank, secured by tractor, interest at 2.5%, due on November 12, 2003. (renewed yearly)	62,500
	167,333

Bond Payable

Bond payable to Vermont Municipal Bond Bank, interest at 1.55-5%, payments of interest only starting December 1, 2002 with principal payments of $175,000 plus interest through December 1, 2012.	3,500,000
Total long-term debt	3,667,333
Accrued compensated absences	117,238
Total general long-term debt	$ 3,784,571

Maturities for long-term debt are as follows:

	Principal	Interest	Totals
2004	$ 312,333	$ 134,950	$ 447,283
2005	205,000	128,600	333,600
2006	175,000	124,300	299,300
2007	175,000	119,800	294,800
2008	175,000	114,800	289,800
Thereafter	2,625,000	897,700	3,522,700
	$ 3,667,333	$ 1,520,150	$ 5,187,483

NOTE 10 - LONG-TERM DEBT (Continued)

Enterprise Funds

Bonds Payable

Sewer Capital Project - Vermont Municipal Bond Bank, interest payable semi-annually at variable interest rates, average 7.25%, principal payments of $95,000 due annually on December 1 each year. Final payment due December 1, 2007.	$ 475,000
Bond payable (revolving) to Vermont Municipal Bond Bank, no interest, twenty annual payments starting December 1, 2002.	777,104
Bond payable (revolving) to Vermont Municipal Bond Bank, interest at 3%, twenty annual payments starting October 1, 2002.	1,006,209
	$ 2,258,313

Maturities of these long-term debts will be as follows:

	Principal	Interest	Totals
2004	$ 175,800	$ 62,300	$ 238,100
2005	177,000	59,900	236,900
2006	178,300	57,500	235,800
2007	179,500	46,900	226,400
2008	180,800	35,200	216,000
Thereafter	1,366,913	192,400	1,559,313
	$ 2,258,313	$ 454,200	$ 2,712,513

Changes in long-term debt were as follows:

	Balance June 30, 2002	Additions	Payments	Balance June 30, 2003
General Long-Term Debt				
Notes and bond payable	$ 3,667,292	$ 62,500	$ (62,459)	$ 3,667,333
Accrued compensated absences	124,488	0	(7,250)	117,238
Totals	$ 3,791,780	$ 62,500	$ (69,709)	$ 3,784,571
Enterprise Fund	$ 2,418,362	$ 14,619	$ (174,668)	$ 2,258,313

NOTE 11 - RESERVED FUND BALANCES

Fund balances are reserved as follows:

General Fund		
Tax anticipation note interest	$ 8,336	
LLEBG	2,099	
Town Clerk restoration	10,070	
Reappraisal	39,971	
Total General Fund		60,476
Special Revenue Funds		
Revolving loan funds	212,304	
Friends of Recreation	1,950	
Ruben Dean House	2,268	
Community Development	4,355	
Total Special Revenue Funds		220,877
Capital Projects Funds		
Reserved for water capital improvements	$ 276,095	
Reserved for sewer capital improvements	468,063	
Reserved for general capital improvements	440,219	
Reserved for Municipal Complex	543,121	
Reserved for recreation projects	11,476	
Reserved for skateboard park	2,921	
Total capital projects fund		1,741,895
Trust Funds		
Reserved for endowments	24,980	
Reserved for employees' retirement system	1,616,894	
Total trust funds		1,641,874
Total reserved fund balances		$ 3,665,122

The Town is currently working on a plan to eliminate the General Fund unreserved deficit of $131,172.

NOTE 12 - CHANGE IN CONTRIBUTION IN AID OF CONSTRUCTION

Balance - June 30, 2002	$ 6,989,308
Depreciation FY 2003	(238,614)
Balance - June 30, 2003	$ 6,750,694

NOTE 13 - PROPERTY TAXES AND ASSESSMENTS

Property taxes for the year ended June 30, 2003 levied on July 1, 2002, were payable in installments on September 6, 2002, November 7, 2002, February 4, 2003 and April 8, 2003, and became delinquent after April 8, 2003. Interest on the unpaid balances after July 5, 2002 was at a rate of 1.5% per month. After April 18, 2003 a penalty of 8% was also charged. The Town bills and collects its own property taxes as well as taxes for the School District. The total 2002-2003 tax rate per $100 of assessed value was $3.219, consisting of $1.351 for the Town and $1.868 for the School District.

NOTE 14 - RETIREMENT BENEFIT PLAN

The Town of Windsor sponsors a defined benefit pension plan that covers substantially all of its employees. The plan calls for benefits to be paid to eligible employees at retirement based primarily upon years of service with the Town and compensation rates near retirement. Contributions to the plan reflect benefits attributed to employees' services to date, as well as services expected to be earned in the future. Plan assets consist primarily of common and preferred stock, investment-grade corporate bonds, and U.S. government obligations. The latest actuary valuation available was as of July 1, 2003.

Pension expense for June 30, 2003 includes the following components:

Service cost of the current period	$ 80,148
Interest cost on the projected benefit obligation	2,605
Pension expense	$ 82,753

The following sets forth the funded status of the plan as of July 1, 2003.

Actuarial present value of benefit obligations	
Vested benefits	$ 1,508,822
Nonvested benefits	156,067
Accumulated benefit obligation	$ 1,664,889
Projected benefit obligation	$ 2,945,074
Fair value of assets held in the plan	1,639,766
Projected benefit obligation in excess of fair value of assets	$ 1,305,308

The weighted average discount rate used to measure the projected benefit obligation is 6%, the rate of increase in future compensation levels is 4.00%, and the expected long-term rate of return on assets is 6%. The Town uses the straight-line method of amortization for prior service costs and unrecognized gains and losses.

NOTE 15 - COMMITMENTS AND CONTINGENT LIABILITIES

The Town participates in federally assisted grant programs which are subject to audit by the grantors or their representatives. The audits of these programs for or including the year ended June 30, 2003 have not yet been completed. Accordingly, the Town's compliance with applicable grant requirements will be established at some future date. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although the Town expects such amounts, if any, to be immaterial.

NOTE 16 - SUBSEQUENT EVENTS

On July 2, 2003, the Town borrowed $450,000 at 1.7% interest from the Chittenden Bank which is due on June 30, 2004.

SCHEDULE 1

TOWN OF WINDSOR, VERMONT
COMBINING BALANCE SHEET
SPECIAL REVENUE FUNDS
JUNE 30, 2003

	Revolving Loan Funds	Friends of Recreation	Ruben Dean House	Community Development		Totals (Memorandum only)
				VAOT Streetscapes	Grants	
ASSETS						
Cash and cash equivalents	$ 215,765	$ 6,865	$ 0	$ 0	$ 2,183	$ 224,813
Investments	0	0	12,183	0	0	12,183
Due from State of Vermont	0	0	0	21,407	10,975	32,382
Loans receivable	1,085,390	0	0	0	0	1,085,390
Due from other funds	0	0	0	0	4,355	4,355
Total assets	$ 1,301,155	$ 6,865	$ 12,183	$ 21,407	$ 17,513	$ 1,359,123
LIABILITIES AND FUND BALANCES						
Liabilities						
Accounts payable	$ 0	$ 0	$ 0	$ 0	$ 10,791	$ 10,791
Deferred revenue	1,085,390	0	9,915	0	2,243	1,097,548
Due to other funds	3,461	4,915	0	21,407	124	29,907
Total liabilities	1,088,851	4,915	9,915	21,407	13,158	1,138,246
Fund Balances						
Reserved	212,304	1,950	2,268	0	4,355	220,877
Total liabilities and fund balances	$ 1,301,155	$ 6,865	$ 12,183	$ 21,407	$ 17,513	$ 1,359,123

See Notes to Financial Statements.

SCHEDULE 2

TOWN OF WINDSOR, VERMONT
COMBINING STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCES
SPECIAL REVENUE FUNDS
YEAR ENDED JUNE 30, 2003

	Revolving Loan Fund	Friends of Recreation	Ruben Dean House	Community Development		Totals (Memorandum only)
				VAOT Streetscapes	Grants	
REVENUE						
Grants	$ 0	$ 0	$ 0	$ 73,643	$ 170,614	$ 244,257
Other income	100	8,231	1,000	0	85,000	94,331
Principal payments received	113,761	0	0	0	0	113,761
Interest - loans receivable	13,986	0	0	0	0	13,986
Interest - savings	3,638	136	555	0	0	4,329
Total revenue	131,485	8,367	1,555	73,643	255,614	470,664
EXPENDITURES						
Program loans made	215,638	0	0	0	0	215,638
Program expenditures	13,949	10,027	0	81,826	258,779	364,581
Total expenditures	229,587	10,027	0	81,826	258,779	580,219
EXCESS REVENUES (EXPENDITURES) BEFORE TRANSFERS	(98,102)	(1,660)	1,555	(8,183)	(3,165)	(109,555)
OTHER FINANCING SOURCES (USES)						
Operating transfers in (out)	0	(6,000)	0	8,183	0	2,183
EXCESS REVENUE (EXPENDITURES)	(98,102)	(7,660)	1,555	0	(3,165)	(107,372)
FUND BALANCES - JULY 1, 2002	310,406	9,610	713	0	7,520	328,249
FUND BALANCES - JUNE 30, 2003	$ 212,304	$ 1,950	$ 2,268	$ 0	$ 4,355	$ 220,877

See Notes to Financial Statements.

TOWN OF WINDSOR, VERMONT
COMBINING BALANCE SHEET
CAPITAL PROJECT FUNDS
JUNE 30, 2003

SCHEDULE 3

	Water Capital	Sewer Improvement	General Capital Projects	Municipal Complex	Recreation	Skateboard Park	Totals
ASSETS							
Cash and cash equivalents	$ 276,095	$ 468,063	$ 0	$ 843,485	$ 12,664	$ 2,921	$ 1,603,228
Investments	0	0	421,508	0	0	0	421,508
Due from other funds	0	0	38,711	0	0	0	38,711
Total assets	$ 276,095	$ 468,063	$ 460,219	$ 843,485	$ 12,664	$ 2,921	$ 2,063,447
LIABILITIES AND FUND BALANCES							
Liabilities							
Accounts payable	$ 0	$ 0	$ 0	$ 300,364	$ 0	$ 0	$ 300,364
Due to other funds	0	0	20,000	0	1,188	0	21,188
Total liabilities	0	0	20,000	300,364	1,188	0	321,552
Fund Balances							
Reserved	276,095	468,063	440,219	543,121	11,476	2,921	1,741,895
Total liabilities and fund balances	$ 276,095	$ 468,063	$ 460,219	$ 843,485	$ 12,664	$ 2,921	$ 2,063,447

See Notes to Financial Statements.

SCHEDULE 4

TOWN OF WINDSOR, VERMONT
COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
CAPITAL PROJECT FUNDS
YEAR ENDED JUNE 30, 2003

	Water Capital	Sewer Improvement	General Capital Projects	Municipal Complex	Recreation	Skateboard Park	Totals
REVENUES							
Interest/dividend income	$ 4,129	$ 6,976	$ 14,245	$ 42,736	$ 137	$ 19	$ 68,242
Realized gains on investments	0	0	135	0	0	0	135
Net increase in the fair value of investments	0	0	10,900	0	0	0	10,900
Other revenue	0	0	0	145	15,820	53	16,018
Total revenues	4,129	6,976	25,280	42,881	15,957	72	95,295
EXPENDITURES							
Debt payments	0	0	66,247	0	0	0	66,247
Improvements	0	0	62,397	2,602,474	12,530	0	2,677,401
Total expenses	0	0	128,644	2,602,474	12,530	0	2,743,648
EXCESS REVENUES (EXPENDITURES) BEFORE OTHER FINANCING SOURCES (USES)	4,129	6,976	(103,364)	(2,559,593)	3,427	72	(2,648,353)
OTHER FINANCING SOURCES (USES)							
Proceeds from note payable	0	0	62,500	0	0	0	62,500
Operating transfers in	0	0	86,217	0	0	0	86,217
Operating transfers out	(17,255)	(21,250)	(20,000)	0	0	0	(58,505)
Total other financing sources (uses)	(17,255)	(21,250)	128,717	0	0	0	90,212
EXCESS REVENUES (EXPENDITURES)	(13,126)	(14,274)	25,353	(2,559,593)	3,427	72	(2,558,141)
FUND BALANCES - JULY 1, 2002	289,221	482,337	414,866	3,102,714	8,049	2,849	4,300,036
FUND BALANCES - JUNE 30, 2003	$ 276,095	$ 468,063	$ 440,219	$ 543,121	$ 11,476	$ 2,921	$ 1,741,895

See Notes to Financial Statements.

TOWN OF WINDSOR, VERMONT
COMBINING BALANCE SHEET
ALL PROPRIETARY FUND TYPES
JUNE 30, 2003

	Enterprise Funds		
	Water	Sewer	Totals
ASSETS			
Cash and cash equivalents	$ 22,775	$ 84,794	$ 107,569
Accounts receivable (net)	99,783	178,269	278,052
Prepaids	6,568	9,457	16,025
Due from other funds	2,675	68,491	71,166
Property, plant and equipment	1,189,130	8,749,331	9,938,461
Total assets	$ 1,320,931	$ 9,090,342	$ 10,411,273
LIABILITIES AND FUND EQUITY			
Liabilities			
Accounts payable	$ 0	$ 119	$ 119
Bond payable	1,006,209	1,252,104	2,258,313
Accrued compensated absences	5,534	13,800	19,334
Total liabilities	1,011,743	1,266,023	2,277,766
Fund Equity			
Contribution in aid of construction	0	6,750,694	6,750,694
Retained earnings	309,188	1,073,625	1,382,813
Total fund equity	309,188	7,824,319	8,133,507
Total liabilities and fund equity	$ 1,320,931	$ 9,090,342	$ 10,411,273

See Notes to Financial Statements.

TOWN OF WINDSOR, VERMONT
COMBINING STATEMENT OF REVENUE, EXPENSES AND CHANGES IN RETAINED EARNINGS
ALL PROPRIETARY FUND TYPES
YEAR ENDED JUNE 30, 2003

	Enterprise Funds		
	Water	Sewer	Total
OPERATING REVENUE			
Charges for services	$ 305,027	$ 483,407	$ 788,434
Other income	3,610	36,140	39,750
Total revenue	308,637	519,547	828,184
OPERATING EXPENSES			
Operation and maintenance	203,381	335,133	538,514
Employee relations	34,451	77,718	112,169
Debt service	31,251	39,091	70,342
Depreciation	37,851	305,778	343,629
Total expenses	306,934	757,720	1,064,654
OPERATING INCOME (LOSS)	1,703	(238,173)	(236,470)
NONOPERATING REVENUE (EXPENSES)			
Interest	152	910	1,062
INCOME (LOSS) BEFORE OPERATING TRANSFERS	1,855	(237,263)	(235,408)
OTHER FINANCING SOURCES (USES)			
Operating transfers in	17,255	21,250	38,505
NET INCOME (LOSS)	19,110	(216,013)	(196,903)
Depreciation on contributed capital	0	238,614	238,614
INCREASE IN RETAINED EARNINGS	19,110	22,601	41,711
RETAINED EARNINGS - JULY 1, 2002	290,078	1,051,024	1,341,102
RETAINED EARNINGS - JUNE 30, 2003	$ 309,188	$ 1,073,625	$ 1,382,813

See Notes to Financial Statements.

TOWN OF WINDSOR, VERMONT
COMBINING BALANCE SHEET
ALL FIDUCIARY FUND TYPES
JUNE 30, 2003

SCHEDULE 7

	PENSION TRUST FUND	NONEXPENDABLE TRUST FUNDS			
	Employees' Retirement System	Campbell Fund	Paradise Park	Trust Funds	Totals
ASSETS					
Cash and cash equivalents	$ 0	$ 881	$ 2,415	$ 13,647	$ 16,943
Investments	1,608,889	5,224	15,514	0	1,629,627
Accrued income	8,005	0	0	0	8,005
Total assets	$ 1,616,894	$ 6,105	$ 17,929	$ 13,647	$ 1,654,575
LIABILITIES AND FUND BALANCES					
Liabilities					
Due to other funds	$ 0	$ 0	$ 2,893	$ 0	$ 2,893
Fund Balances					
Reserved for endowments	0	5,000	10,000	9,980	24,980
Reserved for employees' retirement system	1,616,894	0	0	0	1,616,894
Unreserved - undesignated	0	1,105	5,036	3,667	9,808
Total fund balances	1,616,894	6,105	15,036	13,647	1,651,682
Total liabilities and fund balances	$ 1,616,894	$ 6,105	$ 17,929	$ 13,647	$ 1,654,575

See Notes to Financial Statements.

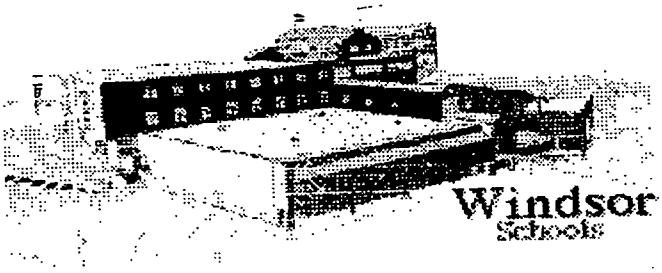
TOWN OF WINDSOR, VERMONT
COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
ALL FIDUCIARY FUND TYPES
YEAR ENDED JUNE 30, 2003

	NONEXPENDABLE TRUST FUNDS			Totals (Memorandum only)
	Campbell Fund	Paradise Park	Trust Funds	
REVENUES				
Interest	$ 134	$ 462	$ 145	$ 741
Other revenue	0	300	0	300
Total revenues	134	762	145	1,041
EXPENDITURES				
Capital expenditures	0	3,050	105	3,155
EXCESS REVENUES (EXPENDITURES)	134	(2,288)	40	(2,114)
FUND BALANCES - JULY 1, 2002	5,971	17,324	13,607	36,902
FUND BALANCES - JUNE 30, 2003	$ 6,105	$ 15,036	$ 13,647	$ 34,788

See Notes to Financial Statements.

NOTES

ANNUAL REPORT
OF THE
TOWN SCHOOL DISTRICT
OF
WINDSOR, VERMONT



WINDSOR SCHOOL DISTRICT
2003-2004

WINDSOR SCHOOL BOARD DIRECTORS

John Tansey, Chairperson	(2002-2004)	P.O. Box 445, Windsor, VT 05089
Steve Rose, Vice-Chair	(2003-2006)	41 Union Street, Windsor, VT 05089
Sherry Boudro, Clerk	(2001-2004)	121 Ascutney Street, Windsor, VT 05089
Kathy Page, Member	(2002-2005)	1A Clough Road, Windsor, VT 05089
Belinda Perez, Member	(2003-2005)	1185 Route 5 - South, Windsor, VT 05089

WINDSOR SOUTHEAST BUSINESS OFFICE

Jonathan Barth	Business Manager
Mary Ellen Toye	Human Resource Coordinator
Gail McCoy	Accounts Payable Clerk
Doris Derosier	Payroll Clerk
Karen Brunner	Receptionist

WINDSOR SOUTHEAST SPECIAL SERVICES

Elizabeth Mayfield	Director of Special Services
Charlotte Taft	Special Services Secretary
Lorraine Claffee	School Psychologist

WINDSOR SOUTHEAST EARLY CHILDHOOD PGM

Cyndi Belouin	ECP Director & Speech/Language Teacher
Elizabeth Bammarito	EEE Teacher
Stacie Illingworth	Title One Teacher
Marie Anne Mesropian	Speech/Language Assistant
Andrea Sullivan	Title I/ECP Assistant

WINDSOR SCHOOL DISTRICT

Brenda Needham	Superintendent
Cheryl Watson	Administrative Assistant
Professional Staff	
Julie Aylward	Theatre Coordinator
MaryAnn Bennett	Technology Coordinator
Robyn Carpenter	Mental Health Services
Virginia Feeney	STC Coordinator
Alicia Fisk	Dance Coordinator
Steven Libot	Behavioral Specialist (grades 5-8)
Rebecca Luce	General Music (K-6) / JH Chorus
Rebecca MacKenzie	Mental Health Services
Michael Martin	Instrumental Music
Karol McGee	Home/School Coordinator
June Naclerio	Behaviorial Specialist (K-4)
Kelly Schmitt	Speech/Language Coordinator
Maintenance / Custodial	
Scott Coffran	Building and Grounds Supervisor
Jeffrey Barrows	Night Custodian (PT)
Jaimie Bellimer	Night Custodian (PT)
Craig, Lindsay	Night Custodian (PT)
Domenic Danieli	Night Custodian
Geri Danieli	Night Custodian (PT)
Gene Farnham	Day Custodian
Richard Hemphill	Day Custodian
Brian (Pat) Mower	Night Custodian (PT)

Regan, Josh	Night Custodian (PT)
Sandy Theetge	Night Custodian
Mike Vivian	Maintenance
Food Service - Café Services	
Robin Damone	Windsor Manager
Cheryl Gardner	Staff
Judith Hill	Staff
Barbi Shambo	Staff
Sandi Theetge	Staff
Vicki Theetge	Staff
Nursing Services - Mt. Ascutney Hospital	
Sherry Clarke	SSS Nurse
Lisa Brown	WHS Nurse

STATE STREET SCHOOL

Administration	
David Mandel	Principal
Professional Staff	
Mary Barber	Title One Coordinator/Reading Specialist
Mary Bronga	Guidance
Carole Brown	Grade 2
Marie Carmichael	Kindergarten
Evelyn Conroy	Reading Specialist
Patricia Eastman	Grade 5
Donna Ewald	Physical Education
Timothy Francke	Grade 6
Susan Gagne	Special Education
Margaret Giffin	Grade 1
Linda Glasgo	Special Education
Janet Henson	Grade 2
Karen Hill	Grade 2
Karen Hull	Grade 4
Timothy Ives	Grade 3
Donna Lamoureux	Grade 1
Destiny Lawyer	Grade 4
Janice Leigh	Art
Martha McGlinn	Librarian/Media
Ann McGrath	Special Education
Theresa Melancon	Grade 3
Linda Parker	Grade 4
Kathleen Poland	Grade 6
Barbara Sykes	Grade 6
Louise Wall	Grade 1
Deborah White	Grade 5
Support Staff	
Linda Beloin	Paraeducator (PT)
Gaynell Ciccarelli	Paraeducator (PT)
Patricia DeMond	Technology Assistant
Erin Farnsworth	Behavioral Interventionist
Heather Hough	Paraeducator (PT)
Janice Johnson	Paraeducator
Debra Knapp	Paraeducator

Cheryl Mason	Paraeducator (PT)
Joyce Mitchell	Special Ed. Paraeducator (PT)
Alisha Vigneault	Paraeducator
Kelly Willette	Behavioral Interventionist
Matt Wood	Behavioral Interventionist
Cynthia Zimnick	Paraeducator
Secretarial	
Cheryl Watson	Administrative Assistant
Jane Cleveland	Secretary
Health Support	
Dayna Astbury	Tooth Tutor Program

WINDSOR JR/SR HIGH SCHOOL

Administration	
Dr. Paul Moccia	Principal
Hank Ruppertsberger	Dean of Students
Professional Staff	
Michael Allen	Math
Barbara Barbour	Math
Bonnie Beneszewski	English
Bonnie Bollman	Art
Larry Booker	Business
Ben Boyington	English
Nichole Boynton	Family & Consumer Science
Lisa Champagne	Special Education
Sandra Clary	Physical Education
Melissa Crotto-Young	English/Social Studies
Colleen DeSchamp	Math/Science
Beth Dutton	Social Studies
Tim Elsasser	Technical Education
Ted Gaine	Math/Science
Anne Greaney	Science
Molly Heath	Chemistry
Tim Hebert	Guidance
Bob Hingston	Director of Student Activities
Cecilia Hochstin	Family & Consumer Science
David Holloway	Physical Education/Driver Education
Shannon Hurd	English/Social Studies
John Kelly	Math
Lisa Keylock	Math
Andrew Lory	Foreign Languages
Carol Morgan	English
Karen Morris	Science
Andrew Parker	Special Education
Mary Powers	Librarian/Media
Thomas Rhoad	History/Psychology
Wanda Rohloff	Special Education
Denise Smith	Foreign Languages/ESL
Laura Smith	Foreign Languages (PT)
Jill Toferri-Blank	Guidance
Jennifer Townsend	Math
Andrew Tufts	Social Studies

WINDSOR SCHOOL DISTRICT
2003-2004

Nancy Wuttke	English
Richard Zwicker	English
Support Staff	
Cathy Dimick	Paraeducator (PT)
Katherine Gionet-Kloszewski	Paraeducator (PT)
Barbara Holloway	Paraeducator (PT)
Joan Lemire	Paraeducator (PT)
Kathy Lihl	Paraeducator
Kathy Lockwood	Paraeducator (PT)
Ann Rhoad	Paraeducator
Shirley Robinson	Paraeducator
James Rogers	Paraeducator
Barbara Thomas	Paraeducator (PT)
Lewis Watters	Technology Assistant
Lucinda Zarr	Paraeducator (PT)
Secretarial	
Shelley Lucente	Administrative Assistant
Marie Moeykens	Guidance Secretary
Karen Husband	Secretary

Windsor School Board

Our youth are presented with challenges today that we could not have predicted just a decade or two ago. Rapid advances in the areas of technology, telecommunications, the Internet, globalization, terrorism and global health issues are no longer subjects our students simply read about, view on the television screen, or discuss in class. These and other large-scale societal phenomena have a profound impact on their lives and ours.

One of the primary goals of the Windsor School District and of our counterparts in school systems across the nation is to ensure that we are providing our children with a strong educational foundation for each of them to build upon as they seek to lead successful lives, adapt to ongoing changes in the world, raise families of their own, and make positive contributions to the communities they decide to settle in.

Realization of our community's educational goals is dependent upon a number of factors. Understanding that education is a "people-intensive" process, we must continue to attract and retain well-qualified teachers, staff and administrators by offering competitive salary and benefit packages and a stimulating work environment. Over the years, we have made wise investments in support of our school buildings, grounds and equipment. We must be mindful to provide the care and maintenance necessary to ensure our facilities remain in topnotch condition for years to come.

As we work to attain our educational goals, we must continue to be sensitive to our community's modest financial resources. This has been a priority of the school board and administration. Our commitment to fiscal responsibility has been demonstrated by the development of budgets over the years that are lean but sufficient, and by making the most efficient use of the revenues we raise locally and through other means. Our ability to make school finance more predictable, however, is largely dependent upon complex state education finance formulas. Additionally, our efforts to control expenses are often adversely affected by the ever growing myriad of state and federal regulations and mandates that our teachers and administrators must implement and then navigate through on a daily basis.

I believe that Windsor's schools are largely successful in providing our youth with a high quality and well-rounded educational experience. Let us congratulate ourselves on our many areas of excellence. At the same time, we recognize that we can and must improve upon our past successes and we must work diligently to remedy those areas identified as weaknesses. The active participation of faculty, staff, administrators, parents, students, community members and board members in the school's strategic planning and action planning processes has resulted in the development of comprehensive plans for guiding the school's activities into the future. Let us refer to these plans often and strive to attain the goals we have identified well in advance of our pre-established timeframes.

At this time, I would like to thank the other members of the school board, Steve Rose, Sherry Boudro, Kathy Page and Belinda Perez, for their selfless commitment to serving the best interest of our students and the greater community.

On behalf of the school board, I would like to close by extending a brief note of thanks to a variety of people:

- To Superintendent Brenda Needham, Principals Dr. Paul Moccia and David Mandel and other members of the school and supervisory union administrative staff for the leadership and support they provide to the educational process throughout the year.
- To our talented and dedicated teachers who we have entrusted with the critical undertaking of educating our children.
- To our many dedicated coaches, advisors and mentors who work with our students with the goal of helping them become well-rounded individuals.
- To our students for enriching our lives and providing us with great satisfaction as we watch them learn, experience and grow.
- To the many people who have volunteered in our schools and on committees throughout the years.
- To the people of Windsor for your strong support of our schools and your commitment to educational excellence.

Respectfully submitted,

John Tansey

John Tansey
Chair, Windsor School Board

WINDSOR SCHOOL DISTRICT

Brenda Needham, Superintendent

Junior/Senior High School
802.674.6344
Paul Moccia, Principal

State Street Elementary School
802.674.2310
David Mandel, Principal

The Windsor School District had a year filled with strategies for improvement and growth, increased attention to accountability, gains in assessment, and positive student achievement. We have seen student success, effective instruction, parent support, and a school system moving to meet the challenges of the future. Our focus and direction continue to be impacted by state and federal regulations such as Act 68, special education regulations, and the new federal legislation commonly know as "No Child Left Behind." Additionally our administration, faculty, and staff bring a vast amount of professional expertise, experience, and knowledge of educational practices that meet the needs of our students. This has provided a quality educational environment in the Windsor School District.

Of particular importance, in December, 2002 the Windsor School District formed a steering committee to begin a strategic planning process. This process was developed to help us formulate and identify areas of strengths and needs and to articulate potential future goals. Following planning meetings of the steering committee, a community based forum was held in March 2003. Consultants Winton Goodrich and Marty Jacobs from the Vermont School Boards Association served as facilitators for the forum. Approximately 100 community members attended to provide input to this process.

Next, the steering committee reviewed and discussed the information and perspectives that were shared and began the development of a written plan. The first component was a draft of two options of a mission statement. The options were sent to all forum participants with a request to choose one. The results were tied so the final decision was given to the Windsor Board of Education. On June 2, 2003 the Windsor Board of Education adopted the following mission statement:

"The Windsor School District is committed to educating each student to his/her full potential. We believe that a safe and positive environment is essential and that it be defined by mutual respect and an appreciation of diverse ideas. Collaboration with the community, parent involvement, and effective communication are hallmarks of our school and guide school development. Our decisions are based upon a vision of high academic achievement. We understand the importance of education for the future and recognize that each of us should be a lifelong learner."

This statement is now at the core of our strategic plan. Prioritizing information gathered from the community forum developed the strategic plan. Once the premises were agreed upon a series of public meetings were held to discuss and develop goals and objectives to support each premise. They are:

Premise 1:
The Windsor School District recognizes that students need a safe and respectful environment to learn effectively.

Premise 2:
The Windsor School District believes that students reach high academic achievement through critical thinking and effective assessment and a strong curriculum.

Premise 3:
The Windsor School District seeks to develop students with an appreciation of diverse ideas who become life long learners and involved community members.

The completed strategic plan was adopted by the Board of Education in the spring of 2003.

This document, in conjunction with our school action plan, are public documents that provide key components focusing our goals, future direction, and initiatives. Our acknowledgement and thanks have gone to the community for the input we received to these documents and the partnerships of home, school, and community that have been strengthened during this development process.

Attention to curriculum development, instructional practices, teaching, and learning continued to highlight the school year. Curriculum development has been based on a k-12 process that promotes clarity about what occurs through the entire system. Improvement in the implementation of the math and language arts curriculum was supported by professional development, which included consultation and technical support directly in our school.

In addition to the development and improvement of specific curriculum areas, school climate, safety and security issues, and the general learning community were addressed as well. The k-12 discipline plan continued to evolve and be effectively implemented. Strategies were developed to continue to promote a quality environment. This included attention to the facility, safety procedures, promoting teamwork, and our partnership with families.

With economic pressures looming the budget process and final approval was particularly difficult in 02-03. Through the efforts of many and the support of the community a budget was approved that, although conservative and tight, is serving the students well.

Many outstanding events, accomplishments, and successes occurred in the Windsor School District. The public document of our "School Report Card," disseminated in the spring of 2003, highlighted many of these but the following are a few of the examples of the work of faculty, students, and the school as a whole.

- Linda Parker, grade 4 teacher, our nominee for Teacher of the Year became a finalist for the Vermont Teacher of the Year
- The Vermont Alliance for Arts Education recognized Mike Martin in music
- A student of the month academic recognition was instituted
- Groups of teachers participated in professional development related to *BEST Institute*, instruction in *Life Space Crisis Intervention, Differentiated Instruction, Four*

Blocks, and technology application as well as many others specifically designed to impact teaching and learning.

- Technology continued to be used daily in classrooms and in our labs. One mobile lab was purchased and was used successfully in the middle grades.
- Grant and Medicaid funds allowed us to provide greater home school connections, supplemental support for behavioral and emotional challenges, support to literacy initiatives, and before and after school programs including enrichment activities.
- Outstanding performances continued to come from our students in music, theater, and dance.
- Elementary student artwork was displayed at Dartmouth Hitchcock in the CHAD unit.
- Our sports teams continued to show skill, energy, focus, and a love of sports.
- The graduation of 84 students from the class of 2003 again brought a pride and respect for our students, their teachers, and the community that has supported them.
- Class of 2003: Senior President was Adam Repash and valedictorian was Anna Honsinger.

The Windsor School District also began to see the decline of enrollment that has been evident throughout the state. Our enrollment for 02-03 was 784. This compared to the prior year of 804. Our tuition students continued to be a solid component and strength to our student population. The students who come from our neighboring communities help us be a unique and interesting school.

We are proud of the Windsor School District and recognize the quality education our students have received and the opportunities that have been made available to them. We recognize the ongoing challenges and the need for continued development, refinement and improvement for the future. We are appreciative of the partnership and support we receive from our families and the community. This connection is critical to our future successes.

Although we had no teacher retirements, we wish those individuals well who have moved or who have taken on other opportunities and we extend a special thanks and appreciation to principals Robert Rosane and Anne Evensen. We also wish to thank our receptionist, Nancy Davis, who retired after 24 years of service. And finally, my personal thanks go to the Board of Education, the administration, faculty, staff, and students for their commitment and support. We look forward to future challenges and opportunities as we continue to keep our focus on students first.

Respectfully submitted,

Brenda L. Needham
Superintendent of Schools

Windsor School District
Proposed Budget
School Year 2004 - 2005

Account #	Description	Budget SY 2002	Budget SY 2003	Budget SY 2004	Proposed SY 2005
	Local Revenues				
000-0-110000	Local Share Property Tax	$799,021.00	$955,602.00	$935,998.00	$0.00
000-0-132200	Tuition - Reg Ed - Sec - VT	$885,467.00	$1,017,870.00	$1,017,870.00	$881,100.00
000-0-132300	Tuition - Reg Ed - Sec - Non VT	$563,479.00	$458,430.00	$458,430.00	$453,900.00
000-0-136200	Tuition - Sped - Sec - VT	$85,000.00	$85,000.00	$85,000.00	$105,300.00
000-0-136300	Tuition - Sped - Sec - Non VT	$0.00	$0.00	$0.00	$40,500.00
000-0-151000	Interest Income	$10,000.00	$10,000.00	$12,000.00	$10,000.00
000-0-191000	Rent of Dist Property	$250.00	$250.00	$150.00	$0.00
000-0-198000	Refund of Prior Year Exp.	$5,000.00	$5,000.00	$3,500.00	$4,200.00
000-0-199000	Miscellaneous	$250.00	$250.00	$250.00	$0.00
000-0-530000	Sale of District Property	$250.00	$250.00	$250.00	$0.00
000-0-######	Transfer From Fund Balance	$150,000.00	$100,000.00	$236,500.00	$0.00
	Total Local Revenues	$2,498,717.00	$2,632,652.00	$2,749,948.00	$1,495,000.00
	State Revenues				
000-0-310900	Gen St Support - Prop Tax	$1,311,871.00	$1,364,913.00	$1,506,637.00	$1,598,819.00
000-0-311000	Gen St Support - Grant	$2,182,557.00	$2,122,798.00	$1,989,879.00	$4,061,844.00
000-0-311100	Early Reading & Math Grant	$0.00	$0.00	$0.00	$0.00
000-0-311500	Local Share Support	$843,132.00	$916,841.00	$791,300.00	$0.00
000-0-315000	Transportation Grant	$55,077.00	$15,989.00	$45,000.00	$45,000.00
000-0-320100	Sped/Title Block Grant	$161,859.00	$199,978.00	$162,082.00	$173,097.00
000-0-320200	Sped Expense Reimb.	$425,817.00	$402,551.00	$451,705.00	$471,803.00
000-0-320400	Early Essential Ed Grant	$28,248.00	$29,018.00	$23,945.00	$25,064.00
000-0-320500	Care & Custody Grant	$0.00	$0.00	$0.00	$0.00
000-0-323100	Class Size Reduction Grant	$25,000.00	$0.00	$0.00	$0.00
000-0-328200	Drivers Ed Reimbursement	$3,250.00	$3,250.00	$3,750.00	$4,250.00
000-0-330800	Vocational Trans Grant	$8,800.00	$8,800.00	$12,000.00	$13,100.00
000-0-445500	State Reim - Summer Program	$0.00	$0.00	$0.00	$0.00
000-0-570100	Trans in - title 1	$0.00	$0.00	$0.00	$0.00
	Total State Revenues	$5,045,611.00	$5,064,138.00	$4,986,298.00	$6,392,977.00
	GENERAL FUND TOTAL	$7,544,328.00	$7,696,790.00	$7,736,246.00	$7,887,977.00

In accordance with VSA Title16, §563, an audit of the 2002-2003 accounts of the Windsor School District was conducted by David Angolano, CPA, PC, of Shelburne, Vermont. A copy of the audit is available for review at the Treasurer's Office, Windsor, Vermont and at the Office of the Superintendent of Schools, 19 Ascutney Road, Windsor, Vermont.

Windsor School District
Budget - Board Adopted
School Year 2005

Description	Budget SY 2002	Budget SY 2003	Budget SY 2004	Board Adopted SY 2005
District Wide				
Regular Education - Function 1100				
Wages	$156,727.00	$181,600.00	$149,835.00	$ 165,096.00
P/R Taxes & Benefits	$77,927.00	$75,775.00	$76,965.00	$ 87,747.00
Cont Serv - Juv Officer	$20,000.00	$22,000.00	$0.00	$ -
Retirement Stipends	$32,801.00	$139,720.00	$108,610.00	$ 117,819.00
Music Vocal	$4,250.00	$4,450.00	$4,400.00	$ 4,400.00
Music Instrumental	$4,950.00	$5,100.00	$2,750.00	$ 4,000.00
Theater	$3,800.00	$6,200.00	$3,200.00	$ 5,200.00
School To Career	$47,590.00	$48,705.00	$51,275.00	$ 54,860.00
Contracted Nursing Services	$71,955.00	$71,000.00	$76,000.00	$ 80,000.00
Technology	$50,878.00	$71,335.00	$52,500.00	$ 111,000.00
Capital Equip - Technology	$79,000.00	$72,000.00	$60,695.00	$ 75,000.00
School Board Services	$45,453.00	$55,880.00	$77,745.00	$ 82,845.00
School Administration	$0.00	$56,000.00	$52,600.00	$ 58,000.00
Superintendent Services	$132,646.00	$140,390.00	$148,325.00	$ 154,175.00
Business Office Assessment	$130,234.00	$158,940.00	$164,480.00	$ 167,200.00
Operation & Plant Maint	$402,324.00	$415,430.00	$373,588.00	$ 427,815.00
Const & Remodeling	$38,675.00	$50,000.00	$38,280.00	$ 50,000.00
Utilities	$147,300.00	$149,300.00	$155,300.00	$ 158,300.00
Capital Furniture & Equipment	$12,000.00	$11,000.00	$7,500.00	$ 16,000.00
Grounds Upkeep	$14,550.00	$19,300.00	$28,250.00	$ 29,500.00
Pupil Transportation	$112,903.00	$115,765.00	$119,850.00	$ 132,505.00
Interest Exp - Debt Serv	$270,134.00	$250,315.00	$223,850.00	$ 115,339.00
Prinicipal Exp - Debt Serv	$511,000.00	$511,000.00	$445,315.00	$ 424,181.00
Total District Wide	$2,367,097.00	$2,631,205.00	$2,421,313.00	$ 2,520,982.00
Elementary Education				
Regular Education - Function 1100				
Wages	$940,773.00	$881,916.00	$899,486.00	$ 864,139.00
P/R Tax & Benefits	$283,351.00	$268,995.00	$285,840.00	$ 257,773.00
Contracted Services	$32,530.00	$21,500.00	$16,500.00	$ 23,000.00
Travel	$250.00	$250.00	$250.00	$ 250.00
Supplies	$16,000.00	$14,930.00	$11,500.00	$ 14,500.00
Capital Equipment	$1,500.00	$1,000.00	$0.00	$ 500.00
Dues & Fees	$2,400.00	$2,400.00	$1,500.00	$ 1,500.00
Art Education	$4,500.00	$4,200.00	$3,600.00	$ 3,650.00
English Education	$4,500.00	$4,400.00	$3,900.00	$ 3,900.00
Health Education	$1,550.00	$1,495.00	$1,650.00	$ 2,000.00
Physical Education	$2,350.00	$2,075.00	$1,425.00	$ 2,625.00
Mathematics Education	$5,750.00	$5,635.00	$2,800.00	$ 3,300.00
Science Education	$7,000.00	$6,800.00	$7,500.00	$ 9,500.00
Social Studies Education	$4,100.00	$3,560.00	$3,300.00	$ 3,100.00
Reading Instruction	$6,400.00	$7,375.00	$5,775.00	$ 5,500.00
Guidance Services	$58,910.00	$59,900.00	$60,520.00	$ 62,856.00

Windsor School District
Budget - Board Adopted
School Year 2005

Description	Budget SY 2002	Budget SY 2003	Budget SY 2004	Board Adopted SY 2005
Health Services	$1,525.00	$1,475.00	$1,475.00	$ 1,475.00
Media Services	$72,006.00	$73,145.00	$76,745.00	$ 79,654.00
Technology	$6,500.00	$0.00	$0.00	$ -
School Administration	$145,207.00	$130,515.00	$140,790.00	$ 149,025.00
Pupil Transportation	$8,000.00	$6,000.00	$3,000.00	$ 4,000.00
Total Regular Ed - Elem	$1,605,102.00	$1,497,566.00	$1,527,556.00	$ 1,492,247.00
Middle School Education				
Regular Education - Function 1100				
Supplies	$4,200.00	$4,400.00	$4,400.00	$ 4,400.00
Textbooks	$5,000.00	$5,500.00	$6,300.00	$ 6,000.00
Capital Equipment	$1,000.00	$500.00	$500.00	$ 500.00
Total Regular Ed - MS	$10,200.00	$10,400.00	$11,200.00	$ 10,900.00
Secondary Education Grades 9-12				
Regular Education - Function 1100				
Wages	$1,405,664.00	$1,381,589.00	$1,448,525.00	$ 1,409,943.00
P/R Tax & Benefits	$327,745.00	$332,765.00	$363,165.00	$ 334,543.00
Contracted Services	$30,030.00	$17,000.00	$20,756.00	$ 20,000.00
Travel	$750.00	$600.00	$600.00	$ 600.00
Supplies	$12,200.00	$11,675.00	$9,500.00	$ 11,000.00
Graduation	$8,000.00	$8,000.00	$7,500.00	$ 8,500.00
Art Education	$5,850.00	$5,765.00	$5,450.00	$ 5,500.00
English Education	$4,500.00	$3,860.00	$4,460.00	$ 5,500.00
World Languages	$1,750.00	$4,120.00	$4,520.00	$ 5,450.00
Physical Education	$3,500.00	$3,400.00	$3,250.00	$ 4,350.00
Family & Consumer Science	$4,400.00	$3,995.00	$4,095.00	$ 4,900.00
Mathematics Education	$4,500.00	$5,955.00	$7,800.00	$ 5,700.00
Science Education	$9,250.00	$8,870.00	$6,345.00	$ 13,400.00
Business Education	$1,550.00	$1,530.00	$2,450.00	$ 2,450.00
Social Studies Education	$3,600.00	$4,680.00	$3,350.00	$ 3,850.00
Technical Education	$8,170.00	$7,460.00	$7,780.00	$ 8,800.00
Driver Education	$31,546.00	$32,855.00	$30,925.00	$ 36,577.00
Athletics	$42,000.00	$45,000.00	$44,000.00	$ 50,000.00
English as a Second Language	$0.00	$0.00	$0.00	$ 7,172.00
Tuition - Voc Ed	$20,000.00	$24,000.00	$24,000.00	$ 90,508.00
Extra Curricular	$1,500.00	$1,500.00	$1,500.00	$ 1,500.00
Guidance Services	$114,971.00	$118,295.00	$124,235.00	$ 135,814.00
Health Services	$1,500.00	$1,350.00	$1,500.00	$ 1,550.00
Media Services	$79,522.00	$78,855.00	$80,370.00	$ 85,564.00
Technology	$23,550.00	$0.00	$0.00	$ -
School Administration	$303,574.00	$289,805.00	$319,890.00	$ 330,233.00
Pupil Transportation X-curr	$26,000.00	$34,000.00	$34,000.00	$ 38,000.00
Total Regular Ed - HS	$2,475,622.00	$2,426,924.00	$2,559,966.00	$ 2,621,404.00

Windsor School District
Budget - Board Adopted
School Year 2005

Description	Budget SY 2002	Budget SY 2003	Budget SY 2004	Board Adopted SY 2005
District Wide				
Special Education - Function 1200				
Speech & Language Pathology	$62,299.00	$67,685.00	$57,900.00	$ 60,570.00
WSSU Special Ed Admin Assess	$34,706.00	$27,560.00	$29,751.00	$ 26,209.00
Total Sped Ed - DW	$97,005.00	$95,245.00	$87,651.00	$ 86,779.00
Special Education - Elementary				
Special Education - Function 1200				
Wages	$304,199.00	$295,790.00	$235,680.00	$ 223,010.00
P/R Tax & Benefits	$114,871.00	$121,420.00	$115,705.00	$ 122,662.00
Contracted Services	$12,040.00	$4,350.00	$15,600.00	$ 12,500.00
Excess Costs	$2,000.00	$2,000.00	$0.00	$ 2,000.00
Tuition VT LEA	$45,000.00	$45,000.00	$25,000.00	$ 37,000.00
Travel	$150.00	$150.00	$150.00	$ 150.00
Supplies	$2,800.00	$2,500.00	$2,200.00	$ 6,200.00
Capital Equipment	$4,000.00	$2,000.00	$500.00	$ 1,000.00
Contracted Serv - OT/PT	$20,000.00	$28,325.00	$26,725.00	$ 28,000.00
Contracted Serv - Psych Testing	$10,000.00	$19,735.00	$19,500.00	$ 18,848.00
Speech & Language Pathology	$5,000.00	$0.00	$1,800.00	$ 1,800.00
Pupil Transportation	$29,000.00	$12,000.00	$4,000.00	$ 4,000.00
Total Sped Ed - Elem	$549,060.00	$533,270.00	$446,860.00	$ 457,170.00
Special Education - Secondary				
Special Education - Function 1200				
Wages	$234,586.00	$263,730.00	$260,725.00	$ 253,358.00
P/R Tax & Benefits	$65,239.00	$71,765.00	$71,805.00	$ 79,665.00
Contracted Services	$13,340.00	$5,900.00	$4,650.00	$ 5,660.00
Tuition VT LEA	$65,000.00	$90,000.00	$204,000.00	$ 210,000.00
Supplies	$2,650.00	$1,200.00	$1,450.00	$ 2,500.00
Capital Equipment	$3,000.00	$500.00	$1,000.00	$ -
Contracted Serv - Psych Testing	$8,000.00	$10,000.00	$19,500.00	$ 18,848.00
Pupil Transportation	$22,000.00	$22,000.00	$44,640.00	$ 22,640.00
Total Sped Ed - Secondary	$413,815.00	$465,095.00	$607,770.00	$ 592,671.00
Early Essential Education				
Wages	$5,582.00	$6,415.00	$6,840.00	$ 7,254.00
P/R Tax & Benefits	$846.00	$945.00	$990.00	$ 1,035.00
EEE Program Assessment	$20,000.00	$30,725.00	$36,100.00	$ 20,204.00
Speech & Language Pathology	$0.00	$0.00	$0.00	$ -
Pupil Transportation	$0.00	$0.00	$0.00	$ -
Total Early Essential Ed	$26,428.00	$38,085.00	$43,930.00	$ 28,493.00
Total Gen Fund Budget	$7,544,329.00	$7,697,790.00	$7,706,246.00	$ 7,887,977.00

Appendix

The following series of appendix budgets are required components of your Town Report per the new regulations set forth by the education funding legislation, Act 68. They do not impact the amount of the general budget or the tax rate.

Food Service Program

Revenues	S.Y. 04-05
Student Breakfast	$11,350.00
Audit Sales	$4,830.00
Student Lunch	$47,540.00
Ala Carte	$54,350.00
Special Functions	$1,500.00
Fed & State Reimbursements	$79,000.00
Total Food Program Revenue	$198,570.00

Expenditures	S.Y. 04-05
Contracted: (Cafe Services)	
Labor Costs	$92,000.00
Food Costs	$81,000.00
Paper Supplies	$3,600.00
Cleaning Supplies	$1,070.00
Laundry and Uniforms	$650.00
Insurance	$1,580.00
Office Supplies/Postage	$450.00
Advertising/Promotions	$500.00
Computerization	$750.00
Employee Training	$250.00
USDA Delivery/Administrative	$1,500.00
Management Fee	$5,000.00
General & Administrative	$9,000.00
Total Food Program Expenditures	$197,350.00

Return to the Windsor School District..... $1,220.00

Title Funds Investment

Revenues	S.Y. 04-05
District Wide Revenue: Title I-V*	$194,312.00
Total Title Fund Revenues	$194,312.00

Expenditures	S.Y. 04-05
Contracted Services	$20,600.00
Wages + Benefits	$146,582.00
Supplies/Materials	$4,000.00
Literacy Program - summer	$5,000.00
Assessment/Evaluation	$1,000.00
Professional Development	$11,911.00
Capital Equipment	$5,219.00
Total Title Fund Expenditures	$194,312.00

* These Federal funds supplement the ongoing efforts of the Windsor School District to provide continuous improvement of instruction and of student achievement in the core areas of language, literacy, science and math. Additionally, these funds supplement the costs of achieving the mandated goals set forth by the No Child Left Behind Act, such as establishing a team of highly-qualified, professional educators.

Appendix

The following series of appendix budgets are required components of your Town Report per the new regulations set forth by the education funding legislation, Act 68. They do not impact the amount of the general budget or the tax rate.

Medicaid Funds Investment

Revenues	S.Y. 04-05
Medicaid - IEP*	$67,000.00
Medicaid - EPSDT*	$14,000.00
Total Medicaid Fund Revenue	$81,000.00

Expenditures	S.Y. 04-05
Contracted Services	$17,400.00
Wages + Benefits	$17,300.00
Supplies/Materials	$2,500.00
Literacy program - summer	$7,500.00
Textbooks	$2,500.00
Assessment/Evaluation	$11,550.00
Professional Development	$13,750.00
Capital Equipment	$8,500.00
Total Medicaid Fund Expenditures	$81,000.00

* These Federal funds supplement the ongoing efforts of the Windsor School District to provide continuous improvement of instruction and of student achievement in the core areas of language, literacy, science and math. Additionally, these funds supplement the costs of achieving the mandated goals set forth by the No Child Left Behind Act, such as establishing a team of highly-qualified, professional educators.

PRELIMINARY

Three Prior Years Comparisons

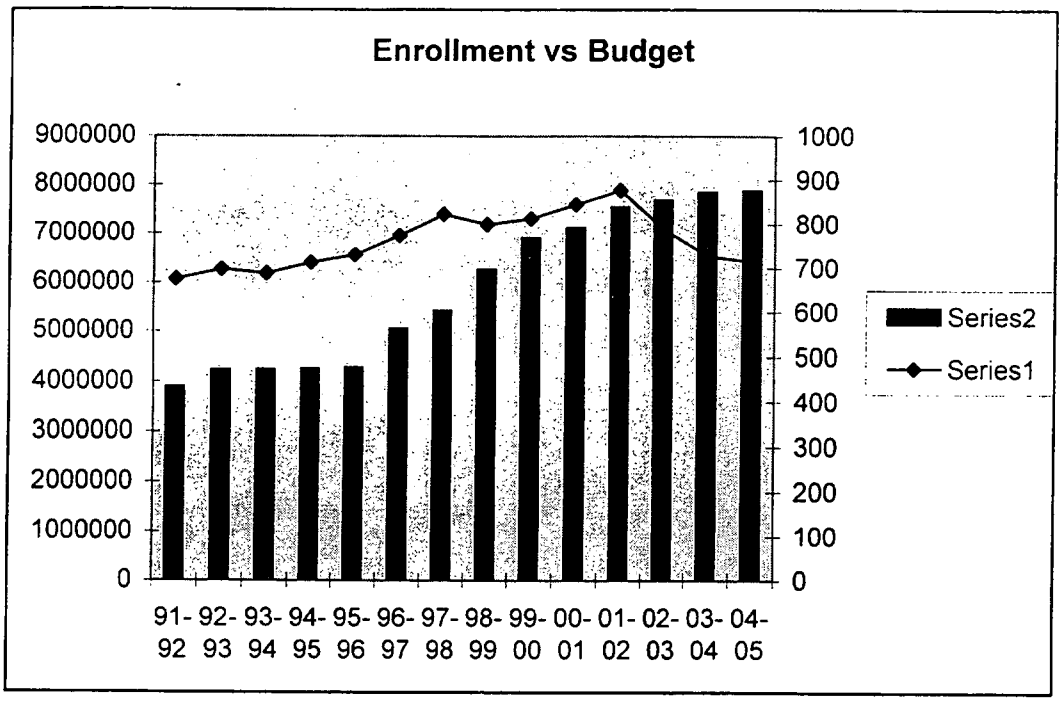
ESTIMATES ONLY

District: **Windsor** LEA: **247**
County: **Windsor** S.U.: **Windsor Southeast**

			FY2002	FY2003	FY2004	FY2005	
Expenditures							
	Budget (local budget approved in prior years)		7,544,329	7,696,040	7,736,246	7,887,977	1.
	82% of base payment per FTE paid to tech centers by the State on behalf of the district in FY2005		not applicable	not applicable	not applicable	77,331	2.
	S.U. assessment (included in local budget)		224,430	219,870	238,384	249,308	3.
	Deficit (if included in local budget)		-	-	-	-	4.
+	Block grant paid by State to tech center in prior years	+	46,471	57,942	77,331	not applicable	5.
+	1. Separately warned article passed at town meeting	+	-	-	-		6.
+	2. Separately warned article passed at town meeting	+	-	-	-		7.
+	3. Separately warned article passed at town meeting	+	-	-	-		8.
-	Act 144 Expenditures, (excluded from "Education Spending")	-	-	-	-		9.
	Act 68 local adopted budget		**7,590,800**	**7,753,982**	**7,813,577**	**7,887,977**	10.
+	Union school or joint school district assessment	+	-	-	-		11.
+	Deficit if not included in budget or revenues	+					12.
+	Special programs expenditures (if not included in local budget)	+					13.
	Gross Act 68 Budget		**7,590,800**	**7,753,982**	**7,813,577**	**7,887,977**	14.
	Act 144 expenditures (if any - excluded from "Education Spending")		-	-	-	-	15.
Revenues							
+	Local revenues (categorical grants, donations, tuitions, surplus, etc., including Act 144 revenues)	+	2,407,748	2,336,636	2,512,432	2,304,645	16.
+	Capital debt aid	+	-	-	-		17.
+	Special program revenues (if not included in local budget)	+	-	-	-	-	18.
-	Deficit if not included in budget or expenditures	-					19.
-	Act 144 revenues	-	-	-	-		20.
	Total revenues		**2,407,748**	**2,336,636**	**2,512,432**	**2,304,645**	21.
-	Fund raising (if any)	-	-	-	-		22.
	Adjusted local revenues		**2,407,748**	**2,336,636**	**2,512,432**	**2,304,645**	23.
	Education Spending (Act 68 definition)		**5,183,052**	**5,417,346**	**5,301,145**	**5,583,332**	24.
	Equalized Pupils		657.57	637.43	615.12	597.33	25.
	Education Spending per Equalized Pupil		**7,882**	**8,499**	**8,618**	**9,347**	26.
	Excess Spending per Equalized Pupil (if any)		not applicable	not applicable	not applicable		27.
	Per pupil figure used for calculating District Adjustment		not applicable	not applicable	not applicable	9,347	28.
	District spending adjustment (minimum of 100%) **($9,347 / $6,800)**		not applicable	not applicable	not applicable	137.456%	29.
	Anticipated homestead tax rate, equalized **See note below: (137.456% x $1.10)**		not applicable	not applicable	not applicable	**$1.512**	30.**
	Household Income Percentage for income sensitivity **(137.456% x 2.0%)**		not applicable	not applicable	not applicable	**2.75%**	31.

115

Note: Line 30 **Legislative approval of H.540 will lower the base rate of $1.10 to $1.05. This will lower the anticipated tax rate to $1.443


Enrollment vs Budget
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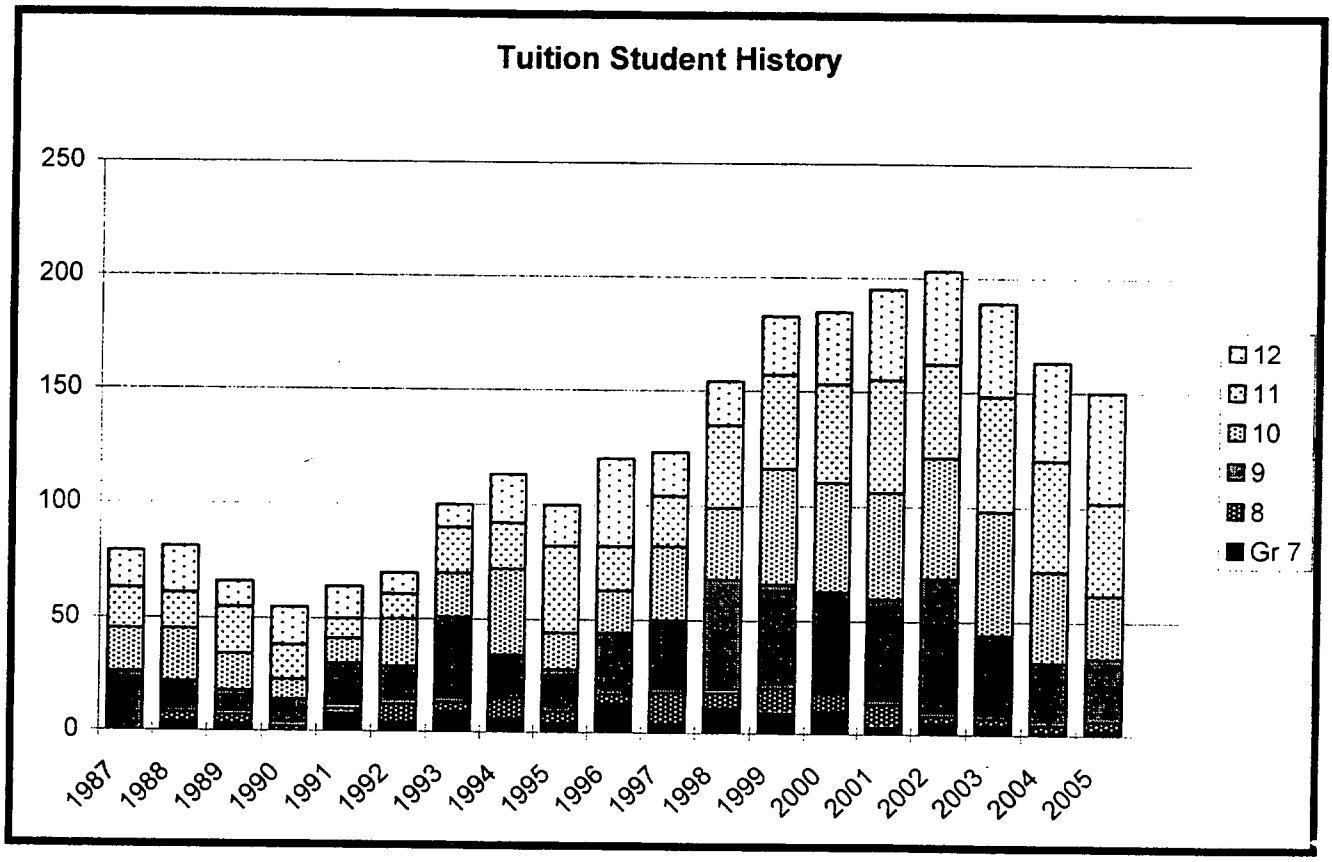
Tuition Student History
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Windsor Southeast Supervisory Union #52

Windsor Southeast Supervisory Union #52 provides special education administration and fiscal services to the Hartland, Weathersfield, West Windsor, and Windsor school districts. As members of your administrative team, we provide comprehensive accounting and business services, special education administration, and operate the Essential Early Education program for all member districts. We are funded through assessments from each member district based on student populations as established by Vermont law.

This is a time of significant change in education, both in Vermont and beyond. This has also been a time of change in the business office. While we are fortunate to have several veteran staff, we also have three new employees – including me. While these transitions provided challenges, they also offered opportunities to assess what and how we manage the business of schools. The talent, experience and knowledge of our existing colleagues is invaluable. The fresh perspectives and new energy of our new members can stimulate the growth and improvement process for which we are striving. I look forward to honing the capacity of this office to provide information, service and support to each town district in the coming year.

The Special Services programs at Windsor Southeast Supervisory Union (WSSU) include the director, an administrative assistant, the early childhood program and itinerant services such as psychological and therapeutic supports. Financial support of WSSU Special Services programs is provided through a combination of state, federal and local funds. The responsibilities of the special services office are primarily focused on the support of students who receive special education or remedial services. Support is provided through regular consultation with administration and staff in all of the schools throughout WSSU and, to the high schools outside of the district where our students are enrolled.

Additional responsibilities required of the office are grant writing and coordination, fiscal management and budget preparation for the state and federal sources. The Director of Special Services coordinates with the each district to prepare and plan well in advance for possible costs related to special education in each town. A coordinated effort between the business office and the special services office provides for sound fiscal management and prudent budgetary planning.

As members of your administrative team, we work with your superintendent/principals. Our mission is to maintain and advance the infrastructure of our districts to include a well maintained and pleasing learning environment, to influence sound budgetary practices, and to insure fiscal and managerial accountability. We believe that an exceptional academic program must be the essential foundation of our schools. It is our task to support the community's efforts in obtaining this goal.

Respectfully Submitted,

Elizabeth Mayfield
Special Education Director

Jonathan Barth
Business Administrator

Windsor Southeast Supervisory Union
Approved Budget: 12/9/2003
School Year 2005

Description	Budget SY 2002	Budget SY 2003	Budget SY 2004	Budget SY 2005
REVENUES				
Tuition Revenue	$287,341.00	$0.00	$0.00	$ -
Interest Income	$1,250.00	$1,850.00	$1,850.00	$ 1,500.00
Dist. Assessment - Hartland	$122,498.00	$123,077.00	$128,236.00	$ 136,256.00
Dist. Assessment - Weathersfield	$99,643.00	$102,401.00	$93,855.00	$ 107,721.00
Dist. Assessment - West Windsor	$32,566.00	$33,135.00	$30,660.00	$ 31,428.00
Dist. Assessment - Windsor	$224,430.00	$219,870.00	$238,384.00	$ 249,308.00
Shared Services Fees	$0.00	$153,213.00	$137,930.00	$ -
Refund - Prior Year Exp	$2,000.00	$0.00	$0.00	$ -
Emp Insurance Co-Pay	$0.00	$8,665.00	$17,330.00	$ 11,345.00
Misc. Income	$150.00	$150.00	$248.00	$ -
Transfers In	$7,128.00	$7,000.00	$0.00	$ -
Medicaid IEP Revenues	$0.00	$0.00	$0.00	$ -
Other Grant Funding	$2,047.00	$0.00	$0.00	$ 10,000.00
EEE Grant				$ 75,437.00
Title Grants	$35,875.00	$59,160.00	$90,895.00	$ 115,809.00
IDEA Grants	$69,066.00	$89,560.00	$187,502.00	$ 175,369.00
Total Revenue	$883,994.00	$798,081.00	$926,890.00	$ 914,173.00
EXPENDITURES				
Special Education Administration				
Wages - Regular	$88,298.00	$94,900.00	$91,041.00	$ 89,836.00
Wages - Shared Services	$0.00	$105,320.00	$161,690.00	$ 98,064.00
Benefits	$24,167.00	$84,255.00	$109,805.00	$ 88,481.00
Professional Development	$3,500.00	$3,000.00	$3,000.00	$ 3,000.00
Purchased Services	$750.00	$500.00	$500.00	$ -
Equipment Maintenance	$0.00	$0.00	$500.00	$ 500.00
Postage	$0.00	$500.00	$500.00	$ 500.00
Advertising	$750.00	$2,000.00	$2,000.00	$ 2,000.00
Travel	$2,500.00	$2,500.00	$2,500.00	$ 2,000.00
Voice Communications	$0.00	$1,500.00	$1,500.00	$ 1,500.00
Materials & Supplies	$800.00	$1,500.00	$1,500.00	$ 1,500.00
Reference Materials	$300.00	$350.00	$350.00	$ 350.00
Capital Equipment	$2,500.00	$2,000.00	$2,000.00	$ 2,000.00
Dues & Fees	$750.00	$750.00	$750.00	$ 750.00
Misc Expense	$100.00	$0.00	$0.00	$ -
Total Special Education Admin	$124,415.00	$299,075.00	$377,636.00	$ 290,481.00
Early Childhood Program				
Wages	$57,179.00	$60,405.00	$85,830.00	$ 92,685.00
Benefits	$5,641.00	$8,500.00	$23,930.00	$ 38,705.00
Professional Development	$1,400.00	$1,400.00	$1,800.00	$ 2,800.00
Insurance	$0.00	$0.00	$50.00	$ 55.00

Advertising	$1,000.00	$1,000.00	$1,500.00	$ 1,800.00
Travel	$1,500.00	$1,500.00	$1,500.00	$ 6,500.00
Materials & Supplies	$1,000.00	$1,000.00	$1,000.00	$ 1,750.00
Capital Equipment	$550.00	$1,000.00	$1,000.00	$ 3,050.00
Dues & Fees	$200.00	$200.00	$200.00	$ 200.00
O/T P/T Services	$0.00	$0.00	$6,450.00	$ 25,163.00
Speech & Language	$69,159.00	$83,875.00	$41,360.00	$ 43,437.00
ECP Administration	$1,100.00	$1,100.00	$42,155.00	$ 44,000.00
Building & Grounds	$18,700.00	$18,900.00	$18,400.00	$ 23,000.00
Pupil Transportation	$0.00	$0.00	$0.00	$ 1,548.00
Early Childhood Program	$157,429.00	$178,880.00	$225,175.00	$ 284,693.00
School Board				
Wages	$800.00	$800.00	$800.00	$ 500.00
P/R Tax & Benefits	$78.00	$75.00	$74.00	$ 75.00
Legal Services	$250.00	$1,500.00	$1,500.00	$ 5,000.00
Dues & Fees	$1,900.00	$1,000.00	$750.00	$ 750.00
Total School Board	$3,028.00	$3,375.00	$3,124.00	$ 6,325.00
Business Office				
Wages	$181,202.00	$179,825.00	$182,195.00	$ 178,263.00
P/R Tax & Benefits	$51,779.00	$55,810.00	$59,025.00	$ 71,911.00
Contracted Prof Services	$0.00	$0.00	$0.00	$ -
Audit Services	$2,000.00	$3,500.00	$3,500.00	$ 4,000.00
Computer Maint	$5,100.00	$7,400.00	$7,400.00	$ 15,000.00
Repair & Maint	$800.00	$500.00	$500.00	$ 500.00
Computer Lease (Breen)	$8,300.00	$7,885.00	$7,885.00	$ -
Copier Lease	$2,000.00	$2,000.00	$2,000.00	$ 2,000.00
Insurance	$1,500.00	$2,200.00	$4,500.00	$ 5,200.00
Postage	$4,800.00	$5,000.00	$5,500.00	$ 5,700.00
Advertising	$1,000.00	$1,500.00	$1,000.00	$ 1,000.00
Travel	$2,600.00	$2,600.00	$2,600.00	$ 2,700.00
Materials & Supplies	$9,000.00	$8,500.00	$8,750.00	$ 9,000.00
Software	$1,000.00	$1,000.00	$1,000.00	$ 1,000.00
Capital Equipment	$2,500.00	$4,500.00	$4,500.00	$ 4,500.00
Dues & Fees	$600.00	$600.00	$400.00	$ 400.00
Prior Year Deficit	$5,800.00	$0.00	$0.00	$ -
Buildings & Grounds	$4,800.00	$4,600.00	$3,250.00	$ 3,000.00
Rent	$8,000.00	$14,000.00	$18,550.00	$ 19,500.00
Communications	$4,000.00	$5,800.00	$5,800.00	$ 6,300.00
Utilities	$6,000.00	$3,500.00	$2,600.00	$ 2,700.00
Moving Expenses	$0.00	$5,000.00	$0.00	$ -
Capital Equipment	$9,000.00	$1,000.00	$0.00	$ -
Total Business Office	$311,781.00	$316,720.00	$320,955.00	$ 332,674.00
Total WSSU 52 Budget	**$883,994.00**	**$798,050.00**	**$926,890.00**	$ 914,173.00
		Revenue less expenses:		$ -

ANNUAL SCHOOL DISTRICT MEETING
MARCH 3, 2003

The legal voters of the School District of Windsor, Vermont, are hereby notified and warned to meet at the Lois F. White Theatre in said Windsor on Monday, March 3, 2003 following the Annual Town Meeting to transact such of the following business that does not involve voting by Australian Ballot or voting required by law to be by ballot.

Moderator W. Ballantyne called the meeting to order at 8:45 p.m. and introduced the School Officers as follows: School Directors - S. Rose, J. Tansey, S. Boudro and K. Page, Chairman - D. Cooley unable to be here tonight; Superintendent of Schools - B. Needham; WHS principal - Anne Evenson; SSS principal - B. Rosaine; Business Manager - J. Fenn.
Clerk - S. Micka

D. Carmichael moves to have Warning read by Town Clerk, Sandra Micka, by title only. D. Sweaney seconds motion. Motion passed, Warning was read by Town Clerk, Sandra Micka, by title only.

ARTICLE 1. To act on the reports of Town School District Officers for the past year.
R. Hanecak moves to adopt Article 1. S. Carter seconds motion. Motion passed.

ARTICLE 2. To see if the Town School District will vote to pay taxes to the Town Treasurer, such taxes to be collected on the same schedule voted at the Town Meeting.
D. Sweaney moves to adopt Article 2. E. Perkins seconds motion. Motion passed.

ARTICLE 3. To elect Town School District Officers for the ensuing year by Australian ballot. The ballot box will open Tuesday, March 4, 2003. (To be voted on by Australian Ballot.)
Article 3 passed over to tomorrow's Australian Ballot Vote with no discussion.

ARTICLE 4. To establish salaries for the School District Officers.
P. Sayah moves to keep School District Officers salaries the same as last year - School Directors-$1000. Chairperson-$1260. R. Warrington seconds motion. Motion passed.

ARTICLE 5. Shall the voters of the Windsor School District appropriate $7,851,746.00 necessary for the support of its schools for the year beginning July 1, 2003? (To be voted on by Australian Ballot.)
R. Warrington questions why the $50,000 Administrative costs have gone up? J. Fenn, Business Manager, explains $26,500 of the increase is due to property liability insurance, some of the increase is in wages. R. Hanecak questions why budget increase is 2% but the taxes are going up considerably higher? J. Fenn explains one of the biggest things affecting school funding is ACT 60 - twelve cents of the increase has nothing to do with our School spending but is the State School funding rate. J. Tansey states the value of your property without even doing anything to your home has increased so the State tax rate has increased. J. Tansey explains much of our State aid is adjusted for the number of pupils we have and over recent years we have seen a decline in enrollment. D. Sweaney states something definitely will happen with Act 60 this session as the house is working on a bill that would be a complete re-write of Act 60. D. Sweaney explains this bill would take the tax burden off the first homeowner and put more burden on second homeowners. D. Sweaney further explains one of the things that will increase in this bill is an increase in sales tax of approximately 1%. D. Sweaney states PILOT is something she approves of 100%. S. Rose states Act 60 is definitely Windsor friendly - it is something we need to press and we need to do it quickly. R. Schluntz questions how teacher's contracts affect the budget? S. Rose answers they have started working on the financial part of it are still working on the language part of it. J. Lepisko states Act 60 is a year to year things and is not a permanent thing. J. Lepisko states he wishes the board would stop giving the people a comfort level re: Act 60 prebates and rebates. J. Tansey states as far as Act 60 goes, it is here today and we are encouraging people to take advantage of it if they can. B. Needam speaks in support of the Supervisory Union and states it was a decision of this community to have their own Superintendent. B. Rhoad states it was their recommendation that they level fund the budget and the Schoolboard's decision was to raise it by 2%. B. Rhoad states the administrative costs are quite high and that has nothing to do with insurance cost. B. Rhoad states we were quite upset when we found that the Superintendent's salary and hours increased. B. Rhoad suggests maybe we could have the teachers pay a portion of their benefits as she feels that is not unreasonable. M. Howe states he agrees with the comments that B. Rhoad made. J. Tansey states the board appreciated and took seriously the recommendations of the Budget Committee. J. Tansey states they are increasing the base salary of the Superintendent by approximately 2.4%. J. Tansey explains if you look at the discussions of the past year you will see that this board is serious about making Windsor a better place. S. Boudro expresses support for B. Needam and explains she has set a lot of the standards that the board requested. S. Boudro explains the only way we are going to get our test score standards up is to

increase our standards and B. Needam has the knowledge and professionalism to do this. S. Boudro states the only way we will get our School improved is to improve academics. R. Warrington questions why we have a part-time Superintendent at a salary that is higher than most of the superintendent positions in the State? J. Tansey states they felt it was critical to keep the Superintendent on for the next couple of years. B. Needam states we are not in danger of loosing our accreditation and rumors of that are not accurate. B. Needam explains we have tackled many issued and have undergone a whole process of reviewing our curriculum, math and language arts are new documents. B. Needam states our elementary students are currently working on language arts and are doing very well within the State. B. Needam further explains we have looked carefully at support services like after school programs and have just received a foundation grant in support of these programs.

B. Needam explains we plan to minimize teacher lows by finding new teachers who are very good and interested in staying with us for a longer period of time. B. Needam states we have received a first checkmark from the State and we must be sure there is no child left behind. B. Needam states that is a first step, now we need to do some hard work and look at continued growth and innovative training for our teachers. B. Needam states we need to make sure we provide enough opportunities which allow our students to either go on to college, military, etc. B. Needam states we are a school of choice and a so we must be a school on the move that is improving, and a school interested in funding our education. B. Needam states we have a lot to do but we are on our way and have made great progress and she has tremendous faith in our School System.

ARTICLE 6. To transact any other business which may properly come before the meeting.
R. Hanecak states he would like to recognize the work and impact of the Chairman D. Cooley and leads applause. R. Slusky states Mt. Ascutney Hospital has been selected as one of the 4 finalists of a award for community service. R. Slusky states he is very proud of the community service the hospital provides to Windsor. B. Needam states she would like to reiterate what R. Hanecak said.

D. Carmichael moves to adjourn meeting. J. Pollard seconds motion. Motion passed, meeting adjourned at 9:38 p.m.

Respectfully submitted,

Sandra Hinkley Micka, Clerk

William Ballantyne, Moderator

Steve Rose, Vice-Chairman

SPECIAL SCHOOL DISTRICT MEETING
MAY 12, 2003

The legal voters of the School District of Windsor, Vermont, are hereby notified and warned to meet at the k-12 Educational Complex in the Lois F. White Theatre in said Windsor on Monday, May 12, 2003 at 7:00 in the evening for a public informational meeting on the revised budget and to transact any business that does not involve voting by Australian Ballot. Such meeting so started shall be adjourned to Tuesday, May 13, 2003.

Moderator, W. Ballantyne, called the meeting to order at 7:00 p.m. Warning was read by Moderator, W. Ballantyne, by title only. W. Ballantyne introduced the School Officers as follows: School Directors - S. Rose, S. Boudro, B. Perez and K. Page, Chairman - J. Tansey unable to be here tonight; Superintendent of Schools - B. Needham; WHS principal - Anne Evenson; Business Manager - J. Fenn, SSS Principal B. Roseanne unable to be here tonight. Town Clerk - S. Micka

ARTICLE 1. Shall the voters of the Windsor School District appropriate $7,741,746.00 necessary for the support of its schools for the year beginning July 1, 2003? B. Needam brings to attention reductions were made totaling $110,000 which brings them to less than 1% of an increase. B. Needam expresses appreciation of faculty and budget committee for their work on this budget and states this is approximately $2,000 less than the average per pupil cost for the State. B. Needam urges support for this budget. R. Hanecak questions what changes are going on in the Legislature right now which would effect this budget? D. Sweaney explains the plan that the State House wanted to put forth would have saved us about 40 cents on our property taxes but it is now in the Senates hands - there will be some property tax reduction coming as there will be some new educational funding but nothing is definite at this time as it is still in the works.

R. Hanecak moves to adjourn meeting. R. Vezina seconds motion. Motion passed, meeting adjourned at 7:10 p.m.

Respectfully submitted,

Sandra Hinkley Micka

Sandra Hinkley Micka, Clerk

W Ballantyne

William Ballantyne, Moderator

Stephen Rose, Vice Chair, School Board

WINDSOR SCHOOL DISTRICT
Informational Meeting
Monday, June 2, 2003

Chair John Tansey called the meeting to order at 7:02 pm followed by the Pledge of Allegiance. In attendance were Superintendent, Brenda Needham; Windsor Jr/Sr High School Principal, Anne Evensen; Board of Directors - John Tansey, Steve Rose, Sherry Boudro, Kathy Page and Belinda Perez. Student Representative, Brandon Roberts and Recording Secretary, Cheryl Watson.

Warning was read by Chair Tansey:
The legal voters of the School District of Windsor, Vermont, are hereby notified and warned to meet at the K-12 Educational Complex in Room 210 in said Windsor, on Monday, June 2, 2003, at 7:00 in the evening for a public informational meeting on the revised budget and to transact any business that does not involve voting by Australian Ballot,. Such meeting so started shall be adjourned to Tuesday, June 3, 2003.

The legal voters of the School District of Windsor, Vermont are further notified and warned to meet at the American Legion on State Street on Tuesday, June 3, 2003 at 9:00 in the forenoon to transact any business involving voting by Australian Ballot. Polls open at 9:00am and close at 7:00pm.

Article 1. Shall the voters of the Windsor School District appropriate $7,736,246.00 necessary for the support of its schools for the year beginning July 1, 2003?
(to be voted on by Australian Ballot)

Signed by Windsor Board of School Directors; John Tansey, Stephen Rose, Sherry Boudro, Belinda Perez and Kathleen Page. Dated at Windsor, Vermont on May 21, 2003 and signed by Sherrill L. Gould, Assistant Town Clerk.

ARTICLE 1. *Shall the voters of the Windsor School District appropriate $7,736,246.00 necessary for the support of its schools for the year beginning July 1, 2003?*
Superintendent Needham first handed out a revised budget packet reflecting the reductions made following the May 13th vote. Superintendent Needham highlighted each of the areas listed. Chair Tansey reminded all that since the first vote, $115,500 in reductions have taken place and a total of $236,500 in fund balance will be applied. He also noted that some relief will be seen this year from Montpelier. Representative Donna Sweaney gave an update from the State House explaining that the house and senate have agreed on some changes to the formula. Superintendent Needham gave an explanation of each reduction since first vote so those who were not present could view this information on Windsor on Air. Clarification was requested regarding the schools borrowing power, if a budget is not in place by July 1 - both Superintendent Needham and Chair Tansey explained that the state statue drives this process and that the school is different from the town and that per the Business Manager, if the school district does not have a budget by July 1, the school may borrow up to 85% of the operating budget and that tax notices can not be sent out until there is a budget in place.

Motion was made by Sherry Boudro to adjourn meeting. Second by Belinda Perez. Motion passed, 5-0 and meeting adjourned at 7:50 p.m..

Respectfully submitted,

Cheryl Watson

Cheryl Watson, Recording Secretary

John Tansey

John Tansey, Windsor Board Chair

WINDSOR SCHOOL DISTRICT
Warning For Annual District Meeting

The legal voters of the School District of Windsor, Vermont, are hereby notified and warned to meet at the Lois F. White Theatre in said Windsor on Monday, March 1, 2004 following the Annual Town Meeting to transact such of the following business that does not involve voting by Australian Ballot or voting required by law to be by ballot.

Such meeting shall be adjourned to Tuesday, March 2, 2004 at 9:00 in the forenoon at the Windsor Muncipal Center at 29 Union Street in said town to transact any business involving voting by Australian Ballot. Polls open at 9:00 a.m. and close at 7:00 p.m..

Article 1. To act on the reports of Town School District Officers for the past year.

Article 2. To see if the Town School District will vote to pay taxes to the Town Treasurer, such taxes to be collected on the same schedule voted at the Town Meeting.

Article 3. To elect Town School District Officers for the ensuing year by Australian ballot. The ballot box will open Tuesday, March 2, 2004 at 9:00 a.m. and close at 7:00 p.m..
(To be voted on by Australian Ballot.)

Article 4. To establish salaries for the School District Officers.

Article 5. Shall the voters authorize the construction of an outdoor track and related facility and site improvements, including a paved track, bleacher's, press box, pedestrian walkways, fencing, and site preparation, at a total project cost in an amount not to exceed five hundred seventy-five thousand one hundred dollars ($575,100.00), to be financed over a period not to exceed five years and to appropriate to the school budget the sum of $122,000.00 for the purpose of the initial payment (To be voted on by Australian Ballot.)

Article 6. Shall the voters of the Windsor School District appropriate $7,887,977.00 necessary for the support of its schools for the year beginning July 1, 2004?
(To be voted on by Australian Ballot.)

Article 7. To transact any other business which may properly come before the meeting.

WINDSOR SCHOOL BOARD

John Tansey, Chair

Stephen Rose, Vice Chair

Sherry Boudro, Clerk

Belinda Perez, Member

Kathryn A. Page, Member

Dated at Windsor, Vermont, this 27th day of January, 2004.

Sandra Micka, Town Clerk

In accordance with VSA Title 16, §563, an audit of the 2002-2003 accounts of the Windsor School District was conducted by David Angolano, CPA, PC, of Shelburne, Vermont.

A copy of the audit is available for your review at the Treasurer's office, Windsor, Vermont and at the Windsor Southeast Supervisory Union office, 105 Main Street, Windsor, Vermont.

RECYCLE IN WINDSOR ON CENTRAL ST.

SATURDAY 9:00 AM - NOON

METALS:

ALUMINUM:

- Aluminum Deposit Cans (returnables) – Rinsed, **Do not crush**
- Aluminum Non-Deposit Beverage Cans – Rinsed
- Aluminum Pet Food Cans, Pie Plates, Foil Pans, etc. – Rinsed and flattened -dispose of with steel cans.
- Aluminum Miscellaneous Items Such As Lawn Furniture, TV Antennas, etc. - dispose of with light iron/white metal goods

STEEL (TIN) CANS

Including aluminum pet food cans, foil pans, etc. **Rinsed and flattened**. Empty paint cans are OK without lids. Aerosol spray cans are OK if empty.

METALS

Light Iron/White Metal Goods - Iron, steel, miscellaneous aluminum (not cans), small appliances, furniture, metal bed springs, computer CPU's and printers. **No TV's, computer monitors, or any appliance containing refrigerant). $5.00 charge for large appliances** (ranges, dryers, washers, etc.)

SPECIAL APPLIANCES

Refrigerators, Air conditioners, Dehumidifiers, Freezers, etc. **$15.00 each, Doors must be removed from refrigerators and freezers.**

PAPER:

MAGAZINES/CATALOGS:

Glossy bound paper publications. Do not tie in bundles.

NEWSPRINT

Loose stacked, tied, or brown paper bagged. Clean and dry. Inserts are OK.

CARDBOARD (CORRUGATED & BOXBOARD):

Cartons, cereal & pasta boxes, shoe boxes, etc. Broken down and flattened. **No Egg cartons, No wax, foil, or plastic coated cardboard.**

MIXED OFFICE PAPER & PAPER JUNK MAIL

White and colored miscellaneous paper, Including envelopes, flyers, etc. **No Manila file folders, No carbon paper, No bound books, No CD's.**

WHITE OFFICE PAPER

Includes stationery, copy paper, white computer paper, **No Glossy paper, carbon paper, NCR paper, or newsprint.**

PLASTICS:

PETE PLASTIC #1

Clean and Flattened if possible, **No caps.**

HDPE PLASTIC #2 – Plain and Colored

Clean and Flattened if possible, **No caps, No Oil, antifreeze or automotive chemical containers.**

OTHER:

GLASS

Bottles, jars, etc.. – Rinsed, no caps or lids. Colors may be mixed. **No window glass, china, crockery or Pyrex.**

BATTERIES (Automotive, lead acid style only)

Exercise **caution, spilled electrolyte is hazardous, will cause chemical burns!**

BASIC RECYCLING FEES FOR RESIDENTS AND BUSINESSES EFFECTIVE 7/1/02

Yellow Punch Tickets $20.00 = ten punches
Senior Citizen - Purple Punch Tickets $ 10.00 = ten punches
30 Gallons (4 cu. ft.) = 1 punch
Car Trunk-full or back of SUV-full = 2 punches
Small pickup load = 3 punches
Large pickup load = 4 punches

(Punch count is double for non-residents)

Large Appliances = $5.00
Refrigerated Appliances = $15.00

NOTICE

PLEASE DO NOT BRING: styrene plastic, plastic toys, tires, fluorescent tubes, light bulbs, cans of paint, wood, cloth, mattresses, furniture, garbage, or drained motor oil!

WE CANNOT ACCEPT HOUSEHOLD HAZARDOUS WASTE! Watch the paper for announcements of special collections of chemicals, pesticides, cleaning products, oil-based paints, etc.

PLEASE! NO CAPS on any glass or plastic containers! Caps are not recyclable unless they are metal.

DIRECTORY

POLICE FIRE AND AMBULANCE - LIFE THREATENING EMERGENCIES **911**

- NON-EMERGENCY / ROUTINE 674-2113

Give your name and address and the nature of your emergency clearly. Do not hang up until you are sure your message has been understood.

FOR INFORMATION:	CALL:	NUMBER:
Administration	Town Administrator	674-6786
Ambulance Bills	Mt. Ascutney Hospital	674-6690
Ambulance Service (Routine)	Fire Chief	674-2113
Assessments	Listers	674-5414
Birth Certificates	Town Clerk	674-5610
Building Permits	Zoning/Planning	674-1018
Chamber of Commerce	Chamber of Commerce	674-5910
Civil Defense	Fire Chief	674-2113
Death Certificates	Town Clerk	674-5610
Deeds	Town Clerk	674-5610
Dog Licenses	Town Clerk	674-5610
Education	Superintendent of Schools	674-1310
Elections	Town Clerk	674-5610
Fire Department (Routine)	Fire Chief	674-2113
Health Matters	Health Officer	674-6786
Health Services	Hospital / Clinic	674-6711
Library	Librarian	674-2556
Marriage Licenses	Town Clerk	674-5610
Nursing Services	Visiting Nurse	674-6711
Police Department (Routine)	Police Chief	674-2184
Recreation	Recreation Director	674-6783
Registration to Vote	Town Clerk	674-5610
Sewer Bills	Town Treasurer	674-6788
Sewer Lines	Utility Director	674-5950
Schools	Jr./Sr. High School	674-6344
Sidewalks	Highway Foreman	674-6000
Snow Removal	Highway Foreman	674-6000
State Highway	District Engineer	295-8888
	State highway Garage	674-6443
State Legislators (leave message for call back)		1-800-322-5616
Streets	Highway Foreman	674-6000
Taxes (Current and Delinquent)	Treasurer	674-6788
Voting	Town Clerk	674-5610
Water Bills	Treasurer	674-6788
Water Lines	Utility Director	674-5950
Zoning & Planning	Zoning/Planning Officer	674-1018