

Town of Glastonbury

Proposed General Fund Budget

2017 – 2018



Annual Town Meeting
Council Chambers – Town Hall
January 30, 2017

REVISED

January 31, 2017

Dear Board of Finance Members:

In accordance with applicable Town Charter requirements, this letter transmits the fiscal year 2017-2018 Town Operating and Debt and Transfer budget proposal. The budget plan presented herein looks to effectively achieve the goals and factors cited over the following paragraphs, effectively manage the cost of Town operations, retain the quality of programs and services, and anticipate potential changes to be enacted through the 2017 State Legislative session.

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

	Adopted 2016-2017	Proposed 2017-2018	\$ Change	Percent Change
Town Operations	\$40,255,830	\$41,924,761	\$1,668,931	4.15%
Debt & Transfers	14,255,000	14,020,000	(235,000)	(1.65)%
Education	101,341,911	104,410,279	3,068,368	3.03%
Total	\$155,852,741	\$160,355,040	\$4,502,299	2.89%

OVERVIEW

The major components of the proposed spending plan can be summarized as follows.

Expenditures

- Combined Town Operations, Debt & Transfer, and Education expenditures increase \$4.5± million, or 2.89%. The 2.89% compares to adopted budgets of 1.92%, 2.16%, 3.14%, and 2.99%, respectively, for FY 2017, 2016, 2015, and 2014.
- Debt & Transfer appropriation decreases by \$235,000, from \$14.255 million to \$14.020 million. The Capital Reserve Transfer is sustained at \$5 million. Debt service declines \$235,000.
- Town operations increase 4.15% and Education increases 3.03%.

The expenditure increase in Town operations is offset by direct revenues to achieve a 2.5±% net increase. This is shown as follows:

Town Operations	\$1,668,931	4.15%
Less:		
Multi-Town Dispatch	280,000	
Health Insurance Employee Copay	273,000	
New Operating Revenues	80,000	
Vendor Reimbursement	<u>25,000</u>	
Net Total	\$1,010,931	2.5±%

Revenues

- Tax revenue accounts increase \$5.3± million or 3.7%.
- Non-tax revenues decline \$783,954. Most significantly, Intergovernmental Revenues decline a net \$1,213,910.

Grand List

- October 1, 2016 Grand List increases 1.05%. This brings \$1.42± million new tax revenue.

General Fund

- General Fund Transfer-In sustained at \$575,000.

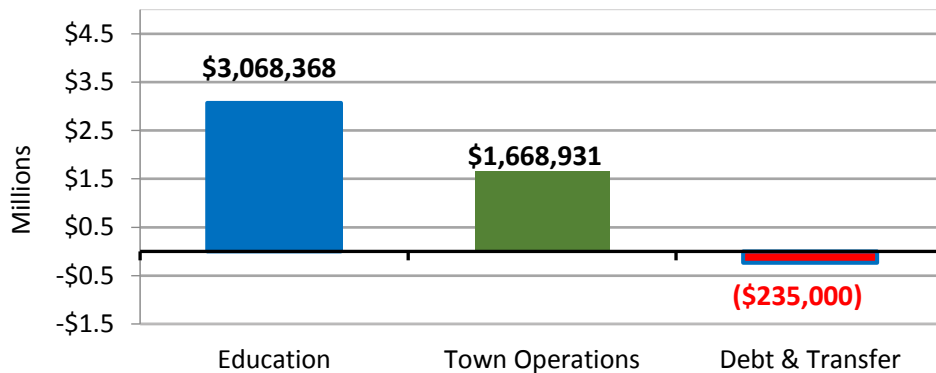
Mill Rate

- Proposed mill rate for Real Estate (RE) and Personal Property (PP) increases from 36.4 mills to 37.7 or 3.57%.
- Mill rate for Motor Vehicle (MV) declines from 34.6 mills to 32 mills – a decrease of 7.5% (assumes current state legislation enacting 32 mill cap effective FY 2018).

The tax rate is discussed in detail in on a following page.

The following chart shows the proposed budget by major expenditure component.

Town, Education, Debt & Transfer (Proposed 2017-2018)



Note: The \$1.7± million increase in Town operations is offset by \$650,000± in revenues for a net increase of \$1± million.

Goals, Priorities, and Influences

The Town operating budget presented for the coming year is influenced by several goals and factors as highlighted below.

- Fully fund the pension Actuarial Determined Calculation (ADC) including phased decrease in investment assumption.
- Continue to fund annual OPEB contribution at 100%.
- Invest fully in employer/employee funding to the Health Insurance Reserve Fund.
- Sustain system-wide Capital Outlay funding to avoid spending spikes, achieve efficiencies, and reduce O&M costs.
- Review of full-time staffing to achieve cost savings while retaining excellent service delivery and operating efficiency.
- Identify and implement opportunities for new and continuing operating efficiencies.
- Evaluate and implement effective, beneficial and sustainable initiatives involving multi-town cooperation.
- Consider revenues and expenditures on multi-year basis to avoid spending spikes and revenue “cliffs.”
- Achieve effective balance between costs and tax rate.

The budget proposal described herein satisfies each of the preceding goals and factors.

Town Operations

When first presented to me by Department and Division Directors, the proposed budget increased \$2.5 million or 6.2%. After reviewing all proposals, I reduced Town operations by \$830,000 to the \$1.668 million proposal presented herein. Of the 41 line items forming Town operations, 20, or 50±%, are funded at or below current year levels. The 7 primary funding categories influencing the proposed Operating budget, as components of the overall budget increase of 4.15% (2.53% net), are summarized as follows:

	\$ Change	Budget % Increase
Wages	\$394,071	0.98%
Insurance	\$677,284	1.68%
Pension	\$418,235	1.04%
OPEB	\$18,680	0.046%
Utilities & Fuel	\$17,612	0.044%
Capital Outlay	\$16,327	0.04%
All Others	\$126,722	0.32%
Total	\$1,668,931	4.15%

Personal Services-Wage Accounts

Combined wage accounts increase \$394,071 or 1.9%. This includes full-time, part-time, overtime and unit pay.

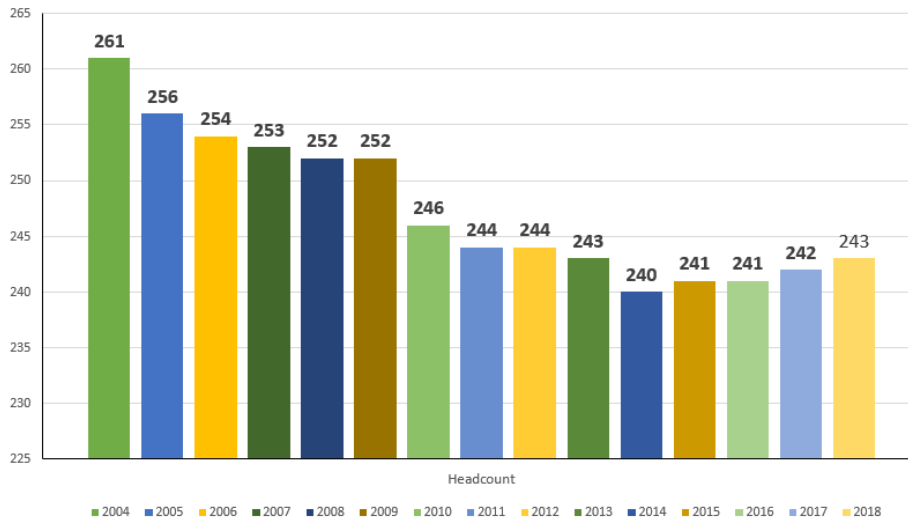
Full-time wage accounts assume a 2% general wage adjustment effective July 1, 2017 for all full-time staff (non-affiliated and collective bargaining units).

Full-time headcount includes several changes.

- Adds 3 full-time Public Safety Dispatchers to support dispatch services (Police, Fire, EMS) to East Hampton. All costs (wages, benefits, payroll) fully reimbursed to Glastonbury through formal MOU between communities.
- Two full-time positions with Human Services Department transitioned to part-time, non-benefit status.
- Banquet Manager for Riverfront Boathouse assumes responsibility for rentals at RCC to achieve synergy between both facilities to maximize use and revenues.

As the chart illustrates below, full-time staffing has declined 20± positions over recent years to achieve significant ongoing wage and benefit savings. This has been accomplished through part-time staffing, outsourcing, job sharing, technology and other such

Town Full Time Staffing



initiatives. Of the 243 positions, 3 Dispatchers are fully reimbursed by the Town of East Hampton, 3 positions authorized but not filled on a full-time basis, and 1 position funded through the Riverfront Park-Special Revenue Fund.

System-wide **part-time wage** accounts increase \$54,058 or 2.5% to accommodate the transition from full-time to part-time staffing noted above.

Unit pay and Overtime accounts remain generally

unchanged.

Insurance

Combined insurance accounts (property, casualty, liability, Worker’s Compensation and health) increase \$680,000±, or 12.3%. The most significant change involves health insurance with a \$596,000 increase, or 14%. The \$596,000 increase is offset by \$273,000 in employee contributions.

While the net increase to health insurance costs place a strain on Town operations, the proposed budget fully funds all such recommended costs. At the Town’s request, cost assumptions were reviewed in detail by the Town’s health consultant, Lockton, to ensure that premiums and plan differentials are up-to-date and accurate. This is important to the long term sustainability of the Insurance Reserve Fund. This process developed the budget increases described herein and results from continued management oversight of the Insurance Reserve Fund.

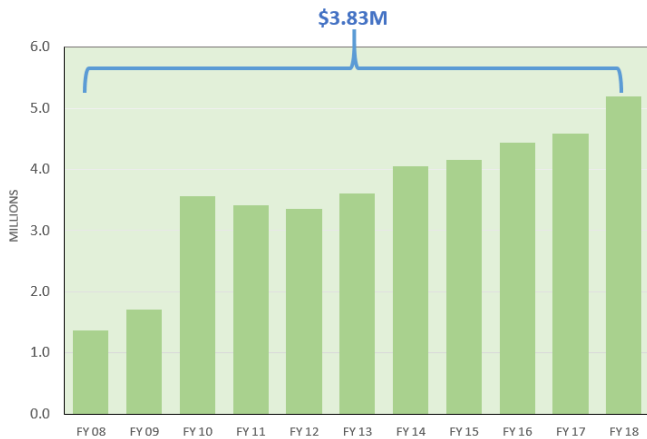
NOTE: Going forward, the plan is to deposit employee contributions directly to the Health Insurance Reserve Fund. The current practice is to budget expenditures and revenues. Employee contributions direct to the Self Insurance Fund improves administrative efficiency.

Property, casualty, liability coverages remain relatively flat with a \$100,000± increase to Worker’s Compensation.

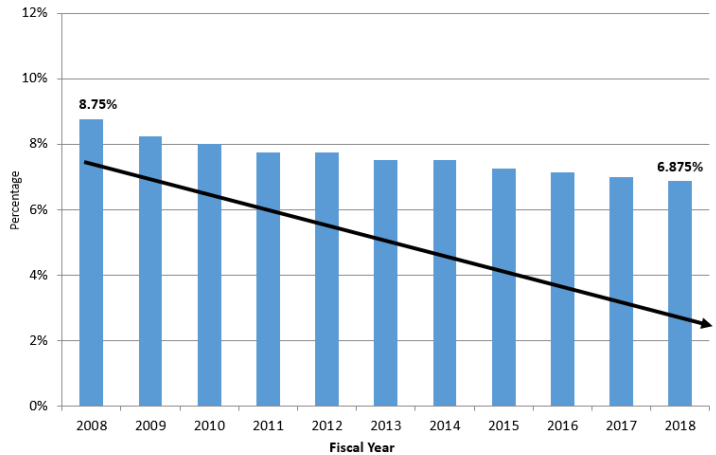
Pension

The pension Valuation effective July 2016 requires a \$675,000 increase to the pension Actuarially Determined Contribution (ADC) for Town operations effective FY 2018. The increase to the ADC results from past service cost and a phased decrease to the Rate of Return (ROR) assumption from 7% to 6.875%. Since 2008 the ROR has been reduced from 8.75% to the 6.875%. The continuing goal is to reduce the ROR to 6% over a multi-year period. This process increases the ADC and Accrued Unfunded Liability. However, in the long term the ROR should best reflect economic realities for the benefit of the Plan. As with health insurance described above, the pension ADC is a challenge to the 2018 proposed budget. Given the significant increase, \$100,000 of the ADC is allocated to identified savings in the current year to be carried forward to 2018. The balance, or \$575,000, is funded through Town operations, Special Revenue, Sewer Operating and employee payroll deductions. The charts below show the multi-year change to the ADC and Rate of Return assumption.

Annual Pension – Actuarial Determined Contribution
(2008 – 2018)



Investment Rate of Return Assumption



Other Post-Employment Benefits (OPEB)

Annual OPEB costs continue to be funded at 100% of the ADC with a modest increase of \$18,680 in 2018.

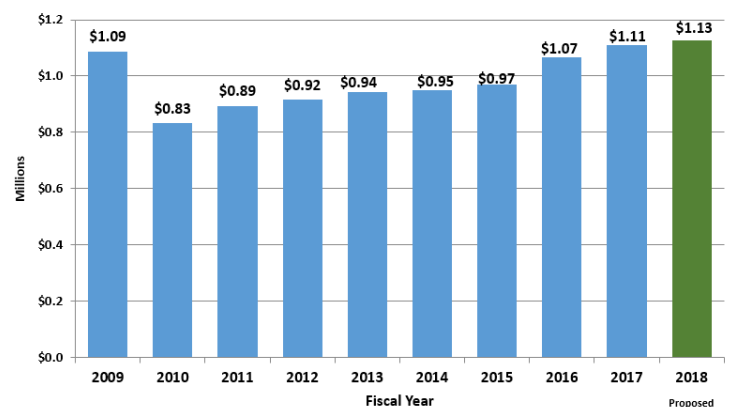
Utilities and Fuel

Combined Utility and Fleet Maintenance Accounts increase \$17,600±, or 1%. The unit price for unleaded and diesel fuel increases over current year rates to reflect projected market conditions. System-wide electric costs decline \$75,000 (\$55,000± General Fund) to include successful bidding for Town and Education, and continuing energy efficiency work. Concurrently, rate increases established by the Metropolitan District increase aggregate water accounts by \$24,000. These factors combine for the 1% net change noted above.

Capital Outlay

Capital Outlay accounts generally remain at current year levels with a \$16,000±, or 1.47% increase. When first presented at the start of the budget process, Capital Outlay accounts totaled \$1.47 million, a 32+% increase. After review and discussion, a \$1.13 million Capital Outlay budget is proposed representing a \$340,000+ decrease to original proposals. This is achieved by delaying certain items, purchasing efficiencies, realized savings, and other such factors. The chart pictured at right shows the ongoing commitment to Capital Outlay funding. The continuing goal is to sustain system-wide funding to achieve operating efficiencies, avoid O&M costs, properly maintain facilities and equipment, and avoid significant spending fluctuations in this important funding source.

Town Operations- Capital Outlay
9 Year Comparison – Adopted and Proposed 2018



All Other Line Items

The line items discussed above comprise 14 of the Town's 41 line items and 6 of the 7 primary categories influencing the FY 2018 budget. The 7th factor incorporates "All Other" line items over 27 spending accounts. These line items are grouped under 'Supplies' and 'Services and Charges'. The "All Other" category increases \$126,722, or \$101,722± after revenues. This represents a 0.3% (before revenues) increase for the 27 line items and 30± operating areas.

This table summarizes the Town Operating Budget by major appropriation category.

	Adopted 2016-2017	Proposed 2017-2018	\$ Change	% Change
Personal Services	\$20,745,122	\$21,139,193	\$394,071	1.90%
Supplies	\$1,325,660	\$1,333,809	\$8,149	0.61%
Services & Charges	\$16,900,186	\$18,150,570	\$1,250,384	7.40%
Capital Outlay	\$1,109,862	\$1,126,189	\$16,327	1.47%
Contingency	\$175,000	\$175,000	\$0	\$0.00
Total	<u>\$40,255,830</u>	<u>\$41,924,761</u>	<u>\$1,668,931</u>	<u>4.15%</u>

Contingency

As expenditure levels continue to tighten, the Contingency appropriation becomes increasingly important. The Contingency account is proposed at \$175,000 to provide flexibility throughout the year when responding to unanticipated or non-budgeted funding requirements. Over the years 2013-2016, charges to the Contingency account have ranged between \$56,500 and \$165,500 for an average of \$136,500.

The chart below summarizes the Town Operating Budget by major department.

Description	FY2017 ADOPTED	FY2018 TM PROPOSED	\$ INCREASE (DECREASE)	% INCREASE (DECREASE)
General Government	\$3,178,714	\$3,141,234	\$(37,480)	(1.18)
Community Development	1,876,666	1,950,078	73,412	3.91
Administrative Services	6,449,580	6,959,966	510,386	7.91
Public Safety	12,869,886	13,674,180	804,294	6.25
Physical Services	6,648,424	6,842,553	194,129	2.92
Sanitation	767,192	783,839	16,647	2.17
Human Services	2,974,002	2,940,530	(33,472)	(1.13)
Leisure & Culture	5,316,366	5,457,381	141,015	2.65
Contingency	175,000	175,000	0	0.00
Total	\$40,255,830	\$41,924,761	\$1,668,931	4.15%

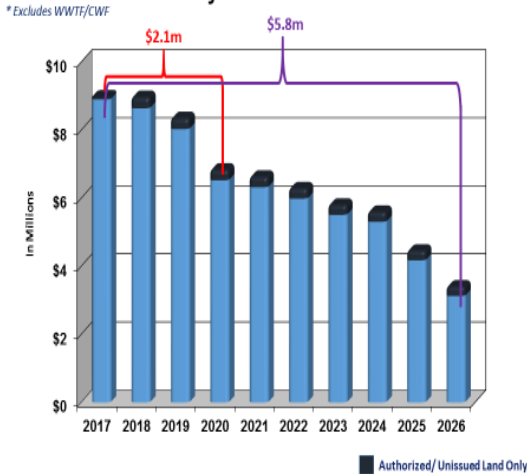
Debt and Transfer

The Debt and Transfer account is comprised of two components. First, the annual appropriation and transfer to the Capital Reserve Fund is proposed at \$5 million consistent with FY 2016 and 2017. An increase to this funding source for the Town's highly successful Capital program is desirable and should be funded over following years. However, the other factors cited herein result in the recommendation to sustain Capital Reserve funding at current year levels. This should be fully reviewed during budget workshops. Second, Debt Service is funded at \$8.975 million as compared to \$9.21 million currently. A \$235,000 decrease. Debt Service assumes previously approved and pending land acquisitions totaling \$5+ million. As discussed over previous workshop meetings, the Town is

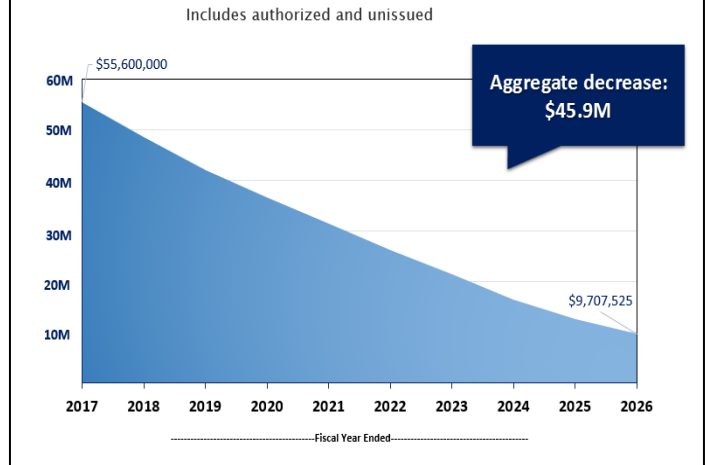
positioned very favorably with respect to declining principal and interest payments, and outstanding debt principal. This is graphically depicted to the below.

Note: As discussed, the Debt and Transfer account declines \$235,000. Thought was given to allocating declining Debt Service to the Capital Reserve Transfer to increase the Transfer from \$5 million to \$5.235 million. However, given other pressures described herein and the uncertainty of state budget deliberations, the \$5 million funding level was sustained. This should be a discussion topic over coming weeks.

Debt Service Projected



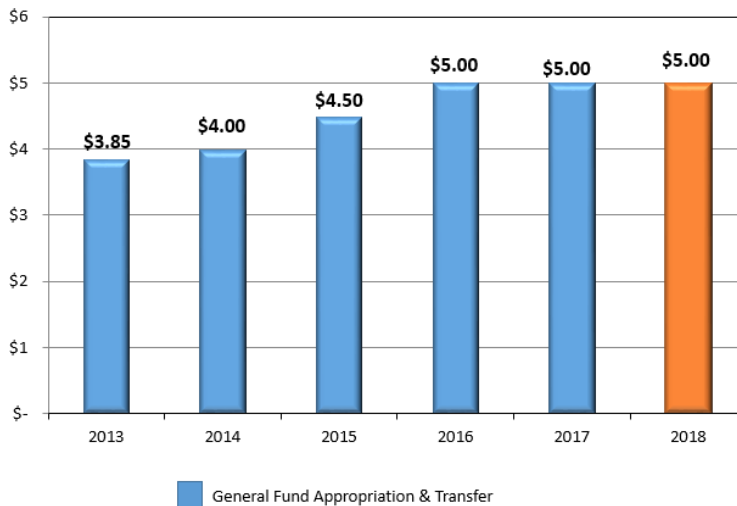
Outstanding Debt Principal



A multi-year summary of the appropriation and transfer to the Capital Reserve Fund is graphically shown below.

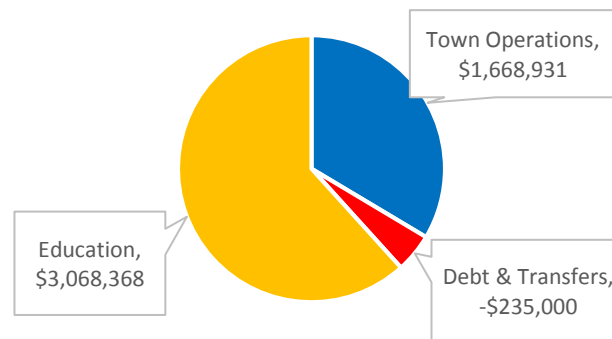
Capital Reserve Fund Transfer

5 YEAR HISTORY AND PROPOSED 2018



As a final comment on proposed expenditures, the chart below shows the proposed budget as allocated to the 3 major expenditure categories.

Town, Education, Debt & Transfers (% of Total Budget)



REVENUES

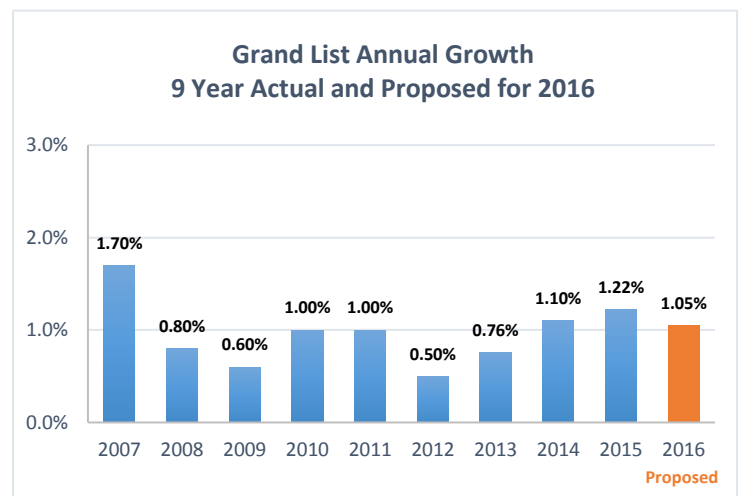
Tax and non-tax revenues increase a combined \$4.5± million to balance with the proposed \$4.5± million increase described above. All Revenue accounts are shown below with significant changes summarized over the following paragraphs.

SOURCE	FY 2017 ACTUAL	FY 2018 PROPOSED	DIFFERENCE	
			\$	%
Taxes	\$141,825,612	\$147,111,865	\$5,286,253	3.73%
Licenses & Permits	956,200	998,100	41,900	4.38%
Intergovernmental	8,807,118	7,593,205	(1,213,913)	(13.78%)
Charges for Services	1,378,350	1,479,290	100,940	7.32%
Other	2,310,462	2,597,580	287,119	12.43%
Transfers In	0	0	0	0.00%
Use of Fund Balance	575,000	575,000	0	0.00%
Total Revenues & Transfers	\$155,852,741	\$160,355,040	\$4,502,299	2.89%

Grand List

The Grand List effective October 2016 increases 1.05%. The Grand List grows from \$3.91± billion to \$3.96± billion. The 1.05% brings \$1.42 million in new tax revenue. Grand List growth is achieved in all components including real estate (RE), personal property (PP), and motor vehicle (MV). A historical summary of changes in the Grand List is depicted in the graph at the right.

Note: For property revaluation effective October 2012, the Grand List decreased by approximately 10% from \$4.2 billion to \$3.77 billion. This is the first time the Grand List has declined and results from significant decreases in residential market values between property revaluation in 2007 and 2012. This is a trend experienced nationwide. The 0.5% increase shown for 2012 reflects the value of new properties added through October 2012 is a normalized, non-revaluation year.



Property Taxes

All tax revenue accounts combine to increase \$5.3± million, or 3.73%. The \$5.3 million is generally allocated to the current levy with other tax revenue accounts remaining relatively unchanged. The \$5.3 million increase in the current levy includes the 1.05% growth in the Grand List and assumes the 2-tier mill rate for RE, PP and MV.

Non-Tax Revenues

Intergovernmental Revenue is the largest non-tax revenue account totaling \$8.8 million in the current year. A net decrease of \$1.2 million is included with the proposed budget as follows.

- Municipal Revenue Sharing Account (MRSA) – This is a new state revenue effective in the current year. This grant was originally estimated at \$1.086 million for FY 2017 and approved at \$754,546. Intergovernmental Revenues for FY 2018 do not include this grant. A \$754,546 decrease in State Aid.
- Educational Cost Sharing (ECS) – The adopted budget includes \$6,886,489 in ECS funding. The Governor recently reduced Glastonbury’s current year ECS funding by \$232,109 to \$6,654,380. The proposed budget sustains this mid-year reduction and further assumes a 20% reduction in the \$6,654,380, or \$1,330,000±. The \$1.33 million is shown as a State Grant Reduction Assumption.
- Motor Vehicle (MV) Tax – Current state law establishes a 32 mill cap effective FY 2018 with a grant to communities with a mill rate exceeding the 32 mill cap. The mill rate for MV in Glastonbury is now 34.6. The proposed budget includes the 32 mill cap and estimated \$1 million offsetting revenue.
- A \$280,000 reimbursement from East Hampton for the Multi-Town Dispatch protocol is included under this revenue category.

Note: The mill rate calculation is shown on Page 9 of this letter with and without the MV cap and state grant.

The Governor’s budget proposal and ensuing State Legislative deliberations will be closely followed to understand potential implications for cities and towns. Good and bad.

Licenses and Permits increase \$41,900, or 4.4±%, to include changes to recycling permits and health grants.

Charges for Services adjust upward \$100,000+. This results from proposed changes to operating protocols and fees for the Transfer Station and Bulky Waste facilities.

Other Revenues increase \$287,119, or 12.4±%. Interest on investments (\$40,000), employee health insurance copay (\$273,000) and reimbursement through ICMA (\$25,000) are offset by miscellaneous decreases for the net change of \$287,000+.

MILL RATE

The mill rate in the current year is adopted at 36.4 for RE and PP, and 34.6 for MV. A collection rate of 99.2% and 98.5% is assumed, respectively. For the combined budget proposal and factors described above, the mill rates for FY 2018 are 37.7 RE/PP and 32 MV with the same collection rate assumptions. The influence on the average residential assessment of \$231,850 and average MV assessment of \$10,375 is shown here:

	FY 2017	FY 2018	\$ DIFFERENCE	% Change
RE	\$8,439	\$8,741	\$302	3.57%
MV	\$718	\$664	(\$54)	(7.5%)
ANNUAL TOTAL	\$9,157	\$9,405	\$248	2.7%

The following chart assumes no change to the current 37 mill cap for MV and no \$1 million state grant for the change to a 32 mill cap effective FY 2018. The mill rate for RE and PP would increase from 36.4 to 37.55, and for MV 34.6 to 37 mills.

	FY 2017	FY 2018	\$ DIFFERENCE	% Change
RE	\$8,439	\$8,706	\$267	3.16%
MV	\$718	\$768	\$50	6.96%
ANNUAL TOTAL	\$9,157	\$9,474	\$317	3.46%

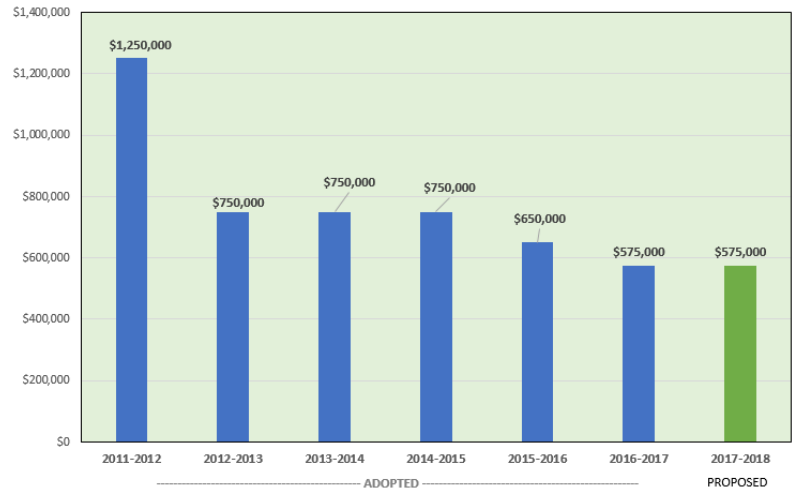
Note: The MV tax assumes 2 vehicles per household at average assessment of \$10,375 per vehicle.

The above information can be presented using the median value for residential and motor vehicle assessments. When the median of \$208,100 for RE and \$8,100 for MV is calculated, a \$227 or 2.8% and \$278 or 3.41% tax increase results for Scenario 1 and 2 above, respectively.

General Fund – Transfer In

A multi-year summary of the General Fund-Transfer In is shown at right. For FY2018, the Transfer In is proposed at \$575,000 consistent with the current year adopted budget. As reasonably possible, General Fund revenues should be allocated to one-time expenditures (e.g. Capital) so to avoid creating revenue gaps when such funds are allocated to ongoing operations. The following months will provide greater clarity concerning use of the Town's General Fund-Unassigned Fund Balance.

Use of Fund Balance



Special Revenue Funds

A budget for each of the **Special Revenue Funds** to include Recreation Activities, Police Private Duty, Wastewater Treatment Operations (Sewer Operating Fund) and the Riverfront Park are incorporated into the budget document. Each Fund is performing successfully.

Tax Abatements

As in prior years, a \$990,000 adjustment is incorporated to the mill rate calculation to recognize combined tax relief programs for Public Safety Volunteers, Farm Buildings, and Elderly Tax Relief.

State Spending Cap

The State Legislature enacted a 2.5% cap on municipal expenditures effective FY 2018. The spending cap includes a number of exemptions such as Debt Service, Capital expenditures (over \$100,000), payment for unfunded pension liabilities, Special Education, and other such exemptions. The 2.53% net increase in Town operations satisfies the state spending cap. When increases to the pension ADC for accrued unfunded liability is considered, the Town operating budget proposal is well below the 2.5% cap. While the budget proposal meets and exceeds current state legislation, in my opinion the spending cap should be rescinded. CCM and others will work in this regard over the 2017 legislative session. In the meantime, I wanted to confirm the budget proposal relative to current state legislation.

The FY 2018 budget process will present a series of challenges most particularly related to state budget deliberations. This could involve declining State Aid, shifting responsibilities from the state to cities and towns, opportunities for new revenues, and other factors. This will require ongoing vigilance and action over coming months. The budget presented herein looks to reasonably anticipate potential changes and manage ongoing costs in the long term best interest of the community to achieve the factors and goals outlined herein.

Sincerely,

Richard J. Johnson
Town Manager

RJ:yo
cc: Glastonbury Town Council
Diane Waldron, Director of Finance & Administrative Services

Principal Officials

Town Council

Stewart (Chip) Beckett III, Chairman
Whit Osgood, Vice Chairman
Jill Barry
Karen Boisvert
Lawrence Byar
Kurt Cavanaugh
William Finn
Thomas Gullotta
Cara Keefe

Board of Finance

Jared Soper, Chairman
Constantine Constantine, Vice Chairman
Walter Cusson
James McIntosh
Michael Toppi
James Zeller

Town Administration

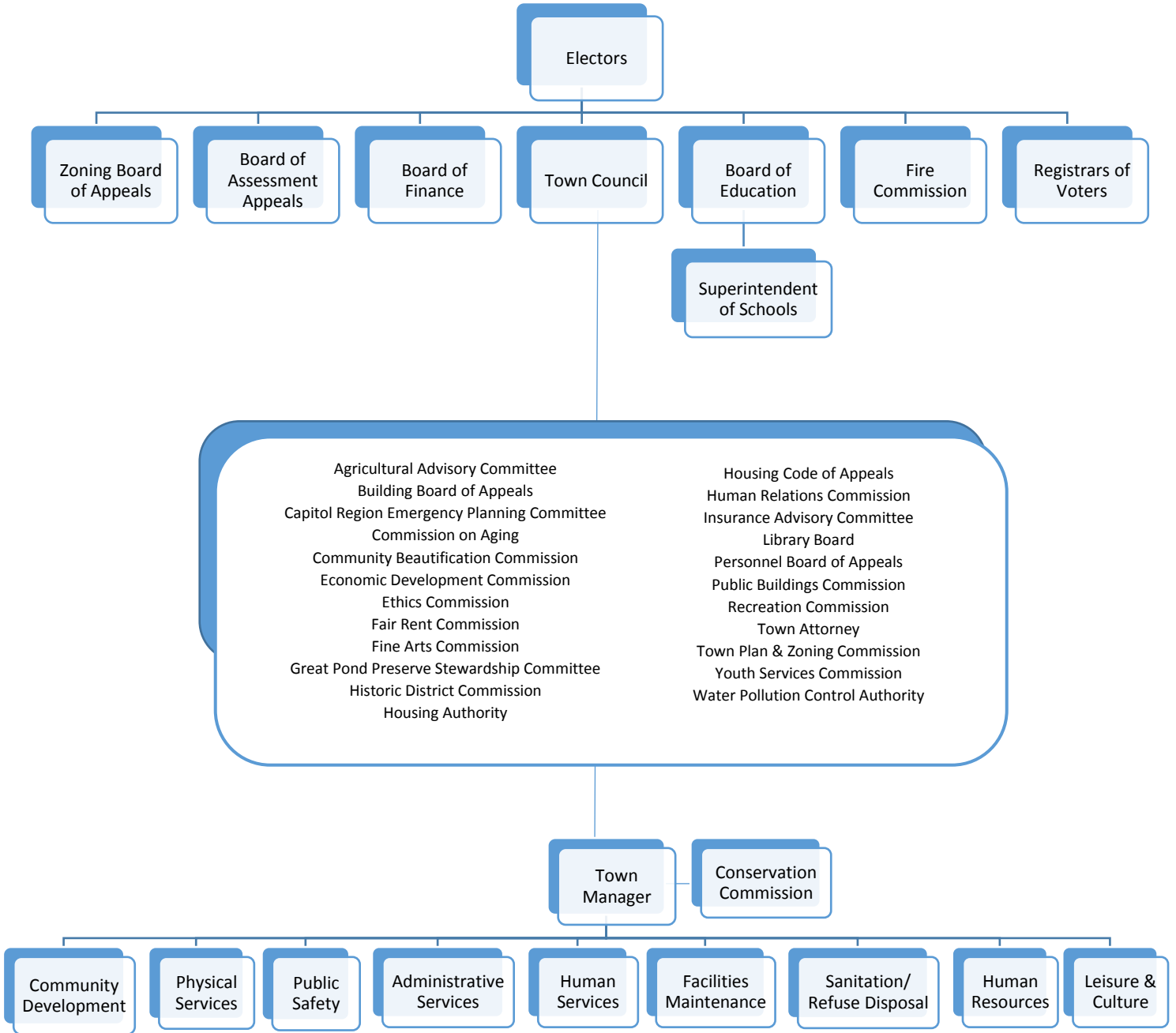
Richard J. Johnson, Town Manager
Chief Thomas Sweeney, Director of Police Services
Diane Waldron, Director of Finance & Administrative Services
Daniel Pennington, Town Engineer/Manager of Physical Services
Khara Dodds, Director of Planning & Land Use Services
Sherri Tanguay, Director of Human Resources

Board of Education

Susan Karp, Chairman
Jeremy Grieveson Vice Chairman
Douglas Foyle, Ph.D., Secretary
Rosemary Coggeshall
Eric George
Chittaranjan Sahay, Ph.D.
Lillian Tanksi
Julie Thompson

Dr. Alan Bookman, Superintendent
Rosemary Tralli, Ph.D., Assistant Superintendent, Curriculum & Instruction
Matthew Dunbar, Assistant Superintendent, Personnel & Administration
Karen Bonfiglio, Finance Manager

Glastonbury Staff Organizational Chart



General Fund Summary of Revenues and Appropriations/Expenditures

DESCRIPTION	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	Increase (Decrease)	% Increase (Decrease)
REVENUES					
Taxes	140,255,321	141,825,612	147,111,865	5,286,253	3.73
Licenses & Permits	1,655,217	956,200	998,100	41,900	4.38
Intergovernmental	9,011,399	8,807,118	7,593,205	(1,213,913)	(13.78)
Charges for Services	1,627,838	1,378,350	1,479,290	100,940	7.32
Other	2,370,436	2,310,461	2,597,580	287,119	12.43
Use of Fund Balance	0	575,000	575,000	0	0.00
TOTAL REVENUES	154,920,211	155,852,741	160,355,040	4,502,299	2.89
APPROPRIATIONS/EXPENDITURES					
Town					
General Government	2,952,448	3,178,714	3,141,234	(37,480)	(1.18)
Community Development	1,738,683	1,876,666	1,950,078	73,412	3.91
Administrative Services	6,522,601	6,449,580	6,959,966	510,386	7.91
Public Safety	12,400,821	12,869,886	13,674,180	804,294	6.25
Physical Services	6,531,446	6,648,424	6,842,553	194,129	2.92
Sanitation	726,100	767,192	783,839	16,647	2.17
Human Services	2,919,611	2,974,002	2,940,530	(33,472)	(1.13)
Leisure & Culture	5,254,629	5,316,366	5,457,381	141,015	2.65
Contingency	0	175,000	175,000	0	0.00
Total Town	39,046,339	40,255,830	41,924,761	1,668,931	4.15
Debt & Transfers Out	14,487,980	14,255,000	14,020,000	(235,000)	(1.65)
Education	100,315,657	101,341,911	104,410,279	3,068,368	3.03
TOTAL APPROPRIATIONS/EXPENDITURES	153,849,976	155,852,741	160,355,040	4,502,299	2.89

General Fund Summary of Revenues and Transfers

DESCRIPTION	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	Increase (Decrease)
TAXES				
Current Levy ⁽¹⁾	137,893,911	139,923,612	145,159,865	5,236,253
Auto Supplemental	1,324,203	950,000	1,100,000	150,000
Prior Years	652,410	600,000	500,000	(100,000)
Delinquent Motor Vehicle Fees	13,055	0	0	0
Interest and Fees	369,544	350,000	350,000	0
Miscellaneous/Sundry	2,198	2,000	2,000	0
TOTAL TAXES	140,255,321	141,825,612	147,111,865	5,286,253
⁽¹⁾ Real Estate Prorates reflected in current levy				
LICENSES & PERMITS				
Building Inspection Fees	1,202,114	550,000	550,000	0
Town Clerk Fees	89,097	75,000	75,000	0
Physical Services Fees	12,885	11,000	11,000	0
Refuse Permits	272,911	265,000	290,000	25,000
Health	71,175	50,800	70,000	19,200
Fire Marshal	7,035	4,400	2,100	(2,300)
TOTAL LICENSES & PERMITS	1,655,217	956,200	998,100	41,900
INTERGOVERNMENTAL REVENUES				
Housing Authority - In Lieu of Taxes				
Housing Authority/Welles Village	92,047	85,000	85,000	0
Elderly Housing Projects	105,544	100,000	100,000	0
Total Housing Auth - In Lieu of Taxes	197,591	185,000	185,000	0
State Of CT - In Lieu of Taxes				
State of CT Pilot	0	0	0	0
Municipal Revenue Sharing	0	754,546	0	(754,546)
Elderly Heart-Home Owner Tax Relief	148,957	150,000	150,000	0
Disability Exemption	2,460	2,400	2,400	0
Veterans Exemption	11,963	12,000	12,000	0
State of CT Telephone Access	84,279	90,000	85,000	(5,000)
Mashantucket Pequot	46,072	41,629	41,629	0
Total State of CT - In Lieu of Taxes	293,731	1,050,575	291,029	(759,546)
Education Entitlements				
Magnet School Grant	33,800	0	0	0
Educational Cost Sharing	6,585,691	6,886,489	6,654,380	(232,109)
Special Education Excess	1,035,382	0	0	0
Transportation	86,529	0	0	0
Vocational Agriculture	342,841	344,000	331,888	(12,112)
Total Educational Entitlements	8,084,243	7,230,489	6,986,268	(244,221)
Education Construction Grants				
Elementary Schools Principal & Interest	57,347	129,320	0	(129,320)
Total Education Construction Grants	57,347	129,320	0	(129,320)

General Government

State Grant Reduction Assumption	0	0	(1,330,000)	(1,330,000)
State of CT Hybrid/Energy	125,401	0	0	0
Total General Government	125,401	0	(1,330,000)	(1,330,000)

Administrative Services

State of CT Motor Vehicle Grant	0	0	1,000,000	1,000,000
State of CT Historical Document Preservation	4,000	5,000	5,000	0
Total Administrative Services	4,000	5,000	1,005,000	1,000,000

Public Safety

Police Grants	40,048	10,000	290,000	280,000
Civil Preparedness		10,610	10,610	0
Volunteer Ambulance Reimbursement	19,022	30,510	20,010	(10,500)
Total Public Safety	59,070	51,120	320,620	269,500

Physical Services

CRRRA Resource Recovery	18,433	18,500	0	(18,500)
Total Physical Services	18,433	18,500	0	(18,500)

Human Services

State of CT Health Grant	7,855	7,860	8,330	470
State of CT Library Grant	1,087	1,200	0	(1,200)
Dial-a-Ride Grant	51,278	51,278	51,278	0
Housing Authority Senior Services	47,896	49,022	49,022	0
Youth & Family State Grant	26,658	27,754	26,658	(1,096)
Total Human Services	134,774	137,114	135,288	(1,826)

Parks & Recreation

State of CT Grant Parks & Recreation	36,809	0	0	0
Total Parks & Recreation	36,809	0	0	0

TOTAL INTERGOVERNMENTAL REVENUES	9,011,399	8,807,118	7,593,205	(1,213,913)
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CHARGES FOR SERVICES

Planning & Zoning	8,593	12,000	12,000	0
Town Clerk Recording Fee	200,532	185,800	185,800	0
Town Clerk Conveyance Fee	786,236	575,000	582,100	7,100
Education/Community Service Fee	43,534	46,000	46,000	0
Solid Waste Tip Fees	217,794	195,000	280,000	85,000
Sewer Inspection Fees	516	2,000	2,000	0
Parks & Recreation Swimming Fees	123,038	127,300	127,300	0
Parks & Recreation Program Fees	87,651	85,650	91,420	5,770
Subdivision OT Inspection	0	1,000	1,000	0
Fire Watch Services	1,770	4,000	5,320	1,320
Health Soil Tests	3,600	1,300	2,000	700
Health Clinic Fees	8,090	0	0	0
Senior & Community Services Programs	60,067	55,000	55,000	0
Senior Nutrition Program	38,459	35,000	35,000	0
Library Fines	43,092	50,000	50,000	0
Notary Services	4,866	3,300	4,350	1,050
TOTAL CHARGES FOR SERVICES	1,627,838	1,378,350	1,479,290	100,940

OTHER REVENUES

Probate Court Reimbursements	0	0	0	0
Interest on Investments	285,841	275,000	315,000	40,000
Land Sales & Rentals	259,135	248,190	254,922	6,732
Miscellaneous	30,525	15,000	45,000	30,000
Education Student Activities	694	3,500	200	(3,300)
Education Tuition/Other	16,776	24,000	6,920	(17,080)
Education Vocational Agricultural Tuition	527,818	550,000	557,880	7,880
Purchasing Auction Sales	30,971	25,000	35,000	10,000
Physical Services Refunds & Sales	3,547	3,500	3,500	0
Refuse Recycling	45,367	62,750	32,000	(30,750)
Bulky Waste Fill	10,266	50,000	25,000	(25,000)
Insurance Claims Reimbursements	103,533	40,000	40,000	0
Public Safety - Police	87,439	71,000	71,000	0
Policy Experience Credits	1,956	0	0	0
Employee Health Insurance Reimbursements	849,745	836,371	1,109,508	273,137
Youth & Family Services	22,490	33,400	33,400	0
Library Trustee Account	47,632	45,000	40,000	(5,000)
Clinical Fees	650	750	750	0
Library Miscellaneous	10,590	10,000	10,500	500
Purchasing Card Rebates	3,392	5,000	5,000	0
Attorney Fees Reimbursed	15,795	12,000	12,000	0
Utilities Reimbursed	16,274	0	0	0
TOTAL OTHER REVENUES	2,370,436	2,310,461	2,597,580	287,119

TRANSFERS IN

Use of Fund Balance	0	575,000	575,000	0
TOTAL TRANSFERS IN	0	575,000	575,000	0

GRAND TOTAL REVENUES AND TRANSFERS	154,920,211	155,852,741	160,355,040	4,502,299
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General Fund Summary of Expenditures and Transfers

DEPARTMENT	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	Increase (Decrease)
Division Activity				
TOWN				
General Government				
Town Council	109,656	146,254	146,897	643
Town Manager	531,044	531,472	562,538	31,066
Human Resources	438,158	505,534	626,021	120,487
Facilities Maintenance	1,873,590	1,995,454	1,805,778	(189,676)
Total General Government	2,952,448	3,178,714	3,141,234	(37,480)
Community Development				
Community Development	490,111	467,487	492,518	25,031
Building Inspection	372,404	474,106	473,389	(717)
Fire Marshal	272,783	290,466	306,046	15,580
Health Department	603,385	644,607	678,125	33,518
Total Community Development	1,738,683	1,876,666	1,950,078	73,412
Administrative Services				
Financial Administration	1,285,954	1,304,341	1,349,595	45,254
Accounting	462,367	441,981	442,345	364
Property Assessment	550,019	590,389	607,162	16,773
Revenue Collection	452,271	444,251	471,136	26,885
Town Clerk	478,044	509,805	524,104	14,299
Voter Registration	158,475	158,979	158,301	(678)
Legal Services	397,017	250,000	280,000	30,000
Probate Court	22,027	25,800	25,800	0
Insurance/Pensions	2,716,427	2,724,034	3,101,523	377,489
Total Administrative Services	6,522,601	6,449,580	6,959,966	510,386
Public Safety				
Police	11,288,942	11,674,822	12,365,925	691,103
Glastonbury Ambulance	18,083	29,730	20,010	(9,720)
Fire	1,065,153	1,134,485	1,256,577	122,092
Emergency Management	28,643	30,849	31,668	819
Total Public Safety	12,400,821	12,869,886	13,674,180	804,294
Physical Services				
Engineering	1,433,669	1,490,571	1,526,712	36,141
Highway	3,969,750	4,016,472	4,118,406	101,934
Fleet Maintenance	1,128,027	1,141,381	1,197,435	56,054
Total Physical Services	6,531,446	6,648,424	6,842,553	194,129
Sanitation				
Refuse Disposal	726,100	767,192	783,839	16,647
Total Sanitation	726,100	767,192	783,839	16,647
Human Services				
Contributory Grants	32,577	32,577	32,577	0

Youth and Family	1,297,525	1,386,229	1,417,836	31,607
Senior & Community Services	1,589,509	1,555,196	1,490,117	(65,079)
Total Human Services	2,919,611	2,974,002	2,940,530	(33,472)
Leisure & Culture				
Parks & Recreation	3,594,410	3,587,276	3,721,890	134,614
Welles-Turner Library	1,645,219	1,714,090	1,720,491	6,401
South Glastonbury Library	7,500	7,500	7,500	0
East Glastonbury Library	7,500	7,500	7,500	0
Total Leisure & Culture	5,254,629	5,316,366	5,457,381	141,015
Contingency	0	175,000	175,000	0
TOTAL TOWN	39,046,339	40,255,830	41,924,761	1,668,931
DEBT SERVICE & TRANSFERS OUT				
Debt Service	8,856,680	9,210,000	8,975,000	(235,000)
Transfers Out				
Capital Reserve Fund	5,133,800	5,000,000	5,000,000	0
Riverfront Park Operations Fund	277,500	0	0	0
Sewer Operating Fund	175,000	0	0	0
Dog Fund	45,000	45,000	45,000	0
Total Transfers Out	5,631,300	5,045,000	5,045,000	0
TOTAL DEBT SERVICE & TRANSFERS OUT	14,487,980	14,255,000	14,020,000	(235,000)
EDUCATION	100,315,657	101,341,911	104,410,279	3,068,368
GRAND TOTAL EXPENDITURES AND TRANSFERS	153,849,976	155,852,741	160,355,040	4,502,299

Budgeted Funds | 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. The budget process follows the schedule as outlined in the Budget Schedule page. Budgets are legally adopted for four Special Revenue Funds: the Sewer Operating Fund; Recreation Activities Fund; the Police Private Duty Fund; and the Riverfront Park Fund.

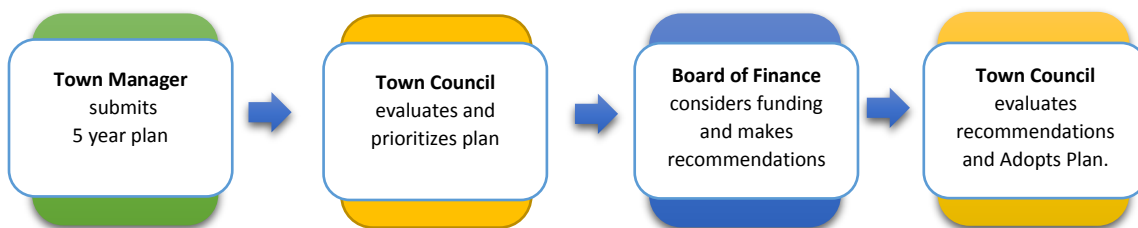


The modified accrual basis of accounting is used for the General Fund budget and all other governmental funds with legally adopted budgets. All are adopted in accordance with generally accepted accounting principles. Annual operating budgets are prepared and employed for management control in the General 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, assessments, and miscellaneous revenues that are typically not measurable until received.

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

Throughout the fiscal year, the Town uses 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, and they also identify the year for project implementation. Recommendations of these priorities are then submitted to the Board of Finance, who reviews the plan, considers funding for the projects, and then makes a recommendation to the Town Council.



The Town Manager 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.

Budgeted Funds | GENERAL FUND

The account structure of this fund is as follows:

Revenues and Transfers

Taxes - The current levy, collection on prior year delinquent amounts, interest, and lien/penalty fees.

Licenses & Permits - Building Inspection Fees, Town Clerk and Refuse Permit Fees.

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 - 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 - All other revenues, most significant of which is Interest on Investments, Vocational Agricultural Tuition, Employee Health Insurance reimbursements and rental income from Town owned property.

Transfers In - 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 the respective budget page and include a line defining "Required from Taxes." In some cases, fees & charges are dictated by statutory requirements, local Ordinance, or regulations.

Expenditures and Transfers

Personal Services - Full time, part time, and overtime wages.

Supplies - All office & operating supplies, professional development & training, all highway, drainage, grounds & roadside materials, and snow/ice removal materials.

Services & Charges - All contractual services, employee related insurance, workers' compensation, casualty insurance, pension contributions including social security, costs to maintain Town equipment & buildings, Town Attorney fees, and utility & fuel costs.

Capital Outlay - All purchases of office equipment & furniture, vehicles & trucks, machinery & equipment, and land & building improvements.

Debt Services - Current annual debt service payments on Town debt and may include estimates for future borrowing in the coming year.

Transfers Out - Transfers to the Capital Reserve Fund and any other transfers to other funds.

Throughout the budget process and this 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 year and upcoming years
- 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.

Sewer Operating Fund	Recreation Activities Fund	Police Private Duty Fund	Riverfront Park Fund
<ul style="list-style-type: none">• Operations & budgetary control of expenditures associated with the Waste Water Treatment Plant.	<ul style="list-style-type: none">• Town sponsored recreation activities and programs that are fully supported by registration and user fees.	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• Operation of Riverfront Park facilities, including the boathouse, boat storage, and boat launch. Operations are funded by usage fees.

Budgeted Funds | 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 (CIP) Criteria”, authorizes the projects. The CIP 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, 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 –

To achieve the town's overarching goal of maintaining a balanced budget, the following factors and corresponding policies are considered when making budgetary and financial decisions.

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 or 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 with a public hearing process.

Debt Policy

The Town Council and Board of Finance have enacted a policy whereby debt shall not exceed 2.5% of the respective year full value Grand List. It had previously been 3.5%. At 2.5% the debt limit, at the current equalized net grand list value, equates to approximately \$147.4 million. By comparison, debt as of the end of fiscal year 2016/17 is estimated at \$51.7 million. Also, annual Debt Service shall not exceed 10% of the respective year budget. For the 2018 proposed budget, the Town's debt service payments represent approximately 5.6% of expenditures. The Town is rated AAA by Standard & Poor's and Aaa by Moody's Investors Service. 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 Capital Improvement Program (CIP) Criteria policy whereby annually the Town Council will review capital projects as well as the financing plan to fund them as recommended by the Town Manager. After review the Town Council will develop project priorities and recommend a capital program for the following year. Based on review of the CIP recommended projects in the multi-year plan, the method of financing and the various factors as outlined in the criteria, including the General Fund and Capital Reserve unassigned fund balances and other funding sources, a transfer from the General Fund to the Capital Reserve fund is determined. The goal of the Town is to effectively balance the annual Capital Reserve transfer and Debt Service requirements to minimize fluctuations in the mill rate in accordance with established guidelines in the CIP Criteria as well as maintain a Capital Reserve unassigned fund balance in the amount equivalent to \$1,000,000, except as needed to meet emergencies.

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.

FINANCIAL POLICIES CONT'D

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. The policy also provides guidelines on the use of Unassigned Fund Balance in that it may be appropriated as authorized by the Town Council, upon approval by the Board of Finance as applicable within the following guidelines: use of fund balance in excess of 12% will generally be limited to one-time, non-recurring purposes; receipt of one-time non-recurring revenues will not be used to finance ongoing operating expenditures, programs or activities; to avoid creating a revenue gap in subsequent budget years, funds in excess of the 12% minimum will not be allocated to ongoing operations; and, in the event Unassigned Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the Town Manager will develop and propose a plan to replenish the funds as part of the subsequent year's budget proposal to restore the balance to the minimum 12% level within the two fiscal years following the fiscal year in which the event occurred.

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 Investment Policy guidelines which allows for a combination of stocks and bonds. The Board of Finance performs quarterly reviews of the pension assets. Additionally The Town Council and Board of Finance have adopted a Retirement Income Fund Funding Policy which states the Town's objectives in funding the benefits to be paid by the Town's pension fund and sets forth the strategy that the Town Council will use to determine the contributions needed to achieve those objectives. The Town's principal objectives are to ensure there are sufficient assets on hand to pay all benefits due; minimize the annual volatility of budgeted contributions; provide for generational equity among taxpayers with respect to bearing the long term costs of pension benefits; and, ensure that all funding requirements are satisfied.

Technology Replacement Schedule

The Town uses an estimated life expectancy schedule for replacement of computers, servers, and software based on usage, performance, and age to dictate when equipment should be replaced. On average, equipment is replaced between 3-7 years depending on the type of equipment and its use. The Town recognizes the importance of adhering to the replacement schedule to ensure proper operation of technology services throughout Town operations and to avoid unexpected disruption of service and unforeseen budget costs. 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

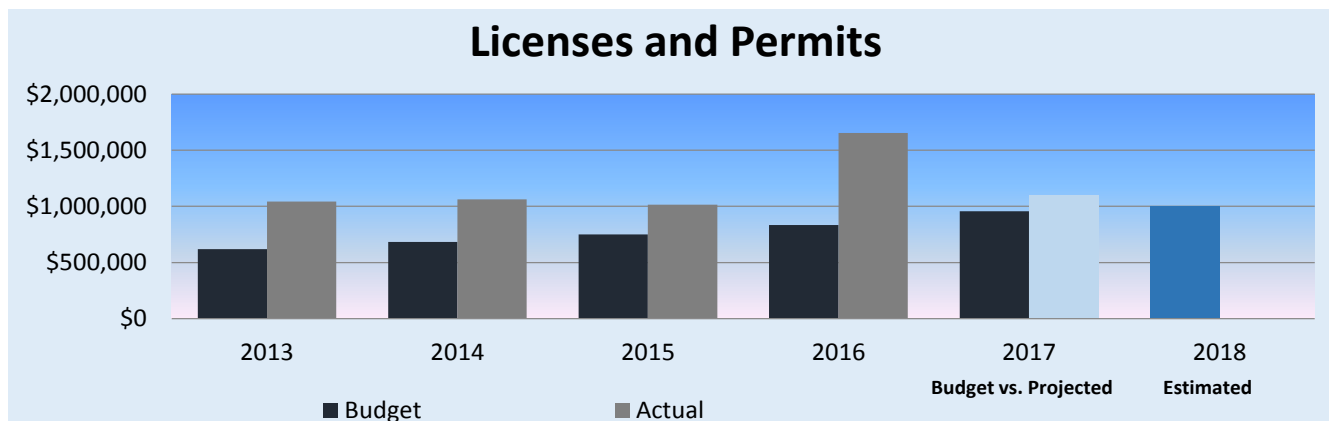
	FY2017 Adopted Budget	Percent of Budget
<i>Property Taxes</i>	147,111,865	91.7%
<i>Licenses and Permits</i>	998,100	0.6%
<i>Intergovernmental Revenues</i>	7,593,205	4.7%
<i>Charges for Services</i>	1,479,290	0.9%
<i>Other Revenues</i>	2,597,580	1.7%
<i>Use of Fund Balance</i>	575,000	0.4%
<i>Requested Operating Budget</i>	\$160,355,040	100.0%

Revenues to support the requested 2017/18 general fund operating budget total \$160,355,040 representing an increase of \$4,502,299 or 2.89% over the 2016/17 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% which effectively increased the mill rate from 30.5 to 35.1 for the July 1, 2013 levy, a trend that was common among other Connecticut municipalities that also performed a revaluation within the same time frame. For the October 1, 2015 grand list and the July 1, 2016 tax levy the grand list increased 1.22%. As per State legislation, effective with the July 1, 2016 fiscal year, the tax levy was comprised of a separate mill rate and collection rate for Real Estate/Personal Property and Motor Vehicles. The mill rate and collection rate adopted for Real Estate /Personal Property was 36.4 and 99.2% and Motor Vehicle 34.6 and 98.5%. The October 1, 2016 grand list is estimated to increase 1.05% from the prior year. It is estimated this will generate approximately \$1.4 million in additional revenue.

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 99.5% for the last five years. New State legislation effective for the July 1, 2016 tax levy capped the mill rate for motor vehicles at 37 mills. With two separate mill rates for July 1, 2016 the Board of Finance adopted the mill 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%. For the 2016 Grand List State Legislation further decreases the cap on the motor vehicle mill rate to 32 mills. As a result the mill rate and tax revenues adopted for 2017/18 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 37.70 mills or a 4.43% tax increase.

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 \$998,100, an increase of \$41,900 over the previous year. 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.

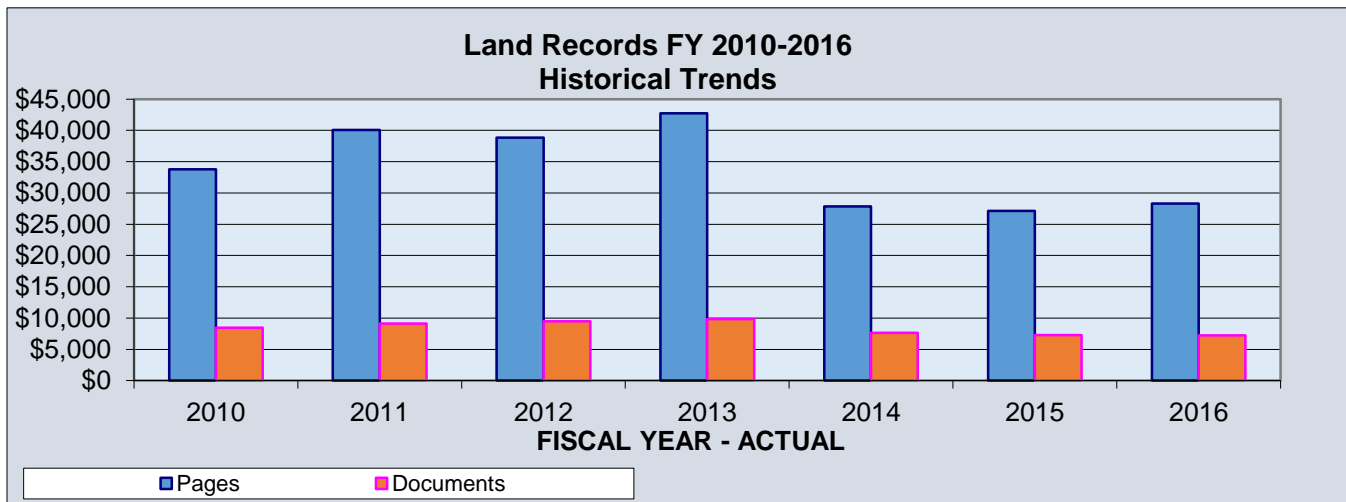


REVENUES CONT'D

Intergovernmental Revenues - Revenue of \$7,593,205 is anticipated from various State and Federal grants. This amount represents a decrease of \$1,213,913 from the previous year. The decrease is in anticipation of decreased state revenues for the 2018 fiscal year. The assumptions used for the preliminary budget include elimination of the Municipal Revenue Sharing grant in the amount of \$754,000 which was budgeted in the current year, and an approximate 20% reduction in the current level of the Education Cost Sharing grant or \$1,330,000. To offset these assumed reductions an estimate of \$1,000,000 for the Motor Vehicle Tax grant is included and represents partial revenues lost through the motor vehicle tax mill rate cap. This is per current State Legislation.

Charges for Services

Revenue of \$1,479,290 in this category represents a modest increase of \$100,940. This is primarily a result of anticipated increases in the Solid Waste Tip Fees of \$85,000. Town Clerk fees, which makes up 52% 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 \$280,000 or 19% 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. A fee increase, associated with these services, is proposed.

Other Revenues – Revenue in this category increases \$287,119 primarily as a result of increased employee and retiree contributions for Employee Related health insurance. Below highlights revenues in this category:

- Interest on Investments, accounted for in the Accounting division, is estimated at \$315,000, an increase of \$40,000 which adjusts expectations to reflect current market trends. Investment Income is generated through the investment of idle funds of the General Fund. The Town uses a consolidated or pooled cash concept to maximize investment earnings. The Town participates in the State investment pool, money market funds and also 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 0.30% in 2015/16. 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 0.25% to 2.75% currently. The average rate earned for FY2016 was 0.51% for pooled investments. An average assumed rate of return of 0.55% was used to estimate investment income for 2018 compared to 0.45% used for 2017.
- 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 FY2017/2018 an estimate of \$1,109,508 is anticipated from employees and retirees as their share of health insurance premiums.

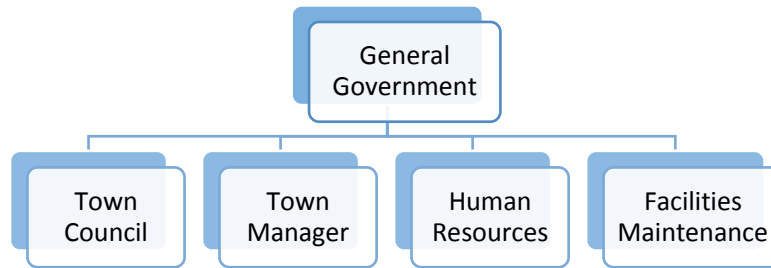
REVENUES CONT'D

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 Activity/Program

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Taxes - Current Levy	134,793,412	137,893,911	139,923,612	145,159,865	3.74%
Building Inspection Fees	574,190	1,202,114	550,000	550,000	0.00%
Accounting - Investment Income	264,422	285,841	275,000	315,000	14.55%
Town Clerk	859,187	953,278	876,371	850,000	-3.01%
Insurance/Pension/Claims Reimbursed	991,118	849,745	877,926	1,149,508	30.93%
Refuse Disposal	580,410	564,772	591,250	627,000	6.05%
Senior & Community Services	283,851	293,748	280,300	280,300	0.00%
Parks and Recreation	205,477	443,714	212,950	218,720	2.71%
Debt Service	194,180	57,347	129,320	0	-100.00%
Education	9,111,121	8,730,412	7,983,309	7,597,268	-4.84%

General Government



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	1,553,676	1,555,339	1,756,205	1,720,487	-2.03%
Supplies	44,994	41,547	59,270	58,670	-1.01%
Services & Charges	1,295,740	1,313,614	1,331,139	1,331,077	0.00%
Capital Outlay	40,505	41,948	32,100	31,000	-3.43%
TOTAL EXPENDITURES	\$2,934,915	\$2,952,448	\$3,178,714	\$3,141,234	-1.18%

Activities, Functions, and Responsibilities by Division

Town Council

- Adopts 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

Town Manager

- Overall executive management responsibility for municipal departments and operations.
- Policy recommendation and implementation as applicable.
- Project management.
- Budget preparation, administration and fiscal management.
- Grants, contract management and legal affairs with Town Attorney.
- Land acquisition and preservation.
- Employee and labor relations.
- Economic development.
- Communications with residents, general public, businesses, other governmental entities.

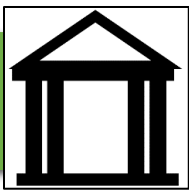
Activities, Functions, and Responsibilities by Division Cont'd

Human Resources

- Compensation Administration and FLSA Classification
- Performance Management
- Employee Relations
- Employee Selection, including new hire recruitment & internal promotions
- Labor Relations and Contract Administration/negotiation
- Training & Development
- Health & Safety
- Record Keeping and State/Federal Legal Compliance
- Benefits Administration including health, dental, LTD and life insurance, pension, workers' compensation, unemployment compensation, and family & medical leave

Facilities Maintenance

- Perform in-house maintenance, repair, custodial services, and improvements for 322K+ sq. feet of facilities
- Provide staff support to the Public Buildings Commission
- Manage all utilities, communications services, and accounts for all Town Departments, valued at over \$1.5 million annually
- Manage an average of over \$2.5 million of construction, annually
- Manage over 26 annual facilities services and consultant contracts



Town Council

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.

Successes & Accomplishments

- Approved purchase of 718 acre open space owned by PFL and MDC. Largest land acquisition in town history. Also approved purchase of 24.5 acre open space off Thompson Street. Both acquisitions received significant grant funding.
- Allocated funding for Multi-town Dispatch project between Glastonbury and East Hampton to qualify for State grants in support of the dispatch project. Authorized Memorandum of Understanding for ongoing Public Safety Dispatch project.
- Approved legislative actions including Blight Ordinance, Capital Improvement Program Criteria, Food Service Ordinance, and supported State Senate Bill No. 422 concerning sale of water by MDC to Niagara Bottling.
- Supported \$3 million bond issue for land acquisition and preservation. Approved by voters at referendum in November 2016.
- Enacted effective Operating and Capital budgets for FY 2016-2017.
- Approved funds for final restoration work at the Riverfront Park and Boathouse.
- Authorized continued improvements within the Town Center including intersection realignment through modern roundabouts and comprehensive pavement reconstruction.
- Worked to develop long-term Capital projects strategy through ongoing workshops, with final plan to be developed in early 2017.

Future Goals & Initiatives

- Complete work on long-term plan for Capital projects and present initial proposals at referendum, as applicable.
- Act as Zoning Authority to consider development proposals and updates to the Building-Zone Regulations, as applicable.
- Authorize updated agreements for Emergency Medical Services.
- Adopt annual Operating and Capital budget plan for FY 2018 consistent with the Town's long-term goals and initiatives.
- Consider and authorize, as applicable, sale of land within the Gateway area when determined in the community's best long-term interest.
- Approve legislative actions involving policies, ordinances, zoning regulations and other such matters as presented or recommended for Council support, as applicable.
- Continue to acquire land for riverfront access, open space, outdoor recreation and municipal needs as opportunities arise.

Personnel & Expenditure Summary

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	6,494	7,801	23,120	23,120	0.00%
Supplies	4,776	1,462	7,175	7,675	6.97%
Services & Charges	100,143	100,393	115,959	116,102	0.12%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$111,413	\$109,656	\$146,254	\$146,897	0.44%

Activity Indicators:



ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Regular and Special Meetings	35	35	34	35
Public Hearings	32	30	25	25
New Business Topics	55	50	50	55
Old Business	6	8	10	10
Zoning Public Hearings	5	5	5	5
Special Reports	6	7	6	6
Consent Calendar Topics	35	40	35	35



Town Manager

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

Successes & Accomplishments

- Negotiated purchase of 718± acres of land owned PFL, Inc. and MDC to be funded through a \$5 million Town investment and \$10 million State grant. Completed negotiation and purchase of 24.5 acre Somers open space with 58% of costs funded through State Open Space Grant.
- Established Multi-Town Dispatch protocol to provide Public Safety Dispatch services to East Hampton. Project protects long-term interest of Glastonbury and East Hampton. Awarded \$625,000 in state grants to offset 88% of capital costs.
- Evaluated and joined multi-town CAPTIVE (Connecticut Prime) for health stop-loss coverage with goal of moderating and reducing Town costs. Appointed to Board of Directors.
- Continued effective work in support of town center with significant grant support for intersection realignment, pavement resurfacing and streetscape improvements.
- Completed sale of town-owned property at 232 Williams Street to return this building to active use and Town tax rolls.
- Consistently complete fiscal year with gain in operations through ongoing efforts to achieve operating savings. For FY 2016, Town operations achieved a \$770,000 combined expenditures below budget.
- Developed successful Capital Program recommended for July 1, 2016 funding with 30 projects approved or continued effective FY 2016-2017. Unanimously approved by Town Council

Future Goals & Initiatives

- Complete site improvements and new Customer Service Center at Town Hall to achieve improved public safety, operating and energy efficiency, improved customer service and other long-term benefits.
- Work to effectively manage Town pension plan through plan design, investment assumption, actuarial assumption, and other factors to sustain long-term viability and manage costs as possible.
- Continue work in support of the Town Center including intersection realignment (Modern Roundabouts), road resurfacing, streetscape improvements, parking and other activities in support of the general Downtown area.
- Market sale of town-owned parcels within the Gateway corporate area to achieve economic development in the long-term best interests of the corporate area and the community.
- Complete Phase 2 restoration at the Riverfront Park and continue successful efforts to market banquet facility and services at the Riverfront Boathouse to achieve operating goals.
- Sustain continued success in managing cost effective and efficient Town operations and continued investment in the care and maintenance of the Town's infrastructure through the annual Town Operating and Capital budgets.
- Develop financial modeling to assist Town Council in evaluating options for ongoing Capital investment to balance with operating expenditures and revenues, and ongoing tax rate.
- Evaluate and implement, as applicable, opportunities for shared services and multi-town projects when determined in the best interest of Glastonbury.
- Negotiate land Acquisition as opportunities present.
- Continue ongoing Town initiatives involving energy efficiency, grant management, space planning for municipal buildings, budget and financial management, economic development and other organization wide goals identified throughout this budget document.
- Ongoing work to continually improve electronic business opportunities with Town departments and access to timely updates and information to residents, visitors and businesses through the Town web site.

Personnel & Expenditure Summary

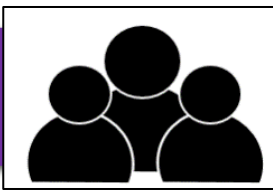


PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	2	3	3	3
Part Time	0	0	0	1
FTE	2	3	3	3

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	299,611	322,085	327,850	342,269	4.40%
Supplies	18,599	16,453	15,065	15,565	3.32%
Services & Charges	174,146	192,505	188,557	204,704	8.56%
Capital Outlay	1,100	0	0	0	0.00%
TOTAL EXPENDITURES	\$493,456	\$531,043	\$531,472	\$562,538	5.85%

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Town Council Meetings (Regular and Special)	35	30	34	35
Evening & Weekend Business Meetings & Commitments	80	75	75	75
Town Council Agenda Topics	134	150	200	200
Capital Program - # of Projects	45	45	50	50
Public Referendum	0	0	1	1
Land & Property Acquisitions - # of Sites	2	2	2	2



Human Resources

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.

Successes & Accomplishments

- Successfully negotiated a wage reopener with American Federation of State County and Municipal Employees (AFSCME).
- Successfully negotiated a 3-year contract with International Union of Operating Engineers (IUOE).
- Engaged in contract negotiations with Glastonbury Police Officers Association (GPOA).
- Completed physical records audit; redesigned personnel, workers compensation, and medical records management system to centralize records, save space, and maintain compliance with state and federal record keeping requirements and HR best practices.
- Engaged in audit of office systems/procedures.
- Converted to electronic filing of injuries with CIRMA, resulting in cost savings.
- Improved benefits administration tools, including those used to track Workers' Compensation, leaves of absence, pension estimates/application requests, and retiree status.
- Worked with IT, Payroll and health insurance providers to comply with the 2016 Affordable Care Act reporting requirement, resulting in the implementation of the MUNIS Benefits Master module to provide accurate reporting of medical benefits at end of the year to every benefitted employee and to the IRS.
- Changed health insurance offerings to decrease costs and expand provider network
- Improved pension enrollment tools to increase employee understanding of the benefit and to standardize forms.
- Worked with IT to launch the use of Employee Self Service for Open Enrollment for the first time. Coordinated Open Enrollment through frequent and targeted communication to retirees and active employees, providing on-site access to health insurance vendors, and providing one-on-one enrollment assistance, as requested.
- Made Flexible Spending Accounts more user friendly by providing debit cards; making the FSA more financially beneficial to employees and their families by increasing the maximum pre-tax contribution from \$1,500 to \$2550 per year.
- Provided training on Sexual Harassment Prevention, Electronic Accident Reporting, Accident Review Techniques for Supervisors.
- Completed a Hepatitis B Clinic with Hartford Healthcare Medical Group, vaccinating 24 employees
- Coordinated with Facilities and the Police Department, the use of employee badges to increase security and identify Town employees.
- Managed 54 full and part-time recruitments.
- Improved pre-employment selection tools by instituting the use of testing vendor, Criteria Corp to provide testing validated on the US Department of Labor – Bureau of Labor Statistics – Occupational Employee Statistics Analyses. And, engaged Industrial Organizational Solutions for Dispatcher and Police pre-employment testing.
- Launched local validity study for Police testing.



Future Goals & Initiatives

- Continue with Phase II of MUNIS integration of key employee data, including, pension enrollment date, benefits/beneficiary information, workers' compensation, training data; implement Applicant Tracking and Position Control.
- Work with CIRMA and Safety Committee to identify opportunities to improve safety and reduce loss claims; hire Risk Manager to oversee and coordinate the Town's loss control and emergency management programs.
- Implement select online CIRMA training for employees to minimize work disruptions associated with training off-site.
- Continue to engage in office systems audit and streamline operations.
- Identify employee health cost drivers, design and implement plan to reduce health costs.
- Provide online harassment prevention training.
- Implement formalized recruitment communication strategy.
- Redesign performance management system.
- Introduce organization-wide leadership initiatives.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	3	3	3	4
Part Time	2	2	2	2
FTE	4	4	4	5.25

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	277,812	240,415	275,750	361,018	30.92%
Supplies	5,072	11,003	15,400	13,800	-10.39%
Services & Charges	187,398	186,740	214,384	251,203	17.17%
Capital Outlay	2,205	0	0	0	0.00%
TOTAL EXPENDITURES	\$472,487	\$438,158	\$505,534	\$626,021	23.83%

Performance Measures

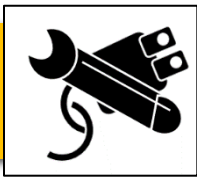
PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
# of Workers Compensation Claims	<20	16	25	30	30
Total Cost of Workers Compensation Claims*	<\$50,000	\$192,087	\$114,030	\$75,000	\$75,000
# of Employee Programs/Training Sessions	25	10	15	15	15
# of Days to Certify Qualified Candidates for FT Positions (days from test date)	<20	5	3	1	1

*Higher than anticipated costs due to employee injuries



Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Number of Applications for Full Time Employment Reviewed	502	795	750	750
Total Number of Participants in Training Sessions for Fiscal Year	335	350	350	400
Number of Full & Part Time Recruitments per year (Parks & Recreation seasonal NOT included)	43	35	35	35
Number of Full Time Budgeted Positions	241	241	244	244



Facilities Maintenance

The mission of this department is to provide comprehensive operations and maintenance management of all municipal buildings to ensure cost effective operations, high quality customer service, and an exceptional working environment. Facilities Maintenance manages 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. The Academy Complex is the headquarters for Town facilities, the Information Technology Department, the Parks & Recreation Department, and several Parks & Recreation-sponsored programs and activities.

Successes & Accomplishments

- Reduced energy use in Town buildings by 19% from energy baseline (2007) as measured through ENERGY STAR Portfolio Manager.
- Identified and implemented numerous energy efficiency and sustainable initiatives including:
 - Replaced resistance water heater at Addison Pool with high efficiency unit.
 - Replaced fluorescent lights with LED in various Town offices.
 - Designed condensing boiler system for FC 4 in conjunction with Infrared tubes for apparatus bays.
 - Earned ninth successive ENERGY STAR award for Town Hall.
 - Designed and installed new high efficiency boiler system for Police Facility.
- Successfully managed various projects to improve staff efficiency and customer service, including:
 - Security improvements at multiple facilities
 - Improvements to GHS pool
 - Replacement of Hopewell gym floor
 - Roof replacement on Police Facility Sally Port
 - Portable generator for Boathouse & Riverfront Community Center purchased and placed in service
 - Upgrades to Police Facility shower and restroom facilities.
 - Installed windows at Gideon Welles School

Future Goals & Initiatives

- Reduce energy use in Town buildings by a minimum of 3% from energy baseline (2007) as measured through ENERGY STAR Portfolio Manager to achieve a 22% total reduction from 2007 to meet Clean Community Program Goals by 2018
- 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
 - Disaster Preparedness upgrades, including generators at Police Department, Vehicle Maintenance Garage, Parks, Fueling Station & Fire Company 1
 - Welles Turner Library window replacement
 - Town Hall office improvements

Personnel & Expenditure Summary



PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	13	13	13	12
Part Time	10	12	15	14
FTE	17.2	17.2	18.5	18.5

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	969,759	985,038	1,129,485	994,080	-11.99%
Supplies	16,547	12,629	21,630	21,630	0.00%
Services & Charges	834,053	833,976	812,239	759,068	-6.55%
Capital Outlay	37,200	41,948	32,100	31,000	-3.43%
TOTAL EXPENDITURES	\$1,857,559	\$1,873,591	\$1,995,454	\$1,805,778	-9.51%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Energy Intensity (KBTU/SF)*	<79.1	81	80	79	79
Custodial Costs (\$/SF)	<1.90	2	2	2	2
Custodial Quality (5 High to 1 Low)	5	4	4	4	4
# of Workplace Incidents	0	1	1	0	0
# of Lost Days	0	6	3	0	0
% of Electricity from Alter/Renewable Energy Sources**	≥ 40%	24%	31%	35%	36%

*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

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL *	FY2016 ACTUAL* *	FY2017 ESTIMATED** *	FY2018 ESTIMATE D
Number of Work Orders	1,885	1,850	1,800	1,850
Capital Improvement Program Execution (000)	2,635	2,750	2,500	2,000
Square Feet of Municipal Facilities Managed***	298,000	322,000	323,000	316,000

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

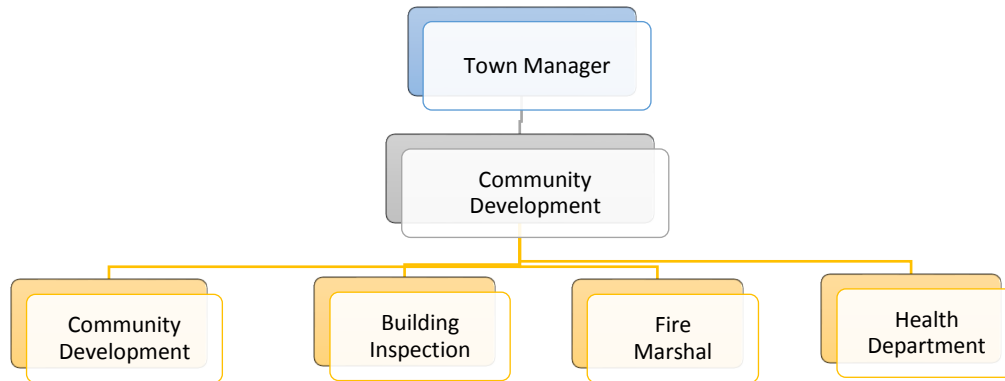
**FY15 TO FY16 includes Riverfront Boathouse, Parks Operations Building and Facilities Operations Building

***FY16 TO FY17 includes 1056 New London Turnpike

****FY17 to FY18 includes 1056 New London Turnpike and 232 Williams St

Community Development

The Community Development Department provides 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 & enforcement services. They also provide staff services to boards & commissions with land use and building responsibilities including the Town Plan & Zoning Commission, Town Council (Zoning Authority), Conservation Commission, Economic Development Commission, and the Historic District Commission.



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	1,132,468	1,188,389	1,250,765	1,278,326	2.20%
Supplies	18,181	21,861	25,095	28,765	14.62%
Services & Charges	541,806	518,392	596,601	642,987	7.78%
Capital Outlay	6,600	10,043	4,205	0	-100.00%
TOTAL EXPENDITURES	\$1,699,055	\$1,738,685	\$1,876,666	\$1,950,078	3.91%

Activities, Functions, and Responsibilities by Division

Community Development

- 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 preservation of Town-wide natural resources
- Historic preservation services
- Administrative and fiscal management of the department’s divisions
- Development and adoption of the Town’s Plan of Conservation and Development which facilitates the vision of growth and preservation for the Town of Glastonbury.
- Management of the development approval process through the coordination of the town’s land use boards and staff to help ensure that project reviews meet applicable regulations and codes.

Activities, Functions, and Responsibilities by Division Cont'd

Building Inspection

- Zoning and Building Code Enforcement including enforcement of building, electrical, plumbing, & heating codes
- Handle zoning & building complaints, conduct investigations, issue cease & desist orders, make joint inspections with Fire Marshal
- Building plans review
- Issue Building permits, conduct building and construction project inspections, approve and issue Certificates of Occupancy
- Administration of the Zoning Board of Appeals

Fire Marshal

- Enforce CT Codes as they apply to Fire Safety, Flammable & Combustible Liquids, Oil Burning Equipment, Gas Equipment & Piping, Liquefied Petroleum Gas and Liquefied Natural Gas, Fireworks & Special Effects, and Explosives Regulations as prescribed by CT General Statutes
- Serve as Local Open Burning Official and investigate cause / origin of fires & explosions
- Conduct Certificate of Occupancy inspections and inspect public buildings, manufacturing facilities, and establishments which use, store, or manufacture hazardous materials
- License inspections of Day Care Centers, Health Care Occupancies, Residential Board & Care Facilities, and establishments that serve liquor
- Conduct Code Consultation inspections for architects, design engineers, developers, and property owners
- Issue blasting permits
- Conduct fire prevention training programs, distribute public service announcements and press releases

Health

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



Community Development

Successes & Accomplishments

- Hired a new Planner to assist the department in providing timely and high quality customer service.
- Drafted revisions to the Building-Zone regulations including sections regarding accessory apartment and the Adaptive Redevelopment Zone.
- Coordinated the implementation of the Town's new Blight Ordinance and developed procedures for the implementation of the code.
- Implemented the Town's new permitting screening form which is aimed at ensuring that all necessary details of proposed projects are provided to Town staff and properly vetted.
- Reformatted staff reports to provide commission members with clear and comprehensive project information on applications.

Future Goals & Initiatives

- Work with Information Technology to initiate the new document management program to improve operating efficiency and public access to information.
- Begin the process to update the 2007-2017 Plan of Conservation and Development.
- Complete revisions to the Adaptive Redevelopment Zone (ARZ) regulation, Planned Area of Development (PAD) regulation and accessory apartment regulation and work on draft revisions to the planned business development zone and senior housing.
- Improve property conditions by working with property owners to help achieve compliance with the Blight Ordinance.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	4.5	4.5	4.5	4.5
Part Time	0	0	0	0
FTE	4.5	4.5	4.5	4.5

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	359,927	357,252	327,360	330,994	1.11%
Supplies	5,460	7,626	7,670	8,670	13.04%
Services & Charges	145,859	121,500	131,207	152,854	16.50%
Capital Outlay	1,100	3,734	1,250	0	-100.00%
TOTAL EXPENDITURES	\$512,346	\$490,112	\$467,487	\$492,518	5.35%
REVENUES-Non Tax	\$15,233	\$8,593	\$12,000	\$12,000	0.00%
Required From Taxes	\$497,113	\$476,270	\$455,487	\$480,518	5.50%



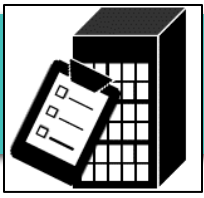
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Complete Administrative Review Meeting for New Development Proposals (Days from Date of Submission)	≤30	100%	100%	100%	100%
Process *Section 12.10 Insignificant change requests within 7 days of submission	100%	80%	n/a	80%	90%
Update and adoption of the Plan of Conservation and Development	100%	0%	10%	85%	100%

*Section 12.10 Insignificant change requests are reviewed by staff and approved the Chair of the Planning and Zoning Commission. No Commission review required.

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Applications Approved				
Subdivision	3	6	5	4
Special Permit	50	40	40	50
Wetland Permit	8	10	10	10
TPZ-Plans Review Subcommittee	12	19	20	20
PAD-Council/TPZ Joint Subcommittee meetings	1	2	5	5
Building Permit Plans Reviewed	32	35	30	30
Town Plan & Zoning Commission Meetings	14	18	18	18
Inland Wetlands/Conservation Commission Meetings	14	15	15	15



Building Inspection

Successes & Accomplishments

- Hired a third building inspector to assist with providing timely plan review and inspection services to the public.
- Implemented the use of iPad's and View Inspect module for field inspections to improve staff efficiency and customer service.
- Work in partnership with Health Department, Police Department, Fire Marshal and Community Planning & Development on enforcement of the new Blight Ordinance.

Future Goals & Initiatives

- Make more information accessible and ready to the public by participating in the town-wide document management program.
- Maintain the division's business-friendly approach to customer service by providing timely and quality plan reviews
- Improve the conditions of properties throughout the town by working with other divisions and departments on the enforcement of the blight ordinance
- Continue to work with other divisions/departments to ensure that plan reviews are thorough and comprehensive through the implementation of the permitting screening program.

Personnel & Expenditures

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	4	4	4	4
Part Time	1	1	1	1
FTE	4.5	4.5	4.5	4.5

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	220,184	230,836	299,670	300,244	0.19%
Supplies	3,792	4,217	5,650	7,500	32.74%
Services & Charges	112,074	133,348	166,971	165,645	-0.79%
Capital Outlay	0	4,003	1,815	0	-100.00%
TOTAL EXPENDITURES	\$336,050	\$372,404	\$474,106	\$473,389	-0.15%
REVENUES-Non Tax*	\$574,190	\$1,202,114	\$550,100	\$550,100	0.00%
Required From Taxes	(\$238,140)	(\$829,710)	(\$75,994)	(\$76,711)	0.94%

*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

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Complete 80% Inspections within 2 days of request	80%	100%	100%	100%	100%
Annual Re-licensing Training for Inspectors (hours/person/year)	≥30	30	30	30	30
Implement Use of Online Permitting	25%	10%	10%	10%	20%

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Building Permits Issued*	698	679	1,000	1,000
Other Permits Issued (Non-Building)	900	1,111	1,500	1,500
Certificate of Occupancy Permits Issued	36	60	40	65
Zoning Board of Appeals Applications Received	96	37	60	45

*New and renovated structures



Fire Marshal

Successes & Accomplishments

- Conduct multi-family inspection campaign to help prevent the loss of property and life in residential buildings. Completed 100% of inspections for apartment complexes and completed smoke detector inspections in 108 apartments
- Completed 64 certificates of occupancy inspections within 6 days of request and conducted 195 plan review services for new construction and renovation projects
- Completed the following fire safety and prevention measures:
 - 9 tank removal inspections
 - 37 tank installation inspections
 - 67 open burning activities
 - 6 blasting activities
 - 43 license inspections within 6 days of service request
 - 72 fire protection system inspections
 - 188 grease hood inspection
 - 101 inspections at new construction projects

Future Goals & Initiatives

- Continue the multi family dwelling inspection campaign for residential buildings throughout town.
- Continue to provide plan review and inspection services for ongoing and new construction projects.
- Initiate expanded use of Rapid Entry System within public safety agencies (Police, Fire, EMS) to improve the town's ability to enter buildings relatively quickly in the case of an emergency.
- Provide increased inspection presence in commercial, industrial, and business occupancies with a focus on guards, handrails, and blocked exits to help prevent injury or loss of life in case of emergencies.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	2	2	2	2
Part Time	1	1	1	1
FTE	2.5	2.5	2.5	2.5

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	194,205	188,305	198,775	205,544	3.41%
Supplies	4,067	3,683	4,800	4,800	0.00%
Services & Charges	78,361	79,582	86,891	95,702	10.14%
Capital Outlay	2,200	1,213	0	0	0.00%
TOTAL EXPENDITURES	\$278,833	\$272,783	\$290,466	\$306,046	5.36%
REVENUES-Non Tax	\$5,760	\$7,035	\$4,400	\$4,400	0.00%
Required From Taxes	\$273,073	\$265,748	\$286,066	\$301,646	5.45%

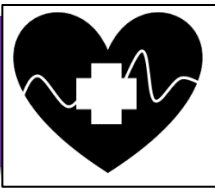
Performance Measures



PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Certificate of Occupancy Inspections Completed within 6 Work Days	100%	100%	100%	100%	100%
Annual Fire Prevention Training Programs with Emphasis on Day Care and Senior Adults	26	25	8	12	12
Assembly Occupancy Inspections Completed at Facilities Occupied by 50 or more Persons	90	90	175	228	228

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Fire Incident Investigations Completed:				
Commercial	3	3	5	5
Residential	19	10	22	22
Other	22	14	30	30
Certificate of Occupancy Inspections	50	64	52	52



Health Department

The Health Division’s 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.

Successes & Accomplishments

- Initiated a Community Health Assessment process through the creation of a Steering Committee, a Workgroup and a Core Team. Resident input regarding health and quality of life in Glastonbury was collected through 5 focus groups and more than 190 surveys.
- Successfully conducted Glastonbury’s first drive through flu vaccination clinic. This accomplishment will guide development of public health preparedness plans allowing this alternative mass vaccination model in addition to the traditional vaccination clinic system.
- Provided blood-borne pathogen training to more than 160 employees from 9 departments, increasing staff awareness to potential hazard, and strengthening safe working conditions for all employees.
- Successfully coordinated an application to the Connecticut Department of Public Health for Glastonbury’s designation as a HEARTSafe Community.
- Issued Food Service Licenses and conducted related inspections (in parentheses) as follows:
 - Class I- Cold Food 25 (15)
 - Class II- Pre-packaged food 17 (22)
 - Class III- Prepare & serve <4 hours 23 (83)
 - Class IV- Prepared & serve >4 hours 95 (268)

Future Goals & Initiatives

- Strengthen the health of residents through development of the Community Health Assessment and Community Health Improvement Plan, in partnership with the Glastonbury Health Alliance.
- Collaborate with Marketing and Communications to promote the Department’s value and contributions and offer accessible and timely health information to address concerns of community.
- Maintain readiness for constantly changing public and environmental health issues through partnership with internal and external partners, ongoing staff training, and development of programs or guidelines as necessary.
- Evaluate electronic inspection systems to determine relevance to Department and ability to enhance efficiency in the field.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	5	5	5	5
Part Time	1	1	1	1
FTE	5.5	5.5	5.5	5.5

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	358,152	411,996	424,960	441,544	3.90%
Supplies	4,862	6,335	6,975	7,795	11.76%
Services & Charges	205,512	183,962	211,532	228,786	8.16%
Capital Outlay	3,300	1,093	1,140	0	-100.00%
TOTAL EXPENDITURES	\$571,826	\$603,386	\$644,607	\$678,125	5.20%
REVENUES-Non Tax	\$73,660	\$90,720	\$60,060	\$60,060	0.00%
Required From Taxes	\$498,166	\$512,666	\$584,547	\$618,065	5.73%

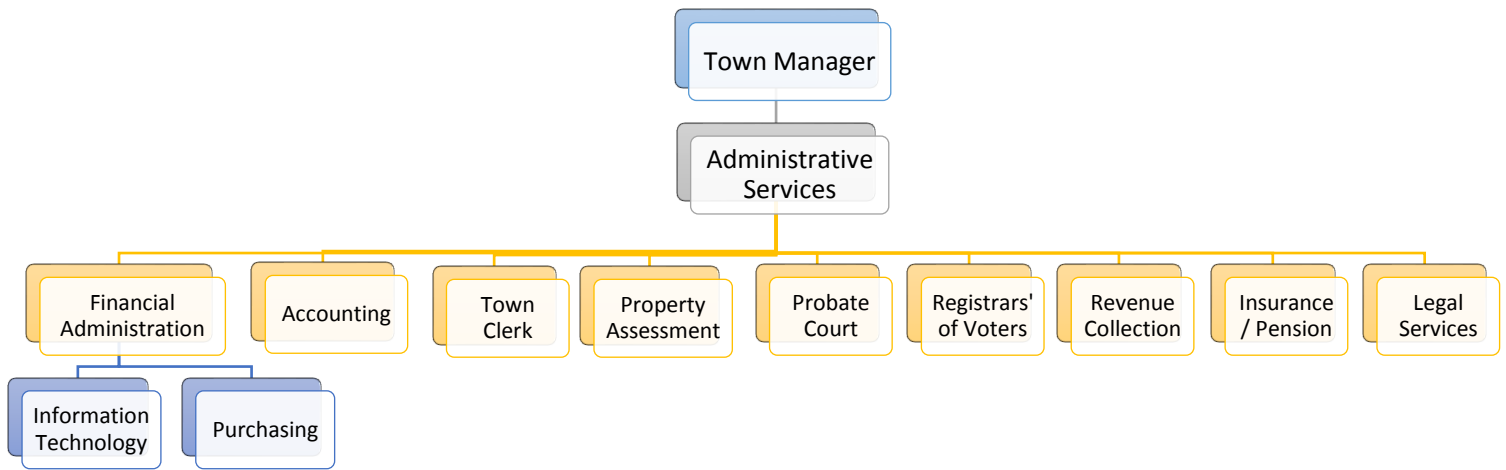
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Complete Septic System Plan Reviews Within 5 Working Days	80%	88%	86%	85%	86%
<i>New Goal-</i> Reduce Number of 1 and 2 Point Demerit High Risk Violations Found at Licensed Food Service Establishments	<20%	21%	21%	22%	21%

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Well and Septic Permits Issued (including Repairs)	64	92	97	95
Routine Inspections (Septic Installation, restaurants)	552	714	650	610
Complaint Inspections (Housing Code Matters, Environmental Sanitation)	148	84	150	130

Administrative Services



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	1,903,609	2,012,546	1,995,255	2,026,722	1.58%
Supplies	105,770	116,759	142,925	141,335	-1.11%
Services & Charges	4,090,092	4,241,859	4,238,640	4,711,169	11.15%
Capital Outlay	51,399	151,439	72,760	80,740	10.97%
TOTAL EXPENDITURES	\$6,150,870	\$6,522,603	\$6,449,580	\$6,959,966	7.91%

Activities, Functions, and Responsibilities by Division

Financial Administration

- Compile Operating and Five-Year Capital Improvement Plan (CIP) for the Town Manager's review.
- Implements renewal and procurement of Town & Education 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.
- Oversees administration of the Town of Glastonbury Retirement Income Plan

Activities, Functions, and Responsibilities by Division Cont'd

Information Technology

- Maintain an efficient and secure communication network for all systems
- Install and maintain PC workstations, tablets, printers, system servers, scanners, and network devices
- Act as advisor and technical support for departmental system enhancements and town websites

Purchasing

- Review and approve purchase requisitions and orders to acquire goods & services
- Maintain purchasing module of MUNIS Financial system
- Develop specifications and administer solicitations for quotations, bids, and proposals
- Contract Administration related to goods and services
- Disposition of surplus property
- Develop and maintain purchasing policy & procedures
- Administer procurement card program and maintain related on-line banking controls

Accounting

- Prepare 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 procedures are being followed
- Process biweekly payroll and issue all disbursements in a timely manner
- Administer the accounts receivable billing system

Property Assessment

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

Revenue Collection

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

Activities, Functions, and Responsibilities by Division Cont'd

Town Clerk

- Record, index and certify Land Records and Maps
- Process Vital Records (Birth, Marriage, and Death) Filings and issue Certified Copies
- Collect Conveyance Tax, Historic Documents Preservation, Community Investment, Nominee Recordings and Marriage License fees. Reconcile and remit to the State as required.
- Election Preparation and Administration Including Designating Offices on the Ballot, Accepting Candidate Nominations, Ballot Design, Preparation and Ordering, Certifying Election Results and Filing Various Other Election-Related Reports Year Round
- Administer Absentee Ballots; Issue, track and safeguard for Election Day
- Qualify Nominating and Referenda Petitions
- Issue Dog, Marriage, and Sporting Licenses
- Accept filings for Liquor Permits and Trade Names (DBA)
- Accept Aircraft, Veteran Discharge, and Foreclosed Property Registrations
- Repository for Contracts, Agreements, Budgets, Annual Reports and Board, Commission, and Committee Agendas & Minutes
- Index, Maintain, and Preserve Various Miscellaneous Filings and Public Records
- Agent For Service for the Town
- Coordinate Ethics Commission Training Provide Notary Public Services, Registration, and Authentication

Registrars' of Voters

- 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
- 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 with Town departments and Secretary of the State for conduct of all elections
- Train & supervise all election officials in accordance with State Statutes governing voters' rights
- Coordinate publication of all notices regarding voter registration/elections, per SOS requirements
- 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/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 and Annual Canvass of Electors per National Change of Address (NCOA) service to update records

Legal Services

- Provide opinions relative to questions on the Charter and Town Code
- Interpret municipal Code or State Statutes
- Represent the Town as necessary in legal matters

Activities, Functions, and Responsibilities by Division Cont'd

Probate Court – Glastonbury-Hebron

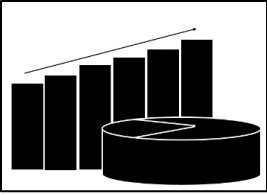
- Decedents' estates
- Conservatorships: voluntary and involuntary
- Guardianships and Guardianships of the estate of a minor
- Temporary custody, Termination of parental rights, Adoptions, Emancipations
- Compromise of claims
- Commitment of mentally ill and commitment of persons who are drug and/or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

Insurance/Pension

- Accounts for Workers' Compensation, Casualty/ Property/Liability insurance, life and disability insurance, 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; and recommends the annual renewal to the Town Manager as specified in the Charter and Town Code. The Director of Finance acts as the 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.
- Coordinates with health care consultant, currently Lockton Companies, medical insurance for Town employees and retirees by advising and assisting the Town with administering self insurance-program and coordinating the annual renewals with Anthem, ConnectiCare and Delta Dental.
- Accounts for health benefit costs for retirees.
- Oversee the administration of Wells Fargo Retirement Services who serves as directed trustee/custodian for the Town's pension funds and benefit payment administrator for the Town's retirees.
- Work with Fiduciary Investment Advisors (FIA) who assists the Town in the management of the pension fund investments and Milliman who provides actuarial services for the annual valuation and benefit calculations.
- The OPEB Trust is administered by Wells Fargo with actuarial services provided by Milliman.

Self Insurance

- Maintain a minimum fund balance level equivalent to the total of the following components:
 - The difference between the Town's maximum exposure for health related claims and expenses as calculated annually at the time of renewal and the total budgeted amount for health related insurances
 - Ten percent (10%) of the total budgeted amount for health related insurances for the year of renewal
 - The total of the incurred but not recorded (IBNR) claims at fiscal year-end as provided by the Town's health benefits consultant



Financial Administration

Successes & Accomplishments

Financial Administration, Purchasing, Information Technology

- Received Government Finance Officers Association (GFOA) Distinguished Budget Award for the 2016/17 budget.
- Revised and reformatted budget document working with the Marketing and Communications Specialist.
- Coordinated lease renewals for residential properties resulting in annual revenues.
- Administered online surplus property auctions resulting in annual revenue of over \$33,000.
- Reissued Purchasing Policy and Procedures to align with current procurement practices and process improvements, including standardization of forms and templates.
- Expanded on-line certificate of insurance data base to track vendor insurance requirements.
- Implemented on-line expense reconciliation for all procurement card users.
- Coordinated chip-card roll out of procurement card program to enhance security features with credit card processing.
- Continued expansion of bank procurement card program resulting in an annual rebate amount to the Town of \$3,392.
- Implemented new Commission on Human Rights and Opportunities (CHRO) legislation for minority set-aside requirements for state funded projects.
- Completed PCI compliance on town network
- Implemented new Data backup system that greatly improves abilities for Disaster Recovery.
- Significant improvements in utilization of existing Munis Modules.
- Completed Wireless network access to most town building and some parks.

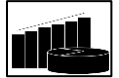
Future Goals & Initiatives

- Continue to enhance budget document to retain GFOA Distinguished Budget Presentation Award.
- Prepare for future bond issues & long term capital improvement planning as it relates to the Capital Improvement Program.
- Coordinate solicitation and implementation of new signs for Town facilities.
- Research categorization of suppliers in MUNIS financial system including minority vendor tracking.
- Coordinate electronic tracking of expired certificates of insurance for suppliers within MUNIS financial system in conjunction with the implementation of MUNIS upgrade.
- Evaluate procurement use of document management software to store, index and retrieve documents related to solicitations and related purchases and implement an effective Town wide Document Management System
- Assist other departments with implementation of new and unused features of our Munis System.
- Upgrade all town servers to Windows Server 2012 or newer.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	9	8	8	8
Part Time	1	1	1	1
FTE	9.5	8.5	8.5	8.5

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	660,612	695,293	715,915	729,175	1.85%
Supplies	15,394	26,888	31,090	31,090	0.00%
Services & Charges	475,710	435,589	489,886	519,330	6.01%
Capital Outlay	47,394	128,185	67,450	70,000	3.78%
TOTAL EXPENDITURES	\$1,199,110	\$1,285,955	\$1,304,341	\$1,349,595	3.47%
REVENUES-Non Tax	\$16,687	\$30,971	\$25,000	\$35,000	40.00%
Required From Taxes	\$1,182,423	\$1,254,984	\$1,279,341	\$1,314,595	2.76%

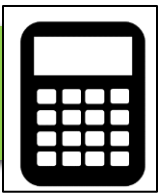
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
GFOA Distinguished Budget Award: # of Years Received	Annual	21	22	23	24
Unassigned Fund Balance as a % of Budgeted Revenues	>12%	15.8%	16.8%	14.4%	13.7%
Debt Service as a % of Actual Expenditures	<10%	6.6%	5.8%	5.6%	5.6%
Bond Ratings:					
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard and Poor's	AAA	AAA	AAA	AAA	AAA
Average Time to Close IT Computer Requests for Assistance (CRAs) - in days	10	23	35	30	25
Tech Staff per Total Staff*	<3.6%	1.8%	1.8%	1.8%	1.8%
Tech Spending per Employee*	<\$7773	\$3,688	\$3,624	\$3,600	\$3,640
Tech Spending % of Revenue*	<3.6%	2.8%	2.8%	2.8%	2.8%

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

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
# of Bids Issued	20	13	20	20
# of Requests for Proposal Issued	9	7	12	12
# of Quotes Issued	23	14	14	15
# of Networked Devices	737	859	870	875
CRAs Resolved	674	700	597	620
Average Monthly CRA Volume Processed	59	50	50	50
Information Technology Projects Completed	41	51	52	55



Accounting

Successes & Accomplishments

- Awarded Certificate of Achievement for Excellence in Financial Reporting by the 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. Using a ladder approach and some longer-term investments, generated General Fund earnings of 0.51% compared to the short-term benchmark of 0.30%. Sewer funds invested separately earned 1.83%.
- Teamed with Information Technology and Human Resources personnel to implement reporting requirements of the Affordable Care Act for the first time and to implement new features of the accounting software to assist with budget projections for personal services.
- Participated in document management system proposal evaluation for Town-wide system.
- Successfully hired and trained 2 new employees replacing long-time employees in accounts payable and payroll.

Future Goals & Initiatives

- Maintain the Town's excellence in financial reporting by regularly producing timely and accurate financial reports.
- Continue to invest in longer-term certificates of deposit, within FDIC limits, and U.S. Government securities where practicable to improve investment yield.
- Complete evaluation of document management systems and implement the financial portion by December 2017.
- Work with Information Technology personnel to implement an upgrade to the financial accounting system and provide training to Town staff in its use.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	4	4	4	4
Part Time	0	0	0	0
FTE	4	4	4	4

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	279,046	322,276	291,125	288,751	-0.82%
Supplies	11,497	11,057	13,100	13,100	0.00%
Services & Charges	121,413	127,372	137,756	140,494	1.99%
Capital Outlay	1,421	1,662	0	0	0.00%
TOTAL EXPENDITURES	\$413,377	\$462,367	\$441,981	\$442,345	0.08%
REVENUES-Non Tax*	\$264,422	\$285,841	\$275,000	\$315,000	14.55%
Required From Taxes	\$148,955	\$176,526	\$166,981	\$127,345	-23.74%

*Non-tax revenue is generated by investing the Town's idle cash. Through the use of a consolidated pooled cash concept, the Town is able to maximize investment earnings. The Town participates in the State-administered Short-Term Investment Fund (STIF), invests in bank money market accounts, and invests in certificates of deposit when appropriate. The STIF investment pool produced an average yield for the Town of 0.30% in fiscal year 2016. Interest rates have remained stagnant and are expected to increase slowly; therefore, the Town is estimating an average yield of 0.55% for fiscal year 2017/2018.

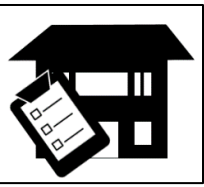


Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Financial Reporting:					
GFOA Certificate for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Audit Findings of Material Weakness	None	None	None	None	None
Financial Operations:					
% of Payroll Remitted by Direct Deposit	85%	82%	83%	83%	85%
% of Direct Deposit Electronic Statements	70%	66%	68%	68%	70%
% of Electronic Vendor Payments	20%	5%	5%	10%	20%
Investment Results:					
General Fund/Pooled Cash	0.55%	0.45%	0.51%	0.50%	0.55%
Sewer Funds--Pooled and Separately Invested	2.00%	1.26%	1.83%	1.85%	2.00%

Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Payroll Checks Issued	2,000	2,232	2,162	2,100	2,000
Direct Deposit Advices	10,500	10,111	10,330	10,400	10,500
Vendor Payments	6,100	6,362	6,006	6,100	6,100
1099 Misc Issued	180	170	176	180	180
W-2s Issued	900	911	849	900	900
Revenue Batches Posted	2,900	2,728	2,922	2,900	2,900
Accounts Receivable Bills Issued	400	387	390	400	400



Property Assessment

Successes & Accomplishments

- Finalized and signed the 2015 Grand List on January 28, 2016.
- Expanded access to the online personal property filing application to over 1,000 business accounts.
- Resolved tax appeals related to the 2012 revaluation.
- Awarded contract for the 2017 Grand List revaluation project.
- Continued 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.
- Encouraged residents to interact with staff by email in order to expedite their requests and associated adjustments, saving tax payer time, and allowing quicker turnaround for payments and refunds.
- Continued community outreach/publicity to older residents to inform them about the resident property tax credit program.

Future Goals & Initiatives

- File the 2016 grand list by statutory deadline.
- Assist the Board of Assessment Appeals in adjudicating the appeals of the 2016 Grand List.
- Continue to promote our online personal property filing application to more of our business accounts, saving the office considerable costs in printing and postage.
- Manage and coordinate the 2017 revaluation while keeping citizens informed of the process and its associated timetable.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	5	5	5	5
Part Time	0	0	0	0
FTE	5	5	5	5

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	335,352	346,177	352,895	351,030	-0.53%
Supplies	9,235	8,341	13,100	13,100	0.00%
Services & Charges	178,266	193,586	223,004	236,692	6.14%
Capital Outlay	0	1,915	1,390	6,340	356.12%
TOTAL EXPENDITURES	\$522,853	\$550,019	\$590,389	\$607,162	2.84%



Performance Measures

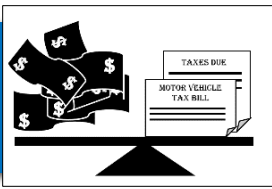
PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Time Lag in Processing Deeds (in days)	<30	20	15	20	20
Grand List Adjustment/Corrections	<2,600	2,566	2,680	2,600	2,600
Coefficient of Dispersion (COD)*	<12.5%	8.7%	10.4%	10.5%	10.5%
Assessment Level (Median)	63% - 77%	66.0%	65.6%	65.0%	65.0%
Price Related Differential (PRD)**	0.97-1.03	1.01	1.02	1.03	1.03

**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.*

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Taxable Grand List Accounts	53,690	53,657	54,000	54,000
Elderly Applications Processed	471	524	500	500
Useable Real Estate Sales	488	486	500	500
Deeds processed	998	1,009	1,200	1,200
Applications to Board of Assessment Appeals	62	65	103	80
Appeals to Superior Court	5	3	5	5
New Construction assessments completed	46	39	42	30



Revenue Collection

Successes & Accomplishments

- Achieved a collection rate of 99.55% for the year ended June 30, 2016
- Used small claims court for collection of delinquent motor vehicle taxes which resulted in the collection of 50 accounts at no cost to the Town
- Successfully transitioned staff to newly appointed positions
- Worked with DMV to provide better customer service by electronically releasing taxpayers through their Connecticut Integrated Vehicle Licensing System (CIVLS)

Future Goals & Initiatives

- Achieve a collection rate over 99%
- Issue request for proposal for lockbox processing; evaluate proposals for new technology and systems; and implement new system effective with the July 1, 2017 tax billings
- Renovate and modify Revenue Collection office to enhance security
- Continue to assist the DMV and taxpayers to clear up old and/or inaccurate motor vehicle records
- Accept payment via text messaging services through third party vendor

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	4	4	4	4
Part Time	0	0	0	0
FTE	4	4	4	4

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	257,577	264,452	246,000	262,444	6.68%
Supplies	27,699	25,167	33,755	32,165	-4.71%
Services & Charges	167,309	156,196	164,496	176,527	7.31%
Capital Outlay	0	6,456	0	0	0.00%
TOTAL EXPENDITURES	\$452,585	\$452,271	\$444,251	\$471,136	6.05%

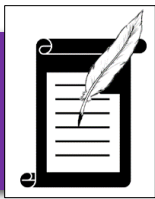
Performance



PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Tax Revenue Collection Rate					
Personal Property	99.2%	99.2%	98.6%	99.2%	99.0%
Real Estate	99.2%	99.5%	99.7%	99.5%	99.3%
Motor Vehicle	98.5%	98.6%	98.8%	98.5%	98.5%
Sewer Collection Rate	≥97.0%	97.3%	98.3%	98.0%	97.1%

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
# of Credit Card/E-Check Transactions processed	4,069	5,069	4,300	5,070
Total Dollars for Credit Card/E-Check Transactions	\$3,626,232	\$5,226,548	\$3,800,000	\$5,300,000
Real Estate - Non Escrow (billed)	7,525	7,708	7,800	7,800
Real Estate - Escrow (billed)	6,349	6,237	6,200	6,200
# of Motor Vehicle Accounts	32,126	31,883	32,300	32,300
# of Personal Property Accounts	2,109	2,210	2,220	2,220
# of Supplemental Motor Vehicle Accounts	4,953	5,068	5,150	5,150
# of Sewer Bills Issued	5,714	5,714	5,750	5,750
# of Tax Liens	302	271	300	300
Electronic Billing Notifications	0.1%	0.1%	0.3%	0.1%
Lockbox Collections (excluding Escrow)	44.4%	36.9%	50.0%	45.0%



Town Clerk

Successes & Accomplishments

- Completed the migration of data and images for public records to the electronic archival data and image preservation system to preserve, authenticate, and provide a sound disaster recovery system. Glastonbury is one of the first government jurisdictions in the country to purchase and implement such a system for electronic public records.
- Continued participation as a test town for the Secretary of the State's Election Management System to improve the accuracy and speed of reporting election results for the April 2016 Presidential Preference Primary and running live with the system for the November 2016 Federal/State Election.
- Designed in December 2016 and implementing in 2017 a tracking system for board and commission memberships as well as individual participation on boards and commissions through the years for historical purposes. The system will create reports in a more efficient, accurate and timely manner.
- Submitted a State Preservation Grant application in April 2016 for FY 2016/2017 to continue the conservation and preservation project for 135 of the town's oldest permanent record property maps.
- Continued participation in a workgroup for enhancements to the Secretary of State's Voter Registration System module for the issuance and tracking of absentee ballots and petition qualifying. The system provides additional controls and reports and streamlines processes and procedures to shorten voter wait times.
- Completed the FY 2015/2016 State Preservation Grant for the conservation and preservation of 167 of the town's oldest permanent record property maps in April 2016.
- Continued oversight of Ethics Commission training protocol for all board and commission members as well as providing status updates on that training to Ethics Commission.

Future Goals & Initiatives

- Complete minor vault renovations to provide additional shelving space for permanent public records storage.
- Replace aging lock system for vault door to maintain security and provide fire and smoke suppression for the town's oldest permanent public records.
- Submit a State Preservation Grant application in April 2018 for FY 2018/2019 to continue the conservation and preservation project for the town's oldest permanent record property maps and complete by June 2018 the FY 2017/2018 State Preservation Grant for the conservation and preservation of same.
- Coordinate in December 2017 the biennial ethics DVD training with staff liaisons for boards and commissions at their organizational meeting in January 2018 and provide ongoing updates on that training to the Ethics Commission.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	4	4	4	4
Part Time	0	0	0	0
FTE	4	4	4	4

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	261,552	268,618	272,785	278,322	2.03%
Supplies	11,298	13,196	13,550	13,550	0.00%
Services & Charges	197,992	191,830	220,690	227,832	3.24%
Capital Outlay	0	4,400	2,780	4,400	58.27%
TOTAL EXPENDITURES	\$470,842	\$478,044	\$509,805	\$524,104	2.80%
REVENUES-Non Tax*	\$859,186	\$1,081,527	\$842,900	\$842,900	0.00%
Required From Taxes	(\$388,344)	(\$603,483)	(\$333,095)	(\$318,796)	-4.29%

*Non tax revenues are generated from conveyance tax and recording fees from land record recordings, issuance of marriage, dog & 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.

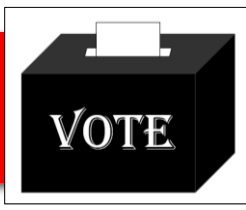
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Land Recordings Returned Within 21 Days (Standard 30)	100%	100%	100%	100%	100%
Land Record Audit Done By Statutory 12/31 Deadline	100%	100%	100%	100%	100%
Absentee Ballots Mailed Within Statutory 24 Hours	100%	100%	100%	100%	100%
Historic Document, Farmland Preservation, and Marriage License Surcharge Reports Submitted by Statutory Deadlines	100%	100%	100%	100%	100%
Conveyance Tax Filing Within Statutory Deadline	100%	100%	99%	95%	95%

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Land Record Recording (LRR) - Documents	7,295	7,248	7,400	7,400
Land Record Recording (LRR) - Pages	27,107	28,307	30,000	30,000
Land Record Certifications	174	152	200	200
Property Map Recordings	112	138	150	150
Dog Licenses Issued - Individual / Kennel	2,817 / 10	2,755 / 7	2,800 / 10	2800 / 10
Sporting Licenses & Permits / Liquor Permits Issued	730 / 45	626 / 57	700 / 50	700 / 50
Vital Records Received and Processed	870	823	900	900
Marriage Licenses Issued	135	158	150	150
Burial / Cremation / Disinterment Permits Issued	174 / 79 / 4	165 / 82 / 1	170 / 80 / 2	170 / 80 / 2
Notary Registrations / Required Notarizations	86 / 426	99 / 726	100 / 700	100 / 700
Absentee Ballots Issued for Election Events	954	719	2,234	325
Online Credit Card Transactions - #/\$*	555 / \$12,592	542 / \$14,549	600 / \$15,000	600 / \$15,000

* Dog Licenses and Land Record Recordings Only.



Registrars of Voters

Successes & Accomplishments

- Presented a voter registration overview to the Civics class at Glastonbury High School in anticipation of the Presidential Primary.
- Enrolled 156 students in High School registration session completed March 2016.
- Published articles in local newspaper to encourage participation in the upcoming Primary.
- Conducted annual canvass of voters beginning January 5, 2016 through May 31, 2016.
- Held a Republican and Democratic Presidential Primary in April 2016. Percentage turnout was approximately 50%.
- Hired and trained two new deputies, 7 new moderators and approximately 35 new poll workers in addition to providing training to existing poll workers.
- Implemented a new DMV online voter registration and address change system.
- Volunteered to be test site for new Election Management System for end of the night results reporting at the April 2016 Primaries.
- Implemented new voter access program for voters with disabilities.
- Implemented mandatory Election Management System for the November 8, 2016 Federal and State election.
- Coordinated with Riverfront Community Center, Facilities, and IT to establish Election Day Registration utilizing the online voter registration system. On Election Day, The Town of Glastonbury registered 314 voters who then were able to vote.
- Participated in semi-annual Registrar of Voters Annual Conference and Secretary of State (SOS) conference on election laws and procedures.
- Implemented new election laws adopted by the CT State Legislature and/or Congress.
- Attended courses for Registrar Certification successfully completing seven of the eight required courses and passing each examination.
- Participated on subcommittees within the Registrars professional organization, ROVAC, contributing on the Technology and Legislative Committees. Assumed chairmanship of the Technology committee.

Future Goals & Initiatives

- Conduct annual canvass of voters January 4, 2017 through May 31, 2017.
- Recruit and train new poll workers.
- Conduct high school registration session between January and June 2017. Goal is to increase participation in registration process via the use of the Online Registration process.
- Plan for a possible referendum in the spring of 2017 and the Municipal Elections in the fall of 2017.
- Revise documentation for end of the night reporting for Absentee Balloting to conform to new reporting requirements from the State and Town Clerk.
- Plan for implementation of Poll Books in anticipation of SOS finalizing specifications.
- Revise elements of the training material to address specific changes to the law and continued refinements in best practices.
- Participate in our professional organization providing guidance on best practices and working to improve systems.
- 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 2016 legislation.
- Continue to monitor election cost savings.

Personnel & Expenditure Summary



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	109,470	115,730	116,535	117,000	0.40%
Supplies	12,576	14,477	16,730	16,730	0.00%
Services & Charges	21,054	22,007	24,574	24,571	-0.01%
Capital Outlay	0	6,262	1,140	0	-100.00%
TOTAL EXPENDITURES	\$143,100	\$158,476	\$158,979	\$158,301	-0.43%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Hire, Train, and Certify Election Officials	70	63	85	70	75

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Number of Registrars	2	2	2	2
Deputy Registrars	2	2	2	2
Tabulator Technicians	5	4	4	6
Number of Elections (including Primaries)	2	2	2	2
Referendum	1	1	1	1
Audit or Recanvas	1	1	1	1
Number of Eligible Voters	22,000	23,500	23,500	23,500
Percent Voting: Gubernatorial	70%	*	*	
Municipal	*	28%	*	30%
Presidential	*	*	90%	*
Primary Presidential	*	40%	*	*
Party Primary	19%	*	40%	40%
Referendum	*	40%	40%	40%

* Not Applicable



Legal Services

The Town Attorney represents the community in lawsuits when it is not defended by its 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.

Personnel & Expenditure Summary

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Services & Charges	349,187	397,017	250,000	280,000	12.00%
TOTAL EXPENDITURES	\$349,187	\$397,017	\$250,000	\$280,000	12.00%
REVENUES-Non Tax	\$30,535	\$15,795	\$12,000	\$12,000	0.00%
Required From Taxes	\$318,652	\$381,222	\$238,000	\$268,000	12.61%

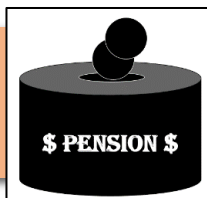


Probate Court – Glastonbury-Hebron

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.

Personnel & Expenditure Summary

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Supplies	18,071	17,633	21,600	21,600	0.00%
Services & Charges	2,805	1,835	4,200	4,200	0.00%
Capital Outlay	2,584	2,559	0	0	0.00%
TOTAL EXPENDITURES	\$23,460	\$22,027	\$25,800	\$25,800	0.00%



Insurance/Pension

Successes & Accomplishments

- Participated in review and feasibility analysis with the Capitol Region Education Council (CREC) to form a regional insurance captive with select municipalities for Individual Stop Loss (ISL) for self-insured plans. Upon favorable review and recommendation CT Prime was formed. Glastonbury is one of the first participating municipalities in this initiative. Initial savings through participation is estimated at \$70,000.
- Phased in an additional reduction in the investment Rate of Return (ROR) on the Town's pension fund investments from 7.125% to 7.00% absorbing increased pension costs and while maintaining a modest Town operating budget increase.
- Incorporated investment changes within the Town's defined contribution pension plan that included better investment options for participants and consulting and oversight services from Fiduciary Investment Advisors on a periodic basis.

Future Goals & Initiatives

- Continue to monitor and revise the Town's comprehensive safety program for 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.
- In accordance with the Self Insurance Reserve Fund Policy continue to budget the full premium equivalent rates and minimum expected claims for health insurance. Work with consultant to review and analyze claims and full funding of program and evaluate cost saving changes to the health insurance plan designs.
- Work with Town's actuaries to review options to changes in pension plan and assumptions to reduce long term pension plan costs.
- Monitor cost effectiveness of on-going participation in CT Prime.

Personnel & Expenditure Summary

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Training & Dues	0	0	2,700	2,700	0.00%
Casualty Insurance	509,974	503,159	534,990	537,190	0.41%
Employee Related Insurance	1,681,821	1,789,525	1,855,134	2,185,218	17.79%
Pension	40,391	13,116	17,930	17,930	0.00%
OPEB Reserve	250,000	312,410	222,180	240,860	8.41%
Claims/Services/Retro Charges	78,898	75,735	60,000	60,000	0.00%
Programs/Professional Services	15,272	22,482	31,100	57,625	85.29%
TOTAL EXPENDITURES	\$2,576,356	\$2,716,427	\$2,724,034	\$3,101,523	13.86%
REVENUES-Non Tax*	\$991,118	\$953,278	\$876,371	\$1,149,508	31.17%
Required From Taxes	\$1,585,238	\$1,763,149	\$1,847,663	\$1,952,015	5.65%

* Non tax revenue is generated from employee health insurance reimbursements, insurance policy credits, and claims reimbursements. The Town anticipates receiving \$1,149,508 for FY2017/2018. Insurance credits and claims reimbursements are estimated to be \$40,000; employee health insurance reimbursements are estimated to be \$1,109,508.



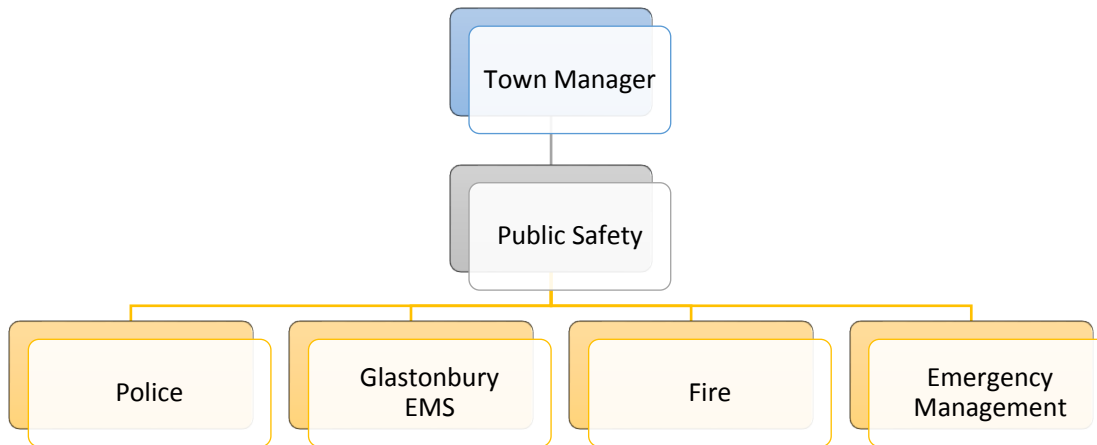
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Workers Compensation Experience Modification Factor	<.90	0.86	0.86	0.90	0.85
Pension Contribution (% of Payroll)	<10%	23%	25%	28%	33%
Pension Plan Funded Ratio - % Funded (As of 7/1)	100.0%	66.9%	70.6%	72.2%	71.0%
Percent of Actuarial Determined Contribution (ADC)	100%	100%	100%	100%	100%

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ESTIMATED	FY2017 ESTIMATED	FY2018 ESTIMATED
Casualty Insurance (annual cost)	\$509,975	\$509,975	\$534,990	\$534,990
Health Insurance Rate Increases:				
Anthem Blue Cross/Blue Shield	-1.4%	2.3%	13.8%	17.4%
ConnectiCare	-0.8%	3.5%	8.7%	18.2%
Delta Dental	4.4%	0.4%	0.0%	0.0%

Public Safety



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	6,668,641	7,108,501	7,460,730	7,762,812	4.05%
Supplies	172,854	212,092	211,890	215,209	1.57%
Services & Charges	4,247,034	4,639,715	4,761,549	5,215,309	9.53%
Capital Outlay	382,206	440,512	435,717	480,850	10.36%
TOTAL EXPENDITURES	\$11,470,735	\$12,400,820	\$12,869,886	\$13,674,180	6.25%

Activities, Functions, and Responsibilities by Division

Police Department

- Processing all requests for emergency assistance through 911
- Dispatching police, fire, and ambulance personnel for Glastonbury & East Hampton
- Responding to over 2,000 medical calls each year
- Investigating approximately 765 motor vehicle accidents and 2,205 criminal incidents per year
- Maintaining full-time school resource officers at the elementary, middle, and high schools
- Processing over 760 animal control cases each year

Activities, Functions, and Responsibilities by Division Cont'd

Glastonbury EMS

- Provide emergency medical pre-hospital care
- Provide backup support for Glastonbury Fire Department at structure fires
- Provide mutual aid assistance as needed
- Furnish and maintain 3 ambulances in accordance with State, Federal and industry standards (Vehicles funded by GVAA)
- Provide community CPR and first aid training under American Heart Association (AHA) guidelines
- Participate in Town planning for disasters and mass casualty incidents
- Provide standby first aid services for community events

Fire Department

- Protect life and property
- Provide adequate fire and rescue protection
- Provide fire suppression
- Conduct public fire education
- Execute fire prevention activities and pre-fire planning
- Provide mitigation of natural and manmade disasters as well as hazardous materials incidents

Emergency Management

- Plan for manpower, equipment, and community needs for town emergency situations
- Update information, regulations, and training as applicable
- Conduct monthly testing of the Town's warning sirens
- Provide information to citizens for emergency situations and public safety updates via its disaster telephone 860-652-7578 and radio channel, 1570 AM
- Maintain an up-to-date mobile telecommunications van, 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, and Local Public Safety, Homeland Security, and Emergency Management organizations, for the protection of the citizens of Glastonbury
- Provide informational sessions for various local organizations, businesses, and citizens
- Maintain association with a myriad of civic organizations and businesses



Police Department

Successes & Accomplishments

- Hired 4 police officers and 3 dispatchers
- Replaced police department generator and installed secondary propane fuel tanks
- Attained 9th National Commission on Accreditation for Law Enforcement Agencies (CALEA) Accreditation / March 2016
- Expanded and upgraded the radio dispatch consoles / June 2016
- Assumed dispatch services for East Hampton Police, Fire & EMS / July 2016
- Attained 4th Police Officer Standards Training Council (POSTC) CT State Accreditation / September 2016
- Renovated the men's shower and restroom / October 2016

Future Goals & Initiatives

- Continue to fill police officer and dispatcher vacancies
- Implement K-9 program
- Conduct Citizen's Police Academy / Spring 2017
- Renovate the men's and woman's locker rooms / Summer 2017
- Outfit each cruiser with an Automatic External Defibrillator (AED) and replace current AED units / Summer 2017

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	75	75	75	78
Part Time	4	4	4	3
FTE	77	77	77	79.5

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	6,259,254	6,655,663	6,943,780	7,240,385	4.27%
Supplies	112,256	118,636	126,370	128,370	1.58%
Services & Charges	3,802,356	4,129,452	4,271,672	4,718,920	10.47%
Capital Outlay	308,511	385,190	333,000	278,250	-16.44%
TOTAL EXPENDITURES	\$10,482,377	\$11,288,941	\$11,674,822	\$12,365,925	5.92%
REVENUES-Non Tax	\$127,261	\$127,487	\$81,000	\$81,000	0.00%
Required From Taxes	\$10,355,116	\$11,161,454	\$11,593,822	\$12,284,925	5.96%

Performance Measures



PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Crime Rate (Per 1000 population)* pop. 34,427	<14.00	8.40	12.80	12.50	12.50
Percent of Part I Crimes** Cleared by Arrest***	>30.00	47.60	31.80	31.40	37.80
Answer Time-E911 (Seconds)	<3:00	2.78	2.80	2.70	2.70
Emergency/Priority 1 Response Time (Min)	<4:30	4:32	4:34	4:30	4:30
# of Workplace Incidents	0	9	8	5	5
# of Lost Days****	0	148	90	15	15

*National Average = 44.3

**FBI's Uniform Crime Index for Major Crimes

***National Average = 15.8

****Lost days due to employee injuries

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Alarm Dispatches	1,478	1,436	1,575	1,495
Total Part 1 Crimes**	292	441	612	433
Total Calls for Service/Complaints	18,264	18,162	16,935	18,022
Total Medical Calls	1,859	2,195	2,214	1,994
Total Animal Calls	627	761	747	709
Total Motor Vehicle Accidents	874	766	855	846
Accidents Involving Injury	119	121	135	124

**FBI's Uniform Crime Index for Major Crimes



Glastonbury EMS

Successes & Accomplishments

- Implemented name change from Glastonbury Volunteer Ambulance Association to doing business as Glastonbury EMS.
- 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 8 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 administer NARCAN (naloxone) in cases of respiratory distress from opiate overdoses, 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.

Future Goals & Initiatives

- 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.

Personnel & Expenditure Summary

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	0	0	0	0	0.00%
Services & Charges	29,429	18,083	29,730	20,010	-32.69%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$29,429	\$18,083	\$29,730	\$20,010	-32.69%
REVENUES-Non Tax	\$37,490	\$19,022	\$30,510	\$30,510	0.00%
Required From Taxes	(\$8,061)	(\$939)	(\$780)	(\$10,500)	1246.15%



Fire Department

Successes & Accomplishments

- Received a \$35,000 grant from Firehouse Subs Public Safety Foundation for the purchase of two battery powered extrication spreaders (Jaws of Life) and cutters.
- Implemented a per diem program in which two firefighters are on-duty between the hours of 8 a.m. and 4:30 p.m., Monday through Friday.
- Three firefighters completed their probationary period and were sworn into the Department with six new probationary firefighters completing Firefighter I certification training.
- Continue to partner with Glastonbury Police and St. Francis Hospital to promote car seat safety.

Future Goals & Initiatives

- Continue to improve upon firefighter safety through advancements in technology, equipment, and training.
- Focus on recruitment and retention of new and existing members.
- Develop a plan to enhance the Department's infrastructure with an emphasis of improving overall operating cost.
- Implement an in-house Firefighter II certification training program.
- Increase the number of firefighters trained to the Emergency Medical Response level.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	2	2	2	2
Part Time	0	0	0	0
FTE	2	2	2	2

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	389,387	432,838	495,950	501,427	1.10%
Supplies	60,482	93,273	85,255	86,574	1.55%
Services & Charges	407,390	484,431	451,645	467,576	3.53%
Capital Outlay	70,249	54,611	101,635	201,000	97.77%
TOTAL EXPENDITURES	\$927,508	\$1,065,153	\$1,134,485	\$1,256,577	10.76%
REVENUES-Non Tax	\$2,225	\$1,770	\$4,000	\$4,000	0.00%
Required From Taxes	\$925,283	\$1,063,383	\$1,130,485	\$1,252,577	10.80%



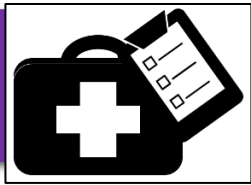
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Average Response Time in Minutes	6-8	6	6	6	6
Insurance Service Rating	4/8B	4/8B	04/4Y	04/4Y	04/4Y
Fire Training Hours	7,000	7,053	7,500	8,000	8,000
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	78*	0	0	0

**Days missed due to injury occurring 2014. Firefighter is back to duty.*

Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Emergency Incidents	900	851	900	950	950
Structure Fires	35	15	25	25	25
Volunteer Firefighters	135	115	115	120	120



Emergency Management

Successes & Accomplishments

- Maintained viable, Emergency Management and Homeland Security Program.
- Sustained federal certification 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 Department for Santa’s Run, Apple Festival, and Summer Music Series for citizen protection and staff training.
- Participated in Memorial Day Parade and ceremony, St. Patrick’s Parade (Hartford), and Veteran’s Day ceremonies.
- Instituted a program with several colleges 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.

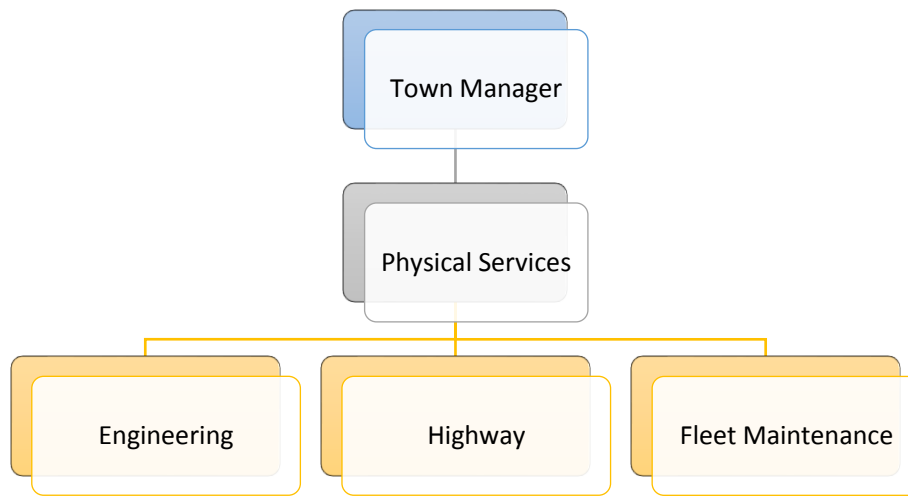
Future Goals & Initiatives

- Maintain viable Emergency Management and Homeland Security Program.
- Work closely with CT Division Emergency Management Homeland Security (DEMHS).
- Committees: CCROG Emergency Planning, Emergency Managers Association, Brainerd Field Noise Abatement Committee, and local Chamber of Commerce.
- Continue National Incident Management System Training for continuous improvement and 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 via the Director and staff attending seminars and training given by local, regional, state, and federal resources.
- Continue to work with Boy Scouts, high school and 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 and training in Emergency Management and Homeland Security. Our students thus far represent Mitchell College, University of New Haven, and Salve Regina College

Personnel & Expenditure Summary

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	20,000	20,000	21,000	21,000	0.00%
Supplies	116	183	265	265	0.00%
Services & Charges	7,859	7,749	8,502	8,803	3.54%
Capital Outlay	3,446	711	1,082	1,600	47.87%
TOTAL EXPENDITURES	\$31,421	\$28,643	\$30,849	\$31,668	2.65%
REVENUES-Non Tax	\$12,103	\$0	\$10,610	\$10,610	0.00%
Required From Taxes	\$19,318	\$28,643	\$20,239	\$21,058	4.05%

Physical Services



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	3,223,482	3,137,577	3,235,895	3,257,193	0.66%
Supplies	751,859	590,747	650,800	653,570	0.43%
Services & Charges	2,546,415	2,425,541	2,431,839	2,618,490	7.68%
Capital Outlay	290,760	377,582	329,890	313,300	-5.03%
TOTAL EXPENDITURES	\$6,812,516	\$6,531,447	\$6,648,424	\$6,842,553	2.92%

Activities, Functions, and Responsibilities by Division

Engineering

- 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.
- Administration and implementation of the Town’s Stormwater Management Plan. Management and administration of construction projects designed by Division staff and retained consultants.
- 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.

Activities, Functions, and Responsibilities by Division Cont'd

Highway

- 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 and advisory traffic signage.
- Maintain the Town's sanitary sewer collection system.
- Maintenance and construction of the Town's extensive storm drainage system.
- Complete construction, as funded and assigned, on a wide variety of public infrastructure improvements.
- Generally maintain public roadways through patching, crack sealing, and curbing operations.

Fleet Maintenance

- 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 on 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.
- Maintenance and regulatory compliance associated with the Town's gasoline, diesel, and natural gas fueling stations.



Engineering

Successes & Accomplishments

- **Hebron Avenue/New London Turnpike Roundabout:** Administered and assisted in the design 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 of these high volume arterial roadways. Design consideration was incorporated with respect to complete street concepts and aesthetic appeal, in addition to standard modeling efforts aimed at reducing queue lengths.
- **Eastern Boulevard Bridge:** Administered all phases of design and regulatory permitting in accordance with Federal Transportation grant funding requirements for replacement of the Eastern Boulevard Bridge over Salmon Brook. Efforts included coordination with several public utility companies in order to relocate facilities in a manner that minimized inconvenience to businesses in the Gateway Corporate Park. Grant dollars will reimburse 80% of all project costs.
- **Town Hall Site Rehabilitation:** Developed design plans for reconfiguration and beautification of the Town Hall/Academy site. Improvements will include driveway realignment, pavement rehabilitation, new site lighting, and landscaping.
- **Hebron Avenue Pavement Rehabilitation:** Developed design plans for pavement rehabilitation of Hebron Avenue between Main Street and Sycamore Street. Pavement rehabilitation methodologies will include both full depth reconstruction and mill/overlay in different sections. Design plans have been carefully coordinated with sequencing associated with the installation of a roundabout at the intersection of Hebron Avenue and House Street.

Future Goals & Initiatives

- **Blackledge River Dam:** Administer, design, permitting, and construction associated with removal of a stone masonry dam within the Town-owned Blackledge Falls Open Space. Dam removal will recreate the natural channel of the Blackledge River and restore 2.1 miles of riverine habitat for native fish species.
- **Hebron Avenue/House Street Roundabout:** Administer design and construction phases associated with construction of a modern roundabout at the intersection of Hebron Avenue and House Street. Implementation of this approach to traffic management will significantly improve motorist safety and will also provide enhancements to pedestrian movement towards the Town Center. Grant dollars approved through the Local Road Accident Reduction Program will provide 100% of construction funding.
- **Multi-Use Trail – Phase 2:** Complete design, obtain permits, and administer construction of a second off-road multi-use trail section connecting the Gateway Corporate Park and House Street. Completion of this paved trail will complement existing on and off-road sections to provide a more bicycle and pedestrian friendly alternative to the State-owned Route 94 corridor linking the Town Center to points east.
- **Sidewalk Construction:** Complete design, obtain permits, and administer construction of sidewalks on Addison Road and Route 17/Main Street in accordance with established priorities. Implementation as described is a continuation of a successful long-standing program to improve pedestrian safety and access to public and commercial facilities.

Personnel & Expenditure Summary

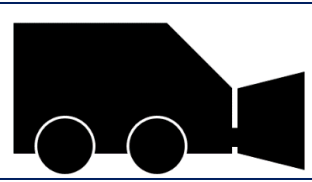


PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	12.5	12.5	12.5	12.5
Part Time	1	1	1	1
FTE	13	13	13	13

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	880,715	931,919	940,180	953,410	1.41%
Supplies	11,537	16,433	18,500	18,500	0.00%
Services & Charges	451,185	438,688	483,941	514,002	6.21%
Capital Outlay	6,900	46,629	47,950	40,800	-14.91%
TOTAL EXPENDITURES	\$1,350,337	\$1,433,669	\$1,490,571	\$1,526,712	2.42%
REVENUES-Non Tax	\$19,387	\$16,948	\$17,500	\$17,500	0.00%
Required From Taxes	\$1,330,950	\$1,416,721	\$1,473,071	\$1,509,212	2.45%

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Sales Revenue	\$2,587	\$3,547	\$3,500	\$3,500
Right-of-Way Permits Issued	416	298	300	300
Sanitary Sewer Permits Issued	42	51	50	50
Certificate of Occupancy Inspections	52	43	50	50
Call Before You Dig Requests Processed	2,361	2,573	2,400	2,400
New Town Road Accepted (Miles)	0.5	0.0	0.5	0.5
Value of Capital Improvement Projects Managed	\$0.9M	\$2.0M	\$3.0M	\$2.5M



Highway

Successes & Accomplishments

- **Annual Road Paving Program:** Town Highway Division staff, in conjunction with Contractual entities, successfully completed road resurfacing work on numerous Town roads. The 2016 program focus centered on a substantive section of New London Turnpike that included the busy 5-legged intersection with Oak Street/Williams Street East and the Route 17 off-ramp. Traffic signal detection loops were removed in favor of a cost-effective video detection technology. The majority of work tasks were accomplished during the overnight hours, thereby minimizing delays and motorist inconvenience.
- **Fire Company #3 Water Supply Pond:** The pond behind Fire Company #3 provides a back-up water source for fire fighters in the event of low water volume at other locations. Sediment accumulation in the pond over time had reduced available water volume. Highway staff drained the pond and removed the organic sediment, thereby restoring the necessary auxiliary water volume. Removed sediment served as a beneficial additive to Town topsoil stockpiles, allowing for an increase in volume for this important material as well.
- **Building Demolition:** Highway Division staff completed demolition of the Town-owned structure located at #1056 New London Turnpike, thereby avoiding a substantive contractual cost to complete same. Metals within the structure were removed for recycling purposes and site grading was improved for ease of snow and ice removal from the adjacent sidewalk.

Future Goals & Initiatives

- **Town Hall Site Improvements:** Highway Division staff, in conjunction with staff from other Departments and Contractual entities, will work to implement designed improvements to the Town Hall/Academy site. Staff will coordinate the work of others and will self-perform tasks such as material hauling, grading, drainage system component installation, light pole bases, etc.
- **Tryon Street Drainage Project:** Complete the third phase of the Tryon Street Drainage Project. This phase will involve installation of multiple catch basins and connecting 36" pipe easterly on Dug Road. Water quality components to the system will prevent eroded soil from adjacent agricultural fields from being deposited in receiving areas. Work will bring conclusion to a multi-phased effort to resolve a long-standing problem with localized flooding during intense rain events.
- **Town Road Paving Program:** Implement the Town's Annual Road Paving Program to coincide as closely as possible with recommended mill and overlay intervals while continuing to use cost-effective alternative resurfacing methodologies where prudent. Highway Division staff continues to complete work in preparation of paving, as well as all curbing and restoration work required in order to allow maximum utilization of funding for Contractual paving operations.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	22	22	22	22
Part Time	1	1	2	1
FTE	22.5	22.5	23	22.5

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	1,783,942	1,669,528	1,741,580	1,740,993	-0.03%
Supplies	732,843	566,525	618,640	621,410	0.45%
Services & Charges	1,561,362	1,430,045	1,375,912	1,508,503	9.64%
Capital Outlay	280,560	303,653	280,340	247,500	-11.71%
TOTAL EXPENDITURES	\$4,358,707	\$3,969,751	\$4,016,472	\$4,118,406	2.54%

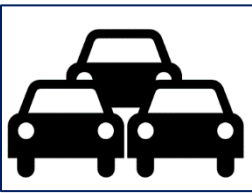
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Lane Miles Resurfaced	20	15	20	20	20
Treated Road Salt: Ton/Lane Mile	0.08	0.09	0.08	0.08	0.08
Snow Removal within 8 hours of Storm Cessation	100%	85%	100%	100%	100%
# of Workplace Incidents	0	4	0	0	0
# of Lost Days Due to Injury	0	133*	0	0	0

**This number reflects two significant employee injuries which substantially impacted total lost days (61 days from employee hand surgery and an additional 61 days resulting from an employee injury in a work zone traffic accident caused by inattentive motorist).*

Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Road Miles Plowed	N/A	47,812	40,000	40,000	40,000
Catch Basins Cleaned	500	360	500	500	500



Fleet Maintenance

Successes & Accomplishments

- **Street Sweeper Purchase:** Fleet Maintenance Division staff investigated all available street sweeper models and identified a European manufactured unit that best suits the Town's needs. The chosen model offers superior fuel economy, is more maneuverable, and employs fewer moving parts, thereby reducing maintenance efforts. In addition, the unit's debris hopper is larger than most, reducing the frequency of trips to the disposal site. Sweeper cost was better than \$50,000 below the budgeted amount.
- **Electric Vehicles:** Staff coordinated purchase of a third, partially grant-funded electric vehicle charging station for installation on the Town Hall site. In addition, two electric vehicles (EV) were also purchased for use by Town staff. Both vehicles also received partial grant funding through the EV Connecticut Program. Other grant-funded alternatively fueled vehicles (CNG) were also purchased and incorporated into the Town fleet.
- **Compressed Natural Gas Fueling Station:** Installed surge protection/voltage variation protection devices that have dramatically reduced the frequency and duration of station shut-down occurrences. Also completed valve replacement on the natural gas compressor unit and inspected all major internal components.

Future Goals & Initiatives

- **Plow Truck Modifications:** Expand use of stainless steel in fabrication and repair of snow/ice fighting equipment in order to inhibit corrosion caused by exposure to deicing materials. Truck bodies, sander components, and other miscellaneous parts to be replaced as deemed prudent to prolong the useful life of said vehicles.
- **Highway Division Paver Box Purchase:** Thoroughly research manufacturer alternatives and vendor options in order to generate equipment purchase specifications associated with a new paver box for the Highway Division. This type of equipment will typically serve the Town for up to 30 years, thus it is crucial that all current and future considerations be fully incorporated into the specification.
- **General Fleet Maintenance:** Continue performing high quality maintenance services for an extremely diverse Municipal fleet consisting of approximately 270 mechanized units. Maintenance is performed on Police cruisers, Fire apparatus, heavy construction equipment, large dump trucks, sedans, and a wide variety of miscellaneous units such as generators, mowers, and compressors. Technician knowledge of equipment-specific electronics and hydraulics is essential, in addition to employing expertise associated with alternatively-fueled vehicle repair.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	6	6	6	6
Part Time	4	5	5	5
FTE	7.7	8.2	8.2	8.2

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	558,825	536,130	554,135	562,790	1.56%
Supplies	7,479	7,789	13,660	13,660	0.00%
Services & Charges	533,868	556,808	571,986	595,985	4.20%
Capital Outlay	3,300	27,300	1,600	25,000	1462.50%
TOTAL EXPENDITURES	\$1,103,472	\$1,128,027	\$1,141,381	\$1,197,435	4.91%

Performance Measures

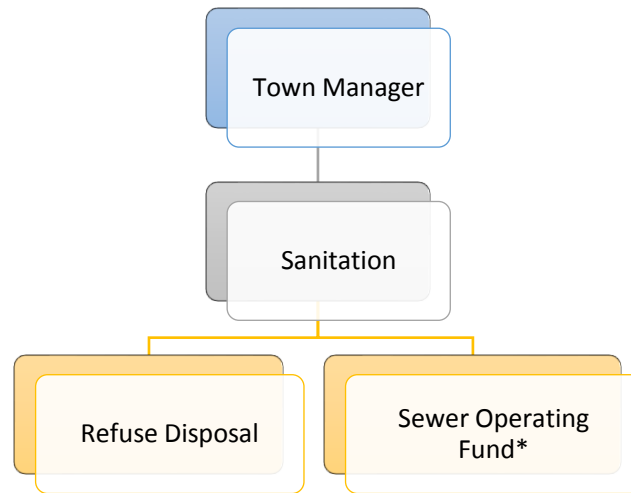


PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Percentage of On-Time Preventative Maintenance:					
Sedans	95%	93%	95%	95%	95%
Cruisers	95%	78%	85%	85%	85%
Operating & Maintenance (cost per mile):					
Sedans	≤0.25	0.18	0.21	0.21	0.21
Cruisers	≤0.50	0.51	0.50	0.50	0.50
Non-Police Sedan Fuel Efficiency (mpg)	≥25.0	23.4	25.0	25.0	24.0
# of Workplace Injury Incidents	0	1	0	0	0
# of Lost Days Due to Injury	0	2	0	0	0

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
# of Units in Town Fleet (sedans, trailers, equipment, trucks - light/medium/heavy, Police/Fire/Ambulance and vans -maintenance/passenger)	272	272	272	272
# of Units in Board of Education Fleet (buses, passenger vans, maintenance, and equipment vehicles)	86	86	86	87
# of Natural Gas-Fueled Vehicles	21	24	27	27
Road Miles Traveled by Town Fleet	936,759	1,000,000	1,000,000	1,000,000
Road Miles Traveled by Board of Education	845,073	950,000	900,000	900,000
Average Fleet Age (Industry Average 6.5 years)	10.4 years	10.4 years	10.5 years	10.5 years

Sanitation



*Sewer Operating Fund information is in the Special Revenue Fund section of this budget document.

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	280,010	305,080	317,545	327,302	3.07%
Supplies	5,528	4,760	7,380	7,260	-1.63%
Services & Charges	398,445	387,345	419,767	449,277	7.03%
Capital Outlay	14,850	28,915	22,500	0	-100.00%
TOTAL EXPENDITURES	\$698,833	\$726,100	\$767,192	\$783,839	2.17%

Activities, Functions, and Responsibilities by Division

Refuse Disposal

- 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/construction related waste and the processing of excavated materials for Town use and resale.
- Provide effective Regional Household Hazardous Waste disposal program as an active member of the Capitol Region East 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 for commercial waste collectors.



Refuse Disposal

Successes & Accomplishments

- Continued active membership on Central Connecticut Solid Waste Authority to maintain effective regional refuse and recycling disposal options.
- Hosted two town wide paper shredding events which served 300 residents.
- Installed replacement used oil and anti-freeze tanks to improve user accessibility and enhancement of environmental controls.
- Replaced roll-off hoist truck to reduce equipment downtime and repair costs.

Future Goals & Initiatives

- Review options for the sale of materials from the Bulky Waste Facility, (e.g. sand, gravel, processed gravel), to enhance revenue opportunities.
- Evaluate Refuse/Recycling operations to determine ongoing sustainability to maintain revenue offset goal and maximize recycling efforts.
- Replace Bulky Waste vehicle weighing system to reduce downtime and increased repair cost.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	2	2	2	2
Part Time	9	9	9	9
FTE	6.1	6.1	6.1	6.1

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	280,010	305,080	317,545	327,302	3.07%
Supplies	5,528	4,760	7,380	7,260	-1.63%
Services & Charges	398,445	387,345	419,767	449,277	7.03%
Capital Outlay	14,850	28,915	22,500	0	-100.00%
TOTAL EXPENDITURES	\$698,833	\$726,100	\$767,192	\$783,839	6.00%
REVENUES-Non Tax	\$580,410	\$564,772	\$591,250	\$627,000	0.00%
Required From Taxes	\$118,423	\$161,328	\$175,942	\$156,839	-10.56%

* 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



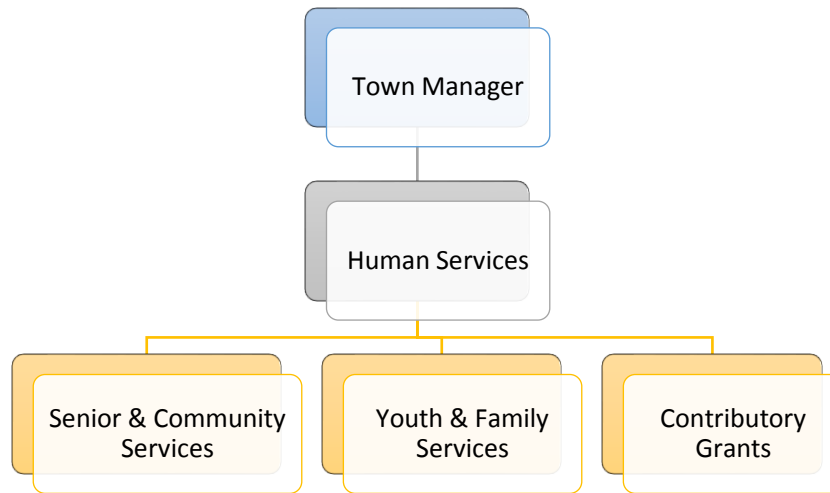
PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Percentage of Solid Waste Recycled*	≥ 58%	60%	60%	60%	60%
Tons of Solid Waste Disposed at Transfer Station	< 2,500	1,595	1,600	1,650	1,650
Revenue Offset versus Refuse Operating Budget	≥ 75%	75%	76%	75%	75%
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	0	0	0	0

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

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Cost Per Ton for Refuse Disposed at Connecticut Resource Recovery Authority (CRRRA)	\$62.00	\$62.00	\$64.00	\$65.00
# of Vehicles Attending Household Hazardous Waste Collection Events	427	411	450	450
# of Refuse Disposal Permits Issued	7,135	7,348	7,000	7,000

Human Services



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	1,668,656	1,709,375	1,790,875	1,756,344	-1.93%
Supplies	38,142	36,237	47,150	47,150	0.00%
Services & Charges	1,029,214	1,026,320	1,106,877	1,082,736	-2.18%
Capital Outlay	14,957	147,677	29,100	54,300	86.60%
TOTAL EXPENDITURES	\$2,750,969	\$2,919,609	\$2,974,002	\$2,940,530	-1.13%

Activities, Functions, and Responsibilities by Division

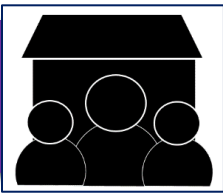
Senior & Community Services

- Outreach Social Work Services to Seniors, Disabled Adults, and Financially at Risk Residents
- Senior Center Programs
- Dial-A-Ride Transportation
- Senior Lunch Program
- Friendship Memory Circle Program
- Volunteer Opportunities
- Tax Relief Programs
- Energy Assistance
- Holiday Giving Programs

Activities, Functions, and Responsibilities by Division Cont'd

Youth & Family Services

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



Senior & Community Services

Successes & Accomplishments

- Expanded Life Long Learning and Cultural Arts and Hobbies Series to include art appreciation and photography.
- In partnership with Welles Turner Library, provided increased smartphone, computer and internet technology programming for seniors.
- Increased wellness programming for seniors including: nationally acclaimed Chronic Disease and Diabetes Self-Management, Matter of Balance Programs, Indoor Walking Group, Coloring for Stress Relief, and Therapy Dog Visits.
- Installed Digital Mindspin information system in Community Center Café which allows the public to see schedules/special programs/menus/activities etc.
- Instituted daily usage of My Senior Center Software tracking system by senior program participants.
- Completed the community self-assessment for national re-accreditation of the senior center.
- Held community meetings and began process of updating 5 year strategic and marketing plans for Senior and Community Services.
- Obtained renewal DOT grant funding to support Dial-A-Ride Program (June 2016)
- Awarded grant for new Dial-A-Ride bus through Federal 5310 Transit Program.
- Obtained support from the Glastonbury Town Council to submit an application to AARP to become an Age-Friendly Community.

Future Goals & Initiatives

- Update senior center policies and procedures to include a Code of Conduct policy for participants.
- Install new signage in front of the Riverfront Community Center including language that identifies the senior center as a Nationally Accredited Center.
- Finalize and begin implementation of strategic and marketing plans for Senior & Community Services programs.
- Expand use of social media to promote senior center programming. Increase views of Senior Center Facebook page by 25%.
- Finalize notebook standards documentation and submit application for national re-accreditation of the senior center to the National Institute of Senior Centers (NISC) and complete the NISC on-site review.
- Establish an exposure control plan to minimize occupational exposures to blood borne pathogens.
- Provide training on security/disaster protocols for staff and seniors.
- Complete AARP application to become an Age-Friendly Community.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	9	9	9	7.2
Part Time	13	13	13	15
FTE	16.8	16.8	16.8	15.5

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	846,208	869,118	903,350	841,525	-6.84%
Supplies	21,955	23,033	27,400	27,400	0.00%
Services & Charges	562,372	561,400	617,606	586,892	-4.97%
Capital Outlay	4,400	135,957	6,840	34,300	401.46%
TOTAL EXPENDITURES	\$1,434,935	\$1,589,508	\$1,555,196	\$1,490,117	-4.18%
REVENUES-Non Tax	\$283,851	\$293,748	\$280,300	\$280,300	0.00%
Required From Taxes	\$1,151,084	\$1,295,760	\$1,274,896	\$1,209,817	-5.10%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Customer Approval Rating	>97%	98%	98%	98%	98%
Offset RCC Utility Costs - Rental Fees	>50%	55%	55%	53%	54%
Improvement Rating - Wellness Programs*	>90%	98%	98%	98%	98%
Food Service Cost vs. Contractual Cost**	<85%	88%	85%	85%	84%

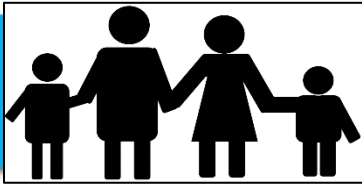
*Based on annual evaluations of wellness programs by participants.

**Actual costs compared to contractual service costs.

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Senior Center Participation (units of service)	30,290	32,000	32,000	32,000
Senior Lunch Participation (units of service)	10,217	11,000	11,500	11,500
Dial-A-Ride Rides (units of service)	24,668	24,500	24,500	23,000
Social Work Services (units of service)	12,572	12,610	12,610	12,700
Number of External Building Reservations***	220	220	220	241

***Revenue producing building use.



Youth & Family Services

Successes & Accomplishments

- Clinical staff offered two evening community forums on parental topics of mindfulness and divorce.
- Offered programs for elementary and middle school aged children integrating mindfulness and stress management in the classroom.
- Hired a new Substance Abuse Prevention Coordinator.
- Offered education to the Youth Unit Sergeant and his staff about the positive outcomes of the Diversion Program, resulting in an increased number of referrals to the program.
- Began construction of the new art studio at Youth and Family Services. This space will provide children art programs as well as prevention programs, parenting programs, and educational groups.
- Brought back The Haunting, a community event in which over 750 people attended and proceeds of \$500 were donated to both the Shriner's Children's Hospital and Save the Children Fund.

Future Goals & Initiatives

- Substance Abuse Prevention Coordinator will seek grant funding opportunities as well as offer programming on the elementary, middle and high school levels. The Coordinator will also offer community forums to educate parents and the community about alcohol and drug trends, the current opioid epidemic and initiatives to address prevention, treatment and recovery.
- Clinical staff will offer two evening community forums on parenting topics such as understanding your adolescent, teen dating and healthy relationships.
- Staff will increase their programming on the elementary school level offering anti-bullying workshops, peaceful playground/para professional training and peer mediation.
- Clinical and Outreach staff will continue to increase the number of programs offered at Youth and Family Services such as Yoga Drop-Ins, Kids Thrive When Moms Thrive and mindfulness.
- The Substance Abuse Prevention Coordinator will facilitate first support group for family and friends of substance users.
- With the construction of the new craft studio, Creative Experiences will expand its programming to offer hands-on workshops with opportunities for residents to explore an array of artistic possibilities. Utilizing various disciplines, mediums, and techniques, Creative Experiences would facilitate opportunities for residents' personal creative growth while connecting with others in the community. Multigenerational projects will be explored as well as collaborative efforts with established crafts people and artists in the area.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	12	12	12	12
Part Time	2	2	2	2
FTE	13.1	13.1	13	13.1

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	822,448	840,257	887,525	914,819	3.08%
Supplies	16,187	13,204	19,750	19,750	0.00%
Services & Charges	434,265	432,343	456,694	463,267	1.44%
Capital Outlay	10,557	11,720	22,260	20,000	-10.15%
TOTAL EXPENDITURES	\$1,283,457	\$1,297,524	\$1,386,229	\$1,417,836	2.28%
REVENUES-Non Tax	\$52,246	\$49,798	\$61,904	\$61,904	0.00%
Required From Taxes	\$1,231,211	\$1,247,726	\$1,324,325	\$1,355,932	2.39%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Client Satisfaction Rating	>90%	94%	94%	94%	95%
Clinical Service Waiting List (Business days between referral and first session)	<45	16	20	20	18

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Outreach Clients	1,216	1,300	1,300	1,243
Clinical Clients - Individual	1,085	1,000	1,000	978
Youth Program Participation	1,875	2,000	2,000	1,830
Substance Abuse Prevention Programs	14	15	20	3

Human Services: Contributory Grants

Contributory Grants

The Town provides contributory health grants to five different agencies (summarized below) that are budgeted under Services & Charges of the Human Services Department.

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
InterCommunity Inc.	9,000	9,000	9,000	9,000	0.00%
Interval House, Inc.	5,000	5,000	5,000	5,000	0.00%
KIDSAFE/Exchange Club Ctr.	5,000	5,000	5,000	5,000	0.00%
MARC, Inc.	11,168	11,168	11,168	11,168	0.00%
NC Regional Mental Health	2,409	2,409	2,409	2,409	0.00%
TOTAL EXPENDITURES	\$32,577	\$32,577	\$32,577	\$32,577	0.00%

Activities, Functions, and Responsibilities by Agency

InterCommunity Inc.

For the past 38 years, Glastonbury has generously supported community mental health services through a contributory grant to 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 FY2015, InterCommunity provided a total of 59,000 individual services to 3,910 patients, 3,595 adults, and 315 children.
- The Dept. of Public Health granted InterCommunity a primary care license in September 2013, thus opening the doors for InterCommunity to provide truly integrated care that addresses 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).
- 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

Activities, Functions, and Responsibilities by Agency Cont'd

Interval House

Hartford Interval House, serving 24 towns, is CT's largest non-profit domestic violence intervention and prevention organization offering services from community education to crisis intervention. This is the only organization in Greater Hartford solely dedicated to addressing domestic violence.

- Support Hotline - Trained staff/volunteers are available 24 hour/day.
- Information & Referral Help in obtaining appropriate referrals for counseling, housing, legal, financial aid, etc.
- Shelter - A safe, comfortable home 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 allow women to share concerns, fears, and hopes with other women who have been through similar experiences. There is also a mother share group for women who have been victims of domestic violence around issues of child rearing and the problems they encounter.
- 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 - Interval House can provide speakers, conduct workshops, and lead training seminars for agencies that work with victims of domestic violence. Community Education is provided for issues concerning adults and children.
- 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.

KIDSAFE CT

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 including:

- The Positive Parenting Program (Triple P) provided in-home, evidence-based education services to 12 families of 16 adults with 18 children residing in Glastonbury this year.
- KIDSAFE CT is a sub-contractor with The Village for Families & Children in Hartford. Case Workers have provided services to 10 families of 14 adults and 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 Reunification and Therapeutic Family Time Program (RTFT) uses the Wraparound & 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 4 Glastonbury families with 6 children.
- One On One Mentoring services (OOMP) for youth ages 14 to 21 years who reside in foster homes, group homes, and residential settings. Mentors provide youth with support, encouragement, friendship, love, guidance, patience, & time.

Activities, Functions, and Responsibilities by Agency Cont'd

MARC, Inc.

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 6 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.

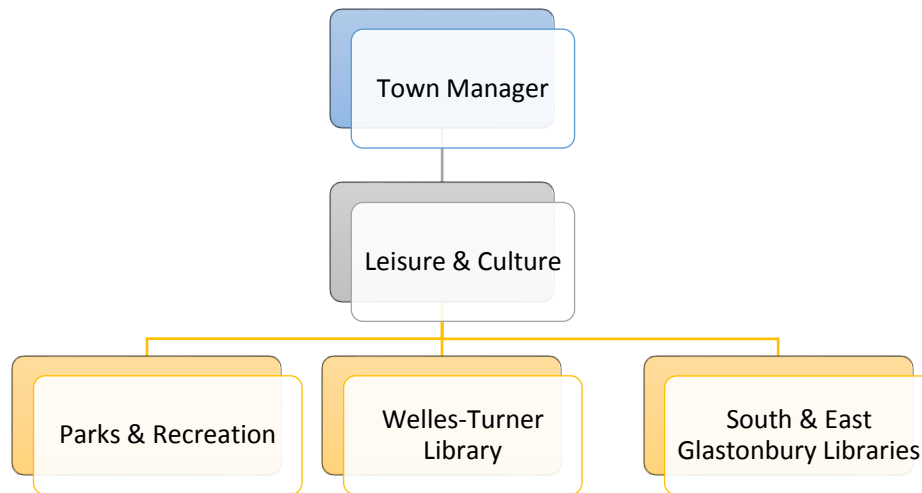
Activities, Functions, and Responsibilities by Agency Cont'd

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

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:

- **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.
- **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.turningpointct.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.
- **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.
- **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.
- **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.

Leisure & Culture



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	2,918,251	2,819,372	2,937,852	3,010,007	2.46%
Supplies	153,792	158,568	178,450	179,150	0.39%
Services & Charges	1,969,071	1,973,952	2,016,474	2,102,225	4.25%
Capital Outlay	253,314	302,736	183,590	165,999	-9.58%
TOTAL EXPENDITURES	\$5,294,428	\$5,254,628	\$5,316,366	\$5,457,381	2.65%

Activities, Functions, and Responsibilities by Division

Parks & Recreation

- Maintain 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.
- Operate 3 swimming pools (1 indoor and 2 outdoor) and one pond used by 40,000 visitors annually for public swimming.
- Inspect and maintain 16 children’s playgrounds.
- Provide over 2,000 summer day camp opportunities for youth ages 4-17.
- Mow over 250 acres of lawn area each week from mid-April to late October.
- Teach approximately 1,700 children’s swim lessons each year.
- Provide an instructional basketball program for approximately 1,200 boys and girls ages 8-18.
- Operate a teen center and a skate park.
- Provide 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.
- Operate a public boat launch on the CT River and a banquet facility at the Glastonbury Boathouse in the Riverfront Park.

Activities, Functions, and Responsibilities by Division Cont'd

Welles-Turner Library

Provide traditional and modern library resources for public use including:

- 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 including the complete Barbour Collection and online access to Ancestry Library and Heritage Quest.

South Glastonbury Library

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

East Glastonbury Library

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





Parks & Recreation

Successes & Accomplishments

- Completed dredging of primary irrigation pond at Minnechaug Golf Course to ensure reliable water supply needed for course maintenance. (November 2016)
- Acquired a new 4x4 tractor with snow blower and a new large heavy duty tractor with attachments to improve response time during winter snow and ice storms and to minimize delayed openings of school and municipal facilities. (December 2016)
- Implemented adjustments to pay plan for part-time and seasonal employees to ensure compliance with the new State minimum wage. (July 2016)
- Secured grant funding through the America the Beautiful Grant Program that will facilitate the planting of 40 trees at the Town Hall/Academy complex. (November 2016)
- Completed a facility audit of the Grange outdoor swimming pool that will be used to guide future decisions regarding the Town's outdoor aquatic facilities. (November 2016)
- Taught 1,850 children's swim lessons with 69.8% being taught to children ages 8 and under supporting the goal of having all Glastonbury children learn to "Swim by Eight".
- Successfully secured use of the swimming pool at Wesleyan University for use by the competitive swim team during the times when the high school pool was closed for renovations. (March 2016)
- Revised the program cancellation policy due to inclement weather to provide a more consistent notification process with an emphasis on public safety. (August 2016)
- Integrated program information from Senior Services and Youth & Family Services into program brochures distributed three times annually to over 14,000 Glastonbury households.

Future Goals & Initiatives

- Continue to teach 1200-1400 swim lessons to kids age 8 and under as part of the 'Swim by Eight' campaign, an initiative which strives to teach all Glastonbury children to swim by 8 years of age.
- Finalize major upgrade to online program registration software by June 2018.
- Improve efficiency and productivity by implementing remote control system for in-ground irrigation systems by December 2017.
- Replace aging equipment including turf tractor, 12' trailer, and turf aerator by November 2017.
- Replace outdoor play equipment at Bell Street preschool by September 2017.
- Restore skate park equipment that has been taken out of service by installing new riding surfaces by May 2017.
- Expand use of contract services for aquatic vegetation control effective May 2017.
- Improve the aesthetic appeal of public spaces in the town center and public parks by adding part-time and seasonal maintenance staff to ensure timely completion of maintenance tasks. (July 2017)
- Ensure continued reliability of operating systems at Addison and Grange swimming pools by replacing chemical controllers and circulation pumps and motors. Reduce energy costs by installing a variable frequency drive at Addison Pool.

Personnel & Expenditure Summary



PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	22	22	22	22
Part Time	1.6	1.5	1.5	1.5
FTE	23.8	23.8	23.8	23.8

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	2,045,963	1,981,490	2,037,347	2,091,508	2.66%
Supplies	140,125	145,259	154,950	155,650	0.45%
Services & Charges	1,214,645	1,180,988	1,236,229	1,308,733	5.86%
Capital Outlay	246,561	286,672	158,750	165,999	4.57%
TOTAL EXPENDITURES	\$3,647,294	\$3,594,409	\$3,587,276	\$3,721,890	3.75%
REVENUES-Non Tax	\$205,477	\$210,689	\$212,950	\$218,720	2.71%
Required From Taxes	\$3,441,817	\$3,383,720	\$3,374,326	\$3,503,170	3.82%

*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 Special Revenue Fund section of this document. The estimate of \$218,720 in FY17/18 revenues will be generated through Parks & Recreation programs to be accounted for in the General Fund.

Performance Measures

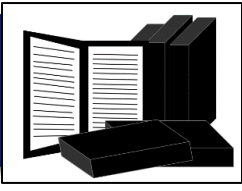
PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Revenue Reimbursement of Program Expenses	95.0%	101.0%	99.6%	100.0%	100.0%
Program participants indicating that program "met expectations"*	≥95%	95.7%	95.0%	95.0%	95.0%
Public playgrounds that comply with accepted safety standards	100%	100%	100%	100%	100%
Percent of snow removal completed within 12 hours of the end of storms	100%	95%	95%	95%	95%
# of Workplace Incidents	0	3	3	0	0
# of Lost Days	0	0	0	0	0

*Data based on customer response to survey question



Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
# of 9 hole rounds played at Minnechaug Golf Course	14,229	15,394	15,000	15,000
# of athletic fields maintained for baseball, softball, football, soccer, field hockey, and lacrosse	54	54	54	54
Total hours of scheduled athletic field use per fiscal year	43,492	45,389	46,000	46,000
# of recorded program registrations, swimming facility visits for public swim, and recreation facility reservations	78,812	87,405	85,000	86,000



Welles-Turner Library

Successes & Accomplishments

- Finalized plans with TLB Architecture staff to reconfigure the Lending Area and add 2 new study rooms.
- Installed 2 networked, multifunctional copy machines with copy, fax, and print and scanning capabilities. Users can print from the Library's wireless network and schedule a print job from home computer.
- Seventy percent of all library materials are checked out using the 4 express check stations.
- Added 3 new databases to our digital library: *ComicsPlus: Library Edition* (collection of 15,000 digital comic books and graphic novels); *Global Road Warrior* (country information on 175 countries); *OnePlay (downloadable games)*.
- Launched *Wowbrary*, an online newsletter featuring new library materials. Currently 100+ active users.
- Expanded community outreach to include storytimes held at local fire stations and a local farm, 191 people participated. Continued the popular "Keeping Up with Your Grandkids" held at Riverfront Community Center, the programs continue to sell out.
- Introduced STEAM (Science, Technology, Arts, and Math) elements into programs for teens, grades 7-12.
- Completed painting the exterior of the original library building.

Future Goals & Initiatives

- Develop a library app that will give patrons access to library catalog, events and programs, digital downloads (eAudio, eBooks), digital library card and more by December 2017.
- Update the Strategic/Technology plans to reflect current library trends and services by June 2018.
- Redesign library web page to include mobile display on electronic devices by September 2017.
- Investigate digitizing select items in the local history collection by March 2017.
- Build a collection of print and digital materials for English Language Learners (ELL), by December 2017.
- Continue to work with Town officials, Library Board and library support groups toward a future library expansion/renovation. Ongoing.

South Glastonbury Future Goals & Initiatives

- Operate and maintain the library open to the public.

East Glastonbury Future Goals & Initiatives

- 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.

Personnel & Expenditure Summary



Welles-Turner Library

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	10	10	10	10
Part Time	12	12	12	12
FTE*	15.6	15.6	15.6	15.6

* As calculated by State Library.

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	872,288	837,882	900,505	918,499	2.00%
Supplies	13,667	13,309	23,500	23,500	0.00%
Services & Charges	739,426	777,964	765,245	778,492	1.73%
Capital Outlay	6,753	16,064	24,840	0	-100.00%
TOTAL EXPENDITURES	\$1,632,134	\$1,645,219	\$1,714,090	\$1,720,491	0.37%
REVENUES-Non Tax	\$109,875	\$104,101	\$107,200	\$102,500	-4.84%
Required From Taxes	\$1,522,259	\$1,541,118	\$1,606,890	\$1,617,991	0.70%

*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.

South Glastonbury Library

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Contributory Grant	7,500	7,500	7,500	7,500	0.00%
TOTAL EXPENDITURES	\$7,500	\$7,500	\$7,500	\$7,500	0.00%

East Glastonbury Library

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Contributory Grant	7,500	7,500	7,500	7,500	0.00%
TOTAL EXPENDITURES	\$7,500	\$7,500	\$7,500	\$7,500	0.00%



Performance Measures

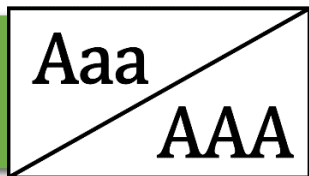
PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Library visits per capita*	5.8	8.2	7.8	8.0	8.0
Circulation per capita*	8.2	12.1	11.0	11.0	11.0
Cost per circulation*	\$1.95	\$1.71	\$2.63	\$2.60	\$2.60
Percentage of circulation using self-check out	80%	18%	70%	80%	90%
Program attendance per capita*	0.54	0.36	0.39	0.45	0.50
Public Internet sessions per capita*	1.17	0.91	0.82	0.80	0.80

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

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
# of In-Person Library Visits	280,647	271,750	270,500	270,500
# of Online Library Visits	181,676	161,235	160,000	160,000
Total circulation	416,995	402,877	400,000	390,000
Total electronic materials collection	30,696	24,288	25,000	25,000
Total program attendance	12,538	13,809	14,500	14,500
# of database transactions	6,116	12,379	12,300	12,300
Total public Internet sessions**	31,632	28,632	29,000	28,000

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



Debt Service

Major Capital Projects for the Town and Education are financed through the sale of bonds. The bonds may be structured over 10 to 20 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 10-year period. Generally, the projects are initiated through the Capital Improvement Program (CIP) 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

Activities, Functions, and Responsibilities

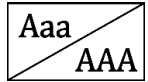
- Issue Bond Anticipation Notes as required.
- Issue General Obligation Bonds as required.
- Prepare and conduct rating service presentations for the issuance of General Obligation Bonds.

Successes & Accomplishments

- Land BANs: Renewed Bond Anticipation Notes (BANs) for Land Acquisition in the amount of \$1,240,000 due to mature May 1, 2017.
- Developed a long range budget and capital planning tool to evaluate the Town's operating and capital improvement needs, including debt service scenarios, to assist with long term financial planning.
- Updated Capital Improvement Criteria to better reflect current financial ratios.

Future Goals & Initiatives

- Refunding: Continue to evaluate any refunding opportunities
- Capital Improvement Program (CIP): Continue to review and analyze projects in accordance with the criteria established for the program and the long term financing plan.
- Bond Issues: Pursue financing as necessary in accordance with CIP five year plan.



Personnel & Expenditure Summary

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Town	3,292,975	3,304,131	3,400,542	3,330,985	-2.05%
Education	6,176,987	5,492,318	5,506,358	5,314,695	-3.48%
Sewers	175,000	0	175,000	175,000	0.00%
Other	54,773	60,232	128,100	154,320	20.47%
TOTAL EXPENDITURES	\$9,699,735	\$8,856,681	\$9,210,000	\$8,975,000	-2.55%
REVENUES					
Grant Reimbursements	\$194,180	\$57,347	\$129,320	\$0	-100.00%
TOTAL REVENUES	\$194,180	\$57,347	\$129,320	\$0	-100.00%
Required From Taxes	\$9,505,555	\$8,799,334	\$9,080,680	\$8,975,000	-1.16%

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 is phased out as of FY2018.

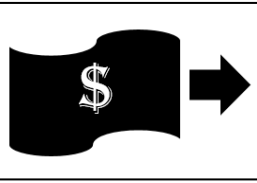
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Bond Ratings					
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard & Poor's	AAA	AAA	AAA	AAA	AAA
Debt Burden	< 10.00%	6.60%	6.00%	5.91%	5.60%
% of Debt Retired within Ten Years	> 60%	64%	87%	88%	89%
Ratio of Net Debt to Full Value	< 3.50%	1.13%	1.02%	0.90%	0.87%

Activity Indicators

Indicators below do not include Clean Water Fund Loan with State of Connecticut.

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Net Debt Per Capita (General Fund Debt Only)	\$1,873	\$1,685	\$1,489	\$1,293
Outstanding Long Term Debt at June 30 (in thousands)	\$65,085	\$58,570	\$51,735	\$44,925
Bond Anticipation Notes at June 30 (in thousands)	\$445	\$1,265	\$1,650	\$3,150



Transfers

Activities, Functions, and Responsibilities

Transfers within the General Fund - Contingency

- 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

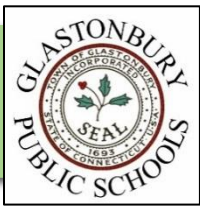
EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
EXPENDED	165,500	56,500	175,000	175,000	0.00%
TOTAL EXPENDITURES	\$165,500	\$56,500	\$175,000	\$175,000	0.00%

Transfers to Other Funds

- 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

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
To Capital Reserve	4,632,000	4,051,715	5,000,000	5,000,000	0.00%
To Capital Projects	1,500,000	277,500	0	0	0.00%
To Dog Fund	45,000	45,000	45,000	45,000	0.00%
To Special Revenue Funds	400,000	0	0	0	0.00%
TOTAL EXPENDITURES	\$6,577,000	\$4,374,215	\$5,045,000	\$5,045,000	0.00%



Education

Glastonbury Public Schools: Mission & Beliefs 2012-2017

Glastonbury Public Schools, in partnership with the entire community, prepares and challenges every student to become a successful & productive member of our diverse and evolving global society. To fulfill this mission, we believe we must:

- Set high expectations for all students.
- Ensure the acquisition of 21st century knowledge and skills.
- Promote personal, civic, and social responsibility.
- Provide a safe and supportive learning environment.
- Support and encourage professional learning for all staff.
- Foster parental and community-wide collaboration and communication.
- Make prudent decisions regarding financial resources.

Chairman and Superintendent's Message for 2016/2017

In May, 2015, two high school students wrote a column for High School Perspectives in the Glastonbury Citizen entitled The Only Constant is Change. That statement accurately reflects the continual challenges the Board faces each year in developing responsive educational opportunities for the students. Consequently, change is the one common variable in the annual budget as the Board addresses evolving 21st century learning conditions in the school system. The Board believes that every change has resulted in improved education for the students.

This year, the Board of Education approved a budget of \$104,410,279 for the 2017-18 school year. This represents a 3.03% budget increase over the Town Appropriated Budget of 2016-17.

There are four major increases to the budget, all of them non-discretionary. First, there is a 1.9% increase to the budget because of salary increases, before the elimination of positions. With the elimination of ten teaching positions, the salary account increase has been lowered to 1.2%.

Second, the increase in health benefits for next year has had a dramatic effect on the budget. The Board is planning on a 9% increase in health costs. Based on claims last year and this year, our insurance brokers recommended a 13.4% increase to the budget. However, it is expected that the Board can accommodate the additional increase through changes to the health plans recently negotiated with teachers. The 9% increase to health premiums will add 1.2% to the budget.

Third, with the reductions made by the Town Council last March, the Board of Education chose to not fund OPEB (Other Post Employee Benefits.) The costs last year would have been \$396,425. This year, the Board will be funding OPEB at a cost of \$446,944, increasing the budget by over 0.4%.

Finally, the Board has increased the money budgeted for the pension fund for classified employees. This is based on a change made by the Board of Finance. This change adds another 0.2% to the budget.

With increases of 1.2% for salaries, 1.2% for health benefits, 0.4% for OPEB, and 0.2% for pensions, the budget will increase by 3.0% just in these four areas. All other increases in the budget will add less than 0.1% to the budget.

As the Board does every year, it 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 & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
FTE	814.67	810.27	801.27	801.27

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Instruction	49,361,670	50,399,593	51,314,380	51,314,380	0.00%
Support Services Instruction	18,843,366	19,816,723	19,544,002	19,544,002	0.00%
Operations	11,842,160	11,902,038	12,032,184	12,032,184	0.00%
Community Services	336,935	336,536	350,994	350,994	0.00%
Fringe Benefits	17,974,058	17,860,767	18,100,351	18,100,351	0.00%
TOTAL EXPENDITURES	\$98,358,189	\$100,315,657	\$101,341,911	\$101,341,911	0.00%
REVENUES-Non Tax	\$7,461,389	\$7,560,349	\$7,804,191	\$7,597,268	-2.65%
Required From Taxes	\$90,896,800	\$92,755,308	\$93,537,720	\$93,744,643	0.22%

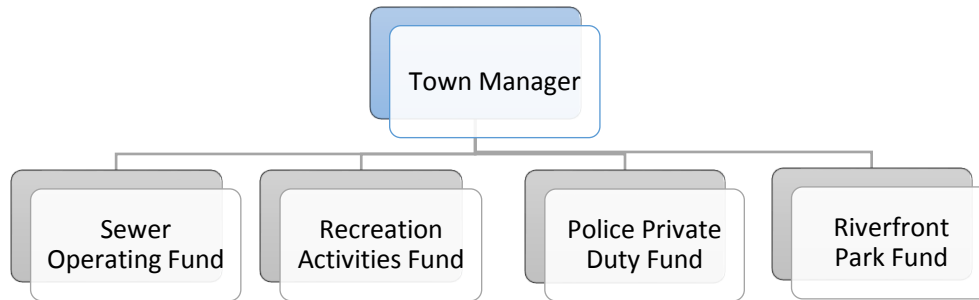


Education Expenditures Report by Program

PROGRAM NAME	FY14/15	FY15/16
Art	1,147,299	1,102,076
Basic Education	14,146,320	14,617,401
English/Reading & Language Arts	3,937,666	4,203,069
Mathematics	2,373,288	2,494,148
Science	3,193,213	3,320,451
History/Social Sciences	2,126,066	2,078,717
Career and Vocational Education	1,433,247	1,464,748
P.A.C.E./Math Science Resource	603,390	616,768
Foreign Languages and ELL	4,046,670	4,098,567
Health/Physical Education	1,895,940	1,880,117
Music	1,535,863	1,553,857
Special Education	12,530,594	12,712,521
Agriscience and Technology	392,114	257,153
TOTAL INSTRUCTION	\$49,361,670	\$50,399,593
School Counseling	2,642,271	2,708,419
Health Services	735,575	758,510
Libraries/Media Centers	1,290,366	1,365,380
Program/Staff Development	534,731	768,464
Athletics/Clubs	1,480,039	1,520,446
Elementary Education	2,788,882	2,873,152
Secondary Education	2,594,211	2,653,565
Systemwide Support Services	2,611,683	2,562,512
Technology Support Services	4,165,608	4,606,275
TOTAL SUPPORT SERVICES/INSTRUCTION	\$18,843,366	\$19,816,723
Operations/Maintenance	6,220,838	6,453,072
Utilities	2,029,176	1,978,927
Pupil Transportation	3,592,146	3,470,039
TOTAL SUPPORT SERVICES/OPERATION	\$11,842,160	\$11,902,038
Community Services	336,935	336,536
TOTAL COMMUNITY SERVICES	\$336,935	\$336,536
Fringe Benefits and Substitutes	\$17,974,058	\$17,860,767
GRAND TOTALS	\$98,358,189	\$100,315,657

Special Revenue Funds

Special Revenue



EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	1,481,999	1,679,639	1,719,296	1,754,292	2.04%
Supplies	70,815	54,079	83,910	87,570	4.36%
Services & Charges	1,669,531	1,789,298	2,112,585	2,266,058	7.26%
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	96,921	286,807	69,000	16,600	-75.94%
TOTAL EXPENDITURES	\$4,467,945	\$4,958,502	\$5,134,791	\$5,274,520	2.72%

Activities, Functions, and Responsibilities

Sewer Operating Fund

- 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 ensure 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).

Recreation Activities Fund

- 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 & Team
 - Tennis Lessons & Team

Activities, Functions, and Responsibilities Cont'd

Police Private Duty Fund

- 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.

Riverfront Park Fund

- Funds the operations at Riverfront Park including:
 - The Boathouse banquet facility
 - Public Boat Launch
 - Boathouse storage for non-motorized boats
 - Recreation facilities including walking trails, children's playground, picnic pavilion, basketball court, and outdoor ice skating area.

Sewer Operating Fund

Successes & Accomplishments

- Maintained second consecutive year with no increases in sewer use rate.
- Continued effective operational functions as reflected in overall increased nitrogen removal.
 - Nitrogen removal, 2015 average monthly permit limit is 98 pounds, achieved 49 pounds.
- Completed preliminary energy audit report for the treatment plant with initiatives to be implemented in upcoming fiscal years as applicable.
- Completed replacement of Smith Pump Station sewage pumps to reduce equipment downtime and repair costs.
- Completed processing of renewed National Pollution Discharge Systems (NPDS) permit for plant discharge.
- Request for qualifications issued for engineering consultant to evaluate Cider Mill Pump Station replacement project.

Future Goals & Initiatives

- Ongoing evaluation and implementation of increased use of technology within operations to reduce operating cost and improve overall efficiency.
- Ongoing administration for the Cider Mill Pump Station.
- Implementation of energy efficiency improvements at the treatment plan as outlined in audit report based on funding resources.

Personnel & Expenditure Summary

PERSONNEL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED
Full Time	9	9	9	9
Part Time	0	0	0	0
FTE	9	9	9	9

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	625,181	652,269	677,935	697,370	2.87%
Supplies	67,601	49,917	76,110	80,270	5.47%
Services & Charges	895,370	930,679	1,013,410	1,075,025	6.08%
Debt Service	1,148,679	1,148,679	1,150,000	1,150,000	0.00%
Capital Outlay	92,909	273,514	69,000	16,600	-75.94%
TOTAL EXPENDITURES	\$2,829,740	\$3,055,058	\$2,986,455	\$3,019,265	1.10%
REVENUES-Non Tax*	\$3,151,655	\$3,287,136	\$2,986,455	\$3,019,265	1.10%
Required From Taxes	(\$321,915)	(\$232,078)	\$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.

Personnel & Expenditure Summary Cont'd

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Total Sewer Use Rate per ccf	*	\$2.85	\$2.95	\$3.05	\$3.10
• Operations and Capital Funding		\$1.97	\$2.16	\$2.21	\$2.26
• Debt Service - Clean Water Fund Repayment		\$0.88	\$0.79	\$0.84	\$0.84
Treatment Plant Sludge Solids Concentration	6.00%	5.65%	5.75%	6.00%	6.00%
Achieve/maintain "0" cost for Nitrogen Credits	\$0	\$0	\$0	\$0	\$0
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	0	0	0	0

**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.*

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Treatment Plant Gallons of Sludge Disposed	2,346,500	2,587,000	2,500,000	2,500,000
Treatment Plant Average Daily Flow in Million Gals	2.07	1.95	2.20	2.20
Estimated ccf usage	950,000	950,000	950,000	950,000

Recreation Activities Fund

Successes & Accomplishments

- Added Girls in Stride running class, American Red Cross Babysitting Class, private/semi-private children's swim lessons, and spring tennis lessons to course offerings.
- Adjusted pay plan for temporary, seasonal, and part-time employees to reflect the increase in the State minimum wage.
- Added a seasonal behavior specialist position to support camp staff and develop strategies for managing difficult behaviors.
- Updated the fee schedule to maintain self-supporting status of the Recreation Activities Fund.
- Expanded the use of Facebook as a marketing and information dissemination tool by generating over 1,400 page "Likes".
- Implemented computerized Santa's Run race results so that runners can look up their finish time right after crossing the finish line. The process improvement eliminated the need to print and race results.

Future Goals & Initiatives

- Offer additional low impact fitness classes geared to active older adults as a means of promoting community wellness.
- Reduce camper to staff ratio at Camp Discovery from 10:1 to 8:1 to provide improved supervision.
- Develop an integrated seasonal staff training program for all summer staff to provide a consistent and comprehensive training for all new and returning employees.
- Institute a transportation fee for Camp Sunrise participants to offset costs for this optional service.
- Continue to expand programming opportunities for teens with the addition of leadership training opportunities, fitness programs, and programs offered during school vacations.
- Update the fee schedule to maintain self-supporting status of Recreation Activities Fund.

Personnel & Expenditure Summary

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	530,551	604,541	662,633	699,097	5.50%
Supplies	0	0	0	0	0.00%
Services & Charges	550,373	587,180	808,025	804,219	-0.47%
Transfers to General Fund	0	0	0	0	0.00%
Capital Outlay	0	8,235	0	0	0.00%
TOTAL EXPENDITURES	\$1,080,924	\$1,199,956	\$1,470,658	\$1,503,316	2.22%
REVENUES-Non Tax*	\$1,196,624	\$1,249,084	\$1,470,658	\$1,503,316	2.22%

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

Police Private Duty Fund

Successes & Accomplishments

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

Future Goals & Initiatives

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

Personnel & Expenditure Summary

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	279,657	355,144	250,000	250,000	0.00%
Supplies	0	0	0	0	0.00%
Services & Charges	150,620	166,021	155,300	245,000	57.76%
Transfers to General Fund	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$430,277	\$521,165	\$405,300	\$495,000	22.13%
REVENUES-Non Tax*	\$418,471	\$633,258	\$300,000	\$375,000	25.00%

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

Riverfront Park Fund

Successes & Accomplishments

- Increased use of public boat launch, via daily use and seasonal pass sales, to generate \$9,600 in annual revenue in 2016 as compared to \$7,600 in 2015.
- Hosted two events at the banquet facility, an open house and small business holiday party, designed to increase public awareness of the venue and to increase bookings for weddings, special events and corporate functions.
- Developed a web based promotional video designed to give prospective customers a virtual tour of the boathouse and its banquet facility.
- Promoted the boathouse as a venue for weddings by establishing an on-line presence on The Knot and Wedding Wire websites.
- Increased revenues derived from all boathouse and banquet facility operations from \$25,168 in FY 14-15 to \$94,261 in FY 15-16.
- Completed the installation of audio visual equipment in the banquet facility to support hosted events.

Future Goals & Initiatives

- Expand Town-sponsored, ticketed events in the banquet facility to increase exposure and generate additional revenue (i.e. Bridal Show, Mother's Day Brunch, Farm to Table Dinner).
- Award a contract to a food truck vendor to provide a food concession in the park.
- Increase corporate event bookings in the banquet facility through networking, email and social media.
- Contract no wake buoy installation in the Connecticut River to improve efficiency and reduce the potential for workplace injuries.
- Expand on-line marketing to include Here Comes the Bride website.

Personnel & Expenditure Summary

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Personal Services	46,610	67,685	128,728	107,825	-16.24%
Supplies	3,214	4,162	7,800	7,300	-6.41%
Services & Charges	73,168	105,418	135,850	141,814	4.39%
Transfers to General Fund	0	0	0	0	0.00%
Transfers to Capital Reserve	0	0	0	0	0.00%
Capital Outlay	4,012	5,058	0	0	0.00%
TOTAL EXPENDITURES	\$127,004	\$182,323	\$272,378	\$256,939	-5.67%
REVENUES-Non Tax*	\$425,168	\$94,261	\$272,378	\$256,939	-5.67%

*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.

Riverfront Park Fund Cont'd

Performance Measures

All performance measures are by calendar year, excluding the banquet facility rentals, which are based on the fiscal year.

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED
Boat Rental Storage (indoor)	35	7	9	12	12
Boat Rental Storage (outdoor)	16	16	16	16	16
Boat Launch Passes Sold	120	95	112	112	115
GHS Crew Regattas Hosted	4	2	4	4	4
Banquet Facility Reservations	\$250,000	\$12,488	\$77,681	\$150,000	\$175,000





**Capital Improvement
Program**

Capital Improvement Program | Purpose and Scope

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

The purposed of this program is to acquire and/or improve assets, including infrastructure, that have an extended useful life of more than ten years, and a minimum value of \$75,000. Capital improvements of 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.

Projects are funded each year through the Capital Reserve Fund as the Capital Improvement Program is adopted. The accounting and management control of these projects are maintained in the Capital Projects Fund. Appropriations for these projects do not lapse at year but they continue until the project is complete. Any remaining appropriation balances are returned to the Capital Reserve Fund.

Primary Funding

Projects are funded each year through the Capital Reserve Fund as the Capital Improvement Program is adopted. The accounting and management control are maintained in the Capital Projects Fund. Appropriations for these projects do not lapse at year end, but continue until the project is complete. Any remaining appropriation balances are returned to the Capital Reserve Fund.

EXPENDITURES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ADOPTED	FY2018 REQUESTED	PERCENT CHANGE
Capital Reserve	\$4,500,000	\$5,000,000	\$5,000,000	\$5,000,000	0.00%
Appropriations/Expenditures*	\$5,539,000	\$5,133,800	\$7,437,500	\$9,560,000	28.54%

*Before grants. See Funding Resources chart below for additional detail.

Capital Improvement Program | Funding Resources

Capital Reserve Revenues	FY2018 REQUESTED
Interest on Investments	25,000
Farmland Preservation Fees	20,000
Local Bridge Grant - Eastern Boulevard/Fisher Hill	320,000
Local Accident Reduction - Hebron Ave/House Roundabout	1,700,000
State DOT - Hebron Ave Paving	1,250,000
Multi-Purpose Trail	850,000
General Fund Transfers In	\$5,000,000
Total Funding	\$9,165,000
Capital Improvement Projects Proposed - July, 2017	\$9,560,000
USE OF CAPITAL RESERVE FUND BALANCE	(\$395,000)

In addition, \$465,000 is appropriated from Town Aid Road Funds as well as \$1,345,000 from the Sewer Sinking Fund for Energy Efficiency, Emergency Power and Cider Mill Pump Station improvements.

Goals & Priorities – 2017/2018

A summary of projects recommended by the Town Manager for FY2017/18 is on the following page.

Capital Improvement Program | CIP Town Manager Recommendations

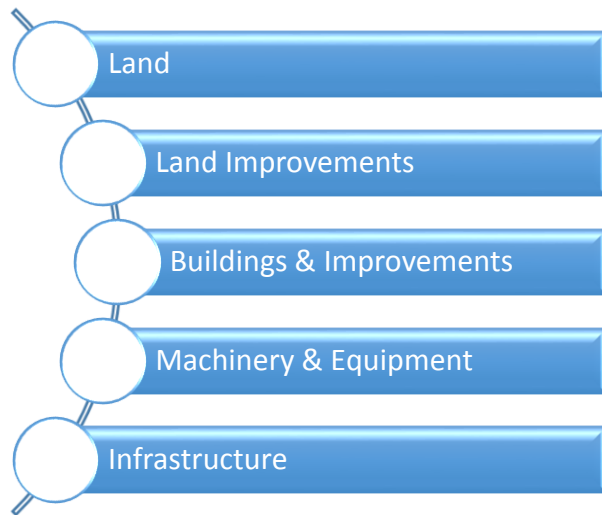
Page	Project Title	In Progress	FY2018/2019	Sewer Funding	Grants	Referendum	Total Capital Reserve 2015/16
INFRASTRUCTURE AND MAJOR EQUIPMENT CARE AND MAINTENANCE							
27	Road Overlay		900,000				900,000
30	Parking and Access Drives		200,000				200,000
23	Bridge Replacement	2,650,000	400,000		320,000		80,000
6	Boiler Replacement	223,323	325,000				325,000
12	Police Lockers and Restrooms	1,500,009	115,000				115,000
13	Police Building Windows		127,500				127,500
71	GHS Synthetic Turf Athletic Field	150,000	375,000				375,000
26	Blackledge Dam	185,000	550,000				550,000
11	Public Safety Communications		460,000				460,000
29	Highway Paving Box		200,000				200,000
25	Hebron Avenue Resurfacing		1,250,000		1,250,000		0
15	Fire Apparatus-Class A Fire Engine		575,000				575,000
42	Park Maintenance Facility	642,500	275,000				275,000
43	Minnechaug Golf Course	287,500	125,000				125,000
31	Slocumb Dam	130,000					0
75	School Carpeting-Naubuc		260,000				260,000
45	Grange Pool	75,000					0
72	School Fire Code Compliance	100,000	75,000				75,000
Sub Total			6,212,500	0	1,570,000	0	4,642,500
ONGOING PROJECTS AND INITIATIVES							
5	Property Revaluation	287,450	187,500	0			187,500
4	Document Management	225,000	100,000	0			100,000
3	Energy Efficiency	1,246,044	30,000	0			30,000
24	Modern Roundabout-Hebron & House	175,000	1,700,000	0	1,700,000		0
28	Multi-Use Trail		850,000	0	850,000		0
1	Emergency Preparedness	850,000	30,000	0			30,000
7	Town Hall - Security	230,000	175,000	0			175,000
Town Facilities				0			0
Sub Total			3,072,500	0	2,550,000	0	522,500
NEW PROJECTS AND PROPOSALS							
10	Telephone System		175,000	0		0	175,000
76	Communication System - Naubuc School		100,000	0		0	100,000
Sub Total			275,000	0	0	0	275,000
TOTAL CIP - CAPITAL RESERVE			0	9,560,000	0	4,120,000	0
SEWER SINKING FUND							
61	Energy Efficiency		308,500	177,500	131,000		0
63	Emergency Power		265,000	265,000			0
62	Cider Mill Pump Station	50,000	772,000	772,000			0
TOTAL CIP - SEWER SINKING FUND			1,345,500	1,214,500	131,000	0	0
Town Aid - Improved/Unimproved Roads			0	465,000	465,000	0	0
TOTAL			11,370,500	1,214,500	4,716,000	0	5,440,000

Capital Improvement Program | Criteria/Purpose

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:



The following Capital/Fixed Asset items may 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 CIP:

- The acquisition of, and improvements to, assets that cost \$75,000 or more
- 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
 - 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.

The above 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. 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 Program | **PLANNING PROCESS**

Identification of Needs

Annually, each department, board, or agency shall submit a proposed five year 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 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:

<i>Timeline</i>	<i>Action</i>
No later than January 29	Town Manager shall provide a 5 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 2 through 5 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

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 Program | 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 CIP projects to be funded on a cash basis.

Based on factors referenced herein the Town Council shall review the following when considering the annual general fund appropriation and transfer to the Capital Reserve Fund:

- Capital projects proposed for funding on a cash basis through the 5 year CIP.
- Annual depreciation for Capital/Fixed Assets including, but not limited to, buildings, machinery and equipment, vehicles, improvements with a depreciation schedule of less than 50 years.
- Appropriations for acquisition, replacement and renovation of Capital/Fixed Assets not part of the CIP (Capital Outlay) through the Town and Education operating budgets.
- Unassigned fund balance in the Capital Reserve Fund and potential reserve for future large scale capital projects to be funded on a “cash” basis.

Other factors to be considered for funding the CIP include:

- Debt Service requirements for projects authorized pursuant to referendum.
- Approved state and federal grants for authorized and proposed capital projects.
- Opportunity to transfer funds from the General Fund unassigned fund balance for “one time” capital projects through the sale of assets (e.g. land, buildings).
- The Town’s bond rating.
- Other factors influencing the annual budget and mill rate with the goal of minimizing significant fluctuations in the mill rate.
- Funding available through the Sewer Sinking and Sewer Operating Funds.

The minimum annual funding for the CIP shall equal the annual depreciation of assets deemed appropriate for CIP funding as defined herein.

Annually the Board of Finance shall review the General Fund unassigned fund balance, Capital Reserve Fund unassigned fund balance and other funding sources and may recommend a transfer of additional funds to the Capital Reserve. The Town’s goal 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.

Capital Improvement Program | BUDGETARY PROCESS CONT'D

- B. Donations/Grants/Loans** – Anticipated grants and contributions from various organizations, groups, or individuals for CIP projects shall be used to reduce the estimated cost to the Town.
- C. General Obligation Bonds** – CIP projects of a significant cost and not reasonably funded on a cash basis may be considered for funding through the issuance of general obligation bonds to be authorized and issued in accordance with Section 312 of the Glastonbury Town Charter.

Debt Limitations

Subject to referendum approval, the Town may issue bonds for projects of a scope and cost not reasonably funded on a cash basis from current revenues. Debt Service is typically issued for major improvements and renovations. When considering debt service, a strong credit rating is a valuable asset. The following general guidelines and standards shall be used to preserve the Town's strong credit rating and effectively manage ongoing debt service requirements.

- Ratio of net debt to equalized full value of Grand List, not to exceed 2.5%
- Debt Service as a percent of budgeted expenditures, not to exceed 10%
- Long-term debt will be repaid within a period not to exceed the expected useful life of capital improvements financed by such debt.
- Bonds will be issued to keep the average life of the general obligation bonds at or below ten years and to retire 65% of the debt at or below approximately ten years
- Standards published by bond rating agencies

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.

Annual Review

The Capital Improvement Program Criteria will be reviewed annually and may be amended by action of the Town Council upon recommendations by the Board of Finance.

Appendix

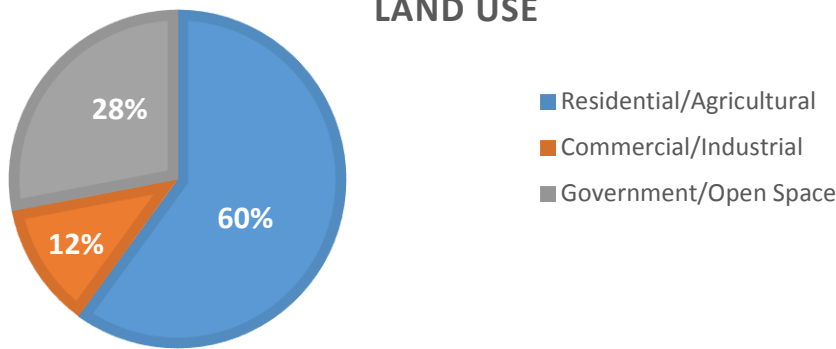
Appendix A | COMMUNITY PROFILE/KEY STATISTICS

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, and they are responsible for appointing the Town Manager. Three town managers have served Glastonbury since 1959.

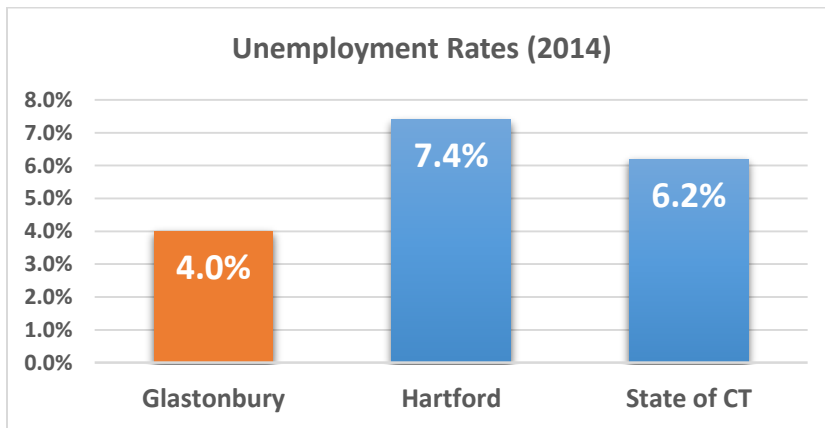
DEMOGRAPHICS

Land Area 53 Sq. Miles



	1990	2000	2013
POPULATION	27,901	31,876	34,768
MEDIAN AGE	37.8	39.8	43.1
# OF HOUSEHOLDS	10,553	12,614	13,032
HOUSEHOLD MEDIAN INCOME		\$80,660	\$101,076

ECONOMICS



Bond Rating

Standard & Poor's (AAA)
Moody's (Aaa)

Human & Neighborhood Resources

Schools (9)
Parks (12)
Senior/Community Center (1)
Swimming Pools (3)
Libraries (3)

Community Development Building Permits

New Residential Dwellings (27)
Commercial Buildings (21)
Other (607)

Tax Rate

Property Tax (36.40 mills)
Motor Vehicle Tax (34.60 mills)

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

Property Tax Assessed Valuation (2014 Grand List)

Real Estate:
\$3,444,157,270

Personal Property:
\$142,965,510

Motor Vehicle:
\$284,182,566

Exempt:
\$249,554,640

Appendix A | COMMUNITY PROFILE/KEY STATISTICS

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 (2015 Grand List)

Connecticut Light & Power	34,938,630
Flanders Somerset LLC et al	23,254,100
Massachusetts Mutual Life Ins Co.	17,646,800
Realty Associates Fund IX LP	16,466,200
Connecticut Natural Gas Corp.	15,936,410
Brixmor Residual Shoppes LLC	14,825,300
SHP V Glastonbury LLC	14,345,180
VIII-HII-Glastonbury Blvd. LLC	14,097,630
Claremont Glastonbury Suites	11,477,700
Gateway Medical Associates LLC	11,234,000

SERVICE STATISTICS

Fire (2015)

Uniform Strength	
Volunteers	117
Full Time	2
Stations	4
Front Line Equipment	20
Incidents	948

Ambulances 3

Police (2016)

Uniform Strength	58
Number of Police Dispatches	17,817
Average Police Emergency Time	4.38 min.
Average Police Response Time (all calls)	6.14 min.

SOURCES

U.S. Census, Town of Glastonbury, State of Connecticut

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:
1,595 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

Flow: 3.64 Mil Gal/Day

SERVICES PROVIDED BY OTHER GOVERNMENTAL UNITS

Water:

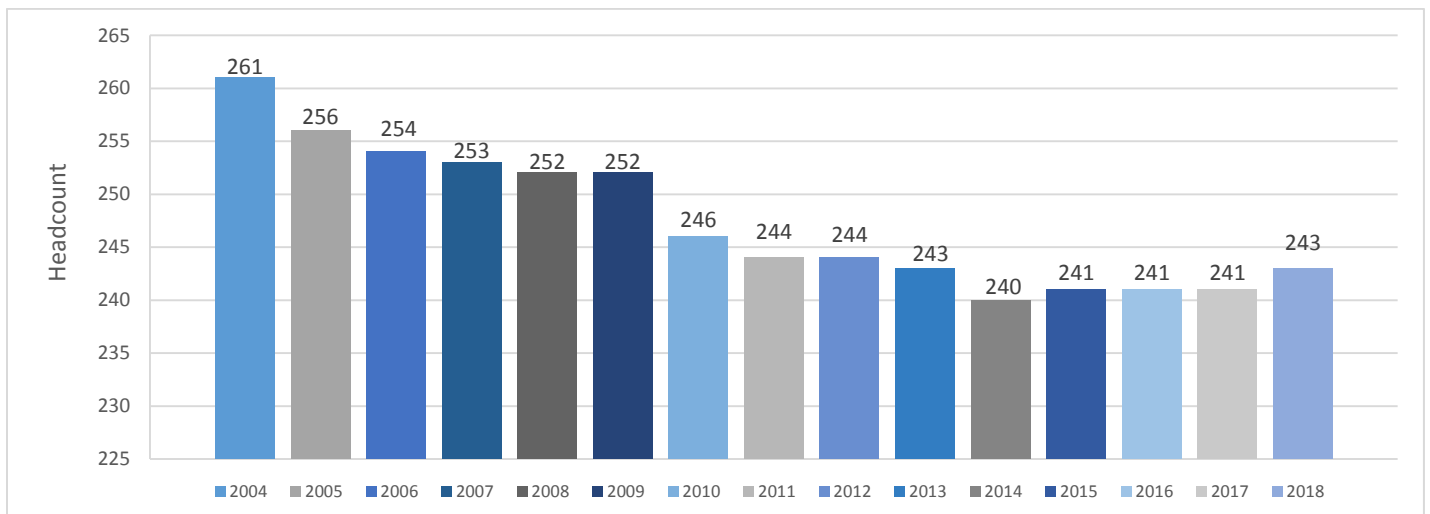
Metropolitan District Commission
Town of Manchester Water

Public Transportation:

Connecticut Transit (Bus)

Appendix B | COMPARATIVE HISTORY OF GENERAL TOWN EMPLOYEES (FULL TIME)

DEPARTMENT	Division	FY2015	FY2016	FY2017	FY2018
GENERAL GOVERNMENT	Town Manager	2	3	3	3
	Human Resources	3	3	3	4
	Facilities Maintenance	13	13	13	12
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	9	8	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	78
	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	7.2
	Youth & Family Services	12	12	12	12
LEISURE/CULTURE	Parks & Recreation	22	22	22	22.8
	Welles-Turner Library	10	10	10	10
Total Town Government		241	241	241	243
Total Education (FTE)		814	810	801	792
TOTAL TOWN & EDUCATION		1,055	1,051	1,042	1,035



Appendix C | 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're 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 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.

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

CAPTAIN: The CAPTAIN system is a mobile data system used for public safety services in the Capitol Region. CAPTAIN is the acronym for Capitol region Total Access Information Network.

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.

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 (CROG): A nonprofit consortium of Central Connecticut municipalities that work together to provide regional solutions to a variety of issues.

Commission on Accreditation for Law Enforcement Agencies (CALEA): The commission’s purpose is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence

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 Inter-local 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.

District Reference Groups (DRGs): A classification system in which districts that have public school students with similar socioeconomic status (SES) and needs are grouped together. Grouping similar districts together is useful in order to make legitimate comparisons among them. (This classification system was previously referred to as Educational Reference Groups, or ERGs.)

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.

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.

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.

Geographical Information System (GIS): Computerized mapping system and analytical tool that allows a community to raise and sort information on a parcel, area or community wide basis.

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.

Hennen's American Public Library Rating (HAPLR): system that uses data provided by 9,000 public libraries in the United States to create comparative ratings by broad population categories. Can be used to improve or extend library services.

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.

N

National Incident Management System (NIMS): National agency for Public Safety Officials which provides various levels of training and required certification

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 issued, 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.

ProBoard Fire Service Professional Qualifications System (ProBoard):

The purpose of the Pro Board is to establish an internationally recognized means of acknowledging professional achievement in the fire service and related fields. The accreditation of organizations that **certify** uniform members of public fire departments, both career and volunteer, is the primary goal. However, other organizations with fire protection interests may also be considered for participation. Accreditation is generally provided at the State or Provincial level to the empowered certifying authority of that jurisdiction. The Pro Board accredits organizations that use the National Fire Protection Association's (NFPA's) professional qualification standards.

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.

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.

Appendix D | COMPARATIVE BUDGET IMPACT – HISTORICAL

	ADOPTED 2013-2014	ADOPTED 2014-2015	ADOPTED 2015 -2016	ADOPTED 2016 -2017	PROPOSED 2017-2018	
APPROPRIATIONS/Expenditures						
TOWN	37,308,977	38,264,716	39,406,569	40,255,830	41,924,761	
Debt	9,832,620	9,832,620	9,210,000	9,210,000	8,975,000	
TRANSFER Capital Reserve	4,000,000	4,500,000	5,000,000	5,000,000	5,000,000	
TRANSFER Dog Fund	45,000	45,000	45,000	45,000	45,000	
Sub-total Debt/Transfers	13,877,620	14,377,620	14,255,000	14,255,000	14,020,000	
EDUCATION	93,923,372	97,029,698	99,250,292	101,341,911	104,410,279	
Total Appropriations	\$145,109,969	\$149,672,034	\$152,911,861	\$155,852,741	\$160,355,040	
APPROPRIATION % INCREASE	2.99%	3.14%	2.16%	1.92%	2.89%	
FINANCED BY:						
Licenses/Permits	\$682,825	\$749,520	\$833,150	\$956,200	\$998,100	
Intergovernmental Revenues	7,493,897	7,823,305	7,871,845	8,807,118	7,593,205	
Charges/Services	1,451,384	1,515,714	1,349,625	1,378,350	1,479,290	
Other	2,212,635	2,281,526	2,488,276	2,310,461	2,597,580	
Use/Fund Balance	750,000	750,000	650,000	575,000	575,000	
Taxes/non-current	1,942,000	1,802,000	1,902,000	1,902,000	1,952,000	
Total Non-Tax Revenues	\$14,532,741	\$14,922,065	\$15,094,896	\$15,929,129	\$15,195,175	
% Increase	-0.73%	2.68%	1.16%	5.53%	-4.61%	
CURRENT TAXES REQUIRED	\$130,577,228	\$134,749,969	\$137,816,965	\$139,923,612	\$145,159,865	
% Increase	3.42%	3.20%	2.28%	1.53%	3.74%	
GRAND LIST - Stated in Thousands	\$3,776,601	\$3,827,316	\$3,873,682	\$3,881,337	\$3,953,200	
MILL RATE - Real Estate/Personal Property	35.10	35.65	36.10	36.40	37.70	(2)
MILL RATE - Motor Vehicles				34.60	32.00	(2)
% Increase	15.08%	1.57%	1.26%	0.83%	2.70%	(3)

NOTES:

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

(2) State Legislation caps the mill rate on motor vehicles at 32 mills effective July 1, 2017.

(3) The estimated tax increase for the average assessment is:

	2017	2018	Difference	
Average Real Estate	8,439	8,741	302	
Average Motor Vehicle	718	664	(54)	
(2 @\$10.375)	9,157	9,405	248	2.70%

Appendix E | COMPARATIVE BALANCE SHEET – GENERAL FUND

	FY2015	FY2016
ASSETS		
Cash and cash equivalents	\$18,247,941	\$19,723,015
Receivables:		
Property taxes	856,042	724,076
Other	327,498	395,844
Inventory	212,317	202,268
Investments	11,943,814	11,629,827
Due from other funds	2,512	0
Other assets	11,247	14,999
TOTAL ASSETS	<u>\$31,601,371</u>	<u>\$32,690,029</u>
 LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE		
Liabilities:		
Accounts and other payables	4,123,573	3,550,942
Due to developers for escrow deposits	874,722	812,874
Due to others for escrow deposits	113,042	119,451
Due to other funds	66,960	0
Unearned revenue	199,765	140,535
Total Liabilities	<u>\$5,378,062</u>	<u>\$4,623,802</u>
Deferred inflows of resources:		
Unavailable revenue - property taxes	274,235	516,195
Advance tax payments	242,515	487,801
Total deferred inflows of resources	<u>\$516,750</u>	<u>\$1,003,996</u>
Fund Balance:		
Nonspendable	223,564	217,267
Assigned	1,143,003	1,001,234
Unassigned	24,339,992	25,843,730
Total Fund Balance	<u>\$25,706,559</u>	<u>\$27,062,231</u>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE	<u>\$31,601,371</u>	<u>\$32,690,029</u>

Appendix F | FUND BALANCE AND ESTIMATED OPERATIONAL RESULTS – GENERAL FUND

	2015/16 ACTUAL	2016/17 ADOPTED	2017/18 PROPOSED	2018/19 PROJECTED	2019/20 PROJECTED
ACTUAL/PROJECTED OPERATING RESULTS:					
Beginning July 1, Fund Balance	\$25,706,559	\$25,843,730	\$23,111,730	\$22,536,730	\$21,961,730
REVENUES & Transfers In	155,205,657	543,000 ⁽¹⁾			
EXPENDITURES & Transfers Out	(153,849,985)	(2,700,000) ⁽²⁾			
GAIN/(LOSS) ON OPERATIONS	1,355,672	(2,157,000)			
Actual/Est. Fund Balance Ending - June 30	\$27,062,231	\$23,686,730	\$23,111,730	\$22,536,730	\$21,961,730
Note: This schedule makes no projection of gain or (loss) on operations for 2017 and beyond other than projected use of fund balance.					
Expenditure Actuals & Estimates	\$153,849,985	\$155,852,741	\$160,355,040	\$164,444,094	\$168,637,418
		<i>Proposed Budget</i>	<i>Estimated at 2.55% - 4 year average</i>		

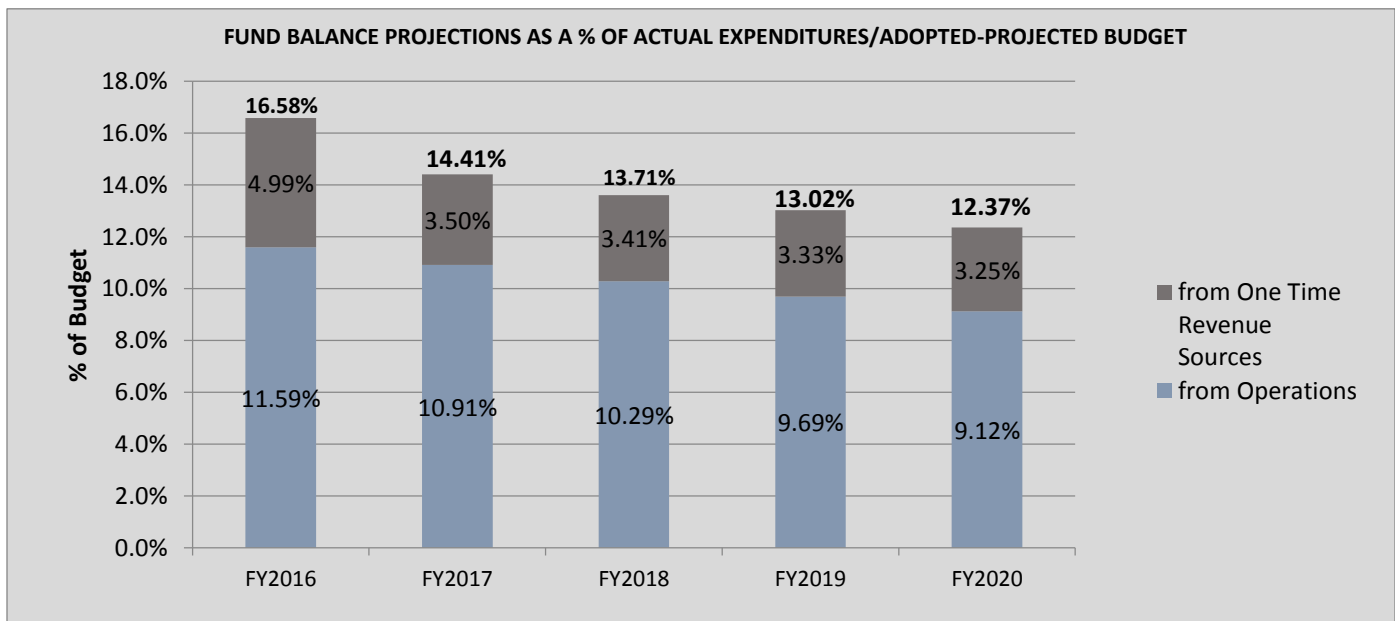
⁽¹⁾ Amount includes proceeds of sale of 232 Williams Street

⁽²⁾ Amount represents \$2.7 million transfer of unassigned fund balance and no other operating gain/loss estimated for 2016/2017

FUND BALANCE:

Total Fund Balance - June 30	\$27,062,231	\$23,686,730	\$23,111,730	\$22,536,730	\$21,961,730
Reserves:					
<i>Non Spendable (estimated)</i>	(217,267)				
<i>Assigned for Capital Outlay in FY 2016/17</i>	(137,509)				
<i>Assigned for Continued Appropriations</i>	(135,375)				
<i>BOE 1% Carryover</i>	(153,350)				
<i>Assigned for Subsequent Year Budget</i>	(575,000)	(575,000)	(575,000)	(575,000)	(575,000)
Unassigned Fund Balance - June 30	\$25,843,730	\$23,111,730	\$22,536,730	\$21,961,730	\$21,386,730
% of Fund Balance of 6/30 Year End Actuals	16.80%				
% of Proposed and Subsequent Year's Adopted/Projected Budget	16.58%	14.41%	13.71%	13.02%	12.37%

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 operations. Below graphically illustrates the projections of fund balance from these two sources:



Appendix G | CAPITAL RESERVE FUND PROJECTION

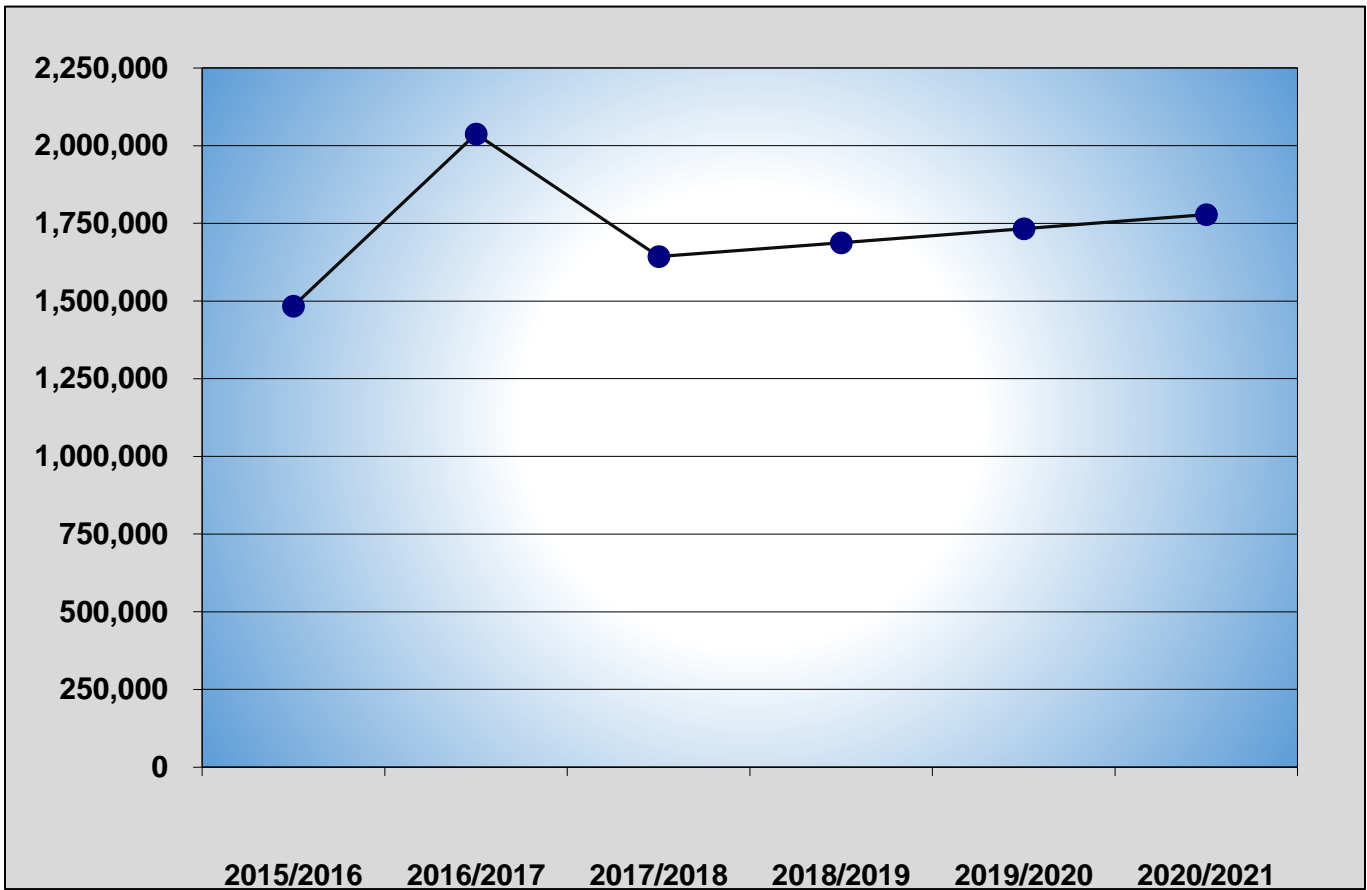
DESCRIPTION	ACTUAL 2015/2016	ADOPTED & ESTIMATED 2016/2017	PROPOSED 2017/2018	PROJECTED		
				2018/2019	2019/2020	2020/2021
REVENUES						
Interest on Investments	\$47,464	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
OTHER REVENUES						
Farmland Preservation Fees	13,917	20,000	20,000	20,000	20,000	20,000
Eastern Blvd. Bridge Grant 80% 15/16	85,272					
Eastern Blvd. Bridge Grant 80% 16/17		1,912,000				
STEAP Grant - Facilities Building		320,000				
Local Bridge Grant - Eastern Boulevard/Fisher Hill			320,000			
Local Accident Reduction - Hebron Ave/House Roundabout			1,700,000			
State DOT - Hebron Ave Paving			1,250,000			
Multi-Purpose Trail			850,000			
Library Space Planning Needs Grant						
School Security Grant						
Misc. Reimbursements - Charging Station 2015						
LOCIP	204,413					
Bikeways Grant						
Main Street Signals	121,550					
House/Griswold/Harris Intersection 15/16 (1)	741,738					
Easement 210 Griswold Street						
Contribution - The Mews	275,000					
Intersection Realignment 16/17- Hebron Ave/NLT/House		240,000				
Gideon Welles Windows	153,306	350,000				
EV Charging Station Reimbursement	9,776					
Town Center - Municipal Grants in Aid	240,799					
Utility Rebate						
Smith Middle School Chillers Rebate						
Open Space Access Grant						
Main Street Paving						
MULTI TOWN DISPATCH GRANTS		625,000				
TRANSFERS IN						
General Fund Budgeted	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
General Fund Mid-Year *	133,800					
Capital Projects Fund: Closed Projects (projected)						
ESTIMATED REVENUES & TRANSFERS	\$7,027,035	\$8,492,000	\$9,165,000	\$5,045,000	\$5,045,000	\$5,045,000
DEDUCTIONS						
CAPITAL IMPROVEMENT PROJECTS						
Authorized or Proposed - July 1	\$5,950,000	\$7,437,500	\$9,560,000	\$5,000,000	\$5,000,000	\$5,000,000
School Air Conditioning Study	50,000					
Town Center Traffic/Street Improvements	275,000					
Multi Town Dispatch Communications Upgrade	710,000					
Town Facility Shop - STEAP Grant	320,000					
Gideon Welles Windows						
Riverfront Park Phase II Remediation		500,000				
Library Space Planning Needs Grant						
Land Acquisition - Project Account						
Main Street Traffic Signals						
School Boilers						
TOTAL DEDUCTIONS	\$7,305,000	\$7,937,500	\$9,560,000	\$5,000,000	\$5,000,000	\$5,000,000
Period Increase (decrease)	(277,965)	554,500	(395,000)	45,000	45,000	45,000
Unreserved Fund Balance Beginning	1,761,312	1,483,347	2,037,847	1,642,847	1,687,847	1,732,847
Unreserved Fund Balance Ending	\$1,483,347	\$2,037,847	\$1,642,847	\$1,687,847	\$1,732,847	\$1,777,847

(1)

(1) does not include unrealized investment income

Appendix G | CAPITAL RESERVE FUND PROJECTION CONT'D

CAPITAL RESERVE FUND



Appendix H | DEBT SERVICE DETAIL OVERVIEW

Date of Issue	Interest Rate	Description	Original Issue	Projected Outstanding June 30, 2017	2017-2018 Payments		
					Principal	Interest	Totals
GENERAL TOWN BONDS							
April 15, 2009	2% to 4.5%	Land - Series A	7,000,000	3,150,000	350,000	117,250	467,250
April 15, 2009	2% to 5%	Refunding - Series B	2,135,000	665,000	215,000	22,700	237,700
Nov 15, 2010	2% to 5%	Refunding	8,995,000	4,694,000	641,000	167,638	808,638
Nov 1, 2011	2% to 3%	Land-Saglio Purchase	3,680,000	2,705,000	195,000	98,375	293,375
June 27, 2012	2% to 5%	Refunding 2006 & 2007	2,870,000	2,175,000	250,000	87,700	337,700
October 10, 2013	3.25% to 4.625%	Riverfront Park Phase II	8,950,000	8,240,000	375,000	315,843	690,843
May 15, 2014	2.00% to 3.00%	Refunding - 2004, 2007 & Partial 2009	3,095,000	2,268,500	439,500	55,974	495,474
Total General Town Bonds			\$36,725,000	\$23,897,500	\$2,465,500	\$865,479	\$3,330,979
SCHOOL BONDS							
April 15, 2009	2% to 4.5%	High School & Nayaug Elm Series A	1,000,000	450,000	50,000	16,750	66,750
April 15, 2009	2% to 5%	Refunding - Series B	7,370,000	2,030,000	760,000	74,706	834,706
Nov 15, 2010	2% to 5%	Refunding	19,555,000	10,236,000	1,379,000	364,863	1,743,863
Nov 1, 2011	2% to 3%	High School, Nayaug and Land	2,715,000	1,940,000	155,000	51,638	206,638
June 27, 2012	2% to 5%	Refunding 2006 & 2007	11,675,000	9,440,000	835,000	384,756	1,219,756
May 15, 2014	2.00% to 3.00%	Refunding - 2004, 2007 & Partial 2009	6,385,000	3,741,500	1,165,500	77,470	1,242,970
Total School Bonds			\$48,700,000	\$27,837,500	\$4,344,500	\$970,183	\$5,314,683
TOTAL ALL BONDS			\$85,425,000	\$51,735,000	\$6,810,000	\$1,835,661	\$8,645,661
NOTES PAYABLE COSTS:							Totals:
Sewer Note Repayment							175,000
Temporary Note Repayment							
Bond Anticipation Note Interest			6,880,000	Authorized; \$5,500,000 allocated to Land Purchases			100,000
Paydown of outstanding BANS							0
Total Temporary Note Repayment							100,000
Debt Administrative Costs							54,339
TOTAL TOWN, EDUCATION & OTHER DEBT RELATED COSTS							\$8,975,000

Appendix I | TOWN OF GLASTONBURY LONG TERM DEBT AMORTIZATION SCHEDULES

EXCLUDES Authorized/Unissued Bonds

Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	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 & 2002 Bonds ADV REFUND	2009 Series A Land, GHS and Nayaug
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					
	62,179,422	62,179,422	6,936,597	11,368,991	13,804,506	5,767,488	17,108,150	2,887,691	4,306,000
Principal Total		51,735,000	6,010,000	8,240,000	11,615,000	4,645,000	14,930,000	2,695,000	3,600,000
Interest Total		10,444,422	926,597	3,128,991	2,189,506	1,122,488	2,178,150	192,691	706,000
	\$62,179,422	\$62,179,422	\$6,936,597	\$11,368,991	\$13,804,506	\$5,767,488	\$17,108,150	\$2,887,691	\$4,306,000

Appendix J | TOWN OF GLASTONBURY LONG TERM DEBT AMORTIZATION SCHEDULES

INCLUDES Authorized/Unissued Bonds

Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	Unissued Land Proposed Issue @ 3.75%	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, GHSLand	2010 Refunding of 2004 & 2005 Bonds ADV REFUND	2009 - Series B 1998, 1999 & 2002 Bonds ADV REFUND	2009 Series A Land, GHS and Nayaug
2014-Principal		0						0	0	0
Interest	0	0						0	0	0
2015-Principal		0		0			0	0	0	0
Interest	0	0		0	0	0	0	0	0	0
2016-Principal		0	0	0	0	0	0	0	0	0
Interest	0	0	0	0	0	0	0	0	0	0
2017-Principal		0	0	0	0	0	0	0	0	0
Interest	0	0		0	0	0	0	0	0	0
2018-Principal		6,810,000		1,605,000	375,000	1,085,000	350,000	2,020,000	975,000	400,000
Interest	8,774,661	1,964,661	129,000	133,444	315,843	472,456	150,013	532,500	97,406	134,000
2019-Principal		6,764,000	344,000	750,000	400,000	1,625,000	350,000	2,015,000	880,000	400,000
Interest	8,629,618	1,865,618	251,550	108,244	303,749	429,056	140,288	459,700	51,031	122,000
2020-Principal		5,469,000	344,000	30,000	425,000	1,625,000	350,000	2,010,000	285,000	400,000
Interest	7,109,917	1,640,917	238,650	98,775	291,374	364,056	130,563	384,100	24,400	109,000
2021-Principal		5,444,000	344,000	30,000	425,000	1,620,000	350,000	1,995,000	280,000	400,000
Interest	6,894,224	1,450,224	225,750	98,138	278,624	299,056	120,838	317,950	14,869	95,000
2022-Principal		5,319,000	344,000	30,000	445,000	1,470,000	350,000	2,005,000	275,000	400,000
Interest	6,545,449	1,226,449	212,850	97,500	265,296	234,256	111,113	219,950	4,984	80,500
2023-Principal		5,019,000	344,000	30,000	450,000	1,460,000	345,000	1,990,000		400,000
Interest	6,056,074	1,037,074	199,950	96,863	251,030	175,456	100,475	147,800		65,500
2024-Principal		4,984,000	344,000	585,000	450,000	905,000	340,000	1,960,000		400,000
Interest	5,840,502	856,502	187,050	90,328	235,843	117,056	88,625	88,100		49,500
2025-Principal		4,014,000	344,000	585,000	500,000	910,000	340,000	935,000		400,000
Interest	4,694,105	680,105	174,150	77,531	218,593	71,806	76,475	28,050		33,500
2026-Principal		3,104,000	344,000	575,000	530,000	915,000	340,000			400,000
Interest	3,633,824	529,824	161,250	62,325	198,618	26,306	64,325			17,000
2027-Principal		2,184,000	344,000	975,000	530,000		335,000			
Interest	2,600,853	416,853	148,350	39,075	177,153		52,275			
2028-Principal		1,619,000	344,000	410,000	530,000		335,000			
Interest	1,968,233	349,233	135,450	18,300	155,158		40,325			
2029-Principal		1,614,000	344,000	405,000	530,000		335,000			
Interest	1,903,158	289,158	122,550	6,075	132,633		27,900			
2030-Principal		1,209,000	344,000		530,000		335,000			
Interest	1,442,963	233,963			109,313		15,000			
2031-Principal		1,064,000	344,000		530,000		190,000			
Interest	1,250,488	186,488	96,750		85,463		4,275			
2032-Principal		874,000	344,000		530,000					
Interest	1,019,131	145,131	83,850		61,281					
2033-Principal		874,000	344,000		530,000					
Interest	981,719	107,719	70,950		36,769					
2034-Principal		874,000	344,000		530,000					
Interest	944,306	70,306	58,050		12,256					
2035-Principal		344,000	344,000							
Interest	389,150	45,150	45,150							
2036-Principal		344,000	344,000							
Interest	376,250	32,250	32,250							
2037-Principal		344,000	344,000							
Interest	485,900	141,900	141,900							
2038-Principal		344,000	344,000							
Interest	350,450	6,450	6,450							
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	71,890,972	71,890,972	9,711,550	6,936,597	11,368,991	13,804,506	5,767,488	17,108,150	2,887,691	4,306,000
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Principal Total		58,615,000	6,880,000	6,010,000	8,240,000	11,615,000	4,645,000	14,930,000	2,695,000	3,600,000
Interest Total		13,275,972	2,831,550	926,597	3,128,991	2,189,506	1,122,488	2,178,150	192,691	706,000
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	\$71,890,972	\$71,890,972	\$9,711,550	\$6,936,597	\$11,368,991	\$13,804,506	\$5,767,488	\$17,108,150	\$2,887,691	\$4,306,000

Appendix K | SCHEDULE OF DEBT LIMITATION- JUNE 30, 2016

Total tax collections (including interest and lien fees) received by Treasurer for current fiscal year	\$140,255,321
Reimbursement of Revenue Loss from Tax Relief for the Elderly	<u>\$148,957</u>
Total Base	<u><u>\$140,404,278</u></u>

Debt Limitation	General Purpose	Schools	Sewer	Urban Renewal	Pension Deficit
2 1/4 times base	\$ 315,909,626	\$ -	\$ -	\$ -	\$ -
4 1/2 times base	-	631,819,251	-	-	-
3 3/4 times base	-	-	526,516,043	-	-
3 1/4 times base	-	-	-	456,313,904	-
3 times base	-	-	-	-	421,212,834
Total limitations	315,909,626	631,819,251	526,516,043	456,313,904	421,212,834

Indebtedness:

Bonds outstanding Authorized and unissued	26,350,000	32,220,000	-	-	-
Bond anticipation notes	2,640,000	-	-	-	-
Clean Water Fund notes	1,240,000	-	-	-	-
Construction grants	-	-	14,447,844	-	-
Total indebtedness	30,230,000	32,220,000	14,447,844	0	0

Debt Limitation in Excess of Outstanding & Authorized Debt

\$ 285,679,626	\$ 599,599,251	\$ 512,068,199	\$ 456,313,904	\$ 421,212,834
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Note 1:

In no event shall total indebtedness exceed seven times the base for debt limitation computation:	<u><u>\$ 982,829,946</u></u>
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See the Comprehensive Annual Financial Report - Notes to the Financial Statements for further information and explanation on the Town's indebtedness at June 30, 2016.



Town of Glastonbury

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