



Town of Glastonbury

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Richard J. Johnson
Town Manager

January 26, 2016

Dear Board of Finance Members:

In accordance with applicable Town Charter requirements, I am pleased to forward the fiscal year 2016-2017 Town Operating and Debt & Transfer budget proposal. The budget plan outlined herein looks to continue ongoing efforts to manage Town operations effectively and efficiently while providing outstanding quality, responsiveness and customer service through all Town operating departments and divisions.

The combined Town, Education, and Debt & Transfer budget appropriations are summarized as follows.

	FY 2016 ADOPTED	FY 2017 PROPOSED	INCREASE (DECREASE)	% CHANGE
Town	\$39,406,569	\$40,305,830	\$899,261	2.28%
Debt Service & Transfers	14,255,000	14,255,000	0	0.00%
Education	99,250,292	102,122,911	2,872,619	2.89%
TOTAL	\$152,911,861	\$156,683,741	\$3,771,880	2.47%

A summary of the factors influencing the FY 2016-2017 budget proposal are highlighted below and discussed over the following pages.

Expenditures

- Combined percentage increase of 2.47% compares to adopted budgets of 2.16%, 3.14% and 2.99%, respectively, for FY 2016, 2015 and 2014.
- Debt & Transfer appropriations remain unchanged at \$9.2 and \$5 million - \$14.2 million total.
- Town operations increase 2.28% and Education 2.89%.

Revenues

- Grand List growth estimated at 1.15%.
- General Fund Transfer-In proposed at \$575,000 as compared to \$650,000 in the current year.
- Intergovernmental Revenues incorporate mid-year reductions by Governor/Legislature.
- New operating revenues include:
 - Estimated \$1 million in motor vehicle revenue for new state-wide mill rate.
 - Municipal Revenue Sharing Account (MRSA) estimated at \$1.086 million to Glastonbury. Budget incorporates \$500,000 in MRSA as hedge against possible state budget action.

Mill Rate

- New tax rate for RE and PP at 36.7 mills as compared to 36.1 mills in current year. 1.66% increase.
- Mill rate for MV at 32 mills consistent with new state-wide mill rate – 11.35% decrease.
- Increase in the tax rate for RE/PP will be partially offset by reductions in the MV tax rate.

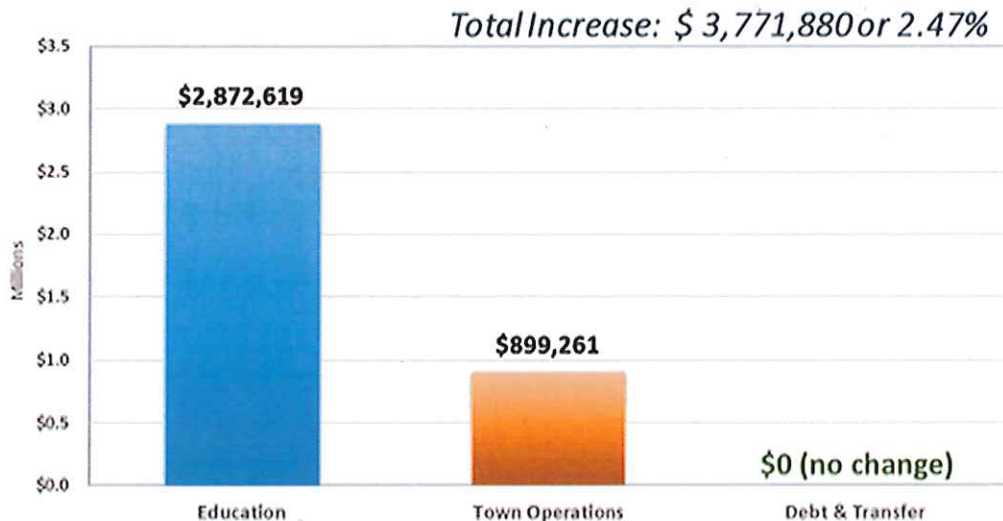
The budget proposal is presented over the following pages.

APPROPRIATIONS

The combined Town, Debt & Transfer and Education proposed budget increase totals \$3.7± million or 2.47%. The 3 major categories as part of the proposed budget increase are graphically depicted as follows.

Town, Education, Debt & Transfer

2016 - 2017 Proposed Budget



The 2.47% combined increase is compares with recent year adopted budgets.

FISCAL YEAR	2012	2013	2014	2015	2016
	1.86%	2.2%	2.99%	3.14%	2.16%
3 Year Average	2.76%				
5 Year Average	2.47%				

TOWN OPERATIONS

The Town Operating budget proposal submitted to me by Department and Division Directors increased a combined \$1.25 million or 3.17%. Over a series of budget meetings, the budget proposal was reduced by approximately \$351,000± to the 2.28% spending plan described herein. Every effort was made to manage expenditures at current year funding while retaining the efficiency and effectiveness of Town operations.

Approximately 46% of Town operating accounts are the same or below current year levels.

The 7 major factors influencing the proposed budget are summarized below as components of the 2.28% increase.

Major Budget Factors

2016 – 2017 Town Operations

	\$ Change	Budget Increase
WAGES	\$595,040	1.51%
INSURANCE	\$57,009	0.15%
PENSION	\$242,869	0.62%
OPEB	(\$90,230)	(0.23%)
FUEL	(\$42,905)	(0.11%)
CAPITAL OUTLAY	\$91,772	0.23%
ALL OTHERS	\$45,706	0.11%
TOTAL INCREASE	\$899,261	2.28%

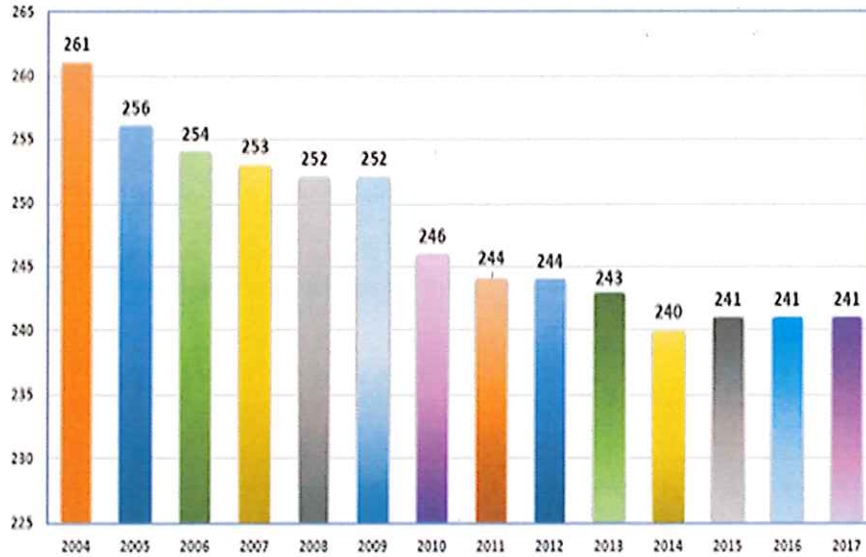
Wages

Wage accounts include full-time, part-time, overtime and unit pay. For 2017, combined wage accounts increase \$595,000 or 2.95%.

Full-time wage accounts assume a 2.25% general wage adjustment (GWA) effective July 1, 2016. A 2.25% GWA was generally approved or negotiated for full-time staff effective July 2015. This compares to a 2% wage adjustment effective July 2011 through July 2014. The 2.25% incorporated to the 2016 and proposed 2017 budgets is based upon ongoing review of approved and negotiated wage increases throughout Greater Hartford and the state.

As the following chart illustrates, full-time staffing has declined by 20 positions, or approximately 8%, over recent years. For 2017, full-time staffing remains level at 241. Efforts certainly continue to identify opportunities to reduce wage and benefit costs through reductions in full-time staffing levels while retaining and improving the quality of Town services.

Town Full Time Staffing



System wide **part-time wages** increase \$75,000±, or 3.6%. This results from 2 primary factors. First, full year funding of the stipend program for daytime part-time Firefighters, and changes to Parks & Recreation program and seasonal/part-time maintenance staff. Of the \$75,000 increase, approximately \$23,000 is directly offset by Parks & Recreation fees and charges.

Unit pay remains unchanged.

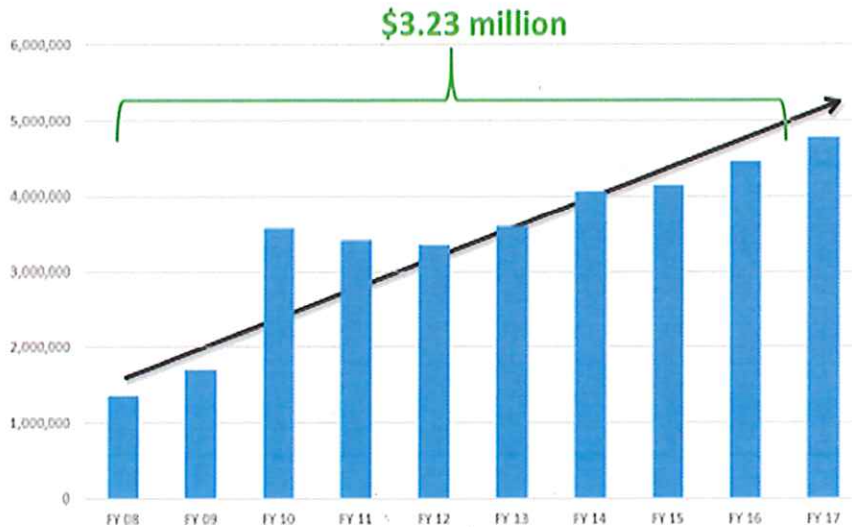
Overtime accounts increase \$77,000 to better reflect system wide overtime costs. Such costs can vary year to year particularly as related to winter storm operations and staffing vacancies.

Pension

The Actuarial Determined Contribution (ADC) continues to be influenced by ongoing efforts to reduce the investment assumption. Since 2008, the investment rate of return has been reduced from 8.75% to 7% effective with the July 2015 valuation. Over those same years, the annual contribution for pension costs has increased \$3.23 million, from \$1.36 million to \$4.6 million for FY 2017. This process has placed significant pressure on Town operations. However, the reduction in the investment return supports ongoing efforts to effectively manage pension sustainability. While challenging, Town operations have been able to successfully incorporate increasing pension costs within modest overall budget increases. Energy efficiency, reductions in full-time staffing, effective insurance cost control, and other such initiatives have helped moderate changes in overall operating costs.

The historic ADC is graphically depicted on the following page.

Annual Pension - Actuarial Determined Contribution (2008 - 2017)



Other Post-Employment Benefits (OPEB)

Annual OPEB costs are funded at 100% of the ADC in the current year and again in 2017. Now funded at \$312,409 annually, the July 2015 valuation by Milliman reduces the annual contribution to \$222,000, or a \$90,000+ decrease for 2017. This decline in funding requirements result from favorable plan experience and updated actuarial assumptions.

Insurance

System-wide insurance accounts generally include Health, Worker's Compensation, Liability, Automobile and Property/Casualty coverages. For 2017 combined accounts increase \$54,000±, or 1%.

Health insurance accounts fully fund the estimated premium equivalent for Town health plans. Modest increases in the premium equivalent for the coming year (5±% range) combine with costs below budget in the current year for a modest change in overall health insurance funding.

Liability, Automobile and Property (LAP) insurances are expected to decrease in the coming year.

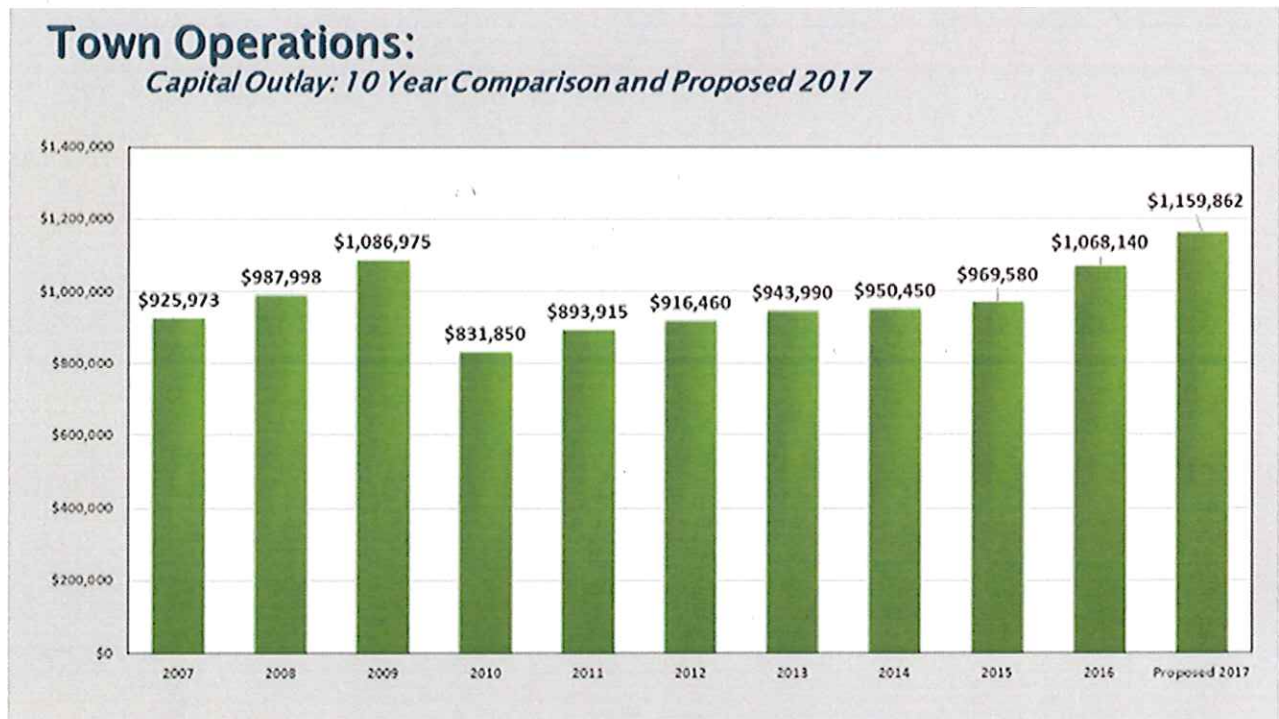
Worker's Compensation – efforts continue to successfully manage the Town's ongoing loss control program to prevent workplace injuries and minimize changes in Worker's Compensation costs. For the coming year, a \$51,000±, or 7.5%, increase in Worker's Compensation costs is forecast. Discussions will continue with HD Segur and CIRMA over coming months.

Fuel

For FY 2016 and 2017, fuel accounts for diesel and unleaded fuel decrease over \$157,000. This results from significant declines in the per gallon unit price and ongoing fuel efficiency throughout Town operations. Fuel markets are continually monitored to evaluate the option of locking in a per gallon rate for coming years or continuing to "float" with the market. This is clearly not an exact science.

Capital Outlay

System-wide Capital Outlay continues as a high priority and as noted in prior years Capital Outlay accounts are best considered on an organization-wide basis. The following chart shows the ongoing commitment to Capital Outlay funding with the continuing goal of achieving a \$1+ million combined appropriation. The proposed budget achieves this goal with combined Capital Outlay funding of \$1.16 million.



When first presented to me by Department and Division Directors at the start of the budget review process, combined Capital Outlay requests totaled \$1.366 million, or a 28% increase over current year funding. The \$206,000± reduction to the \$1.16 million proposed for FY 2017 was achieved by evaluating a number of actions. Specifically, realized savings in the current year, prioritizing expenditures, purchasing efficiencies, and other such steps. The flexibility provided to Department and Division Directors to manage Capital Outlay funding through these various options is much appreciated and in my opinion an effective way to budget for these important line items.

All Other Line Items

The line-items discussed above comprise 13 of the Town's 41 line items and 6 of the 7 primary factors influencing the FY 2017 budget proposed. The 7th factor incorporates "All Other" line-items over 28 of the Town's spending accounts. These line-items are grouped under Supplies and Services and Charges. The "All Other" category involving all Town operations increase a net \$45,706.

The most significant change under the All Other heading involves the following line-items:

- Utilities – System-wide utility accounts decrease \$19,215 as a result of ongoing energy efficiency work and declining unit costs for commodities such as natural gas. The current year budget assumes a \$50,000-\$60,000 per year decrease in electric accounts for the purchase of street lights and retrofit to LED fixtures. The goal is to complete this initiative over coming months to begin achieving savings now estimated at \$130,000+ yearly. Subject to the timing of the proposed transition, a transfer could be required to fund street light accounts in the current year. The utility budget proposed for 2017 assumes the purchase and retrofit process.
- Contractual Services – This account declines \$19,000+ and is most significantly influenced by decreasing Municipal Solid Waste (MSW) tonnage disposed at the Transfer Station. At the same time, possible increases to the CRRA Tip Fee will need to be monitored.

A summary of the Town Operating Budget by major appropriation category is highlighted as follows.

	ADOPTED 2015-2016	PROPOSED 2016-2017	\$ CHANGE	% CHANGE
Personal Services	\$20,150,082	\$20,745,122	\$595,040	2.95%
Supplies	1,298,365	1,325,660	27,295	2.10%
Services & Charges	16,714,982	16,900,186	185,204	1.11%
Capital Outlay	1,068,140	1,159,862	91,722	8.59%
Contingency	175,000	175,000	0	0.00%
Total	\$39,406,569	\$40,305,830	\$899,261	2.28%

Contingency

Charges to the Contingency account have ranged between \$45,000 to \$162,500 over the past 5 years for a 5 year average of \$118,900. The account continues to be funded at \$175,000 and provides flexibility throughout the year when responding to unanticipated funding requirements.

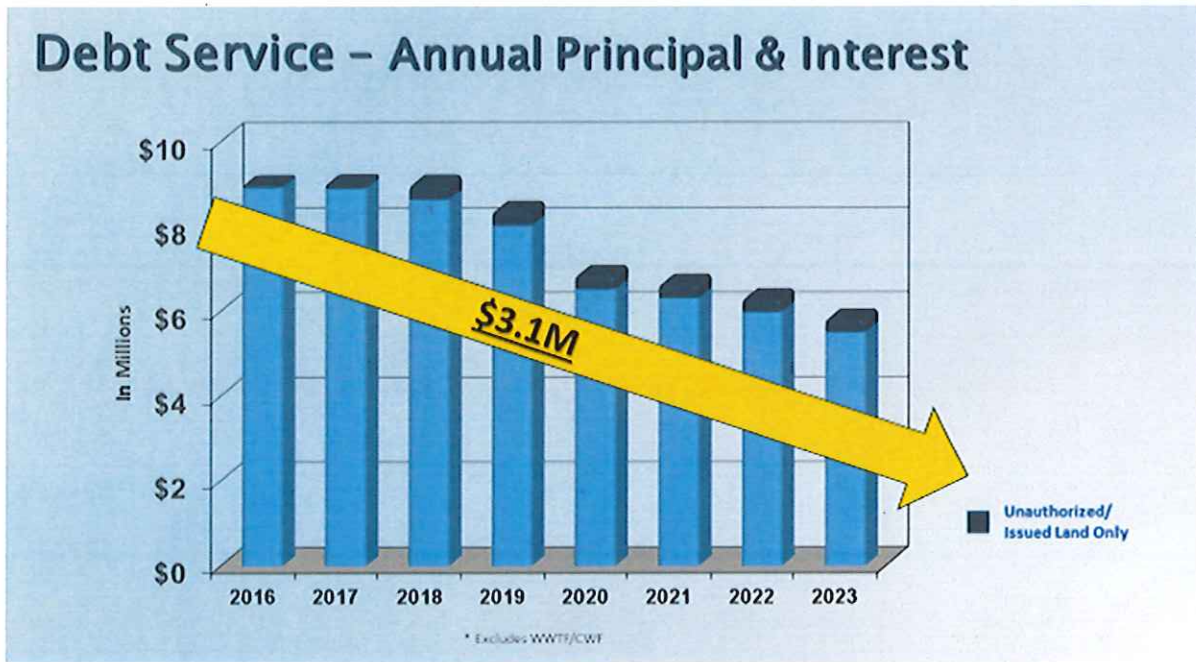
A summary of the Town Operating Budget by major department is as follows:

	ADOPTED 2015-2016	PROPOSED 2016-2017	DIFFERENCE	
			\$	%
General Government	\$3,224,366	\$3,178,714	(\$45,652)	(1.42%)
Community Development	1,754,344	1,876,666	122,322	6.97%
Administrative Services	6,412,431	6,449,580	37,149	0.58%
Public Safety	12,382,071	12,889,886	507,815	4.10%
Physical Services	6,503,674	6,663,424	159,750	2.46%
Sanitation	764,607	767,192	2,585	0.34%
Human Services	2,939,725	2,974,002	34,277	1.17%
Leisure & Culture	5,250,351	5,331,366	81,015	1.54%
Contingency	175,000	175,000	0	0
TOTAL	\$39,406,569	\$40,305,830	\$899,261	2.28%

Debt and Transfer

The Debt and Transfer account appropriates \$9.2 million to annual Debt Service costs and \$5 million for the Transfer to the Capital Reserve Fund. The total of \$14.2 million is unchanged from the current year.

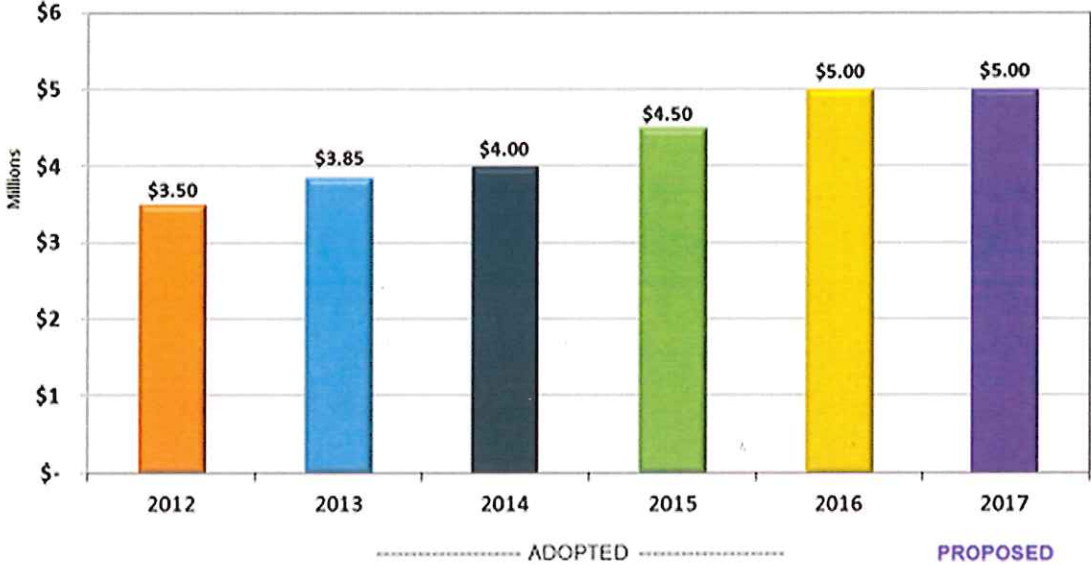
As discussed during the recent Capital Program workshop and illustrated below, annual Debt Service will decrease significantly over coming years. The projections include all authorized bond issues whether issued or yet to be issued (land).



The annual Transfer to the Capital Reserve Fund is proposed at \$5 million consistent with current year funding. A multi-year history is shown below. The \$5 million appropriation for 2017 continues Glastonbury's commitment to funding infrastructure projects on a cash basis.

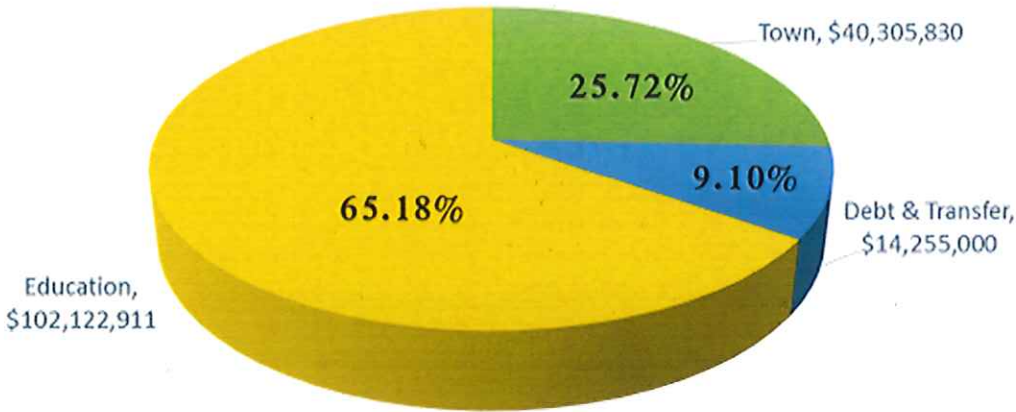
Capital Reserve Transfer

5 YEAR HISTORY



The following chart shows the proposed budget as allocated to the 3 major expenditure categories.

Town, Education, Debt & Transfer (% of Total Budget) Proposed 2016 - 2017



REVENUES

Combined tax and non-tax revenues total \$3.77 million to balance with the proposed \$3.9 million expenditure increase described above. All revenue accounts are shown below with substantive changes reviewed over the following paragraphs.

GENERAL FUND REVENUE SUMMARY

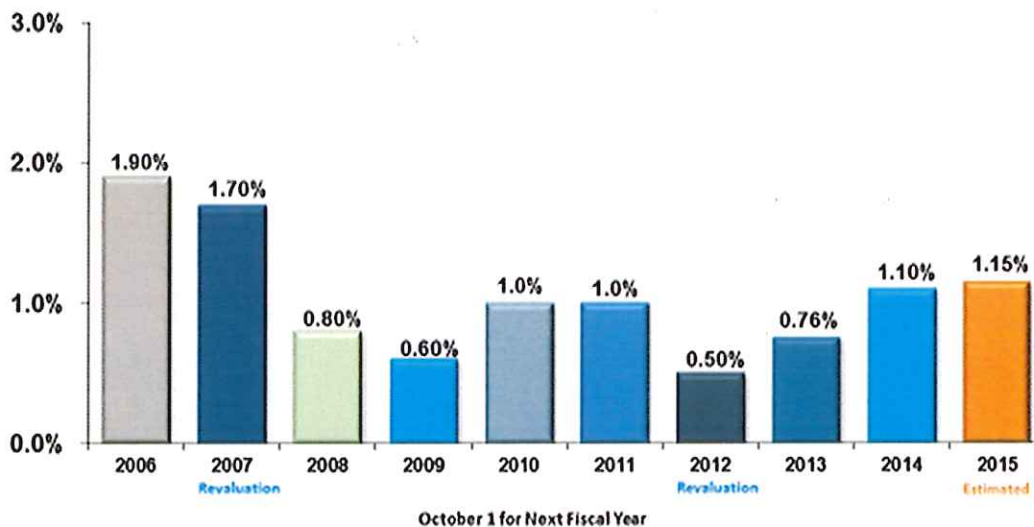
SOURCE	ADOPTED 2015-2016	PROPOSED 2016-2017	DIFFERENCE	
			\$	%
Taxes	\$139,718,965	\$142,079,755	\$2,360,790	1.69%
Licenses & Permits	833,150	956,200	123,050	14.77%
Intergovernmental	7,871,845	9,383,975	1,512,130	19.21%
Charges for Services	1,349,625	1,378,350	28,725	2.13%
Other	2,488,276	2,310,461	(177,815)	(7.15%)
Transfers In	0	0	0	0.00%
Use of Fund Balance	650,000	575,000	(75,000)	(11.54%)
Total Revenues & Transfers	\$152,911,861	\$156,683,741	\$3,771,880	2.47%

Grand List

A 1.15% increase is forecast in the Grand List effective October 1, 2015. This increases the Grand List from \$3.87 billion to \$3.91 billion. The Grand List is on schedule to be finalized by the January 30th statutory deadline.

A historical summary of changes in the Grand List is graphically depicted below.

Grand List Annual Growth 9 Year Actual and Estimated for 2015



Before discussing the tax rate for proposed FY 2017 and other revenue categories, I want to review 2 new Intergovernmental Revenues enacted by legislative action effective in the coming fiscal year.

Motor Vehicle Tax

Effective with the October 1, 2015 Grand List (FY 2017), there is a cap on the motor vehicle mill rate (MVMR). The state-wide cap is 32 mills for Grand List year 2015 and 29.36 mills for each Grand List year thereafter. With the new state-wide mill rate, there are 2 new grants to cities and towns.

Motor Vehicle Property Tax Grant – OPM will distribute Motor Vehicle Property Tax grants to cities and towns to offset revenue losses from the MVMR cap starting in FY 2017. The grant amount is the difference between the property taxes a community levied on motor vehicles in the 2013 assessment year (FY 2015) and the amount of the levy for that same year had the tax rate been set at the cap (32 mills for FY 2017 and 29.36 mills for FY 2018 and beyond).

For Glastonbury the grant for next fiscal year is estimated using the 35.65 mill rate enacted for the 2013 Grand List year (FY 2015) as compared to what would have been levied using the 32 mill rate cap. The difference totals approximately \$1 million which is the estimated motor vehicle grant to Glastonbury in 2007.

The proposed budget incorporates this Intergovernmental Revenue based upon the preceding calculation.

Municipal Revenue Sharing (MRS) Grants

Also starting in FY 2017 is a new MRS grant. This grant is funded by allocating ½ cent of the State Sales Tax to fund ECS, PILOT, Motor Vehicle and MRS grants. For Glastonbury this new grant is estimated at \$1.086 million in FY 2017.

While all discussions to date indicate this grant will be sustained in the coming year as originally enacted, the budget proposal assumes a \$500,000 MRS grant. This amount which totals approximately 50% of the projected grant is presented as a hedge against possible changes when Governor Malloy releases his budget over coming weeks. Provided the MRS is funded as originally estimated and all other Intergovernmental Revenues are sustained at proposed levels, the additional \$500,000 in aid could be allocated to reduce the tax rate, increase the Capital Reserve Transfer, or some other combination.

As always, the Governor's budget and State legislative action will be closely followed.

Property Taxes

All tax revenue accounts combine to increase \$3.77± million, or 2.47% commensurate with proposed expenditures. The current levy increases \$2.36± million. All other tax revenue accounts remain unchanged. The \$2.36± million increase in the current levy includes the estimated 1.15% growth in the Grand List and the new 2-tier mill rate for real estate and personal property (RE and PP), and motor vehicles (MV).

As noted above, a state-wide mill rate of 32 mills is established for FY 2017. This means there will be a mill rate for RE/PP that is different from the mill rate for MV. The proposed budget translates to a 1.66% increase in the mill rate for RE/PP from 36.1 to 36.7. This is offset by a decrease in the tax rate for MV from the current 36.1 to 32 mills.

A comparison of the proposed budget under the 2-tier mill rate for the average residential and MV assessment is shown below.

	2015-2016	2016-2017	\$ DIFFERENCE	% DIFFERENCE
RE/PP	\$8,326	\$8,465	\$139	1.66%
MV	\$740	\$655	(\$85)	(11.5%)
ANNUAL TOTAL	\$9,060	\$9,120	\$54	.66%

Notes:

- Average residential assessment is \$230,650.
- Average MV assessment \$10,240.
- FY 2016 mill rate 36.1.
- FY 2017 mill rate 36.7 RE/PP, and 32 MV.
- MV annual taxes assume 2 motor vehicles per household.
- October 1, 2015 Grand List – 14, 500 residential properties; 31,800 motor vehicles.

For comparative purposes, the mill rate for the coming year, before incorporating the new state-wide mill rate, would increase 1.52% from 36.1 to 36.65 mills. Essentially this is the calculation in a "typical" year before the new state-wide mill rate.

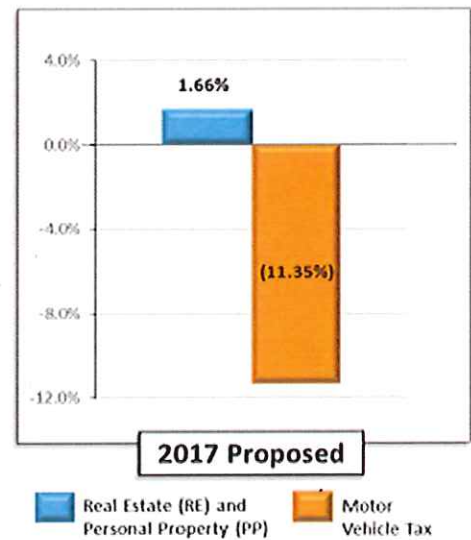
Tax Collection Rate

For many years, a 99% collection rate was assumed when establishing the mill rate. For FY 2016 the collection rate assumption was increased to 99.1%. This increase resulted from annual combined (RE/PP/MV) collection rates of 99.4±% over recent years.

As might be expected, the collection rate for the 3 components of the Grand List (RE/PP/MV) are not equal. When considered separately, the historic collection rate for MV is generally in the 98.5% collection rate while RE and PP more closely approximate the historic 99.4+% collection rate. With the preceding in mind and the 2-tier mill rate, a different collection rate is applied to RE/PP and MV for 2017. Specifically, a 99.2% collection rate for RE/PP and 98.5% collection rate for MV. This translates to a 36.7 mill rate for RE and PP under the proposed budget along with the state-wide 32 mill rate for MV.

The annual tax increase for the past 5 years and proposed for the coming year is shown below.

Annual Tax Increase



Other Non-Tax Revenues

- **License & Permits** – aggregate revenues under this category increase \$123,050. The primary change is a \$50,000 increase in estimated building permit revenues from \$500,000 to \$550,000 to better approximate building activity.
- **Intergovernmental Revenues** – this revenue category is the largest non-tax revenue account totaling a proposed \$9.4± million in 2017 as compared to \$7.9± million in the current year. The \$1.5+ million increase generally results from the MV and MRS grants described previously.

As noted previously, State budget actions will be closely followed over coming weeks and up to date information will be provided through the Connecticut Conference of Municipalities.

The following chart compares Intergovernmental Revenue to Glastonbury over multiple years.

Historical Comparison of Intergovernmental Revenue

**In thousands*



- **Charges for Services** – this revenue category remains relatively flat with increases in Town Clerk Recording Fees largely offset by re-programming of revenues from Solid Waste Tip Fees (Charges for Services to Licenses & Permits).
- **Other Revenues** – decrease a combined \$177,815. The most significant decrease involves \$125,000 reduction in Interest on Investments from \$400,000 to \$275,000. This change reflects ongoing investment results and continuing market challenges. While staff perform very well in maximizing returns, the \$275,000 is recommended as a better estimate of results in the coming year

The combined increase of \$1.48 million in non-tax revenues is shown below in comparison to recent years. Again, the increase is generally attributed to the new state grants for motor vehicles and Municipal Revenue Sharing.

Revenues and Transfers

Budgeted and Actual non-tax revenues (in thousands)

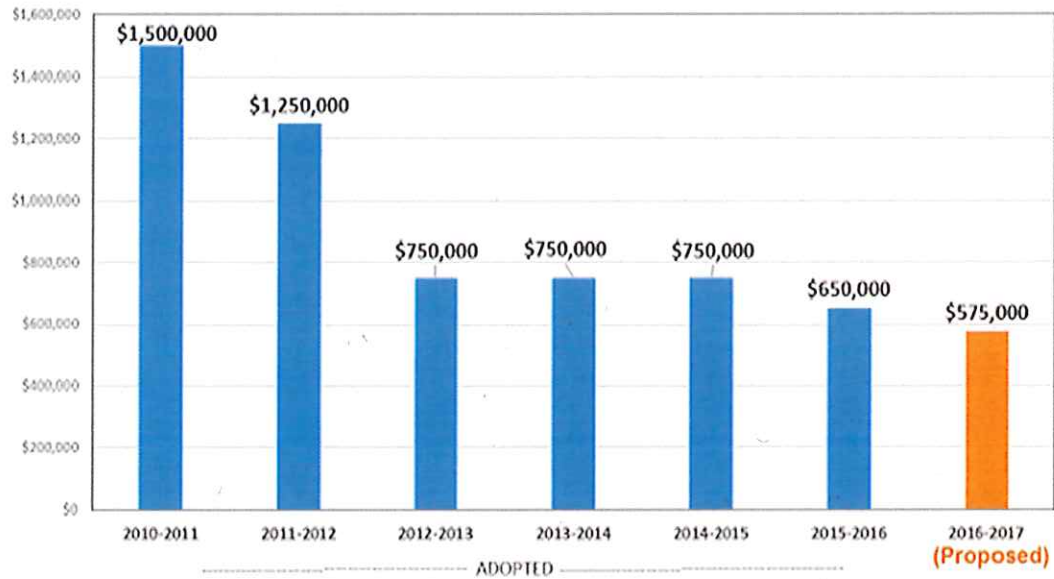


General Fund – Transfer In

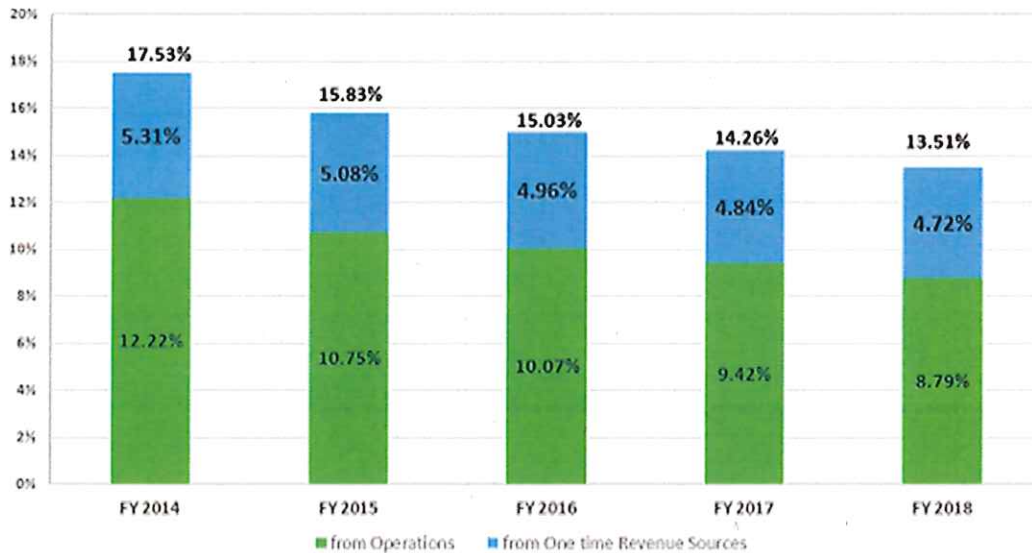
The General Fund-Transfer In was reduced by \$100,000 from \$750,000 to \$650,000 in the current year. The proposed budget further reduces the Transfer-In to \$575,000 in FY 2017. The decrease of \$75,000 further reduces the use of General Fund resources for ongoing operations to help better meet and exceed the 12% minimum Unassigned Fund Balance threshold and make such financial assets available for one-time purposes, as applicable.

The following charts show Use of Fund Balance on a multi-year basis and the General Fund – Unassigned Fund Balance including actual and projected results.

Use of Fund Balance



Fund Balance as a % of Actual Expenditures/Adopted-Projected Budget



Special Revenue Funds

A budget for each of the **Special Revenue Funds** to include Recreation activities, Police Private Duty, Wastewater Treatment operations and the Riverfront Boathouse are incorporated to the budget document. Each Fund is performing successfully.

Tax Abatements

A \$900,000 adjustment is assumed when calculating the proposed mill rate. This adjustment recognizes combined tax relief programs for Public Safety Volunteers, Farm Buildings, and Elderly Tax Relief. The \$900,000 adjustment is consistent with the current year adopted budget.

The budget proposal presented herein effectively balances the various factors influencing the community's ongoing budget and financial management and achieves the objectives outlined earlier in this letter.

Sincerely,

Richard J. Johnson
Town Manager

RJJ:yo

cc: Glastonbury Town Council
Diane M. Waldron, Director of Finance & Administrative Services

PRINCIPAL OFFICIALS

Town Council

Stewart Beckett III, Chairman
Whit Osgood, Vice Chairman
Kurt Cavanaugh
Cara Keefe
Jill Barry

Lawrence Byar
William Finn
Thomas Gullotta
Karen Boisvert

Board of Finance

Jared Soper, Chairman
Constantine Constantine, Vice Chairman
James McIntosh

Michael Toppi
Walter Cusson
James Zeller

Administration

Town Manager
Chief of Police
Director of Finance and Administrative Services
Manager of Physical Services
Director of Human Resources
Director of Planning & Land Use Services

Richard J. Johnson
David Caron
Diane Waldron
Daniel Pennington
Sherri Tanguay
Khara Dodds

Board of Education

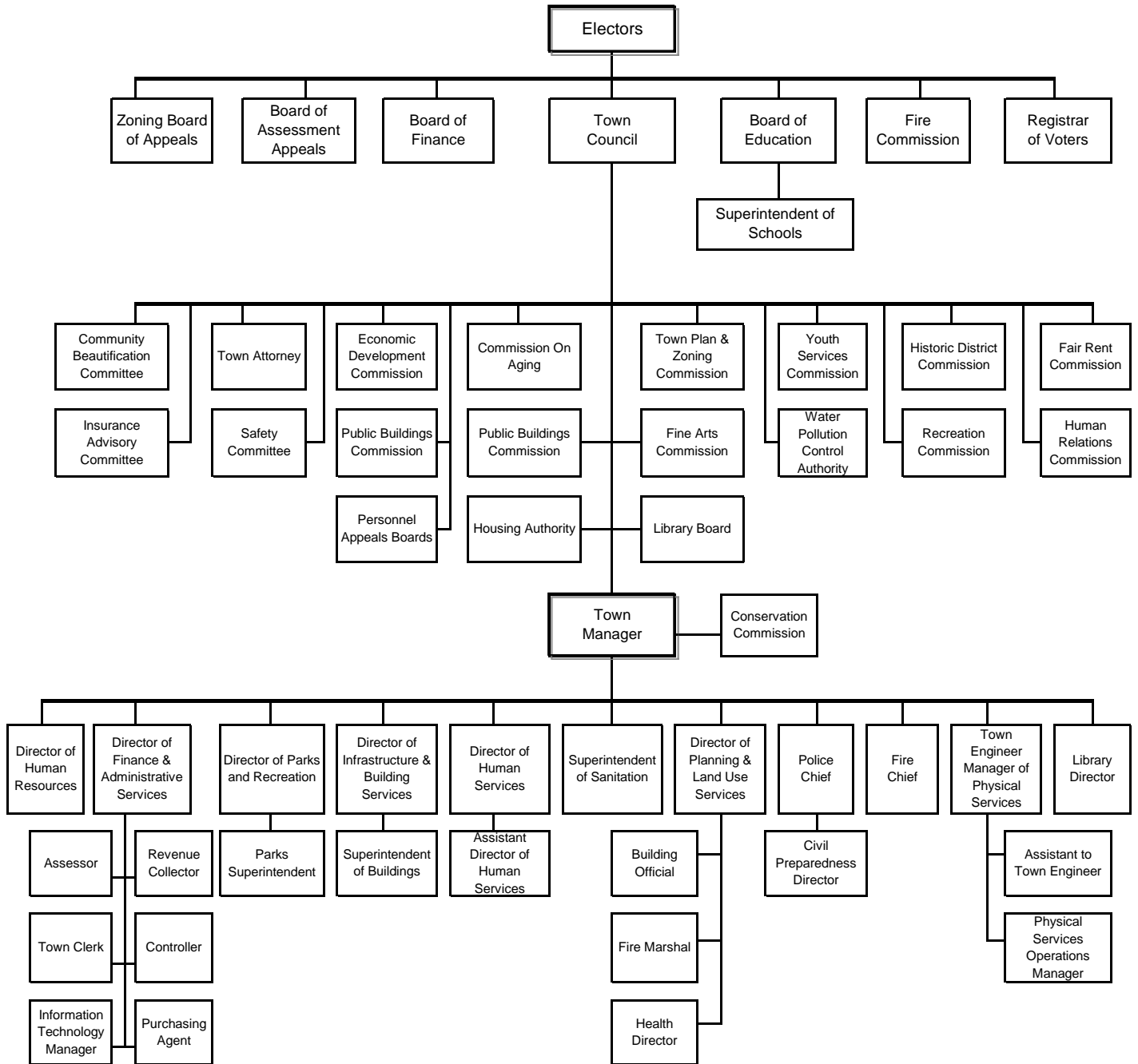
Susan Karp, Chairperson
Jeremy Grieveson Vice Chairperson
Julie Thompson
Rosemary Coggeshall

Douglas Foyle
Lillian Tanski
Eric George
Chittaranjan Sahay

Superintendent of Schools
Finance Manager

Alan Bookman
Karen Bonfiglio

Organizational Chart



GENERAL FUND SUMMARY OF REVENUES AND APPROPRIATIONS/EXPENDITURES

DESCRIPTION	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 TOWN MGR	Increase (Decrease)	Percent Inc (Dec)
REVENUES					
Taxes	137,088,886	139,718,965	142,079,755	2,360,790	1.69
Licenses & Permits	1,014,892	833,150	956,200	123,050	14.77
Intergovernmental	9,402,280	7,871,845	9,383,975	1,512,130	19.21
Charges for Services	1,320,753	1,349,625	1,378,350	28,725	2.13
Other	2,410,578	2,488,276	2,310,461	(177,815)	(7.15)
Transfers In	0	0	0	0	0.00
Use of Fund Balance	0	650,000	575,000	(75,000)	(11.54)
TOTAL REVENUES	151,237,389	152,911,861	156,683,741	3,771,880	2.47
APPROPRIATIONS/EXPENDITURES					
Town					
General Government	2,934,915	3,224,366	3,178,714	(45,652)	(1.42)
Community Development	1,699,054	1,754,344	1,876,666	122,322	6.97
Administrative Services	6,150,870	6,412,431	6,449,580	37,149	0.58
Public Safety	11,470,735	12,382,071	12,889,886	507,815	4.10
Physical Services	6,812,516	6,503,674	6,663,424	159,750	2.46
Sanitation	698,833	764,607	767,192	2,585	0.34
Human Services	2,750,969	2,939,725	2,974,002	34,277	1.17
Leisure & Culture	5,294,428	5,250,351	5,331,366	81,015	1.54
Contingency	0	175,000	175,000	0	0.00
Total Town	37,812,320	39,406,569	40,305,830	899,261	2.28
Debt & Transfers Out	9,524,735	14,255,000	14,255,000	0	0.00
Education	98,358,189	99,250,292	102,122,911	2,872,619	2.89
TOTAL APPROPRIATIONS/EXPENDITURES	145,695,244	152,911,861	156,683,741	3,771,880	2.47

GENERAL FUND SUMMARY OF REVENUES AND TRANSFERS

DESCRIPTION	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 TOWN MGR	Increase (Decrease)
TAXES				
Current Levy ⁽¹⁾	134,793,412	137,816,965	140,177,755	2,360,790
Auto Supplemental	1,219,156	950,000	950,000	0
Prior Years	609,200	600,000	600,000	0
Delinquent Motor Vehicle Fees	15,365	0	0	0
Interest and Fees	441,208	350,000	350,000	0
Miscellaneous/Sundry	10,545	2,000	2,000	0
TOTAL TAXES	137,088,886	139,718,965	142,079,755	2,360,790
⁽¹⁾ Real Estate Prorates reflected in current levy				
LICENSES & PERMITS				
Building Inspection Fees	574,190	500,000	550,000	50,000
Town Clerk Fees	79,392	70,600	75,000	4,400
Physical Services Fees	16,800	11,000	11,000	0
Refuse Permits	275,597	200,000	265,000	65,000
Health	63,154	47,150	50,800	3,650
Fire Marshal	5,760	4,400	4,400	0
TOTAL LICENSES & PERMITS	1,014,892	833,150	956,200	123,050
INTERGOVERNMENTAL REVENUES				
Housing Authority-In Lieu of Taxes				
Housing Auth/Welles Village	90,607	85,000	85,000	0
Elderly Housing Projects	105,395	100,000	100,000	0
Total Housing Auth-In Lieu of Taxes	196,002	185,000	185,000	0
State Of CT-In Lieu of Taxes				
St/CT Pilot	60,354	50,470	0	(50,470)
Municipal Revenue Sharing	0	0	500,000	500,000
Elderly Heart-HomeOwnerTax Relief	150,682	155,000	150,000	(5,000)
Disability Exemption	2,812	2,400	2,400	0
Veterans Exemption	11,962	10,000	12,000	2,000
St/CT Telephone Access	86,486	100,000	90,000	(10,000)
Mashantucket Pequot	40,105	39,490	39,490	0
Total State of CT-In Lieu of Taxes	352,401	357,360	793,890	436,530
Education Entitlements				
Magnet School Grant	76,000	0	0	0
Educational Cost Sharing	6,536,191	6,552,432	6,623,032	70,600
ARRA Stablization Funds	0	0	0	0
Special Educ Excess	1,233,907	0	0	0
Transportation	100,040	96,999	96,999	0
Vocational Agriculture	393,600	290,420	344,000	53,580
Total Educational Entitlements	8,339,738	6,939,851	7,064,031	124,180
Education Construction Grants				
ELEM Schools Principal & Interest	194,181	185,960	129,320	(56,640)
Total Education Construction Grants	194,181	185,960	129,320	(56,640)
General Government				
Fed Alternative Fuel Reimbursements	0	0	0	0
ST/CT Hybrid/Energy	11,468	0	0	0
Total General Government	11,468	0	0	0

GENERAL FUND SUMMARY OF REVENUES AND TRANSFERS

DESCRIPTION	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 TOWN MGR	Increase (Decrease)
Administrative Services				
State of CT Reimbursements	0	0	0	0
ST/CT Motor Vehicle Grant	0	0	1,000,000	1,000,000
ST/CT Historical Document Pres	7,500	4,000	5,000	1,000
Total Administrative Services	7,500	4,000	1,005,000	1,001,000
Public Safety				
Police Grants	44,549	10,000	10,000	0
Civil Preparedness	12,103	10,610	10,610	0
Volunteer Ambulance Reimbursement	37,490	30,510	30,510	0
Fire Department Grants	0	0	0	0
Disaster Assistance	0	0	0	0
Total Public Safety	94,142	51,120	51,120	0
Physical Services				
CRRA Resource Recovery	36,171	13,500	18,500	5,000
Total Physical Services	36,171	13,500	18,500	5,000
Human Services				
St/CT Human Services Grant	0	0	0	0
St/CT Health Grant	5,781	5,800	7,860	2,060
St/CT Library Grant	1,158	1,200	1,200	0
Dial-a-Ride Grant	51,278	51,278	51,278	0
Housing Authority Sr. Services	47,896	49,022	49,022	0
Youth & Family ST Grant	27,754	27,754	27,754	0
Total Human Services	133,867	135,054	137,114	2,060
Parks & Recreation	36,809	0	0	0
TOTAL INTERGOVERNMENTAL REVENUES	9,402,280	7,871,845	9,383,975	1,512,130
CHARGES FOR SERVICES				
Planning & Zoning	15,233	12,000	12,000	0
Town Clerk Recording Fee	187,280	180,000	185,800	5,800
Town Clerk Conveyance Fee	585,015	525,900	575,000	49,100
Educ/Community Serv Fee	43,609	46,000	46,000	0
Solid Waste Tip Fees	177,961	250,000	195,000	(55,000)
Sewer Inspection Fees	0	2,000	2,000	0
Parks/Rec Swimming Fees	90,387	115,450	127,300	11,850
Parks/Rec Program Fees	78,282	75,075	85,650	10,575
Subdivision OT Inspection	0	1,000	1,000	0
Fire Watch Services	2,225	4,000	4,000	0
Health Soil Tests	4,725	1,200	1,300	100
Senior & Community Services Programs	56,066	42,000	55,000	13,000
Senior Nutrition Program	36,508	35,000	35,000	0
Library Fines	43,464	60,000	50,000	(10,000)
Notary Services	0	0	3,300	3,300
TOTAL CHARGES FOR SERVICES	1,320,753	1,349,625	1,378,350	28,725

GENERAL FUND SUMMARY OF REVENUES AND TRANSFERS

DESCRIPTION	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 TOWN MGR	Increase (Decrease)
OTHER REVENUES				
Probate Court Reimbursements	2,815	0	0	0
Interest on Investments	264,422	400,000	275,000	(125,000)
Land Sales & Rentals	248,737	204,200	248,190	43,990
Miscellaneous	41,456	15,000	15,000	0
Educ Student Activities	200	3,500	3,500	0
Educ Tuition/Other	12,222	24,000	24,000	0
Educ VoAg Tuition	521,172	626,000	550,000	(76,000)
Purchasing Auction Sales	16,687	25,000	25,000	0
Education Miscellaneous	0	0	0	0
Physical Services Refunds & Sales	2,587	4,500	3,500	(1,000)
Refuse Recycling	61,399	86,000	62,750	(23,250)
Bulky Waste Fill	29,282	50,000	50,000	0
Insurance Claims Reimbursements	167,424	40,000	40,000	0
Public Safety-Police	82,712	71,000	71,000	0
Policy Experience Credits	465	0	0	0
Employee Health Insur Reimburse	823,694	837,926	836,371	(1,555)
Youth & Family Services	23,692	33,400	33,400	0
Library Trustee Account	54,209	40,000	45,000	5,000
Clinical Fees	800	750	750	0
Library Miscellaneous	11,044	10,000	10,000	0
Purchasing Card Rebates	2,833	5,000	5,000	0
Attorney Fees Reimbursed	30,535	12,000	12,000	0
Utilities Reimbursed	12,191	0	0	0
TOTAL OTHER REVENUES	2,410,578	2,488,276	2,310,461	(177,815)
TRANSFERS IN				
From Capital Projects	0	0	0	0
From Sewer Operating	0	0	0	0
From Sewer Sinking	0	0	0	0
Use of Fund Balance	0	650,000	575,000	(75,000)
TOTAL TRANSFERS IN	0	650,000	575,000	(75,000)
GRAND TOTAL REVENUES AND TRANSFERS	151,237,389	152,911,861	156,683,741	3,771,880

GENERAL FUND SUMMARY OF EXPENDITURES AND TRANSFERS

DEPARTMENT Division Activity	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 TOWN MGR	Increase (Decrease)
TOWN				
General Government				
Town Council	111,413	146,254	146,254	0
Town Manager	493,456	509,903	531,472	21,569
Human Resources	472,487	549,006	505,534	(43,472)
Facilities Maintenance	1,857,559	2,019,203	1,995,454	(23,749)
Total General Government	2,934,915	3,224,366	3,178,714	(45,652)
Community Development				
Community Development	512,345	454,832	467,487	12,655
Building Inspection	336,049	410,517	474,106	63,589
Fire Marshal	278,833	279,314	290,466	11,152
Health Department	571,826	609,681	644,607	34,926
Total Community Development	1,699,054	1,754,344	1,876,666	122,322
Administrative Services				
Financial Administration	1,199,110	1,242,826	1,304,341	61,515
Accounting	413,377	435,321	441,981	6,660
Property Assessment	522,854	561,124	590,389	29,265
Revenue Collection	452,584	491,979	444,251	(47,728)
Town Clerk	470,843	488,646	509,805	21,159
Voter Registration	143,099	155,185	158,979	3,794
Legal Services	349,187	250,000	250,000	0
Probate Court	23,460	29,600	25,800	(3,800)
Insurance/Pensions	2,576,356	2,757,750	2,724,034	(33,716)
Total Administrative Services	6,150,870	6,412,431	6,449,580	37,149
Public Safety				
Police	10,482,377	11,262,429	11,683,822	421,393
Volunteer Ambulance	29,429	30,510	29,730	(780)
Fire	927,508	1,058,747	1,145,485	86,738
Civil Preparedness	31,422	30,385	30,849	464
Total Public Safety	11,470,735	12,382,071	12,889,886	507,815
Physical Services				
Engineering	1,350,337	1,428,289	1,505,571	77,282
Highway	4,358,707	3,974,093	4,016,472	42,379
Fleet Maintenance	1,103,472	1,101,292	1,141,381	40,089
Total Physical Services	6,812,516	6,503,674	6,663,424	159,750
Sanitation				
Water Pollution	0	0	0	0
Refuse Disposal	698,833	764,607	767,192	2,585
Total Sanitation	698,833	764,607	767,192	2,585

GENERAL FUND SUMMARY OF EXPENDITURES AND TRANSFERS

DEPARTMENT Division Activity	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 TOWN MGR	Increase (Decrease)
Human Services				
Contributory Grants	32,577	32,577	32,577	0
Youth and Family	1,283,457	1,377,575	1,386,229	8,654
Senior & Community Services	1,434,935	1,529,573	1,555,196	25,623
Total Human Services	2,750,969	2,939,725	2,974,002	34,277
Leisure & Culture				
Parks/Recreation	3,647,294	3,487,949	3,602,276	114,327
Welles-Turner Library	1,632,134	1,747,402	1,714,090	(33,312)
South Glast. Library	7,500	7,500	7,500	0
East Glast. Library	7,500	7,500	7,500	0
Total Leisure & Culture	5,294,428	5,250,351	5,331,366	81,015
Contingency	0	175,000	175,000	0
TOTAL TOWN	37,812,320	39,406,569	40,305,830	899,261
DEBT & TRANSFERS OUT				
Debt Service	9,524,735	9,210,000	9,210,000	0
Transfers Out				
Capital Reserve Fund	0	5,000,000	5,000,000	0
Capital Projects Fund	0	0	0	0
Sewer Operating Fund	0	0	0	0
Dog Fund	0	45,000	45,000	0
Total Transfers Out	0	5,045,000	5,045,000	0
TOTAL DEBT & TRANSFERS OUT	9,524,735	14,255,000	14,255,000	0
EDUCATION	98,358,189	99,250,292	102,122,911	2,872,619
GRAND TOTAL EXPENDITURES AND TRANSFERS	145,695,244	152,911,861	156,683,741	3,771,880

BUDGET PROCESS

The Town establishes and maintains legally adopted operating budgets for its General Fund Budget and Capital Improvement Program in accordance with provisions of the Town Charter and the Connecticut General Statutes. Budgets are legally adopted for four Special Revenue Funds: the Sewer Operating Fund; Recreation Activities Fund; and the Police Private Duty Fund and the Riverfront Park Fund.

The modified accrual basis of accounting is used for the General Fund budget and all other governmental funds with legally adopted budgets. All are adopted in accordance with generally accepted accounting principles. Annual operating budgets are prepared and employed for management control in the General Fund. Unexpended appropriations of the General Fund lapse at fiscal year end. Under the modified accrual basis of accounting, revenues are recorded when measurable and available to finance current operations. Revenues susceptible to accrual must be collected within 60 days, following the end of the fiscal year. This generally includes property taxes, expenditure-reimbursement type grants, certain intergovernmental revenues and operating transfers, and excludes licenses and permits, charges for services, assessment and miscellaneous revenues that are generally not measurable until received.

Expenditures are generally recognized when incurred. The exceptions to this general rule are principal and interest on general long term debt and compensated absences, currently recognized when due.

Throughout the fiscal year, the Town utilizes encumbrance accounting where purchase orders, contracts or other commitments are recorded as expenditures in order to reserve a portion of the applicable appropriation. Encumbrances are recognized as a valid charge against a budget appropriation in the year in which the purchase order, contract or other commitment is issued. At year end, however, remaining encumbered appropriations in the town's budgetary funds are carried forward to the following year until the commitment is fulfilled. In addition, generally, all unencumbered appropriations lapse at year-end with the exception of those for the capital outlay purchases in the General Fund and capital projects funds. On a case by case basis, certain unencumbered general fund appropriations may be carried forward as approved by the Town Manager, Board of Finance and Town Council.

There is an annual adoption process in the current year of the five-year Capital Improvement Program. The program has two processes: a planning process and a budgetary process. Each January, the Town Manager provides the Town Council with a five-year planning document, which prioritizes the implementation of projects based on community needs. The Town Council evaluates the plan and establishes its priorities, as well as identifying the year for project implementation. Recommendations of these priorities are then submitted to the Board of Finance. The plan is then reviewed with the Board of Finance who considers funding for the projects and then makes a recommendation to the Town Council.

The Town presents the annual operating budget with a major emphasis on division and department operations. The account structure allows management to review and control by account, division, and department. The General Fund is used to account for all unrestricted resources for the operations of the Town except those required to be accounted for in another fund.

GENERAL FUND

The account structure of this fund is as follows:

Revenues and Transfers

- Taxes – includes the current levy, collection on prior year delinquent amounts, interest and lien/penalty fees.
- Licenses and Permits – includes Building Inspection Fees, Town Clerk and Refuse Permit Fees.

BUDGETED FUNDS

- Intergovernmental Revenue – the majority of this revenue is comprised of State grants, most significant of which is the State Education Cost Sharing Grant (ECS). Others include Payment In Lieu of Taxes reimbursements, Public Safety and Human Service grants.
- Charges for Services – this category includes Planning and Zoning fees, Town Clerk Recording and Conveyance fees, Solid Waste fees and fees for Recreation, Health, Public Safety, Library and Senior Service programs.
- Other Revenues – this category includes all other revenues, most significant of which is Interest on Investments, VoAg Tuition, Employee Health Insurance reimbursements and rental income from Town owned property.
- Transfers In – Accounts for transfers from other funds. For budgetary purposes, the use of fund balance is also accounted for in this category.

Revenues Non-Tax

Divisions that generate Non Tax Revenue will be so noted on their respective budget pages and include a line defining “Required from Taxes.” In some cases, fees and charges are driven by statutory requirements, local Ordinance, or regulations.

Expenditures and Transfers

- Personal Services – includes full time, part time and overtime wages
- Supplies - this category includes all office and operating supplies, all highway, drainage, grounds and roadside materials, and snow/ice removal materials. Professional development and training is also included herein.
- Services & Charges – includes all contractual services, employee related insurance, workers’ compensation, casualty insurance, pension contributions including social security, costs to maintain Town equipment and buildings, Town Attorney fees and utility and fuel costs.
- Capital Outlay – all purchases of office equipment and furniture, vehicles and trucks, machinery and equipment and land and building improvements are accounted for in this category.
- Debt Service – accounts for the current annual debt service payments on Town debt and may include estimates for future borrowing in the coming year.
- Transfers Out – this category accounts for the transfer to the Capital Reserve Fund and any other transfers to other funds as needed.

Throughout the budget process and document, each division provides:

- An outline of Activities, Functions and Responsibilities
- A summary of Successes and Accomplishments for the current calendar year highlighting any improvements, efficiencies and effectiveness in their areas of responsibility
- A summary of key Goals and Priorities for the remainder of the current and following fiscal year
- Comparative information relative to personnel, revenues generated, and the total expenditures to perform the services. This data allows for a review of funds proposed and approved by the Town
- Performance Measures and Activity Indicators for the division on a comparative basis

BUDGETED FUNDS

SPECIAL REVENUE FUNDS

Special Revenue Funds account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are restricted by law or administrative action to expenditures for specific purposes. These funds do not include expenditures for programs accounted for in the General Fund or capital projects. The Town has four special revenue funds that operate within an annual legally adopted budget. All Special Revenue Fund budgets are prepared on a modified accrual basis.

The Sewer Operating Fund accounts for the operations and budgetary control of expenditures associated with the Waste Water Treatment Plant.

The Recreation Activities Fund accounts for Town sponsored recreation activities and programs that are fully supported by registration and user fees.

The Police Private Duty Fund accounts for the activity associated with police services provided to private companies and/or individuals that pay for the services. Revenues generated offset the expenditures for this service.

The Riverfront Park Fund accounts for the operation of Riverfront Park facilities, including the boathouse, boat storage and boat launch. Operations are funded by usage fees.

CAPITAL PROJECTS FUND

This fund accounts for transfers, revenues, and expenditures for the acquisition or construction of major capital facilities. The Town Council, Board of Finance and citizen referendum pursuant to the "Capital Improvement Program Criteria", authorizes the projects. This program is funded by a combination of issuance of debt, transfer from the Capital and Nonrecurring Expenditure Fund (CNR) or Capital Reserve funded through an annual appropriation in the General Fund, and the Sewer Assessment Fund and grant revenues.

The Charter may be reviewed in the Town Clerk's office or on the Town's website at www.glastonbury-ct.gov. The pertinent budgetary requirements sections are:

Sec. 602 Departmental estimates	Sec. 606 Council action on the budget
Sec. 603 Duties of the manager on the budget	Sec. 607 Referendum on the budget
Sec. 604 The school budget	Sec. 608 Fixing the tax rate
Sec. 605 Duties of the Board of Finance on the budget	Sec. 609 Effect of adoption of Town budget

FINANCIAL POLICIES

Amending the Budget - Expenditures may not legally exceed budgeted appropriations at the department level. The Town Manager can authorize budget transfers within a department of \$5,000 or less and does not include additional staffing or the acquisition of capital items deleted in prior budgets. Other transfers require Board of Finance and Town Council approval. Transfers between departments can only occur in the last three months of the fiscal year. The Board of Finance reviews monthly expenditures as well as required transfers. Additional/Supplemental appropriations require the recommendation of the Board of Finance for Town Council approval after going through a public hearing process.

Debt Policy – The Town Council and Board of Finance have enacted a policy whereby debt shall not exceed 3.5% of the respective year full value Grand List. This currently equates to approximately \$193.7 million. By comparison, debt as of the end of fiscal year 2015/16 is estimated at \$58 million. Also, the annual Debt Service shall not exceed 10% of the respective year budget. For the 2017 proposed budget, the Town's debt service payments represent approximately 5.8% of proposed expenditures. The Town is rated AAA by Standard & Poor's and Aaa by Moody's. The Town's policy is to protect these ratings by adhering to sound financial policies.

Capital Reserve Policy - The Town Council and Board of Finance enacted a formal policy whereby the Town Council shall consider a minimum annual appropriation and transfer to the Capital Reserve Fund in an amount equivalent to two percent (2%) of the current adopted Operating Budget rounded to the next highest \$50,000. The Policy also establishes a minimum unreserved and undesignated balance in the Capital Reserve Fund equal to \$1 million except as needed to meet emergencies as well as a referendum threshold for certain projects proposed to be financed with long term debt.

Use of Fund Balance Policy - The Town Council and Board of Finance adhere to a Policy whereby the Town shall maintain a minimum Unassigned Fund Balance of 12% of the subsequent year's General Fund operating revenues.

Cash Management – The Investment Portfolio Policies and Procedures apply to all financial assets of the Town, excluding Pension and Other Post Employment Benefit (OPEB) Trust funds. The primary objective of each investment transaction is to protect principal followed by maintaining sufficient liquidity for cash flow needs, and to attain the maximum yield possible taking into account the investment risk. Upon recommendation of the Board of Finance, investments are allowed in any financial institution approved by the Town Manager that meets the State of Connecticut definition of a “qualified public depository”. In accordance with State Statutes, investments are allowed in U.S. Treasury and Government Agency Securities, overnight Repurchase Agreements, Certificates of Deposit, Money Market Accounts, and Local Government Investment Pools. In addition, the Town may use a third-party to purchase certificates of deposit with multiple banks, including out-of-state banks with no Connecticut branches, so long as each certificate of deposit does not exceed the FDIC coverage. The Town monitors the financial health of the financial institutions and provides quarterly reports on risk based capital ratios and collateral requirements to the Board of Finance according to CT General Statutes Sec 26-382.

Pension and Other Post Employment Benefits Trust Fund (OPEB) – Investment of the respective Pension and OPEB Trust Fund portfolios are composed of stocks, bonds and real estate investments. These funds are invested in accordance with established guidelines which allows for a combination of stocks and bonds. The Board of Finance performs quarterly reviews of the pension assets.

Technology Replacement Schedule – The Town adheres to a strict schedule for replacement of computers, servers and software review. Funds are budgeted annually for maintenance and upgrades.

Loss Control – The Town has a successful loss control program for its workers' compensation and property and casualty insurance. Semiannually, department directors report on losses within their area of responsibility, the preventative action taken and training provided to their employees to mitigate losses.

REVENUES

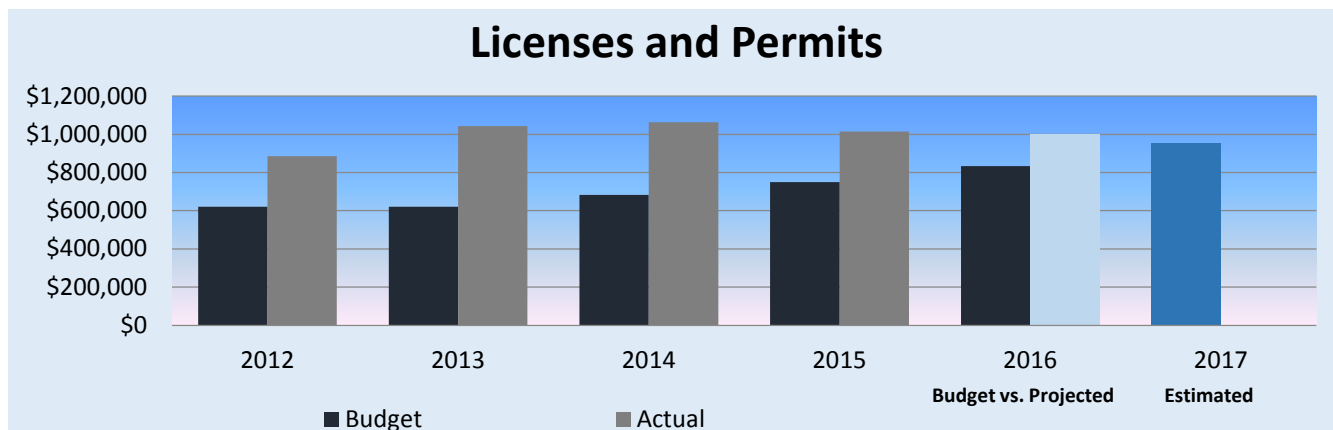
	FY2017 Requested Budget	Percent of Requested Budget
Property Taxes	142,079,755	90.7%
Licenses and Permits	956,200	0.7%
Intergovernmental Revenues	9,383,975	6.0%
Charges for Services	1,378,350	0.9%
Other Revenues	2,310,461	1.5%
Use of Fund Balance	575,000	0.4%
Requested Operating Budget	156,683,741	100.0%

Revenues to support the requested 2016/17 general fund operating budget total \$156,683,741 representing an increase of \$3,771,880 or 2.47% over the 2015/16 adopted budgeted revenues.

Property Taxes - Per Connecticut State Statues, property taxes for municipalities in Connecticut are limited to taxes levied on residential and commercial real estate, motor vehicles and commercial personal property. The Town's last property revaluation was for the October 1, 2012 grand list which experienced a decrease of 9.44%. This increased the mill rate from 30.5 to 35.1 for the July 1, 2013 levy, a similar trend among other Connecticut municipalities that also performed a revaluation in the same timeframe. For the October 1, 2014 grand list and the July 1, 2015 tax levy the grand list increased 1.1% and the mill rate increased to 36.1 or a 1.26% tax increase. The October 1, 2015 grand list is estimated to increase 1.15% from the prior year.

Through the use of reminder notices, tax warrants and a collection agency, the Revenue Collector's office has consistently maintained an average collection rate of 99.4% for the last five years. New State legislation effective for the July 1, 2016 tax levy caps the mill rate for motor vehicles at 32 mills. The Town historically used a 99% collection rate and, for the July 1, 2016 tax bills, a 99.1% collection rate applied to the total grand list. With two separate mill rates for July 1, 2016 the recommendation is for the collection rate to more accurately reflect the collection history for the applicable tax category. Historically the collection rate for motor vehicle taxes has been on average 98.5% and on Real Estate and Personal Property an average of 99.4%. The mill rate and revenues presented for 2016/17 assumes a 98.5% collection rate for Motor Vehicles at 32 mills and a conservative 99.2% collection rate for Real Estate and Personal Property at 36.70 mills.

Licenses and Permits - This category includes revenues from Building Inspection Fees, Town Clerk Fees, Engineering Fees, Refuse Permit Fees, Health Licenses and Fire Marshal fees. License and Permit Fees are estimated at \$956,200, an increase of \$123,050 over the previous. While the Town is not experiencing the level of revenue it had prior to the economic downturn, actual revenues have exceeded estimates over the last couple of years, specifically with regard to Building Permits.

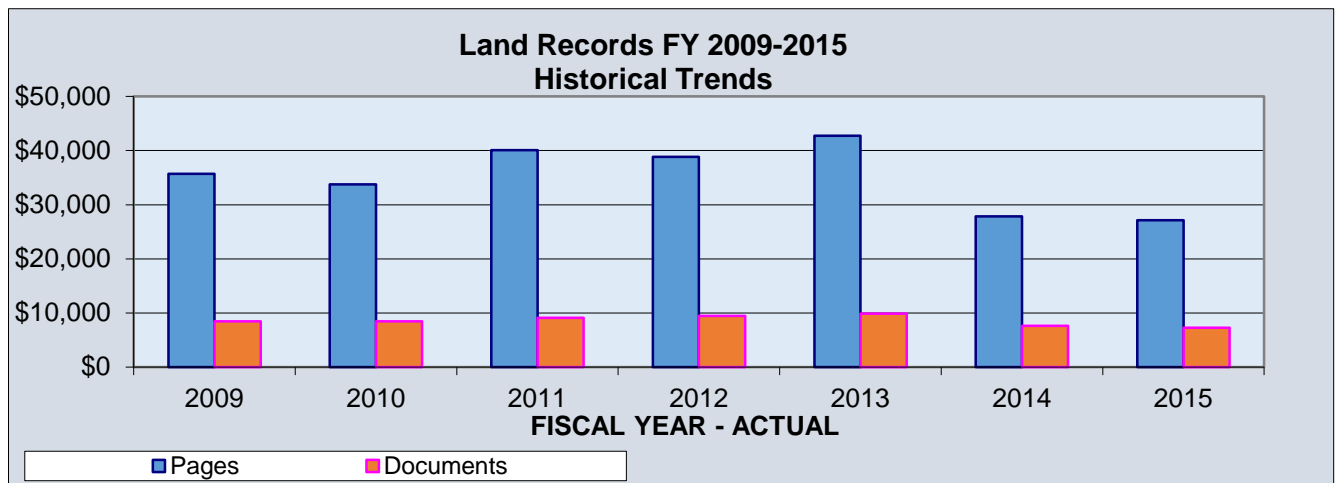


REVENUES

Intergovernmental Revenues - Revenue of \$9,383,975 is anticipated from various State and Federal grants. This amount represents an increase of \$1,512,130 from the previous year. The increase in this category is primarily a result of a Municipal Revenue Sharing grant estimated in the amount of \$500,000 and an estimate of \$1,000,000 for the Motor Vehicle Tax grant that partially makes up for revenue lost on the motor vehicle taxes due to the mill rate cap.

Charges for Services

Revenue of \$1,378,350 in this category represents a modest increase of \$28,725. This is due to increases in Town Clerk Recording and Conveyance Fees in the amount of approximately \$55,000 and Recreation fees in the amount of 22,000 and an offsetting decrease in Solid Waste Tip Fees of \$55,000. Town Clerk fees, which makes up 55% of this category, are set by state statute and cannot be amended by the municipality. Recording fees are \$53 or \$159 for the first page, and in most instances \$5 for each subsequent page or portion thereof, of each document recorded in the land records. Over the past few years the number of documents has remained relatively consistent but the volume or number of pages associated per transaction has fluctuated.



Solid Waste Tip Fees make up \$195,000 or 14% of revenues in this category. This revenue is generated from the sale of permit fees or through pay as you go services for entrance to the transfer station.

Other Revenues – Revenue in this category decreases \$177,815 primarily as a result of decreased estimates in Investment Income of \$125,000 due to lower than expected interest rates in the current year and Education Vocational Agriculture Program tuition of \$76,000 due to decreased enrollment. Below highlights revenues in this category:

- Interest on Investments, accounted for in the Accounting division, is estimated at \$275,000, a decrease of \$125,000 which adjusts for current market trends. Investment Income is generated through the investment of idle funds of the General Fund. The Town utilizes a consolidated or pooled cash concept to maximize investment earnings. The Town participates in the State investment pool, money market funds and solicits bids on certificates of deposit when appropriate. One of the pools, the State administered Short-Term Investment Fund (STIF) produced an average yield for the Town of 0.15% in 2014/15. The use of various CD and money market programs has provided the opportunity for the Town to maximize earnings slightly over and above conservative budget estimates. The high and low earnings rate of these investments ranged from 0.01% to 2.75% during fiscal year 2015 and through December 2015. The average rate earned for FY2015 was 0.45% for pooled investments. An average assumed rate of return of 0.45% was used to estimate investment income for 2017 compared to 0.65% used for 2016.

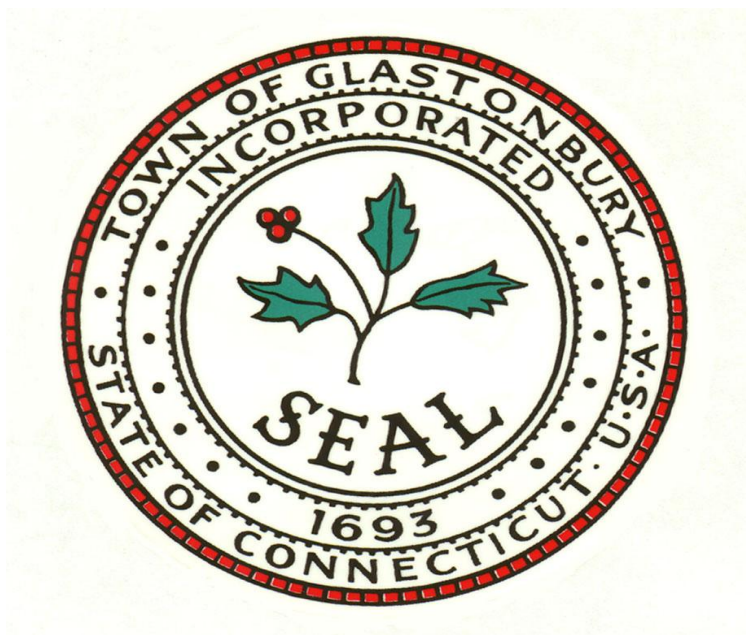
REVENUES

- The Land Sales and Rentals account includes \$158,190 of income for rental of Town owned properties and \$90,000 for rentals at the Riverfront Community Center.
- Employee Health Insurance Reimbursements accounts for the employee share of health insurance premiums. The Town's share of health insurance premiums is accounted for within each department and division budget. For FY2016/2017 an estimate of \$836,371 is anticipated from employees and retirees as their share of health insurance premiums.

Revenues are reflected throughout the budget document on an activity/program basis where applicable. Below is a four year history of major revenues by activity/program.

REVENUES BY PROGRAM/ACTIVITY

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
Taxes - Current Levy	131,624,874	134,793,412	137,816,965	140,177,755	1.71%
Building Inspection Fees	646,787	574,190	500,000	550,000	10.00%
Accounting - Investment Inc.	256,361	264,422	400,000	275,000	-31.25%
Town Clerk	848,268	859,187	780,500	842,900	7.99%
Insur/Pension/Claims Reim	1,003,568	991,118	877,926	876,371	-0.18%
Refuse Disposal	696,488	580,410	599,500	591,250	-1.38%
Senior & Community Svcs	296,008	283,851	242,300	280,300	15.68%
Parks and Recreation	182,216	205,477	190,525	212,950	11.77%
Debt Service	202,289	194,181	185,960	129,320	-30.46%
Education	8,850,932	9,111,121	7,825,311	7,816,851	-0.11%



GENERAL GOVERNMENT

TOWN COUNCIL

TOWN MANAGER

HUMAN RESOURCES

FACILITIES MAINTENANCE

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	1,462,699	1,553,676	1,739,959	1,756,205	0.93%
Supplies	40,629	44,994	57,605	59,270	2.89%
Services & Charges	1,277,776	1,295,740	1,399,802	1,331,139	-4.91%
Capital Outlay	62,318	40,505	27,000	32,100	18.89%
TOTAL EXPENDITURES	2,843,422	2,934,915	3,224,366	3,178,714	-1.42%

Town Council

Activities, Functions and Responsibilities

The Town Council is the Charter designated legislative body of the Town. The nine members of the Council are elected for two year terms by elections held in November of odd numbered years.

The principal programs, services and activities offered by this division are:

- Adopting the annual Operating and Capital budgets
- Appoints Town officials and citizens to various local and regional boards, commissions and agencies
- Enacts ordinances and resolutions necessary for the proper governing of the Town’s affairs
- Serves as Zoning Authority
- Establishes policies and measures necessary to promote the general welfare of the Town and the general health and well-being of its citizens
- Represents the Town at official functions.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none">• Enacted new Town Center Mixed Use Regulation.• Continued review of updated contract for Emergency Medical Services and related protocols.• Approved plans for intersection realignment within the Town Center to include construction of modern roundabouts along the Hebron Avenue corridor.• Approved 35+ acre open space acquisitions and purchase of strategically located residential property to protect Town’s future interest at adjacent intersection.• Adopted Operating and Capital budget plan for 2015/2016.• Approved new Pension Plan design for new hire members of Town staff.• Approved legislative actions including new regulations for Keeping of Poultry, Food Service Fees and Charges, support for relocation of the Shenipsit Trail, and contribution by The Mews to the Hebron Avenue intersection realignment project. Actively considered new legislation of involving Blight Ordinance.• Approved agreement for sale of town-owned land at 232 Williams Street.	<ul style="list-style-type: none">• Approve Memorandum of Understanding for multi-town Dispatch protocol to be coordinated through Glastonbury Public Safety answering point facility.• Authorize updated Agreement for Emergency Medical Services.• Review and approve, as applicable, continued sale of town-owned land within the Gateway Corporate Park.• Enact updated Capital Improvement Criteria including updated protocol for annual Appropriation & Transfer to the Capital Reserve Fund for ongoing cash funded Capital project.• Act as Zoning Authority, as applicable, on zoning related matter.• Review and prioritize funding plan for pending Capital projects involving Town and Education facilities.• Adopt Operating and Capital budget plan for 2016/2017.• Continue to acquire land for open space, outdoor recreation, municipal needs and riverfront access as opportunities present.

GENERAL GOVERNMENT

Town Council

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	8,363	6,494	23,120	23,120	0.00%
Supplies	3,038	4,776	7,175	7,175	0.00%
Services & Charges	96,215	100,143	115,959	115,959	0.00%
Capital Outlay	0	0	0	0	0
TOTAL EXPENDITURES	107,616	111,413	146,254	146,254	0.00%

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Regular and Special Meetings	35	35	34
Public Hearings	32	30	20
New Business Topics	55	50	50
Old Business	6	8	15
Zoning Public Hearings	5	5	2
Special Reports	6	7	6
Consent Calendar Topics	35	40	30

Town Manager

Activities, Functions and Responsibilities

Office of the Chief Executive of Town administration, responsible for general management of the Town's operations.

The principal programs, services and activities offered by this division are:

- Overall executive management responsibility for municipal government operations
- Budget preparation, administration and fiscal management
- Employee and labor relations
- Grants and contract administration
- Land acquisition
- Policy recommendation and implementation
- Communications with citizens and public
- Project management

**Successes & Accomplishments
2015**

- Negotiated contract for sale of town-owned property at 232 Williams Street.
- Completed Phase 1 slope stability work at Riverfront Park with Phase 2 scheduled for spring 2016.
- Presented options for intersection realignment along Hebron Avenue corridor; grant application for streetscape project pending; paving and new curbing approved for grant funding with construction scheduled for 2017.
- Negotiated \$275,000 contribution by The Mews project to intersection realignment.
- Completed negotiations for acquisition of 35± acres of open space and purchase of strategically located residential property. State grant monies approved for open space acquisition.
- Developed new hire pension plan design through hybrid DB/DC components sustaining excellent program for Town staff while reducing prospective costs. Received unanimous Council support.
- Continued award winning energy conservation, alternate energy program-received State grants and utility rebates in support.
- Started negotiations for continuing sale of land within town-owned Gateway Corporate Park; negotiations to continue over coming months with goal of closing by summer 2016.
- Developed comprehensive plan for Town Hall to include site improvements, interior reconfiguration and new building space to achieve public safety, energy efficiency and operating efficiencies. Implement summer 2016

**Goals & Priorities
2016/17**

- Negotiate land acquisition and preservation opportunities consistent with overall land acquisition goals. Significant land acquisition pending for 2016.
- Resolve Phase 2 site improvements at the Riverfront Park by fall 2016 to complete site stability and restoration project.
- Continue to identify opportunities for operational efficiencies and cost savings and implement accordingly throughout Town operations.
- Develop formal Memorandum of Understanding for multi-town Public Safety Dispatch and implement accordingly.
- Complete formal agreement for pending sale of town-owned land within the Gateway Corporate Park area.
- Finalize discussions for updated agreement and operating protocols involving Emergency Medical Services and implement accordingly.
- Complete sale of town-owned property at 232 Williams Street.
- Prepare as applicable all actions required for public referendum concerning Capital projects.
- Manage the Town's Capital Program involving significant infrastructure care, maintenance and improvement.
- Develop operating and Capital budget proposals for legislative action.
- Provide ongoing administrative support in legislative matters.
- Sustain Glastonbury's leadership position in energy efficiency and alternate energy initiatives.

GENERAL GOVERNMENT

Town Manager

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	2	2	3	3	
Part Time	0	0	0	0	
FTE	2	2	3	3	
EXPENDITURES					
Personal Services	243,569	299,611	318,711	327,850	2.87%
Supplies	14,608	18,599	14,500	15,065	3.90%
Services & Charges	129,681	174,146	176,692	188,557	6.72%
Capital Outlay	0	1,100	0	0	0.00%
TOTAL EXPENDITURES	387,858	493,456	509,903	531,472	4.23%

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Town Council Regular and Special Meetings	35	30	34
Evening and Weekend Business Meetings and Commitments	80	75	75
Town Council Agenda Topics	134	150	200
Capital Program - Number of Projects	45	45	50
Public Referendum	0	0	0
Land & Property Acquisitions - Number of Sites	2	3	2

Human Resources

Activities, Functions and Responsibilities

The mission of the Human Resources Department is to administer all personnel-related programs for the Town of Glastonbury's full-time and part-time employees, as well as the health insurance and pension benefits for retirees.

Programs, services, and activities offered by this division include:

- Employee selection, including new hire recruitment and internal promotion
- Compensation administration and FLSA classification
- Benefits administration, including health, dental, long-term disability and life insurance, pension, workers' compensation, unemployment compensation, and family and medical leave
- Performance management
- Employee relations
- Labor relations and contract administration/negotiation
- Training and development
- Health and safety
- Record keeping and state and federal legal compliance

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none">• Contracted with new occupational medical services provider to improve services to employees, minimize work interruptions for random drug screenings, and shorten time to start new employees.• Shortened police recruitment time by adopting an ongoing and streamlined process, and implementing web-based testing.• Changed health insurance offerings to decrease costs and expand provider network.• Adopted a 401(a) savings plan for non-affiliated, IUOE and AFSCME employees.• Improved pension enrollment tools to increase employee understanding of the benefit and to standardize forms.• Successfully negotiated a wage reopener with IUOE.• Successfully completed 43 Part-Time and Full-Time recruitments.• Engaged in audit of office systems/procedures.• Experienced lower employee health claims than carrier averages and municipal averages.	<ul style="list-style-type: none">• Continue with Phase II of the MUNIS System integration of key employee data, including, pension enrollment date, benefits/beneficiary information, workers' compensation, training data; implement Applicant Tracking and Position Control.• Comply with 2016 Affordable Care Act reporting requirements by working with Information Systems, Payroll and health insurance carriers to organize benefits data in ACA-prescribed format.• Implement select online CIRMA training for employees to minimize work disruptions associated with training off-site.• Work with CIRMA and Safety Committee to identify opportunities to improve safety and reduce loss claims.• Engage in employee records audit and make necessary modifications.• Continue to engage in office systems audit and streamline.• Identify employee health cost drivers, design and implement plan to reduce health costs.

GENERAL GOVERNMENT

Human Resources

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	3	3	3	3	
Part Time	2	2	2	2	
FTE	4	4	4	4	
EXPENDITURES					
Personal Services	256,199	277,812	275,668	275,750	0.03%
Supplies	5,968	5,072	14,300	15,400	7.69%
Services & Charges	197,486	187,398	259,038	214,384	-17.24%
Capital Outlay	-	2,205	-	-	0.00%
TOTAL EXPENDITURES	459,653	472,487	549,006	505,534	-7.92%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Number of Workers Compensation Claims	<20	16	30	30
Total Cost of Workers Compensation Claims	<\$50,000	\$69,388	\$75,000	\$75,000
Number of Employee Programs/Training Sessions (per year)	25	10	25	25
Number of Days to Certify Qualified Candidates for full time positions. (days from test date)	<20	5	3	2

ACTIVITY INDICATORS

Number of Applications for Full Time Employment Reviewed	502	750	750
Total Number of Participants in Training Sessions for Fiscal Year	335	600	700
Number of Full & Part Time Recruitments per year (Parks & Recreation seasonal not included)	43	35	35
Number of Full Time Budgeted Positions	241	241	241

Facilities Maintenance

Activities, Functions and Responsibilities

The mission of the Facilities Maintenance Department is to provide comprehensive operations and maintenance management of all municipal buildings and facilities to ensure cost effective operations, high quality customer service, and exceptional working environment. Manage all capital building construction projects for the Town and the Board of Education. The Academy Complex, previously accounted for separately, is now part of the Facilities Maintenance budget. Activities in the Academy Complex include Town facilities, Information Technology, and the Recreation Department, including several Parks & Recreation sponsored programs and activities.

The principal programs, services and activities offered by this division are:

- Manage all utilities and communications services and accounts valued at over \$1,500,000, annually, for all Town Departments.
- Perform in-house maintenance, repair, custodial services, and improvements for over 322,000 square feet of facilities.
- Manage over 26 facilities services and consultant contracts, annually.
- Manage an average of \$2.5 million of construction, annually.
- Provide staff support to the Public Buildings Commission.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Reduced energy use in Town buildings by 17% from energy baseline (2007) as measured through ENERGY STAR Portfolio Manager. • Earned eighth successive ENERGY STAR award for Town Hall. • Identified and implemented numerous energy efficiency and sustainable initiatives including the installation of Photovoltaic panels at the Smith Middle School and Academy Gym bringing the total connected solar production to 1.2 MW. • Retrofitted exterior LED lights at four fire houses and Youth & Family Services. • Successfully managed various projects to improve staff efficiency and customer service. • Managed assigned capital projects including: <ul style="list-style-type: none"> ❖ Ongoing security initiatives. ❖ Construction of Maintenance Operations Facility. ❖ Replaced Smith Middle School floor and chillers. ❖ Replaced roofs at Fire Co. 3 and 4. ❖ Installed transfer switch at Boat House and Riverfront Community Center to accommodate portable generator. 	<ul style="list-style-type: none"> • Reduce energy use in Town buildings by an additional 3% from energy baseline (2007) as measured through ENERGY STAR Portfolio Manager, to achieve a 20% total reduction from 2007. • Continue to identify and implement sustainable solutions to the operations and maintenance of Town facilities. • Continue to manage the departmental safety program and performance to minimize losses through training and awareness programs. • Provide project management for capital projects including: Youth & Family Services addition; continue with Disaster Preparedness upgrades, including installation of generators at Police Department, Fleet Maintenance, Highway Garage, Parks, Fueling Station and Fire Company 1.

GENERAL GOVERNMENT

Facilities Maintenance

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	13	13	13	13	
Part Time	10	10	12	15	
FTE	17.2	17.2	17.2	18.5	
EXPENDITURES					
Personal Services	954,568	969,759	1,122,460	1,129,485	0.63%
Supplies	17,015	16,547	21,630	21,630	0.00%
Services & Charges	854,393	834,053	848,113	812,239	-4.23%
Capital Outlay	62,318	37,200	27,000	32,100	18.89%
TOTAL EXPENDITURES	1,888,294	1,857,559	2,019,203	1,995,454	-1.18%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Energy Intensity (KBTU/SF)*	<79.1	81.0	80	79
Custodial Costs (\$/SF)	<1.90	1.81	1.84	1.88
Custodial Quality (5 High to 1 Low)	5.00	4.11	4.12	4.33
Number of Workplace Incidents	0	1	1	0
Number of Lost Days	0	6	3	0
% of Electricity from Alter/Renewable Energy Sources**	≥ 40%	24%	31%	35%

ACTIVITY INDICATORS

Number of Work Orders	1,885	1,850	1,900
Capital Improvement Program Execution (000)	2,635	2,750	3,000
Square Feet of Municipal Facilities Managed***	298,000	322,000	323,000

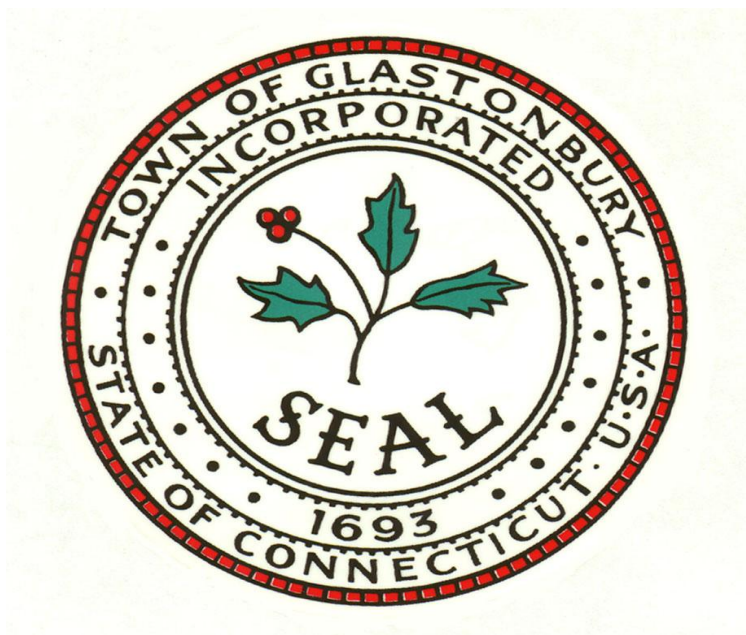
*Weighted average baseline energy usage for all buildings is 97.9 KBTU/SF.
Goal of 79.1 represents 20% reduction from 2007 baseline.

**Percentage from 2009 baseline

***FY14 TO FY15 includes Winter Hill Farm, 1098 New London Turnpike, 35 Bell St

***FY15 TO FY16 includes Riverfront Boathouse, Parks Operations Building & Facilities Operations Building

***FY16 TO FY17 includes 1056 New London Turnpike.



COMMUNITY DEVELOPMENT

BUILDING INSPECTION

FIRE MARSHAL

HEALTH

	FY2014	FY2015	FY2016	FY2017	PERCENT
	ACTUAL	ACTUAL	ADOPTED	REQUESTED	CHANGE
EXPENDITURES					
Personal Services	1,178,169	1,132,468	1,170,409	1,250,765	6.87%
Supplies	17,965	18,180	23,495	25,095	6.81%
Services & Charges	545,281	541,806	552,440	596,601	7.99%
Capital Outlay	7,395	6,600	8,000	4,205	-47.44%
TOTAL EXPENDITURES	1,748,810	1,699,054	1,754,344	1,876,666	6.97%

Community Development

Activities, Functions and Responsibilities

Management of the Town’s land use, health and building activities including long range planning, zoning, building inspection, environmental protection, economic development, health services, and fire prevention and enforcement services. Staff services are provided to boards and commissions with land use and building responsibilities. Key commissions served are the Town Plan and Zoning Commission, Town Council (Zoning Authority), Conservation Commission, Economic Development Commission, and the Historic District Commission.

Principal responsibilities of this division are:

- Statutory review of all residential, commercial, and municipal development projects
- Coordination and development of various planning documents and new/revised land use regulations
- Provision of environmental protection services in conjunction with new development and guidance on the preservation of Town-wide natural resources
- Historic preservation services
- Administrative and fiscal management of the department’s four divisions

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none">• Initiated and enacted all three phases of the Town Center zone changes.• Completed drafts of the updates to the subdivision regulations are near completion and will be sent to the Town Plan and Zoning Commission for review in 2016.• Continued development of a project scope for the 10 year statutory update of the Plan of Conservation and Development.	<ul style="list-style-type: none">• Initiate planning process for the 10 year statutory update to the Plan of Conservation and Development.• Enhance customer service through coordination with Information Technology on a document management process to convert paper documents into electronic form.• Initiate the creation of a Planning and Development manual to give customers guidance of the planning and zoning approval process.• Build capacity in the Planning Department by hiring and training a new Planner to provide technical support to customers and the Town Plan and Zoning Commission.

COMMUNITY DEVELOPMENT

Community Development

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	4.5	4.5	4.5	3.5	
Part Time	0	0	0	0	
FTE	4.5	4.5	4.5	3.5	
EXPENDITURES					
Personal Services	326,679	359,927	308,000	327,360	6.29%
Supplies	4,636	5,460	6,420	7,670	19.47%
Services & Charges	143,143	145,859	138,212	131,207	-5.07%
Capital Outlay	0	1,100	2,200	1,250	-43.18%
TOTAL EXPENDITURES	474,458	512,346	454,832	467,487	2.78%
REVENUES-Non Tax					
Required from Taxes	434,756	497,113	442,832	455,487	2.86%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Complete Administrative Review Meeting for New Development Proposals (Days from Date of Submission)	≤30	100%	100%	100%
Implement Comprehensive Town Center Regulation Changes - 3 components	100%	67%	100%	Complete
ACTIVITY INDICATORS				
Subdivision Applications Approved		3	6	5
Special Permit Applications Approved		50	40	40
Wetland Permit Applications Approved		8	10	10
Commission Subcommittee Meetings/ Workshops Held		12	15	25
Building Permit Plans Reviewed		32	35	30
Town Plan and Zoning Commission Meetings		14	18	18
Inland Wetlands/Conservation Commission Meetings		14	15	15

Building Inspection

Activities, Functions and Responsibilities

Enforcement of building, electrical, plumbing, and heating codes and the issuance of permits for and the inspection of projects during construction, and the issuance of certificates of occupancy. The Building Inspection division also handles zoning and building complaints, conducts investigations and issues necessary cease and desist orders and makes joint inspections with the Fire Marshal.

The principal responsibilities of this division are:

- Building plans review
- Building permit issuance, building inspections, and approvals of Certificates of Occupancy
- Zoning and Building Code enforcement
- Administration of the Zoning Board of Appeals

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none">• Initiated recruitment process for building inspector position with Human Resources to be completed Spring 2016.• Initiated web page improvements for zoning requirements and ease of access to building/zone regulations.• Continued to work with IT and Engineering to finalize implementation of tablets for field inspection in Spring 2016.	<ul style="list-style-type: none">• Provide faster plan reviews and inspections for major projects with the addition of third inspector position.• Continue to develop Building Department webpage to maximize existing technology and improve customer service.• Staff development of new inspector to build capacity within the division and for succession planning.

COMMUNITY DEVELOPMENT

Building Inspection

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	4	4	4	4	
Part Time	1	1	1	1	
FTE	4.5	4.5	4.5	4.5	
EXPENDITURES					
Personal Services	213,678	220,184	259,490	299,670	15.48%
Supplies	4,070	3,792	5,300	5,650	6.60%
Services & Charges	126,687	112,074	142,827	166,971	16.90%
Capital Outlay	1,217	0	2,900	1,815	-37.41%
TOTAL EXPENDITURES	345,652	336,050	410,517	474,106	15.49%
REVENUES-Non Tax					
Required from Taxes	-301,135	-238,140	-89,483	-75,994	-15.07%

Non tax revenue is generated by building permit fees for commercial, industrial and residential construction. Effective July 1, 2003, the fee is \$17/\$1,000.

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Complete 80% Inspections within 2 days of request	80%	100%	100%	100%
Annual Relicensing Training for Inspectors (hours/person/year)	≥30	30	30	30
Implement Use of Online Permitting	25%	10%	10%	10%
ACTIVITY INDICATORS				
Permits Issued: Building*		698	1,000	1,000
Permits Issued: Other		900	1,500	1,500
Zoning Board of Appeals Applications Received		36	40	40
Certificate of Occupancy Permits Issued		96	60	60

*New and renovated structures

Fire Marshal

Activities, Functions and Responsibilities

The primary responsibility of the Town of Glastonbury Fire Marshal's Office is the enforcement of the Connecticut Fire Safety Code, the Connecticut Flammable and Combustible Liquids Code, The Connecticut Oil Burning Equipment Code, The Connecticut Gas Equipment and Piping Code, the Connecticut Liquefied Petroleum Gas and Liquefied Natural Gas Code, the Connecticut Fireworks and Special Effects Code, and the Explosives Regulations as prescribed by Connecticut General Statutes. The goal of the Office is to provide a community which is reasonably safe from the ravages of fire, smoke and panic. Successful elements of risk reduction methods include: enforcement, public education, planning and investigation.

Principal responsibilities of this division are:

- Investigation of the cause and origin of fires and explosions
- Inspection of public buildings, manufacturing facilities and establishments which use, store or manufacture hazardous materials
- License inspections of Day Care Centers, Health Care Occupancies, Residential Board and Care Facilities, and establishments that serve liquor
- Conducts Code Consultation inspections for architects, design engineers, developers and property owners
- Conducts Certificate of Occupancy inspections
- Issues blasting permits
- Conducts fire prevention training programs – fire extinguishers, evacuation drills, equipment safety – distributed public service announcements and press releases
- Serves as the Local Open Burning Official

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none">• Achieved detector compliance in two major complexes through multi family dwelling campaign. Functional and up-to-date smoke detection increases survivability during a fire. The multi-family dwelling campaign attempts to achieve mandated annual inspections in apartment occupancies.• Achieved certificate of occupancy inspections within six days (100%) from when a request for such inspection was submitted (excludes weekends, nights and holidays).• Completed inspections of non-licensed food service establishments.• Completed Public Fire Education for 429 children and 146 adults.• Completed church inspection program which increases fire safety within assembly occupancies that are not inspected annually. Prevention of fires within places of worship reduces catastrophic loss to the community.	<ul style="list-style-type: none">• Continue Multi-family dwelling campaign to prevent loss of life and/or property during a fire event.• Achieve certificate of occupancy inspections within six days from the day an applicant requests an inspection (excludes weekends, nights and holidays).• Provide inspection and plan review services for major projects.• Provide six day response for fee-initiated services. Services include tank installation/removal, liquor licenses, blasting permits, open burning and reproduction.• Initiate fire protection systems inspection program (sprinklers, alarms, and cooking systems) to ensure they are adequately serviced and maintained in order to increase life safety and decrease property loss.

COMMUNITY DEVELOPMENT

Fire Marshal

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	2	2	2	2	
Part Time	1	1	1	1	
FTE	2.5	2.5	2.5	2.5	
EXPENDITURES					
Personal Services	186,980	194,205	195,266	198,775	1.80%
Supplies	3,602	4,067	4,800	4,800	0.00%
Services & Charges	76,785	78,361	79,248	86,891	9.64%
Capital Outlay	4,961	2,200	0	0	0.00%
TOTAL EXPENDITURES	272,328	278,833	279,314	290,466	3.99%
REVENUES-Non Tax	6,934	5,760	4,400	4,400	0.00%
Required from Taxes	265,394	273,073	274,914	286,066	4.06%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Certificate of Occupancy Inspections Completed within 5 Work Days	100%	100%	100%	100%
Annual Fire Prevention Training Programs with Emphasis on Day Care and Senior Adults	26	25	26	12
Assembly Occupancy Inspections Completed at Facilities Occupied by 50 or more Persons	90	90	300	228
ACTIVITY INDICATORS				
Fire Incident Investigations Completed				
Commercial		3	8	5
Residential		19	19	22
Other		22	36	30
Certificate of Occupancy Inspections		50	60	52

Health

Activities, Functions and Responsibilities

The Health Division mission is to protect the public health by identifying health problems, monitoring health status, investigating health problems and hazards, educating citizens on health issues, ensuring the provision of health services, and enforcing health laws and regulations.

The principal responsibilities of this division are:

- Environmental health programs including well water, on-site sewage disposal, inspection of the Town's 150± food service establishments, lead poisoning, and housing
- Disease surveillance and communicable disease follow-up
- Develop responses to public health emergencies, both natural and intentional

Successes & Accomplishments 2015	Goals & Priorities 2016/2017								
<ul style="list-style-type: none"> • Strengthened public health surveillance systems through regular discussions with Glastonbury Emergency Medical Services to discuss emergent public health concerns, such as seasonal flu and Ebola that may present during an EMS call. Emergency preparedness discussions with the Board of Education have opened the door to new potential collaborations. • Successfully made application to the League of American Bicyclists, earning Glastonbury a Bronze level Bicycle Friendly Community designation. • Reviewed and updated quarterly the Department's web page. Updated information included arsenic and uranium testing for private wells, Enterovirus EVD-68, updated salon forms and fees for food service licensing, avian influenza, seasonal influenza, and environmental updates about the Preferred Plastics fire. • Issued Food Service Licenses and number of inspections (in parentheses) as follows: <table border="0" data-bbox="215 1633 792 1753"> <tr> <td>Class I – cold food</td> <td>26 (24)</td> </tr> <tr> <td>Class II – pre-packaged food</td> <td>13 (17)</td> </tr> <tr> <td>Class III – prepare & serve <4 hrs.</td> <td>27 (95)</td> </tr> <tr> <td>Class IV – prepared & serve >4 hrs.</td> <td>84 (318)</td> </tr> </table> 	Class I – cold food	26 (24)	Class II – pre-packaged food	13 (17)	Class III – prepare & serve <4 hrs.	27 (95)	Class IV – prepared & serve >4 hrs.	84 (318)	<ul style="list-style-type: none"> • Through research and activities by staff and in partnership with others, develop a community health assessment that details health challenges and successes that affect residents, workers, and visitors in Glastonbury and identifies areas for future public health programming. • Begin pursuit of national accreditation through Public Health Accreditation Board. Achievements may include staff training, development of Departmental policy and documentation, community engagement, etc. • Identify environmental health changes that may arise in the future as a result of climate change, and research potential methods to prepare Health Department for these challenges. Methods may include focused training for staff, community education, policy change, etc.
Class I – cold food	26 (24)								
Class II – pre-packaged food	13 (17)								
Class III – prepare & serve <4 hrs.	27 (95)								
Class IV – prepared & serve >4 hrs.	84 (318)								

COMMUNITY DEVELOPMENT

Health

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	5	5	5	5	
Part Time	1	1	1	1	
FTE	5.5	5.5	5.5	5.5	
EXPENDITURES					
Personal Services	450,832	358,152	407,653	424,960	18.65%
Supplies	5,657	4,862	6,975	6,975	0.00%
Services & Charges	198,666	205,512	192,153	211,532	10.09%
Capital Outlay	1,217	3,300	2,900	1,140	-60.69%
TOTAL EXPENDITURES	656,372	571,826	609,681	644,607	5.73%
REVENUES-Non Tax					
Required from Taxes	606,778	498,166	555,531	584,547	5.22%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Complete Septic System Plan Reviews				
Within 5 Working Days	80%	88%	82%	85%
Reduce Restaurant Re-inspections of all				
Food Service Licensed Establishments	<20%	13%	20%	18%
ACTIVITY INDICATORS				
Well and Septic Permits Issued				
(including Repairs)		63	75	70
Routine Inspections (Septic Installation, restaurants)		1,062	1,050	1,070
Complaint Inspections (Housing Code Matters, Environmental Sanitation)		142	150	150



ADMINISTRATIVE SERVICES

**FINANCIAL ADMINISTRATION, ACCOUNTING,
PROPERTY ASSESSMENT, REVENUE COLLECTION,
TOWN CLERK, REGISTRARS, LEGAL SERVICES,
PROBATE COURT, INSURANCE/PENSION**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	1,795,073	1,903,608	1,976,563	1,995,255	0.95%
Supplies	88,849	105,770	149,140	145,625	-2.36%
Services & Charges	4,047,790	4,090,093	4,195,128	4,235,940	0.97%
Capital Outlay	22,630	51,399	91,600	72,760	-20.57%
TOTAL EXPENDITURES	5,954,342	6,150,870	6,412,431	6,449,580	0.58%

ADMINISTRATIVE SERVICES

Financial Administration

Activities, Functions and Responsibilities

The responsibilities of the Director of Finance include the direct supervision of five division heads, with a total of 25 personnel. The director is also staff liaison for the Town Manager to the Board of Finance and the Insurance Advisory Committee. The principal programs, services and activities offered by this division are:

Financial Administration

- Compiles Operating and Five-Year Capital Improvement Plan (CIP) for the Town Manager's review.
- Implements renewal and procurement of the Town's and Education's insurance coverage in coordination with the Agent of Record and recommendations of the Insurance Advisory Committee.
- Prepares financing plan for funding capital projects
- Schedules bond issues in accordance with CIP and prepares official statements for bond issuance
- Meets with rating agencies to attain rating for bond sales
- Oversees and monitors Town's retirement investments and administration

Purchasing

- Process purchase requisitions/orders to acquire goods and services
- Process Requests for Quotations, Bids and Requests for Proposals
- Contract Administration
- Develop and maintain Purchasing Policy & Procedures
- Disposition of Surplus Property

Information Technology

- Maintain efficient communication network for all systems.
- Install PC workstations, printers, system servers and network devices.
- Act as advisor and technical support for departmental system enhancements
- Act as advisor and technical support for Town Web Site

Successes & Accomplishments 2015

- Received Government Finance Officers Association (GFOA) Distinguished Budget Award 2015/16.
- Retained Aaa and AAA ratings from Moody's Investors Service and Standard & Poor's.
- Coordinated lease renewals for residential properties resulting in annual revenues of \$73,500.
- Administered on-line surplus property auctions resulting in annual revenue over \$20,000.
- Revised Purchasing Policy and Procedures.
- Expanded purchasing card program to all town departments for a total of 30 employees.
- Coordinated the purchase of a HUD residential property resulting in a price reduction of \$13,000.
- Acquired new technology to enable online form processing for increased 24/7 website functionality.
- Implemented new security processes recommended by financial management auditors.
- Completed new security protocols based on Payment Card industry data Security Standard (PCI DSS) 3.1.
- Developed policies for network and systems security with the assistance of an outside consultant

Goals & Priorities 2016/2017

- Continue to enhance budget document to retain GFOA Distinguished Budget Presentation Award.
- Maintain Aaa and AAA ratings with Moody's and Standard & Poor's, respectively.
- Reissue Purchasing Policy and procedures to all departments, including training for key employees and standardization of forms and templates.
- Complete enhanced Security processes for data and network security.
- Develop and implement time saving database applications for various departmental functions.
- Develop and implement network and server outage tracking system.
- Formalize Disaster Recovery Plan for all Town systems with the assistance of an outside consultant.
- Implement document management system systemwide.

ADMINISTRATIVE SERVICES

Financial Administration

Personnel and Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	8	9	8	8	
Part Time	1	1	1	1	
FTE	8.5	9.5	8.5	8.5	
EXPENDITURES					
Personal Services	601,704	660,612	696,413	715,915	2.80%
Supplies	15,866	15,394	31,115	31,090	-0.08%
Services & Charges	413,693	475,710	445,598	489,886	9.94%
Capital Outlay	17,545	47,394	69,700	67,450	-3.23%
TOTAL EXPENDITURES	1,048,808	1,199,110	1,242,826	1,304,341	4.95%
REVENUES-Non Tax					
Required from Taxes	992,768	1,182,423	1,217,826	1,279,341	5.05%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
GFOA Distinguished Budget Award				
Number of Years Received	Annual	20	21	22
Unassigned Fund Balance as a Percent of Budgeted Revenues	>12%	15.8%	15.0%	14.3%
Debt Service as a Percent of Actual Expenditures	<10%	6.6%	6.0%	5.8%
Bond Ratings: Moody's	Aaa	Aaa	Aaa	Aaa
Standard and Poor's	AAA	AAA	AAA	AAA
Average Time to Close IT CRA Requests (in days)	10	23	20	18
Tech Staff per Total Staff (Industry Standard)	<3.6%	1.8%	1.8%	1.8%
Tech Spending per Employee (Industry Standard)	<\$7773	\$ 3,688	\$ 3,780	\$ 3,875
Tech Spending % of Revenue (Industry Standard)	<3.6%	2.8%	2.8%	2.9%

ACTIVITY INDICATORS

Number of Bids Issued	20	20	20
Number of Requests for Proposal Issued	9	12	13
Number of Quotes Issued	23	29	30
Number of Networked Devices	737	750	760
Computer Requests for Assistance (CRAs) Resolved	674	700	730
Information Technology Projects Completed	41	43	45
Average Monthly CRA Volume Processed	59	60	61

Note: Industry Standard per Gartner IT Key Metrics Data 2012 IT Enterprise Summary Report

Accounting

Activities, Functions and Responsibilities

The Accounting Division’s mission is to administer cash management, accounts payable, and payroll responsibilities to provide complete, timely, and accurate financial information to Town management to assist in decision making.

The principal programs, services and activities offered by this division are:

- Prepare the year-end comprehensive annual financial report
- Produce monthly budget and other financial reports for management and other policy boards
- Manage cash flow and invest idle funds to maximize interest income
- Review internal controls to ensure that proper controls are in place and control procedures are being followed
- Process biweekly payroll and issue all disbursements in a timely manner
- Administer the accounts receivable billing system

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none">• Awarded the Certificate of Achievement for Excellence in Financial Reporting by Government Finance Officers Association (GFOA). This is a key factor to maintain the Town's high bond rating in order to receive lower interest rates on issued bonds.• Managed cash balances and investment opportunities to ensure that Town funds were secure and prudently invested. Used a ladder approach and some longer-term investments to generate General Fund earnings of 0.45% compared to the short-term benchmark of 0.15%. Sewer funds invested separately earned 1.26%.• Teamed with Information Technology personnel to develop and implement streamlined procedures to import purchasing card transactions into the financial accounting system, reducing time required for data input and increasing accuracy.• Initiated review of additional electronic payables solutions to complement the existing purchasing card program that would increase efficiencies and generate rebate income.	<ul style="list-style-type: none">• Retain the Certificate of Achievement for Excellence in Financial Reporting.• Continue to invest in longer-term certificates of deposit, within FDIC limits, and U.S. Government securities where practicable to improve investment yield.• Implement an electronic payables program to pay participating vendors with credit cards or other electronic means by December 2016.• Continue evaluation of a Town-wide document manager software system to store, index, and retrieve documents, and implement the financial portion by June 2017. This would significantly reduce efforts associated with assembling, organizing, distributing and storing various documents. This is part of the Town’s initiative to electronically archive documents.

ADMINISTRATIVE SERVICES

Accounting

Personnel and Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	4	4	4	4	
Part Time	0	0	0	0	
FTE	4	4	4	4	
EXPENDITURES					
Personal Services	272,426	279,046	288,188	291,125	1.02%
Supplies	10,337	11,497	13,100	13,100	0.00%
Services & Charges	119,793	121,413	131,833	137,756	4.49%
Capital Outlay	0	1,421	2,200	0	-100.00%
TOTAL EXPENDITURES	402,556	413,377	435,321	441,981	1.53%
REVENUES-Non Tax *	256,361	264,422	400,000	275,000	-31.25%
Required from Taxes	146,195	148,955	35,321	166,981	372.75%

*Non-tax revenue is generated by investing the Town's idle cash. Through the utilization of a consolidated pooled cash concept, the Town is able to maximize investment earnings. The Town participates in two investment pool groups, invests in bank money market accounts, and invests in certificates of deposit when appropriate. One of the pools, the State-administered Short-Term Investment Fund (STIF) produced an average yield for the Town of 0.15% in fiscal year 2015. Interest rates have remained stagnant and are expected to increase slowly; therefore, the Town is estimating an average yield of 0.45% for fiscal year 2016/2017.

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Financial Reporting:				
GFOA Certificate for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Audit Findings of Material Weakness	None	None	None	None
Financial Operations:				
% of Payroll Remitted by Direct Deposit	83%	82%	83%	83%
% of Direct Deposit Electronic Statements	68%	66%	66%	68%
% of Electronic Vendor Payments	20%	5%	15%	20%
Investment Results:				
General Fund/Pooled Cash	0.50%	0.45%	0.45%	0.50%
Sewer Funds--Pooled and Separately Invested	1.40%	1.26%	1.26%	1.40%
ACTIVITY INDICATORS				
Payroll Checks Issued	2,200	2,232	2,200	2,200
Direct Deposit Advices	10,000	10,111	10,000	10,000
Vendor Payments	6,400	6,362	6,400	6,400
1099 Misc Issued	170	170	170	170
W-2s Issued	900	911	900	900
Revenue Batches Posted	2,800	2,728	2,800	2,800
Accounts Receivable Bills Issued	400	387	400	400

Property Assessment

Activities, Functions and Responsibilities

The primary responsibility of the Assessor’s Office is to ensure that all taxable and non-taxable property located within the Town is discovered, identified, and equitably valued in accordance with the Connecticut General Statutes.

The result of these efforts is the creation of the annual Grand List. The Grand List serves as the foundation of the property tax system which is the primary source of revenue used to finance Town services.

The principal programs, services and activities offered by this division are:

- Discover, list and value all real estate, personal property and motor vehicles
- Administer state and local exemption programs
- Maintain records of property ownership for all real estate and personal property
- Maintain map identification system for all real estate parcels
- Disseminate information to the general public concerning various public records maintained by this office
- Serve as liaison to the elected Board of Assessment Appeals
- Coordinate all activities related to the 5 year property revaluation
- Assist in the defense of assessments in the State’s court system

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none">• Finalized and signed the 2014 Grand List on January 29, 2015.• Hosted a well received workshop for local businesses, which included a detailed Power Point presentation, to better understand how to complete the business personal property declarations.• Piloted an online personal property filing application to better meet our customers’ needs.• Continue to promote the availability of detailed information and downloadable forms on the Assessor’s page of the town’s web site as a resource for residents.• Encourage residents to interact with staff via email in order to expedite their requests and associated adjustments, saving taxpayers time, and allowing quicker turnaround for payments and refunds.• Continue to reach out to seniors, as possible, at local churches and gathering places to inform them about the residents’ property tax credit program.	<ul style="list-style-type: none">• File the 2015 grand list by statutory deadline.• Assist the Board of Assessment Appeals in adjudicating the appeals of the 2015 Grand List.• Offer online personal property filing to existing accounts and businesses. Saving the office considerable costs in printing and postage.• Plan and coordinate the 2017 Grand List revaluation and familiarize the revaluation consultant with our goals.• Resolve all tax appeals related to the 2012 revaluation.• Increase attendance at the personal property workshop for local businesses, to better understand how to complete the 2015 personal property declaration.

ADMINISTRATIVE SERVICES

Property Assessment

Personnel and Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	5	5	5	5	
Part Time	0	0	0	0	
FTE	5	5	5	5	
EXPENDITURES					
Personal Services	326,639	335,352	347,207	352,895	1.64%
Supplies	9,372	9,235	13,100	13,100	0.00%
Services & Charges	182,853	178,266	198,617	223,004	12.28%
Capital Outlay		0	2,200	1,390	100.00%
TOTAL EXPENDITURES	518,864	522,853	561,124	590,389	5.22%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Time Lag in Processing Deeds (in days)	<30	20	20	20
Grand List Adjustment/Corrections	<2,600	2,566	2,400	2,400
Coefficient of Dispersion (COD)*	<12.5%	8.70%	10.50%	10.50%
Assessment Level (Median)	63% - 77%	66.0%	65.0%	65.0%
Price Related Differential (PRD)**	.97-1.03	1.010	1.020	1.020
ACTIVITY INDICATORS				
Taxable Grand List Accounts		53,690	54,000	54,000
Elderly Applications Processed		471	500	500
Useable Real Estate Sales		486	500	500
Deeds processed		998	1,200	1,200
Applications to Board of Assessment Appeals		62	80	80
Appeals to Superior Court		5	5	5
New Construction assessments completed		46	30	30

*The coefficient of dispersion is the most commonly used assessment measure for determining the uniformity of assessments. The lower the COD, the closer the assessments compare with the property sale prices.

**A PRD >1.00 suggests the high-value parcels are under assessed while a PRD <1.00 suggests the lower priced properties are under assessed.

Revenue Collection

Activities, Functions and Responsibilities

The mission of the Collector of Revenue's Division is to assist in maintaining the financial stability of the Town by ensuring the timely billing collection and recording of all revenues through the diligent application of State Statutes, regulations and other enforcement aids, while assisting the public in understanding the taxation process and procedures and maintaining an effective and cordial relationship with the general public.

The principal programs, services and activities offered by this division are:

- Process real estate and personal property tax bills for the Town's 34,427 residents.
- Coordinate with the State Motor Vehicle Department the processing of motor vehicle tax bills for approximately 32,000 registered vehicles.
- Work with the Sanitation Department to collect data and process 5,700 bills for sewer use annually.
- Acts as the central processing office for revenue from all Town departments.
- Enforces delinquent collections of taxes.
- Handles incoming and outgoing mail for all departments.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none">• Achieved a collection rate of 99.4% for the year ended June 30, 2015.• Continued electronic billing notification. Approximately 142 taxpayers registered for this service for the July 1, 2015 billing.• Utilized Small Claims Court for collection of delinquent motor vehicle taxes which resulted in 60 accounts being collected at no cost to the Town.• Collected a fee on delinquent motor vehicle accounts to recover Town costs for reporting this information to the Department of Motor Vehicles. The total collected was \$15,365.	<ul style="list-style-type: none">• Achieve a collection rate over 99%.• Encourage staff to enrich their knowledge by attending various tax classes, meetings and seminars to stay abreast of changes to State Statutes and collection tools.• Increase electronic billing notifications through education of the program to Town residents via the Town's website and other publications.• Improve Lockbox processing by issuing request for proposal to evaluate current technology and systems available.• Work with DMV to provide better customer service by electronically releasing taxpayers through their Connecticut Integrated Vehicle Licensing System (CIVLS).

ADMINISTRATIVE SERVICES

Revenue Collection

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	4	4	4	4	
Part Time	0	0	0	0	
FTE	4	4	4	4	
EXPENDITURES					
Personal Services	251,005	257,577	263,906	246,000	-6.78%
Supplies	16,605	27,699	40,025	33,755	-15.67%
Services & Charges	168,305	167,309	181,448	164,496	-9.34%
Capital Outlay	0	0	6,600	0	-100.00%
TOTAL EXPENDITURES	435,915	452,585	491,979	444,251	-9.70%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Tax Revenue Collection Rate				
Personal Property	99.2%	99.2%	99.2%	99.2%
Real Estate	99.2%	99.5%	99.5%	99.5%
Motor Vehicle	98.5%	98.6%	98.5%	98.5%
Sewer Collection Rate	≥97%	97.3%	98.0%	98.0%
ACTIVITY INDICATORS				
Number of Credit Card/E-Check Transactions processed		4,069	4,200	4,300
Total Dollars for Credit Card/E-Check Transactions		\$3,626,232	\$3,600,000	\$3,800,000
Real Estate - Non Escrow (billed)		7,525	7,708	7,800
Real Estate - Escrow (billed)		6,349	6,237	6,200
Number of Motor Vehicle Accounts		32,126	31,883	32,300
Number of Personal Property Accounts		2,109	2,210	2,220
Number of Supplemental Motor Vehicle Accounts		4,953	5,150	5,150
Number of Sewer Bills Issued		5,714	5,730	5,750
Number of Tax Liens		302	300	300
Electronic Billing Notifications		0.1%	0.3%	0.3%
Lockbox Collections (excluding Escrow)		44.4%	50.0%	50.0%

Activities, Functions and Responsibilities

The mission of the Town Clerk's office is the timely, efficient and accurate processing, according to applicable state and local laws, of documents preserving past and present vital information required to ensure a sound-functioning government while being ever mindful of neutrality and impartiality, rendering equal, courteous service to all. As well as being one of the most visited offices, this office provides the professional link between the citizens, local governing bodies, and boards, commissions and committees of the town.

The principal programs, services and activities offered by this division are:

- Land and Map Recordings
- State Conveyance Tax Return Processing for Land Record Transactions
- Certifying Copies of Land & Vital (Birth, Marriage and Death) Records
- Election Preparation and Administration
- Absentee Ballot Issuance and Qualifying of Petitions
- Board, Commission and Committees Agendas & Minutes Repository
- Ethics Commission Training Coordination
- Dog, Marriage and Sporting License Issuance
- Liquor Permit and Trade Name (DBA) Filings
- Notary Public Services, Registration and Authentication
- Voter Registration and Previous Voter Registration Documentation
- Aircraft, Veteran Discharge and Foreclosed Property Registrations
- Repository of Contracts, Agreements, Budgets and Annual Reports
- Index, Maintain and Preserve Various Miscellaneous Filings and Public Records

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
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- Completed second phase in June 2015 of State Preservation Grant for conservation and preservation of 119 of the town's oldest property maps; received approval for funding third phase of 167 maps in August 2015.
- Installed an electronic data preservation system and developed the export program to provide for an archival storage system for preserving and authenticating permanent public records index data and images. Full testing and implementation to take place in the second half of fiscal year 2015/2016.
- Continued participation in the development of the Secretary of State's Election Management System in summer 2015 for use in November Election.
- Participated in enhancements to the Secretary of State's CVR System for absentee ballot issuing and tracking and petition qualifying.
- Coordinated in December 2015 biennial ethics DVD training with staff liaisons for boards and commissions for their organizational meeting in January 2016 and provided updates to the Ethics Commission.

- Accomplish the migration of historical indexes and images for electronic permanent records to the electronic, archival, data preservation system for preservation and authentication.
- Continue participation as a test town for the August 2016 Primary and administer the November 8, 2016 Federal/State Election utilizing the Secretary of the State's Election Management System.
- Submit application in April 2016 for FY 2016/2017 State Preservation Grant.
- Develop a system to track board and commission membership appointments for historical purposes.
- Complete third phase of conservation and preservation of 167 of the town's oldest, permanent record, property maps utilizing State Preservation Grant Funds by June 2016.
- Continue oversight of Ethics Commission training protocol for all board and commission members and provide status updates to Ethics Commission.

ADMINISTRATIVE SERVICES

Town Clerk

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	4	4	4	4	
Part Time	0	0	0	0	
FTE	4	4	4	4	
EXPENDITURES					
Personal Services	255,651	261,552	266,744	272,785	2.26%
Supplies	12,397	11,298	13,550	13,550	0.00%
Services & Charges	204,118	197,992	203,952	220,690	8.21%
Capital Outlay	5,085	-	4,400	2,780	-36.82%
TOTAL EXPENDITURES	477,251	470,842	488,646	509,805	4.33%
REVENUES-Non Tax *	848,268	859,187	780,500	840,900	7.74%
Required from Taxes	-371,017	-388,345	-291,854	-331,095	13.45%

*Non tax revenues are generated from conveyance tax and recording fees from land record recordings, issuance of marriage, dog and sporting licenses and certified copies of births, marriages, deaths and land records. These fees are set by State Statute and cannot be amended by the municipality.

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Land Recordings Returned Within 21 Days (Std 30)	100%	100%	100%	95%
Land Record Audit Done By Statutory 12/31 Deadline	100%	100%	100%	95%
Absentee Ballots Mailed Within Statutory 24 Hours	100%	100%	100%	100%
Historic Document, Farmland Preservation and Marriage License Surcharge Reports Submitted by Statutory Deadlines	100%	100%	100%	95%
Conveyance Tax Ret to DRS by Stat 10-day Deadline	100%	100%	99%	95%
ACTIVITY INDICATORS				
Land Record Recording (LRR) - Documents		7,295	7,400	7,500
Land Record Recording (LRR) - Pages		27,107	28,000	30,000
Land Record Certifications		174	200	200
Property Map Recordings		112	175	175
Dog Licenses Issued - Individual / Kennel		2,817 / 10	2,800 / 10	2,800 / 10
Sporting Licenses & Permits / Liquor Permits Issued		730 / 45	700 / 50	700 / 50
Vital Records Received and Processed		870	900	900
Marriage Licenses Issued		135	150	150
Burial / Cremation / Disinterment Permits Issued		174 / 79 / 4	170 / 80 / 1	170 / 80 / 2
Notary Registrations / Required Notarizations		86 / 426	100 / 400	100 / 450
Absentee Ballots Issued for Election Events		954	700	2,900
Online Credit Card Transactions / Dollars - Dogs/LRR		555 / \$12,592	600 / \$13,800	700 / \$16,100

ADMINISTRATIVE SERVICES

Registrars of Voters

Activities, Functions and Responsibilities

The mission of the Registrar of Voters Office is to manage all elections' processing in the Town of Glastonbury by ensuring the accuracy of the voters' registry and preparedness of the election officials and voting machinery, in accordance with CT State Statutes, per the Administration of the Secretary of the State.

The principal programs, services and activities offered by this division are:

- Process all new voter applications and communicate acceptance letters to voters.
- Maintain updated voter registry with address/name/party changes and authorize removals of voter privileges and communicate same to voters.
- Post required registry lists with Town Clerk, prior to elections, per Statute for voter review and/or change.
- Implement State mandated elections' activities per the Secretary of the State's (SOS) Election Calendar.
- Coordinate publication of all notices regarding voter registration/elections, per SOS requirements.
- Coordinate with Town departments and Secretary of the State for conduct of all elections.
- Train and supervise all election officials in accordance with State Statutes governing voters' rights.
- Provide services to persons with disabilities in conjunction with the Police Department.
- Supervise Official Election Technicians in maintaining battery back-ups, certification of tabulators and their memory cards for pre-election certification, and set-up and dismantling of polling locations.
- Maintain an inventory of voting machines and voting booths according to State Statute criteria.
- Manage all aspects of supervised absentee ballot voting at designated institutions.
- Meet with Polling place Moderators, examine and proof their returns at the end of an election.
- Report results to Head Moderators and file returns with The Secretary of State and the Town Clerk.
- Provide public service to political parties for voter list information, in addition to providing voters with information as requested per FOI Laws and Office Policy.
- Conduct Annual Registration Session of eligible Glastonbury High School students
- Conduct Annual Canvass of Electors per National Change of Address (NCOA) service to update records.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Received award for highest voter turnout in the large Town category. • Conducted annual canvass of voters beginning January 5, 2015 through May 31, 2015. • Enrolled 186 students in High School registration session completed June 2015. • Held a Municipal Election on November 3, 2015. Percentage turnout increased to 29.2% from 26%. • Researched use of Poll Books in anticipation of change in law to allow use for elections. • Conducted Election Day Registration utilizing the new online voter registration system. • Participated in semi-annual Registrar of Voters Annual Conf and Secretary of State (SOS) conference on election laws and procedures. • Conducted poll workers training including State mandated training for moderators for certification. • Implemented new election laws adopted by the CT State Legislature and/or Congress. • Participated on subcommittees within the Registrars professional organization, ROVAC, contributing on the Technology and Legislative Committees. 	<ul style="list-style-type: none"> • Conduct annual canvass of voters January 4, 2016 through May 31, 2016. • Conduct high school registration session between January and June 2016. Goal is to increase participation in registration process via the use of the Online Registration process. • Recruit and train new poll workers. • Plan for a Republican and Democratic Primary scheduled for April 26, 2016. Plan for a second Primary scheduled for August, 2016. • Plan for Presidential Election in November 2016. • Plan for potential referendum. • Plan for implementation of Poll Books and Election Night Report Systems in anticipation of SOS finalizing specifications. • Implement new election laws adopted by the CT State Legislature and/or Congress. • Continue to refine and improve the Election Day Registration process. • Complete coursework for Registrar Certification requirements as outlined in 2015 legislation. • Continue to monitor election cost savings.

ADMINISTRATIVE SERVICES

Registrars of Voters

Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	87,646	109,470	114,105	116,535	2.13%
Supplies	10,351	12,576	13,950	16,730	19.93%
Services & Charges	11,779	21,054	24,430	24,574	0.59%
Capital Outlay	0	0	2,700	1,140	-57.78%
TOTAL EXPENDITURES	109,776	143,100	155,185	158,979	2.44%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Hire, Train and Certify Election Officials	70	63	85	70

ACTIVITY INDICATORS

Number of: Registrars		2	2	2
Deputy Registrars		2	2	2
Tabulator Technicians		5	4	4
Number of: Elections (includes Primaries)		2	2	2
Referendum		1	1	1
Audit or Recanvass		1	1	1
Number of: Eligible Voters		22,000	23,500	23,500
Percent Voting: Gubernatorial		70%	*	*
Municipal		*	28%	*
Presidential		*	*	90%
Primary Presidential		*	40%	*
Party Primary		19%	*	40%
Referendum		*	40%	40%

* Not Applicable

ADMINISTRATIVE SERVICES

Legal Services

Activities, Functions and Responsibilities

The Town Attorney represents the community in law suits when it is not defended by our insurance company's legal counsel. The Town Attorneys are appointed by the Town Council. Currently, the Town is represented by Shipman & Goodwin and Murtha Cullina.

The principal programs, services and activities offered by this division are:

- Provides opinions relative to questions on Charter and Town Code
- Interprets municipal Code or State Statutes
- Defends the Town as necessary in legal matters

Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Services & Charges	378,496	349,187	250,000	250,000	0.00%
TOTAL EXPENDITURES	378,496	349,187	250,000	250,000	0.00%
REVENUES-Non Tax	28,254	30,535	12,000	12,000	0.00%
Required from Taxes	350,242	318,652	238,000	238,000	0.00%

ADMINISTRATIVE SERVICES

Probate Court

Activities, Functions and Responsibilities

The Probate Court is established by State Statute. On January 5, 2011, the merger of 117 probate courts into 54 courts became effective. As a result of the consolidation, the Town of Glastonbury Probate Court now serves the citizens of the towns of Glastonbury and Hebron. The Glastonbury-Hebron Probate Court is continuing its tradition of dealing with a variety of matters on behalf of these communities with diligence and concern.

The principal programs, services and activities offered by this division are:

- Decedents' estates
- Conservatorships: voluntary and involuntary
- Guardianships
- Temporary custody
- Termination of parental rights
- Guardianships of the estate of a minor
- Compromise of claims
- Adoptions
- Emancipations
- Commitment of mentally ill
- Commitment of persons who are drug and/or alcohol-dependent
- Matters involving persons with mental retardation
- Trusts
- Marriage Waivers
- Name change
- Custody of the remains
- Passport Services

Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Supplies	13,921	18,072	21,600	21,600	0.00%
Services & Charges	2,939	2,805	4,200	4,200	0.00%
Capital Outlay	0	2,584	3,800	0	-100.00%
TOTAL EXPENDITURES	16,860	23,461	29,600	25,800	-12.84%

Insurance/Pension

Activities, Functions and Responsibilities

The Town maintains an Insurance/Pension Division to account for Workers' Compensation, Casualty/Property/Liability insurance, life and disability insurance and employee and retiree related costs for health insurance, pensions and Other Post-Employment Benefits (OPEB). All employer costs for health insurance, social security, Medicare and pension, are accounted for in each department's budget.

The Insurance Advisory Committee reviews insurance requirements and monitors the procurement process for Casualty/Property/Liability and Workers' Compensation. They make recommendations to the Town Manager as specified in the Charter and Town Code. The Director of Finance acts as liaison to the committee and shares the Risk Management function with the Human Resources Director.

H.D. Segur Insurance advises and negotiates the annual renewal on behalf of the Town for Casualty/Property/Liability and Workers' Compensation insurance. The Town's primary insurance has been with the Connecticut Interlocal Risk Management Association (CIRMA) since July 2001.

The Town adheres to a comprehensive safety program that addresses both workers' compensation and liability incidents. This successful program has resulted in decreases in workers compensation and liability insurance premiums as well as loss experience modification rates.

The Town is self-insured for the coverage it offers and provides to its employees' for health insurance. Lockton Companies advises and assists the Town with administering this program and coordinating the renewals with Anthem, ConnectiCare and Delta Dental. In accordance with the Reserve Fund Policy the Town budgets the full premium equivalent rates which is allocated between the individual department budgets for the employer's share while this budget includes the employees' share of these costs. This budget also includes health benefit costs for retirees. Reimbursements through employee premium share and from retirees are accounted for in Non Tax Revenue as Employee Health Insurance Reimbursements.

Wells Fargo serves as directed trustee/custodian and benefit payment administrator for the Town's pension funds. Fiduciary Investment Advisors (FIA) assists the Town in the management of the pension fund investments. Milliman provides actuarial services for the annual valuation and benefit calculations. The OPEB Trust is administered by Wells Fargo with actuarial services provided by Milliman.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none">• Self-Insurance Reserve Fund: Net Position of Fund increased approximately 2.5% during FY15 exceeding the minimum reserve levels set in accordance with the Health Insurance Reserve Fund Policy.• Town Pension Plan: Implemented for the 7/1/14 valuation assumption changes recommended by the Town's actuary based on results of an experience study of the Town's pension plan that measured actuarial assumptions against the plan's actual experience.• New Hire Pension Plan: Implemented hybrid pension plan for non affiliated employees hired after June 1, 2013. Plan is comprised of a defined benefit component and a defined contribution component.	<ul style="list-style-type: none">• Risk Management: Continue safety and risk management programs to reduce workers compensation exposure and liability incidents.• Health Insurance: Continue to monitor health insurance claims in the Town's self insurance fund to identify significant variances in actual versus expected claims ratios. Monitor reserve balances in accordance with policy and revise, if necessary, to coordinate with budget and open enrollment process.

ADMINISTRATIVE SERVICES

Insurance/Pension

Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Training & Dues	0	0	2,700	2,700	0.00%
Casualty Insurance	506,110	509,974	546,630	534,990	-2.13%
Employee Related insurance	1,610,374	1,681,821	1,786,980	1,855,134	3.81%
Pension	74,891	40,391	17,930	17,930	0.00%
OPEB Reserve	200,000	250,000	312,410	222,180	-28.88%
Claims/Services/Retro Charges	108,163	78,898	60,000	60,000	0.00%
Programs/Professional Services	66,276	15,272	31,100	31,100	0.00%
TOTAL EXPENDITURES	2,565,814	2,576,356	2,757,750	2,724,034	-1.22%
REVENUES-Non Tax *	1,003,560	991,118	877,926	876,371	-0.18%
Required from Taxes	1,562,254	1,585,238	1,879,824	1,847,663	-1.71%

* Non tax revenue is generated from employee health insurance reimbursements, insurance policy credits and claims reimbursements. The Town anticipates receiving \$876,371 for FY2016/2017. Insurance credits and claims reimbursements are estimated to be \$40,000; employee health insurance reimbursements are estimated to be \$836,371.

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Workers Compensation Experience				
Modification Factor	<.90	0.86	0.86	0.80
Pension Contribution (% of Payroll)	<10%	26%	27%	28%
Pension Plan Funded Ratio - % Funded (As of 7/1)	100%	66.9%	70.6%	72.2%
Percent of Actuarial Determined Contribution (ADC)	100%	100%	100%	100%
ACTIVITY INDICATORS				
Casualty Insurance (annual cost)		\$509,975	\$546,630	\$534,980
Health Insurance Rate Increases				
Anthem Blue Cross/Blue Shield		-1.4%	2.3%	3.6%
ConnectiCare		-0.8%	3.5%	6.2%
Delta Dental		4.4%	0.4%	-0.3%



POLICE
VOLUNTEER AMBULANCE
FIRE
CIVIL PREPAREDNESS

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	6,703,499	6,668,641	7,152,102	7,460,730	4.32%
Supplies	182,599	172,854	208,890	211,890	1.44%
Services & Charges	4,229,103	4,247,035	4,658,629	4,761,549	2.21%
Capital Outlay	442,201	382,206	362,450	455,717	25.73%
TOTAL EXPENDITURES	11,557,402	11,470,736	12,382,071	12,889,886	4.10%

Police

Activities, Functions and Responsibilities

The Police Department is responsible for the Town's overall public safety. It is the only element of Town Government staffed and operating 24 hours a day, 365 days a year. Its communications center provides dispatching for all Town's emergency services. The Police Department places primary emphasis on prevention of crime, traffic safety and the early identification and elimination of public safety hazards. The officers maintain a highly visible presence and the capacity to respond and investigate a wide variety of emergencies and police related incidents. Police officers are the first medical responders. They work closely with the schools, other units of Town Government and community groups in active outreach and prevention efforts directed toward youths and seniors. The Department also participates in regional initiatives that provide specialized police services such as narcotic investigation, hostage negotiation, traffic investigation and enforcement, SWAT, and under water rescue and/or recovery, as well as a Digital Crimes Unit.

The principal programs, services and activities offered by this division are:

- Processing all requests for emergency assistance through 911
- Dispatching police, fire and ambulance personnel
- Responding to over 1,800 medical calls each year
- Investigating approximately 880 motor vehicle accidents and 2,040 criminal incidents per year
- Maintaining full-time school resource officers at the elementary, middle and high schools
- Processing over 600 animal control cases each year

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Acquired Command Post/Mobile Emergency Operations Center, July 2015 	<ul style="list-style-type: none"> • Continue to fill Patrol vacancies and make promotions.
<ul style="list-style-type: none"> • Recruited, Trained and Deployed six new Community Service Officers (CSO), June 2015 	<ul style="list-style-type: none"> • Provide dispatch services to East Hampton, Marlborough and Coventry, July 2016.
<ul style="list-style-type: none"> • Initiated dedicated Park Patrol at Riverfront Park utilizing C.S.O.'s, July 2015 	<ul style="list-style-type: none"> • Hire and train five additional Dispatchers, Spring 2016.
<ul style="list-style-type: none"> • Hired four Police Officers and one Dispatcher 	<ul style="list-style-type: none"> • Equip School Resource Officer vehicles with rifles, Summer 2016.
<ul style="list-style-type: none"> • Trained School Resource Officers in Patrol Rifle deployment, Spring 2015 	<ul style="list-style-type: none"> • Obtain 9th Commission on Accreditation for Law Enforcement Agencies (CALEA) Accreditation, March 2016.

PUBLIC SAFETY

Police

Personnel and Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	75	75	75	75	
Part Time	4	4	4	4	
FTE	77	77	77	77	
EXPENDITURES					
Personal Services	6,324,707	6,259,254	6,660,094	6,943,780	4.26%
Supplies	103,204	112,256	123,370	126,370	2.43%
Services & Charges	3,802,670	3,802,356	4,178,115	4,271,672	2.24%
Capital Outlay	349,457	308,511	300,850	342,000	13.68%
TOTAL EXPENDITURES	10,580,038	10,482,377	11,262,429	11,683,822	3.74%
REVENUES-Non Tax	110,899	127,261	81,000	81,000	0.00%
Required from Taxes	10,469,139	10,371,478	11,181,429	11,602,822	3.77%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Crime Rate (Per 1000 population)* pop. 34,427	<14	8.40	15.90	11.80
Percent of Part I Crimes** Cleared by Arrest***	>30	47.60	56.60	43.60
Answer Time-E911 (Seconds)	<3:00	2.78	2.7	2.7
Emergency/Priority 1 Response Time (Min)	<4:30	4:32	4:30	4:30
Number of Workplace Incidents	0	9	8	8
Number of Lost Days	0	148	90	90
ACTIVITY INDICATORS				
Alarm Dispatches		1,478	1,596	1,598
Total Part 1 Crimes**		292	546	409
Total Calls for Service/Complaints		18,264	18,456	18,939
Total Medical Calls		1,859	2,067	1,776
Total Animal Calls		627	888	750
Total Motor Vehicle Accidents		874	690	833
Accidents Involving Injury		119	129	122

*National Average = 44.3

**FBI's Uniform Crime Index for Major Crimes

***National Average = 15.8

Glastonbury EMS

Activities, Functions and Responsibilities

The Glastonbury EMS provides 24-hour pre-hospital emergency medical service coverage to all individuals within the Town of Glastonbury.

The principal programs, services, and activities offered by this division are:

- Provide emergency medical pre-hospital care.
 - Provide pre-hospital emergency medical care.
- Provides backup support for Glastonbury Fire Department at structure fires.
- Provide mutual aid assistance as needed.
- Furnish and maintains three ambulances. These vehicles were funded by the GVAA and are maintained in accordance with State, Federal and industry standards.
- Provide community CPR and first aid training under American Heart Association (AHA) guidelines.
- Participate in Town planning for disasters and mass casualty incidents.
- Provides standby first aid services for community events.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
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- | | |
|---|--|
| <ul style="list-style-type: none"> • Implemented name change from Glastonbury Volunteer Ambulance Association to doing business as Glastonbury EMS. • Provided quality Advance Emergency Medical Technician (AEMT) pre-hospital care to individuals within the Town of Glastonbury. • Conducted American Heart Association (AHA) CPR and First Aid Classes for individuals and businesses. • Conducted Emergency Medical Responder (EMR) recertification classes for Glastonbury Police Department. • Hosted Emergency Medical Technician (EMT) recertification class. • Initiated EMS bike team, providing coverage at eight community activities. • Provided standby first aid coverage for 15 Glastonbury Community events. • Replaced one ambulance with new GMC ambulance. • Received additional training and medical control to allow EMTs to: a) administer NARCAN (naloxone) in cases of respiratory distress from opiate overdoses; b) use heart monitor for complaints of chest pain – for early recognition of a heart attack; and use CPAP (continuous positive airway pressure) for complaints of breathing difficulty. | <ul style="list-style-type: none"> • Continue to provide high quality emergency medical pre-hospital care. • Provide paramedic level of service. • Increase the number of trained EMS providers for the bike team. • Increase number of individuals within the community trained in CPR. • Recruit, retain and increase number of volunteers. |
|---|--|

Glastonbury EMS

Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	0	0	0	0	0.00%
Services & Charges	39,802	29,429	30,510	29,730	-2.56%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	39,802	29,429	30,510	29,730	-2.56%
REVENUES-Non Tax	40,167	37,490	30,510	30,510	0.00%
Required from Taxes	-365	-8,061	0	-780	0.00%

Fire Department

Activities, Functions and Responsibilities

The Board of Fire Commissioners is responsible for providing, maintaining, and regulating the fire department. The Board is bipartisan and consists of six members elected for six years on a rotating basis.

The principal programs, services and activities offered by the Board of Fire Commissioners are:

- To provide adequate fire and rescue protection for the Town
- Organize personnel structure
- Staff and train an effective fire department
- Plan and recommend the acquisition of apparatus, equipment and facilities
- Provide appropriate assistance in emergencies and disasters

The principal programs, services and activities offered by the Fire Department are:

- Protect life and property
- Provide adequate fire and rescue protection
- Provide fire suppression
- Technical rescue service
- Public fire education
- Pre-fire planning
- Fire prevention activities
- Hazardous materials incidents
- Mitigation of natural and manmade disasters

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Partnered with Glastonbury Police and St. Francis Hospital in promoting car seat safety. • Recruited four new firefighters that completed their Firefighter I training requirements. • Through the use of social media, the Department continues to focus on its fire prevention efforts. Social media allows the Department to stay connected with the community. 	<ul style="list-style-type: none"> • Improvement to firefighter safety through advancements in technology and continuous training. • Refine Department’s overall response plans with an emphasis of improving overall operation in a cost effective manner, while still providing quality service. • Continue to focus on recruitment of new members through the use of social media, as well as promote the Fire Cadet program to attract high school students upon graduation. • Implementation of two per diem firefighters during the work week to assist with answering alarms, required maintenance of firefighting equipment and facilities, fire prevention and public education demonstration.

PUBLIC SAFETY

Fire Department

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	2	2	2	2	
Part Time	0	0	0	0	
FTE	2	2	2	2	
EXPENDITURES					
Personal Services	358,792	389,387	472,008	495,950	5.07%
Supplies	79,364	60,482	85,255	85,255	0.00%
Services & Charges	379,515	407,390	441,484	451,645	2.30%
Capital Outlay	92,438	70,249	60,000	112,635	87.73%
TOTAL EXPENDITURES	910,109	927,508	1,058,747	1,145,485	8.19%
REVENUES-Non Tax	3,260	1,669	4,000	4,000	0.00%
Required from Taxes	906,849	925,839	1,054,747	1,141,485	8.22%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Average Response Time in Minutes	6-8	6	6	6
Insurance Service Rating	4/8B	4/8B	04/4Y	04/4Y
Fire Training Hours	7,000	7,053	7,500	8,000
Number of Workplace Incidents	0	0	0	0
Number of Lost Days	0	78*	0	0
ACTIVITY INDICATORS				
Emergency Incidents	900	851	900	950
Structure Fires	35	15	25	25
Volunteers Firefighters	135	115	115	120

*days missed due to injury occurring 2014
firefighter is back to duty

Civil Preparedness

Activities, Functions and Responsibilities

The Office of Civil Preparedness (Emergency Management) coordinates all emergency activities in times of manmade or natural disasters. The Emergency Management Director and the two Deputy Emergency Management Directors' stipends, as well as leased telecommunications charges are compensated for at a rate of 50% reimbursement to the Town, by the Federal Government, via the State of Connecticut.

The program, services and activities by this office are:

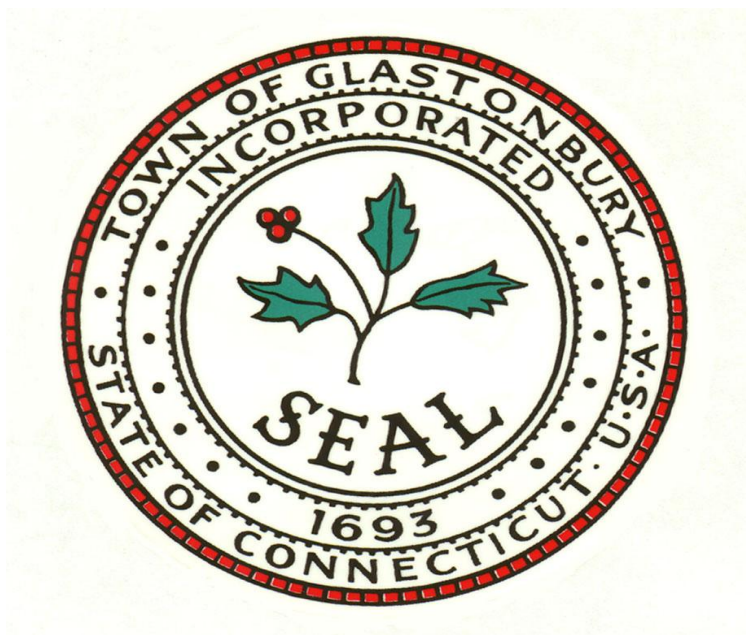
- Planning for manpower, equipment and community needs for town emergency situations.
- Update information, regulations and training.
- Conduct monthly testing of the Town's warning sirens.
- Provide information to citizens for emergency situations via its disaster telephone 860-652-7578.
- Provide information to citizens for public safety and emergency situations on radio, 1570 AM.
- Maintain an up to the date mobile telecommunications van that is equipped to operate in the field for command and control services and as a backup to the Town's main telecommunications system.
- Maintain radiological monitoring devices to meet homeland security concerns.
- Maintain involvement with Federal, State, Regional, Local Public Safety, Homeland Security, and Emergency Management organizations, for the protection of the citizens of Glastonbury.
- Provide informational sessions for various local organizations, business and citizens.
- Maintain association with myriad civic organizations and businesses.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Maintained viable, Emergency Management & Homeland Security Program. • Continued to be certified federally as a "Storm Ready Town" by the National Weather Service and maintained US Weather Alert Radios in all Glastonbury schools, bus yard, Town Manager's Office, Superintendent's Office and Dispatch. • Provided onsite telecommunications to Parks & Recreation for Santa's Run, Apple Festival, Summer Music Series for citizen protection and staff training. • Participated in Memorial Day Parade, St. Patrick's Parade (Hartford), as well as Memorial Day and Veterans Day ceremonies. • Instituted a program with Goodwin College to allow students in their Emergency Management and Homeland Security courses to gain experience by exposure to our operations. • Continued storm planning activity and training with Eversource, and various public utilities. • Continued planning and training with Spectra Energy regarding the maintenance and emergency response procedures for the natural gas transmission line in Glastonbury. 	<ul style="list-style-type: none"> • Maintain viable Emergency Management and Homeland Security Program • Work closely with CT Division Emergency Management Homeland Security (DEMHS) • Committees: State Interoperable, CT Police Chiefs, Interstate Police Officers, State Police Alumni, CT Police Officers, CCROG Emergency Planning, Emergency Mgrs Assoc. FCC Regional Planning for 700MhZ, 800MhZ, & 4.9 GhZ, Brainerd Field Noise Abatement Comm, CT Fire Chiefs and Glastonbury Chamber of Commerce. • Continue National Incident Management System training to ensure receipt of Federal funds. • Continue monthly testing of the Town Public Safety Warning Siren System. • Continue involvement in the Town's telecommunications system. • Maintain awareness in Emergency Management and Homeland Security by attending seminars. • Continue to work with Boy Scouts, High School & College Students in their Public Safety education. • Continue involvement with CROG for mutual aid purposes. • Continue programs with various colleges and universities to provide student Job Shadowing/Internships with hands on experience.

PUBLIC SAFETY

Civil Preparedness

	FY2014 ACTUAL	FY2015 ADOPTED	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	20,000	20,000	20,000	21,000	5.00%
Supplies	30	117	265	265	0.00%
Services & Charges	7,116	7,859	8,520	8,502	-0.21%
Capital Outlay	305	3,446	1,600	1,082	-32.38%
TOTAL EXPENDITURES	27,451	31,422	30,385	30,849	1.53%
REVENUES-Non Tax	14,042	12,103	10,610	10,610	0.00%
Required from Taxes	13,409	19,319	19,775	20,239	2.35%



PHYSICAL SERVICES

**ENGINEERING
HIGHWAY
FLEET MAINTENANCE**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	3,069,936	3,223,482	3,165,347	3,235,895	2.23%
Supplies	725,131	751,858	630,800	650,800	3.17%
Services & Charges	2,362,994	2,546,415	2,372,927	2,431,839	2.48%
Capital Outlay	320,598	290,760	334,600	344,890	3.08%
TOTAL EXPENDITURES	6,478,659	6,812,515	6,503,674	6,663,424	2.46%

Engineering

Activities, Functions and Responsibilities

The Engineering Division is responsible for the review of all proposed developments to determine compliance with design standards and to analyze effects on existing streets, storm drainage, sanitary sewers, and other Town infrastructure. The principal programs, services and activities offered by this Division are:

- Inspection of construction items that will become part of the Town’s infrastructure.
- Provide in-house design services for roads, storm drainage, sanitary sewers, sidewalks, recreational facilities, and other infrastructure.
- Technical and administrative support to the Water Pollution Control Authority.
- Receive inquiries, perform inspection, and initiate action in response to citizen questions/notifications regarding traffic controls, drainage system, road conditions, and other related topics.
- Maintenance of Town-wide mapping and performance of recurring inspections of Town infrastructure.
- Maintenance of the Town’s web-based Geographic Information System (GIS), which allows for public access to a wide range of infrastructure and assessment information.
- Administration and implementation of the Town’s Stormwater Management Plan.

<p>Successes & Accomplishments 2015</p>	<p>Goals & Priorities 2016/2017</p>
<ul style="list-style-type: none"> • Griswold Street/House Street/Harris Street Intersection Improvements: Administered and inspected construction to realign the Griswold Street/House Street/Harris Street intersection along with replacement of all traffic signal equipment. Project completion has resulted in significant reductions in delay during the afternoon peak period. • Naubuc Avenue Sidewalks: Administered and inspected construction of sidewalks on Naubuc Avenue between Welles Street and Glastonbury Boulevard. This pedestrian connection links Town parks and building facilities with a major employment center. • Williams Street East Sidewalks: Administered and inspected construction of sidewalks on Williams Street East between New London Turnpike and Willieb Street. This pedestrian connection links retail establishments with an extensive sidewalk network. • Road Conditions Computer Program: Established a GIS-based computer program product that can be utilized to effectively track and report physical conditions on Town roadways during storm events that necessitate activations of the Town’s Emergency Operation Center. 	<ul style="list-style-type: none"> • Eastern Boulevard Bridge Design: Administer final design, permitting, and construction efforts associated with Federal transportation grant funding of bridge replacement on Eastern Boulevard at Salmon Brook. Grant dollars will reimburse 80% of design and construction phase costs. • Hebron Avenue/New London Turnpike Roundabout: Administer design and construction phase work associated with construction of a modern roundabout at the Hebron Avenue/New London Turnpike intersection. Implementation of this approach to traffic management will significantly reduce congestion and delay on both arterial roadways. • Town Hall/Academy Site Improvements: Complete design for reconfiguration and beautification of the Town Hall/Academy site. Contemplated improvements include driveway realignment, pavement rehabilitation, site lighting, landscaping, new signage, and primary entrance modifications. • Hebron Avenue Pavement Rehabilitation: Complete design plans for pavement rehabilitation on Hebron Avenue between Main Street and Sycamore Street. Construction phase work will be 80% grant-funded and will generally consist of full-width milling and paving, along with limited aesthetic improvements. This work will be carefully coordinated with potential streetscape and intersection improvements at New London Turnpike.

PHYSICAL SERVICES

Engineering

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	12.5	12.5	12.5	12.5	
Part Time	1	1	1	1	
FTE	13	13	13	13	
EXPENDITURES					
Personal Services	846,237	880,715	922,039	940,180	1.97%
Supplies	14,135	11,537	18,500	18,500	0.00%
Services & Charges	436,303	451,185	452,350	483,941	6.98%
Capital Outlay	2,567	6,900	35,400	62,950	77.82%
TOTAL EXPENDITURES	1,299,242	1,350,337	1,428,289	1,505,571	5.41%
REVENUES-Non Tax					
Required from Taxes	15,576	19,387	18,500	17,500	-5.41%
Required from Taxes	1,283,666	1,330,950	1,409,789	1,488,071	5.55%

	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
ACTIVITY INDICATORS			
Sales Revenue	\$2,587	\$3,500	\$3,500
Right-of-Way Permits Issued	416	300	300
Sanitary Sewer Permits Issued	42	50	50
Certificate of Occupancy Inspections	52	50	50
Call Before You Dig Requests Processed	2,361	2,400	2,400
New Town Road Accepted (Miles)	0.5	0.5	0.5
Value of Capital Improvement Projects Managed	\$0.9	\$2.5M	\$2.5M

Highway

Activities, Functions and Responsibilities

The Highway Division is responsible for maintenance, repair, and construction relative to streets, drainage systems, sanitary sewers, traffic controls, sidewalks, and other features of the Town's infrastructure system. Overall maintenance and construction is accomplished through the use of in-house labor and equipment working in conjunction with contractual entities. Resolution of pertinent inquiries and service requests from citizens is also coordinated by the Highway Division.

The principal programs, services, and activities offered by this Division are:

- Snow and ice removal during winter storm events.
- Street sweeping and roadside mowing.
- Preparation and administration of the Town street paving program.
- Catch basin cleaning and sanitary sewer main flushing.
- Joint operation of the Bulky Waste sand and gravel operation.
- Maintenance of Town-owned traffic signals, application of all pavement markings, and installation of all regulatory/advisory traffic signage.
- Maintenance and construction of the Town's extensive storm drainage system.
- Maintain the Town's sanitary sewer collection system.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Town Property Parking and Access: Completed construction of driveways and paved parking areas at three separate locations to allow public access and enjoyment of Town parcels. Access for passive recreational opportunities exist at the former Longo, Greylegde, and Arbor Acres properties. • Facilities Maintenance Building: Completed site work and utility installation in conjunction with construction of the new Facilities Maintenance building on the Town Hall/Academy site. Work included parking area construction and drainage, along with connection to the sanitary sewer system. • Tryon Street Drainage: Completed work on the second phase of the Tryon Street drainage project. Completion improves stormwater discharge quality and resolves a long-standing problem with localized flooding during intense rain events. 	<ul style="list-style-type: none"> • Town Hall Site Improvements: Work with private contractors as necessary to implement desired parking, pavement condition, and green space modifications that will enhance both operational and aesthetic qualities to the Town Hall/Academy site. • Tryon Street Drainage: Complete work on the next phase of the Tryon Street drainage project that includes stormwater quality improvements on Dug Road. Resulting runoff turbidity from agricultural fields and the gravel road will be markedly reduced. • Town Road Paving Program: Expand the Town's Annual Road Paving Program to closely coincide with recommended mill and overlay intervals. The 2016 program to include paving of the busy 5-legged intersection formed by New London Turnpike/Oak Street/Williams Street East/Route 17 off-ramp.

PHYSICAL SERVICES

Highway

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	22	22	22	22	
Part Time	1	1	1	2	
FTE	22.5	22.5	22.5	23	
EXPENDITURES					
Personal Services	1,707,497	1,783,942	1,702,784	1,741,580	2.28%
Supplies	700,129	732,843	598,640	618,640	3.34%
Services & Charges	1,437,383	1,561,362	1,373,469	1,375,912	0.18%
Capital Outlay	280,673	280,560	299,200	280,340	-6.30%
TOTAL EXPENDITURES	4,125,683	4,358,707	3,974,093	4,016,472	1.07%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Lane Miles Resurfaced	20	15	20	20
Treated Road Salt: Ton/Lane Mile	0.08	0.09	0.08	0.08
Snow Removal within 8 hours of storm cessation	100%	85%	100%	100%
Number of Workplace Incidents	0	4	0	0
Number of Lost Days Due to Injury	0	133*	0	0
ACTIVITY INDICATORS				
Road Miles Plowed	N/A	47,812	40,000	40,000
Catch Basins Cleaned	500	360	500	500

* 61 days (hand surgery)
61 days (work zone traffic accident
caused by inattentive motorist)

Fleet Maintenance

Activities, Functions and Responsibilities

The Fleet Maintenance Division is responsible for providing all routine preventive maintenance and repair work on the Town’s fleet of over 300 pieces.

The principal programs, services and activities offered by this Division are:

- Coordinate all routine, unplanned, and mandated maintenance on the Board of Education school bus fleet.
- Provide detailed specifications for new vehicle and equipment purchases by the Physical Services Department as well as other Town departments.
- Administer a computerized fleet management and cost-tracking system.
- Maintain environmental compliance for the garage facility and fluid handling processes.
- Provide technical guidance to other Town departments relative to vehicle-related decisions and purchases.
- Ensure compliance with State of Connecticut vehicle emission program.
- Install all emergency equipment in new police cruisers providing a state-of-the-art police vehicle.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
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- | | |
|--|--|
| <ul style="list-style-type: none"> • Electric Vehicle Charging Station: Installed a second electric vehicle charging station within the Town Hall complex. Said station may be utilized for Town or public use. • Flusher Truck Purchase: Generated detailed specifications for the purchase of a new sanitary sewer flusher truck, including pump and pressure requirements, in addition to the engine and chassis particulars. • Winter Storm Response: The severe winter of 2014/2015 required Division response on 22 occasions for in-storm repair of trucks and for providing assistance in actual snow and ice removal. The higher than normal count frequency of storm events posed continued challenges in terms of making rapid repairs to vehicles. | <ul style="list-style-type: none"> • Conduct a formalized study and analysis of the Town’s existing CNG filling station in order to project future capacity requirements. Study results to form the basis for possible future funding requests associated with station expansion. • Purchase and install a third electric vehicle charging station. Location to be chosen with a focus toward serving charging demand in the southern portion of Town. • Generate vehicle specifications for purchase of all budgeted heavy equipment, including large trucks and a new street sweeper. |
|--|--|

PHYSICAL SERVICES

Fleet Maintenance

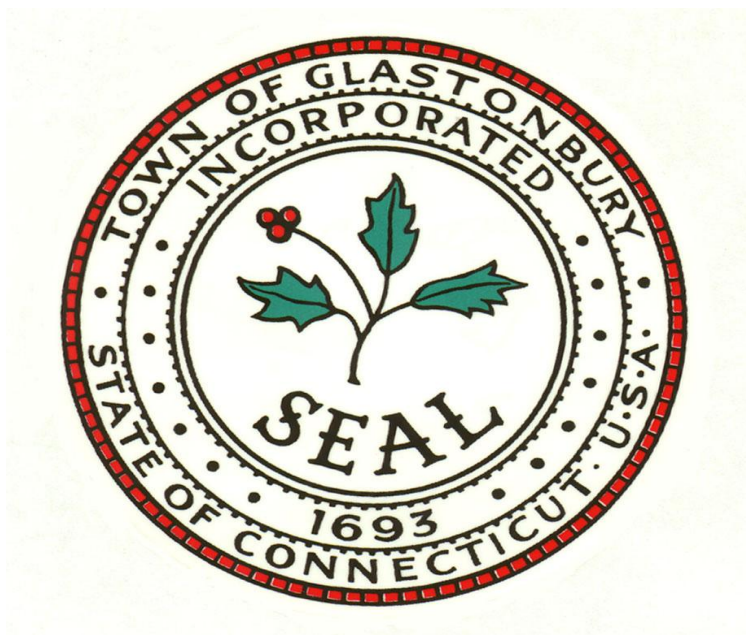
**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	6	6	6	6	
Part Time	4	4	5	5	
FTE	7.7	7.7	8.2	8.2	
EXPENDITURES					
Personal Services	516,202	558,825	540,524	554,135	2.52%
Supplies	10,866	7,479	13,660	13,660	0.00%
Services & Charges	489,307	533,868	547,108	571,986	4.55%
Capital Outlay	37,358	3,300	0	1,600	100.00%
TOTAL EXPENDITURES	1,053,733	1,103,472	1,101,292	1,141,381	3.64%
REVENUES-Non Tax	7,723	0	0	0	0.00%
Required from Taxes	1,046,010	1,103,472	1,101,292	1,141,381	3.64%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Percentage of on-time Preventative Maintenance				
Sedans	95%	93%	95%	95%
Cruisers	95%	78%	85%	85%
Operating & Maintenance cost per mile				
Sedans	≤0.25	0.18	0.21	0.21
Cruisers	≤0.50	51.00	0.50	0.50
Non-Police Sedan Fuel Efficiency (mpg)	≥25.0	23.44	25.0	25.0
Number of Workplace Injury Incidents	0	1	0	0
Number of Lost Days Due to Injury	0	2	0	0

ACTIVITY INDICATORS

Number of Units in Town Fleet (Sedans, trailers, equipment, trucks-light/medium/heavy, Police/Fire/Ambulance and Vans-maintenance/passenger)	272	272	272
Number of Units in Board of Education Fleet (Buses, passenger vans, maintenance and equipment vehicles)	86	86	86
Number of Natural Gas-Fueled Vehicles	21	24	26
Road Miles Traveled by Town Fleet	936,759	1,000,000	1,000,000
Road Miles Traveled by Board of Education	845,073	950,000	950,000
Average Fleet Age (Industry Average 6.5 years)	10.4 years	10.4 years	10.4 years



REFUSE DISPOSAL

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	259,326	280,010	299,355	317,545	6.08%
Supplies	4,594	5,528	6,880	7,380	7.27%
Services & Charges	406,844	398,446	448,372	419,767	-6.38%
Capital Outlay	62,716	14,850	10,000	22,500	125.00%
TOTAL EXPENDITURES	733,480	698,834	764,607	767,192	0.34%

Refuse Disposal

Activities, Functions and Responsibilities

The Refuse Division provides oversight of all solid and Hazardous Waste programs to ensure the safe and efficient disposal and protection of public health in compliance with State and Federal permit requirements.

Principal programs, services and activities within this division are:

- Provide effective Refuse and Recycling programs for waste generated within the Town.
- Operation of the Transfer Station/Recycling facility and Satellite program.
- Operation of the Bulky Waste Facility for disposal of demolition and construction related waste and the mining – processing of excavated materials for Town use.
- Provide effective Household Hazardous Waste disposal program as an active member of the Capitol Region Operating Committee.
- Ensure community is informed regarding current programs and services related to all aspects of solid waste disposal and recycling.
- Issuance and enforcement of waste disposal permit program including commercial waste collectors.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Continued membership on Central Connecticut Solid Waste Authority. • Completed and distributed updated recycling brochure. • Successfully removed at no cost all storm generated wood chips from Arbor Acres site. Estimated \$100,000 in overall cost savings. • Hosted two town wide paper shredding events for residents. • Implemented mattress recycling program at the Transfer Station as part of the state's Product Stewardship Program. 	<ul style="list-style-type: none"> • Review options for the sale of materials from the Bulky Waste Facility (sand, gravel, processed gravel). • Evaluate Refuse recycling operations and associated fee structure to determine ongoing sustainability to maintain revenue offset goal and maximize recycling efforts.

SANITATION

Refuse Disposal

Personnel and Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	2	2	2	2	
Part Time	9	9	9	9	
FTE	6.1	6.1	6.1	6.1	
EXPENDITURES					
Personal Services	259,326	280,010	299,355	317,545	6.08%
Supplies	4,594	5,528	6,880	7,380	7.27%
Services & Charges	406,844	398,446	448,372	419,767	-6.38%
Capital Outlay	62,716	14,850	10,000	22,500	125.00%
TOTAL EXPENDITURES	733,480	698,834	764,607	767,192	0.34%
REVENUES-Non Tax *	696,488	580,410	599,500	591,250	-1.38%
Required from Taxes	36,992	169,296	165,107	175,942	6.56%

*Note: Non tax revenue is generated from permit fees as acquired from the users. The permits are based on a pay as you go concept or a permit for recurring entrance to the transfer station with certain restrictions. The intent is to recover an estimated 75% of operating costs applicable to the operations. There are some costs that would not be subject to recovery. The agency also collects other solid waste tip fees as they may apply to the transfer station or bulky waste site. As market conditions allow there are revenues from sale of recycled materials.

PERFORMANCE MEASURES	GOAL	FY2015 (ACTUAL)	FY2016 (EST)	FY2017 (EST)
Percentage of Solid Waste Recycled*	≥58%	60.0%	60.0%	60.0%
Tons of Solid Waste Disposed at Transfer Station	<2,500	1,595	1,650	1,650
Revenue Offset versus Refuse Operating Budget	≥ 75%	75%	75%	75%
Number of Workplace Incidents	0	0	0	0
Number of Lost Days	0	0	0	0

ACTIVITY INDICATORS

Cost Per Ton for Refuse Disposed at Connecticut Resource Recovery Authority (CRRRA)		\$62.00	\$62.00	\$63.00
Number of Vehicles attending Household Hazardous Waste Collection Events		427	450	450
Number of Refuse Disposal Permits Issued		7,135	7,000	7,000

*State Department of Energy and Environmental Protection (DEEP) goal.



HEALTH GRANTS
SENIOR AND COMMUNITY SERVICES
YOUTH & FAMILY SERVICES

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	1,618,424	1,668,657	1,781,967	1,790,875	0.50%
Supplies	34,586	38,142	46,905	47,150	0.52%
Services & Charges	1,007,765	1,029,214	1,069,853	1,106,877	3.46%
Capital Outlay	25,293	14,957	41,000	29,100	-29.02%
TOTAL EXPENDITURES	2,686,068	2,750,970	2,939,725	2,974,002	1.17%

HUMAN SERVICES

Contributory Health Grants

The Town provides contributory health grants to five different agencies that are budgeted under Services & Charges of the Human Services Department. The following is a summary list of the five agencies whose individual pages follow this page defining the services and functions of the agency.

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
NC Regional Mental Health	2,231	2,409	2,409	2,409	0.00%
Inter-Community Inc.	9,000	9,000	9,000	9,000	0.00%
MARC, Inc.	11,168	11,168	11,168	11,168	0.00%
Kids Safe/Exchange Club Ctr	5,000	5,000	5,000	5,000	0.00%
Interval House, Inc.	5,000	5,000	5,000	5,000	0.00%
TOTAL EXPENDITURES	32,399	32,577	32,577	32,577	0.00%

North Central Regional Mental Health Board, Inc. (NCRMHB)

Activities, Functions and Responsibilities

NCRMHB was created by State Statute to ensure that people in every town receive quality mental health services provided by the State. We evaluate state funded mental health services available to Glastonbury residents, identify and promote development of needed services, and advise the Department of Mental Health and addiction Services (DMHAS) about how well state funded services are caring for people in our towns, what other services are needed, and what service changes or reallocations are recommended.

All activities of NCRMHB are designed to improve local mental health services by gathering information from and enhancing collaboration between DMHAS funded services and local town social service providers, other community providers, and citizens who need or use mental health services. In FY15-16 NCRMHB will advocate for individuals in Region IV towns with the following activities:

- 1) **Work with town officials, local providers, consumers, and family members to evaluate services and articulate critical service needs in the Catchment area (CA) 16 including Glastonbury.** During FY 2016/17 we will complete an evaluation of outpatient services (including psychiatric, therapy, and services for individuals with co-occurring disorders provided by InterCommunity, Inc. - the DMHAS funded provider of behavioral health services for Glastonbury residents). We will also look closely at issues and barriers people experience with access to care that are culturally competent and trauma-informed. Also, with the advent of health care reform, NCRMHB will work closely with DMHAS and InterCommunity to promote improved quality and access to integrated health care for Glastonbury residents.
- 2) **Promote continued service development for individuals with behavioral health needs across the lifespan:** In 2016/17, NCRMHB will continue to advocate for age appropriate services for young adults, especially those who are transitioning from DCF services experiencing their first mental health episode. Specialized care is also needed for older adults whose mental health challenges are further exasperated by co-morbid medical conditions. Both are serious issues that were addressed most recently at our 2015 Legislative Breakfast and Region IV Service Priorities and Recommendations to DMHAS. Our efforts have resulted in additional DMHAS funding for a website www.turningpointcct.org, designed by and for young adults living with mental illness and/or substance use issues. We are actively involved in a multi-agency task force working to address service gaps and barriers in the continuum of care for older adults.
- 3) **Provide information about mental health issues and initiatives to members to the provider community and members of the general public:** NCRMHB will provide information and resources through weekly communications, training programs such as Mental Health First Aid, and public forums such as "Community Conversations about Mental Health" to engage and inform constituents and the general public about ways to promote health and wellness in their communities. Also, as a result of a Federal grant obtained through the Connecticut Department of Transportation, NCRMHB will provide outreach, information and resources, and advocacy for individuals with disabilities, senior citizens and veterans in our communities about disability transit options available to them.
- 4) **Develop a regional priorities plan for service delivery and stimulate action on recommendations in the plan:** DMHAS has asked the Regional Boards to assume major responsibility for identifying and making recommendations re: service priorities for our regions. Through surveys, focus groups, and CAC discussions we will gather information from Glastonbury town officials, consumers, and family members to provide input for the 2016 Region IV Priorities and Recommendations Report.
- 5) **Monitor DMHAS response to local issues:** We meet monthly with the Commissioner of DMHAS to relate local concerns emanating from our CAC discussions, evaluations, and special projects. We invite town officials to contact us when problems, issues, or questions arise.

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Services & Charges	2,409	2,409	2,409	2,409	0.00%

InterCommunity Inc.

Activities, Functions and Responsibilities

For the past 38 years, Glastonbury has generously supported community mental health services through a contributory grant to the InterCommunity, Inc. The request for consideration is a commitment of \$9,000 toward community-based mental health services in the 2016/2017 Budget

The following is a list of our most recent service highlights and accomplishments in FY15:

In Fiscal Year 2015, InterCommunity provided a total of 59,000 individual services to 3,910 patients and 3,595 adults and 315 children.

The Department of Public Health granted InterCommunity a primary care license, in September, 2013 thus opening the doors for InterCommunity to provide truly integrated care that address both the physical and mental health needs of the community. In March 1, 2015, InterCommunity was designated a Federally Qualified Health Center look alike (FQLA).

Over 1,609 patients have been seen for primary care services in the last year.

Staff voted InterCommunity a Top Work Place 2011, 2012, 2013, 2014, and 2015 (every year of the award).

InterCommunity CFO Marshall Gaines was a finalist for the Hartford Business Journal CFO of the Year Award in 2013 and again in 2015.

In fiscal year 2015, InterCommunity continued to show innovation and advancement through our best practice services. These include:

- The Quadruple Aim Improved Patient Experience, Health Outcomes, Finances, and Staff Fulfillment
- Rapid Cycle Quality Improvement Using Plan, Do, Study, Act processes for innovation implementation
- Help Now same day intake assessments, PRN groups, and rapid medication management scheduling
- Gold STAR Documentation Service Plan and Session Documentation - including specific intervention provided, time spent, advances/regressions of objectives, and response while tying into the golden thread
- Whole Person Health Assessments - all new patients receive both a general medical and behavioral health evaluation when starting services

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Services & Charges	9,000	9,000	9,000	9,000	0.00%

MARC, Inc.

Activities, Functions and Responsibilities

MARC, Inc. embraces the concept that all people should be afforded the opportunity to live and work in the community. Employment of choice at prevailing wages, promotion of natural supports and advocacy are important priorities. Expansion of skills to obtain and maximize community-based employment is emphasized. MARC provides six basic services: Supported Employment, Retirement/DSO/DSO Work, Residential, Recreation, Respite & In-Home Supports and Advocacy.

Supported Employment

Presently, 130 individuals are employed at numerous businesses throughout the communities we serve. Diverse job opportunities allow personal choice including retail clothing, recycling, manufacturing, stock work, grocery customer checkout, and custodial maintenance. Appropriate supports are provided with vocational evaluation, job matching, on-site training and ongoing employment specialist assistance.

Retirement/DSO Services

Presently, 52 adults in their retirement years, 24 adults in the DSO service (Shannon’s Place), and 34 adults in our DSO/Work service participate in activities that promote community integrated activities and worthy use of leisure time through the ongoing efforts of creative staff. Each person’s supports are tailored to fit their individual needs and preferences. Participants are active both in house and in the community, exploring our diverse world and contributing to the community. DSO/Work offers opportunities for individuals to earn wages as part of their weekly schedule.

Residential Services: MARC’s Residential services support 49 individuals in their own residences. Services provide residents with needed supports, such as assistance with laundry, cooking, banking, etc. all tailored to the individual. Each resident is encouraged to participate in their community and to live as independently as possible. Hours of support are based on individual need and range from fifteen hours per week to twenty four hours per day. All are thriving in their homes. Support, individually tailored, integrates each person into the community and encourages each person to make personal choices and direct their lives.

Significant Accomplishments

164 people are employed through MARC, Inc.’s GSE, DSO/Work and SHE services and are in jobs of their choice, many at prevailing wage.
 The Phase II build out of the warehouse area at 151 Sheldon Road was completed in May 2015. As a result of a successful capital campaign we have been providing services at 151 and 161 Sheldon Road since January 2012.
 Satisfaction surveys demonstrate exemplary, person centered service provision.
 For 14 years MARC, Inc. has provided diversity training regarding people with disabilities for fourth grade students in public, private and parochial schools.

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Services & Charges	11,168	11,168	11,168	11,168	0.00%

Activities, Functions and Responsibilities

KIDSAFE CT (Exchange Club Center for the Prevention of Child Abuse of CT, Inc.) is a private, non-profit agency with a mission of child abuse prevention, intervention, treatment and advocacy for children. The agency provides these services in the Greater Hartford and Tolland Counties through several programs and statewide for some programs.

During this year the Positive Parenting Program (Triple P) Case Workers provided services to twelve (12) families of sixteen (16) adults with eighteen (18) children residing in Glastonbury. This is an in-home and evidence based parenting education model. The service is based upon an identified child with behavioral concerns, from birth up to eighteen years of age. The program requires a commitment from the child’s caregiver/s of 16 or more weeks of weekly in-home services. Homework is required by all caregivers to ensure proper understanding of new concepts and skills that will be introduced to parents during the sessions. Referrals sources are DCF, Community Partnership Agencies, and Community Agencies.

The Community Support For Families (CSF) is a Department of Children and Families (DCF) contracted program. KIDSAFE CT is a sub-contractor with The Village for Families & Children in Hartford. Case Workers have provided services to ten (10) families of fourteen (14) adults and thirteen (13) children residing in Glastonbury. This program is a voluntary, family driven program designed to assist families in strengthening natural and community support systems to maintain safe and healthy home environments. The CSF program utilizes care coordination as a tool for empowering and encouraging families to identify their needs and take the lead role in the development plan of care. CSF works with families over a span of four to six months. CSF assists families with areas of need including child development, parenting skills, employment, housing, family-school relationships, and other basic needs.

The Reunification and Therapeutic Family Time Program (RTFT) is a Department of Children and Families (DCF) contracted program. KIDSAFE CT is a sub-contractor with The Village for Families & Children in Hartford. This program uses the Wraparound and Strengthening Families Practice Models as well as The Visit Coaching Method/Model for assisting families through reunification and visitations with their children. Case Workers provided services to 9 families with 15 adults and 13 children in Glastonbury.

The Supervised Visitation program provides a mechanism for children to safely visit with their non-custodial parent and siblings when the Court has ordered that visits must be supervised. This service has been provided for four Glastonbury families with six children. We anticipate this need to increase.

We also provide One On One Mentoring services (OOMP) for youth ages 14 to 21 years old that have been referred to the program by DCF. The youth reside in foster homes, group homes, and residential settings. Mentors provide youth with support, encouragement, friendship, love, guidance, patience, and time. Research has shown that mentoring works. Youth are less likely to skip school and less likely to use drugs and alcohol. In addition, there will likely be improvements in the youth’s self-esteem, family/peer relationships, and improved academic performance.

Continued support is requested to maintain the current level of service to the community.

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Services & Charges	5,000	5,000	5,000	5,000	0.00%

Interval House, Inc.

Activities, Functions and Responsibilities

Hartford Interval House, serving 24 towns is Connecticut's largest non-profit domestic violence intervention and prevention organization. Offering services from community Education to crisis intervention, the Interval House has provided expertise to adults and children for over 32 years. This is the only organization in Greater Hartford solely dedicated to addressing domestic violence.

Hotline - Trained staff/volunteers are available 24 hours to answer calls, discuss options and offer support

Information & Referral - Help in obtaining appropriate referral for counseling, housing, legal and medical help, financial aid and job training.

Shelter - A safe, comfortable home in a secret location provides an environment where battered women and their children can be free from fear.

Advocacy - The complicated procedures, which involve police, attorneys and courts, can be overwhelming. Staff members are available to assist and/or accompany victims of domestic violence through any of the steps they choose to take and to teach them to become their own advocates.

Victim Advocates - Victim advocates work in the courts to help victims in criminal cases of family violence through the court process. This may involve applying for protective orders, speaking with the State's Attorney, appearing before the judge or providing follow-up information on the case.

Support Groups - Peer support groups allows a woman to share her concerns, fears and hopes with other women who have been through similar experiences. This reinforces that the woman is not alone and that she does not, for any reason deserve to be beaten. There is also a mother share group for mothers who have been victims of domestic violence around issues of child rearing and the problems they encounter while raising a family.

Children's Programs - Child Advocates help children understand the domestic violence in their lives and overcome its effects. Play groups, trips and recreation activities are organized for children residing in the shelter. Kidshare is a weekly support group where children, both in the shelter and in the community, can talk about the violence in their lives.

Community Education - Until recently, family violence was discussed behind closed doors, if it was discussed at all. Interval House can provide speakers, conduct workshops and lead training seminars for agencies that work with victims of domestic violence. Community Education is provided both for areas concerning adults and children and their issues.

In the past year, 87 Glastonbury residents have utilized many of the services provided. This number represents an unduplicated count of new clients; it does not represent clients that have been seen in previous years that continue to be seen. The Interval House has been identified as the sole provider of services in this area in the Town of Glastonbury.

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Services & Charges	5,000	5,000	5,000	5,000	0.00%

Senior and Community Services

Activities, Functions and Responsibilities

The Senior and Community Services Division operates as a community focal point for the coordination of multi-purpose services and programs, for persons living independently or with families in the community. The Senior and Community Services Division services individuals of all ages in order to promote independence, personal enrichment, and an enhanced quality of life.

The principal programs, services, and activities offered by this division are:

- Outreach Social Work Services to Seniors, Disabled Adults and Financially at Risk Residents
- Senior Center Programs
- Dial-A-Ride Transportation
- Senior Lunch Program
- Friendship Circle Social Model Day Program
- Extensive Outreach & Program Volunteer Opportunities
- Tax Relief
- Energy Assistance
- Holiday Giving Programs
- Back-to-School Supplies & Services
- Education and Assistance with Medicare Insurance Programs

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Generated rental revenue to offset more than 55% of the operating costs of the Riverfront Community Center. Operating costs include utilities, custodial and rental costs, wear and tear on the building and equipment. • Initiated Lifelong Learning Cultural Arts Series. • Increased wellness program for seniors to include nationally acclaimed Chronic Disease Self-Management Program. • Renewed DOT grant funding to support the Dial-A-Ride Program. (June 2015) • Completed report on the findings of the senior needs assessment survey including non-resident policy for programming. • Developed timeline and submitted Intent to Self-Assess for national re-accreditation of the senior center. • Began tracking program registration and participation in My Senior Center Software program. • Developed Social Media expansion plan which included Facebook. • Obtained new van and grant funded bus for the Dial-A-Ride program. • Installed new floors in the Community Rooms at the Riverfront Community Center for \$40,000 which is under budget. (October 2015) 	<ul style="list-style-type: none"> • Continue to generate rental revenue to offset a minimum of 50% of the operating costs of the Riverfront Community Center. • Continue to expand Lifelong Learning and Wellness programs offered to seniors by 10%. • Finalize and begin implementation of a Strategic Plan for Senior Services programs. • Continue to increase usage of social media to promote senior center programming. • Install new signage in front of the Riverfront Community Center including language that identifies the Senior Center as a Nationally Accredited Center. • Complete the community self-assessment and submit application for national re-accreditation of the senior center. • Establish an exposure control plan to minimize occupational exposures to blood borne pathogens. • Implement an application fee to caterers wishing to be a part of approved caterer list and increase rental fees.

HUMAN SERVICES

Senior and Community Services

Personnel and Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	9	9	9	9	
Part Time	13	13	13	13	
FTE	16.8	16.8	16.8	16.8	
EXPENDITURES					
Personal Services	804,893	846,209	883,896	903,350	2.20%
Supplies	18,414	21,955	27,155	27,400	0.90%
Services & Charges	558,272	562,372	587,022	617,606	5.21%
Capital Outlay	6,916	4,400	31,500	6,840	-78.29%
TOTAL EXPENDITURES	1,388,495	1,434,935	1,529,573	1,555,196	1.68%
REVENUES-Non Tax	296,008	283,851	242,300	280,300	15.68%
Required from Taxes	1,092,487	1,151,084	1,287,273	1,274,896	-0.96%

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 EST	FY2017 EST
Customer Approval Rating	>97%	98%	98%	98%
Offset RCC Utility Costs - Rental Fees	>50%	55%	55%	53%
*Improvement Rating - Wellness Programs	>90%	98%	98%	98%
**Food Service Cost vs. Contractual Cost	<85%	88%	85%	85%

ACTIVITY INDICATORS

Senior Center Participation (units of service)	30,290	32,000	32,000
Senior Lunch Participation (units of service)	10,217	11,000	11,500
Dial-A-Ride Rides (units of service)	24,668	24,500	24,500
Social Work Services (units of service)			
***Number of External Building Reservations	220	220	220

*Based on annual evaluations of wellness programs by participants.

**Actual costs compared to contractual service costs

***Revenue producing building use

Youth & Family Services

Activities, Functions and Responsibilities

Youth and Family Services delivers comprehensive services to children and their families to: encourage positive functioning; identify and treat the problems of living; provide educational, consultative, and advocacy services; deliver clinical social work services to the Glastonbury schools; develop positive youth development programs in Glastonbury; and provide outreach prevention services.

The principal programs, services and activities offered by this division are:

- Counseling
- School Social Work Services
- Creative Experiences Programs
- Youth Service Action Group
- "Pass It On" Weekly Community Television
- Odyssey of the Mind
- Outreach Services at Glastonbury High School and Smith Middle School
- Welles Village Activity Council for Youth
- Substance Abuse Prevention Services
- Youth Advisory Council

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Completed a parenting workshop called Evening of Attachment at Youth and Family Services to elementary school parents. In addition, a five week program, Circle of Security Parenting, was offered at Youth and Family Services. • Implemented leadership training to 20 WACY leaders. Program was designed to enhance leadership skills and encourage team building. • Grant funded program, Cooking Matters, was offered during the summer to teens living in Welles Village. The program was taught by a nutrition educator and covered meal preparation, grocery shopping, cost budgeting and nutrition. At the end of each class, the participants were given the menu and a bag of groceries to take home. • Received a \$5,000 grant from the Glastonbury Educational Foundation to serve 190 children in the Back to School Program. • Applied for and awarded an additional \$5,643 for the prevention efforts in town. This grant supports the services of local alcohol, tobacco and other drug prevention. • Received Town funding and donation to build an art studio addition to annex. This space will house prevention programs, parenting programs, psycho-educational groups and various art programs. 	<ul style="list-style-type: none"> • Clinical staff will offer four evening community forums on parental topics such as stress management, divorce, etc. • Programs will be offered for elementary and middle school aged children integrating mindfulness and stress management in the classroom. • Education will be offered to youth police officers regarding the option of the Diversion Program in lieu of court and the positive outcome of Diversion cases. • Substance Abuse Prevention Coordinator will offer new prevention curriculum age appropriate to elementary school youth to reach children before experimentation begins. Prevention programming will begin for senior citizens in town, in concurrence with bringing together teens and seniors for intergenerational collaborations.

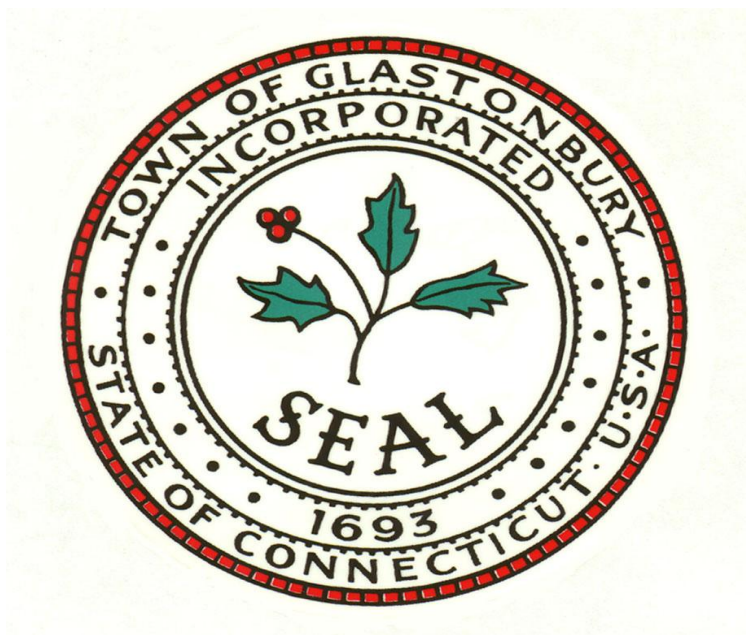
HUMAN SERVICES

Youth & Family Services

Personnel and Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	12	12	12	12	
Part Time	2	2	2	2	
FTE	13.1	13.1	13.1	13	
EXPENDITURES					
Personal Services	813,532	822,448	898,071	887,525	-1.17%
Supplies	16,172	16,187	19,750	19,750	0.00%
Services & Charges	416,916	434,266	450,254	456,694	1.43%
Capital Outlay	18,377	10,557	9,500	22,260	134.32%
TOTAL EXPENDITURES	1,264,997	1,283,458	1,377,575	1,386,229	0.63%
REVENUES-Non Tax					
Required from Taxes	56,617	52,246	61,904	61,904	0.00%
	1,208,380	1,231,212	1,315,671	1,324,325	0.66%

	GOAL	FY2015 ACTUAL	FY2016 EST	FY2017 EST
PERFORMANCE MEASURES				
Client Satisfaction Rating	>90%	94%	94%	94%
Clinical Service Waiting List (Business days) (Days between referral and first session)	<45	16	20	20
ACTIVITY INDICATORS				
Outreach Clients		1,216	1,300	1,300
Clinical Clients - Individual		1,085	1,000	1,000
Youth Program Participation		1,875	2,000	2,000
Substance Abuse Prevention Programs		14	15	20



PARKS & RECREATION
WELLES TURNER LIBRARY
EAST AND SOUTH GLASTONBURY LIBRARIES

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	2,776,097	2,918,251	2,864,380	2,937,852	2.57%
Supplies	153,558	153,792	174,650	178,450	2.18%
Services & Charges	2,020,128	1,969,071	2,017,831	2,016,474	-0.07%
Capital Outlay	192,648	253,314	193,490	198,590	2.64%
TOTAL EXPENDITURES	5,142,431	5,294,428	5,250,351	5,331,366	1.54%

Parks & Recreation

Activities, Functions and Responsibilities

The Parks & Recreation Division is responsible for the organization and administration of all Town-sponsored recreation activities and facilities. The division is also responsible for the care and maintenance of all Town parks, open space, municipal grounds, athletic fields, school grounds, street trees and cemeteries.

The principal programs, services and activities offered by this division are:

- Maintaining 28 baseball/softball fields and 26 rectangular fields (football, soccer, lacrosse and field hockey) for use by youth and adult leagues and the high school interscholastic sports program.
- Operating 3 swimming pools (1 indoor and 2 outdoor) and one pond used by 40,000 visitors annually for public swimming.
- Inspecting and maintaining 16 children’s playgrounds.
- Mowing over 250 acres of lawn area each week mid-April to late October.
- Teaching approximately 1,700 children’s swim lessons each year.
- Providing over 2,000 summer day camp opportunities for youth ages 4-17.
- Providing an instructional basketball program for approximately 1,200 boys and girls ages 8-18.
- Operating a teen center and a skate park.
- Providing a wide array of special events to enhance the quality of community life including the Santa’s Run Road Race, Annual Senior Citizens Picnic, Summer Music Series, Kids’ Dog Show, and Children’s Holiday Performances to name a few.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Increased program revenues to offset increased costs for part-time wages and program expenses in accordance with approved fee schedule. Implemented July 2015. • Constructed new access drives and parking areas at the Longo, Arbor Acres, and Grayledge Farm Open Space areas. Completed June 2015. • Completed replacement of beach sand at Eastbury Pond swimming area and purchase of new maintenance-free picnic tables. Completed May 2015. • Purchased new and replacement equipment including a truck mounted sander, overseeder, snowplow, crowd control barricades, and a 20’ trailer. Completed November 2015. • Completed important facility improvements including Welles Park basketball court resurfacing and Addison Pool bathhouse and filter building re-staining. Completed October 2015. 	<ul style="list-style-type: none"> • Complete replacement of two pickup trucks by December 2016. • Complete major upgrade to on-line program registration software by January 2017. • Improve efficiency and productivity by implementing Phase 1 of centralized control system for in-ground irrigation systems by May 2016. Complete Phase 2 of project by May 2017. • Implement part-time employee pay adjustments effective July 1st to comply with the new State minimum wage. • Replace worn equipment including zero turn mower, ballfield grooming machine, 18’ trailer, fertilizer spreader, and water tank by November 2016. • Purchase new 4x4 tractor with snowblower, broom, and plow by December 2016 to improve response to increased snow removal responsibilities. • Replace outdoor play equipment at Bell Street preschool by January 2017. • Restore skate park equipment that has been taken out of service by installing new riding surfaces by October 2016. • Expand use of contract services for mowing operations and aquatic vegetation control effective July 2016.

LEISURE/CULTURE

Parks & Recreation

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	22	22	22	22	
Part Time	1.6	1.6	1.5	1.5	
FTE	23.8	23.8	23.8	23.8	
EXPENDITURES					
Personal Services	1,939,588	2,045,964	1,973,430	2,037,347	3.24%
Supplies	138,643	140,125	152,150	154,950	1.84%
Services & Charges	1,219,459	1,214,645	1,198,479	1,236,229	3.15%
Capital Outlay	158,553	246,561	163,890	173,750	6.02%
TOTAL EXPENDITURES	3,456,243	3,647,295	3,487,949	3,602,276	3.28%
REVENUES-Non Tax *	182,216	205,477	190,525	212,950	11.77%
Required from Taxes	3,274,027	3,441,818	3,297,424	3,389,326	2.79%

*Non tax revenue is generated from fees and charges to participants in Town sponsored recreation programs and user fees charged to groups or individuals reserving Town owned facilities. Annually, the Town Council approves a schedule of fees applicable to the programs and activities. Self supporting recreation activities are accounted for in the Recreation Activities Fund. More detail on this fund can be found in the Recreation Activities Fund page. The estimate of \$212,950 in FY16/17 revenues will be generated through Parks & Recreation programs to be accounted for in the General Fund.

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Revenue Reimbursement of Program Expenses	95.0%	101.0%	100.0%	100.0%
Program participants indicating that program "met expectations"	≥95%	95.7%	95.0%	95.0%
Public playgrounds that comply with accepted safety standards	100%	100%	100%	100%
Percent of snow removal completed within 12 hours of the end of storms	100%	95%	95%	95%
Number of workplace incidents	0	3	2	0
Number of Lost Days	0	0	0	0

ACTIVITY INDICATORS

Number of 9 hole rounds played at Minnechaug Golf Course	14,229	14,500	15,000
Number of athletic fields maintained for baseball, softball, football, soccer, field hockey & lacrosse	54	54	54
Total hours of scheduled athletic field use per fiscal year	43,492	46,000	46,000
Number of recorded program registrations, swimming facility, visits for public swim, and recreation facility reservations	79,205	85,000	85,000

*Data based on customer response to survey question.

Welles-Turner Memorial Library

Activities, Functions and Responsibilities

The mission of the Welles-Turner Memorial Library is to provide books and other media, facilities, and professional services to inform, educate, and culturally enrich the community.

The principal programs, services and activities offered by this division are:

- A collection of approximately 160,000 items that includes both print and non-print formats, including digital downloads.
- Professional reference librarians available during regular business hours to assist the public in meeting his/her information needs.
- Access to online databases including *CT Grantmaker Online*, *Historical Hartford Courant*, *Historical New York Times*, Reference USA, *Facts.com* and the iCONN databases.
- A comprehensive children's/youth program that includes story times, summer reading programs and other special events for children and teens.
- Computers for public use, including Internet access, including wi-fi. 3D printing available.
- A selection of museum passes that allow discount admission to selected museums.
- Local history and genealogy section includes the complete Barbour Collection and online access to Ancestry Library and Heritage Quest.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Offered two community forums and one informal drop-in session with staff from TLB Architecture to review space study plan and solicit public opinion. The study is funded by the Second Century Fund. • Increased the number and variety of programs offered to adults by 180%. Offered 36 programs compared to 20 or less in previous years. Attendance also increased by 170%. • Automated the Museum Pass Program making it possible to reserve a pass up to 30 days in advance of visit and most passes are available to print-on-demand for the day of visit. • Introduced "Tinkerlab" a place for young children to learn, create and play. • Sixty-five percent of all items checked out of the library were handled using the three self-check stations. • Held a reception to introduce Alexandrina Sergio, Glastonbury's first Poet Laureate, in September. • Carpeted the Teen area. 	<ul style="list-style-type: none"> • Implement Fee Payment module for self-check stations to allow use of credit cards to pay fines. September 2016. • Investigate and implement software programs to manage Friends Room/study room reservations. September 2016. • Evaluate and upgrade the technology used in the Friends Room. March 2017 • Achieve 80% of total circulation of library materials using the self-check stations. June 2017. • Apply for Connecticut State Library Construction grant to help fund proposed renovations as outlined in the Space Study Report. August 2016. • Continue exterior painting of original building and 1965 addition. June 2017.

Welles-Turner Memorial Library

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	10	10	10	10	
Part Time	12	12	12	12	
FTE*	15.6	15.6	15.6	15.6	
EXPENDITURES					
Personal Services	836,509	872,288	890,950	900,505	1.07%
Supplies	14,915	13,668	22,500	23,500	4.44%
Services & Charges	785,670	739,426	804,352	765,245	-4.86%
Capital Outlay	34,096	6,753	29,600	24,840	-16.08%
TOTAL EXPENDITURES	1,671,190	1,632,134	1,747,402	1,714,090	-1.91%
REVENUES-Non Tax					
Required from Taxes	1,563,825	1,522,259	1,636,202	1,606,890	-1.79%

*As calculated by State Library

Non tax revenue is generated from Basic Grant to Libraries from the State of Connecticut, library fines, interest generated from principal in Library Trustee Account and miscellaneous revenue that includes revenue generated from printing, rental of the Friends Room and any program charges.

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Library visits per capita*	5.8	8.2	8.71	9.1
Circulation per capita*	8.2	12.1	12.54	13.6
Cost per circulation*	\$1.95	\$1.71	\$1.62	\$1.55
Percentage of circulation using self-check	80%	18%	70%	80%
Program attendance percapita*	0.54	0.36	0.38	0.45
Public Internet sessions per capita*	1.17	0.91	0.93	0.94
ACTIVITY INDICATORS				
Number of Library Visits in person		280,647	300,174	303,174
Number of Library Visits online		181,676	184,779	186,628
Total circulation		416,995	431,967	431,200
Total electronic materials collection		30,696	24,288	24,773
Total program attendance		12,538	13,156	15,735
Number of database transactions		6,116	6,748	6,842
Total public Internet sessions**		31,632	32,220	32,440

*Based on Connecticut statewide averages as listed in *Connecticut's Public Libraries: a Statistical Profile, July 1, 2013-June 30, 2014*

**Total number of 2-hour sessions held on 30 public computers

South Glastonbury Library

Activities, Functions and Responsibilities

The South Glastonbury Public Library provides local resources for the education and recreation of the Community. These primary resources include books, periodicals and recordings. In addition, library services include programs, concerts, lectures, art exhibits, nature programs; children story hours, craft programs and summer programs. The building is also available for use as a meeting room for community organizations.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
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- | | |
|---|--|
| <ul style="list-style-type: none"> • Operated and maintained the library open to the public. | <ul style="list-style-type: none"> • Operate and maintain the library open to the public. |
|---|--|

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Contributory Grant	7,500	7,500	7,500	7,500	0%
TOTAL EXPENDITURES	7,500	7,500	7,500	7,500	0%

East Glastonbury Library

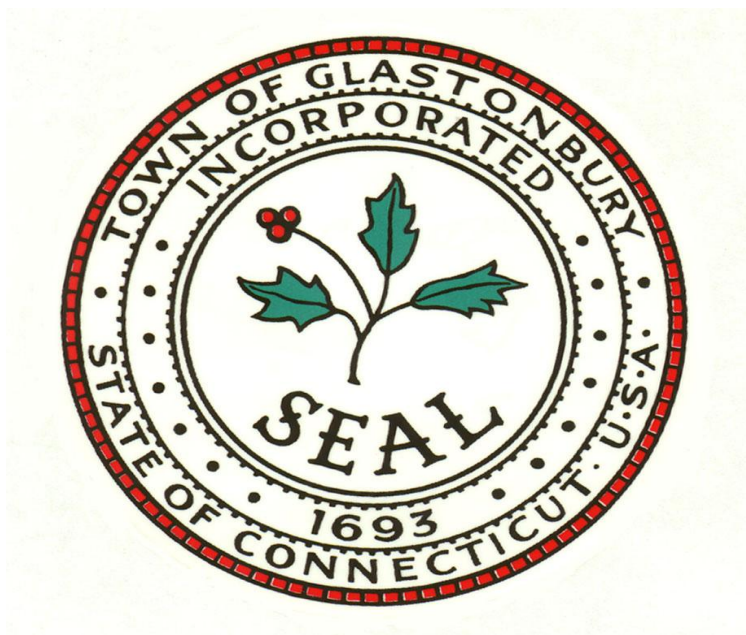
Activities, Functions and Responsibilities

The East Glastonbury Public Library is operated entirely on a volunteer basis, open 21 hours a week. The library has six trustees and four officers who direct the library policy and approximately 40 volunteers who donate 106 hours per week.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
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- | | |
|---|--|
| <ul style="list-style-type: none"> • Operated and maintained the library open to the public. | <ul style="list-style-type: none"> • Operate and maintain the library open to the public. • Offer an adult book-study group. • Offer library services to teachers and students from Eastbury Elementary School. |
|---|--|

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Contributory Grant	7,500	7,500	7,500	7,500	0%
TOTAL EXPENDITURES	7,500	7,500	7,500	7,500	0%



Debt Service

Activities, Functions and Responsibilities

Major Capital Projects for the Town and Education are financed through the sale of bonds. The bonds may be structured over ten to twenty years with level debt payments and a rapid payback period. On average, the Town maintains a 70% or greater retirement rate on its outstanding debt over a ten year period. Generally, the projects are initiated through the Capital Improvement Program and administered through the Capital Projects Fund. Bonding is authorized on approval of the voters at referendum. Prior to recommending projects for inclusion in the CIP, the Town carefully reviews the status of previously approved projects and the information available for new projects being proposed.

Factors reviewed and analyzed prior to recommendation in the CIP include

- Current and proposed debt levels
- The needs of the community
- Available resources
- External economic conditions
- The Town’s current financial position, including current and projected fund balance levels
- Debt capacity benchmarks

The principal programs, services and activities offered by this division are:

- Issue Bond Anticipation Notes as required
- Issue General Obligation Bonds as required
- Prepare and conduct rating service presentations for the issuance of General Obligation Bonds

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Land BANs: Renewed BANs for Land Acquisition in the amount of \$400,000 and issued an additional \$865,000 for a total of \$1.265 million due to mature 8/1/16. 	<ul style="list-style-type: none"> • Refunding: Continue to evaluate refunding opportunities. • Capital Improvement Program (CIP): Review and analyze projects in accordance with criteria established for program. Develop five year financing plan for CIP. • Bond Issues: Pursue financing in accordance with CIP five year plan.

DEBT SERVICE

Debt Service

Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Town	2,971,495	3,292,975	3,304,132	3,400,542	2.92%
Education	6,586,061	6,176,987	5,492,318	5,506,358	0.26%
Sewers	175,000	175,000	175,000	175,000	100.00%
Other	80,196	54,773	238,550	128,100	-46.30%
TOTAL EXPENDITURES	9,812,752	9,699,735	9,210,000	9,210,000	0.00%
REVENUES					
Grant Reimbursement	202,280	194,180	185,960	129,320	-30.46%
TOTAL REVENUE	202,280	194,180	185,960	129,320	-30.46%
Required from Taxes	9,610,472	9,505,555	9,024,040	9,080,680	0.63%

Education Construction Grant Process

Current procedures for State School Construction Grant reimbursement allows for reimbursement as expenditures are incurred during the construction period. Prior to this practice the Town was reimbursed in accordance with the debt payment schedule for the bonds issued for these school projects. The revenues indicated above relate to this prior practice for school projects that were completed and bonded in prior years. This amount will decrease as the bonds are paid and this program is phased out.

Below indicators do not include Clean Water Fund Loan with State of Connecticut.

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Bond Ratings				
Moody's	Aaa	Aaa	Aaa	Aaa
Standard & Poor's	AAA	AAA	AAA	AAA
Debt Burden	<10%	6.6%	6.0%	5.8%
% of Debt Retired within Ten Years	>60%	64%	87%	88%
Ratio of Net Debt to Full Value	<3.5%	1.13%	1.02%	0.90%
ACTIVITY INDICATORS				
Net Debt Per Capita (General Fund Debt Only)		\$1,873	\$1,685	\$1,489
Outstanding Long Term Debt at June 30 (in thousands)		\$65,085	\$58,570	\$51,735
Bond Anticipation Notes at June 30 (in thousands)		\$445	\$1,265	\$1,265

Within the General Fund - Contingency

Activities, Functions and Responsibilities

Annually, the Town and Education prepare a budget of anticipated services. The estimates and projections are prepared for normal operating conditions. Contingency is a budgetary reserve set aside for emergencies for unforeseen expenditures not otherwise in the budget. When required, funding transfers to departmental functional areas are approved by the Board of Finance and Town Council.

Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDED	162,500	165,500	175,000	175,000	0.00%
TOTAL	162,500	165,500	175,000	175,000	0.00%

To Other Funds

Activities, Functions and Responsibilities

The primary revenues and expenditures of the community are accounted for in the General Fund. The budget document includes the majority of the operational activities for Town and Education.

There are some activities and projects that are accounted for in a different fund or account group. This section includes the transfer of tax resources from the General Fund to another account group as required, the Capital Reserve Fund and the Dog Fund.

The purpose of the Capital Program annual transfer is to fund large capital requirements in lieu of issuing debt. This avoids increases in the Town's long term obligations as well as minimizes interest costs associated with the debt. The annual transfer to the Capital Reserve Fund is the first step of accumulating resources to be allocated as a part of the Capital Improvement Program process.

Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
To Capital Reserve	4,051,715	4,632,000	5,000,000	5,000,000	0.00%
To Capital Projects	100,000	1,500,000	0	0	0.00%
To Dog Fund	75,000	45,000	45,000	45,000	0.00%
To Special Revenue Funds	-	400,000	-	-	
TOTAL EXPENDITURES	4,226,715	6,577,000	5,045,000	5,045,000	100.00%

Chairman and Superintendent's Message for 2016/2017

The 2016-2017 Board of Education Budget was approved on January 11, 2016. The budget for 2016-17 school year continues to promote high student achievement, to provide staff development and to build a 21st century learning environment. The total expenditures of \$102,122,911 represents a 2.89% increase over the Town Appropriated Budget of 2015-16. Fairly negotiated salaries and benefits make up 2.4% of the budget increase. Special education services as required by law account for .3% of the increase. The remaining .19% increase or approximately \$190,000 is carefully allocated to educational programs and operational needs.

Working with the five year technology replacement program and carefully evaluating the options and implementation has enabled the Board to reduce the cost of technology while still providing appropriate tools for students in every grade. As the Board continues to evaluate the changing enrollment, a team at Smith Middle School has been eliminated as well as three elementary school teaching positions. The Superintendent carefully manages the staff to ensure that the Board can provide the best opportunities and try to handle reductions through retirements and reassignment.

The low budget increase is helped greatly by the self-funded health insurance program. The Board has averaged rate increases of less than 1% in the past six years, unheard of in most school districts. These minimal increases have allowed the Board to manage budget reductions made by the Town Council without adversely affecting student learning. While the Board has included a 4% increase for 2016-17, it continues to carefully monitor the costs, work with employees and appropriately utilize the health reserve fund.

While the budget forwarded by the Board of Education is for operational needs, there is a section on the Capital Improvement Program. For the next school year, this is the Board's top priority; thus there are no other new initiatives. The Board must air-condition the schools that do not currently have it to provide equity and the best learning environment. Critical learning time is being lost. Over the past five years, temperatures have averaged in excess of 80 degrees outside for 21 school days each year. This means that temperatures inside the building reach at least 85 degrees. Some classrooms have exceeded 90 degrees on many days. When coupled with humidity, the ability for students to learn is greatly diminished. The Board strongly believes that providing air conditioning in these buildings will have the greatest positive effect on student learning. The Board looks forward to working with the Town Council to provide funding for this project and the other capital needs in the school system.

As is done every year, the Board will continue to advocate for maximum student learning at the lowest possible cost.

Susan Karp
Chairman, Board of Education

Alan B. Bookman, Ph.D.
Superintendent of Schools

Activities, Functions and Responsibilities

The Board of Education budget provides the funding to support all aspects of the instructional program in Grades K to 12 for all children of Glastonbury. In addition to the regular instructional program, opportunities are provided for students to participate in a wide variety of school-sponsored student activities.

To support all school programs, the budget further provides for the upkeep and maintenance of nine school buildings and one administrative building. These facilities are also regularly utilized by community groups and support a large number of activities within the Town of Glastonbury.

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL (FTE's)	824.47	814.67	810.27	801.27	
EXPENDITURES					
Instruction	48,381,433	49,361,670	49,643,273	51,501,380	3.74%
Support Services Instruction	17,698,058	18,843,366	19,714,348	19,668,002	-0.24%
Operations	10,932,688	11,842,160	11,665,766	12,032,184	3.14%
Community Services	345,521	336,935	328,103	350,994	6.98%
Fringe Benefits	17,764,749	17,974,058	17,898,802	18,570,351	3.75%
TOTAL EXPENDITURES	95,122,449	98,358,189	99,250,292	102,122,911	2.89%
REVENUES-Non Tax	8,850,932	9,111,121	7,825,311	7,816,851	-0.11%
Required from Taxes	86,271,517	89,247,068	91,424,981	94,306,060	3.15%

EDUCATION**Education Expenditures Report By Program**

PROGRAM NAME	FY13/14	FY14/15
2 Art	1,181,589	1,147,299
3 Basic Education	14,337,659	14,146,320
4 English/Reading & Language Arts	3,830,259	3,937,666
5 Mathematics	2,416,904	2,373,288
6 Science	3,131,178	3,193,213
7 History/Social Sciences	2,034,998	2,126,066
9 Career and Vocational Education	1,427,983	1,433,247
11 P.A.C.E./Math Science Resource	595,583	603,390
13 Foreign Languages and ELL	3,941,562	4,046,670
15 Health/Physical Education	1,816,155	1,895,940
20 Music	1,459,730	1,535,863
27 Special Education	11,814,999	12,530,594
30 Agriscience and Technology	392,533	392,114
TOTAL INSTRUCTION	48,381,132	49,361,670
14 School Counseling	2,535,342	2,642,271
16 Health Services	726,809	735,575
19 Libraries/Media Centers	1,288,778	1,290,366
23 Program/Staff Development	487,507	534,731
28 Athletics/Clubs	1,425,937	1,480,039
31 Elementary Education	2,769,183	2,788,882
32 Secondary Education	2,537,344	2,594,211
33 Systemwide Support Services	2,488,086	2,611,683
36 Technology Support Services	3,439,372	4,165,608
TOTAL SUPPORT SERVICES/INSTRUCTION	17,698,358	18,843,366
21 Operations/Maintenance	5,520,131	6,220,838
22 Utilities	2,213,290	2,029,176
24 Pupil Transportation	3,199,267	3,592,146
TOTAL SUPPORT SERVICES/OPERATION	10,932,688	11,842,160
10 Community Services	345,521	336,935
TOTAL COMMUNITY SERVICES	345,521	336,935
34 Fringe Benefits and Substitutes	17,764,750	17,974,058
GRAND TOTALS	95,122,449	98,358,189

SEWER OPERATING FUND

RECREATION ACTIVITIES FUND

POLICE PRIVATE DUTY FUND

RIVERFRONT PARK FUND

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	1,495,094	1,581,999	1,590,711	1,719,296	8.08%
Supplies	75,905	70,815	81,660	83,910	2.76%
Services & Charges	1,583,373	1,669,531	2,079,169	2,112,585	1.61%
Debt Service	1,148,679	1,148,679	1,150,000	1,150,000	0.00%
Transfer to General Fund	0	0	0	0	0.00%
Capital Outlay	4,732	96,921	97,100	69,000	-28.94%
TOTAL EXPENDITURES	4,307,783	4,567,945	4,998,640	5,134,791	2.72%

Sewer Operating Fund

Activities, Functions and Responsibilities

The Water Pollution Control Division is responsible for all aspects of the Town’s municipal sanitary sewage system to insure the protection of public health and compliance with Federal and State discharge permit requirements.

The principal programs, services, and activities within this division are:

- Provide effective treatment of wastewater flows at the Water Pollution Control Facility (WPCF)
- Operation and maintenance of the WPCF and eight (8) remote pumping stations to insure 24/7 operation.
- Provide processing and treatment of septage waste generated by septic tank pumping within Town.
- Administer wastewater user fees and billing system including setting of rates.
- Coordination and processing of sewer user bills with the Revenue Collection office.
- Provide monitoring and enforcement of regulated discharges for industrial/commercial users.
- Provide staff support to the Water Pollution Control Authority (WPCA).

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Achieved third consecutive year with no increase in sewer use rate. • Continued effective operational functions as reflected in overall increased nitrogen removal. --Nitrogen removal, 2014 average monthly permit limit is 98 pounds, achieved 62 pounds. • Reduced overtime costs by eliminating weekend staffing. Functions no longer required with increased use of technology enhancements. • Implemented Computerized Maintenance Management System to effectively manage preventive maintenance and repairs accordingly. • Completed preliminary energy audit report for treatment plant with initiatives to be implemented as applicable in fiscal year 2016/2017. • Used Master Sewer Plan document as a guide in capital planning budgeting. • Continued increased use of technology to enhance efficiency and reduce paper by utilization of computer tablet for daily recording of plant operations. 	<ul style="list-style-type: none"> • Finalize and implement energy conservation measurements with effective ongoing energy savings payback contingent on funding resources. • Administration of Cider Mill pump station replacement project. • Administrative processing of new National Pollution Discharge Elimination Systems (NPDES) permit for plant discharge. Existing permit expires February 2016. • Continue evaluation and implement increased usage of technology within operations to reduce operating cost and improve overall efficiency.

SPECIAL REVENUE FUND

Sewer Operating Fund

**Personnel and
Expenditure Summary**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
PERSONNEL					
Full Time	9	9	9	9	
Part Time	0	0	0	0	
FTE	9	9	9	9	
EXPENDITURES					
Personal Services	640,204	625,181	660,595	677,935	2.62%
Supplies	75,905	67,601	71,160	76,110	6.96%
Services & Charges	931,860	895,370	1,004,815	1,013,410	0.86%
Debt Service	1,148,679	1,148,679	1,150,000	1,150,000	0.00%
Capital Outlay	4,732	92,909	73,600	69,000	-6.25%
TOTAL EXPENDITURES	2,801,380	2,829,740	2,960,170	2,986,455	0.89%
REVENUES-Non Tax	3,084,451	3,151,655	2,960,170	2,986,455	0.89%
Required from Taxes	-283,071	-321,915	0	0	0.00%

Non tax revenue is generated from user fees and transfers from other funds. User fees are set by the Water Pollution Control Authority following an annual review of operating and capital costs. This process assures that all costs are funded by the users of the system.

Assessment/Sinking Fund reserves provide resources for some capital outlay items and interest revenue generated in the Sewer Sinking Fund is used to offset Debt Service costs related to the plant upgrade. Additionally, a \$175,000 transfer from the General Fund offsets Debt Service costs.

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Total Sewer Use Rate per ccf	*	\$2.85	\$2.95	\$3.05
• Operations and Capital Funding		\$1.97	\$2.08	\$2.18
• Debt Service - Clean Water Fund Repayment		\$0.88	\$0.87	\$0.87
Treatment Plant Sludge Solids Concentration	6.00%	5.65%	6.00%	6.00%
Achieve/maintain "0" cost for Nitrogen Credits	\$0	\$0	\$0	\$0
Number of Workplace Incidents	0	0	0	0
Number of Lost Days	0	0	0	0
ACTIVITY INDICATORS				
Treatment Plant Gallons of Sludge Disposed		2,346,500	2,300,000	2,300,000
Treatment Plant Average Daily Flow in Million Gals		2.07	2.20	2.20
Estimated ccf usage		950,000	950,000	950,000

*Goal is to continue to maintain rate not including Capital Funding within lowest 1/4 percentile among Towns with comparable sewer systems. This is reviewed annually.

Recreation Activities Fund

Activities, Functions and Responsibilities

The Parks & Recreation Division is responsible for the organization and administration of all Town-sponsored recreation activities and facilities. Many of its programs are supported by registration and user fees that completely offset program expenses. The Recreation Activities Fund is the mechanism used to fund these activities.

The principal programs, services and activities offered by this division include:

- Fitness Classes
- Youth Basketball
- Golf Camps & Clinics
- Gymnastics Lessons & Team
- Music & Arts Camp
- Playgrounds
- Adult Sports Leagues
- Swim Lessons
- Swim Team
- Tennis Lessons & Team

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none">• Expanded Camp Discovery from 50 to 80 campers to accommodate anticipated demand.• Changed Summer Playground Program start time from 9:00 a.m. to 8:30 a.m. in response to customer feedback.• Added a fourth session of evening children’s swim lessons at the high school during the summer.• Updated the fee schedule to maintain the self-supporting status of the Recreation Activities Fund.	<ul style="list-style-type: none">• Add Girls in Stride running class, Basketball Shooting Academy, private/semi-private children’s swim lessons, and spring tennis lessons to course offerings.• Adjust pay plan for temporary, seasonal, and part-time employees to reflect the increase in the State minimum wage.• Add a seasonal behavior specialist position to support camp staff and develop strategies for managing difficult behaviors.• Update the fee schedule to maintain self-supporting status of the Recreation Activities Fund.

SPECIAL REVENUE FUND

Recreation Activities Fund

Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	515,906	530,551	580,116	662,633	14.22%
Supplies	0	0	0	0	0.00%
Services & Charges	506,184	550,373	770,529	808,025	4.87%
Transfers to General Fund	0	0	0	0	0.00%
Capital Outlay	0	0	8,500	0	-100.00%
TOTAL EXPENDITURES	1,022,090	1,080,924	1,359,145	1,470,658	8.20%
REVENUES-Non Tax *	1,114,805	1,196,624	1,359,145	1,470,658	8.20%

*Program registration and user fees are designed to offset expenditures.

SPECIAL REVENUE FUND

Police Private Duty

Activities, Functions and Responsibilities

The Police Department provides services on a reimbursable contractual basis to road repair contractors, utilities and groups and individuals sponsoring events in the community.

Police officers are deployed to specific locations for pre-established time frames to provide traffic control and security while repair work or special events are taking place on public roads or other venues. Where department vehicles are needed to support the work being performed by the officers, the contracting party is billed on a per hour basis for the use of those vehicles. Apart from the safety provided for the specific event or repair activities, the program provides added police visibility in the community and additional officers working who could be quickly redeployed should emergency conditions arise.

Successes & Accomplishments 2015

- Continued self sustaining revolving account for contracted police private duty activities

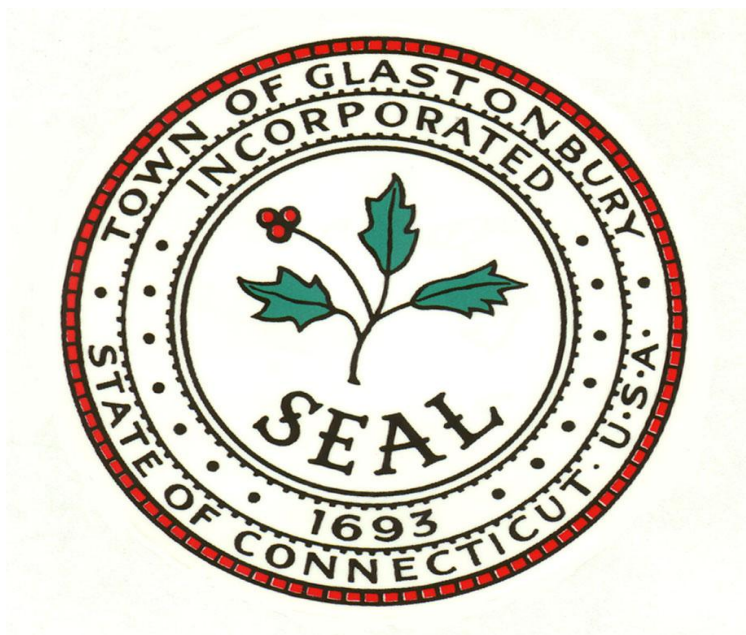
Goals & Priorities 2016/2017

- Maintain smooth operation and high collection rate for contracted police services.

Expenditure Summary

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	338,984	279,657	200,000	250,000	25.00%
Supplies	0	0	0	0	0.00%
Services & Charges	145,329	150,620	155,300	155,300	0.00%
Transfers to General Fund	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	484,313	430,277	355,300	405,300	14.07%
REVENUES-Non Tax *	603,666	418,471	300,000	300,000	0.00%

*User fees are designed to offset expenditures. Balance of funding anticipated through use of accumulated Fund Balance Reserves.



Riverfront Park Fund

Activities, Functions and Responsibilities

The Parks and Recreation Department is responsible for the organization and administration of all Town sponsored recreation activities and facilities. Built in 2014, the new Riverfront Park includes a boathouse, banquet facility, and public boat launch along with walking trails, a children’s playground, picnic pavilion, basketball court and outdoor ice skating area. The Riverfront Park Operations Fund is the mechanism used to fund these operations.

The principal services and activities funded via this account include:

- Public boat launch.
- Boathouse storage for non-motorized boats.
- Boathouse banquet facility.
- Riverfront Park recreation facilities.

Successes & Accomplishments 2015	Goals & Priorities 2016/2017
<ul style="list-style-type: none"> • Completed the first season of operation of public boat launch. • Opened the boathouse for storage of rowing shells, canoes and kayaks to the public. • Selected preferred caterers, rental equipment providers, and audiovisual services providers for banquet facility. • Opened boathouse to Glastonbury High School crew teams for boat storage, water and land based conditioning and workouts, and home regattas. 	<ul style="list-style-type: none"> • Increase sales of boat storage to the public from 24 to 32 in 2016. • Increase use of public boat launch, via daily use and seasonal pass sales, to generate \$8,000 in annual revenue. • Host two events at the banquet facility designed to increase public awareness of the venue and to increase bookings for weddings, special events and corporate functions. • Develop a web based promotional video designed to give prospective customers a virtual tour of the boathouse and its banquet facility. • Promote the boathouse as a venue for weddings by establishing an on-line presence on The Knot and Wedding Wire websites. • Increase revenues derived from banquet facility rentals and functions to achieve annual revenue goal of \$250,000.

SPECIAL REVENUE FUND

Riverfront Park Fund

Expenditure Summary

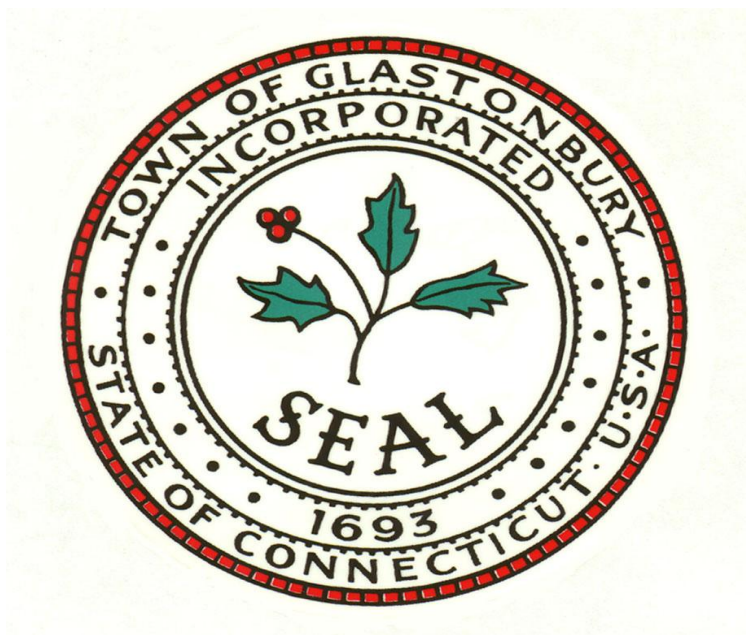
	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
EXPENDITURES					
Personal Services	0	46,610	150,000	128,728	-14.18%
Supplies	0	3,214	10,500	7,800	-25.71%
Services & Charges	0	73,168	148,525	135,850	-8.53%
Transfers to General Fund	0	0	0	0	0.00%
Transfers to Capital Reserve	0	0	0	0	0.00%
Capital Outlay	0	4,012	15,000	0	-100.00%
TOTAL EXPENDITURES	0	127,004	324,025	272,378	-15.94%
REVENUES-Non Tax	0	425,168	324,025	272,378	-15.94%

*Revenues for FY2015 include a transfer of \$400,000 from the General Fund.

This fund was initiated July 1, 2014 to account for revenues and expenditures for self-supporting Riverfront Park programs and activities. Program registration and user fees derived from use of the banquet facility, boat storage fees (non-motorized) and boat launch fees are intended to offset expenditures.

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 EST	FY2017 EST
Boat Rental Storage (indoor)	35	7	15	25
Boat Rental Storage (outdoor)	16	16	16	16
Boat Launch Passes Sold	120	95	100	110
GHS Crew Regattas Hosted	4	2	4	4
Banquet Facility Revenues	\$250,000	\$12,488	\$75,000	\$150,000

All performance measures are by calendar year except for banquet facility rentals which are based on the fiscal year



CAPITAL IMPROVEMENT PROGRAM

Purpose and Scope of Projects or Improvements

In recognition that major improvements require substantial funding, a multi-year Capital Improvement Program is prepared, reviewed and updated annually. The program is funded by a combination of Debt, Capital Reserve Fund, Sewer Sinking Fund, and Grant Revenues.

The purpose of this program is to acquire and/or improve fixed assets that have an extended useful life of more than ten years, and a minimum value of \$75,000. Capital improvements that have a significant expenditure may be considered for referendum. All capital improvements exceeding 2% of the adopted Town, Education and Debt and Transfer budget may be submitted to public referendum. The Charter allows for the holding of Referenda for any valid purpose. Referenda may be held at the discretion of the Town Council.

Primary Funding

Each year as the Capital Improvement Program is adopted, specific projects are funded. The accounting and management control are maintained in the Capital Projects Fund. The appropriations relative to the projects do not lapse at fiscal year end. When projects are completed or rescinded, appropriation balances are returned to the proper resource fund.

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 REQUESTED	PERCENT CHANGE
Capital Reserve	4,000,000	4,500,000	5,000,000	5,000,000	0.00%
Appropriations/Expenditures	4,366,000	5,539,000	5,950,000	7,437,500	25.00%

Funding Resources

The requested 2016/2017 General Fund Capital transfer to the Capital Reserve is \$5,000,000. In addition, projects are to be funded with \$465,108 of Town Aid Road Funds and grant funds of \$1,912,000 for Bridge Replacement/Rehabilitation project and \$240,000 for Hebron Avenue Roundabout and an additional appropriation of \$200,000 from the Sewer Operating Fund for the Cider Mill Pump Station Design and the Sanitary Sewer Force Main Evaluation.

Goals & Priorities - 2016/2017

Included on the next page is a summary of 31 projects requested by the Town Manager for FY2016/2017.

TOWN MANAGER RECOMMENDATIONS

Page	Project Title	In Progress	FY2016/2017	Sewer Funding	General Fund	Grants	Referendum	Total Capital Reserve 2015/16
	INFRASTRUCTURE AND MAJOR EQUIPMENT CARE AND MAINTENANCE							
	Road Overlay Program	0	900,000					900,000
	Bridge Replacement/Rehabilitation	315,000	2,390,000			(1,912,000)		478,000
	Hebron Avenue Roundabout	1,050,000	535,000			(240,000)		295,000
	Highway Street Sweeper	0	265,000					265,000
	Wheel Loader	0	285,000					285,000
	October 1, 2017 Revaluation	100,000	135,000					135,000
	Minnechaug Golf Course	250,000	137,500					137,500
	Outdoor Swimming Pool/Park Development	0	75,000					75,000
	Security Initiatives	150,000	80,000					80,000
	Boiler Replacement - Police and Town Hall	25,000	200,000					200,000
	GHS-Football Field Turf Replacement	0	150,000					150,000
	P&R Facility Renovation/Expansion	567,500	75,000					75,000
	Police Department Lockers	0	150,000					150,000
	Town Hall Improvements	550,000	285,000					285,000
	Parking and Access Drives	500,000	200,000					200,000
	School Carpeting	0	185,000					185,000
	Library Windows	0	165,000					165,000
	GHS Kitchen upgrades	0	50,000					50,000
	Gym Flooring - Hopewell	0	100,000					100,000
	Blackledge Dam Removal & River Restoration	0	150,000					150,000
	Sub Total	3,507,500	6,512,500	0	0	(2,152,000)	0	4,360,500
	ONGOING PROJECTS AND INITIATIVES							0
	Document Management System	50,000	175,000					175,000
	Energy Efficiency - Town Buildings	1,171,044	75,000					75,000
	All Schools-District-wide Energy Incentives	200,000	0					0
	Disaster Preparedness and Recovery Resources	700,000	150,000					150,000
	Town-wide Sidewalk Construction	200,000	250,000					250,000
	Sub Total	2,321,044	650,000	0	0	0	0	650,000
	NEW PROJECTS AND PROPOSALS							
	Welles Turner Library		100,000					100,000
	Heavy Duty Tractor		175,000					175,000
	Sub Total		275,000	0	0	0	0	275,000
	TOTAL CIP - CAPITAL RESERVE	5,828,544	7,437,500	0	0	(2,152,000)	0	5,285,500
	Cider Mill Pump Station - Design		50,000	(50,000)				0
	Sanitary Sewer Forced Main Evaluation		150,000	(150,000)				0
			200,000	(200,000)		0	0	0
	GENERAL FUND TRANSFER							
	Streetlights		800,000		(800,000)			0
	Town Aid - Improved/Unimproved Roads	0	465,000			0		465,000
	TOTAL	5,828,544	8,902,500	(200,000)	(800,000)	(2,152,000)	0	5,750,500

Criteria

Purpose

In recognition that buildings, infrastructure, technology and major equipment are the physical foundation for providing services to the residents of the Town of Glastonbury, a multi year Capital Improvement Program (CIP) is prepared and reviewed annually. The purpose of the CIP is to budget for the acquisition, replacement or renovation of major capital/fixed assets. These items are generally not of a recurring nature and not included in the regular operating budget process. Careful planning during this process is critical to the procurement, construction, and maintenance of capital assets to meet the needs and activities of the Town.

A comprehensive capital plan will help ensure the future financial health of the Town and the continued delivery of public services to citizens and businesses.

Capital/Fixed Assets are categorized as follows:

- Land
- Land Improvements
- Buildings and Improvements
- Machinery and Equipment
- Infrastructure

The following Capital/Fixed Asset items are to be included in the Town's annual operating budget:

- Fixed assets that cost less than \$75,000
- Fixed assets that are of a recurring nature and acquired each year

The following Capital/Fixed Asset items are to be included in the Town's Capital Improvement Program (CIP):

- The acquisition of and improvements to assets that cost \$75,000 or more and,
- The Capital/Fixed Assets, or improvements, that have an anticipated life expectancy of ten years or more. Most non-recurring major expenditures are the result of the Town's acquisition of capital items that form the physical foundation for municipal services such as land, buildings, infrastructure improvements, machinery and equipment. However, there can be major expenditures for non-capital items that can be anticipated on a recurring and periodic basis and require significant funding. In addition to the above items, the following proposed expenditures may be considered in the CIP, although they may not constitute capital/fixed assets with useful lives of ten years or more.
- Property revaluation required by the Connecticut General Statutes
- Technology programs and systems

These items and other similar items that may require significant funding of \$75,000 or more, and are not anticipated to be acquired each year, may be appropriate to be included in the CIP process.

The annual road paving program can be anticipated on a recurring basis; however, it requires funding of significantly more than \$75,000 and should be included in the CIP process

This CIP provides for a five-year plan of acquisition, renovation, replacement and construction of the items included in the CIP and includes a planning, budgetary and financing process.

CAPITAL IMPROVEMENT PLANNING PROCESS

Identification of Needs

Annually, each department, board or agency shall submit a proposed five year Capital Improvement Program (CIP) to the Town Manager in accordance with the CIP schedule. Requested items shall include acquisition of capital assets, new construction, major renovations and improvements to municipal

CAPITAL IMPROVEMENT PROGRAM

Criteria

facilities, purchase of machinery and equipment and other items that satisfy the CIP criteria. Capital improvement proposals received outside of the formal CIP process from departments, citizens, agencies or organizations shall be forwarded to the Town Manager for review and recommendation to the Town Council as applicable.

Items that are to be included in the Capital Improvement Program include the following with an estimated cost of \$75,000 or more and have a useful life of not less than ten years:

- Purchase of Land and Development Rights
- Construction of New Buildings
- Land and Building Improvements and Renovations
- Machinery and Equipment
- Infrastructure Improvements (streets, sewers, sidewalks, etc.)
- Vehicles and Construction equipment
- Feasibility Analysis/Design/Cost estimates and other professional services relative to anticipated major projects
- In addition to the above items, the CIP may include certain recurring expenditures/projects that due to their nature and anticipated cost are best appropriated through the CIP (e.g. revaluation or major software acquisition)

Capital Improvement Program Timing/Schedule

Capital Improvement items are considered on the basis of need and value to the community. In general, the CIP will be prepared, presented and acted upon in accordance with the following schedule:

No later than January 29	Town Manager shall provide a five year planning document to the Town Council summarizing department proposals for capital improvements, a recommendation of items to be included in the CIP, project priorities for the following fiscal year and proposed method/sources of funding for all recommended projects.
On or about February 1	Town Council shall recommend preliminary capital improvement priorities to the Board of Finance
On or about February 15	Board of Finance shall recommend CIP to Town Council
No later than March 27	Town Council adopts capital program for the following fiscal year

The Town Manager will provide the Town Council periodic status reports throughout the year and present detailed project status reports or design plans on an as needed basis in accordance with the applicable project schedule.

Estimated Costs

Costs shall be estimated for all items requested as part of the five-year Capital Improvement Program. Costs for items requested in years two through five shall anticipate an escalation rate to be determined by the Town Manager at the beginning of the CIP process.

The steps for **major** construction projects, those estimated to exceed \$250,000, shall be recommended by the Town Manager and will generally include the following:

- A. Evaluation/feasibility phase, as necessary
- B. Preliminary design and cost estimating phase
- C. Final Design and construction

Criteria

Subject to the specifics of the project, funding for steps A and B may be combined in the initial request. Cost estimates should include preliminary design fees, final design fees, architectural fees, construction management fees, construction costs, acquisition costs, contingency, escalation, legal and financing fees, including short term interest, and any other costs applicable to the project. The scope and estimated costs of in kind services shall be identified and presented along with the initial cost estimates for the project.

CAPITAL IMPROVEMENT BUDGETARY PROCESS

Funding

The Town Council, as part of the annual operating and capital budget process, will review the capital projects recommended by the Town Manager. The Town Manager will develop a recommended financing plan, with options, based on total project costs, cash flow, projected method(s) of financing the projects, Capital Reserve fund projections, mill rate and debt service impact on future operating budgets. The Town Council shall review these projections when developing project priorities and the recommended capital program for the following year. The goal is to effectively balance the total of the annual Capital Reserve Transfer and Debt Service requirements to minimize fluctuations in the mill rate in accordance with established guidelines set forth in this document.

An annual financing plan for the multi-year capital improvement plan is critical to the CIP process. Factors to be considered shall include:

- Anticipated revenue and expenditure trends and the relationship to multi-year financial plans
- Cash flow projections of the amount and timing of the capital improvement projects
- Compliance with all established financial policies
- Legal constraints imposed by Town charter or State statute
- Evaluation of various funding alternatives
- Reliability and stability of identified funding sources
- Evaluation of the affordability of the financing strategy, including debt ratios, future budgets and mill rate.

The Capital Improvement Program shall generally be funded as follows:

- A. Capital Reserve Fund** – The Town will use the Capital Reserve Fund as the primary funding source for capital projects to be funded on a pay as you go basis.

Based on factors referenced herein the Town Council shall consider as a general guideline a **minimum** annual appropriation and transfer to the Capital Reserve Fund in an amount equivalent to two percent (2%) of the current adopted operating budget rounded to the next highest \$50,000.

Annually the Board of Finance will review the General Fund undesignated fund balance, Capital Reserve undesignated fund balance and other funding requirements and may recommend a transfer of additional funds to the Capital Reserve. The goal of the Town is to maintain an unreserved and undesignated balance in the Capital Reserve Fund of an amount equivalent to \$1,000,000, except as needed to meet emergencies. The reserve policy will be reviewed annually and adjusted accordingly as part of the CIP process. Factors to be considered include evaluation of the projects in the multi-year plan, the method of financing and their effect on projected mill rates.

- B. Donations/Grants/Loans** – Anticipated contributions from various organizations or groups towards certain Capital Improvement projects, grants and loans will be used in financing the CIP to determine final estimated net cost to the Town.

Criteria

C. General Obligation Bonds – Projects that are anticipated to have a significant expenditure of funds should be considered for referendum and funded through the issuance of general obligation bonds that shall be authorized and issued in accordance with Section 312 of the Glastonbury Town Charter.

Debt Limitations

As debt is a primary source of funding needs for major improvements, a sound credit rating is a very valuable asset for Glastonbury. To preserve a strong credit rating the Town will maintain debt burden ratios as follows:

Ratio of net debt to equalized full value of Grand List	not to exceed 3.5%
Debt Service as a percent of budgeted expenditures	not to exceed 10%

The Capital Improvement Program Criteria will be updated annually by action of the Town Council upon recommendation by the Board of Finance.

Referendum Threshold – Expenditures of Cash Resources

In accordance with Section 312 of the Glastonbury Town Charter projects involving the issuance of debt require authorization at public referendum.

The purpose of this section is to establish a Council policy for approval of Capital projects involving the appropriation of significant cash resources. Such funding would typically be appropriated from the General Fund and Capital Reserve Fund and could involve grants, community donations and other funding sources. A referendum threshold is established under this section as a general Council policy for cash funded Capital projects.

The referendum threshold shall be defined as cash funded projects which exceed two percent (2%) of the adopted Town, Education, and Debt & Transfers budget, rounded to the next highest \$50,000. Generally, projects exceeding the Town's referendum threshold will be submitted to public referendum. However, in establishing this policy, the Council recognizes there will be circumstances and conditions for which a public referendum is not practical or in the best interests of the community. Examples include Capital Improvements involving:

- exigent circumstances affecting the health or safety of the community;
- grant funding and community donations which reduce the net project cost below the applicable threshold;
- care and maintenance of Town buildings, roads, bridges, facilities, sanitary sewers and other infrastructure;
- projects that are of a recurring nature and may be funded on an annual basis for which cumulative funding could exceed the referendum threshold. Examples include the annual road paving program; technology systems and upgrades; infrastructure improvements; and other projects and items.

Projects will not be phased over a number of years to circumvent the referendum threshold with the exceptions noted herein.

Community Profile/Key Statistics

GOVERNMENT

Incorporated in 1693

The Town Council/Manager and Board of Finance form of government was established by Charter in 1959.

The Town Council is a nine member legislative body, elected at large for two year terms. The Town Manager is appointed by the Town Council.

Three town managers have served Glastonbury since 1959.

DEMOGRAPHICS

Land Area 53 Sq. Miles

Land Use (approx.)

Residential/Agricultural	60%
Commercial/Industrial	12%
Government/Open Space	28%

Population

1990	27,901
2000	31,876
2013	34,768

Median Age

1990	37.8
2000	39.8
2012	43.1

Number of Households

1990	10,553
2000	12,614
2013	13,032

Household Median Income

1999	\$ 97,000
2013	\$106,678

ECONOMICS

Unemployment Rates (2014)

Glastonbury	4.0%
Hartford County	7.4%
State of Connecticut	6.2%

Major Businesses - # Employees

Town of Glastonbury	1,071
Open Solutions	459
Ikon/Office Solutions	300
Salmon Brook Nursing & Rehab	200
Super Stop & Shop (Oak Street)	157
CIGNA Insurance Co	147
Super Stop & Shop (Glastonbury Blvd)	140
Bank of America Business Capital	130
AMICA	123
Flanagan Industries	102

Top Ten Taxpayers

Connecticut Light & Power	32,662,630
Flanders Somerset LLC et al	23,254,100
Connecticut Mutual Life Ins Co.	17,646,800
Realty Associates Fund IX LP	16,466,200
Brixmor Residual Shoppes LLC	14,825,300
Hearth at Glastonbury LLC	14,391,490
Connecticut Natural Gas Corp	12,344,980
PRA Suites at Glastonbury LLC	11,477,700
VIII-HII-Glastonbury Blvd. LLC	11,652,300
Gateway Medical Associates LLC	11,234,000

Tax Rate (2015/2016)

Property Tax 36.10Mills
 (A mill is \$1 for each \$1,000 of taxable assessed value. Taxable value is 70% of appraised value.)

PROPERTY TAX

ASSESSED VALUATION (2014 GL)

Real Estate	\$3,444,157,270
Personal Property	\$ 142,965,510
Motor Vehicle	\$ 284,182,566
Exempt	\$ 249,554,640

BOND RATING

Standard & Poor's	AAA
Moody's	Aaa

Community Profile/Key Statistics

**HUMAN AND
NEIGHBORHOOD RESOURCES**

Schools	9
Parks	12
Senior & Community Center	1
Swimming Pools	3
Libraries	3

COMMUNITY DEVELOPMENT

Building Permits - 2015

New Residential Dwellings	22
Commercial Buildings	21
Other	621

SERVICE STATISTICS

Fire (2014)

Uniform Strength	
Volunteers	119
Full Time	2
Stations	4
Front Line Equipment	20
Incidents	1000

Ambulances	3
-------------------	---

Police (2015)

Uniform Strength	56
Number of Police	
Dispatches	18,357
Average Police	
Emergency Time	4.25 min.
Average Police Response	
Time (all calls)	5:53 min.

PHYSICAL SERVICES

Storm Drains	5,813
Street Miles	
(Center Line total)	222
Expressways	13 miles
Residential Streets	172 miles
Arterial/Collector Streets	37 miles
Street Lights Total	1,003
Number of Golf Holes	9
Number of Snow Routes	21
Number of Town Bridges	16

SANITATION

Tons of Solid Waste Collected	2,077 tons/year
----------------------------------	-----------------

WASTE WATER TREATMENT

Sanitary Sewers	102 miles
Average Daily Treatment Flow	2.20 Mil Gal/Day
Peak Daily Treatment Capacity	8.13 Mil Gal/Day
Peak Daily Treatment Flow	3.64 Mil Gal/Day

**SERVICES PROVIDED BY
OTHER GOVERNMENTAL UNITS**

Water

Metropolitan District Commission
Town of Manchester Water

Public Transportation

Connecticut Transit (Bus)

WEBSITE

www.glastonbury-ct.gov

SOURCES

U. S. Census
Town of Glastonbury
State of Connecticut

As of June 30, 2015

COMPARATIVE HISTORY OF GENERAL TOWN EMPLOYEES

Appendix B

Full Time

DEPARTMENT	Division	FY2014	FY2015	FY2016	FY2017
GENERAL GOVERNMENT	Town Manager	2	2	3	3
	Human Resources	3	3	3	3
	Facilities Maintenance	13	13	13	13
COMMUNITY DEVELOPMENT	Community Development	4.5	4.5	4.5	4.5
	Building Inspection	4	4	4	4
	Fire Marshal	2	2	2	2
	Health	5	5	5	5
ADMINISTRATIVE SERVICES	Financial Administration	8	9	8	8
	Accounting	4	4	4	4
	Property Assessment	5	5	5	5
	Revenue Collection	4	4	4	4
	Town Clerk	4	4	4	4
PUBLIC SAFETY	Police	75	75	75	75
	Fire	2	2	2	2
PHYSICAL SERVICES	Engineering	12.5	12.5	12.5	12.5
	Highway	22	22	22	22
	Fleet Maintenance	6	6	6	6
SANITATION	Refuse Disposal	2	2	2	2
SEWER OPERATING FUND	Water Pollution	9	9	9	9
HUMAN SERVICES	Senior & Community Services	9	9	9	9
	Youth & Family Services	12	12	12	12
LEISURE/CULTURE	Parks & Recreation	22	22	22	22
	Welles Turner Library	10	10	10	10
	Total Town Government	240	241	241	241
	Total Education (FTE)	824	814	810	801
	TOTAL TOWN & EDUCATION	1,064	1,055	1,051	1,042

Glossary

A

Accounting System: The total structure of records and procedures which discover, record, classify, and report information on the financial position and operations of a Town or any of its funds, balanced account groups and organizational components.

Accrual Basis: Method of accounting in which transactions are recognized at the time they are incurred as opposed to when cash is received or spent.

Accrue: To record revenues when earned or when levies are made and to record expenditures as soon as they result in liabilities, regardless of when the revenue is actually received or the payment is actually made. Sometimes, the terms used in a restricted sense to denote the recording of revenues earned but not yet due, such as accrued interest on investment and the recording of expenditures which result in liabilities that are payable in another accounting period, such as accrued interest on bonds.

Accrued Interest: Interest accumulated between payment dates but not yet due.

Activity Indicators: Measures the quantity of services provided. Includes both measures of the quantity of service provided and the quantity of service provided that meets a certain quality requirement.

Annual (Adopted) Operating Budget: A budget for a single fiscal year such as July 1 through June 30. Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law.

Appropriation: A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

Appropriation Account: A budgetary account set up to record specific authorizations to spend. The account is credited with original and any supplemental appropriations and is charged with expenditures and encumbrances.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Audit: A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities. The auditor obtains this evidential matter through inspection, observation, inquiries and confirmations with third parties.

B

Balanced Budget: An adopted budget, where revenues are equal to, or exceed operating expenditures. Any increase in expenses, decrease in revenues, or combination of the two that would result in a budget imbalance will require budget revision rather than spending unappropriated surpluses or designated reserves to support ongoing operations. Any year end operating surpluses will revert to unappropriated balances for use in maintaining reserve levels set by policy.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles.

Glossary

Basis of Accounting: A term used to refer to when revenues, expenditures, expenses and transfers--and the related assets and liabilities--are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made regardless of the nature of the measurement. Glastonbury's basis is the modified accrual.

Bond: A written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Annually, interest is paid each six months and principal on the anniversary date of issuance. These costs are budgeted within Debt Service.

Bond Anticipation Note (BAN): Short-term interest-bearing note issued by a government in anticipation of bond to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bonds Authorized and Issued: The part of the Town debt which is covered by outstanding bonds of the town. Sometimes called "funded debt".

Bonds Authorized and Unissued: Bonds which have been legally authorized but not issued and which can be issued and sold without further authorization.

Bonds Payable: The face value of bonds issued and unpaid

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating governing body for adoption, and sometimes, the plan finally approved by that body.

Budgetary Control: The control or management of the business affairs of the Town in accordance with an approved budget with a responsibility to keep expenditures within the authorized amounts.

Budget Message: A general discussion of the submitted budget presented in writing by the Town Manager as part of the budget document.

Buildings: A fixed asset account which reflects the acquisition value of permanent structures used to house persons and property owned by the Town agency. If buildings are purchased or constructed, this amount includes the purchase or contract price of all-permanent buildings and fixtures attached to it and forming a permanent part of such buildings. If buildings are acquired by gift, the account reflects their appraised value at time of acquisition.

C

Computer Assisted Mass Appraisal (CAMA): System utilized by the Assessor to value residential, commercial and industrial real estate in Town for development of Grand List.

Capital Budget: A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is part of the Town's budget.

Capital Non Recurring (CNR): An account established to pay for capital needs on a "cash" basis in lieu of borrowing funds through the issuance of debt financing.

Capital Outlay: Acquisition of equipment, vehicles and machinery.

Glossary

Capital Improvement Program: A plan for capital expenditures to be incurred each year over a fiscal period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Capitol Region Council of Governments (CRCOG): A nonprofit consortium of Central Connecticut municipalities that work together to provide regional solutions to a variety of issues.

Comprehensive Annual Financial Report (CAFR): The official annual report of a government. It has three major sections: *Introductory* which furnishes general information on the government's structure, services and environment; *Financial* which contains all basic financial statements and required supplementary information (RSI) as well as information on all individual funds and discretely presented component units not reported separately in the basic financial statements; and *Statistical*, which provides trend data and non-financial data useful in interpreting the basic financial statements and is especially important for evaluating economic condition.

Connecticut Interlocal Risk Management Agency (CIRMA): Risk management pool created in 1980 to meet the risk management and risk financing needs of Connecticut municipalities.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures originally not budgeted. When required, funding transfers to department functional areas are approved by the Board of Finance and Town Council.

Contracted Services: Labor material and other costs for services rendered by individuals/companies who are not on the payroll of the governmental entity.

D

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services.

Debt Limit: The maximum amount of gross or net debt legally permitted.

Debt Service: Expenditures for the retirement of debt and expenditures for interest on debt.

E

Encumbrances: Commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Energy Star Award: Given by the US Environmental Protection Agency in order to recognize superior energy performance and identify the most energy efficient buildings in the nation. Buildings must score in the upper 25th percentile of buildings in their category for energy efficiency in order to earn the distinction.

Entitlement: The amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.

Escrow: Funds held by banks and financial institutions to pay future real estate taxes.

Estimated Revenue: When the accounts are kept on an accrual basis, this term designates the amount of revenue estimated to accrue during a given period regardless of whether or not it is all to be collected during the period.

Glossary

Expenditures: This includes total charges incurred, whether paid or unpaid, for current costs, capital outlay, and debt services.

F

Fiscal Period: A twelve-month period of time to which the annual budget applies and at the end of which, the Town determines its financial position and the results of its operations.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: Difference between fund assets and liabilities of governmental and similar trust funds.

Fund Balance – Assigned Funds: Amounts intended to be used by the government for specific purposes but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the general fund, assigned fund balance represents the remaining amount that is not restricted or committed.

Fund Balance – Committed Funds: Amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority.

Fund Balance – Restricted Funds: Amounts that can be spent only for the specific purposes stipulated by constitution, external resource providers, or through enabling legislation.

Fund Balance – Unassigned Funds: Amounts in the residual classification for the government's general fund and includes all spendable amounts not contained in the other classifications.

G

General Fund: Serves as the chief operating fund of a government supported by taxes, fees and other revenues that may be used for any lawful purpose. The general fund accounts for all financial resources except those required to be accounted for in another fund.

Government Finance Officers Association (GFOA): An association to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

Grand List: The total assessed value of residential, industrial, commercial, personal property and motor vehicles. Pursuant to Connecticut statutes, values are assessed at seventy percent (70%) except motor vehicles which are assessed at average trade-in. The applicable date is October 1 each year for the following fiscal year budget.

Grant: Contribution or gift of cash or other assets from another government to be used or expended for a specified purpose, activity or facility.

H

Health Savings Plan (HSA): Created by Congress in 2004 to help individuals save for qualified medical and retiree health expenses on a tax free basis through participation in a High Deductible Health Plan.

Glossary**I**

International Fire Service Accreditation Congress (IFSAC): The International Fire Service Accreditation Congress (IFSAC) is a peer driven, self governing system that accredits both public fire service certification programs and higher education fire-related degree programs. The administrative staff consists of the IFSAC Manager, a Unit Assistant and Student Staff Technicians.

L

Line Item Budget: A budget prepared along departmental lines that focuses on what is to be bought.

M

Mill: One one-thousandth of a dollar of assessed value.

Mill Rate: Rate used in calculating taxes based upon the assessed value of property, expressed in mills per one-thousandth of property value.

Modified Accrual Basis: The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g. bond issue proceeds) are recognized when they become susceptible to accrual that is when they become both "measurable" and "available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

O

Objective: Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Object of Expenditure: An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Occupational Safety and Health Administration (OSHA): Federal agency charged with the enforcement of safety and health legislation to ensure safe and healthful workplaces.

Output Indicator: A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issues, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work.

P

Performance Measures: Results and outcomes of program goals and objectives specific to a program mission or purpose. Performance measures should be continually monitored and evaluated as part of the budget making or managerial decision-making process.

Program: A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget: A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

Glossary

Program Revenue (Income): Program revenues earned including fees for services, license and permit fees and fines.

R

Receipts, Revenue: Additions to assets which do not incur an obligation that must be met at some future date and do not represent exchanges of property for money.

Referendum: A general vote made by the registered voters of the Town for or against a particular project involving the issuance of debt.

Revaluation: Involves the periodic reappraisal of all real estate in Town in order to bring about uniformity in property valuations and to assure all property owners are paying their fair share of taxes.

S

Supplemental Appropriation: Budget authority provided in an appropriation subsequent to initial adoption of budget. Supplemental appropriations generally are made to cover emergencies and/or provide direct funding received from another source such as specific state or federal grants or other needs deemed too urgent to be postponed until the enactment of next year's regular budget.

Surety Bond: A written promise to pay damages or indemnify against losses caused by the part or parties names in the document, through nonperformance or through defalcation; for example, a surety bond given by a contractor or by an official handling cash or securities.

T

Taxes: Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

U

User Charges: The payment of a fee for direct receipt of a public service by the party benefiting from the service. Examples are Refuse Disposal permits and sewer services.

Comparative Budget - Historical

Appendix D

	ADOPTED 2012-2013	ADOPTED 2013-2014	ADOPTED 2014-2015	ADOPTED 2015-2016	TM RECOM 2016-2017
APPROPRIATIONS/Expenditures					
TOWN	36,470,931	37,308,977	38,264,716	39,406,569	40,305,830
Debt	9,682,620	9,832,620	9,832,620	9,210,000	9,210,000
TRANSFER Capital Reserve	3,850,000	4,000,000	4,500,000	5,000,000	5,000,000
TRANSFER Dog Fund	35,000	45,000	45,000	45,000	45,000
Sub-total Debt/Transfers	13,567,620	13,877,620	14,377,620	14,255,000	14,255,000
EDUCATION	90,864,742	93,923,372	97,029,698	99,250,292	102,122,911
Total Appropriations	\$140,903,293	\$145,109,969	\$149,672,034	\$152,911,861	\$156,683,741
APPROPRIATION % INCREASE	2.20%	2.99%	3.14%	2.16%	2.47%
FINANCED BY:					
Licenses/Permits	\$620,240	\$682,825	\$749,520	\$833,150	\$956,200
Intergovernmental Revenues	7,718,504	7,493,897	7,823,305	7,871,845	9,383,975
Charges/Services	1,460,366	1,451,384	1,515,714	1,349,625	1,378,350
Other	2,148,079	2,212,635	2,281,526	2,488,276	2,310,461
Use/Fund Balance	750,000	750,000	750,000	650,000	575,000
Taxes/non-current	1,942,000	1,942,000	1,802,000	1,902,000	1,902,000
Total Non-Tax Revenues	\$14,639,189	\$14,532,741	\$14,922,065	\$15,094,896	\$16,505,986
% Increase	0.45%	-0.73%	2.68%	1.16%	9.35%
CURRENT TAXES REQUIRED	\$126,264,104	\$130,577,228	\$134,749,969	\$137,816,965	\$140,177,755
% Increase	2.41%	3.42%	3.20%	2.28%	1.71%
GRAND LIST - Stated in Thousands	\$4,204,000	\$3,776,601	\$3,827,316	\$3,873,682	\$3,869,830
MILL RATE - Real Estate/Personal Property	30.50	35.10	35.65	36.10	36.70 ⁽²⁾
MILL RATE - Motor Vehicles					32.00 ⁽²⁾
% Increase	1.50%	15.08%	1.57%	1.26%	1.66% ⁽²⁾

NOTES:

⁽¹⁾ Fiscal Year 2013-2014 is a revaluation year.

⁽²⁾ Effective 7/1/16 the mill rate on motor vehicles is fixed at 32 mills statewide. The increase is exclusive of the Motor Vehicle legislation.

GENERAL FUND - Comparative Balance Sheet**Appendix E**

ASSETS	FY2014	FY2015
Cash and cash equivalents	\$15,196,012	\$18,247,941
Receivables:		
Property taxes	721,423	856,042
Other	552,620	327,498
Inventory	202,566	212,317
Investments	16,354,166	11,943,814
Due from other funds	4,307	2,512
Other assets	20,622	11,247
TOTAL ASSETS	\$33,051,716	\$31,601,371
 LIABILITIES AND FUND BALANCE		
Liabilities:		
Accounts and other payables	4,086,757	4,123,573
Due to developers for escrow deposits	660,942	874,722
Due to others for escrow deposits	128,614	113,042
Due to other funds	332,987	66,960
Unearned revenue	194,024	199,765
Deferred revenue	731,981	516,750
TOTAL LIABILITIES	\$6,135,305	\$5,894,812
Fund Balance:		
Nonspendable	223,188	223,564
Assigned	1,045,142	1,143,003
Unassigned	25,648,081	24,339,992
TOTAL FUND BALANCE	\$26,916,411	\$25,706,559
TOTAL LIABILITIES AND FUND BALANCE	\$33,051,716	\$31,601,371

GENERAL FUND: FUND BALANCE PROJECTIONS

	2014/15 ACTUAL	2015/16 ADOPTED	2016/17 TM RECOM	2017/18 PROJECTED	2018/19 PROJECTED
ACTUAL/PROJECTED OPERATING RESULTS:					
July 1, Fund Balance	\$26,916,411	\$24,214,358	\$23,564,358	\$22,989,358	\$22,414,358
REVENUES & Transfers In ⁽¹⁾	151,237,390				
EXPENDITURES & Transfers Out	(153,065,879)				
GAIN/(LOSS) ON OPERATIONS	(1,828,489)				
Actual/Estimated Fund Balance Ending - June	\$25,087,922	\$24,214,358	\$23,564,358	\$22,989,358	\$22,414,358

Note: This schedule makes no projection of gain or (loss) on operations for 2015 and beyond other than projected use of fund balance.

Expenditure estimates	153,065,879 <i>ACTUAL EXPENDITURES</i>	152,911,861 <i>adopted budget</i>	156,683,741 <i>TM Recommended</i>	160,757,518 <i>estimated 2.6% increase (5 Yr Avg)</i>	164,937,214
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⁽¹⁾ Amount includes land sale of approximately 7.7 acres of Gateway property, Western Boulevard

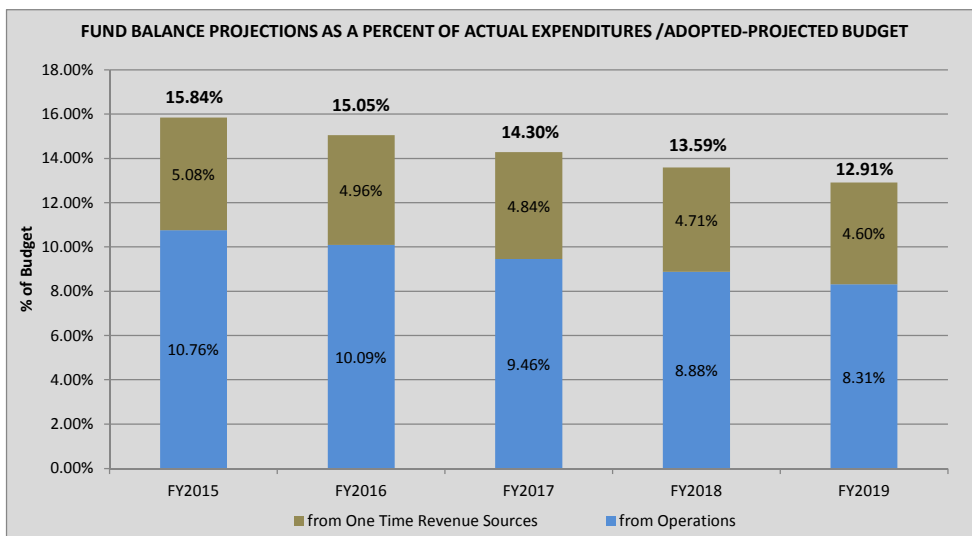
FUND BALANCE:

Total Fund Balance - June 30	\$25,087,922	\$24,214,358	\$23,564,358	\$22,989,358	\$22,414,358
Reserves:					
<i>Non Spendable(estimated)</i>	(223,564)				
<i>Assigned for Capital Outlay in FY 2014/15</i>					
<i>Assigned for Continued appropriations</i>					
<i>Assigned for 2014/15 Budget</i>	(650,000)	(650,000)	(575,000)	(575,000)	(575,000)
Unassigned Fund Balance - June 30	\$24,214,358	\$23,564,358	\$22,989,358	\$22,414,358	\$21,839,358

% of fund balance of 6/30 year end actuals **15.82%**

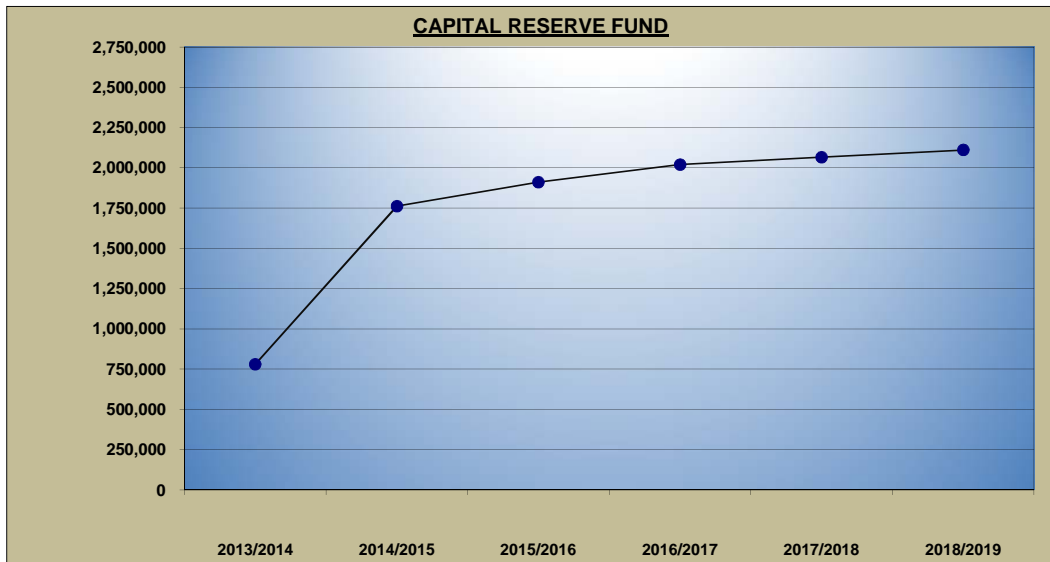
% of Proposed and Subsequent Year's adopted/projected Budget	15.84%	15.05%	14.30%	13.59%	12.91%
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The Town has been successful with the sale of Town owned land previously acquired through foreclosure. During the budget process the Town reviews fund balance projections and evaluates the effect of revenues accumulated from one time revenue sources and c graphically illustrates the projections of fund balance from these two sources:



DESCRIPTION	ACTUAL	ACTUAL	PROJECTED	TM RECOM	PROJECTED		
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
REVENUES							
Interest on Investments	\$30,625	\$35,137	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
OTHER REVENUES							
Farmland Preservation Fees	14,415	12,840	20,000	20,000	20,000	20,000	20,000
Eastern Blvd. Bridge Grant 80% 13/14							
Eastern Blvd. Bridge Grant 80% 14/15			85,272				
Eastern Blvd. Bridge Grant 80% 15/16				1,912,000			
Eastern Blvd. Bridge Grant 80% 16/17							
Bell Street Bridge	2,109						
Library Space Planning Needs Grant		50,000					
School Security Grant		288,764					
Addison Road Bridge Grant	421,517						
Misc. Reimbursements - Charging Station 2015	500	4,355					
LOCIP	205,872	203,659					
Main Street Signals	890,050	1,348,526	9,118				
House/Griswold/Harris Intersection 14/15							
House/Griswold/Harris Intersection 15/16 (1) B68			860,000				
Intersection Realignment 16/17- Hebron Ave/NLT/House				240,000			
Easement 210 Griswold Street		93,500					
Elementary School Boiler Utility Rebate	64,746						
Gideon Welles Windows			150,000	350,000			
Town Center - Municipal Grants in Aid	226,471	226,471					
Utility Rebate	2,755	13,508					
Griswold Street Paving Grant		94,278					
Smith Middle School Chillers Rebate		55,909					
Open Space Access Grant		244,006					
Main Street Paving	556,492	96,240					
TRANSFERS IN							
General Fund Budgeted	4,000,000	4,500,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Debt Service Balance from General Fund	51,715						
General Fund Mid Year *		132,000					
Capital Projects Fund: Closed Projects (projected)							
ESTIMATED REVENUES & TRANSFERS	\$6,467,267	\$7,399,193	\$6,149,390	\$7,547,000	\$5,045,000	\$5,045,000	\$5,045,000
DEDUCTIONS							
CAPITAL IMPROVEMENT PROJECTS							
Authorized or Proposed - July 1	\$4,366,000	\$5,539,000	\$5,950,000	\$7,437,500	\$5,000,000	\$5,000,000	\$5,000,000
Main Street Paving	720,000						
Smith Middle School Chillers	450,000						
School Air Conditioning Study			50,000				
Gideon Welles Windows		290,000					
Library Space Planning Needs Grant		50,000					
Land Acquisition - Project Account		93,500					
Main Street Traffic Signals		380,000					
School Boilers		64,746					
TOTAL DEDUCTIONS	\$5,536,000	\$6,417,246	\$6,000,000	\$7,437,500	\$5,000,000	\$5,000,000	\$5,000,000
Period Increase (decrease)	931,267	981,947	149,390	109,500	45,000	45,000	45,000
Unreserved Fund Balance Beginning	(151,902)	779,365	1,761,312	1,910,702	2,020,202	2,065,202	2,110,202
Unreserved Fund Balance Ending	\$779,365	\$1,761,312	\$1,910,702	\$2,020,202	\$2,065,202	\$2,110,202	\$2,155,202

(1) Received \$250,914 to date



DEBT SERVICE DETAIL

Appendix H

Date of Issue	Interest	Description	Original Issue	Projected Outstanding June 30, 2016	2016 - 2017 Payments		Totals
	Rate				Principal	Interest	
GENERAL TOWN BONDS							
April 15, 2009	2% to 4.5%	Land - Series A	7,000,000	3,500,000	350,000	127,750	477,750
April 15, 2009	2% to 5%	Refunding - Series B	2,135,000	880,000	215,000	33,450	248,450
Nov 15, 2010	2% to 5%	Refunding	8,995,000	5,337,000	643,000	192,398	835,398
Nov 1, 2011	2% to 3%	Land-Saglio Purchase	3,680,000	2,900,000	195,000	104,225	299,225
June 27, 2012	2% to 5%	Refunding 2006 & 2007	2,870,000	2,425,000	250,000	97,700	347,700
October 10, 2013	3.25% to 4.625%	Riverfront Park Phase II	8,950,000	8,595,000	355,000	327,705	682,705
May 15, 2014	2.00% to 3.00%	Refunding - 2007 & Partial 2009	2004, 3,095,000	3,048,000	444,500	64,814	509,314
Total General Town Bonds			43,488,305	26,685,000	2,452,500	948,041	3,400,541
SCHOOL BONDS							
April 15, 2009	2% to 4.5%	High School & Nayaug Elm Series A	1,000,000	500,000	50,000	18,250	68,250
April 15, 2009	2% to 5%	Refunding - Series B	7,370,000	2,790,000	760,000	112,706	872,706
Nov 15, 2010	2% to 5%	Refunding	19,555,000	11,618,000	1,382,000	418,103	1,800,103
Nov 1, 2011	2% to 3%	High School, Nayaug and Land	2,715,000	2,095,000	155,000	55,513	210,513
June 27, 2012	2% to 5%	Refunding 2006 & 2007	11,675,000	10,275,000	835,000	418,156	1,253,156
May 15, 2014	2.00% to 3.00%	Refunding - 2007 & Partial 2009	2004, 4,942,000	4,942,000	1,200,500	101,130	1,301,630
Total School Bonds			73,318,695	32,220,000	4,382,500	1,123,858	5,506,358
TOTAL ALL BONDS			116,807,000	58,905,000	6,835,000	2,071,899	8,906,899
NOTES PAYABLE COSTS:							
Sewer Note Repayment							175,000
Temporary Note Repayment							
Bond Anticipation Note Interest							15,000
Paydown of outstanding BANS							44,500
Emerick Property - Installment 2 of 3							45,000
Total Temporary Note Repayment							<u>104,500</u>
Debt Administrative Costs							0
Estimate for issuance of authorized/unissued							<u>23,601</u>
TOTAL TOWN, EDUCATION & OTHER DEBT RELATED COSTS							<u>\$9,210,000</u>

TOWN OF GLASTONBURY LONG TERM DEBT AMORTIZATION SCHEDULES

Excludes Authorized/Unissued Bonds -

Year	Total	Annual	2014 Refunding of 2004, 2007 & PARTIAL 2009 Bonds ADV REFUND	2013 Riverfront Park Phase II	2012 Police Com., Land, Elm. & High School ADV REFUND	2011 Saglio, Nayaug, GHS Land	2010 Refunding of 2004 & 2005 Bonds ADV REFUND	2009 - Series B 1998, 1999 and 2002 Bonds ADV REFUND	2009 Series A Land, GHS and Nayaug
Ending June 30	Interest & Principal	Interest & Principal							
2017-Principal		6,835,000	1,645,000	355,000	1,085,000	350,000	2,025,000	975,000	400,000
Interest	8,906,899	2,071,899	165,944	327,705	515,856	159,738	610,500	146,156	146,000
2018-Principal		6,810,000	1,605,000	375,000	1,085,000	350,000	2,020,000	975,000	400,000
Interest	8,645,661	1,835,661	133,444	315,843	472,456	150,013	532,500	97,406	134,000
2019-Principal		6,420,000	750,000	400,000	1,625,000	350,000	2,015,000	880,000	400,000
Interest	8,034,068	1,614,068	108,244	303,749	429,056	140,288	459,700	51,031	122,000
2020-Principal		5,125,000	30,000	425,000	1,625,000	350,000	2,010,000	285,000	400,000
Interest	6,527,267	1,402,267	98,775	291,374	364,056	130,563	384,100	24,400	109,000
2021-Principal		5,100,000	30,000	425,000	1,620,000	350,000	1,995,000	280,000	400,000
Interest	6,324,474	1,224,474	98,138	278,624	299,056	120,838	317,950	14,869	95,000
2022-Principal		4,975,000	30,000	445,000	1,470,000	350,000	2,005,000	275,000	400,000
Interest	5,988,599	1,013,599	97,500	265,296	234,256	111,113	219,950	4,984	80,500
2023-Principal		4,675,000	30,000	450,000	1,460,000	345,000	1,990,000		400,000
Interest	5,512,124	837,124	96,863	251,030	175,456	100,475	147,800		65,500
2024-Principal		4,640,000	585,000	450,000	905,000	340,000	1,960,000		400,000
Interest	5,309,452	669,452	90,328	235,843	117,056	88,625	88,100		49,500
2025-Principal		3,670,000	585,000	500,000	910,000	340,000	935,000		400,000
Interest	4,175,955	505,955	77,531	218,593	71,806	76,475	28,050		33,500
2026-Principal		2,760,000	575,000	530,000	915,000	340,000			400,000
Interest	3,128,574	368,574	62,325	198,618	26,306	64,325			17,000
2027-Principal		1,840,000	975,000	530,000		335,000			
Interest	2,108,503	268,503	39,075	177,153		52,275			
2028-Principal		1,275,000	410,000	530,000		335,000			
Interest	1,488,783	213,783	18,300	155,158		40,325			
2029-Principal		1,270,000	405,000	530,000		335,000			
Interest	1,436,608	166,608	6,075	132,633		27,900			
2030-Principal		865,000		530,000		335,000			
Interest	989,313	124,313		109,313		15,000			
2031-Principal		720,000		530,000		190,000			
Interest	809,738	89,738		85,463		4,275			
2032-Principal		530,000		530,000					
Interest	591,281	61,281		61,281					
2033-Principal		530,000		530,000					
Interest	566,769	36,769		36,769					
2034-Principal		530,000		530,000					
Interest	542,256	12,256		12,256					
	71,086,321	71,086,321	8,747,541	12,051,696	15,405,363	6,277,225	19,743,650	4,008,847	4,852,000
Principal Total		58,570,000	7,655,000	8,595,000	12,700,000	4,995,000	16,955,000	3,670,000	4,000,000
Interest Total		12,516,321	1,092,541	3,456,696	2,705,363	1,282,225	2,788,650	338,847	852,000
	71,086,321	71,086,321	8,747,541	12,051,696	15,405,363	6,277,225	19,743,650	4,008,847	4,852,000

TOWN OF GLASTONBURY LONG TERM DEBT AMORTIZATION SCHEDULES

Appendix J

Includes Authorized/Unissued Bonds

Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	Unissued	2014 Refunding	2012 Refunding		2010 Refunding of 2004 & 2005 Bonds	2009 - Series B 1998, 1999 and 2002 Bonds	2009 Series A	
			Land Proposed Issue @ 3.50%	of 2004, 2007 & PARTIAL 2009 Bonds	2013 Riverfront Park Phase II	Police Com., Land, Elm. & High School				2011 Saglio, Nayaug, GHS Land
2017-Principal		6,835,000	0	1,645,000	355,000	1,085,000	350,000	2,025,000	975,000	400,000
Interest	8,975,245	2,140,245	68,346	165,944	327,705	515,856	159,738	610,500	146,156	146,000
2018-Principal		7,005,275	195,275	1,605,000	375,000	1,085,000	350,000	2,020,000	975,000	400,000
Interest	8,974,211	1,968,936	133,275	133,444	315,843	472,456	150,013	532,500	97,406	134,000
2019-Principal		6,615,275	195,275	750,000	400,000	1,625,000	350,000	2,015,000	880,000	400,000
Interest	8,355,783	1,740,508	126,441	108,244	303,749	429,056	140,288	459,700	51,031	122,000
2020-Principal		5,320,275	195,275	30,000	425,000	1,625,000	350,000	2,010,000	285,000	400,000
Interest	6,842,148	1,521,873	119,606	98,775	291,374	364,056	130,563	384,100	24,400	109,000
2021-Principal		5,295,275	195,275	30,000	425,000	1,620,000	350,000	1,995,000	280,000	400,000
Interest	6,632,520	1,337,245	112,771	98,138	278,624	299,056	120,838	317,950	14,869	95,000
2022-Principal		5,170,275	195,275	30,000	445,000	1,470,000	350,000	2,005,000	275,000	400,000
Interest	6,289,810	1,119,535	105,937	97,500	265,296	234,256	111,113	219,950	4,984	80,500
2023-Principal		4,870,275	195,275	30,000	450,000	1,460,000	345,000	1,990,000		400,000
Interest	5,806,501	936,226	99,102	96,863	251,030	175,456	100,475	147,800		65,500
2024-Principal		4,835,275	195,275	585,000	450,000	905,000	340,000	1,960,000		400,000
Interest	5,596,994	761,719	92,267	90,328	235,843	117,056	88,625	88,100		49,500
2025-Principal		3,865,275	195,275	585,000	500,000	910,000	340,000	935,000		400,000
Interest	4,456,663	591,388	85,433	77,531	218,593	71,806	76,475	28,050		33,500
2026-Principal		2,955,275	195,275	575,000	530,000	915,000	340,000			400,000
Interest	3,402,447	447,172	78,598	62,325	198,618	26,306	64,325			17,000
2027-Principal		2,035,275	195,275	975,000	530,000		335,000			0
Interest	2,375,541	340,266	71,764	39,075	177,153		52,275			0
2028-Principal		1,470,275	195,275	410,000	530,000		335,000			0
Interest	1,748,986	278,711	64,929	18,300	155,158		40,325			0
2029-Principal		1,465,275	195,275	405,000	530,000		335,000			0
Interest	1,689,977	224,702	58,094	6,075	132,633		27,900			0
2030-Principal		1,060,275	195,275		530,000		335,000			
Interest	1,235,847	175,572	51,260		109,313		15,000			
2031-Principal		915,275	195,275		530,000		190,000			
Interest	1,049,438	134,163	44,425		85,463		4,275			
2032-Principal		725,275	195,275		530,000					
Interest	824,147	98,872	37,590		61,281					
2033-Principal		725,275	195,275		530,000					
Interest	792,800	67,525	30,756		36,769					
2034-Principal		725,275	195,275		530,000					
Interest	761,452	36,177	23,921		12,256					
2035-Principal		195,275	195,275							
Interest	212,362	17,087	17,087							
2036-Principal		195,275	195,275							
Interest	270,456	75,181	75,181							
2037-Principal		195,275	195,275							
Interest	198,692	3,417	3,417							
	76,492,021	76,492,021	5,405,700	8,747,541	12,051,696	15,405,363	6,277,225	19,743,650	4,008,847	4,852,000
Principal Total		62,475,500	3,905,500	7,655,000	8,595,000	12,700,000	4,995,000	16,955,000	3,670,000	4,000,000
Interest Total		14,016,521	1,500,200	1,092,541	3,456,696	2,705,363	1,282,225	2,788,650	338,847	852,000
	76,492,021	76,492,021	5,405,700	8,747,541	12,051,696	15,405,363	6,277,225	19,743,650	4,008,847	4,852,000

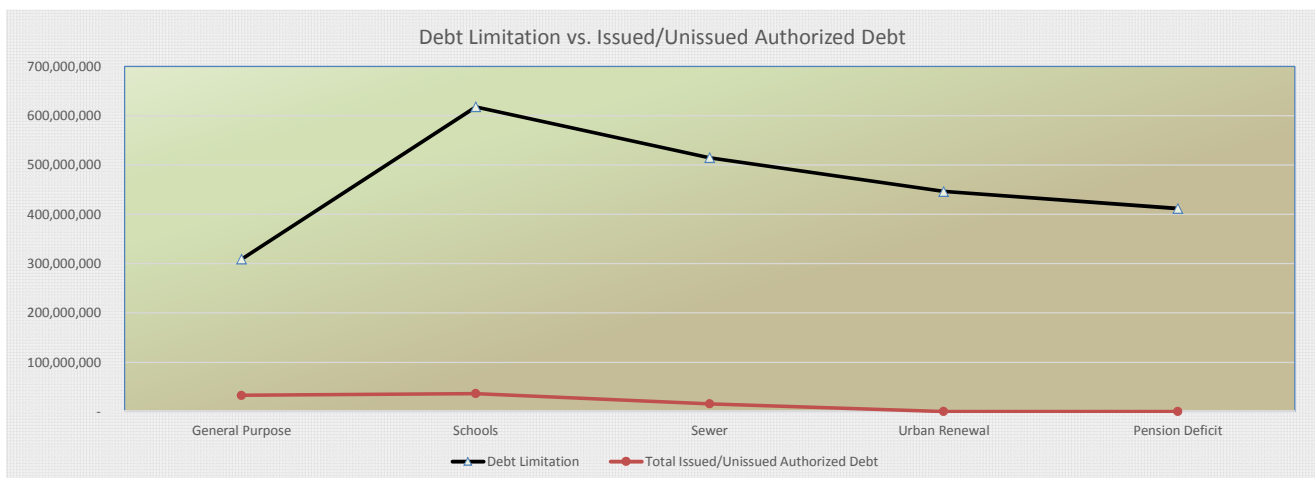
SCHEDULE OF DEBT LIMITATION - June 30, 2015

Total tax collections (including interest and lien fees) received by Treasurer for current fiscal year	\$ 137,088,886
Reimbursement for revenue loss from: Property tax relief	<u>150,682</u>
BASE	<u><u>\$ 137,239,568</u></u>

Debt Limitation	General Purpose	Schools	Sewer	Urban Renewal	Pension Deficit
2-1/4 times base	\$ 308,789,028	\$ -	\$ -	\$ -	\$ -
4-1/2 times base	-	617,578,056	-	-	-
3-3/4 times base	-	-	514,648,380	-	-
3-1/4 times base	-	-	-	446,028,596	-
3 times base	-	-	-	-	411,718,704
Total debt limitation	<u>308,789,028</u>	<u>617,578,056</u>	<u>514,648,380</u>	<u>446,028,596</u>	<u>411,718,704</u>
Indebtedness:					
Bonds payable	28,632,000	36,453,000	-	-	-
Bonds authorized and unissued	3,505,000	-	-	-	-
Bond anticipation notes	445,000	-	-	-	-
Clean Water Fund notes	-	-	15,298,325	-	-
Construction grants	-	(57,348)	-	-	-
Total indebtedness	<u>32,582,000</u>	<u>36,395,652</u>	<u>15,298,325</u>	<u>-</u>	<u>-</u>
Debt Limitation in Excess of Outstanding and Authorized Debt	<u><u>\$ 276,207,028</u></u>	<u><u>\$ 581,182,404</u></u>	<u><u>\$ 499,350,055</u></u>	<u><u>\$ 446,028,596</u></u>	<u><u>\$ 411,718,704</u></u>

Note 1: In no event shall total indebtedness exceed seven times the base for debt limitation: \$ 960,676,976

See Notes to the Financial Statements for further information and explanation of the Town's indebtedness at June 30, 2015.



INDEX

Accounting	40	KidSafe, Inc.	82
Administrative Services	37	Legal Services	50
Balance Sheet, General Fund	129	Leisure Culture	89
Budgeted Funds	9	MARC, Inc.	81
Building Inspection	30	North Central Regional Mental Health	79
Capital Improvement Program Criteria	115	Organizational Chart	2
Capital Improvement Program	113	Parks & Recreation	90
Capital Improvement Proposed Projects	114	Physical Services	64
Capital Reserve Fund Projection	131	Police	56
Civil Preparedness	62	Police Private Duty Fund	108
Community Development Dept	27	Principal Officials	1
Community Development	28	Probate Court	51
Community Profile	119	Property Assessment	42
Comparative Budget Impact	128	Public Safety	55
Contingency	98	Recreation Activities Fund	106
Contributory Grants Summary	78	Refuse Disposal	74
Debt, Amortization Schedules (Excludes)	133	Revenues	13
Debt, Amortization Schedules (Includes)	134	Revenue Collection	44
Debt Limitation	135	Revenues/Expenditures Summary	3
Debt Service	96	Riverfront Park Fund	110
Debt Service Detail	132	Sanitation	73
East Glastonbury Library	94	Senior & Community Services	84
Education	100	Sewer Operating Fund	104
Education Expenditures by Program	102	Special Revenue Funds	103
Employee-Comparative History	121	South Glastonbury Library	94
Engineering	66	Summary: Expenditures	7
Facilities Maintenance	24	Summary: Revenues	4
Financial Administration	38	Town Clerk	46
Financial Policies	12	Town Council	18
Fire	60	Town Manager	20
Fire Marshal	32	Transfers Out	99
Fleet Maintenance	70	Voter Registration	48
Fund Balance Projections, General Fund	130	Welles-Turner Library	92
General Government	17	Youth & Family Services	86
Glastonbury EMS	58		
Glossary	122		
Health	34		
Highway	68		
Human Services	77		
Human Resources	22		
Insurance/Pension	52		
Inter-Community, Inc.	80		
Interval House, Inc.	83		