

Town of Glastonbury

Annual Operating Budget | 2018-2019

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**Certificate of Achievement for Excellence in
Financial Reporting (CAFR) 2017**



Government Finance Officers Association

**Certificate of
Achievement
for Excellence
in Financial
Reporting**

Presented to

**Town of Glastonbury
Connecticut**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2017

Christopher P. Morill

Executive Director/CEO

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Certificate of Achievement for Excellence in Financial Reporting (CAFR) to the Town of Glastonbury for the fiscal year ending June 30, 2017.

Vision Statement

Building on over 300 years of tradition and heritage, Glastonbury continues to balance the preservation of its natural resources with the evolving needs of our community. Through positive community partnerships, careful planning, and professional management, we are committed to the highest levels of responsive and equitable service, integrity, and fiscal responsibility. Ongoing innovation, regional cooperation, and effective leadership will ensure that Glastonbury will always be a great place to live, learn, work, play, and do business.

The Glastonbury Story

Written by Marjorie G. McNulty-Town Historian

Glastonbury, covering some 53 square miles on the east bank of the Connecticut River 11 miles south of Hartford, is one of the largest towns in the state. Originally, it was part of Wethersfield.

By 1653, enough families lived here to be granted permission by Connecticut Colony's General Court to hold military training days. However, it was another 40 years before the east-side dwellers, wanting their own church, petitioned for separation from Wethersfield. Township status was granted in 1693. From the start, Glastonbury was an agricultural community, growing corn like the Indians before them. Orchards were soon added, and subsistence farming became a way of life. Today, apple and peach orchards flourish on Matson Hill. In colonial days, many saw mills and grist mills were built along Roaring Brook and Salmon Brook, which coursed through the Town from the eastern uplands. Because Glastonbury is a river Town, ship building and shipping thrived. In the 19th and early 20th centuries, factories, some known worldwide, provided local employment. Housing development on a large scale reached out to all corners of the Town. New schools were built, and new roads, including Route 2 and 17, helped increase the modest 1940 population of 6,635 to a record 27,901 by 1990. The Town in 1959 changed its long-established Selectman-Town meeting Government to adopting a Council-Manager and Board of Finance form. Today, as from the first, many townspeople volunteer their time for the betterment of the community.

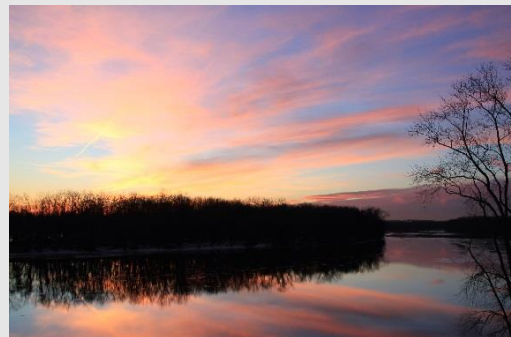
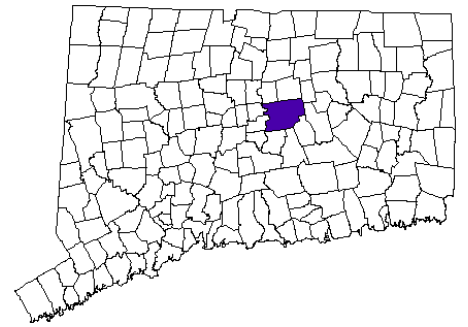


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Accomplishments & Successes

- Recognized with Silver Certification through the inaugural Sustainable CT program. Glastonbury is one of only 5 communities statewide to earn this high honor.
- Received national recognition through the International City Managers Association (ICMA) for the multi-year Riverfront Park project.
- Retained Moody's Aaa and Standard and Poor's AAA bond ratings.
- Earned National Recreation and Park Association (NRPA) "Innovation in Park Design" award for Riverfront Park Phase 2.
- Received the 2018 CIRMA Excellence in Risk Management Award for its "Sustained Risk Management Programs." One of four communities statewide to be so recognized.
- Earned National Re-Accreditation for the Town's Senior Center.
- Preserved 100+ acres of agricultural lands through purchase of development rights to Rose's Berry Farm and Howe parcels. Also acquired 47 acres of open space to complement the Town's land acquisition and preservation program.
- Selected as the 262nd community nationwide to enroll in the AARP Network of Age-Friendly Communities.
- Awarded Town and School Solar PV projects through statewide Zero Renewal Energy Credit program. Ongoing energy efficiency program has reduced system-wide energy consumption by 24% since 2008.
- Received Government Finance Officers Association's 'Certificate of Excellence in Financial Reporting' Award.
- Awarded EPA Energy Star rating for Town and School buildings.
- Introduced a new food waste collection program to further extend the Town's comprehensive recycling programs and reduce refuse disposal costs.
- Continued the successful sale and development of town-owned land within the Gateway corporate park to achieve ongoing economic development goals.
- Generated revenues to fully offset Riverfront Park Phase 2 operations and maintenance expenditures.
- Welcomed new Department Directors to the positions of Chief of Police, Director of Parks & Recreation, and Director of Finance and Administrative Services.
- Continued town's highly successful, cash-funded Capital Improvement Program. Examples of recent capital projects completed over the past year:
 - Hebron Avenue corridor reconstruction to include two new traffic roundabouts. 100% grants funded.
 - Completed successful reconfiguration of the Blackledge Dam and pond to improve and support preservation of fisheries and wildlife.
 - Installed air conditioning systems in all Elementary Schools.
 - Completed reconfiguration of Town Hall site and building addition to improve public safety, energy efficiency, customer service, handicap accessibility, on-site circulation, landscaping, lighting, signage, related improvements, and operating efficiencies.
- Received 2017 annual audit with no reported conditions. Ended FY2017 with an estimated \$1.0m+ gain in operations, despite challenging economic conditions
- Hosted Glastonbury's first Sustainability workshop to educate the public on the Town's sustainable initiatives and collect feedback regarding improvements to sustainable programs.



Principal Officials

Town Council

Thomas Gullotta, Chairman
Jill Barry, Vice Chairman
Lawrence Niland
Stewart (Chip) Beckett III
Deborah Carroll
Kurt Cavanaugh
Mary LaChance
Whit Osgood
George Norman

Board of Finance

Constantine Constantine, Chairman
Jared Soper, Vice Chairman
Walter Cusson
James McIntosh
Jennifer Sanford
James Zeller

Town Administration

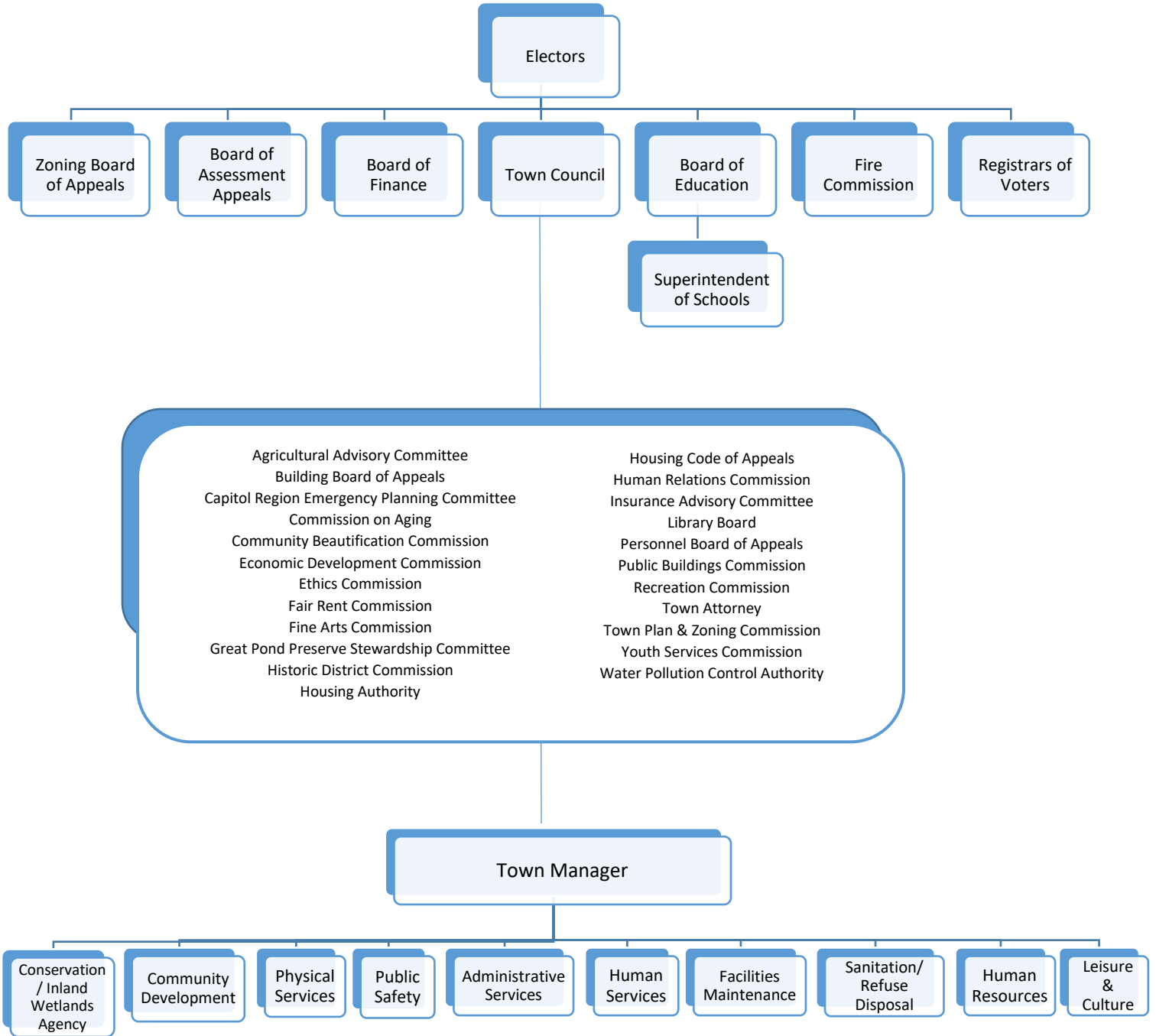
Richard J. Johnson, Town Manager
Marshall Porter, Chief of Police
Julie Twilley, Director of Finance & Administrative Services
Daniel Pennington, Town Engineer/Manager of Physical Services
Khara Dodds, Director of Planning & Land Use Services
Sherri Tanguay, Director of Human Resources

Board of Education

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

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



Town Manager's Letter

July 26, 2018

Dear Glastonbury Resident:

I am pleased to forward the fiscal year 2018-2019 Annual Town Operating Budget as approved by vote of the Council at its Tuesday, March 21, 2018 meeting. The adopted budget continues successful efforts to cost effectively manage Town operations and facilities to high-quality standards, while safeguarding the community's long-term financial best interest in accordance with established policies and practices.

LOOKING BACK – BUDGET YEAR 2017-2018

Before summarizing the Town operating, debt & transfer, and revenue budgets enacted for FY2018 - 2019, a look back on FY2017-2018 will be helpful.

REVENUES

The budget presented by Governor Malloy in February 2017 proposed significant reductions in state aid to cities and towns, most particularly, the Educational Cost Sharing (ECS) Grant. For Glastonbury this translated to a proposed reduction from \$6.2m to \$148,178 on a budget-to-budget basis. Additionally, the Governor proposed that annual costs for the teacher pension program be partially funded at the local level. Historically, the state managed the pension plan for teachers and funded the annual Actuarially Determined Contribution (ADC). For Glastonbury, the cost sharing of teacher pension costs totaled \$5m±. These pension costs, combined with the \$6m± loss in ECS funding equaled a net impact of \$11m± to the Town.

When the town budget was formally adopted in March 2017, final state legislative action had not yet been determined. Accordingly, best estimates were assumed for state aid in the coming fiscal year with the adopted budget reducing intergovernmental revenues by approximately \$4.0m. To offset this reduction, town and education budgets were reduced by a combined \$4m.

The adopted budget did not include funding for the state teacher pension. The general consensus was that the state legislature would not reasonably enact the Governor's budget proposal and notably the co-share for teacher pensions.

EXPENDITURES

As noted above, the Town and Education operating budgets presented at the January Annual Town Meeting were reduced by \$4m allocated \$1m± and \$3m± to Town and Education respectively. Essentially, both operating budgets were held at prior year levels. When taking this action, the Council recognized that final state legislative action could approve state aid in excess of budget. The consensus was that, should intergovernmental revenues exceed budget, such revenues would be "returned" to town and education upon receipt.

State aid did exceed original estimates and, most particularly, the annual ECS grant totaled \$5.5m as compared to the original estimate of \$148,478. With other changes in state aid, the Town received a net gain of \$3.7m±. By separate actions in December 2017 and April 2018, a combined \$900,000 and \$2.5m was restored to Town and Education operating budgets. For Town operations, the \$900K was allocated as follows:

- \$545,000 to Pension and Capital Outlay
- \$355,000 to Over-expenditures for winter storm costs and legal services

While the \$900K is included in the base adjusted FY2018 budget, the \$355,000 allocated to expenditures that were above budget does not translate to an effective line item to line item comparison between FY2018 and FY2019. Accordingly, a \$355,000 adjustment is noted throughout this letter to account for this factor.

Final state legislative action did not implement the local funding for teacher pension costs.

OVERVIEW 2018-2019

The combined Town, Education, and Debt & Transfer budget appropriations for FY18/19 are summarized here:

	Adjusted 2017 – 2018	Adopted 2018 – 2019	\$ Change	% Change
Town Operations	\$40,558,462	\$42,016,003	\$1,457,541	3.59%
Debt & Transfers	\$14,707,804	\$14,967,804	\$260,000	1.77%
Education	\$103,394,967	\$105,366,982	\$1,972,015	1.91%
Total	\$158,661,233	\$162,350,789	\$3,689,556	2.33%

The major components of the adopted spending plan are detailed as follows.

Expenditures

- Town, Debt & Transfer and Education budget increase totals approximately \$3.7m or 2.33%.
- Combined percentage increase of 2.33% compares to adopted budgets of 1.67%, 1.92% and 2.16%, respectively, for FY 2018, 2017 and 2016.
- Debt & Transfer appropriations totals \$14.97m as compared to \$14.71m in FY2018.
- Town operations increase 3.59% and Education increases 1.91%.

Revenues

- Tax revenue accounts increase \$3.41m or 2.32%.
- Combined non-tax revenues including Intergovernmental Revenues increased a net of \$280,000.

Grand List

- The October 1, 2017 Grand List (GL) increases 5.38% as a result of state mandated property revaluation. When growth in the GL is considered exclusive of the property revaluation process, the GL would have grown 0.95% (referred to herein as “normalized”). A historical summary of growth in the GL on a normalized basis is discussed in more detail in the pages that follow.

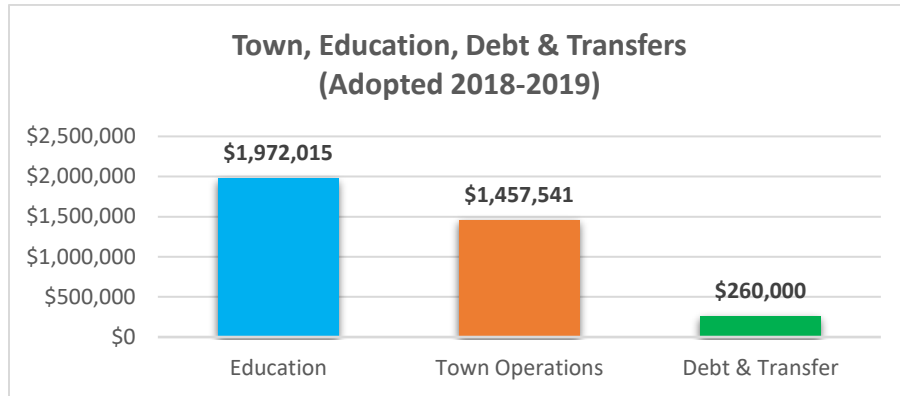
General Fund

- The General Fund Transfer totals \$575,000 as in fiscal years 2017 and 2018.

Mill Rate

- For FY 2018, the State Legislature enacted a mill rate cap of 32 mills for motor vehicles. Accordingly, a two-tier mill rate was enacted for 2017-2018 of 37.45 mills for real estate (RE) and personal property (PP) and 32 mills for motor vehicles (MV). When the 37.45 and 32 mills are considered on a weighted average, a 37.04 single mill rate results (referred to as “normalized”). For FY2019, the State Legislature increased the maximum mill rate for motor vehicles to 40. This signaled a return to a single mill rate for RE, PP, and MV. A mill rate of 36 mills is adopted for FY2019. A decrease from 37.04 mills (normalized) to 36 mills results from the 5.38% increase in the grand list through state mandated property revaluation. A historic comparison of mill rates is shown on page 18.

The following graph reflects the adopted budget by major expenditure component.



Goals, Priorities, and Influences

The budget enacted for FY2018-2019 supports Glastonbury’s organizational and community goals including, but not limited to, the following:

- Restore, as possible, funding reductions enacted in the 2017-2018 fiscal year.
- Fully fund the Actuarial Determined Contribution (ADC) for pension and Other Post-Employment Benefits (OPEB).
- Continue phased decrease to pension investment assumption for long-term sustainability of pension plan.
- Invest fully in employer/employee funding to the Health Insurance Reserve Fund.
- Return system-wide Capital Outlay accounts to recommended funding levels.
- Manage full-time staffing levels to achieve cost savings while retaining highly effective municipal services.
- Identify and implement opportunities for new and continuing operating efficiencies.
- Consider revenues and expenditures on a multi-year basis to avoid spending spikes and revenue “cliffs.”
- Effectively balance costs and tax rate while avoiding significant fluctuations in the mill rate.
- Sustain proactive care and maintenance of Town infrastructure, facilities, systems, and equipment through effective balance of Capital Reserve funding and Debt Service.
- Manage operating budget account to limit significant year to year fluctuations.

The Town Operating budget is comprised of 41 line items. The 8 primary funding categories influencing the adopted operating budget as a component of the 3.59% budget increase are summarized over the following pages:

Primary Funding Category	\$ Change	As a component of overall budget increase (3.59%)
Wages	\$427,688	1.05 pts
Insurance	\$568,636	1.40 pts
Pension	\$641,641	1.58 pts
Professional Development	\$67,562	0.17 pts
Data Processing	\$55,862	0.14 pts
Utilities & Fuel	(\$16,671)	(0.04) pts
Capital Outlay	\$14,450	0.04 pts
All Other Accounts	\$53,374	0.13 pts
Subtotal	\$1,812,542	
Allocated to over-expenditures*	(\$355,000)	(0.88) pts
Total Budget Increase	\$1,457,542	3.59%

*Funds restored in FY18 and allocated to over-expenditures for winter storms and legal services.

The chart above shows major budget factors as a component of the 3.59% budget increase. The following paragraphs present these factors as a year to year change in spending.

Personal Services-Wage Accounts

Combined wage accounts increase \$427,688 or 2.24%. This includes full-time, part-time, overtime, and unit pay.

Full-time wage accounts assume a 2.0% general wage adjustment effective July 1, 2018 for all full-time staff (non-affiliated and collective bargaining units). Through continued attention to job sharing, consolidation, restructuring, technology, process improvements, outsourcing, and other opportunities, full-time staffing has declined over recent years to achieve wage and benefit cost savings. The opportunity to effectively balance staffing levels with service delivery levels is continually evaluated. A multi-year comparison of full time staffing is shown in Appendix F on page 176.

System-wide **part-time wage** accounts decrease \$27,155 or 1.23%. This results from reallocating part time staff costs to the Special Revenue Fund for recreation activities.

Unit pay for volunteer firefighters remains unchanged. **Overtime accounts** increase by \$61,700 or 6.7% to better reflect system-wide overtime costs.

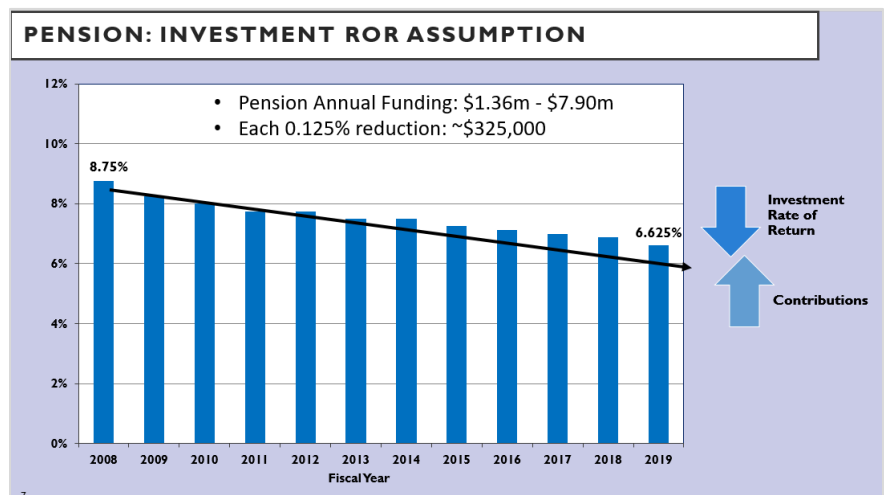
Insurance

Insurance accounts increase a combined \$568,636± or 11% to include Health Insurance, Worker's Compensation, Liability and Property Casualty. Health insurance is the primary contributor with a 17% increase in premium equivalent costs. The 17% compares to the 14% increase absorbed in FY2018. Efforts are ongoing to work with all staff and bargaining units to effectively address rising health insurance costs through plan design changes, increased co-pays and deductibles, High Deductible Plans, and other such actions. The self-insurance reserve is effectively funded with a strong fund balance. Simultaneously, claim costs continue to rise with a number of large loss claims over the past two years.

Organization-wide loss control efforts involving workers' compensation and LAP coverages has resulted in favorable loss experience. This translates to relatively modest changes in premium costs for these coverages. Glastonbury was recently among four communities statewide to be recognized for its effective loss control program.

Pension

The Actuarial Determined Contribution (ADC) continues to be influenced by ongoing efforts to reduce the actuarial investment assumption and the previously stated commitment to fully fund the annual ADC requirement. Since 2008, the investment rate of return has been reduced from 8.75% to 6.625% effective with the July 2017 Valuation (FY2018-2019). In turn, the Town operating budget has absorbed a \$6.54m or nearly 500% increase in the ADC for the pension over the same time period. This change in the investment assumption is part of the Town's ongoing effort to ensure sound pension management practices that reflect economic realities. Essentially, the rate of return on pension funds represents reasonable expectations for ongoing returns on invested assets without undue risk. The historic change in the ADC is illustrated to the right.



Note: The ADC is influenced by the decreasing investment assumption, past service, and normal costs. For the fiscal years 2009 – 2018, the Town operating budget has increased 1.5±% annually outside of the annual increase in the pension ADC.

In the long-term, the proactive attention to the Actuarial Investment Assumption will serve the Plan well. Continued reduction through a phased approach is expected over coming years. This requires an effective balance between a reasonable investment assumption and influence on the tax rate.

Generally effective in 2013, new pension plan designs are implemented for various employee groups which includes Defined Contribution (DC), hybrid, and modified Defined Benefit (DB) plans. These new plans are effective for pension eligible full time staff hired in and after 2013. For longer tenured staff, employee contributions to pensions are increased through a multi-year phase-in. Each achieves significant prospective reductions in pension costs.

The charts shown at right illustrate a long range forecast based on the July 1, 2017 valuation. Specifically, the projected increase in the funded status and declining ADC over coming years and the expected cost of the new hire hybrid plan (DB/DC) over time.

Other Post-Employment Benefits (OPEB)

Effective with FY2018, OPEB for Town and Education is funded as a component of the Debt & Transfer account. This ensures that the annual OPEB liability is fully funded outside of continuing pressures on operating expenses. The adopted budgets for FY2018 and FY2019 fully fund the ADC for OPEB obligations at \$687,804 and \$713,719 respectively. For the years before FY2018, the Board of Education was not always able to fully fund this obligation given other demands on education funding, hence the change to a separate funding account. In the years before 2018, Town operations consistently funded the OPEB obligation.

Utilities & Fuel

Utility and Fleet Maintenance accounts decrease a combined \$16,670±, or 1±%. The unit price for unleaded and diesel fuel remains generally consistent with the current year budget (2.30 and 2.27 for gas and diesel respectively). Market conditions are closely monitored for the best possible rate lock. System-wide utility costs decrease through the Town’s ongoing Energy Efficiency Program and through initial savings from the new Town telephone system. When fully operational, the telephone system is estimated to save \$60,000± annually. Over recent years, energy consumption for town buildings and facilities has declined 24% through ongoing energy efficiency and alternate energy initiatives.

Professional Development

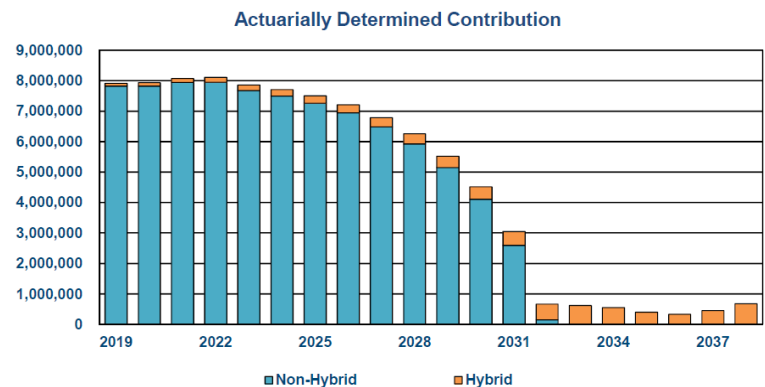
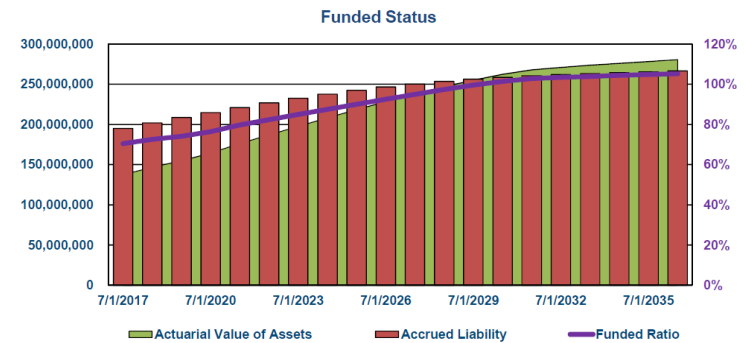
This account funds ongoing staff training and professional development throughout the organization. This training keeps staff current with trends, issues, innovations, initiatives, and general knowledge required for their respective positions. In turn, staff are better prepared to identify and implement improved customer service and operating efficiencies and effectiveness. A 30% organization-wide funding reduction in this account was included with the \$1m referenced earlier. The adopted budget returns training monies to system-wide funding levels before the 30% decrease.

Data Processing and Contractual Services

These accounts increase a combined \$55,862. Most significant changes involve maintenance contracts for the new Document Management System, Tyler Reporting Services, and fiber management systems, all of which support operating efficiencies. Additional monies are allocated to sidewalk maintenance to support loss control efforts. This will be supplemented by a new capital improvement account in FY2020.

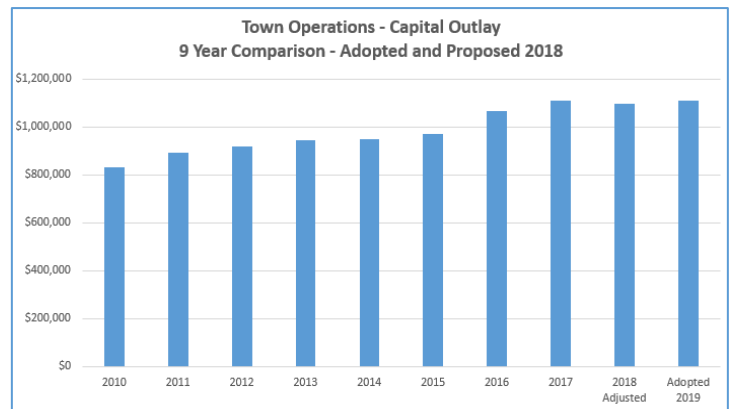
**TOWN OF GLASTONBURY
July 1, 2017 Pension Valuation Results**

Long-Range Forecast



Capital Outlay

As part of the \$1m reduction referenced in the introductory section, system-wide Capital Outlay accounts were funded at \$850,000±, a 25% reduction from the budget originally proposed in January 2017 and significantly below the organization-wide goal. Of the \$900K restored during FY18, approximately \$245K was allocated to capital costs, bringing total funding for FY18 to desired system-wide levels. The adopted budget for FY2019 sustains system-wide capital outlay at the \$1.0+ million goal. A multi-year comparison of capital outlay funding is shown to the right.



All Other Line Items

The line items discussed above comprise 16 of the Town’s 41 line items and 7 of the 8 primary funding allocations influencing the FY2019 budget. The 8th factor incorporates “All Other” line items over 25 of the Town’s spending accounts. These line items are grouped under ‘Supplies’ and ‘Services and Charges’. The “All Other” category involving all Town operations increase a net \$53,374.

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

	Adjusted 2017/2018	Adopted 2018/2019	\$ Change	% Change
Personal Services	20,939,193	21,366,881	427,688	2.04%
Supplies	1,268,809	1,347,395	78,586	6.19%
Services & Charges	16,899,271	18,191,089	1,291,818	7.64%
Capital Outlay	1,096,189	1,110,639	14,450	1.32%
Contingency	-	-	-	0.00%
Subtotal	40,203,462	42,016,004	1,812,542	4.51%
Allocated to over-expenditures*	355,000	-	(355,000)	-100.00%
Total	40,558,462	42,016,004	1,457,542	3.59%

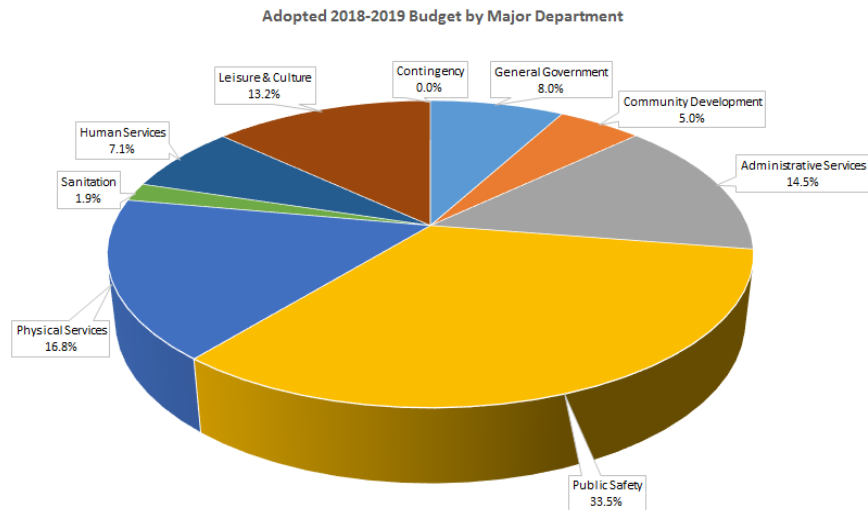
*Funds restored in FY2018 and allocated to over-expenditures for winter storms and legal services.

Contingency

The Contingency Account was historically funded at \$175,000 to provide flexibility throughout the year when responding to unanticipated or non-budgeted funding requirements. Over the five years ended June 30, 2013 through 2017, charges to the Contingency Account ranged between \$45,000 and \$162,000 for an average expenditure of \$118,900. However, with the need to reduce Town operations by \$1 million ± for fiscal year 2018, the Contingency Account was eliminated. The Contingency Account is also not funded in FY2019. In the alternative, should the need arise for supplemental funding not available by transfer between operating accounts, a transfer and appropriation from the General Fund-Unassigned Fund Balance can be considered. It is also possible that a transfer from the General Fund will be enacted during the year to establish a Contingency Account.

Every effort will be made to reestablish contingency funding in FY2020 in balance with other operating requirements.

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



Debt and Transfer

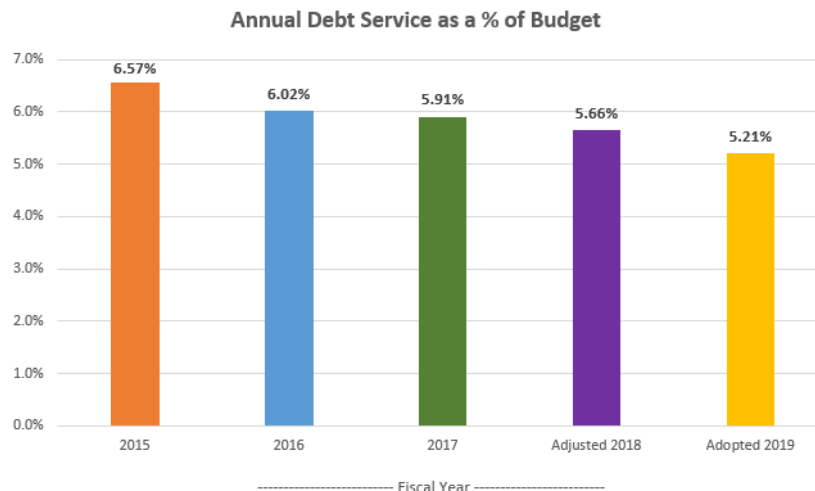
The Debt and Transfer account is comprised of three primary components: annual Debt Service costs, appropriation and transfer to the Capital Reserve Fund, and OPEB funding for Town and Education. A comparison of changes to these three components is shown as follows:

	FY2018	FY2019	FY2020
Debt Service	\$8,975,000	\$8,459,085	-\$515,915
Capital Transfer	\$5,000,000	\$5,750,000	\$750,000
OPEB	\$687,804	\$713,719	\$25,915
Total*	\$14,707,804	\$14,967,804	\$260,000

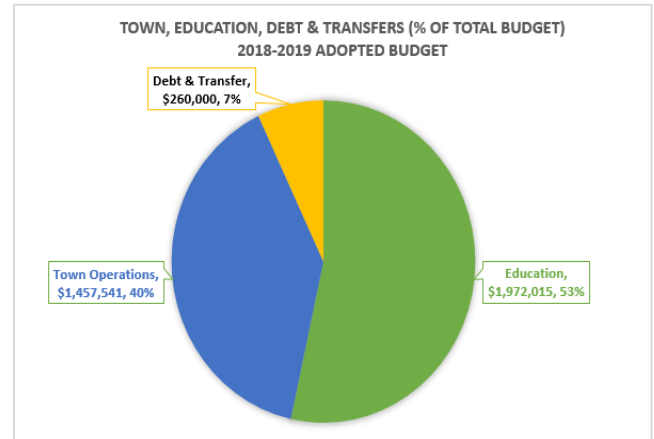
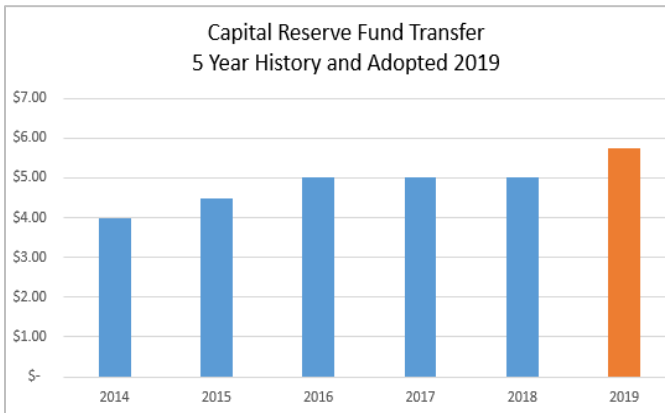
**Note: The total debt service and capital transfer appropriation includes \$45,000 for the Animal Control Fund.*

As shown above, the decrease in debt service between FY2018 and FY2019 largely offset the \$750,000 increase to the capital transfer for projects funded on a cash basis. The chart on page 164 shows the Town's declining annual Debt Service over the coming years. This positions the town favorably with respect to ongoing capital requirements.

As illustrated in the chart shown at right, annual Debt Service is approximately 5.21% of budget as compared to the 10% threshold per the CIP Criteria.



A multi-year summary of the appropriation and transfer to the Capital Reserve Fund is graphically shown below. This provides the primary funding source for Capital projects funded on a cash basis supplemented by grants and community partnerships. The \$5.75m transfer for Capital spending, \$1.11m Capital Outlay budget, and the Capital Outlay investment by Education combine to satisfy the CIP criteria goal that annual cash funding approximate annual depreciation.



As a final comment on proposed expenditures, the chart shown above (top right) illustrates the adopted budget as allocated to the 3 major expenditure categories.

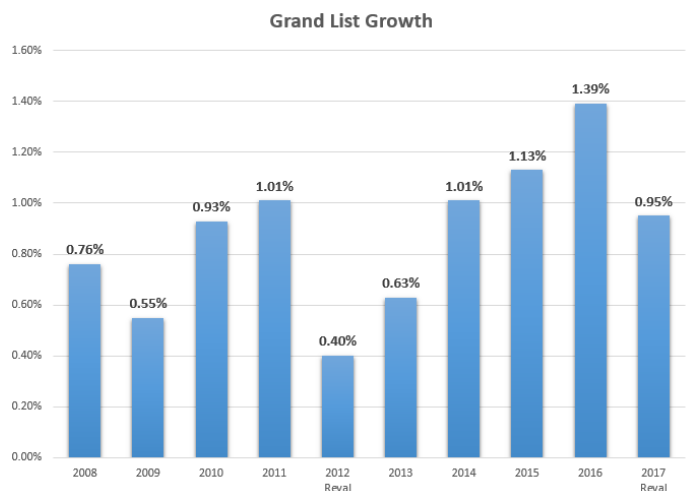
REVENUES

The tax and non-tax revenue accounts increase a combined \$3.69m to balance with the adopted \$3.69m spending plan. Revenue accounts are further detailed beginning on page 34, with significant changes summarized below. As summarized at the onset of this letter, final state legislative action in 2017 approved state aid greater than approved by the Council in March of that year. Not all variances between adopted and actual revenues are fully adjusted in the comparison between the 2018 and 2019 budgets. This process was reviewed with the Town’s independent audit firm, Blum Shapiro. The summary on page 34 looks to highlight the differences between adopted and adjusted revenues. In the end, state aid to Glastonbury in 2018 was approved and received a net \$3.7m above the adopted budget. State aid under the ECS and Stabilization Grant was essentially sustained with some increase between 2018 and 2019.

Grand List

As noted previously, the Grand List (GL) effective October 2017 increases 5.38% under state mandated property revaluation and 0.95% normalized. The GL grows from \$3.97 billion to \$4.18 billion and the 0.95% increase brings \$1.37 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 GL, normalized for property revaluation years, is depicted at right.

Note: For property revaluation effective October 2012, the Grand List (GL) decreased by approximately 9.5% from \$4.2 billion to \$3.8 billion. This is the first time the GL 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 0.4% increase shown for 2012 reflects the value of new properties added through October 2012 in a normalized, non-revaluation year. The GL effective Oct. 2017 increased 5.38% (0.95% normalized) and restores some of the decreases in RE values experienced in 2012.



Property Taxes

All tax revenue accounts combine to increase \$3.4± million, or 2.32%. The \$3.4 million increase is attributed to \$3.06m increase on the current levy and a \$350,000 increase in auto-supplemental to better reflect actual results. The \$3.06 million increase in the current levy includes the increase in the Grand List due to revaluation.

Non-Tax Revenues

Intergovernmental Revenue is the largest non-tax revenue account totaling \$7.05m in the adopted budget. As noted previously, Intergovernmental Revenue has caused uncertainty over recent years. This uncertainty is attributed to potential reductions in Educational Cost Sharing (ECS) and new grants for motor vehicles and revenue sharing proposed for 2017-2018. Ongoing state deliberations concerning state aid led to the decision described earlier to reduce the 2017-2018 adopted budget by \$4m. Ultimately, ECS funding was generally sustained in FY2018 and motor vehicle and revenue sharing grants were not funded. This is the net gain of \$3.7m referenced previously in this letter.

For FY2019, Intergovernmental Revenue was better defined in that the motor vehicle grant and municipal revenue sharing (combined \$2.086m) would likely not be funded. Additionally, it was relatively evident that ECS funding would be sustained at prior year levels. A new state Stabilization Grant was also developed bringing Glastonbury ~\$300,000. The net gain of \$3.7m experienced in FY2018 was generally continued in FY2019 along with the new Stabilization grant.

Licenses and Permits: Net increase of \$75,000 by increasing Building permit fees to better match prior year results and projected new construction. This is partially offset by reductions in estimated revenues through increases to fees and charges assessed for health department services.

Charges for Services declined a net \$110,000±. This results primarily from reallocation of costs and revenues for recreation activities from the General Fund to the Special Revenue Fund.

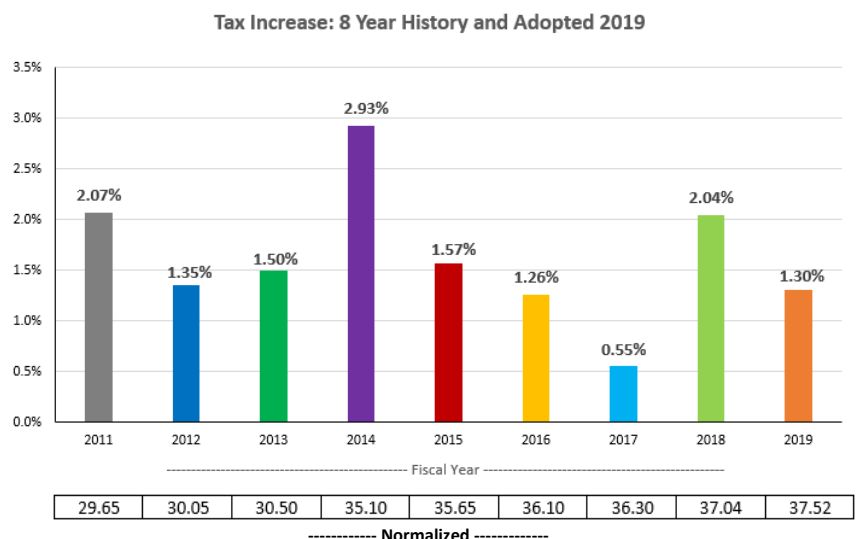
Other Revenues on a budget to budget basis, interest on investments increases \$485,000 from \$315,000 to \$800,000. The assumed rate of return changes from 0.55% to 1.5%. Investment income in FY2018 exceeded estimates by \$478,946 and the FY2019 budget adjusted accordingly. Reductions in sale of fill from the Bulky Waste facility and VoAg tuition combine for a net increase of \$196,769.

MILL RATE

As described at the onset of this letter, a bifurcated mill rate of 37.45 mills for RE and PP and 32 mills for MV was established for FY2018. This resulted from state legislative action to cap the MV mill rate at 32 mills. On a normalized basis, the two-level mill rate totaled 37.04 mills. The mill rate cap for MV was increased to 40 mills through the 2018 legislative session. Accordingly, a single mill rate of 36 mills is adopted for FY2018-2019. The mill rate decreases from the 37.04 normalized to 36 mills as a result of property revaluation effective October 2017 and the 5.38% increase in the GL. The mill rate calculation assumes a 99.1% collection rate.

A historic summary of the change in the tax rate on a normalized basis is shown at right. This adjusts for the previous two-level mill rate adopted for FY2017 and FY2018, and property revaluation effective in FY2014 and FY2019.

The 37.5 mill rate shown for FY2019 assumes a non-property revaluation year and the 0.95% GL growth discussed previously.

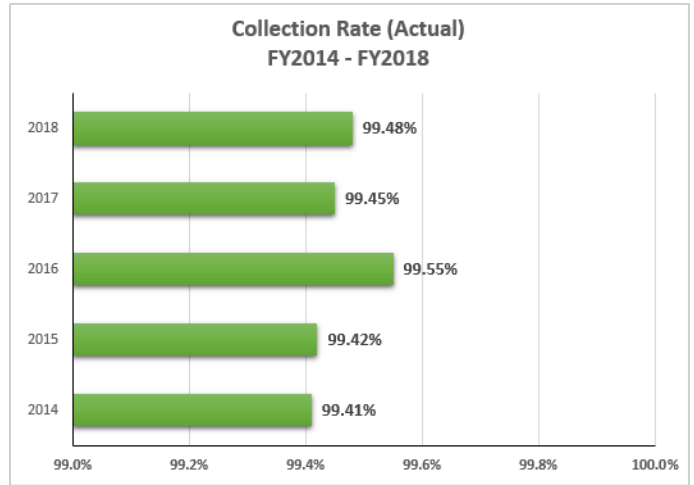


Tax Collection Rate

A 99.1% collection rate is assumed when calculating the mill rate for FY2019. A comparative summary of actual collection history is shown below (at right). Glastonbury consistently adopts a conservative tax collection assumption when enacting the mill rate.

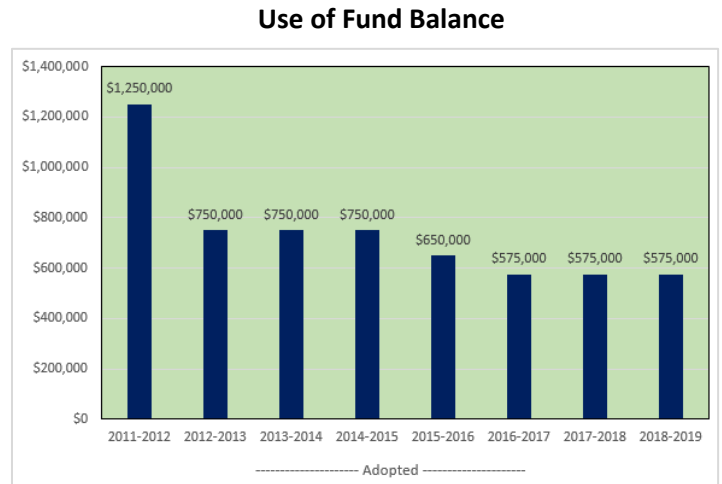
Tax Abatements

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



General Fund – Transfer In

When state aid significantly above the adopted budget was received some years ago, the Council voted to return these monies to the taxpayers by increasing the General Fund-Transfer In by \$2,000,000 in addition to the then current \$600,000 transfer. A phased reduction thereafter was contemplated. This reduction has been achieved over subsequent years and now totals \$575,000. General fund resources are typically allocated as applicable to one-time uses with close scrutiny. Future year reductions in the Transfer In are certainly possible. A multi-year summary of the General Fund-Transfer In is shown at right.



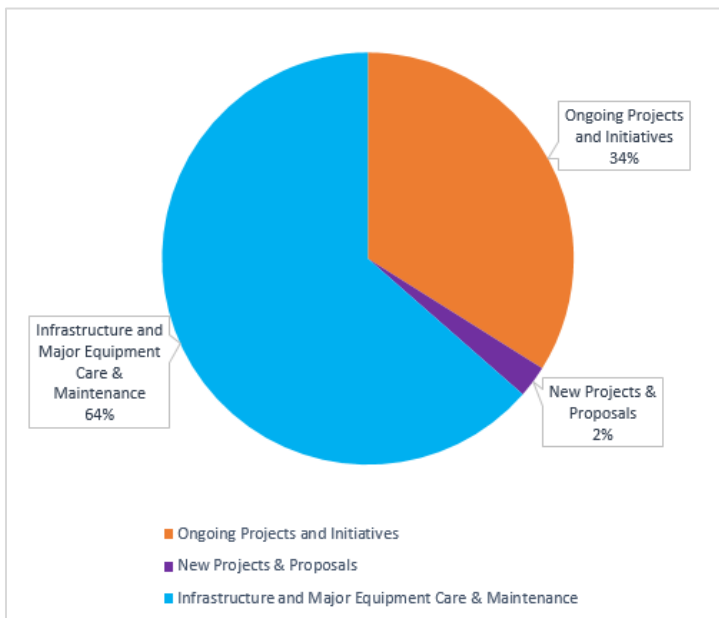
Special Revenue Funds

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 Phase 2 are incorporated into the budget document. Each Fund is performing successfully. The Riverfront Park Fund successfully achieved the goal of revenues offsetting expenditures 100% with a 103% operating result for FY2018.

Capital Improvement Program (CIP)

Glastonbury’s notably successful Capital Program is strongly supported by the community and bond rating agencies consistently give Glastonbury high marks for its pay-as-you-go structure. Projects approved under the 2018-2019 Capital Program are highlighted beginning on page 143. The 27 projects approved for the coming year can be categorized in the 3 groups shown on the following page. As shown, 98% of capital reserve funding is allocated to care and maintenance and ongoing initiatives.

Each Capital Project description shown in the CIP section of this document, (beginning on page 144), indicates the estimated ongoing **Operating & Maintenance (O&M)** implications for the respective project.



Figures are before grants.

In nearly all cases, the Capital Project reduces O&M costs and helps avoid higher future capital requirements.

Closing Comments

As I conclude this letter, I want to express my thanks and appreciation to all those who help make the outstanding programs, services, and facilities managed by the Town possible. The Glastonbury community has high expectations and all town operating areas work diligently to meet and exceed these standards through responsive and effective customer service, attention to detail, creativity, and continual process improvements. As I look ahead, the budget adopted for FY2019 is thoughtfully structured to build upon past successes and position the community well to effectively meet the goals and objectives cited herein and other evolving opportunities.

Sincerely,

Richard J. Johnson
Town Manager

RJJ: Sue
cc: Glastonbury Town Council; Julie Twilley, Director of Finance and Administrative Services

Overview

Budget Schedule | General Fund & Capital Improvement Program

DATE	ACTION REQUIRED
OCTOBER 25, 2017	Staff Receives and Completes CIP Project Requests and Status of Current Projects
NOVEMBER 9, 2017	Staff Receives General Fund Budget Packets
NOVEMBER 27 THROUGH DECEMBER 18, 2017	Staff Returns Capital Outlay and Capital Improvement Requests
NOVEMBER 27 THROUGH DECEMBER 18, 2017	Staff Returns General Fund Budget Requests As Assigned
DECEMBER 4, 2017	Town Manager Begins General Fund Budget Reviews
JANUARY 12, 2018	Town Council Receives CIP Planning Document
JANUARY 18, 2018	Town Council CIP Workshop
JANUARY 24, 2018	Public Notice of Annual Town Meeting
JANUARY 29, 2018	Annual Town Meeting – Town Manager and Board of Education Superintendent present Operating, Capital, and Debt & Transfer Budgets
JANUARY 30, 2018 THROUGH FEBRUARY 6, 2018	Board of Finance Meets with Town Manager to review requests
FEBRUARY 8, 2018	Board of Finance Recommends CIP Budget Document and General Fund Budget to Town Council
FEBRUARY 27 THROUGH MARCH 13, 2018	Town Council Reviews budget requests with Town Manager and Department Directors
MARCH 13, 2018	Town Council Sets CIP Planning Document Priorities
MARCH 13, 2018	Town Council Reviews CIP Projects and Recommends General Fund Budget and Capital Improvement Projects
MARCH 15, 2018	Proposed Budget Available to Public
MARCH 21, 2018	Final Budget Hearing Closed/Budget Adopted
MARCH 26, 2018	Set Mill Rate/Board of Finance (Charter, Section 608)

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.

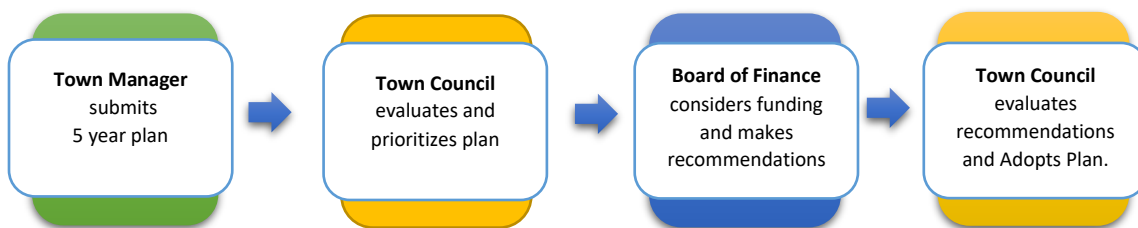


The modified accrual basis of accounting is used for the General Fund budget and all other governmental funds with legally adopted budgets. All are adopted in accordance with generally accepted accounting principles. Annual operating budgets are prepared and employed for management control in the General 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 Town Charter outlines the process and responsibilities associated with the Town budget. 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. Policies are reviewed and modified through designated processes to ensure they support the continued achievement of Town objectives.

Amending the Budget

Expenditures may not legally exceed budgeted appropriations at the department level. The Town Manager can authorize budget transfers within a department when the amount is \$5,000 or less and does not include additional staffing or the acquisition of capital items deleted in prior budgets. Other transfers require Board of Finance and/or Town Council approval. Transfers between departments may be made only 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. Additionally, 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 and decisions.

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 constraints. 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 by reviewing quarterly risk based capital ratios and collateral requirements as defined in the Connecticut 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 current investment strategy allows for 65% in stock and 35% in bonds. The Board of Finance reviews the fund performance quarterly to monitor adherence to the Investment Policy Statement guidelines. Over the last few years, the actuarial valuation assumptions have been reviewed and revised accordingly. Most specifically, the investment rate of return has been reduced over the years from 8.75% to 6.625% (effective with the 7/1/17 valuation). Recognizing the budget impact of the investment rate of return reduction on the actuarially determined contribution, the Town used a phased in approach over a number of years to minimize its effect on the Town's operating budget.

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.

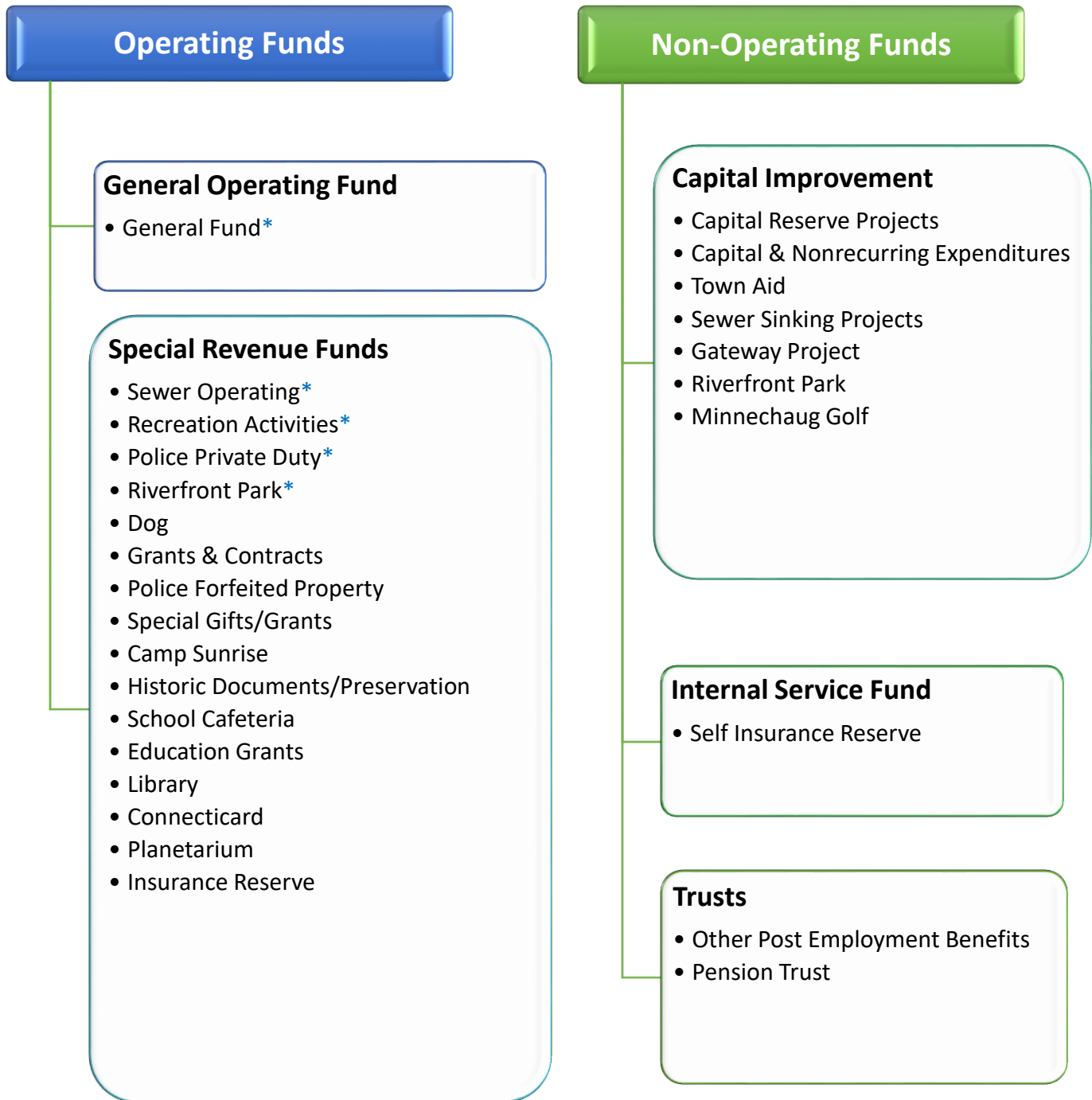
Technology Replacement Schedule

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. Annually, funds are included in the operating budget at a relatively consistent level to maintain systems and upgrades as necessary.

Loss Control

The Town has a successful loss control program for its workers' compensation and property and casualty insurance. The Director of Finance and Director of Human Resources are jointly responsible for the risk management function. Semiannually, department Directors report on losses within their area of responsibility, the preventative action taken, and training provided to their employees to mitigate losses. Safety and risk management training is made available by the insurance providers and is used on a recurring basis. As in the past, the department and division directors focus on loss control prevention. These efforts have further improved the Town's loss control program and strengthened the accountability of management staff for reduction in overall Workers' Compensation costs. The Town participates in the Connecticut Interlocal Risk Management Pool (CIRMA) for Town and Education coverage

Organization Fund Structure



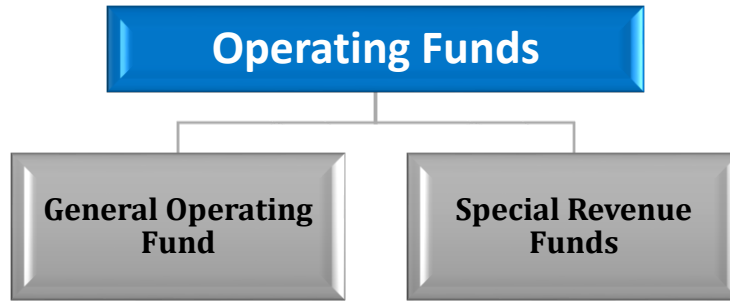
* Denotes fund with legally adopted budget.

Functional Relationships

This chart illustrates the functional relationship between various departments/divisions used for budgeting and fund structure used for financial reporting purposes.

Department/Division	General Fund	Special Revenue Funds					School Cafeteria	Health Insurance Reserve	Grants
		Sewer Operating	Recreation Activities	Police Private Duty	Riverfront Park Operations				
General Government									
Town Council	\$								
Town Manager	\$						\$		
Human Resources	\$						\$		
Facilities Maintenance	\$						\$		
Community Development									
Community Development	\$						\$		
Building Inspection	\$						\$		
Fire Marshal	\$						\$		
Health Department	\$						\$		
Administrative Services									
Financial Administration	\$						\$		
Accounting	\$						\$		
Property Assessment	\$						\$		
Revenue Collection	\$						\$		
Town Clerk	\$						\$		
Registrars of Voters	\$								
Legal Services	\$								
Probate Court	\$								
Insurance/Pensions	\$						\$		
Public Safety									
Police	\$			\$			\$	\$	
Glastonbury EMS	\$								
Fire	\$						\$		
Emergency Management	\$								
Physical Services									
Engineering	\$						\$		
Highway	\$						\$		
Fleet Maintenance	\$						\$		
Sanitation									
Water Pollution		\$							
Refuse Disposal	\$								
Human Services									
Contributory Grants	\$								
Youth & Family	\$						\$	\$	
Senior & Community Services	\$						\$	\$	
Leisure/Culture									
Parks and Recreation	\$		\$		\$		\$		
Welles-Turner Library	\$						\$	\$	
South Glastonbury Library	\$								
East Glastonbury Library	\$								
Debt Service	\$	\$							
Education	\$					\$	\$	\$	

Fund Descriptions



General Operating Fund

General Fund:

The government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

Special Revenue Funds

Special Revenue Funds account for, and report, the proceeds of specific revenue sources, (other than major capital projects), that are restricted by law or committed by the highest level of administrative action to expenditures to specific purposes other than debt service or capital outlay.

Camp Sunrise

A summer day camp program that meets the special needs of physically and emotionally handicapped children. Financing is provided by a state grant, tuition, and private donations.

Connecticard Fund

Monies provided by the State as reimbursement for excess borrowing of books by citizens of other municipalities.

Dog Fund

Operation of animal control. Financing provided by license fees, fines, and a state grant.

Education Grants Fund

State and federal educational grants received through the State Department of Education.

Grants and Contracts Fund

Certain state, federal, or private grants that are restricted to use for specified programs or activities.

Historic Documents/Preservation

Portion of property recording fees designated for use by the Town Clerk.

Insurance Reserve Fund

Funds to accommodate reserves for insurance claim costs that exceed deductions.

Fund Descriptions | SPECIAL REVENUE FUNDS CONT'D

Library Funds

Monies received from private donors for the acquisition of books, materials, and other related library services.

Planetarium Fund

Program activities at the Magnet School Planetarium administered by the Glastonbury Board of Education and funded through fees charged by the program.



Police Private Duty Fund*

Revenues and expenditures related to services provided by the Police Department on a contractual basis.

Police Forfeited Property

Proceeds of property appropriated by the Town's Police Department. Such property confiscation is pursuant to 21 USC 88 of the Federal Comprehensive Drug Abuse Prevention and Control Act of 1970.

Recreation Activities Fund*

Program activities administered by the Parks and Recreation Department which are funded by participation fees.

Riverfront Park Fund*

Operation of Riverfront Park facilities, including the boathouse, boat storage, and boat launch. Operations are funded by usage fees.

School Cafeteria Fund

Operation of the public school lunch program. Funding is provided from the sale of food, federal and state grants, and USDA food donations.

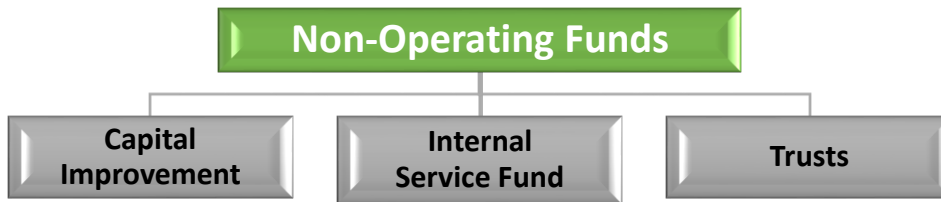
Sewer Operating Fund¹

Operations of the Water Pollution treatment plant. Sewer use fees are set by the Water Pollution Control Authority. Proceeds are used to operate and maintain the facility and pay debt service for Clean Water Fund loans.

Special Gifts/Grants Fund

Gifts from the public designated for specific purposes.

¹ Denotes fund with legally adopted budget.



Capital Improvement Funds

These funds account for financial resources to be used for the acquisition or construction of major capital facilities. The projects are authorized by the Town Council, Board of Finance, and citizen referendum pursuant to the “Criteria for the Capital Improvement Program.” This program is funded by a combination of Debt, Capital and Nonrecurring Expenditures Fund (CNR), Sewer Assessment Fund and grant revenues. The Town adopted criteria that established a continuing appropriation of tax funding into the CNR Fund.

Capital Reserve Projects

Various projects funded by the Capital & Nonrecurring Expenditures Fund (CNR).

Capital and Nonrecurring Expenditures

Funds set aside for future capital improvements. The funding is provided by the General Fund. On the approval of the annual capital improvement program, resources are transferred to the Capital Reserve Projects Fund.

Gateway Project

Costs associated with the Gateway Project.

Minnechaug Golf Fund

Costs of maintaining the Town-owned golf course. Revenues are generated through lease payments from the contracted administrator and expenditures are for course maintenance and improvement.



Riverfront Park

Costs associated with the Riverfront Park along the Connecticut River.

Sewer Sinking Projects

Various projects funded by the Special Assessments Fund.

Town Aid

Improvement to existing Town roads. Funding is provided through a state grant program.

Internal Service Fund

Self Insurance Reserve Fund

Costs of providing and administering health and dental insurance benefits to employees and retirees of the Town and Board of Education. Funding is provided by contributions by the Town, Board of Education, Housing Authority, and plan participants.

Trusts

Other Post-Employment Benefits (OPEB)

Employer contributions are recognized in the period in which the contributions are due, and the Town has made a formal commitment to provide the contributions.

Pension Trust Fund

Employee contributions are recognized in the period in which the contributions are due. Employer contributions to the plan are recognized when due, and the Town has made a formal commitment to provide the contributions. Benefits are recognized when due and payable in accordance with the terms of each plan.

Overview

General Fund | SUMMARY OF REVENUES AND APPROPRIATIONS/EXPENDITURES

DESCRIPTION	2017 Actual	2018 Adopted	2019 Adopted	Increase (Decrease)	% Increase (Decrease)	2018 Adjusted
REVENUES						
Taxes	142,041,710	146,986,165	150,395,708	3,409,543	2.32%	146,986,165
Licenses & Permits	1,447,584	1,051,100	1,126,100	75,000	7.14%	1,051,100
Intergovernmental	9,719,044	3,534,606	7,052,570	3,517,964	99.53%	8,872,279
Charges for Services	1,676,518	1,526,290	1,416,570	(109,720)	-7.19%	1,526,290
Other	2,909,984	1,588,072	1,784,841	196,769	12.39%	1,588,072
Unrealized Loss	(84,495)	-	-	-	0.00%	-
Use of Fund Balance	-	575,000	575,000	-	0.00%	575,000
TOTAL REVENUE	157,710,345	155,261,233	162,350,789	7,089,556	4.57%	160,598,906
APPROPRIATIONS/EXPENDITURES						
Town						
General Government	2,943,449	3,056,303	3,364,593	308,290	10.09%	3,073,006
Community Development	1,881,333	1,937,698	2,103,418	165,720	8.55%	1,952,522
Administrative Services	6,784,988	5,579,754	6,074,814	495,060	8.87%	5,691,268
Public Safety	12,774,933	13,327,239	14,085,497	758,258	5.69%	13,713,135
Physical Services	6,734,014	6,691,374	7,075,183	383,809	5.74%	6,981,452
Sanitation	732,411	780,913	804,477	23,564	3.02%	784,319
Human Services	2,792,575	2,910,763	2,979,232	68,469	2.35%	2,930,650
Leisure & Culture	5,172,570	5,374,418	5,528,789	154,371	2.87%	5,432,111
Total Town	39,816,273	39,658,462	42,016,003	2,357,541	5.94%	40,558,462
Debt & Transfers Out	16,929,958	14,707,804	14,967,804	260,000	1.77%	14,707,804
Education	101,370,626	100,894,967	105,366,982	4,472,015	4.43%	103,394,967
TOTAL APPROPRIATIONS/EXPENDITURES	158,116,857	155,261,233	162,350,789	7,089,556	4.57%	158,661,233

Revenue in excess of FY2018 adopted budget

Total Expected

	Town Adopted	State Adopted	Variance
ST/CT Motor Vehicle Grant	1,000,000	-	(1,000,000)
Municipal Revenue Sharing	1,086,151	-	(1,086,151)
<i>Subtotal</i>	<i>2,086,151</i>	<i>-</i>	<i>(2,086,151)</i>
Educational Cost Sharing (ECS) Grant	148,478	6,321,661	6,173,183
Amendments by Governor	-	(598,352)	(598,352)
April Adjustment to ECS Payment	-	(63,357)	(63,357)
<i>Adjusted Educational Cost Sharing (ECS) Grant</i>	<i>148,478</i>	<i>5,659,952</i>	<i>5,511,474</i>
State Stabilization Grant	-	305,879	305,879
Amendments by Governor	-	(24,131)	(24,131)
<i>Adjusted State Stabilization Grant</i>	<i>-</i>	<i>281,748</i>	<i>281,748</i>
Net Revenue in Excess of Adopted Budget	2,234,629	5,941,700	3,707,071

Note: Final state legislative action in 2017 approved state aid greater than approved by the Council in March of that year. Not all variances between adopted and actual revenues are fully adjusted in the comparison between the 2018 and 2019 budgets. This process was reviewed with the Town's independent audit firm, Blum & Shapiro. This summary looks to highlight the differences between adopted and adjusted revenues. In the end, state aid to Glastonbury in 2018 was approved and received a net \$3.7m above the adopted budget. State aid under the ECS and Stabilization Grant was essentially sustained with some increase between 2018 and 2019.

Excess Revenue Allocation

	Town	Education	Offset Grant Reductions	Remaining	Total	
Funding Received	500,000	1,212,575	-	-	1,712,575	Received (\$1,430,827 + \$281,748)
Funding Received	-	-	1,430,827	-	1,430,827	Received
Funding Received	400,000	1,287,425	655,324	455,548	2,798,297	Received
Projected Appropriated Funds	900,000	2,500,000	2,086,151	455,548	5,941,700	
Previously Allocated in Budget				148,478		
Excess Revenue (Not Allocated)				307,070		

General Fund | SUMMARY OF REVENUES AND TRANSFERS

DESCRIPTION	2017 Actual	2018 Adopted	2019 Adopted	Increase (Decrease)	2018 Adjusted
TAXES					
CURRENT LEVY	139,935,898	145,034,165	148,093,708	3,059,543	145,034,165
AUTO SUPPLEMENTAL	1,522,951	1,100,000	1,450,000	350,000	1,100,000
DELINQUENT MOTOR VEHICLE FEES	13,537	-	-	-	-
PRIOR YEARS	220,783	500,000	500,000	-	500,000
INTEREST & FEES	342,203	350,000	350,000	-	350,000
MISCELLANEOUS FEES	6,338	2,000	2,000	-	2,000
TOTAL TAXES	142,041,710	146,986,165	150,395,708	3,409,543	146,986,165
LICENSES & PERMITS					
BUILDING INSPECTION FEES	975,364	555,000	650,000	95,000	555,000
TOWN CLERK FEES	93,701	75,000	75,000	-	75,000
PHYSICAL SERVICES FEES	14,540	11,000	11,000	-	11,000
PREFUSE PERMIT FEES	281,954	290,000	290,000	-	290,000
HEALTH	76,743	118,000	95,000	(23,000)	118,000
FIRE MARSHAL	5,282	2,100	5,100	3,000	2,100
TOTAL LICENSES & PERMITS	1,447,584	1,051,100	1,126,100	75,000	1,051,100
INTERGOVERNMENTAL					
Housing Auth In-Lieu Tax					
HOUSING AUTH WELLES VILL	94,967	85,000	90,000	5,000	85,000
ELDERLY HOUSING PROJECTS	99,991	100,000	100,000	-	100,000
Total Housing Auth In-Lieu Tax	194,958	185,000	190,000	5,000	185,000
ST Conn In-Lieu Taxes					
ST/CT PILOT	7	32,027	-	(32,027)	32,027
MUNICIPAL REVENUE SHARING	754,546	1,086,151	-	(1,086,151)	1,086,151
HOMEOWNER TX RELIEF	134,896	150,000	150,000	-	150,000
DISABILITY EXEMPTION	2,290	2,400	2,400	-	2,400
VETERANS EXEMPTION	11,311	12,000	12,000	-	12,000
ST/CT TELEPHONE ACCESS	88,868	85,000	85,000	-	85,000
MASHANTUCKET PEQUOT	41,629	40,754	-	(40,754)	40,754
STATE STABILIZATION GRANT	-	-	281,748	281,748	281,748
Total ST Conn In-Lieu Taxes	1,033,547	1,408,332	531,148	(877,184)	1,690,080
ST Educ Entitlements					
MAGNET SCHOOL TRANSPORTATION	30,400	-	-	-	-
ECS COST SHARING GRANT ^(A)	6,586,711	148,478	5,516,478	5,368,000	5,204,403
SPEC EDUC EXCESS/AGENCY	929,871	-	-	-	-
TRANSPORTATION	-	-	-	-	-
VOCATIONAL AGRICULTURE	331,888	331,888	331,888	-	331,888
Total ST Educ Entitlements	7,878,870	480,366	5,848,366	5,368,000	5,536,291
General Government					
STATE GRANTS	18,000	-	-	-	-
Total General Government	18,000	-	-	-	-

(A) Refer to page 37 for footnote.

General Fund | SUMMARY OF REVENUES AND TRANSFERS CONT'D

DESCRIPTION	2017 Actual	2018 Adopted	2019 Adopted	Increase (Decrease)	2018 Adjusted
Admin Services					
ST/CT MOTOR VEHICLE GRANT	-	1,000,000	-	(1,000,000)	1,000,000
ST/CT HISTORICAL DOCUMENT PRES	5,000	5,000	6,500	1,500	5,000
Total Admin Services	5,000	1,005,000	6,500	(998,500)	1,005,000
Public Safety					
REGIONAL DISPATCH REIMBURSEMENT	208,160	-	-	-	-
POLICE GRANTS	189,083	290,000	300,000	10,000	290,000
CIVIL PREPAREDNESS	23,189	10,610	11,110	500	10,610
VOLUNTEER AMBUL REIMBURSEMENTS	23,730	20,010	20,010	-	20,010
Total Public Safety	444,162	320,620	331,120	10,500	320,620
PhyServices Sanitation					
CRRA/RESOURCE RECOVERY	-	-	-	-	-
Total PhyServices Sanitation	-	-	-	-	-
Human Services					
STATE OF CT HEALTH GRANTS	7,152	8,330	7,500	(830)	8,330
STATE OF CT LIBRARY GRANT	-	-	-	-	-
DIAL A RIDE GRANT	51,278	51,278	51,278	-	51,278
HOUSING AUTH RESIDENT SERVICES	59,824	49,022	60,000	10,978	49,022
YOUTH & FAMILY ST GRANT	26,253	26,658	26,658	-	26,658
Total Human Services	144,507	135,288	145,436	10,148	135,288
Parks & Recreation					
ST/CONN GRANTS PARK & RECR	-	-	-	-	-
Total Parks & Recreation	-	-	-	-	-
TOTAL INTERGOVERNMENTAL	9,719,044	3,534,606	7,052,570	3,517,964	8,872,279
CHARGES FOR SERVICES					
PLANNING & ZONING	17,039	12,000	12,000	-	12,000
TOWN CLERK RECORDING FEES	203,881	185,800	185,800	-	185,800
TOWN CLERK CONVEYANCE FEES	891,147	582,100	582,100	-	582,100
EDUC/COMMUNITY SERV FEES	33,722	46,000	20,000	(26,000)	46,000
SOLID WASTE TIP FEES	178,293	280,000	280,000	-	280,000
SEWER INSPECTION FEES	556	2,000	2,000	-	2,000
PARKS/REC SWIMMING FEES	115,628	127,300	107,000	(20,300)	127,300
PARKS/REC PROGRAM FEES	94,952	91,420	35,000	(56,420)	91,420
SUBDIVISION OT INSPECTION	-	1,000	1,000	-	1,000
FIRE WATCH SERVICES	280	5,320	5,320	-	5,320
HEALTH SOIL TESTS	283	2,000	2,000	-	2,000
HEALTH CLINIC FEES	-	-	-	-	-
SENIOR SER PROGRAMS	61,170	55,000	55,000	-	55,000
SENIOR NUTRITION PROGRAM	36,842	35,000	35,000	-	35,000
LIBRARY FINES	35,657	50,000	40,000	(10,000)	50,000
NOTARY SERVICES	7,068	51,350	4,350	(47,000)	51,350
PASSPORT PROCESSING	-	-	50,000	50,000	-
TOTAL CHARGES FOR SERVICES	1,676,518	1,526,290	1,416,570	(109,720)	1,526,290

General Fund | SUMMARY OF REVENUES AND TRANSFERS CONT'D

DESCRIPTION	2017 Actual	2018 Adopted	2019 Adopted	Increase (Decrease)	2018 Adjusted
OTHER REVENUES					
INTEREST ON INVESTMENTS	410,843	315,000	800,000	485,000	315,000
LAND SALES & RENTALS	250,144	254,922	258,252	3,330	254,922
MISCELLANEOUS	30,726	45,000	20,000	(25,000)	45,000
EDUC STUDENT ACTIVITIES	-	200	200	-	200
EDUC TUITION/ OTHER	5,190	6,920	-	(6,920)	6,920
EDUC VO AG TUITION	422,607	557,880	365,989	(191,891)	557,880
PURCHASING - AUCTION SALES	121,632	35,000	35,000	-	35,000
PHYSERV REFUNDS & SALES	1,823	3,500	3,500	-	3,500
REFUSE RECYCLING	51,796	52,000	32,750	(19,250)	52,000
BULKY WASTE FILL	3,037	105,000	25,000	(80,000)	105,000
CLAIMS REIMBURSEMENTS	146,170	40,000	40,000	-	40,000
PUBLIC SAFETY POLICE	82,506	71,000	75,000	4,000	71,000
POLICY EXPERIENCE CREDITS	1,140	-	-	-	-
HEALTH INSURANCE/REIMBURS	677,485	-	-	-	-
YOUTH & FAMILY SERVICES	31,200	33,400	33,400	-	33,400
LIBRARY TRUSTEE ACCOUNT	43,716	40,000	40,000	-	40,000
CLINICAL FEES	50	750	750	-	750
LIBRARY MISCELLANEOUS	10,349	10,500	20,000	9,500	10,500
PURCHASING CARD REBATES	4,009	5,000	5,000	-	5,000
ATTORNEY FEES REIMBURSED	24,292	12,000	12,000	-	12,000
UTILITIES REIMBURSED	10,356	-	-	-	-
TOWER LEASE	-	-	18,000	18,000	-
LAND SALES	558,038	-	-	-	-
ICMA ADMINISTRATIVE ALLOWANCE	22,875	-	-	-	-
TOTAL OTHER REVENUES	2,909,984	1,588,072	1,784,841	196,769	1,588,072
UNREALIZED LOSS	(84,495)	-	-	-	-
TRANSFERS IN					
FROM GENERAL FUND	-	575,000	575,000	-	575,000
TOTAL TRANSFERS IN	-	575,000	575,000	-	575,000
GRAND TOTAL REVENUES AND TRANSFERS	157,710,345	160,598,906	162,350,789	1,751,883	160,598,906

^(A) *Educational Cost Sharing Grant 2018 Adjusted*

Initial Funding Received	1,430,827
Second Installment Received	1,430,827
Third Installment Received	2,798,297
Portion of Third Installment Not Allocated	<u>(455,548)</u>
Total ECS Allocated in 2018 Adjusted	<u><u>5,204,403</u></u>

General Fund | SUMMARY OF EXPENDITURES AND TRANSFERS

DEPARTMENT	2017 Actual	2018 Adopted	2019 Adopted	Increase (Decrease)	2018 Adjusted
Division Activity					
TOWN					
GENERAL GOVERNMENT					
TOWN COUNCIL	117,930	146,688	147,973	1,285	146,781
TOWN MANAGER	530,392	557,926	586,157	28,231	562,241
HUMAN RESOURCES	474,085	554,071	771,129	217,058	556,824
FACILITIES MAINTENANCE	1,821,042	1,797,618	1,859,334	61,716	1,807,159
TOTAL GENERAL GOVERNMENT	2,943,449	3,056,303	3,364,593	308,290	3,073,006
COMMUNITY DEVELOPMENT					
COMMUNITY DEVELOPMENT	448,659	489,543	539,666	50,123	492,733
BUILDING INSPECTION	479,070	470,620	483,030	12,410	473,970
FIRE MARSHAL	283,984	303,573	340,213	36,640	306,429
HEALTH	669,620	673,962	740,509	66,547	679,389
TOTAL COMMUNITY DEVELOPMENT	1,881,333	1,937,698	2,103,418	165,720	1,952,522
ADMINISTRATIVE SERVICES					
FINANCIAL ADMINISTRATION	1,277,928	1,337,174	1,432,813	95,639	1,346,242
ACCOUNTING	418,744	438,896	454,178	15,282	442,215
PROPERTY ASSESSMENT	562,300	602,069	635,559	33,490	607,032
REVENUE COLLECTION	426,394	468,166	489,742	21,576	471,796
TOWN CLERK	509,334	519,758	549,138	29,380	524,074
VOTER REGISTRATION	143,785	156,509	161,171	4,662	156,856
LEGAL SERVICES	517,580	280,000	300,000	20,000	365,000
PROBATE SERVICES	14,334	25,800	29,600	3,800	25,800
INSURANCE/PENSIONS	2,914,589	1,751,382	2,022,613	271,231	1,752,254
TOTAL ADMINISTRATIVE SERVICES	6,784,988	5,579,754	6,074,814	495,060	5,691,268
PUBLIC SAFETY					
POLICE	11,636,193	12,098,500	12,823,310	724,810	12,410,763
VOLUNTEER AMBULANCE	17,004	20,010	20,010	-	20,010
FIRE	1,091,472	1,177,061	1,209,609	32,548	1,250,616
CIVIL PREPAREDNESS	30,264	31,668	32,568	900	31,746
TOTAL PUBLIC SAFETY	12,774,933	13,327,239	14,085,497	758,258	13,713,135

General Fund | SUMMARY OF EXPENDITURES AND TRANSFERS CONT'D

DEPARTMENT	2017 Actual	2018 Adopted	2019 Adopted	Increase (Decrease)	2018 Adjusted
PHYSICAL SERVICES					
ENGINEERING	1,528,710	1,501,225	1,550,359	49,134	1,513,652
HIGHWAY	4,090,805	4,025,148	4,292,733	267,585	4,264,072
FLEET MAINTENANCE	1,114,499	1,165,001	1,232,091	67,090	1,203,728
TOTAL PHYSICAL SERVICES	6,734,014	6,691,374	7,075,183	383,809	6,981,452
SANITATION					
REFUSE DISPOSAL	732,411	780,913	804,477	23,564	784,319
TOTAL SANITATION	732,411	780,913	804,477	23,564	784,319
HUMAN SERVICES					
CONTRIBUTORY GRANTS	32,577	32,577	32,577	-	32,577
YOUTH/FAMILY SERVICES	1,321,049	1,396,414	1,441,090	44,676	1,407,441
SENIOR & COMMUNITY SERVICES	1,438,949	1,481,772	1,505,565	23,793	1,490,632
TOTAL HUMAN SERVICES	2,792,575	2,910,763	2,979,232	68,469	2,930,650
LEISURE & CULTURE					
PARKS/RECREATION	3,516,224	3,659,955	3,758,515	98,560	3,708,888
WELLES TURNER LIBRARY	1,641,346	1,699,463	1,755,274	55,811	1,708,223
SOUTH GLASTONBURY LIBRARY	7,500	7,500	7,500	-	7,500.00
EAST GLASTONBURY LIBRARY	7,500	7,500	7,500	-	7,500
TOTAL LEISURE & CULTURE	5,172,570	5,374,418	5,528,789	154,371	5,432,111
TOTAL TOWN	39,816,273	39,658,462	42,016,003	2,357,541	40,558,462
DEBT SERVICE & TRANSFERS OUT					
DEBT SERVICE	8,984,958	8,975,000	8,459,085	(515,915)	8,975,000
TRANSFERS OUT					
CAPITAL RESERVE FUND	5,000,000	5,000,000	5,750,000	750,000	5,000,000
SEWER OPERATING FUND	175,000	-	-	-	-
DOG FUND	45,000	45,000	45,000	-	45,000
LAND ACQUISITION	2,725,000	-	-	-	-
OPEB FUND	-	687,804	713,719	25,915	687,804
TOTAL TRANSFERS OUT	7,945,000	5,732,804	6,508,719	775,915	5,732,804
TOTAL DEBT SERVICE & TRANSFERS OUT	16,929,958	14,707,804	14,967,804	260,000	14,707,804
EDUCATION	101,370,626	100,894,967	105,366,982	4,472,015	103,394,967
GRAND TOTAL EXPENDITURES AND TRANSFERS	158,116,857	155,261,233	162,350,789	7,089,556	158,661,233

GENERAL FUND | FUND BALANCE AND ESTIMATED OPERATIONAL RESULTS

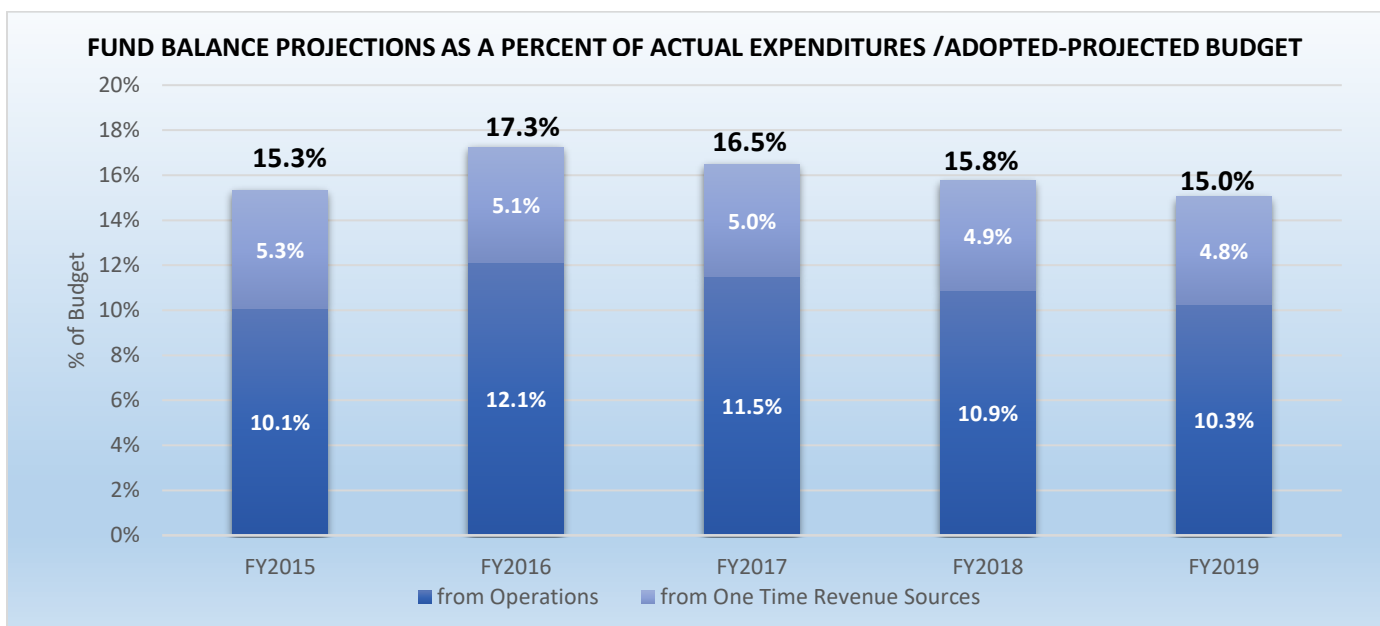
	2016/17 ACTUAL	2017/18 ADJUSTED	2018/19 ADOPTED	2019/20 PROJECTED	2020/21 PROJECTED
ACTUAL/PROJECTED OPERATING RESULTS:					
July 1, Fund Balance	\$ 27,062,231	\$ 26,655,711	\$ 28,018,384	\$ 27,443,384	\$ 26,868,384
REVENUES & Transfers In	157,710,345	160,598,906			
EXPENDITURES & Transfers Out	(158,116,865)	(158,661,233)			
GAIN/(LOSS) ON OPERATIONS	(406,520)	1,937,673			
Actual/Estimated Fund Balance Ending - June 30	\$26,655,711	\$28,593,384	\$28,018,384	\$27,443,384	\$26,868,384

Note: This schedule makes no projection of gain or (loss) on operations for 2018 and beyond other than projected use of fund balance.

Expenditure Actuals & Estimates	158,116,865	158,661,233	162,350,789	166,409,559	170,569,798
	<i>actual expenditures</i>	<i>adjusted budget</i>	<i>adopted budget</i>	<i>Estimated at 2.5% - 4 year average</i>	

FUND BALANCE:					
Total Fund Balance - June 30	\$26,655,711	\$28,593,384	\$28,018,384	\$27,443,384	\$26,868,384
Reserves:					
<i>Non Spendable (estimated)</i>	(218,628)				
<i>Assigned for Educ. surplus carried to subsequent year</i>	(1,103,706)				
<i>Assigned for other funds combined in General</i>					
<i>Assigned for Capital Outlay in Subsequent year</i>	(228,378)				
<i>Assigned for Continued Appropriations</i>	(214,358)				
<i>Assigned for Subsequent Year Budget</i>	(575,000)	(575,000)	(575,000)	(575,000)	(575,000)
Unassigned Fund Balance - June 30	\$24,315,641	\$28,018,384	\$27,443,384	\$26,868,384	\$26,293,384
Fund Balance as % of Expenditures and Transfers Out	15.4%	17.7%			
Fund Balance as a % of Next Year's Adjusted / Adopted / Projected Budget	15.3%	17.3%	16.5%	15.8%	15.0%

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. The graph below illustrates the projections of fund balance from these two sources:



GENERAL FUND | COMPARATIVE BALANCE SHEET

	FY2016	FY2017
ASSETS		
Cash and cash equivalents	\$19,723,015	\$25,252,709
Receivables:		
Property taxes	724,076	953,632
Other	395,844	343,065
Inventory	202,268	197,871
Investments	11,629,827	6,130,973
Other assets	14,999	20,757
TOTAL ASSETS	\$32,690,029	\$32,899,007
LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE		
Liabilities:		
Accounts and other payables	3,550,942	4,493,445
Due to developers for escrow deposits	812,874	676,073
Due to others for escrow deposits	119,451	96,833
Unearned revenue	140,535	46,564
Total Liabilities	\$4,623,802	\$5,312,915
Deferred inflows of resources:		
Unavailable revenue - property taxes	516,195	706,532
Advance tax payments	487,801	223,849
Total deferred inflows of resources	\$1,003,996	\$930,381
Fund Balance:		
Nonspendable	217,267	218,628
Assigned	1,001,234	2,121,442
Unassigned	25,843,730	24,315,641
Total Fund Balance	\$27,062,231	\$26,655,711
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE	\$32,690,029	\$32,899,007

GENERAL FUND | REVENUES

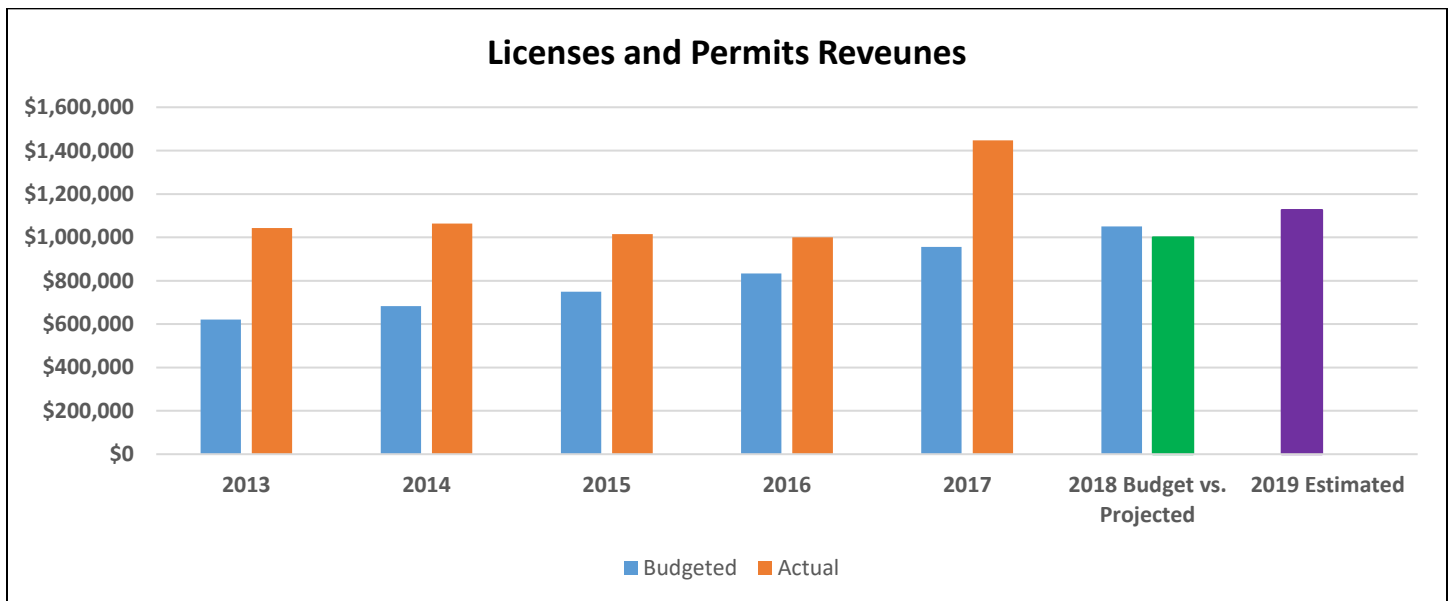
	FY2019 Adopted Budget	Percent of Budget
<i>Property Taxes</i>	\$150,395,708	92.6%
<i>Licenses and Permits</i>	1,126,100	0.7%
<i>Intergovernmental Revenues</i>	7,052,570	4.3%
<i>Charges for Services</i>	1,416,570	0.9%
<i>Other Revenues</i>	1,784,841	1.1%
<i>Use of Fund Balance</i>	575,000	0.4%
<i>Requested Operating Budget</i>	\$162,350,789	100.0%

Revenues to support the requested 2018/19 general fund operating budget total \$162,350,789 representing an increase of \$1,751,883 or 1.09% over the 2017/18 adjusted 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 is performing a state mandated revaluation for the October 1, 2017 grand list. For the October 1, 2016 grand list and the July 1, 2017 tax levy the grand list increased 1.39%. As per State legislation, effective with the July 1, 2017 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 37.45 and 99.2% and Motor Vehicle 32.00 and 98.5%. The newly revalued October 1, 2017 Grand List is estimated to increase 5% over the prior year.

Through the use of reminder notices, tax warrants and a collection agency, the Revenue Collector's office has consistently maintained an average collection rate of 99.5% for the last five years. As a result, the mill rate and tax revenues adopted for 2018/19 assumes a 99.1% collection rate for Motor Vehicles, Real Estate and Personal Property at 36.6 mills or a 1.0% average tax decrease.

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 \$1,126,000, an increase of \$75,000 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.

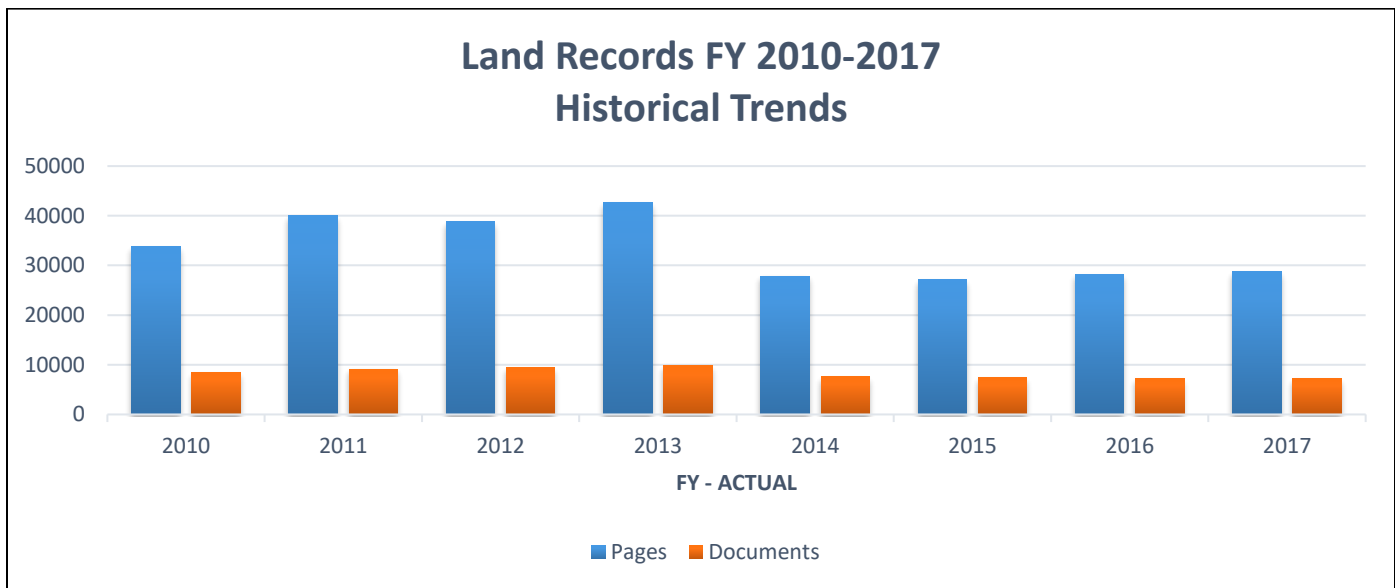


GENERAL FUND | REVENUES CONT'D

Intergovernmental Revenues - Revenue of \$7,052,570 is anticipated from various State and Federal grants. This amount represents a decrease of \$1,819,709 from the previous year. The decrease is in anticipation of decreased state revenues for the 2019 fiscal year. The assumptions used for the preliminary budget include elimination of the Municipal Revenue Sharing grant in the amount of \$1,086,151 which was budgeted in the current year, and the CT Motor Vehicle grant at \$1,000,000.

Charges for Services

Revenue of \$1,416,570 in this category represents a decrease of \$109,720. This is primarily a result of the Town's continuing effort to transition programs to the Recreation Activities Fund, where they may operate on a self-supporting basis. Town Clerk fees, which makes up 54% of this category, are set by state statute and cannot be amended by the municipality. Recording fees are \$60 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.



Solid Waste Tip Fees make up \$280,000 or 20% 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 increased \$196,769 primarily as a result of increased interest on investments, partially offset by a decrease in Agricultural Science and Technology Education.

- Interest on Investments, accounted for in the Accounting division, is estimated at \$800,000, an increase of \$485,000 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 0.61% in 2016/17. 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 1.10% to 2.75% currently. The average rate earned for FY2017 was 0.67% for pooled investments. An average assumed rate of return of 1.50% was used to estimate investment income for 2019 compared to 0.55% used for 2018.
- Agricultural Science and Technology Education (i.e. Educational Vo Ag) tuition has decreased by \$191,891 due to a decline in student enrollment from other districts. Out of town districts pay the Town of Glastonbury for their students to attend this program and the billable tuition rate is set by the State of Connecticut Department of Education. The billable rate has not changed from the 2017/2018 fiscal year.

GENERAL FUND | REVENUES CONT'D

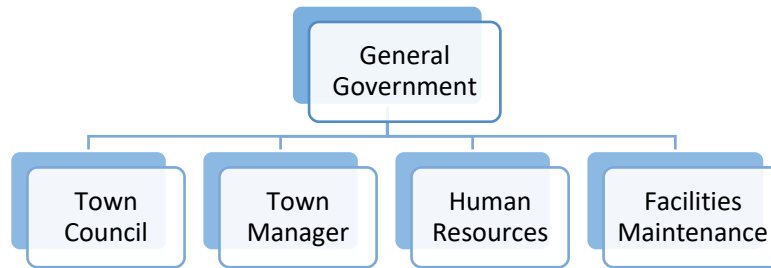
Revenues are reflected throughout the budget document on an activity/program basis where applicable. Below is a four year history of major revenues by activity/program.

Revenues by Activity/Program

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Taxes - Current Levy	137,893,911	139,935,898	145,034,165	148,093,708	2.11%
Building Inspection Fees	1,202,114	975,364	555,000	650,000	17.12%
Accounting - Investment Income	285,841	410,843	315,000	800,000	153.97%
Town Clerk	1,081,527	1,196,057	767,900	767,900	0.00%
Insurance/Pension/Claims Reimbursed*	953,278	824,795	40,000	40,000	0.00%
Refuse Disposal	564,772	515,079	727,000	627,750	-13.65%
Senior & Community Services	293,748	302,199	280,300	296,278	5.70%
Parks and Recreation	443,714	210,579	218,720	142,000	-35.08%
Education	8,730,412	8,340,389	1,091,366	3,578,077	277.85%

*Prior to FY2018, employee health insurance contributions were budgeted as both revenue and expense. Such contributions are no longer included in the General Fund budget.

General Government



EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	1,555,339	1,533,820	1,652,487	1,701,018	2.94%
Supplies	41,547	37,035	51,074	60,470	18.40%
Services & Charges	1,363,614	1,304,748	1,321,742	1,586,645	20.04%
Capital Outlay	41,948	67,848	31,000	16,460	-46.90%
TOTAL EXPENDITURES	\$3,002,448	\$2,943,451	\$3,056,303	\$3,364,593	10.09%

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

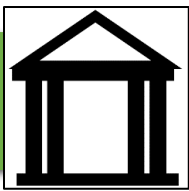
Activities, Functions, and Responsibilities by Division Cont'd

Human Resources

- Employee selection, including new hire recruitment and internal promotions
- Benefits administration, including health, dental, long-term disability, life insurance, pension, workers' compensation, unemployment compensation, and family and medical leave
- Labor relations and contract administration/negotiation
- Compensation administration and Fair Labor Standards Act classification
- Performance management
- Employee relations
- Health and safety
- Training and development
- Record keeping
- Compliance with state and federal employment laws and related guidelines
- Policy review and development

Facilities Maintenance

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



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 legislative actions including Anti-Fracking Ordinance, Banning of Smoking and Tobacco Products in Town Recreation Areas, amendments to fees and charges for solid waste and health services.
- Approved purchase and preservation of 90+ acres of open space and farmland in support of goals identified through the Plan of Conservation and Development, and long-term open space acquisition and preservation goals of the community.
- Enacted Capital and Operating budgets for 2017-2018 under uncertain conditions created by State budget stalemate.
- Reviewed options and initiated funding process for installation of air-conditioning at Town elementary schools.
- Amended Adaptive Redevelopment Zone (ARZ) and PAD regulations.
- Approved implementation of PILOT tax program with the Housing Authority for Center Village complex.

Future Goals & Initiatives

- Adopt annual Operating and Capital budget plan for FY 2019 consistent with the Town’s long-term goals and initiatives.
- Act as Zoning Authority to consider development proposals and updates to the Building-Zone Regulations, as applicable.
- Continue to acquire land for riverfront access, open space, outdoor recreation and municipal needs as opportunities arise.
- Approve legislative actions involving policies, ordinances, zoning regulations and other such matters as presented or recommended for Council support, as applicable.
- Consider and authorize, as applicable, sale of land within the Gateway area when determined in the community’s best long-term interest.
- Authorize updated agreements for Emergency Medical Services.
- Complete work on long-term plan for Capital projects and present initial proposals at referendum, as applicable.

Personnel & Expenditure Summary

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	7,801	7,746	23,120	23,120	0.00%
Supplies	1,462	2,922	7,466	7,675	2.80%
Services & Charges	100,393	107,262	116,102	117,178	0.93%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$109,656	\$117,930	\$146,688	\$147,973	0.88%



Town Manager

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

Successes & Accomplishments

- Completed Phase 2 remediation and restoration at Riverfront Park.
- Continued successful efforts to market banquet facility and revenue producing use of parking nearing 100% revenue-expense offset.
- Developed financial model to assist Council and Board of Finance in evaluating factors and trends influencing Capital and Operating expenses, Grand List growth, non-tax revenues and tax rate over 10 year planning horizon. Well received. To be updated yearly.
- Negotiated successful land acquisitions totaling 90+ acres of open space and farmland, consistent with Plan of Conservation & Development, and land acquisition and preservation goals.
- Completed reconfiguration of Town Hall site including parking and access drives, lighting, signage, pedestrian circulation and landscaping, and addition to work space at Town Hall to include 1,000± square foot Customer Service Center. Project well received by users.
- Sustained highly successful efforts to effectively manage Town operating costs with a 10 year, 1.5% average increase in operating expenditures, outside of pension actuarially determined contribution.
- Managed highly successful Capital program for Town and Education. Focused on care and maintenance of existing infrastructure and major equipment, and ongoing projects with significant community support. 28 projects funded effective July 2017, all successfully underway.
- Completed first year infrastructure improvements to the Town Center through construction of a new modern roundabout at Hebron Avenue and New London Turnpike. Additional intersection realignment and road reconstruction to proceed in 2019.
- Decreased pension investment assumption to 6.875% under adopted FY 2018 budget to continue multi-year process to reduce investment assumption to achieve long-term viability of pension plan and better match investment assumptions with investment markets.
- Received Connecticut Interlocal Risk Management Agency (CIRMA) award for sustained organizational loss control for system-wide efforts to effectively manage losses from LAP and Worker's Compensation. One of only four towns statewide to be so recognized.

Future Goals & Initiatives

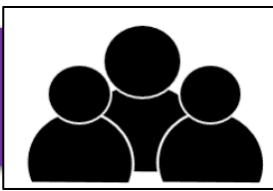
- Negotiate land acquisitions as opportunities present to achieve goals and objectives established through the Plan of Conservation & Development and overall land acquisition and preservation initiatives.
- Evaluate and implement, as applicable, opportunities for shared services and multi-town projects when determined in the best interest of Glastonbury.
- Complete infrastructure improvements within the Town Center to include new roundabout at Hebron Avenue and House Street, and reconstruction of Hebron Avenue between Sycamore Street and Main Street, evaluate streetscape improvements to complement realignment and reconstruction work.
- 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.
- Continue successful efforts to achieve revenue producing use of the Riverfront Boathouse and Riverfront Park to meet and exceed 100% revenue-expenditure offset goal.
- 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.
- Author cost effective Operating, Debt & Transfer, and Capital budget proposal for FY2020.
- Continue successful management of Capital infrastructure projects approved under 5 year Capital Program.
- Further efforts to develop and implement an effective 5 year Capital plan involving effective balance of cash and borrowing resources.



Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	3	3	3	3
Part Time	0	0	0	0
FTE	3	3	3	3

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	322,085	330,375	342,269	345,627	0.98%
Supplies	16,453	13,061	13,705	15,065	9.92%
Services & Charges	192,505	185,467	201,952	225,465	11.64%
Capital Outlay	0	1,489	0	0	0.00%
TOTAL EXPENDITURES	\$531,043	\$530,392	\$557,926	\$586,157	5.06%



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

- Provided employee training on harassment prevention, 'slips, falls, sprains and strains prevention', personal fiscal wellness (e.g. retirement investments, budgeting, debt management, and understanding Social Security) minimizing health care costs, understanding cyber risk, understanding employee assistance program services, Excel skills, and executive leadership
- Developed and implemented a performance improvement system for employee growth and success
- Centralized employee accident reporting to provide timely and consistent communication with insurance carrier
- Implemented Position Control module of the Information System, allowing for greater accountability between recruitment efforts and the staffing budget
- Expanded recruitment outreach to diverse candidate groups by advertising open positions through CT Works, public access TV, online platforms, and job fairs
- Improved benefits open enrollment process by eliminating need for employees to communicate elections when not making benefits changes
- Realized payroll tax savings by doubling employee participation in flexible spending accounts
- Implemented ability for health insurance participating families to video contact health providers 24/7 for routine health concerns. This new capability offers added convenience to employees while reducing health care costs and time away from work
- Improved resident services by expanding Information Center coverage to include all Town Hall operating hours
- Partnered with a new medical provider for pre-employment physicals and drug tests, reducing recruitment time by as much as three weeks
- Participated on the Health and Wellness subcommittee of CT PRIME to identify and implement programs to improve health outcomes and reduce health-related costs
- Partnered with new employee assistance program provider to expand services from 3 to 8 counseling visits, as well as 10 hours of annual employee/supervisor training, monthly wellness newsletters, online skill builders, webinars, and work/life resources
- Initiated two leadership development initiatives; one for the Police Department and one for department heads organization-wide
- Managed 60 recruitments for full and part-time employees, including two key positions: Police Chief and Director of Finance and Administrative Services

Future Goals & Initiatives

- Streamline recruitment requisition process and implement online application capabilities
- Integrate employee pension data to benefits module of Information System
- Redesign administrative policy record keeping system and update administrative policies including customer service, sick leave, attendance, personal appearance, family and medical leave, disability accommodation, respectful workplace, and security
- Update employee handbook and make an electronic version available
- Provide staff training regarding customer service, diversity/respectful workplace, harassment prevention, successful hiring, Family and Medical Leave Act, workers' compensation, Americans with Disabilities Act, performance management/coaching, Microsoft Office Suite, and cyber security



Future Goals & Initiatives Cont'd

- Continue leadership initiative with department heads, expanding throughout the organization
- Develop and communicate comprehensive benefits strategy and improve employee communications regarding health and pension benefits
- Provide harassment prevention training online
- Redesign Performance Management System
- Develop strategies to improve health outcomes and contain health care costs, including employee education, marketing the Employee Assistance Program, and continued participation on CT PRIME Health and Wellness Committee
- Develop robust Risk Management Program to improve safety outcomes and reduce loss claims
- Introduce expanded resident & visitor services in new Customer Service Center to be located in Main Town Hall Entrance

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	3.00	3.00	3.00	3.00
Part Time	1.00	1.27	1.67	1.67
FTE	4.00	4.27	4.67	4.67

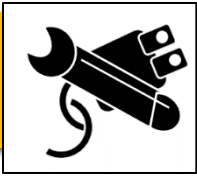
EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	240,415	275,151	293,018	320,645	9.43%
Supplies	11,003	8,112	10,824	16,100	48.74%
Services & Charges	186,740	174,343	250,229	434,384	73.59%
Capital Outlay	0	16,479	0	0	0.00%
TOTAL EXPENDITURES	\$438,158	\$474,085	\$554,071	\$771,129	39.18%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
# of Workers Compensation Claims	<20	30	22	23	23
Total Cost of Workers Compensation Claims	<\$50,000	\$75,000	\$236,500	\$130,000	\$130,000
# of Employee Programs/Training Sessions	25	25	12	30	25
# of Days to Certify Qualified Candidates for FT Positions (days from test date)	<20	3	2	2	2

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Number of Applications Reviewed	750	1,146	1,900	1,900
Total Number of Participants in Training Sessions for Fiscal Year	600	430	600	500
Number of Full & Part Time Recruitments per year (Parks & Recreation seasonal NOT included)	35	60	52	52
Number of Full Time Budgeted Positions	241	241	241	238



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

- Installed emergency generators at the Police Station, Fire Company #1, and the Natural Gas Fueling Station
- Provided oversight for design and construction of new 700 s.f. addition to the Youth and Family Annex
- Replaced 60 year old boilers at Police facility with high efficiency condensing-style boilers
- Relamped Welles Turner Library, GHS Parking Lot, and Riverfront Park Parking Lot with LED lights
- Replaced carpet and upgraded phone and Public Address (PA) system at Naubuc School
- Welcomed new employees to restore full staffing levels after several team member retirements
- Maintained Energy Star rating for Town Hall

Future Goals & Initiatives

- Complete Design and Installation of replacement boiler at Town Hall
- Construct and Commission new reception space for Town Hall
- Replace windows at Police Facility
- Complete Phase 1 of renovations at Welles Turner Library, to include constructing additional meeting space, office relocation, and renovating the main lending desk to accommodate an automatic book sorter for self-checkout
- Renovate locker rooms and restrooms at the Police Department, including new finishes, fixtures, and equipment
- Enroll the Town in the state-sponsored 'Sustainable CT' program and apply for relevant certifications
- Increase Renewable Energy use from 35% to 40% of Town's total use

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	13.00	12.00	12.00	12.00
Part Time	4.20	5.30	5.30	6.36
FTE	17.20	17.30	17.30	18.36

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	985,038	920,548	994,080	1,011,626	1.77%
Supplies	12,629	12,940	19,079	21,630	13.37%
Services & Charges	883,976	837,676	753,459	809,618	7.45%
Capital Outlay	41,948	49,880	31,000	16,460	-46.90%
TOTAL EXPENDITURES	\$1,923,591	\$1,821,044	\$1,797,618	\$1,859,334	3.43%

Performance Measures



PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Energy Intensity (KBTU/SF)*	<79.1	80.0	80.0	79.0	79.0
Custodial Costs (\$/SF)	<1.90	1.84	1.88	1.94	1.94
Custodial Quality (5 High to 1 Low)	5.0	4.12	4.22	4.33	4.40
# of Workplace Incidents	0	1	4	0	0
# of Lost Days	0	3	4	0	0
% of Electricity from Alter/Renewable Energy Sources**	≥ 40%	31%	35%	35%	35%

*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

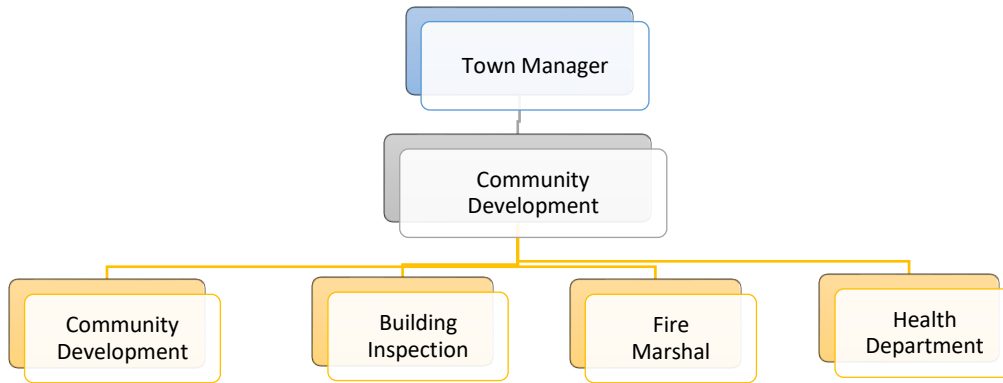
ACTIVITY INDICATORS	FY2016 ACTUAL *	FY2017 ACTUAL **	FY2018 ESTIMATED	FY2019 ESTIMATED
Number of Work Orders	1,850	1,795	1,393	1,900
Capital Improvement Program Execution (000)	2,750	2,500	3,500	2,500
Square Feet of Municipal Facilities Managed***	322,000	322,000	323,000	323,000

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

**FY16 TO FY17 includes 1056 New London Turnpike.

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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	1,188,388	1,227,089	1,278,326	1,360,686	6.44%
Supplies	21,859	27,384	24,845	25,795	3.82%
Services & Charges	517,648	592,689	634,527	715,437	12.75%
Capital Outlay	10,043	34,879	0	1,500	0.00%
TOTAL EXPENDITURES	\$1,737,938	\$1,882,041	\$1,937,698	\$2,103,418	8.55%

Activities, Functions, and Responsibilities by Division

Community Development

- Perform statutory review of all residential, commercial, and municipal development projects
- Coordinate and develop new/revised land use regulations and various planning documents
- Manage provisions of environmental protection services in conjunction with new development and guidance on preservation of Town-wide natural resources
- Oversee historic preservation services
- Provide administrative and fiscal management of the department’s divisions
- Develop, adopt, and implement the Town’s Plan of Conservation and Development, which facilitates the vision of growth and preservation for the Town of Glastonbury
- Manage 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

- Enforce Zoning and Building Codes applicable to building, electrical, plumbing, & heating
- Handle zoning & building complaints, conduct investigations, issue cease & desist orders, and perform joint inspections with the Fire Marshal
- Review Building plans
- Issue Building permits, conduct building and construction project inspections, and approve & issue Certificates of Occupancy
- Provide administration for 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
- Conduct plan reviews in accordance with CGS 29-263 for construction and alterations to all structures, excluding one and two family dwellings and appurtenant out buildings
- 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 author press releases

Health

- Protect the public health by identifying health problems, monitoring health status, investigating health problems and hazards, and ensuring the provision of health services
- Educate citizens on health issues
- Enforce health laws and regulations
- Facilitate environmental health programs including well water, on-site sewage disposal, lead poisoning, housing, and inspection of Town's 150± food service establishments
- Conduct disease surveillance and communicable disease follow-up
- Develop responses to public health emergencies, both natural and intentional
- Coordinate and host public health events such as flu clinics, wellness clinics, and similar programs that promote good health and wellness for residents of the community.



Community Development

Successes & Accomplishments

- Completed office renovation project to create a new multi-functional common area for file storage, plan review, and meeting space
- Streamlined the permitting screening form for a set of home renovation project types seeking construction permits
- Initiated the process to update the Town's Plan of Conservation and Development and held nine (9) public workshop meetings to allow for public review and comment
- Worked with the Town Council and Town Plan and Zoning Commission to adopt amendments to the Planned Area Development and Adaptive Redevelopment Zone regulations
- Collaborated with Youth and Family Services, the Health Department, and the Fire Marshal's Office to develop a Relocation Plan to guide the Town in handling displacement issues resulting from severe code violations on residential properties
- Worked with Information Technology staff to select consultants for the document management project, an effort to include software installation and scanning of existing documents
- Partnered with the Health Department to develop a new permit fee schedule for Health-related activities
- Collaborated with the land use boards/commissions, Town Council, and developers to issue approvals for special permits, subdivisions, and Planned Area Developments. This included projects such as Edge Fitness Center (2855 Main St.); Shoppes on Main (2941 Main St.), South Mill Village PAD - Phase V; Wendell's Woods Subdivision (Oakwood Dr.); and Willow Pond Subdivision (1348 New London Tpke)

Future Goals & Initiatives

- Complete and readopt the revised Plan of Conservation and Development
- Initiate a series of revisions to the Building-Zone Regulations to make the regulations more transparent and reflective of today's economic needs and conditions
- Update the bylaws for the Town Plan and Zoning Commission
- Continue to work with Information Technology staff to begin the scanning phase of the document management project and develop an electronic application submittal protocol
- Initiate the process to review the Blight Ordinance for potential enhancements that will make the code more predictable and user-friendly for the public
- Continue to work cross-departmentally to find opportunities for streamlining the permitting screening process, while upholding the integrity of the program
- Hire a part-time compliance officer for zoning and wetland matters
- Continue to work with the Building Department to eliminate illegal signage throughout Town

Personnel & Expenditure Summary



PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.50	0.50	0.50	0.50
FTE	4.50	4.50	4.50	4.50

*Administrative Assistant splits time between Engineering & Community Development. Counted as part-time (0.5) in each department.

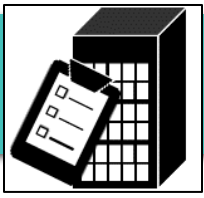
EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	357,252	311,131	330,994	376,972	13.89%
Supplies	7,626	10,859	7,166	7,550	5.36%
Services & Charges	121,500	125,706	151,383	155,144	2.48%
Capital Outlay	3,734	964	0	0	0.00%
TOTAL EXPENDITURES	\$490,112	\$448,660	\$489,543	\$539,666	10.24%
REVENUES-Non Tax	\$8,592	\$17,039	\$12,000	\$12,000	0.00%
Required From Taxes	\$481,520	\$431,621	\$477,543	\$527,666	10.50%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 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%	N/A	70%	75%	80%
Update and adoption of Plan of Conservation and Development	100%	10%	70%	100%	100%

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Applications Approved:				
Subdivision	6	4	3	3
Special Permit	40	39	32	32
Wetland Permit	10	6	6	6
Commission Subcommittee Meetings/Public Workshops Held	15	25	20	15
Building Permit Plans Reviewed	35	42	40	40
Town Plan & Zoning Commission Meetings	18	15	17	17
Inland Wetlands/Conservation Commission Meetings	15	12	12	12



Building Inspection

Successes & Accomplishments

- Promoted building inspector to position of deputy building official
- Welcomed a new building inspector to the team
- Delivered reliable and prompt permitting services to Glastonbury citizens, resulting in the collection of approximately \$1 million dollars in permit fees
- Worked with Health, Community Development, and the Fire Marshal's Office to achieve a 50% success rate of compliance with blighted properties as reported to the department
- Coordinated the issuance of Certificate of Occupancies for over 80 commercial and residential projects

Future Goals & Initiatives

- Continue to work with Health, Community Development, and the Fire Marshal's Office to increase blight compliance to 60% or greater
- Collaborate cross-departmentally to further streamline the permit screening process and expedite plan review time for simplified home improvement projects
- Continue to support the beautification efforts of the community by enforcing the Town's signage regulations to eliminate the appearance of illegal signage
- Partner with Information Technology on the Document Management System to transmit 100% of plan documents and files into an electronic, user friendly format
- Continue to serve as a guide and educational resource for contractors and developers in the inspection process that will aid in the completion of code compliant projects and the generation of tax revenue to the Town of Glastonbury
- Foster ongoing staff development by supporting continuing education opportunities in building code compliance and zoning enforcement

Personnel & Expenditures

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.50	0.50	0.50	0.50
FTE	4.50	4.50	4.50	4.50

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	230,836	309,134	300,244	305,252	1.67%
Supplies	4,217	5,881	6,570	6,070	-7.61%
Services & Charges	133,348	162,944	163,806	171,708	4.82%
Capital Outlay	4,003	1,815	0	0	0.00%
TOTAL EXPENDITURES	\$372,404	\$479,070	\$470,620	\$483,030	2.64%
REVENUES-Non Tax*	\$1,202,114	\$975,584	\$555,150	\$650,150	17.11%
Required From Taxes	(\$829,710)	(\$496,514)	(\$84,530)	(\$167,120)	97.70%

*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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Complete 80% Inspections within 2 days of request	80%	100%	100%	100%	100%
Annual Relicensing Training for Inspectors (hours/person/year)	≥30	30	30	30	30
Implement Use of Online Permitting	25%	10%	20%	20%	20%

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Building Permits Issued*	1,000	657	1,000	850
Other Permits Issued (Non-Building)	1,500	1,235	1,500	1,500
Certificate of Occupancy Permits Issued	40	82	100	65
Zoning Board of Appeals Applications Received	60	38	60	60

*New and renovated structures



Fire Marshal

Successes & Accomplishments

- Conducted multi-family inspection campaign to help prevent the loss of property and life in residential buildings. Efforts included 155 inspection activities and over 117 apartments verified for code compliance
- Performed 88 Certificates of Occupancy inspections for construction projects
- Completed 121 plan reviews related to new construction projects and 85 permit-screening form reviews
- Conducted 125 inspection activities related to new construction
- Inspected 84 fire protection systems to verify conformance with the fire code
- Conducted 408 grease hood inspection activities related to commercial cooking to reduce associated fire risks
- Performed 48 license inspections to satisfy permitting requirements of state regulatory agencies
- Implemented enhanced “rapid entry” program with Police Department and private stakeholders. This high security building access system helps expedite public safety response time and reduces property damage and personal injury during emergency situations

Future Goals & Initiatives

- Continue with multi-family residential dwelling inspection campaign throughout the jurisdiction
- Provide plan review and consulting services for new construction projects and site developments to help ensure code compliance
- Uphold efforts to conduct inspections at frequencies consistent with State of Connecticut requirements
- Hire a part-time fire inspector that will help the office conduct timely inspections and provide fire prevention education to the public
- Continue pursuing rapid entry program enhancement opportunities to aid in the Town’s ability to enter buildings quickly and efficiently in emergency situations

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	2.00	2.00	2.00	2.00
Part Time	0.50	0.50	0.50	0.64
FTE	2.50	2.50	2.50	2.64

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	188,305	182,410	205,544	215,619	4.90%
Supplies	3,683	5,346	4,180	4,800	14.83%
Services & Charges	79,582	96,229	93,849	119,794	27.65%
Capital Outlay	1,213	0	0	0	0.00%
TOTAL EXPENDITURES	\$272,783	\$283,984	\$303,573	\$340,213	12.07%
REVENUES-Non Tax	\$7,035	\$5,282	\$2,100	\$5,100	142.86%
Required From Taxes	\$265,748	\$278,702	\$301,473	\$335,113	11.16%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 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	26	9	8	10
Assembly Occupancy Inspections Completed at Facilities Occupied by 50 or more Persons	90	300	139	120	125

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Fire Incident Investigations Completed:				
Commercial	8	2	3	2
Residential	19	12	10	9
Other	36	14	15	20
Certificate of Occupancy Inspections	60	88	70	31





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

- Staff participated in eight work sessions introducing the standards and requirements of the national Public Health Accreditation Board. Health staff successfully identified, collected, and developed certifying documents to fulfill 3 of the 12 domains. Staff members will continue to pursue opportunities to complete the remaining domains
- Following the 2016 adoption of a Town Blight Ordinance, the Health and Building Departments partnered to develop a successful protocol for response to blight complaints
- In FY17, the Health Department conducted 114 inspections of complaints associated with blight, a 533% increase from similar complaints in the prior year
- Developed operating guidelines and communication resources, (e.g. press releases, fact sheets, and website updates), to address emergent public health concerns. Topics included mosquitoes and mosquito-borne disease, drought, summer hazards, and food safety
- Participated in a regional, multi-day emergency preparedness drill to test the department’s response to an emergent infectious disease (e.g. Ebola)
- Strengthened emergency readiness capacity for disease surveillance through an active partnership with Board of Education to share monthly aggregate student absence data
- Issued Food Service Licenses and conducted related inspections as follows:

Class	Food Service Licenses Issued	Related Inspections
Class I- Cold Food	26	19
Class II- Pre-packaged food	18	20
Class III- Prepare & serve <4 hours	26	86
Class IV- Prepared & serve >4 hours	98	323

Future Goals & Initiatives

- Implement Autism Awareness project in partnership with the Glastonbury Fire Department. Program will provide participating families with a process for alerting first responders to the presence of persons with autism at residential addresses in town
- Present Community Health Assessment to the public to gather feedback and incorporate public comments as appropriate
- Initiate development of the Community Health Improvement Plan using the completed Community Health Assessment (CHA) as a foundation
- Successfully transition into FDA Model Food Code, the code recently adopted by the State of Connecticut for food regulation. Scheduled to take effect July 1, 2018, the Model Food Code transition will include extensive staff training and new inspection procedures, as well as providing support to Glastonbury’s food service establishments throughout the state regulation development and roll out process



Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	5.00	5.00	5.00	5.00
Part Time	0.50	0.50	0.50	0.64
FTE	5.50	5.50	5.50	5.64

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	411,995	424,414	441,544	462,843	4.82%
Supplies	6,333	5,298	6,929	7,375	6.44%
Services & Charges	183,218	207,810	225,489	268,791	19.20%
Capital Outlay	1,093	32,100	0	1,500	0.00%
TOTAL EXPENDITURES	\$602,639	\$669,622	\$673,962	\$740,509	9.87%
REVENUES-Non Tax	\$90,720	\$84,397	\$128,430	\$104,600	-18.55%
Required From Taxes	\$511,919	\$585,225	\$545,532	\$635,909	16.57%

Performance Measures

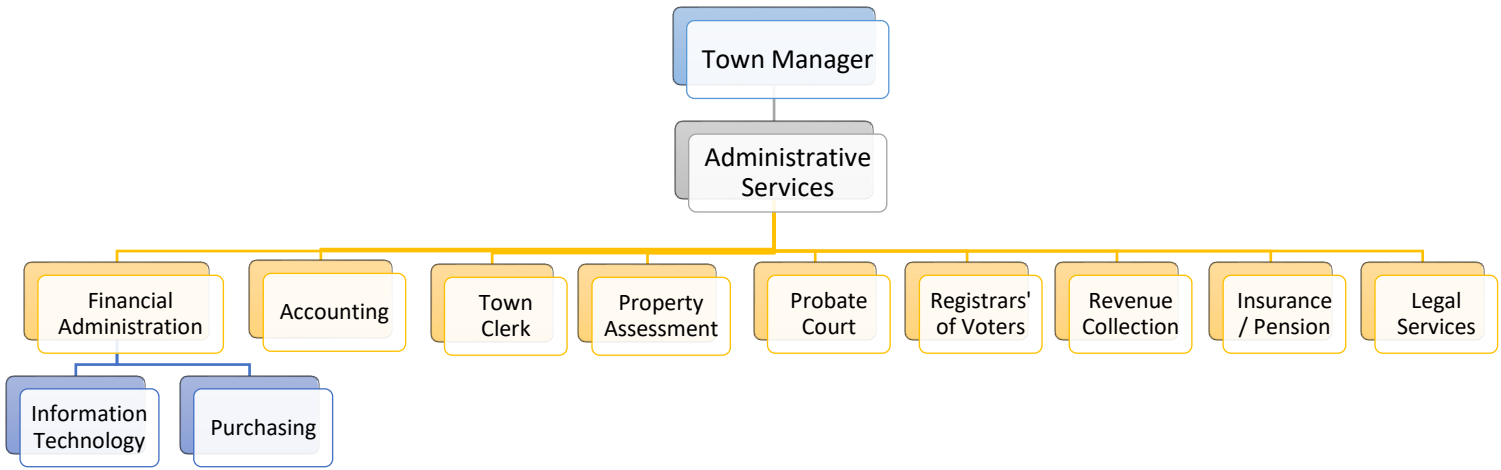
PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Complete Septic System Plan Reviews Within 5 Working Days	80%	86%	80%	80%	81%
Reduce Restaurant Re-inspections of all Food Service Licensed Establishments	<20%	21%	15%	18%	35%**

** Transition to FDA Food Code, may include more re-inspections

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Well and Septic Permits Issued (including Repairs)	75	93	99	90
Routine Inspections (Septic Installation, restaurants)	1,050	995	990	900
Complaint Inspections (Housing Code Matters, Environmental Sanitation)	150	223	220	230

Administrative Services



EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	2,012,546	1,981,168	2,026,722	2,084,145	2.83%
Supplies	116,760	112,684	127,056	140,135	10.29%
Services & Charges	4,241,858	4,651,003	3,345,236	3,747,374	12.02%
Capital Outlay	151,438	40,133	80,740	103,160	27.77%
TOTAL EXPENDITURES	\$6,522,603	\$6,784,988	\$5,579,754	\$6,074,814	8.87%

Activities, Functions, and Responsibilities by Division

Financial Administration

- Compile Operating and Five-Year Capital Improvement Plan (CIP) for the Town Manager’s review
- Implement renewal and procurement of Town & Education insurance coverage in coordination with the Agent of Record and recommendations of the Insurance Advisory Committee
- Prepare financing plan for funding capital projects
- Schedule bond issues in accordance with CIP and prepare official statements for bond issuance
- Oversee and monitor Town’s retirement investments
- Meet with rating agencies to attain rating for bond sales
- Oversee 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
- Serve as advisor and technical support for departmental system enhancements and town websites

Purchasing

- Review and approve purchase requisitions and orders to acquire goods and services
- Maintain purchasing module of MUNIS financial system
- Develop specifications and administer solicitations for quotations, bids, and proposals
- Administer contracts related to goods and services
- Dispose of surplus property
- Develop and maintain purchasing policies and procedures
- Administer procurement card program and maintain related online banking controls
- Coordinate Town-owned residential property leasing

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
- Enforce delinquent collections of taxes
- Act as central processing office for revenue from all Town departments
- Partner with Sanitation Department to collect data and process 5,700 annual sewer use bills

Activities, Functions, and Responsibilities by Division Cont'd

Town Clerk

- Land and Property Maps Recording, Indexing, and Certified Copy Issuance
- State and Municipal Conveyance Return Tax Processing for Land Records Transactions
- Vital Records (Birth, Marriage, and Death) Filings, Burial Book Maintenance, Records Indexing, and Certified Copy Issuance
- Liquor Permit and Trade Name (DBA) Filings
- Dog, Marriage, and Sporting License Issuance
- Veteran Discharge and Foreclosed Property Registrations
- Special Funds Management for Land Records and Dog, Marriage, and Sporting License Fees
- Election Administration and Results Certification
- Absentee Ballot Design, Issuance, and Reconciliation
- Referenda and Nominating Petition Qualifying
- Notarization Service, Registration, and Signature Authentication
- Designated Agent For Service
- Ethics Commission Training Coordination and Tracking
- Repository for Agreements, Town Annual Reports, Budgets, Financial Audits, Contracts, and Board, Commission, and Committee Agendas and Minutes
- Index, Maintain, and Preserve Various Public Record Miscellaneous Filings
- Records Management and Preservation

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
- Automate voter check in process at election polling locations through the use of laptops and unique software

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

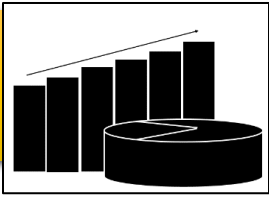
- Decedents' estates
- Conservatorships: voluntary and involuntary
- Guardianships and Guardianships of the estate of a minor
- Temporary custody, Termination of parental rights, Adoptions, Emancipations
- Compromise of claims
- Commitment of mentally ill and commitment of persons who are drug and/or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

Insurance/Pension

- The Town maintains an Insurance/Pension Division to account 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 currently serve 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

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

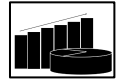
Successes & Accomplishments

Financial Administration, Purchasing, Information Technology

- Completed successful transition of cash management services to achieve significant efficiencies and improved customer service
- Coordinated lease renewals for residential properties resulting in annual revenues of \$74,100
- Administered online surplus property auctions resulting in annual revenue of over \$115,098
- Implemented revised Purchasing Policy and Procedures to align with current procurement practices and process improvements, including standardization of forms and templates
- Implemented revised JPMC bank online expense reconciliation for all procurement card users
- Coordinated Energy Advisor Contract and subsequent electricity and biodiesel contracts for Town and Board of Education, resulting in significant utilities savings
- Coordinated solicitation and implementation of new signage for Town facilities
- Continued expansion of JPMC bank procurement card program, resulting in an annual rebate to the Town of \$4,009
- Implemented several HR modules within the Financial Management System to improve applicant tracking and annual open enrollment for employee health insurance
- Purchasing Agent co-chaired Capitol Region Purchasing Council as well as the legislative agenda for Public Purchasing Association of Connecticut
- Completed procurement process for new town-wide Document Management System
- Information Technology Manager served as Connecticut Chapter President for Government Management Information Services Association (GMIS)

Future Goals & Initiatives

- Continue to enhance Town budget document to receive GFOA Distinguished Budget Presentation Award
- Prepare for future bond issues and long term capital improvement planning as it relates to the Capital Improvement Program
- Research categorization of suppliers in MUNIS financial system, including minority vendor tracking
- Revise procurement card administration policy and procedures to align with current procurement practices and process improvements, including online expense reporting
- Research electronic tracking of expired certificates of insurance for suppliers within MUNIS financial system
- Coordinate procurement use of document management software to store, index, and retrieve documents related to solicitations and related Town purchases. This is part of the Town's initiative to electronically archive documents.
- Implement *Seamless Docs* for electronic routing of purchasing forms throughout the organization, including the *New Vendor Application* form and the *Purchase Order Change* form
- Research MUNIS *Requisition Central* for streamlined requisition entry
- Analyze the capabilities of Tyler Reporting Services and MUNIS Centrals related to procurement reporting
- Improve timely access and retrieval of documents on Town-wide basis and reduce storage space requirements currently utilized throughout Town facilities
- Increase overall server up-time and reduce unbudgeted hardware replacements by developing and utilizing predictive analytics



Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	8.00	8.00	8.00	8.00
Part Time	0.50	0.50	0.50	0.50
FTE	8.50	8.50	8.50	8.50

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	695,293	740,087	729,175	763,467	4.70%
Supplies	26,888	22,969	24,157	31,090	28.70%
Services & Charges	435,589	483,050	513,842	552,456	7.51%
Capital Outlay	128,185	31,822	70,000	85,800	22.57%
TOTAL EXPENDITURES	\$1,285,954	\$1,277,928	\$1,337,174	\$1,432,813	7.15%
REVENUES-Non Tax	\$164,713	\$297,013	\$740,754	\$981,748	32.53%
Required From Taxes	\$1,121,241	\$980,915	\$596,420	\$451,065	-24.37%

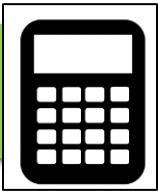
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
GFOA Distinguished Budget Award: # of Years Received	Annual	21	22	N/A	23
Unassigned Fund Balance as a % of Budgeted Revenues	>12%	16.7%	15.7%	15.7%	15.7%
Debt Service as a % of Actual Expenditures	<10%	6.0%	6.0%	6.0%	6.0%
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	35	25	20	20
Tech Staff per Total Staff*	<3.6%	1.1%	1.0%	1.0%	1.0%
Tech Spending per Employee*	<\$7773	\$3,135	\$3,338	\$3,488	\$4,029
Tech Spending % of Revenue*	<3.6%	3.0%	2.9%	3.2%	3.5%

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

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
# of Bids Issued	20	22	20	21
# of Requests for Proposal Issued	12	18	16	17
# of Quotes Issued	29	13	12	13
# of Networked Devices	961	994	1,020	1,050
CRAs Resolved	700	519	650	700
Average Monthly CRA Volume Processed	50	46	55	55
Information Technology Projects Completed	51	66	60	60



Accounting

Successes & Accomplishments

- Awarded the 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
- Managed cash balances and investment opportunities to ensure that Town funds were secure and prudently invested
- Served on the selection committee to review proposals and interview finalists for a document management system and archival services
- Teamed with Information Technology personnel to implement a significant upgrade to the financial accounting system
- Transitioned major cash operating accounts to a new banking partner to improve efficiency and effectiveness, especially for the lockbox operation

Future Goals & Initiatives

- Maintain the Town's excellence in financial reporting by regularly producing timely and accurate financial reports
- Continue to monitor investment opportunities and rates to improve investment yield as much as practicable without compromising safety of principal
- Work with Information Technology personnel to implement an improved reporting module for the financial accounting system by June 2018
- Collaborate with Information Technology personnel to implement the financial portion of the document management system by December 2018

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.00	0.00	0.00	0.00
FTE	4.00	4.00	4.00	4.00

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	322,276	276,692	288,751	293,211	1.54%
Supplies	11,058	10,020	11,519	13,100	13.73%
Services & Charges	127,372	132,032	138,626	141,067	1.76%
Capital Outlay	1,662	0	0	6,800	0.00%
TOTAL EXPENDITURES	\$462,367	\$418,744	\$438,896	\$454,178	3.48%
REVENUES-Non Tax*	\$285,841	\$410,843	\$315,000	\$800,000	153.97%
Required From Taxes	\$176,526	\$7,901	\$123,896	(\$345,822)	-379.12%

*Non-tax revenue is generated by investing the Town's idle cash. Through the utilization of a consolidated pooled cash concept, the Town is able to maximize investment earnings. The Town participates in two investment pool groups, invests in bank money market accounts, and invests in certificates of deposit when appropriate. One of the pools, the State-administered Short-Term Investment Fund (STIF), produced an average yield for the Town of 0.61% in fiscal year 2017. Interest rates increased slightly during the last half of the year with a federal funds rate of 1.00% - 1.25% at June 30, 2017. Rates are expected to continue to increase, but slowly; therefore, the Town is estimating an average yield of 1.50% for fiscal year 2018/2019.

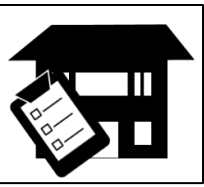


Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 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%	83%	82%	83%	85%
% of Direct Deposit Electronic Statements	70%	66%	66%	68%	70%
Investment Results:					
General Fund/Pooled Cash	1.50%	0.45%	0.67%	1.00%	1.50%
Sewer Funds--Pooled and Separately Invested	2.20%	1.26%	1.59%	2.00%	2.20%

Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Payroll Checks Issued	2,200	2,200	2,451	2,400	2,200
Direct Deposit Advices	11,500	10,000	11,289	11,300	11,500
Vendor Payments	6,200	6,400	6,200	6,200	6,200
1099 Misc. Issued	170	170	163	170	170
W-2s Issued	960	900	958	960	960
Revenue Batches Posted	2,000	2,800	1,911	2,000	2,000
Accounts Receivable Bills Issued	420	400	419	420	420



Property Assessment

Successes & Accomplishments

- Finalized and signed the 2016 Grand List on February 16, 2017
- Continued to provide a higher volume of local businesses with access to our online personal property filing application
- Resolved all tax appeals related to the 2012 revaluation
- Completed the state mandated 2017 Grand List revaluation
- Continued to promote the availability of detailed information and downloadable forms on the Assessor's page of the Town's website as a convenient resource for residents
- Encouraged residents to interact with staff via email in order to expedite requests and associated adjustments, save tax payer's time, and allow expedited processing of payments and refunds
- Continued to reach out to as many seniors as possible to inform them about the residents' property tax credit program through local churches and gathering places
- In collaboration with IT Staff, designed and implemented an electronic 'Change of Address' form for use by our office and the Revenue Collector

Future Goals & Initiatives

- File the 2017 Grand List by statutory deadline
- Assist the Board of Assessment Appeals in adjudicating the appeals of the 2017 Grand List
- Continue to promote our online personal property filing application to more of our business accounts, which would result in considerable cost reductions for office printing and postage
- Encourage new Homeowners Program applicants to download the application and related materials from the website to further decrease office printing costs

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	5.00	5.00	5.00	5.00
Part Time	0.00	0.00	0.00	0.00
FTE	5.00	5.00	5.00	5.00

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	346,177	344,672	351,030	356,288	1.50%
Supplies	8,341	10,599	11,240	13,100	16.55%
Services & Charges	193,586	205,825	233,459	266,171	14.01%
Capital Outlay	1,915	1,204	6,340	0	-100.00%
TOTAL EXPENDITURES	\$550,019	\$562,300	\$602,069	\$635,559	5.56%



Performance Measures

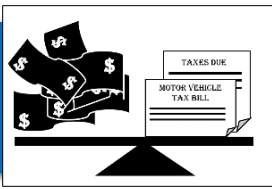
PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Time Lag in Processing Deeds (in days)	<30	15	15	20	20
Grand List Adjustments	<2,600	2,680	3,152	3,000	3,000
Coefficient of Dispersion (COD)*	<12.5%	10.3%	11.5%	10.9%	8.0%
Assessment Level (Median)	63% - 77%	65.6%	65.8%	65.0%	70.0%
Price Related Differential (PRD)**	0.97-1.03	1.02	1.03	1.23	1.00

*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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Taxable Grand List Accounts	53,657	53,794	54,340	54,300
Elderly Applications Processed	524	545	571	575
Useable Real Estate Sales	486	603	552	600
Deeds processed	1,009	990	1,098	1,038
Applications to Board of Assessment Appeals	65	103	87	200
Appeals to Superior Court	3	2	2	70
New Construction assessments completed	39	42	26	20



Revenue Collection

Successes & Accomplishments

- Achieved a Collection Rate of 99.44%
- Implemented security measures in Revenue Collection Office Area
- Electronically filed Sewer Use liens and releases with the Town Clerk
- Improved Lockbox services for quicker processing of payments
- Offered taxpayers the ability to make on-time tax payments at any People’s United Bank branches
- Fully implemented segregation of duties and cash management recommendations by Town auditor, Blum Shapiro

Future Goals & Initiatives

- Achieve a collection rate of over 99%
- Offer taxpayers the ability to make on-time sewer use payments at any People’s United Bank branches
- Electronically issue refunds between Revenue Collection office and Accounting Department
- Train new staff member to receive the Certified Connecticut Municipal Collector designation

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.00	0.00	0.00	0.00
FTE	4.00	4.00	4.00	4.00

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	264,452	238,090	262,444	270,237	2.97%
Supplies	25,167	30,877	31,494	33,665	6.89%
Services & Charges	156,196	154,774	174,228	183,600	5.38%
Capital Outlay	6,456	2,652	0	2,240	0.00%
TOTAL EXPENDITURES	\$452,271	\$426,394	\$468,166	\$489,742	4.61%

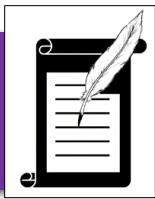


Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Tax Revenue Collection Rate					
Personal Property	99.2%	99.2%	98.9%	99.0%	99.0%
Real Estate	99.2%	99.5%	99.6%	99.3%	99.3%
Motor Vehicle	98.5%	98.5%	98.5%	98.5%	98.5%
Sewer Collection Rate	≥97.0%	98.0%	97.6%	97.1%	97.3%

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
# of Credit Card/E-Check Transactions processed	4,200	5,650	5,070	6,000
Total Dollars for Credit Card/E-Check Transactions	\$3,600,000	\$5,430,004	\$5,300,000	\$5,500,000
Real Estate - Non Escrow (billed)	7,708	7,581	7,800	7,600
Real Estate - Escrow (billed)	6,237	6,354	6,200	6,400
# of Motor Vehicle Accounts	31,883	31,661	32,300	32,300
# of Personal Property Accounts	2,210	2,228	2,220	2,230
# of Supplemental Motor Vehicle Accounts	5,150	5,466	5,150	5,400
# of Sewer Bills Issued	5,730	5,751	5,750	5,750
# of Tax Liens	300	249	300	250
Electronic Billing Notifications	0.3%	0.1%	10.0%	0.1%
Lockbox Collections (excluding Escrow)	50.0%	33.9%	45.0%	45.0%



Town Clerk

Successes & Accomplishments

- Completed minor vault renovations to provide shelving space for additional permanent public records storage
- Coordinated the inspection, evaluation, and maintenance on the aging lock system for vault door to provide fire and smoke suppression and maintain security of the town’s oldest permanent public records
- Completed foundational data input in system designed to track current board and commission participation. Program enables more accurate and efficient generation of current membership and vacancy reports
- Submitted a State Preservation Grant application in April 2017 for FY 2017/2018 to continue the conservation and preservation project for 239 of the Town’s oldest permanent record property maps
- Completed the FY 2016/2017 State Historic Preservation Grant for the conservation and preservation of 135 of the Town’s oldest permanent record property maps in April 2017
- Coordinated the biennial ethics DVD training with staff liaisons for boards and commissions, which is held at their organizational meetings in January 2018
- Provided continued oversight of the Ethics Commission training protocol for all board and commission members, as well as status updates to Ethics Commission

Future Goals & Initiatives

- Complete an additional phase of minor vault renovations to consolidate property map volumes, provide much needed additional flat file storage, and create easier public access
- Test and implement a new browser-view Town Meeting Search Program to provide streamlined and user-friendly features for residents to search and print Town Meeting records
- Input current data in system designed to track current board and commission memberships. A future phase will include inputting historical data to provide the ability to generate reports on an individual’s past participation on boards and commissions
- Submit a State Historic Preservation Grant application in April 2018 for FY 2018/2019 for the continuation of the conservation and preservation project for the town’s oldest permanent record property maps
- By June 2018, complete the FY 2017/2018 State Historic Preservation Grant for the conservation and preservation of 239 of the Town’s oldest permanent record property maps
- Monitor and document the biennial ethics DVD training with staff liaisons for boards and commissions held at their organizational meetings in January 2018
- Provide continued annual oversight of Ethics Commission training protocol for all board and commission members as well as providing status updates to Ethics Commission

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.00	0.00	0.00	0.00
FTE	4.00	4.00	4.00	4.00

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	268,618	274,178	278,322	283,942	2.02%
Supplies	13,196	11,919	12,108	13,550	11.91%
Services & Charges	191,830	219,830	224,928	247,126	9.87%
Capital Outlay	4,400	3,407	4,400	4,520	2.73%
TOTAL EXPENDITURES	\$478,044	\$509,334	\$519,758	\$549,138	5.65%
REVENUES-Non Tax*	\$1,081,527	\$1,196,057	\$850,000	\$851,500	0.18%
Required From Taxes	(\$603,483)	(\$686,723)	(\$330,242)	(\$302,362)	-8.44%

*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.

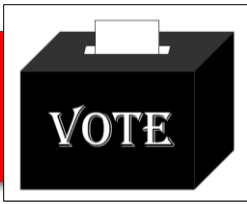
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 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%	99%	100%	100%	100%

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Land Record Recording (LRR) - Documents	7,225	7,192	7,200	7,200
Land Record Recording (LRR) - Pages	28,007	28,801	28,000	28,000
Land Record Certifications	148	162	150	150
Property Map Recordings	138	196	200	200
Dog Licenses Issued - Individual / Kennel	2,755 / 7	2,740 / 12	2,750 / 10	2,750 / 10
Sporting Licenses & Permits / Liquor Permits Issued	627 / 57	648 / 48	700 / 50	700 / 50
Vital Records Received and Processed	833	826	900	900
Marriage Licenses Issued	158	157	150	150
Burial / Cremation / Disinterment Permits Issued	165 / 82 / 1	175 / 79 / 0	175 / 80 / 1	175 / 80 / 1
Notary Registrations / Notarizations	99 / 726	79 / 497	100 / 400	100 / 400
Absentee Ballots Issued for Election Events	672	2,201	300	1,200
Online Credit Card Transactions - #/\$*	542 / \$14,549	672 / \$17,613	700 / \$18,000	725 / \$18,500

* 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 November General Election
- Enrolled 136 students during a High School registration session held on May 31, 2017
- Published articles in the local newspaper to encourage participation in the Municipal Election
- Conducted annual canvass of voters from January 4, 2017 through May 31, 2017
- Held a Referendum and Municipal Election in November 2017. Turnout was approximately 31%
- Welcomed and trained 6 new moderators and 15 new poll workers, along with additional training for 45 existing poll workers
- Implemented changes to the DMV online voter registration and address change system
- Registered 20 new voters at Election Day Registration event
- Implemented mandatory Election Management System for the November 7, 2017 Municipal election
- Participated in semi-annual Registrar of Voters Annual Conference and Secretary of State (SOS) conference on election laws and procedures
- Both Registrars' of Voters successfully completed the Registrar Certification Program
- Participated on subcommittees within the Registrars professional organization ROVAC, contributing as Chair of the Technology Committee and an active participant on the Legislative Committee

Future Goals & Initiatives

- Conduct annual canvass of voters January 9, 2018 through May 31, 2018
- Recruit and train new poll workers
- Plan for a potential Primary in the summer of 2018 and the State Elections in the fall of 2018
- Conduct high school registration session between January and June 2018. Objective is to increase participation in registration process via the use of the Online Registration process
- Prepare for implementation of Poll Books in anticipation of SOS finalizing specifications
- Revise elements of training materials 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 training certification for Registrar of Voters, Deputy ROVs, and Moderators
- Continue to monitor election cost savings

Personnel & Expenditure Summary

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	115,730	107,450	117,000	117,000	0.00%
Supplies	14,477	15,341	14,938	14,030	-6.08%
Services & Charges	22,007	19,947	24,571	30,141	22.67%
Capital Outlay	6,262	1,048	0	0	0.00%
TOTAL EXPENDITURES	\$158,476	\$143,786	\$156,509	\$161,171	2.98%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Hire, Train, and Certify Election Officials	70	85	70	75	95

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Number of Registrars	2	2	2	2
Deputy Registrars	2	2	4	4
Tabulator Technicians	4	6	5	6
Number of Elections (including Primaries)	2	2	2	2
Referendum	1	0	1	1
Audit or Recanvas	1	1	1	1
Number of Eligible Voters	23,500	23,500	23,500	24,000
Percent Voting:				
Municipal	28%	*	31%	*
State	28%	*	*	70%
Primary State			*	40%
Federal		90%	*	*
Primary Federal	40%			
Party Primary	*	*		
Referendum	40%		31%	

* 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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Services & Charges	397,017	517,580	280,000	300,000	7.14%
TOTAL EXPENDITURES	\$397,017	\$517,580	\$280,000	\$300,000	7.14%
REVENUES-Non Tax	\$15,795	\$24,292	\$12,000	\$12,000	0.00%
Required From Taxes	\$381,222	\$493,288	\$268,000	\$288,000	7.46%

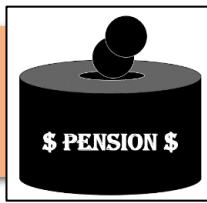


Probate Court – Glastonbury-Hebron

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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Supplies	17,633	10,959	21,600	21,600	0.00%
Services & Charges	1,835	3,375	4,200	4,200	0.00%
Capital Outlay	2,559	0	0	3,800	100.00%
TOTAL EXPENDITURES	\$22,027	\$14,334	\$25,800	\$29,600	14.73%



Insurance/Pension

Successes & Accomplishments

- Risk Management: Awarded a 2018 Excellence in Risk Management Award by CIRMA for Sustained Loss Control Program
- Continued plan to systematically reduce anticipated investment rate of return to more closely approximate current economic environment and to support long term viability of plan

Future Goals & Initiatives

- Continue safety and risk management programs to reduce workers compensation exposure and liability of property incidents
- Continue to monitor health insurance claims in the Town's self-insurance fund to identify significant variances in actual versus expected claims ratios. Monitor reserve balances in accordance with policy and revise, if necessary, to coordinate with budget and open enrollment process
- Monitor cost effectiveness of on-going participation in CT Prime
- Work with Town's actuaries to review options and enact cost management strategies in pension plan design to reduce long term pension plan costs

Personnel & Expenditure Summary

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Training & Dues	0	0	1,863	2,700	44.93%
Casualty Insurance	503,159	606,284	537,190	564,050	5.00%
Employee Related Insurance	1,789,525	1,855,133	1,076,774	1,320,308	22.62%
Pension	13,116	130,395	17,930	17,930	0.00%
OPEB Reserve	312,410	222,180	0	0	0.00%
Claims/Services/Retro Charges	75,735	51,353	60,000	60,000	0.00%
Programs/Professional Services	22,482	49,244	57,625	57,625	0.00%
TOTAL EXPENDITURES	\$2,716,427	\$2,914,589	\$1,751,382	\$2,022,613	15.49%
REVENUES-Non Tax*	\$953,278	\$824,795	\$40,000	\$40,000	0.00%
Required From Taxes	\$1,763,149	\$2,089,794	\$1,711,382	\$1,982,613	15.85%

* Non tax revenue is generated from insurance policy credits and claims reimbursements. Prior to FY2018, employee health insurance contributions were budgeted as both revenue and expense. Such contributions are no longer included in the budget.



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Workers Compensation Experience Modification Factor	<.90	0.86	0.90	0.85	0.85
Pension Contribution (% of Payroll)	<10%	23.21%	22.85%	24.76%	25.63%
Fiduciary Net Position as a % of Total Pension Liability	100.0%	72.20%	70.90%	70.50%	70.00%
Percent of Actuarial Determined Contribution (ADC)	100%	100%	100%	100%	100%

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Casualty Insurance (annual cost)	\$503,159	\$606,284	\$537,190	\$564,050
Health Insurance Rate Increases:				
Anthem Blue Cross/Blue Shield	2.3%	9.0%	16.1%	4.8%
ConnectiCare	3.5%	8.7%	12.6%	12.7%
Delta Dental	0.4%	0.0%	0.0%	0.0%



Self Insurance

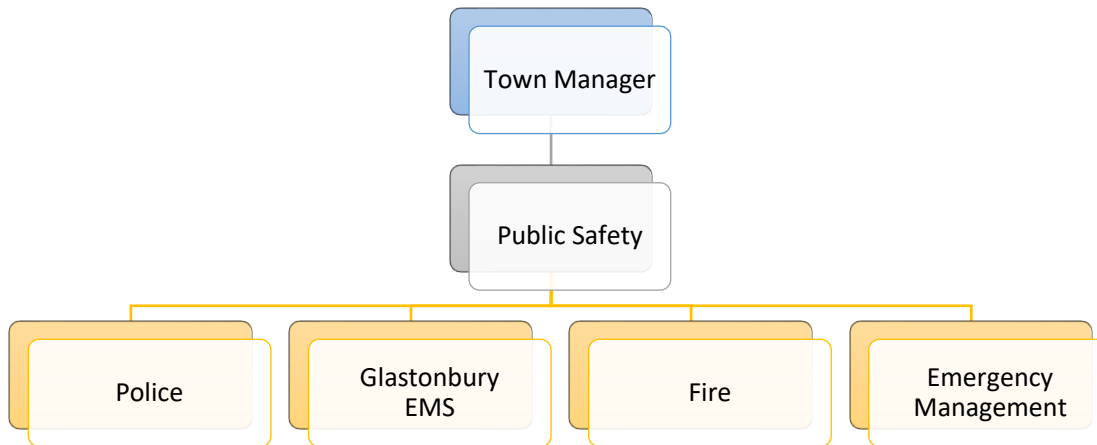
Effective July 1, 2010, the Town and Board of Education implemented a self-insured program for its employee health insurance benefits. In accordance with the Self Insurance Reserve Fund policy, both the Town and Education fund this program using fully insured equivalent premium rates provided annually by the insurance carriers. Per the Self Insurance Reserve Fund Policy, the goal is to 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; and,
- The total of the incurred but not recorded (IBNR) claims at fiscal year-end as provided by the Town’s health benefits consultant.

The chart below outlines the results of operations for 2015, projections through 2016, and estimates for 2017. The activity of the insurance program is accounted for in an Internal Service Fund. For comparison, the minimum reserve is estimated at approximately \$5 million.

SELF INSURANCE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL
REVENUES			
Employer Contributions	13,640,797	14,108,570	16,292,746
Employee Contributions	3,800,625	4,328,062	3,710,977
Interest on Investments	13,847	11,987	8,024
TOTAL REVENUES	17,455,269	18,448,619	20,011,747
EXPENDITURES			
Claims Incurred	17,703,377	17,850,694	18,310,655
Administration	2,345,637	2,152,863	2,030,306
TOTAL EXPENDITURES	20,049,014	20,003,557	20,340,961
Beginning Self Insurance Fund Balance	9,457,862	6,864,117	5,309,179
Annual Change	-2,593,745	-1,554,938	-329,214
Ending Self Insurance Balance	6,864,117	5,309,179	4,979,965

Public Safety



EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	7,108,501	7,500,357	7,662,812	7,866,842	2.66%
Supplies	212,092	197,632	193,474	220,645	14.04%
Services & Charges	4,639,715	4,711,933	5,117,103	5,525,420	7.98%
Capital Outlay	440,512	365,012	353,850	472,590	33.56%
TOTAL EXPENDITURES	\$12,400,821	\$12,774,933	\$13,327,239	\$14,085,497	5.69%

Activities, Functions, and Responsibilities by Division

Police Department

- Enforce all laws and ordinances within the scope of the department
- Investigate motor vehicle crashes, criminal violations, and town ordinance violations
- Provide community policing services to the Town including crime prevention activities, traffic enforcement, and youth/school programs
- Provide dispatch and emergency communication services for police, fire, and EMS in Glastonbury and East Hampton
- Maintain state and national law enforcement accreditation standards
- Retain a fully staffed and well trained workforce
- Ensure emergency management efforts meet the needs of the community
- Regularly review programs and staffing to ensure we are engaging in best practices, meeting the needs of the community, and meeting budgetary constraints and policy objectives

Activities, Functions, and Responsibilities by Division Cont'd

Glastonbury EMS

- Provide emergency medical pre-hospital care
- Serve as 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
- Maintain involvement with Federal, State, Regional, and Local Public Safety, Homeland Security, and Emergency Management organizations for the protection of Glastonbury citizens
- Provide citizens with information regarding emergency situations and public safety updates via the department's disaster telephone line (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
- Provide informational sessions for various local organizations, businesses, and citizens
- Maintain association with a myriad of civic organizations and businesses



Police Department

Successes & Accomplishments

- Welcomed three police officers and one dispatcher to the team
- Purchased microwave links for emergency communication towers through a state grant
- Selected a consultant to assess and recommend best solutions for replacing Town's emergency communication equipment
- Completed locker room renovations with staff from Facilities Maintenance Department
- Installed a prescription drug drop box in police department lobby for residents to safely dispose of unused and expired prescription medications
- Completed renovations of training room/back-up emergency operations center
- Outfitted all department cruisers with Automated External Defibrillators (AEDs), a portable device that can help save the life of a person in sudden cardiac arrest
- Installed a new 911 system
- Participated in numerous community policing and school related programs
- Trained two department members as car seat technicians and began installing child car seats for residents

Future Goals & Initiatives

- Fill remaining police officer vacancies
- Research implementation of a K-9 program
- Renovate women's bathroom adjacent to locker room
- Replace police department windows
- Continue planned replacement of public safety communications equipment
- Select and implement scheduling software for improved operations
- Provide leadership and advanced training opportunities for personnel
- Conduct liquor compliance and sex offender registry compliance checks
- Participate in grant funded traffic safety initiatives (DUI patrol, Click It or Ticket, Distracted Driving)
- Collaborate with Board of Education on school safety initiatives and training programs

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	75.00	75.00	79.00	79.00
Part Time	2.00	2.00	2.00	1.59
FTE	77.00	77.00	81.00	80.59

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	6,655,663	7,024,797	7,140,385	7,355,929	3.02%
Supplies	118,636	115,454	111,518	132,270	18.61%
Services & Charges	4,129,452	4,231,576	4,621,347	5,031,581	8.88%
Capital Outlay	385,190	264,366	225,250	303,530	34.75%
TOTAL EXPENDITURES	\$11,288,942	\$11,636,193	\$12,098,500	\$12,823,310	5.99%
REVENUES-Non Tax	\$127,487	\$479,749	\$361,000	\$393,000	8.86%
Required From Taxes	\$11,161,455	\$11,156,444	\$11,737,500	\$12,430,310	5.90%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Crime Rate (Per 1000 population)* pop. 34,427	<14	12.80	16.10	17.10	13.10
Percent of Part I Crimes** Cleared by Arrest***	>30	31.80	50.00	50.00	50.00
Answer Time-E911 (Seconds)	<3:00	2.70	2.63	2.60	2.60
Emergency/Priority 1 Response Time (Min)	<4:30	4:30	4:56	4:50	4:50
# of Workplace Incidents	0	8	7	5	6
# of Lost Days****	0	90	259	183	0

*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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Alarm Dispatches	1,436	1,445	1,683	1,507
Total Part 1 Crimes**	441	555	591	453
Total Calls for Service/Complaints	18,162	17,668	17,094	17,983
Total Medical Calls	2,195	2,293	2,019	2,014
Total Animal Calls	761	644	711	688
Total Motor Vehicle Accidents	766	910	861	860
Accidents Involving Injury	121	109	105	115

**FBI's Uniform Crime Index for Major Crimes



Glastonbury EMS

Successes & Accomplishments

- Implemented name change from Glastonbury Volunteer Ambulance Association to Glastonbury EMS
- Conducted American Heart Association (AHA) CPR and first aid classes for individuals and businesses
- Hosted Emergency Medical Technician (EMT) recertification class
- Conducted Emergency Medical Responder (EMR) recertification classes for Glastonbury Police Department
- 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
- Recruit, retain, and increase number of volunteers
- Increase number of individuals within the community trained in CPR

Personnel & Expenditure Summary

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	0	0	0	0	0.00%
Services & Charges	18,083	17,004	20,010	20,010	0.00%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$18,083	\$17,004	\$20,010	\$20,010	0.00%
REVENUES-Non Tax	\$19,022	\$23,730	\$20,010	\$20,010	0.00%
Required From Taxes	(\$939)	(\$6,726)	\$0	\$0	0.00%



Fire Department

Successes & Accomplishments

- Seven probationary firefighters completed their Firefighter I certification training
- Thirteen members completed the Department's in-house Firefighter II training and received certification to the standards established by the Connecticut Fire Academy
- Maintained partnership with Glastonbury Police Department and St. Francis Hospital to promote car seat safety
- Received a \$3,000 grant from the International Association of Fire Chiefs, on behalf of the Connecticut Fire Chiefs Association, for Physicals and Training of new recruits

Future Goals & Initiatives

- Increase the number of firefighters trained to the Emergency Medical Response level
- Continue to improve upon firefighter safety through advancements in technology, equipment, and training
- Increase the number of firefighters and officers certified to the Fire Service Instructor and Fire Officer level
- Improve methods of retaining existing members and recruiting new talent to the department

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	2.00	2.00	2.00	1.00
Part Time	0.00	0.00	0.00	1.00
FTE	2.00	2.00	2.00	2.00

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	432,838	454,560	501,427	488,913	-2.50%
Supplies	93,273	82,178	81,691	88,110	7.86%
Services & Charges	484,431	455,121	466,943	465,026	-0.41%
Capital Outlay	54,611	99,614	127,000	167,560	31.94%
TOTAL EXPENDITURES	\$1,065,153	\$1,091,472	\$1,177,061	\$1,209,609	2.77%
REVENUES-Non Tax	\$1,770	\$280	\$5,320	\$5,320	0.00%
Required From Taxes	\$1,063,383	\$1,091,192	\$1,171,741	\$1,204,289	2.78%

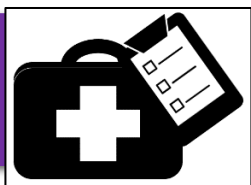
Performance Measures



PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Average Response Time in Minutes	6-8	6	7	7	7
Insurance Service Rating	4/8B	04/4Y	04/4Y	04/4Y	04/4Y
Fire Training Hours	7,000	7,500	7,680	7,800	7,800
# of Workplace Incidents	0	0	0	1	0
# of Lost Days	0	0	0	90	0

Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Emergency Incidents	900	900	851	900	900
Structure Fires	35	25	27	30	27
Volunteer Firefighters	135	115	114	120	120



Emergency Management

Successes & Accomplishments

- Maintained viable, Emergency Management & Homeland Security Program
- Continued to be federally certified as a "Storm Ready Town" by the National Weather Service
- Maintained US Weather Alert Radios in all Glastonbury schools, bus yard, Town Manager's Office, Superintendent's Office, and Dispatch center
- Provided onsite telecommunications to Parks & Recreation for Santa's Run, Apple Festival, and Summer Music Series for citizen protection and staff training
- Participated in Memorial Day Parade, St. Patrick's Parade (Hartford), and Veteran's Day ceremonies
- Instituted a program with Goodwin College to allow students in their Emergency Management and Homeland Security programs to gain experience through exposure to our operations
- Continued storm planning activity and training with Eversource and various public utilities
- Maintained planning and training efforts with Spectra Energy regarding the maintenance and emergency response procedures for the natural gas transmission line in Glastonbury

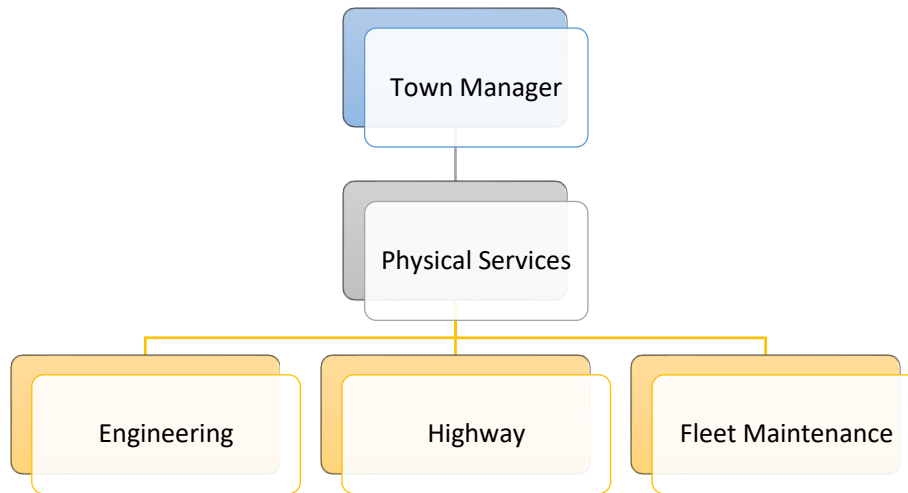
Future Goals & Initiatives

- Work closely with CT Division Emergency Management Homeland Security (DEMHS) Committees (e.g. State Interoperable, CT Police Chiefs, Interstate Police Officers, CCROG Emergency Planning, Emergency Managers Association, etc.)
- Continue National Incident Management System training for ongoing improvement and to ensure receipt of Federal funds
- Continue monthly testing of the Town Public Safety Warning Siren System
- Maintain professional development efforts regarding and Homeland Security through staff attendance in seminars and training programs provided by Local, Regional, and Federal resources
- Continue to work with Boy Scouts, High School & College Students in their Public Safety education
- Sustain involvement with CRCOG for mutual aid purposes
- Continue to offer job shadowing and internship opportunities to students studying Emergency Management and Homeland Security in various Connecticut colleges and universities

Personnel & Expenditure Summary

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	20,000	21,000	21,000	22,000	4.76%
Supplies	183	0	265	265	0.00%
Services & Charges	7,749	8,232	8,803	8,803	0.00%
Capital Outlay	711	1,032	1,600	1,500	-6.25%
TOTAL EXPENDITURES	\$28,643	\$30,264	\$31,668	\$32,568	2.84%
REVENUES-Non Tax	\$0	\$23,189	\$10,610	\$11,110	4.71%
Required From Taxes	\$28,643	\$7,075	\$21,058	\$21,458	1.90%

Physical Services



EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	3,137,577	3,365,027	3,240,193	3,296,073	1.72%
Supplies	590,747	559,613	647,378	663,570	2.50%
Services & Charges	2,425,541	2,458,210	2,581,503	2,774,436	7.47%
Capital Outlay	377,582	351,164	222,300	341,104	53.44%
TOTAL EXPENDITURES	\$6,531,447	\$6,734,014	\$6,691,374	\$7,075,183	5.74%

Activities, Functions, and Responsibilities by Division

Engineering

- Inspect 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
- Offer 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
- Maintain Town-wide mapping and performance of recurring inspections of Town infrastructure
 - Manage administration and implementation of the Town’s Stormwater Management Plan as well as construction projects designed by Division staff and retained consultants
 - Maintain 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

- Perform snow and ice removal during winter storm events
- Sweep town streets and execute roadside mowing
- Maintain Town's sanitary sewer collection system
- Prepare and provide administration of the Town street paving program
- Clean catch basin and perform main flushing of sanitary sewer
- Joint operation of the Bulky Waste sand and gravel operation
- Maintain Town-owned traffic signals, manage application of all pavement markings, and install all regulatory and advisory traffic signage
- Complete construction as funded and assigned on a wide variety of public infrastructure improvements
- Perform maintenance and construction of the Town's extensive storm drainage system
- Coordinate and implement maintenance activities for public roadways –e.g. patching, crack sealing, 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 and all 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
- Manage maintenance and regulatory compliance associated with the Town's gasoline, diesel, and natural gas fueling stations



Successes & Accomplishments

- Administered the construction of a modern roundabout at the Hebron Avenue/New London Turnpike intersection. Implementation of this approach to traffic management has significantly reduced congestion and delay on both of these high volume arterial roadways. Design consideration was incorporated with respect to complete street concepts and aesthetic appeal, as well as standard modeling efforts aimed at reducing queue lengths
- Managed construction 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 to relocate facilities while minimizing inconvenience to businesses in the Gateway Corporate Park. Grant dollars reimbursed 80% of all project costs
- Completed design plans for pavement rehabilitation of Hebron Avenue between Main Street and Sycamore Street. 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
- Administered design phase and gained Connecticut Department of Transportation approvals for construction of a modern roundabout at the intersection of Hebron Avenue and House Street. This traffic management approach will significantly improve motorist safety and 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

Future Goals & Initiatives

- 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. Construction costs are fully grant reimbursable
- Administer and perform construction inspection of a modern roundabout at the Hebron Avenue/House Street intersection. Construction is to be phased such that detour frequency and duration is minimized, thereby reducing impacts and motorist inconvenience. Construction completion will eliminate a quantifiable safety problem and all construction costs are fully Grant reimbursable
- Manage design and permitting phases of Fisher Hill Road bridge replacement in accordance with Federal/Local Bridge Grant Program requirements. This project is required due to structural deficiencies identified by bridge inspectors of the Connecticut Department of Transportation. Approved grant funding will provide 80% reimbursement for all project costs
- Administer construction and perform inspection associated with complete rehabilitation of the Hebron Avenue pavement structure between Main Street and Sycamore Street. Construction will be closely coordinated with construction of the Hebron Ave/House St. Roundabout to minimize impacts to properties within this corridor. 100% of construction costs are reimbursable through previously approved grant programs



Personnel & Expenditure Summary

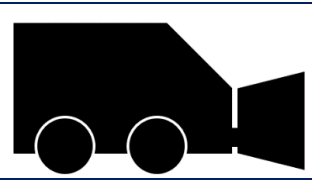
PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	11.00	11.00	11.00	11.00
Part Time*	1.00	1.00	1.00	1.00
FTE	12.00	12.00	12.00	12.00

* Administrative Assistant splits time between Engineering and Community Development; counted as part-time (0.5) in each department.

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	931,919	977,951	953,410	976,325	2.40%
Supplies	16,433	13,682	15,710	18,500	17.76%
Services & Charges	438,688	472,481	506,305	544,670	7.58%
Capital Outlay	46,629	64,596	25,800	10,864	-57.89%
TOTAL EXPENDITURES	\$1,433,669	\$1,528,710	\$1,501,225	\$1,550,359	3.27%
REVENUES-Non Tax	\$16,948	\$16,918	\$17,500	\$17,500	0.00%
Required From Taxes	\$1,416,721	\$1,511,792	\$1,483,725	\$1,532,859	3.31%

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Sales Revenue	\$3,547	\$1,823	\$2,500	\$2,500
Right-of-Way Permits Issued	298	350	350	350
Sanitary Sewer Permits Issued	51	61	50	50
Certificate of Occupancy Inspections	43	45	50	50
Call Before You Dig Requests Processed	2,573	2,469	2,500	2,500
New Town Road Accepted (Miles)	0.0	0.0	0.5	0.5
Value of Capital Improvement Projects Managed	\$2.0M	\$1.3M	\$7.2M	\$4.2M



Highway

Successes & Accomplishments

- In conjunction with contractual entities, successfully completed road resurfacing work on numerous Town roads. The 2017 program focused on residential areas in the northeast section of Town and was one of the most ambitious paving initiatives of recent years
- Working collaboratively with contractual entities and other Town departments, Highway staff implemented design improvements to the Town Hall/Academy site. Staff coordinated third party work and self-performed tasks such as material hauling, grading, drainage system component installation, and light pole bases
- Effectively responded to 17 separate snow and ice events with a cumulative duration of 267 hours during the winter of 2016-2017. Work included plowing and treating roadways for snow removal and safe driving conditions for residents, with drivers logging 37,614 road miles in the course of the winter season

Future Goals & Initiatives

- Complete the third phase of the Tryon Street Drainage Project. This phase will involve installation of multiple catch basins and connecting 36" pipe in an easterly direction on Dug Road. Water quality system components will prevent eroded soil from adjacent agricultural fields from being deposited in receiving areas. These final steps will conclude this multi-phased effort to resolve a long-standing problem with localized flooding during intense rain events
- 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. Staff will continue to complete work in preparation of paving, as well as all curbing and restoration work required to allow maximum utilization of funding for contractual paving operations
- Replace the fabric-type cover on the salt storage facility to protect the Town's investment in road salt material while ensuring continued compliance with applicable environmental regulations governing salt storage at industrial facilities. Additional work to the walls of the structure will serve to inhibit salt-induced deterioration

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	22.00	22.00	22.00	22.00
Part Time	0.50	0.50	0.50	0.52
FTE	22.50	22.50	22.50	22.52

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	1,669,528	1,823,868	1,723,993	1,747,547	1.37%
Supplies	566,525	539,384	619,550	631,410	1.91%
Services & Charges	1,430,045	1,472,244	1,485,105	1,584,906	6.72%
Capital Outlay	303,653	255,309	196,500	328,870	67.36%
TOTAL EXPENDITURES	\$3,969,751	\$4,090,805	\$4,025,148	\$4,292,733	6.65%



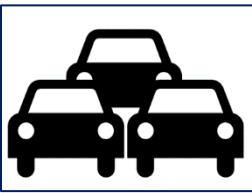
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Lane Miles Resurfaced	20	20	20	20	20
Treated Road Salt: Ton/Lane Mile	0.08	0.08	0.08	0.08	0.08
Snow Removal within 8 hours of Storm Cessation	100%	100%	100%	100%	100%
# of Workplace Incidents	0	0	0	0	0
# of Lost Days Due to Injury	0	0	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	FY2016 ACTUAL	FY2017 ESTIMATED	FY2018 ESTIMATED	FY2019 ESTIMATED
Road Miles Plowed	N/A	22,084	37,614	40,000	40,000
Catch Basins Cleaned	500	477	502	350	500



Fleet Maintenance

Successes & Accomplishments

- Coordinated installation of a third, partially grant-funded electric vehicle charging station on the Town Hall site. Two electric vehicles (EV) were also purchased for use by Town staff, both of which received partial grant funding through the EV Connecticut Program
- Effectively maintained 80 vehicles assigned to Town public safety agencies. Fire, Police, and Ambulance vehicles have diverse system components and proper maintenance is essential to ensure rapid response in emergency situations
- Responded to 17 isolated snow and ice events during the winter of 2016-2017. Staff assisted in plowing operations and made rapid repairs to plow trucks to remain operational and effective during each storm. Quick resolution to mechanical problems helped provide a high level of snow removal service

Future Goals & Initiatives

- Continue performing high quality maintenance services for an extremely diverse Municipal fleet 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 (e.g. generators, mowers, and compressors)
- Maintain technical knowledge of equipment-specific electronics and hydraulics and employ expertise associated with alternatively-fueled vehicle repair
- Evaluate options for replacing the Town's screening plant as well as contractual assistance for earth material screening at the Highway Garage site. The existing plant was purchased in 1990 and is used in support of construction and winter storm operations

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	6.00	6.00	6.00	6.00
Part Time	1.70	2.20	2.20	2.20
FTE	7.70	8.20	8.20	8.20

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	536,130	563,208	562,790	572,201	1.67%
Supplies	7,789	6,547	12,118	13,660	12.72%
Services & Charges	556,808	513,485	590,093	644,860	9.28%
Capital Outlay	27,300	31,259	0	1,370	100.00%
TOTAL EXPENDITURES	\$1,128,027	\$1,114,499	\$1,165,001	\$1,232,091	5.76%



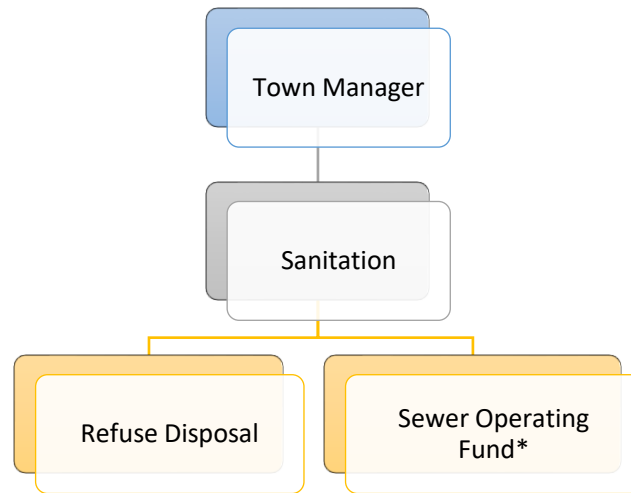
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Percentage of On-Time Preventative Maintenance:					
Sedans	95%	95%	100%	95%	95%
Cruisers	95%	85%	86%	85%	85%
Operating & Maintenance (cost per mile):					
Sedans	≤0.25	0.21	0.22	0.21	0.21
Cruisers	≤0.50	0.50	0.43	0.50	0.50
Non-Police Sedan Fuel Efficiency (mpg)	≥25.0	25.0	25.4	25.5	26.0
# of Workplace Injury Incidents	0	0	2	0	0
# of Lost Days Due to Injury	0	0	0	0	0

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
# of Units in Town Fleet (sedans, trailers, equipment, trucks - light/medium/heavy, Police/Fire/Ambulance and vans - maintenance/passenger)	271	278	274	274
# of Units in Board of Education Fleet (buses, passenger vans, maintenance, and equipment vehicles)	87	87	87	87
# Natural Gas-Fueled Vehicles/# Electric Vehicles	27 / 2	27 / 2	27 / 2	27 / 2
Road Miles Traveled by Town Fleet	874,427	943,182	1,000,000	1,000,000
Road Miles Traveled by Board of Education	880,667	837,110	950,000	950,000
Average Fleet Age (Industry Average 6.5 years)	10.48 years	10.18 years	10.4 years	10.4 years

Sanitation



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

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	305,080	306,925	327,302	329,272	0.60%
Supplies	4,760	3,858	6,274	6,980	10.11%
Services & Charges	387,345	394,513	447,337	468,225	4.46%
Capital Outlay	28,915	27,114	0	0	0.00%
TOTAL EXPENDITURES	\$726,100	\$732,410	\$780,913	\$804,477	2.93%

Activities, Functions, and Responsibilities by Division

Refuse Disposal

- Provide effective Refuse and Recycling programs for waste generated within the Town
- Operate the Transfer Station/Recycling facility and Satellite program
- Manage operations of the Bulky Waste Facility for disposal of demolition/construction related waste and the processing of excavated materials for Town use and resale
- Provide an effective Regional Household Hazardous Waste disposal program as an active member of the Capitol Region East Operating Committee
- Ensure community is informed of all solid waste disposal and recycling programs, events, and services
- Issue and enforce waste disposal permits for commercial waste collectors



Refuse Disposal

Successes & Accomplishments

- Successfully participated in statewide product stewardship program which includes recycling efforts associated with electronics, textiles, mattresses/box springs, and paint products
- Maintained active membership in the Central Connecticut Solid Waste Authority to fully evaluate effective opportunities for regional refuse and recycling disposal options
- Hosted two Town-wide paper shredding events which served 238 residents
- Replaced Bulky Waste wheel loader to reduce equipment downtime and repair costs
- Amended waste disposal permit fees and charges to achieve revenues offsetting a minimum of 75% of operating expenses
- Successfully managed the transition to a new vendor for operation of regional household hazardous waste facility

Future Goals & Initiatives

- Evaluate Refuse/Recycling operations to determine the sustainability of offsetting revenues by a minimum of 75% of operating expenses
- Continue to maximize recycling efforts through active engagement in community and regional initiatives
- Replace Bulky Waste vehicle weighing system to reduce downtime and repair costs
- Replace Transfer Station wheel loader to avoid increased repair cost

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	2.00	2.00	2.00	2.00
Part Time	4.10	4.10	4.56	4.56
FTE	6.10	6.10	6.56	6.56

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	305,080	306,925	327,302	329,272	0.60%
Supplies	4,760	3,858	6,274	6,980	11.25%
Services & Charges	387,345	394,513	447,337	468,225	4.67%
Capital Outlay	28,915	27,114	0	0	0.00%
TOTAL EXPENDITURES	\$726,100	\$732,410	\$780,913	\$804,477	3.02%
REVENUES-Non Tax	\$564,772	\$515,079	\$727,000	\$627,750	-13.65%
Required From Taxes	\$161,328	\$217,331	\$53,913	\$176,727	227.80%

* 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.



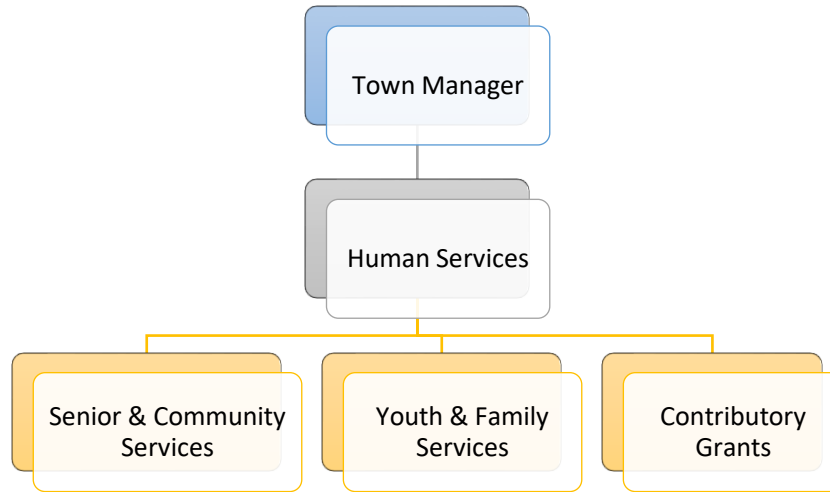
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Tons of Solid Waste Disposed at Transfer Station	< 2,500	1,600	1,574	1,650	1,650
Revenue Offset versus Refuse Operating Budget	≥ 75%	76%	76%	75%	75%
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	0	0	0	0

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Cost Per Ton for Refuse Disposed at Connecticut Resource Recovery Authority (CRRA)	\$62.00	\$64.00	\$68.00	\$69.00
# of Vehicles Attending Household Hazardous Waste Collection Events	411	442	450	450
# of Refuse Disposal Permits Issued	7,348	7,253	7,000	7,000

Human Services



EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	1,709,375	1,677,178	1,756,344	1,740,191	-0.92%
Supplies	36,237	34,305	40,981	47,150	15.05%
Services & Charges	1,026,320	1,056,476	1,071,138	1,184,292	10.56%
Capital Outlay	147,677	24,618	42,300	7,600	-82.03%
TOTAL EXPENDITURES	\$2,919,610	\$2,792,576	\$2,910,763	\$2,979,233	2.35%

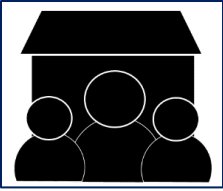
Activities, Functions, and Responsibilities by Division

Senior & Community Services

- Outreach Social Work Services to seniors, disabled adults, and financially at risk residents
- Oversee Senior Center Programs including:
 - Dial-A-Ride Transportation
 - Senior Lunch Program
 - Friendship Memory Circle Program
 - Volunteer Opportunities
 - Tax Relief & Energy Assistance Programs
 - Holiday Giving Programs

Youth & Family Services

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



Senior & Community Services

Successes & Accomplishments

- Under the auspices of the National Council on Aging, began offering the Aging Mastery Program. This person-centered education program empowers participants to develop sustainable multi-dimensional behaviors that lead to improved health, stronger economic security, enhanced well-being, and increased societal participation
- In partnership with Welles Turner Library, continued to provide expanded technology and social media programming
- Introduced new programs including Chess, play reading, Canasta, Zumba, the CT Women’s Hall of Fame Series, and expanded Indoor Walking Group hours
- Revised monthly newsletter to include enhanced color, graphics, and imagery, as well as enlarged font availability for vision-impaired individuals
- Updated senior center policies and procedures to include a Code of Conduct policy for program participants
- Revised department Mission Statement to reflect an open and affirming environment
- Finalized and began implementation of 3-year strategic and marketing plans for Senior & Community Service programs
- Obtained new Department of Transportation (DOT) grant funding to support Dial-A-Ride Program
- Passed CT DOT audit of 5310 Federal Transportation Grant
- Installed new signage in front of the Riverfront Community Center, identifying the senior center as a Nationally Accredited Center

Future Goals & Initiatives

- Develop and implement an E-Mail Access System for alerting residents seeking departmental services. This would give Social Services the ability to disseminate information regarding upcoming programs & events, and allow residents to apply for programs and access information
- Continue to work towards access to Eversource and CNG Portals that would help Glastonbury residents in need to avoid disconnection of service and assist with paying utility bills
- Cultivate awareness and assess need for additional Community programs & workshops and respond accordingly
- Continue to generate rental revenue to offset a minimum of 55% of the operating costs of the Riverfront Community Center
- Finalize notebook standards documentation, complete on-site review, submit application, and achieve senior center national re-accreditation through the National Institute of Senior Centers (NISC)
- 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
- Develop plan to maximize program usage of community center space
- Assess opportunities to increase programming for individuals with early stage dementia

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	9.00	7.00	7.00	7.00
Part Time	7.80	9.80	9.80	9.80
FTE	16.80	16.80	16.80	16.80

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	869,118	822,886	841,525	848,745	0.86%
Supplies	23,033	20,997	24,176	27,400	13.34%
Services & Charges	561,400	585,422	581,771	625,320	7.49%
Capital Outlay	135,957	9,645	34,300	4,100	-88.05%
TOTAL EXPENDITURES	\$1,589,508	\$1,438,950	\$1,481,772	\$1,505,565	1.61%
REVENUES-Non Tax	\$293,748	\$302,199	\$280,300	\$296,278	5.70%
Required From Taxes	\$1,295,760	\$1,136,751	\$1,201,472	\$1,209,287	0.65%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Customer Approval Rating	>97%	98%	98%	98%	98%
Offset RCC Utility Costs - Rental Fees*	>50%	55%	53%	53%	53%
Improvement Rating - Wellness Programs**	>90%	98%	96%	97%	97%
Food Service Cost vs. Contractual Cost***	<85%	85%	85%	86%	88%

*All figures estimated due to adjusted event rental process.

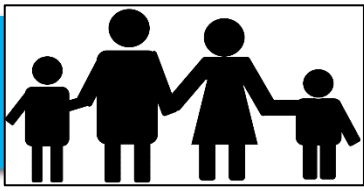
**Based on annual evaluations of wellness programs by participants.

***Actual costs compared to contractual service costs.

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Senior Center Participation (units of service)	32,000	34,106	35,000	35,000
Senior Lunch Participation (units of service)	11,000	11,501	11,500	11,500
Dial-A-Ride Rides (units of service)	24,500	18,963	20,000	20,000
Social Work Services (units of service)	12,610	12,701	12,050	12,050
Number of External Building Reservations***	220	220	230	230

***Revenue producing building use. FY2017 estimated to be 220.



Youth & Family Services

Successes & Accomplishments

- Youth Action Council presented “The Truth About E-Cigarettes” to a group of professionals at the Connecticut Youth Services Association Annual Conference. The presentation included facts, myths, and misconceptions about e-cigarettes
- To accommodate the request of school administrators, elementary school programming was expanded to include yoga and mindfulness activities to help children manage stress. Staff has also facilitated additional ‘peaceful playground’ activities during school recess to promote inclusion. The program was well attended and a positive response was received by children and their parents
- Substance Abuse Prevention Coordinator introduced the first support group for family and friends of substance abusers
- Youth Services Action Group held a Town-wide event and raised funds for hurricane relief in Puerto Rico, the Virgin Islands, and for victims of gun violence

Future Goals & Initiatives

- Introduce the “4 What’s Next” program to the Welles Village Activity Council leaders in July 2018. Offered through the Jordan Porco Foundation, this student driven primary prevention program is designed to help high school students develop coping skills and enhance protective factors in preparation for life after high school
- Host a speaker from the Jordan Porco Foundation to educate parents and youth about suicide prevention
- Clinical and Outreach staff will offer a series of parenting classes at Welles Village Community Center including:
 - A forum that helps parents understand their adolescent family member and help their child develop healthy relationships
 - “Kids Thrive When Parents Thrive” – a forum for parents of elementary level children, to be held in March 2018
- Partner with new Chief of Police to strengthen the collaborative relationship between Youth & Family Services and the Glastonbury Police Youth Unit
- Expand Creative Experiences’ presence in Smith Middle School student groups, building a bridge from Smith to afterschool pro-social peer to peer opportunities at Youth and Family Services
- Clinical, Creative Experiences and Substance Abuse Prevention staff will collaborate on developing and implementing a community enrichment program aimed at fostering self-efficacy and a sense of belonging through community service activities

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	12.00	12.00	12.00	11.00
Part Time	1.10	1.00	1.10	1.60
FTE	13.10	13.00	13.10	12.10



Personnel & Expenditure Summary Cont'd

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	840,257	854,292	914,819	891,446	-2.55%
Supplies	13,204	13,308	16,805	19,750	17.52%
Services & Charges	432,343	438,477	456,790	526,395	15.24%
Capital Outlay	11,720	14,973	8,000	3,500	-56.25%
TOTAL EXPENDITURES	\$1,297,525	\$1,321,049	\$1,396,414	\$1,441,090	3.20%
REVENUES-Non Tax	\$49,798	\$57,503	\$60,808	\$60,808	0.00%
Required From Taxes	\$1,247,727	\$1,263,546	\$1,335,606	\$1,380,282	3.35%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Client Satisfaction Rating	>90%	94%	95%	95%	95%
Clinical Service Waiting List (Business days between referral and first session)	<45	20	10	10	10

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Outreach Clients	1,300	1,021	1,050	1,050
Clinical Clients - Individual	1,000	876	900	900
Youth Program Participation	2,000	1,763	1,775	1,775
Substance Abuse Prevention Programs	15	5	10	12

Human Services: Contributory Grants

Contributory Grants

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	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%

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

Activities, Functions, and Responsibilities by Agency

InterCommunity Inc.

For several decades, Glastonbury has 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.

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

Interval House

Current fiscal year served 66 Glastonbury clients (last fiscal year served 56 Glastonbury clients) with the following services:

- Counseling/support
- Advocacy
- Safety Planning
- Information and Referral

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 including:

- Positive parenting- served 12 Glastonbury families this current fiscal year
- The Therapeutic Family Time and Supervised Visitation served 9 Glastonbury clients this current fiscal year
- Community Support for Families & Parenting Education has served 10 Glastonbury clients in the current fiscal year

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.

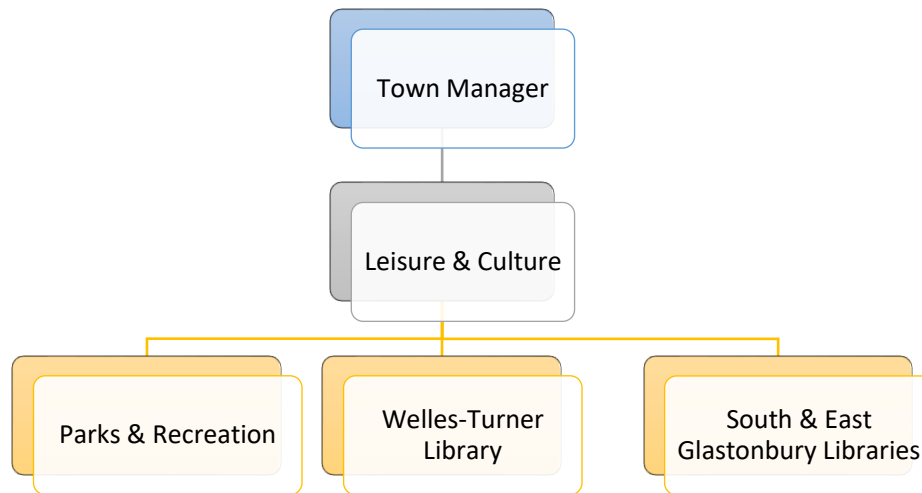
- Employment DSO- 8 Glastonbury clients this current fiscal year
- Respite/In Home Support- 8 clients from Glastonbury in the current fiscal year
- Residential- 3 clients from Glastonbury in the current fiscal year
- Self-Advocacy- 5 Glastonbury clients in the current fiscal year

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. NCRMHB advocates for individuals in Region IV Towns as follows:

- 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
- Promote continued service development for individuals with behavioral health needs across the lifespan
- 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 regarding service priorities for our regions
- Monitor DMHAS response to local issues. 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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	2,819,372	2,899,631	2,995,007	2,988,654	-0.21%
Supplies	158,568	165,082	175,864	179,950	2.32%
Services & Charges	1,973,952	1,982,580	2,082,548	2,191,960	5.25%
Capital Outlay	302,736	124,918	120,999	168,225	39.03%
TOTAL EXPENDITURES	\$5,254,629	\$5,172,211	\$5,374,418	\$5,528,789	2.87%

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 250+ acres of lawn area weekly 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 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 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 *Historical Hartford Courant*, *Historical New York Times*, *Facts.com Ancestry Library Edition*, *ConsumerReports.org*, *Morningstar Investment Research Center*, *RefUSA*, *researchIT* (Connecticut's Digital Library), 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 discounted 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

- Taught 1,825 children’s swim lessons, 72% of which were for children ages 8 or under. This aligns with the departmental goal of having all Glastonbury children learn to “Swim by Eight”.
- Installed new riding surfaces to restore skate park equipment that had been taken out of service (May 2017)
- Expanded use of contract services for aquatic vegetation control (May 2017)
- Completed restoration of the upper terrace at the Riverfront Park including the patio, handicapped accessible ramp, and River-walk (May 2017)
- Completed installation of interpretive signs and a picnic area at the Matson Hill Open Space (July 2017)
- Secured a new corporate co-sponsor, Farmington Bank, for the annual Santa’s Run Road Race (October 2017)
- In collaboration with Human Resources and Information Technology staff, successfully completed beta testing of a new on-line application process for job applicants (December 2017)
- Partnered with the Health Department to successfully develop and implement a new Policy in Diabetes Management. The policy is designed to better accommodate children with diabetes who participate in Town-sponsored recreation programs (May 2017)
- Executed new lease agreements with the golf course manager and a local restaurateur for operations at the Town-owned 9-hole Minnechaug Golf Course (May 2017)

Future Goals & Initiatives

- Continue to teach 1,200-1,400 swim lessons to kids age 8 and under as part of the ‘Swim by Eight’ campaign
- Improve efficiency and productivity by implementing first phase of remote control system for in-ground irrigation systems by June 2018. Phase two to be completed by November 1, 2018
- Replace aging equipment including turf tractor, 12’ trailer, and turf aerator by March 2018
- Replace outdoor play equipment at Bell Street preschool by May 2018
- Ensure continued reliability of operating systems at Addison and Grange swimming pools by replacing chemical controllers, circulation pumps, and motors. Reduce energy costs by installing a variable frequency drive at Addison Pool (June 2018)
- Improve the aesthetic appeal of Town center public spaces and public parks by adding part-time and seasonal maintenance staff to ensure timely completion of maintenance tasks (July 2018)
- Replace park maintenance equipment that is nearing the end of its useful life including an athletic field line painter, zero turn riding mower, utility work machine, 16’ trailer, and a sand/salt spreader by November 2018
- Replace aging and antiquated public playground equipment in Town parks by May 2019
- Remove and replace ash trees located in public spaces and affected by the Emerald Ash Borer by June 2019

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	22.00	22.00	22.00	22.00
Part Time	1.50	1.50	1.50	1.50
FTE	23.50	23.50	23.50	23.50



Personnel & Expenditure Summary Cont'd

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	1,981,490	2,035,064	2,091,508	2,060,956	-1.46%
Supplies	145,259	145,683	153,914	156,450	1.65%
Services & Charges	1,180,988	1,234,895	1,293,534	1,396,114	7.93%
Capital Outlay	286,672	100,582	120,999	144,995	19.83%
TOTAL EXPENDITURES	\$3,594,410	\$3,516,224	\$3,659,955	\$3,758,515	2.69%
REVENUES-Non Tax	\$210,689	\$210,579	\$218,720	\$142,000	-35.08%
Required From Taxes	\$3,383,721	\$3,305,645	\$3,441,235	\$3,616,515	5.09%

*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 \$142,000 in FY18/19 revenues will be generated through Parks & Recreation programs to be accounted for in the General Fund.

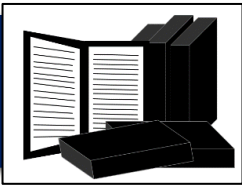
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Revenue Reimbursement of Program Expenses	95.0%	99.6%	100.0%	100.0%	100.0%
Program participants indicating that program "met expectations"*	≥95%	95.7%	93.0%	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	5	4	0
# of Lost Days	0	0	0	0	0

*Data based on customer response to survey question.

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
# of 9 hole rounds played at Minnechaug Golf Course	15,394	11,555	13,000	13,500
# 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	45,389	43,942	44,000	44,200
# of recorded program registrations, swimming facility visits for public swim, and recreation facility reservations	87,535	88,138	88,500	88,600



Welles-Turner Library

Successes & Accomplishments

- Introduced *Hoopla* a digital service enabling users to borrow or stream titles from major Hollywood studios, record companies, and publishers without holds or waiting periods
- Added *Mergent Intellect* to database suite, a program that supports a wide variety of business and job search information needs with data supplied by Dunn & Bradstreet
- Automated the booking process for reserving the Friends Room and Glastonbury Room
- Installed an automatic sorter which discharges materials from the patron's record and sorts items. This reduces staff time on repetitive functions and expedites the process of getting materials back on the shelves
- Relocated customer service desk near main entrance at rear of the building
- Added two new study rooms: one of which can accommodate up to 6 people
- Installed new, energy efficient windows on the original library building
- Added two new, state-of-the art multifunctional machines which offer copying, printing, faxing, and scanning capabilities. Users can print from library Wi-Fi or can schedule print jobs from home

Future Goals & Initiatives

- Reconfigure space in Teen Area to introduce additional maker stations by December 2018
- Enhance S.T.E.A.M. program in the Children's area to include children in grades 4-6 by September 2018
- Expand social media use to promote library programs and services by September 2018
- Reconfigure the first floor (holds, media, new fiction area) to make it more convenient for patrons to navigate, and to include comfortable seating by March 2019
- Investigate digitization of local history and make it accessible through library web page and links to Town of Glastonbury web page by June 2019

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

Personnel & Expenditure Summary



Welles-Turner Library

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	10.00	10.00	10.00	10.00
Part Time	16.83	15.94	15.94	15.94
FTE*	26.83	25.94	25.94	25.94

* As calculated by State Library.

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	837,882	864,567	903,499	927,698	2.68%
Supplies	13,309	19,399	21,950	23,500	7.06%
Services & Charges	777,964	732,685	774,014	780,846	0.88%
Capital Outlay	16,064	24,336	0	23,230	100.00%
TOTAL EXPENDITURES	\$1,645,219	\$1,640,987	\$1,699,463	\$1,755,274	3.28%
REVENUES-Non Tax	\$104,101	\$91,792	\$102,500	\$122,000	19.02%
Required From Taxes	\$1,541,118	\$1,549,195	\$1,596,963	\$1,633,274	2.27%

South Glastonbury Library

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Library visits per capita*	5.7	8.7	6.8	6.5	6.5
Circulation per capita*	7.4	12.5	10.8	10.0	10.0
Cost per circulation*	\$1.95	\$1.62	\$1.44	\$1.40	\$1.40
Percentage of circulation using self-check out	90%	70%	86%	90%	90%
Program attendance per capita*	0.59	0.38	0.38	0.45	0.50
Public Internet sessions per capita*	1.10	0.93	0.69	0.60	0.55

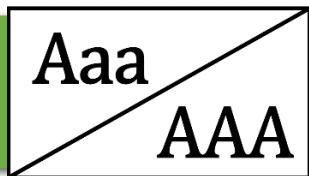
*Based on Connecticut statewide averages as listed in Connecticut Public Libraries: a Statistical Profile, July 1, 2015 - June 30, 2016.

Activity Indicators

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
# of In-Person Library Visits	300,174	235,110	252,300	252,300
# of Online Library Visits	184,779	169,392	154,000	154,000
Total circulation	431,967	374,345	357,600	357,600
Total program attendance	13,156	13,299	13,500	14,000
Total public Internet sessions**	32,220	24,144	23,880	23,402
Room Use (Friends Room, Glastonbury Room, Other)	420***	2,016	2,025	2,030
Study Room Use	N/A	1,560	1,700	2,000

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

***Friends Room use only.



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 Funds. 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

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. Additionally, 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 and decisions.

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 \$1,650,000 due to mature July 26, 2018

Future Goals & Initiatives

- 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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Town	3,304,131	3,410,248	3,330,985	2,920,996	-12.31%
Education	5,492,318	5,496,651	5,314,695	5,113,073	-3.79%
Sewers	0	0	175,000	175,000	0.00%
Other	60,232	78,060	154,320	250,016	62.01%
TOTAL EXPENDITURES	\$8,856,681	\$8,984,959	\$8,975,000	\$8,459,085	-5.75%
REVENUES					
Grant Reimbursement*	\$57,347	\$0	\$0	\$0	0.00%
TOTAL REVENUES	\$57,347	\$0	\$0	\$0	0.00%
Required from Taxes	\$8,799,334	\$8,984,959	\$8,975,000	\$8,459,085	-5.75%

**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.

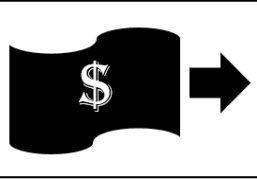
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Bond Ratings					
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard & Poor's	AAA	AAA	AAA	AAA	AAA
Debt Burden	< 10.00%	5.80%	5.80%	5.80%	5.80%
% of Debt Retired within Ten Years	> 60%	87%	80%	80%	80%
Ratio of Net Debt to Full Value	< 2.50%	0.99%	0.93%	0.82%	0.82%

Activity Indicators

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

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Net Debt Per Capita (General Fund Debt Only)	\$1,685	\$1,603	\$1,401	\$1,410
Outstanding Long Term Debt at June 30 (in thousands)	\$58,570	\$51,735	\$45,300	\$38,880
Bond Anticipation Notes at June 30 (in thousands)	\$1,265	\$1,650	\$8,000	\$1,500



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

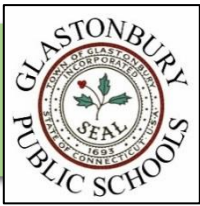
EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
EXPENDED	56,500	0	0	0	0.00%
TOTAL	\$56,500	\$0	\$0	\$0	0.00%

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 in accumulating resources to be allocated as a part of the Capital Improvement Program process

Expenditure Summary

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
To Capital Reserve	5,133,800	5,000,000	5,000,000	5,750,000	15.00%
To Capital Projects (Riverfront Park)	277,500	0	0	0	0.00%
To Dog Fund	45,000	45,000	45,000	45,000	0.00%
To Special Revenue Funds (Sewer Operating)	175,000	175,000	0	0	0.00%
Land Acquisition	0	2,725,000	0	0	0.00%
To OPEB Fund	0	0	687,804	713,719	3.77%
TOTAL	\$5,631,300	\$7,945,000	\$5,732,804	\$6,508,719	13.53%



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 2018/2019:

To the Citizens of Glastonbury:

In April 2017, the Town Council approved a 0% increase to both the Board of Education and Town budgets for 2017-18. This was the result of a threat from the governor and state legislature to take away over \$6.5 million in Educational Cost Sharing funds. Because of this proposed state reduction, we had to reduce our budget by \$3 million. Furthermore, with very few retirements and little savings from staff turnover, we had to eliminate an additional \$300,000.

We were told that if the Town did not lose all or most of their state funding, the Town Council would then reinstate money. When the State sent the ECS money to the Town of Glastonbury, we requested reinstatement of \$2.5 million to the 2017-18 budget. The Town Council agreed to this request.

The Board of Education's Approved Budget for the 2018-19 school year was \$105,666,982. With the reinstatement of \$2.5 million to our 2017-18 budget, this represented a 2.2% budget increase. The Town Council reduced this request to 1.9%.

The increases in our 2018-19 budget were the result of salary increases, health insurance, and other employee benefits. With the closing of Eastbury and elimination of seventeen staff positions, our salary account resulted in an increase to the overall budget of only 1%, as compared with 1.9% if Eastbury were not closing. Our benefit accounts generated a 2.1% increase to the entire budget. All other accounts result in reductions of 1.2%.

We included the Capital Improvement Program in our budget book. We have done much work on the projects that were included last year. We were able to eliminate some and delay others. For those items still listed, they have been evaluated or are scheduled for evaluation to determine ongoing project needs. With the resolution of air conditioning in four elementary schools, the four biggest projects to schedule include: 1) air conditioning and provision of new fan coil units at Gideon Welles, 2) the renovations to the GHS kitchen to meet handicapped accessibility, 3) the replacement or refurbishing of the GHS locker rooms by the turf field, and 4) the reconfiguration of open spaces at Naubuc.

There were no new initiatives in our budget. We will continue to advocate for maximum student learning at the lowest possible cost.

Susan Karp
Chair, 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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
FTE	810.27	802.47	786.47	776.47

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Instruction	50,399,593	50,843,865	51,280,448	52,040,302	0.00%
Support Services Instruction	19,816,723	19,914,078	19,585,593	18,805,599	0.00%
Operations	11,902,038	12,053,488	12,779,115	6,955,016	0.00%
Community Services	336,536	332,704	373,490	367,465	0.00%
Fringe Benefits	17,860,767	18,226,494	19,376,321	21,449,243	0.00%
TOTAL EXPENDITURES	\$100,315,657	\$101,370,629	\$103,394,967	\$105,366,982	0.00%
REVENUES-Non Tax	\$7,560,349	\$7,346,536	\$6,426,516	\$6,234,555	-2.99%
Required From Taxes	\$92,755,308	\$94,024,093	\$96,968,451	\$99,132,427	2.23%

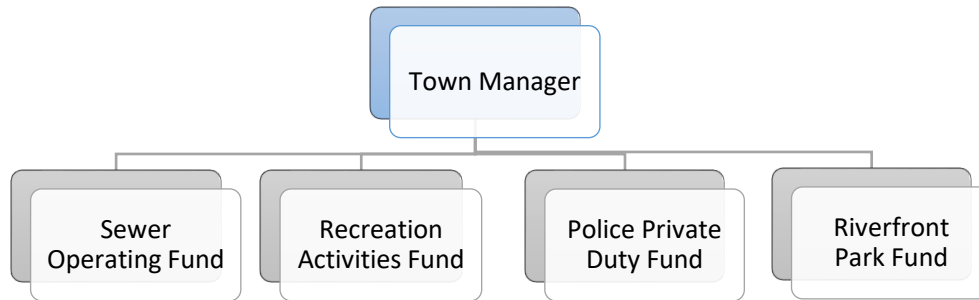


Education Expenditures Report by Program

PROGRAM NAME	FY 16/17 ACTUAL	FY 17/18 ADJUSTED	FY 18/19 ADOPTED
Art	1,160,081	1,196,592	1,219,067
Basic Education	14,527,505	14,749,340	14,962,228
English/Reading & Language Arts	4,117,579	4,215,859	4,270,783
Mathematics	2,549,236	2,541,694	2,620,963
Science	3,342,157	3,360,872	3,431,197
History/Social Sciences	2,097,046	2,152,360	2,261,423
Career and Vocational Education	1,499,475	1,563,423	1,555,260
P.A.C.E./Math Science Resource	627,625	624,621	581,426
Foreign Languages and ELL	4,062,132	4,104,572	4,232,353
Health/Physical Education	1,955,727	1,931,888	2,010,823
Music	1,637,628	1,696,012	1,667,899
Special Education	13,024,989	12,868,250	12,965,348
Agriscience and Technology	242,685	274,965	261,532
TOTAL INSTRUCTION	50,843,865	51,280,448	52,040,302
School Counseling	2,838,570	2,951,184	3,075,330
Health Services	775,095	793,506	755,353
Libraries/Media Centers	1,270,021	1,311,523	1,299,428
Program/Staff Development	583,992	836,900	693,900
Athletics/Clubs	1,679,463	1,767,367	1,763,944
Elementary Education	2,839,083	2,487,567	2,247,448
Secondary Education	2,733,638	2,782,518	2,801,224
System-wide Support Services	2,775,677	2,854,936	2,776,983
Technology Support Services	4,418,539	3,800,092	3,391,989
TOTAL SUPPORT SERVICES/INSTRUCTION	19,914,078	19,585,593	18,805,599
Operations/Maintenance	6,547,231	7,079,034	6,955,016
Utilities	2,020,741	2,076,342	2,070,285
Pupil Transportation	3,485,516	3,623,739	3,679,072
TOTAL SUPPORT SERVICES/OPERATION	12,053,488	12,779,115	12,704,373
Community Services	332,704	373,490	367,465
TOTAL COMMUNITY SERVICES	332,704	373,490	367,465
Fringe Benefits and Substitutes	18,226,494	19,376,321	21,449,243
GRAND TOTALS	101,370,629	103,394,967	105,366,982

Special Revenue Funds

Special Revenue



EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	1,679,639	1,709,785	1,754,292	1,819,978	3.74%
Supplies	54,079	80,505	87,570	90,425	3.26%
Services & Charges	1,789,298	1,794,883	2,266,058	2,235,051	-1.37%
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	286,807	107,128	16,600	8,000	-51.81%
TOTAL EXPENDITURES	\$4,958,502	\$4,840,980	\$5,274,520	\$5,303,454	0.55%

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 effective operations. Average nitrogen removal of 67 pounds compared to monthly permit of 98 pounds, a 32% favorable variance
- Per energy audit recommendations, completed replacement of all lighting fixtures with LED units at the Water Pollution Control Facility. An estimated annual savings of \$12,600 is projected along with a decrease of 85,100 kilowatt hours/year
- Selected a consultant for design and construction administration of Cider Mill Pump Station replacement project
- Awarded bid contract for Sludge Disposal and Septage Transportation to achieve a cost effective five year contract
- Maintained sewer use rate within lowest ¼ percentile among Towns with similar populations served

Future Goals & Initiatives

- Perform ongoing evaluation and implementation of increased technology use to reduce operating costs and improve overall efficiencies
- Maintain ongoing administration for the Cider Mill Pump Station project design and construction phase
- Achieve continuous energy and cost savings at the treatment plant, as outlined in the energy report

Personnel & Expenditure Summary

PERSONNEL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED
Full Time	9.00	9.00	9.00	9.00
Part Time	0.00	0.00	0.00	0.00
FTE	9.00	9.00	9.00	9.00

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	652,269	700,228	697,370	739,517	6.04%
Supplies	49,917	75,520	80,270	83,125	3.56%
Services & Charges	930,679	923,881	1,075,025	1,093,862	1.75%
Debt Service	1,148,679	1,148,679	1,150,000	1,150,000	0.00%
Capital Outlay	273,514	107,128	16,600	8,000	-51.81%
TOTAL EXPENDITURES	\$3,055,058	\$2,955,436	\$3,019,265	\$3,074,504	1.83%
REVENUES-Non Tax*	\$3,280,320	\$3,309,224	\$3,019,265	\$3,074,504	1.83%
Required From Taxes	(\$225,262)	(\$353,788)	\$0	\$0	0.00%

*Non tax revenue is generated from user fees and transfers from other funds. User fees are set by the Water Pollution Control Authority following an annual review of operating and capital costs. This process assures that all costs are funded by the users of the system. Assessment/Sinking Fund reserves provide resources for some capital outlay items and interest revenue generated in the Sewer Sinking Fund is used to offset Debt Service costs related to the plant upgrade. Additionally, a \$175,000 transfer from the General Fund offsets Debt Service costs.

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Total Sewer Use Rate per ccf	*	\$2.95	\$3.05	\$3.05	\$3.10
• Operations and Capital Funding		\$2.16	\$2.21	\$2.21	\$2.26
• Debt Service - Clean Water Fund Repayment		\$0.79	\$0.84	\$0.84	\$0.84
Treatment Plant Sludge Solids Concentration	6.00%	5.75%	5.94%	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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Treatment Plant Gallons of Sludge Disposed	2,587,000	2,541,500	2,500,000	2,500,000
Treatment Plant Average Daily Flow in Million Gals	1.95	1.95	2.00	2.00
Estimated ccf usage	950,000	950,000	950,000	950,000

Recreation Activities Fund

Successes & Accomplishments

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

Future Goals & Initiatives

- Transition the following programs from the General Fund budget to the Recreation Activities Fund: Children’s Holiday Performances, Fishing Derby, Fun Runs, Kangaroo Kids Preschool, Kid’s Dog Show, Open Gym/Volleyball, Spooky Story Stroll
- Initiate new introductory boys running program, MPower, to complement the existing girls running program, Girls In Stride
- Expand Summer Camp Discovery Program to accommodate increased demand. Restructure program to create smaller groups and lower the staff to camper ratio
- Adjust Schedule of Fees and Charges to maintain the self-supporting status of programs
- Revamp Annual Pumpkin Carving Contest by collaborating with the library to create the Spooky Story Stroll
- Introduce a Camp Nurse position to the summer staff to better support program participants and camp staff

Personnel & Expenditure Summary

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	604,541	654,892	699,097	801,549	14.65%
Supplies	0	0	0	0	0.00%
Services & Charges	587,180	601,904	804,219	781,300	-2.85%
Transfers to General Fund	0	0	0	0	-
Capital Outlay	8,235	0	0	0	-
TOTAL EXPENDITURES	\$1,199,956	\$1,256,796	\$1,503,316	\$1,582,849	5.29%
REVENUES-Non Tax*	\$1,249,084	\$1,346,802	\$1,503,316	\$1,582,849	5.29%
Required from Taxes	(\$49,128)	(\$90,006)	\$0	\$0	0.00%

*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
- Provided effective and timely traffic management services throughout construction of modern roundabout at Hebron Avenue and New London Turnpike

Future Goals & Initiatives

- Maintain smooth operation and high collection rate for contracted police services
- Continue effective traffic management assistance for major reconstruction of Hebron Avenue corridor, including the modern roundabout to be located at Hebron Avenue and House Street

Personnel & Expenditure Summary

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	355,144	271,842	250,000	175,000	-30.00%
Supplies	0	0	0	0	0.00%
Services & Charges	166,021	160,058	245,000	228,635	-6.68%
Transfers to General Fund	0	0	0	0	-
Capital Outlay	0	0	0	0	-
TOTAL EXPENDITURES	\$521,165	\$431,900	\$495,000	\$403,635	-18.46%
REVENUES-Non Tax*	\$633,258	\$457,903	\$375,000	\$403,635	7.64%

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

Riverfront Park Fund

Successes & Accomplishments

- Increased public boat launch use via daily use and seasonal pass sales to generate \$10,803 in revenue in 2017 as compared to \$9,600 in 2016 and \$7,600 in 2015
- Hosted two events at the Boathouse 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
- Expanded Boathouse social media marketing to include Instagram
- Increased revenues derived from all boathouse and banquet facility operations from \$25,168 in FY 14-15 and \$94,261 in FY 15-16 to \$185,717 in FY 16-17
- Completed restoration of the upper terrace including the patio, handicapped accessible ramp, and River-walk
- Contracted no wake buoy installation in the Connecticut River to improve efficiency and reduce potential for workplace injuries
- Expanded Glastonbury Boathouse online marketing to include 'Here Comes the Guide' and 'Wedding Spot'

Future Goals & Initiatives

- Expand Town-sponsored ticketed events in the banquet facility to increase exposure and generate additional revenue (e.g. Open House, Fall Festival, Farm to Table Dinner)
- Increase corporate event bookings in the banquet facility through networking, email, social media, and promotion of the new bistro dining option
- Expand catering and indoor décor options for customers by expanding the approved caterer and equipment provider lists

Personnel & Expenditure Summary

EXPENDITURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Personal Services	67,685	82,823	107,825	103,912	-3.63%
Supplies	4,162	4,985	7,300	7,300	0.00%
Services & Charges	105,418	109,040	141,814	131,254	-7.45%
Transfers to General Fund	0	0	0	0	-
Transfers to Capital Reserve	0	0	0	0	-
Capital Outlay	5,058	0	0	0	-
TOTAL EXPENDITURES	\$182,323	\$196,848	\$256,939	\$242,466	-5.63%
REVENUES-Non Tax*	\$94,261	\$185,717	\$256,939	\$242,466	-5.63%

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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED
Boat Rental Storage (indoor)	35	9	10	12	12
Boat Rental Storage (outdoor)	16	16	16	20	24
Boat Launch Passes Sold	120	112	131	135	140
GHS Crew Regattas Hosted	4	4	4	4	4
Banquet Facility Reservations	\$250,000	\$77,681	\$162,170	\$236,000	\$240,000



Photo credit: At left, Luke Wayne Photography. Top Right, Jennifer Sullivan Photography. Bottom right, Ray Purtell, Former Glastonbury Parks & Recreation Director.



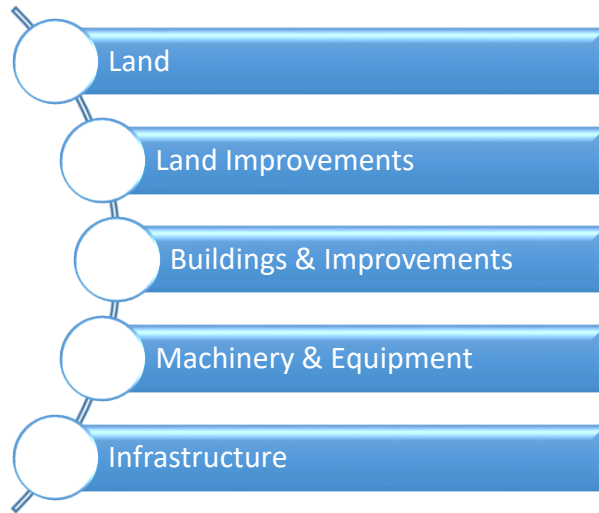
**Capital Improvement
Program (CIP)**

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; and
- 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; and
- The Capital/Fixed Assets, or improvements, that have an anticipated life expectancy of ten years or more. Most non-recurring major expenditures are the result of the Town's acquisition of capital items that form the physical foundation for municipal services such as land, buildings, infrastructure improvements, machinery, and equipment. However, there can be major expenditures for non-capital items that can be anticipated on a recurring and periodic basis and require significant funding. In addition to the above items, the following proposed expenditures may be considered in the CIP, although they may not constitute capital/fixed assets with useful lives of ten years or more:
 - Property revaluation required by the Connecticut General Statutes;
 - Technology programs and systems; and
 - 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; and
- 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>
<i>No later than January 29</i>	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.
<i>On or about February 1</i>	Town Council shall recommend preliminary capital improvement priorities to the Board of Finance
<i>On or about February 15</i>	Board of Finance shall recommend CIP to Town Council
<i>No later than March 27</i>	Town Council adopts capital program for the following fiscal year

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

Estimated Costs

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

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

- A. Evaluation/feasibility phase, as necessary;
- B. Preliminary design and cost estimating phase; and
- 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; and
- 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 (i.e. Capital Outlay) through the Town and Education operating budgets; and
- 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; and
- 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; and
- 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; and
- 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.

Capital Improvement Program | Funding

In recognition that major improvements require substantial funding, a multi-year Capital Improvement Program (CIP) 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 purpose 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.

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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ADJUSTED	FY2019 ADOPTED	PERCENT CHANGE
Capital Reserve	\$5,000,000	\$5,000,000	\$5,000,000	\$5,750,000	15.0%
Appropriations/Expenditures*	\$5,133,800	\$5,000,000	\$5,083,600	\$6,315,000	24.2%

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

Funding Resources

Capital Reserve Revenues	2018/2019
Bridge Replacement	280,000
Town Building – Roofs	50,000
State Grant for Capital Projects	240,000
Available Capital Funding	145,000
Multi-Purpose Trail	125,000
General Fund Transfers In	\$5,750,000
Total Funding	\$6,590,000
Capital Improvement Projects	\$6,315,000
Excess Funding	\$275,000

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 – 2018/2019

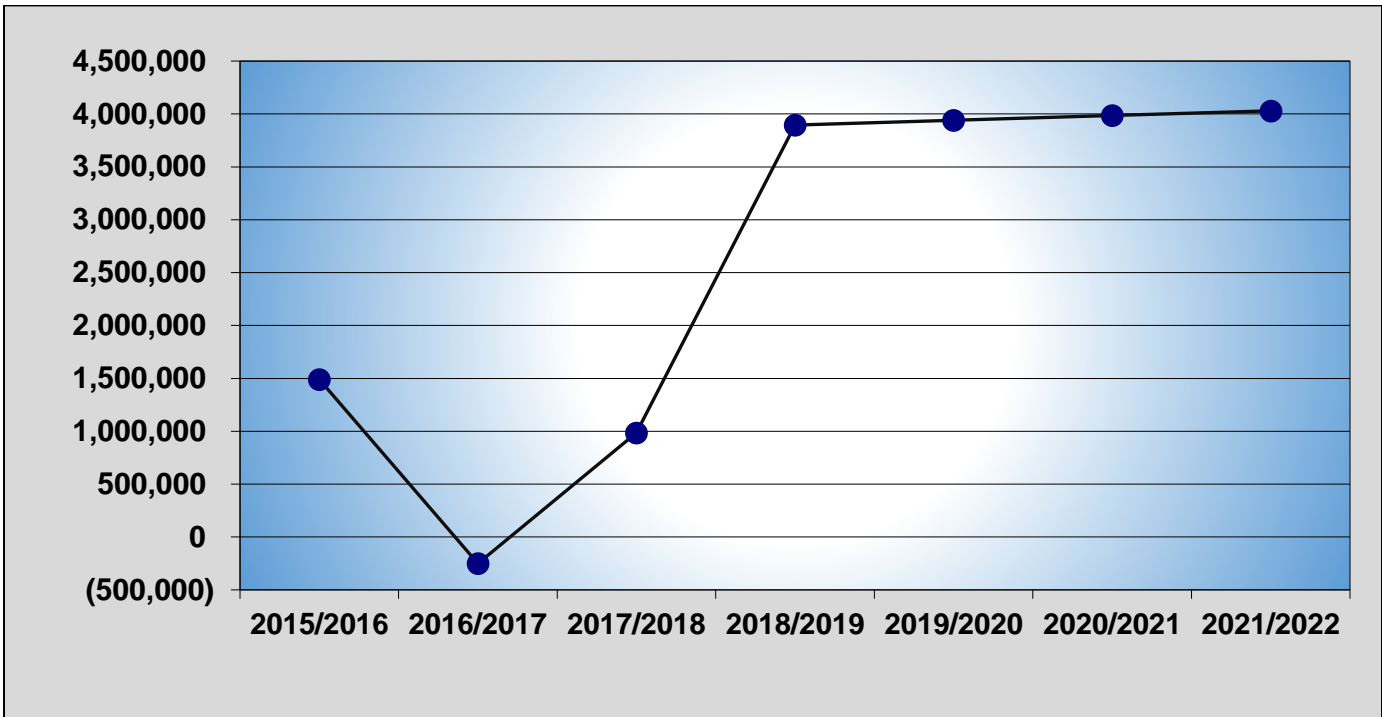
A summary of projects recommended by the Town Manager for FY2018/19 is on the following page.

CIP Improvement Program | Capital Reserve Fund Projection

DESCRIPTION	ACTUAL	ACTUAL	ADOPTED &	ADOPTED &	PROJECTED		
	2015/2016	2016/2017	ESTIMATED*	ESTIMATED	2019/2020	2020/2021	2021/2022
REVENUES							
Interest on Investments	\$52,110	\$65,724	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
OTHER REVENUES							
Farmland Preservation Fees	13,917	13,317	20,000	20,000	20,000	20,000	20,000
Eastern Blvd. Bridge Grant 80%	85,272	134,324	1,633,684				
STEAP Grant - Facilities Building		81,024	238,976				
Local Bridge Grant - Fisher Hill			330,000	2,100,000			
Local Accident Reduction - Hebron Ave/House Roundabout			1,700,000	400,000			
State DOT - Hebron Ave Paving			1,250,000				
Multi-Purpose Trail			850,000	125,000			
LOCIP	204,413						
State Transition Grant		250,000					
Main Street Signals	121,550						
House/Griswold/Harris Intersection	741,739	92,359					
Contribution - The Mews/Library	275,000	150,000					
Eversource Grant		20,000					
Gideon Welles Windows	153,306	38,436	75,000				
EV Charging Station Reimbursement	9,776		18,712				
Municipal Grants in Aid	240,799	240,799	240,799	240,799			
Multi-Town Dispatch ICE Grant		112,682	162,440				
TRANSFERS IN							
General Fund Budgeted	5,000,000	5,000,000	5,000,000	5,250,000	5,500,000	5,750,000	6,000,000
General Fund Mid-Year	133,800						
ESTIMATED REVENUES & TRANSFERS	\$7,031,682	\$6,198,665	\$11,544,611	\$8,160,799	\$5,545,000	\$5,795,000	\$6,045,000
DEDUCTIONS							
CAPITAL IMPROVEMENT PROJECTS							
Authorized or Proposed - July 1	\$5,950,000	\$7,437,500	\$9,560,000	\$5,250,000	\$5,500,000	\$5,750,000	\$6,000,000
School Air Conditioning Design/Electrical	50,000		600,000				
Hebron Avenue Roundabout	275,000						
Multi Town Dispatch Communications Upgrade	710,000						
Town Facility Shop - STEAP Grant	320,000						
Riverfront Park Phase II Remediation		500,000					
Library Upgrade Donations			150,000				
TOTAL DEDUCTIONS	\$7,305,000	\$7,937,500	\$10,310,000	\$5,250,000	\$5,500,000	\$5,750,000	\$6,000,000
Period Increase (decrease)	(273,318)	(1,738,835)	1,234,611	2,910,799	45,000	45,000	45,000
Unreserved Fund Balance Beginning	1,761,312	1,487,994	(250,841)	983,770	3,894,569	3,939,569	3,984,569
Unreserved Fund Balance Ending	\$1,487,994	(\$250,841)	\$983,770	\$3,894,569	\$3,939,569	\$3,984,569	\$4,029,569

* Includes Anticipated Grants to be Received.

CIP Improvement Program | Capital Reserve Fund Projection Cont'd



CIP Improvement Program | 5 Year Projection

Project Title	In Progress	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	TOTAL
General Government							
Town Building - Roofs	\$525,000	\$75,000	\$-	\$-	\$-	\$-	\$75,000
Property Revaluation	305,838	100,000	100,000	100,000	100,000	250,000	650,000
Town Hall - Security	405,000	100,000	75,000	75,000	75,000	75,000	400,000
WTML - Exterior Bldg Maintenance	250,000	90,000	160,000	-	-	-	250,000
Document Management	291,487	85,000	-	-	-	-	85,000
Energy Efficiency - Sustainability	1,296,044	75,000	75,000	75,000	75,000	75,000	375,000
Subtotal General Government	3,073,369	525,000	410,000	250,000	250,000	400,000	1,835,000
Public Safety							
Fire Station Renovations	-	200,000	50,000	-	-	-	250,000
Police Dept. - Restrooms & Lockers	-	40,000	-	-	-	-	40,000
Rescue Truck Refurbishment	-	-	302,500	-	-	-	302,500
Police Radio Communications Upgrade	-	-	-	500,000	500,000	500,000	1,500,000
Training Facility Upgrade	-	-	-	324,000	-	-	324,000
Fire Rescue Boat - Replacement	-	-	-	-	181,125	-	181,125
Fire Apparatus - Class A Fire Engine Tanker	-	-	-	-	-	725,000	725,000
Subtotal Public Safety	-	240,000	352,500	824,000	681,125	1,225,000	3,322,625
Physical Services							
Road Overlay	1,735,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
Roundabout	-	-	-	-	-	-	-
Bridge Replacement	3,050,000	350,000	1,450,000	-	-	-	1,800,000
Parking & Access Drives (Town & School)	-	200,000	250,000	250,000	350,000	350,000	1,400,000
Old Maids Lane - Public Water	-	175,000	-	-	-	-	175,000
Multi-Use Trail	850,000	125,000	-	-	-	-	125,000
Highway Division - Heavy Equip.	-	70,000	200,000	265,000	80,000	-	615,000
Sidewalk Construction	-	40,000	250,000	250,000	250,000	250,000	1,040,000
Clark Hill Road Reconstruction	-	-	-	-	-	-	-
Compressed Natural Gas Fueling Station Expansion	-	-	-	-	100,000	-	100,000
General Bicycle/Pedestrian Improvements	-	-	-	-	-	-	-
General Bridge Maintenance	-	-	-	50,000	250,000	-	300,000
Glastonbury Boulevard Pavement Rehabilitation	-	-	-	-	-	1,250,000	1,250,000
Main Street Sidewalks - Phase 3	-	75,000	375,000	-	-	-	450,000
Mill Street Bridge Replacement	-	-	-	-	-	2,400,000	2,400,000
Site Established for Town Property Acquisitions	-	-	700,000	-	-	-	700,000
Town Aid Improved/Unimproved Roads	-	-	-	-	-	-	-
Town Center Streetscape Improvements	-	-	-	75,000	500,000	-	575,000
Town-Owned Dam Evaluation Study	-	-	-	50,000	75,000	75,000	200,000
Subtotal Physical Services	5,635,000	2,435,000	4,625,000	2,340,000	3,005,000	5,725,000	18,130,000

CIP Improvement Program | 5 Year Projection Cont'd

REF = Referendum

Project Title	In Progress	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	TOTAL
Parks & Recreation							
Park Maintenance Facility	917,500	150,000	-	-	-	-	150,000
Outdoor Swimming Pool	75,000	50,000	REF	-	-	-	50,000
JB Williams Park	500,000	40,000	-	-	-	-	40,000
Minnechaug Golf Course Improvements	-	-	150,000	150,000	-	-	300,000
Cider Mill Improvements	-	-	150,000	50,000	-	-	200,000
Playground Safety Surface Improvements	-	-	100,000	100,000	100,000	-	300,000
Pickelball Courts	-	-	75,000	-	-	-	75,000
Center Green Renovations	-	-	50,000	300,000	-	-	350,000
High School Field Improvements	-	-	50,000	100,000	100,000	-	250,000
Addison Park Renovations	-	-	25,000	200,000	-	150,000	375,000
Open Space Access and Parking	-	-	-	-	-	-	-
Community Center Parking Expansion	-	-	-	-	-	-	-
Point Road Riverfront Park	-	-	-	-	-	-	-
Riverfront Community Ctr Expansion	-	-	75,000	REF	-	-	75,000
Indoor Aquatics Facility	-	-	-	-	-	-	-
Subtotal Parks & Recreation	1,492,500	240,000	675,000	900,000	200,000	150,000	2,165,000
Library							
Library - Space Reconfiguration	250,000	200,000	75,000	REF	-	-	275,000
Subtotal Library	250,000	200,000	75,000	-	-	-	275,000
Refuse							
Bulky Waste Scale	-	80,000	-	-	-	-	80,000
Wheel Loader	-	-	225,000	-	-	-	225,000
Transfer Station Water Service	-	-	-	95,000	-	-	95,000
Subtotal Refuse	-	80,000	225,000	95,000	-	-	400,000
Education							
Elementary School Air-Conditioning	600,000	1,000,000	500,000	-	-	-	1,500,000
GHS Parking & Access Drives	-	365,000	180,000	120,000	200,000	-	865,000
Gideon Welles School - AC & Heating	-	850,000	850,000	-	-	-	1,700,000
GHS Kitchen	-	250,000	850,000	-	-	-	1,100,000
GHS Field House	-	80,000	500,000	1,500,000	-	-	2,080,000
School Roofs	-	50,000	-	-	-	1,500,000	1,550,000
Multi-School Replacement Phone System/Intercom	-	-	-	-	245,000	-	245,000
Gideon Boiler Replacement/Energy Mgmt Controls	-	-	-	-	1,100,000	-	1,100,000
Naubuc - Boiler & Heating System Replacement	-	-	-	-	75,000	850,000	925,000
Multi-School Steel Locker Replacements	-	-	-	-	-	275,000	275,000
Subtotal Education	600,000	2,595,000	2,880,000	1,620,000	1,620,000	2,625,000	11,340,000
TOTAL CIP - CAPITAL RESERVE	11,050,869	6,315,000	9,242,500	6,029,000	5,756,125	10,125,000	37,467,625


CIP Improvement Program | 5 Year Projection Cont'd


Project Title	In Progress	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	TOTAL
ANTICIPATED GRANTS FOR CAPITAL RESERVE FUNDING							
Town Building - Roofs	-	50,000	-	-	-	-	50,000
Bridge Replacement	-	280,000	1,160,000	-	-	-	1,440,000
Multi-Use Trail	-	125,000	-	-	-	-	125,000
Glastonbury Boulevard Pavement Rehabilitation	-	-	-	-	-	1,250,000	1,250,000
Mill Street Bridge Replacement	-	-	-	-	-	1,920,000	1,920,000
GHS Field House	-	-	-	1,000,000	-	-	1,000,000
State Grant for Capital Projects	-	240,000	-	-	-	-	240,000
Available Capital Funding	-	145,000	-	-	-	-	145,000
ANTICIPATED GRANT FUNDING	-	840,000	1,160,000	1,000,000	-	3,170,000	6,170,000
NET CIP Funding from Capital Reserve Fund	\$11,050,869	\$5,475,000	\$8,082,500	\$5,029,000	\$5,756,125	\$6,955,000	\$31,297,625
FUNDING FROM SEWER SINKING FUND RESERVE							
SANITATION / WATER POLLUTION CONTROL							
Cider Mill Pump Station - Design	-	\$875,000	-	-	-	-	-
Cider Mill Pump Station Replacement	-	-	-	-	-	-	-
Sanitary Sewer System Force Main Evaluations	-	150,000	-	-	-	-	-
Parker Terrace Station and Force Main Replacement	-	-	-	-	-	-	-
Hubbard Pump Station and Force Main Replacement	-	-	-	-	-	-	-
Smith Pump Station and Force Main Replacement	-	-	-	-	-	-	-
Nutmeg Pump Station and Force Main Replacement	-	-	-	-	-	-	-
High Street Station and Force Main Replacement	-	-	-	-	-	-	-
Matson Hill Station and Force Main Replacement	-	-	-	-	-	-	-
CIP FUNDING from Sewer Sinking Fund	\$-	\$ 1,025,000	\$-	\$-	\$-	\$-	\$-

CIP Improvement Program | Town Council Adopted Projects


Project Title	In Progress	FY 2018/ 2019	Sewer Funding	Grants	Total Capital Reserve 2018/2019
INFRASTRUCTURE AND MAJOR EQUIPMENT CARE & MAINTENANCE					
Road Overlay	-	\$1,400,000	-	-	\$ 1,400,000
Bridge Replacement	3,050,000	350,000	-	(280,000)	70,000
Parking & Access Drives	-	200,000	-	-	200,000
Highway Division - Heavy Equipment	-	70,000	-	-	70,000
Fire Companies and Training Facility	-	200,000	-	-	200,000
Police Department - Restrooms and Lockers	-	40,000	-	-	40,000
GHS Parking and Access Drives	-	365,000	-	-	365,000
Gideon Welles School - Heating & Cooling	-	850,000	-	-	850,000
GHS Kitchen Code Compliance	-	250,000	-	-	250,000
GHS Field House	-	80,000	-	-	80,000
School Roofs	-	50,000	-	-	50,000
Park Maintenance Facility	917,500	150,000	-	-	150,000
Grange Pool	75,000	50,000	-	-	50,000
JB Williams Park	500,000	40,000	-	-	40,000
Exterior Building Maintenance	250,000	90,000	-	-	90,000
Bulky Waste Scale	-	80,000	-	-	80,000
Main Street Sidewalks	-	75,000	-	-	75,000
Town Buildings - Roofs	525,000	75,000	-	(50,000)	25,000
State Grant for Capital Projects	-	-	-	(240,000)	(240,000)
Available Capital Funding	-	-	-	(145,000)	(145,000)
Sub Total	5,317,500	4,415,000	-	(715,000)	3,700,000
ONGOING PROJECTS AND INITIATIVES					
Roundabout	1,735,000	-	-	-	-
Multi-Use Trail System	850,000	125,000	-	(125,000)	-
Sidewalk Construction	-	40,000	-	-	40,000
Elementary School Air-Conditioning	600,000	1,000,000	-	-	1,000,000
Document Management System	291,487	85,000	-	-	85,000
Property Revaluation	305,838	100,000	-	-	100,000
Town Hall - Building Security	405,000	100,000	-	-	100,000
Energy Efficiency and Sustainability	1,296,044	75,000	-	-	75,000
Interior Space Reconfiguration - Library	250,000	200,000	-	-	200,000
Sub Total	5,733,369	1,725,000	-	(125,000)	1,600,000
NEW PROJECTS AND PROPOSALS					
Old Maids Lane - Public Water	-	175,000	-	-	175,000
Sub Total	-	175,000	-	-	175,000
TOTAL CIP - CAPITAL RESERVE	11,050,869	6,315,000	-	(840,000)	5,475,000
Cider Mill Pump Station - Design	-	875,000	(875,000)	-	-
Sanitary Sewer Forced Main Evaluation	-	150,000	(150,000)	-	-
		1,025,000	(1,025,000)	-	-
TOTAL	\$11,050,869	\$7,340,000	\$(1,025,000)	\$(840,000)	\$ 5,475,000


CIP Improvement Program | Infrastructure and Major Equipment Care & Maintenance

Project Title: Road Overlay Program		Department: Physical Services																		
<p>Project Description & Status:</p> <p>This project consists of surface treatment of Town-owned and maintained roadways. Streets are evaluated by visual inspection and via the “Road Manager” pavement rating program. Selection of specific roads for surface treatment is based on these factors and others such as traffic volumes, knowledge of pavement structure, pending utility work, etc. Proposed costs are for road preparation by Town forces and paving by a private contractor. It is expected that surface treatment will consist of asphalt milling, traditional hot mix overlay, ultra-thin hot mix asphalt overlay, and other forms of pavement management as appropriate for physical conditions. The Town also utilizes State Aid for Improved Roads to fund the paving program. The amount requested represents a best estimate of funding required to maintain Town roads in a fiscally responsible manner, such that pavement deterioration does not reach a point necessitating complete reconstruction.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td>950,000</td> <td>950,000</td> <td>1,000,000</td> <td>1,000,000</td> <td>1,000,000</td> <td>4,900,000</td> </tr> </tbody> </table>							In Progress	2019	2020	2021	2022	Future	Total		950,000	950,000	1,000,000	1,000,000	1,000,000	4,900,000
In Progress	2019	2020	2021	2022	Future	Total														
	950,000	950,000	1,000,000	1,000,000	1,000,000	4,900,000														
<p>Estimated Operating Budget Requirements:</p> <p>Road overlay at recommended intervals minimizes pavement management costs.</p>																				

Project Title: Bridge Replacement/Rehabilitation		Department: Physical Services																		
<p>Project Description & Status:</p> <p>The Connecticut Department of Transportation inspects Municipal bridges on a biennial basis. In the most recent (2015) report, a total of 15 bridges were inspected and two of those bridges received an overall condition rating of “poor”. The two bridges with poor condition ratings are located on Eastern Boulevard (over Salmon Brook) and Fisher Hill Road (over Roaring Brook). The Town made application for replacement/ rehabilitation of both structures under the Federal/Local Bridge Program and received notice of approval for both applications. The Town will be reimbursed for 80% of costs associated with design, construction, and construction administration for all work approved under this program. Construction of a new structure on Eastern Boulevard was deemed substantially complete in November 2017. This proposal calls for allocation of funds to address deficiencies identified over a multi-year process via a multi-phased design/construction approach that anticipates construction phase replacement of the two bridges consecutively, not concurrently. Preliminary design on the Fisher Hill Road Bridge is underway with design and permitting anticipated in 2018. Actual construction is anticipated in calendar year 2019. Cost estimate for construction is subject to change based on pending analysis and selected option.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>3,050,000</td> <td>1,800,000</td> <td></td> <td></td> <td></td> <td></td> <td>4,850,000</td> </tr> </tbody> </table> <p>FY 2019 figures are inclusive of Fisher Hill Road bridge final design, construction, and construction administration tasks. Figures reflect expected total costs before 80% grant reimbursement.</p>							In Progress	2019	2020	2021	2022	Future	Total	3,050,000	1,800,000					4,850,000
In Progress	2019	2020	2021	2022	Future	Total														
3,050,000	1,800,000					4,850,000														
<p>Estimated Operating Budget Requirements:</p> <p>Replaces existing structure. No change in average long-term maintenance costs.</p>																				

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance Cont'd

Project Title: Parking & Access Drives		Department: Physical Services				
Project Description & Status:						
<p>This is a multi-year project to repair aging parking and access drives at various Town and school facilities. Some of the locations have parking access drives that have gone 30+ years since they were last resurfaced while others have gone 20+ years. The ongoing appropriation is similar to the annual capital funding for streets and roads. Specific projects will be determined yearly. Priority locations include the Police Department, Fire Company #3, Addison Park, and the Town-owned Welles Chapman House property.</p>						
Estimated Capital Costs:						
In Progress	2019	2020	2021	2022	Future	Total
	200,000	200,000	200,000	200,000	200,000	1,000,000
<p>The proposed budget could vary in future years based upon ongoing evaluation and the cost of bituminous concrete.</p>						
Estimated Operating Budget Requirements:						
<p>Timely maintenance of paved surfaces will reduce the need for more expensive reconstruction and ongoing patching.</p>						

Project Title: Highway Division Heavy Equipment		Department: Physical Services				
Project Description & Status:						
<p>The Town's existing model year 2005 Skid-Steer Loader is nearing the end of its useful life and requires replacement. This unit is arguably the most versatile and most heavily used piece of construction/maintenance equipment in the Town's fleet. The Town owns numerous labor-saving attachments that would be retained and could be utilized with a new machine. Future year costs approximate purchase prices for other pieces of Highway Division heavy equipment such as road side mower, street sweeper, forklift, etc.</p>						
Estimated Capital Costs:						
In Progress	2019	2020	2021	2022	Future	Total
	100,000	200,000	265,000	80,000		645,000
Estimated Operating Budget Requirements:						
<p>Replaces an existing piece of machinery. Lower short-term maintenance costs. No change in long-term maintenance costs.</p>						

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance Cont'd

Project Title: Fire Companies and Training Facility | **Department: Fire Department**

Project Description & Status:

The proposal involves the renovations, upgrades and modernization to the Fire Department’s four stations. Fire Station 1, which is located at 2825 Main Street was built in 1971. The building has not had any infrastructure upgrades in 46 years. The existing men’s restroom is not compliant to ADA standards. The overhead doors are not energy efficient. The offices, kitchen and training room are in need of upgrades. Station 2, which is located at 905 Main Street was last renovated in 1983. The existing men’s restroom is not compliant to ADA standards. The building’s water pipes are made of thin walled cooper and have resulted in numerous water leaks in the past. There is also evidence of water penetrating through the ceilings in the storage and equipment rooms. Station 3 at 1089 Chestnut Hill Road and Station 4 at 1247 Manchester Road simultaneously renovated in 1991. The exterior doorframes on both buildings are showing signs of deterioration. The concrete aprons are coming apart. The ceiling in both apparatus room are coming apart. In addition, the furnace at Station 4 is over 26 years old and is becoming a reoccurring maintenance issue.



Fire Co. 1



Fire Co. 3



Fire Co. 4


Estimated Capital Costs:


In Progress	2019	2020	2021	2022	Future	Total
	\$336,875					\$336,875

Estimated Operating Budget Requirements:

The proposal has the potential to create an annual saving to the Department’s overall operating budget. The department would look for ways to incorporate energy saving ideas by going “Green” or utilizing energy efficient products, such as windows, insulated overhead doors, etc., that would have a positive impact on lowering operating and utility expenses.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance Cont'd

Project Title: Police Department – Restrooms and Lockers		Department: Police Department															
<p>Project Description & Status: Replacement of the lockers in the men’s and ladies rooms. The men’s room has 57 lockers and the ladies room has 18. The cost to replace the lockers is approximately \$2,200 per locker or \$125,400 for the men’s room and \$39,600 for the ladies room. To accommodate the floor to ceiling lockers, the baseboard heat needs to be relocated to the ceiling at a cost of \$7,000 per locker room, for a total of \$14,000. The current lockers were installed in 1983 and are inadequate based on today’s storage needs. In the 33 years since the lockers were installed police officers have been issued much more protective equipment and electronics which must be stored and/or charged between tours of duty. The new style lockers offer increased storage from the floor to the ceiling and have space for the officers’ bags and shoes. They provide better ventilation for damp clothing and ballistic vests and include electrical outlets to charge flashlights and radios. The end result is more storage and a cleaner more sanitary room. The renovation of the ground floor men’s bathroom/showers has been completed at a cost of \$50,000.</p>																	
<p>Estimated Capital Costs:</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>In Progress</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td>40,000</td> <td></td> <td></td> <td></td> <td></td> <td>40,000</td> </tr> </tbody> </table>				In Progress	2019	2020	2021	2022	Future	Total		40,000					40,000
In Progress	2019	2020	2021	2022	Future	Total											
	40,000					40,000											
<p>Estimated Operating Budget Requirements: No additional operating costs anticipated.</p>																	

Project Title: Glastonbury High School Parking & Access Drives		Department: Board of Education															
<p>Project Description & Status: The High School alone has approximately 392,000 square feet of parking and this request will consist of a multi-year overlay or reclamation and re-pave of areas of the parking lot and driveways that are in need of repair for safety to pedestrians and vehicles. A (5) year plan for \$200,000 per year, would address the majority of the site. As areas are completed a preventative maintenance program to crackfil and asphalt coat every 3-5 years would be recommended to preserve and extend the life of the bituminous concrete surfaces.</p>																	
<p>Estimated Capital Costs:</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>In Progress</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td>\$200,000</td> <td>\$200,000</td> <td>\$200,000</td> <td>\$200,000</td> <td>\$200,000</td> <td>\$1,000,000</td> </tr> </tbody> </table>				In Progress	2019	2020	2021	2022	Future	Total		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
In Progress	2019	2020	2021	2022	Future	Total											
	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000											
<p>Estimated Operating Budget Requirements: Timely maintenance of paved surfaces will reduce the need for more expensive reconstruction and ongoing patching. While crackfil and sealcoating every 3-5years will be a minimal added cost, it will be offset by extending the life of the new pavement. No additional maintenance costs anticipated.</p>																	

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance Cont'd

Project Title: Gideon Welles School – Heating & Cooling | **Department: Board of Education**

Project Description & Status:

Study and Design has been completed for these units at Gideon Welles. This project will consist of the complete replacement of 48 perimeter Univents in the classrooms which provide fresh air and heating to the classrooms. Additionally, roof top Air Handling Units (AHU) also original to the building should be replaced, one for one. A total of 11 AHU provide fresh air for large areas such as the cafeteria, gymnasium and library. All of these fresh air and heating mechanical units are original to the building, have exceeded their life cycle and are problematic due to coil leaks, blower motors, fans and exterior shells needing repair. Parts are not easily found for repairs making repair time extensive. Air conditioning in the classroom areas will be achieved by replacing the Univents with the Heating coil and optional Cooling Coil. Therefore, the Univents will serve heating in the winter and cooling in the summer. A chiller will provide chilled water to the cooling coils in the Univents.



Estimated Capital Costs:

In Progress	2019	2020	2021	2022	Future	Total
	TBD					TBD

Estimated Operating Budget Requirements:

Annual Operating costs (primarily electric utilities) will be quantified during the design phase.

Project Title: GHS Kitchen Code Compliance | **Department: Board of Education**

Project Description & Status:

The high school kitchen was not part of the last renovation. Based on the results of the kitchen study, which was part of an OCR report, the renovation work must address compliance with ADA accessibility. Additionally, the new design would improve the floor plan layout for better work flow as well as upgrade the kitchen with more modern equipment. While this project was studied in 2016, full and complete design services should be funded so that all architectural, structural and engineering challenges can be identified first and accurate construction costs for a capital request can be considered in the near future. At this time we are requesting funding for professional services to develop architectural, structural and engineering drawings.




Estimated Capital Costs:


In Progress	2019	2020	2021	2022	Future	Total
	\$125,000					\$125,000

Estimated Operating Budget Requirements:


No additional maintenance costs anticipated.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance Cont'd

Project Title: GHS Field House		Department: Board of Education					
Project Description & Status:							
<p>Over the past several years funding for a Needs Analysis was completed which included conceptual drawings from an architectural firm. The study was performed by id3A Architects and looked to define scope and program needs as well as potential costs for construction. Involved in the process were stakeholders in the district athletic department as well as School and Town employees. The need for additional space for our sports program remains including, expanded/updated locker rooms and the need for housing athletic equipment which has been stored at other locations, requiring students to travel in order to use the equipment. While the addition would be a huge benefit to the athletic program, cost is always a factor. To that end, we request funds to re-evaluate all concept options as well as explore other possibilities and to finalize architectural/engineering design for the purpose of bidding the project so that construction funds may be considered in the coming year(s).</p>							
Estimated Capital Costs:							
	In Progress	2019	2020	2021	2022	Future	Total
		\$175,000					\$175,000
Estimated Operating Budget Requirements:							
No additional maintenance costs anticipated.							

Project Title: School Roofs		Department: Board of Education					
Project Description & Status:							
<p>This request is for Professional Services of an independent, impartial, 3rd party consultant in an effort to have data, a detailed condition report of all roofs as well as a Life Cycle Evaluation which will allow for planning, design and capital budgeting and proper roof system selection. Generally this service will be provided by an architect, who will also perform detail drawings for each building's re-roof project. Roof replacements greater than 20 years old should also be considered for submission to the State DAS School Construction Grant process provided the design is a complete tear-off down to the deck surface. The request for professional services will include all (9) schools, the Field House and Bus Yard. Well maintained roofs can far exceed their warranty period. As of this writing (2017) a plan to incorporate a comprehensive preventative maintenance roofing program will also extend the life cycle of our roofs. This approach will allow for prioritization of replacement needs, based on condition and not just age. The model also provides an independent evaluation, completed design and when funding for each roof is in place, a competitive bid process is solicited to commercial roofing companies.</p>							
Estimated Capital Costs:							
	In Progress	2019	2020	2021	2022	Future	Total
		\$175,000					\$175,000
Estimated Operating Budget Requirements:							
No additional maintenance costs anticipated.							

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance Cont'd

Project Title: Park Maintenance Facility	Department: Leisure/Culture: Parks & Recreation														
<p>Project Description & Status: The Parks & Recreation Department's administrative offices recently relocated to the Academy Building on Main Street. The park maintenance operation remains at 1086 New London Turnpike. Additional heated space is needed for park maintenance operations, equipment and materials storage. An employee locker/changing area and common meeting room are needed. The employee lunch room is inadequately sized to accommodate the work group. Additional garage space is needed to house expensive equipment and vehicles. Phase One of a multi-phased approach, construction of a 3,360 s.f. garage/storage building and related site improvements is complete. Phase Two focuses on the reorganization of space within the existing building including the expansion of the lunch/meeting room and the construction of a new toilet room, locker room, and uniform storage area, as well as, reconfiguration of the existing office space. This work is being bid with an anticipated spring 2018 construction. The last component of the project is the purchase and installation of a small pre-engineered storage building for hazardous materials and pesticides.</p>															
<p>Estimated Capital Costs:</p>															
<table border="1"> <thead> <tr> <th>In Progress</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>917,500</td> <td>150,000</td> <td></td> <td></td> <td></td> <td></td> <td>1,067,500</td> </tr> </tbody> </table>		In Progress	2019	2020	2021	2022	Future	Total	917,500	150,000					1,067,500
In Progress	2019	2020	2021	2022	Future	Total									
917,500	150,000					1,067,500									
<p>The funding request for 2019 is a placeholder for two items that will be updated during CIP review: (1) bid results for Phase 2 construction; and, (2) construction of a small hazardous materials storage area.</p>															
<p>Estimated Operating Budget Requirements: Facility renovations not expected to influence operating costs. Energy efficiency initiatives may reduce utility costs.</p>															

Project Title: Outdoor Swimming Pool/Park Development	Department: Leisure/Culture: Parks & Recreation														
<p>Project Description & Status: The Grange Swimming Pool on Hopewell Road is outdated and not handicapped accessible. It is inadequately sized for current demand and programming needs. A facility audit of Grange Pool confirmed that the pool has reached the end of its useful life and needs to be replaced. Construction of a new pool on another Town-owned parcel in South Glastonbury would better serve the town's population. An evaluation/feasibility analysis of available Town properties is in progress. Once a site is selected, a master plan and detailed project cost estimate can be developed. Construction of a new pool, in the context of a more comprehensive park development, is also an option that could be considered. A phased approach to construction is possible. A partnership with local sports groups and community organizations is envisioned. To the extent possible grant funds will be pursued.</p>															
<p>Estimated Capital Costs:</p>															
<table border="1"> <thead> <tr> <th>In Progress</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>75,000</td> <td>100,000</td> <td></td> <td></td> <td></td> <td>3,700,000</td> <td>3,875,000</td> </tr> </tbody> </table>		In Progress	2019	2020	2021	2022	Future	Total	75,000	100,000				3,700,000	3,875,000
In Progress	2019	2020	2021	2022	Future	Total									
75,000	100,000				3,700,000	3,875,000									
<p>Additional funding is requested to develop more detailed plans and specifications should a site be selected for construction of a new outdoor pool. Future costs are a place holder and will be updated when the project scope is better defined. The capital cost estimate is subject to revision based on the project scope and location.</p>															
<p>Estimated Operating Budget Requirements: Net increase to facility operating costs (as compared to cost to operate and maintain Grange Pool) will be better defined based on project scope, location and design.</p>															

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance Cont'd

Project Title: J.B. Williams Park	Department: Leisure/Culture: Parks & Recreation
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Project Description & Status:

This project facilitates a multi-year plan for improving access and parking at existing and recently acquired open space areas. To date, new access drives and parking lots have been constructed at Blackledge Falls Open Space, Matson Hill Open Space, Longo Farms Open Space, Grayledge Farms Open Space, and the Arbor Acres Open Space properties. Additional improvements that are in progress include trail markings and signs, trail improvements and mapping. A State STEAP Grant of \$250,000 has offset recent construction costs. The lot at J.B. Williams is inadequately sized for the park use which includes approximately 130 pavilion reservations/year, high school cross country meets and general park use. The access drive is not wide enough to safely pass two cars simultaneously. The perimeter fence needs to be replaced and the gravel lot is inefficient and poorly organized for the volume of activity.



Estimated Capital Costs:

In Progress	2019	2020	2021	2022	Future	Total
500,000	140,000					640,000

Additional funding is requested to continue this successful Open Space Access Program and complete the expansion and reconstruction of the parking area at J.B. Williams Park.

Estimated Operating Budget Requirements:

The open space areas are seasonal facilities used primarily for passive recreation. Operating costs will be absorbed by Park Maintenance budget. No fiscal impact anticipated. Reconstruction of J.B. Williams parking lot reduces ongoing maintenance costs. Site lighting will be energy efficient LED lamps.

Project Title: Exterior Building Maintenance - WTML	Department: General Government: Facilities Services
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Project Description & Status:

The brick façade for chimneys on the 1952 wing of the Welles Turner Library has shown signs of failure. Repairs have been put in place over time. Funding is requested in 2019 to fully rebuild chimneys and apply appropriate exterior coating. The Welles Turner Library chiller was installed during 2000 renovations and addition. It will reach its 20 year life expectancy in 2020. The unit is a 100 ton air cooled unit. Design for replacement will include all energy saving considerations. The unit will be evaluated yearly for any improvements that may extend its operational life span. The roof on the 1952 wing is the original slate roof. Preventative maintenance is performed yearly including replacing broken slates. Future funding may provide resources to repair/upgrade as necessary.




Estimated Capital Costs:


In Progress	2019	2020	2021	2022	Future	Total
250,000	90,000	125,000	0	0	115,000	580,000

Estimated Operating Budget Requirements:

Reduce bi-yearly painting and repairs.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance Cont'd

Project Title: Bulky Waste Scale		Department: Sanitation/Refuse Disposal																		
<p>Project Description & Status:</p> <p>Replacement of vehicle weighing system at the Bulky Waste Facility. Existing vehicle scale system was initially installed in 1995 and has exceeded its 20 year life expectancy. This system is necessary for bulky waste operation and utilized daily. Increased utilization is anticipated with potential future waste disposal review and recommendations. Due to age, increased downtime, and repair costs continues to escalate.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td>80,000</td> <td></td> <td></td> <td></td> <td></td> <td>80,000</td> </tr> </tbody> </table>							In Progress	2019	2020	2021	2022	Future	Total		80,000					80,000
In Progress	2019	2020	2021	2022	Future	Total														
	80,000					80,000														
<p>Estimated Operating Budget Requirements:</p> <p>Prudent planning for equipment which has exceeded its life expectancy.</p>																				

Project Title: Main Street Sidewalks		Department: Physical Services																		
<p>Project Description & Status:</p> <p>This proposed improvement generally consists of construction of a concrete sidewalk along the west side of Route 17 (Main Street), Glastonbury. The total length of new walk to be constructed is approximately 3,300 feet and would connect to existing walk located at the Mallard Drive intersection at the northerly limit and the Stockade Road intersection at the southerly limit. Construction as proposed would eliminate a significant sidewalk gap and would result in a continuous strand of sidewalk between the commercial centers of North and South Glastonbury. It would also provide continuous pedestrian access from South Glastonbury into the neighboring town of East Hartford, a distance of approximately 4.5 miles. Phase 1 sidewalk construction between Whapley Road and Mallard Drive is complete. Figures for Phase 2 construction are listed below. Town staff will complete needed design and obtain necessary permits. Accordingly, separate allocation requests for these components are not required. A grant application through the CT Community Connectivity Program is pending and has potential to defray projected costs.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>750,000</td> <td></td> <td></td> <td></td> <td>750,000</td> </tr> </tbody> </table>							In Progress	2019	2020	2021	2022	Future	Total			750,000				750,000
In Progress	2019	2020	2021	2022	Future	Total														
		750,000				750,000														
<p>Estimated Operating Budget Requirements:</p> <p>Additions to the sidewalk network do result in ongoing future costs for maintenance and eventual replacement.</p>																				

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance Cont'd

Project Title: Town Buildings – Roofs **Department: General Government: Facilities Services**

Project Description & Status:

Roofs for municipal facilities are inspected every year. Particular attention is given to those that are at or approaching the end of their useful life. This ongoing appropriation allows for timely replacement for roofs that indicate need. This proactive approach minimizes disruptions to operations and maintains integrity of assets. Roofs in consideration for funding are two 7,000 +/- sf tobacco barns on Town owned land near Nayaug School. An application has been submitted for \$49,999 under the 2017 Farm Visibility Grant to offset construction costs. Roofs that are in consideration for replacement in future years include the Police Department Annex, Transfer Station Office and Emergency Medical Services building, Dog Pound and Williams Building at Academy.



Estimated Capital Costs:

In Progress	2019	2020	2021	2022	Future	Total
525,000	150,000	0	85,000	0		760,000

Estimated Operating Budget Requirements:

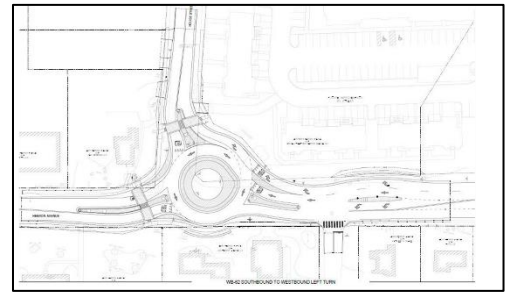
No future budget impact anticipated. Recapitalization of existing asset.

CIP Improvement Program | Ongoing Projects & Initiatives

Project Title: Roundabout (Hebron Ave/House St)	Department: Physical Services
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Project Description & Status:

The Hebron Avenue/House Street intersection has been identified as one that requires safety improvements in order to reduce motor vehicle accident rates. Prior consultation with State Department of Transportation officials resulted in a determination that intersection signalization would not be a viable alternative. Accordingly, analysis and modeling efforts were conducted as a means of determining if roundabout construction would satisfactorily address both safety and congestion issues at this location. The investigation yielded positive results and a number of public discussions followed. A decision to proceed with design and construction was subsequently reached and direction given. Design is now complete, with construction targeted for the 2018 construction season. Figures below represent overall costs for construction phase work only. 100% of the estimated \$2,100,000 construction costs will be reimbursed through the Local Road Accident Reduction Program.



Estimated Capital Costs:

In Progress	2019	2020	2021	2022	Future	Total
1,735,000	565,000					2,300,000

Estimated Operating Budget Requirements:

Normal road maintenance costs will apply with some minor increases associated with aesthetic landscaping upkeep.

Project Title: Multi-Use Trails	Department: Physical Services
--	--------------------------------------

Project Description & Status:

The Multi-Use Trail construction between Smith Middle School and Bell Street has been well received by the community and usage is heavy. This proposal calls for continuation of this trail along an existing sanitary sewer easement over properties located between Winding Brook Drive and House Street. Construction type would mimic that of the existing section to encourage a wide variety of recreational activities. The proposed construction has been identified as a top priority by Bike Walk Glastonbury, Inc. and is consistent with the master plan developed by this group. Design would be completed by Town staff with construction by private contractor. State Transportation grant funding is expected to cover 100% of construction costs. Figures below represent total cost estimates for 100% of project-related expenditures and do not reflect grant-eligible reimbursements. Preliminary design is complete and formal reviews by State and Federal environmental regulatory agencies are in process. The desired construction schedule will be contingent upon the timeliness of the permitting process at State and Federal levels.



Estimated Capital Costs:

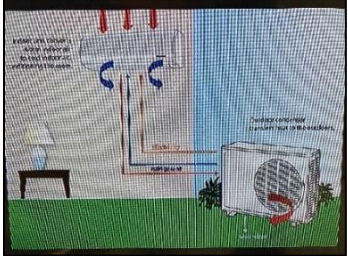
In Progress	2019	2020	2021	2022	Future	Total
850,000	125,000					975,000

Estimated Operating Budget Requirements:


No snow removal on multi-use trails. However, pavement maintenance costs are incurred.


CIP Improvement Program | Ongoing Projects & Initiatives Cont'd

Project Title: Sidewalk Construction		Department: Physical Services					
Project Description & Status:							
<p>Over the years, the Town has developed a highly successful program to construct new sidewalks throughout the community to establish new, and improve existing, pedestrian connections. In addition to the overall policy in support of new sidewalk construction, the Plan of Conservation and Development identifies a comprehensive sidewalk program as a Town-wide transportation policy. Town staff has developed a rating matrix for all sections requested by residents or otherwise identified as being worthy of consideration. The matrix includes ten different rating criteria that are used to score and prioritize each potential project. Rating criteria focus on factors primarily related to safe pedestrian travel in areas of high vehicular volume and with prominent destination points. The amounts listed below are suggested as an annual contribution toward satisfying the list of requested construction on a priority basis. The recently completed sidewalk construction on Addison Road and Route 17 (Main Street) are examples of project types funded through annual Capital Improvement Project appropriation. Actual locations for future construction will be determined by review of the priorities established through the sidewalk matrix, public discussion, comment, and public hearing.</p>							
Estimated Capital Costs:							
	In Progress	2019	2020	2021	2022	Future	Total
		300,000	300,000	300,000	300,000	300,000	1,500,000
Estimated Operating Budget Requirements:							
Additions to the sidewalk network do result in ongoing costs for maintenance and eventual replacement.							

Project Title: Elementary School Air-Conditioning		Department: Board of Education					
Project Description & Status:							
<p>The Board of Education has considered a reduction in the scope and plans for air conditioning our elementary schools. While the overall cooling of the entire school is preferable, the critical need for cooling is in classrooms where the majority of learning takes place for students. By choosing a different type of cooling system (ductless split air conditioning) that cools classrooms and small learning areas but not larger areas such as the library, cafeteria, hallways, and gymnasiums, we could cool the classrooms at a greatly reduced cost. We are working with the Town of Glastonbury to finalize the initiation of such a project and we expect the costs for Buttonball Lane, Hebron Avenue, Hopewell and Naubuc Schools, will fall below \$2 million. Our original plan for installing central air conditioning in the buildings would cost the town approximately \$12.8 million after a projected 33% state reimbursement for the project. In light of the current economic climate and potential elimination of state reimbursements for construction, we strongly recommend this new scope and plan. It will most certainly improve the learning environment in our schools at a considerably lower cost while at the same time provide a mechanical system that will serve the need. At this time the Town has agreed to fund the design and electrical installation costs for the elementary schools. This request would cover the cost for the air conditioning equipment and its installation.</p>							
Estimated Capital Costs:							
	In Progress	2019	2020	2021	2022	Future	Total
	\$600,000	\$1,000,000					\$1,600,000
Estimated Operating Budget Requirements:							
Annual Operating costs (primarily electric utilities) will be quantified during the design phase.							

CIP Improvement Program | Ongoing Projects & Initiatives Cont'd

Project Title: Document Management	Department: General Government: Administrative Services						
<p>Project Description & Status: The Document Management Project includes both the purchase and installation of a town-wide Document Management System, as well as the scanning of nearly 2 million paper documents that are currently stored in Town offices. Installation of the town-wide Document Management System is currently progressing and once completed, will be used by all departments. Scanning of the documents is set to commence in early 2018 and is estimated to require twelve months to complete. It is estimated that the Town will incur approximately \$25,000 in annual software and support maintenance for the Document Management System.</p>							
Estimated Capital Costs:							
	In Progress	2019	2020	2021	2022	Future	Total
	\$291,487	\$85,000					\$376,487
<p>Estimated Operating Budget Requirements: The annual operating budget includes approximately \$25,000 for annual maintenance fees. Significant operating efficiencies will be gained throughout the organization through improved records management.</p>							

Project Title: Property Revaluation	Department: General Government: Administrative Services						
<p>Project Description & Status: Connecticut General Statute Section 12-62 mandates the schedule by which each municipality in the state must revalue all real estate within their jurisdiction. In accordance with this schedule, Glastonbury is performing a revaluation for the 2017 Grand List. The revaluation involves both physical inspections and data collection through data mailers. The 2017 revaluation is nearing completion. The next revaluation project is scheduled for 2022.</p>							
Estimated Capital Costs:							
	In Progress	2019	2020	2021	2022	Future	Total
	305,838	100,000	100,000	100,000	100,000	250,000	955,838
<p>Costs associated with a revaluation include professional revaluation & appraisal services, legal services and hardware & software upgrades. The contract has been negotiated and awarded, and work has commenced during the 2017/2018 fiscal year. Projected costs will vary based upon legal services necessary to defend the new valuations and are typically expended in the 2-3 years following the completion of the revaluation. Based on the current cycle the next revaluation will be in 2022.</p>							
<p>Estimated Operating Budget Requirements: The revaluation has a major effect on the annual mill rate calculation for the 2018/2019 fiscal year. Revaluation programs are recurring and must be budgeted on a five year cycle.</p>							

CIP Improvement Program | Ongoing Projects & Initiatives Cont'd

Project Title: Town Hall – Building Security	Department: General Government: Facilities Services																			
<p>Project Description & Status: This is a continuing project for phased-in improvements to Town Hall and Academy to gain operating efficiencies as well as to improve customer service, building security and overall work environment. The last major renovation to Town Hall was in 1983. Incremental improvements have been made since then including:</p> <p>Additional office space for Town Clerk and Probate Office; renovation of Town Hall restrooms; improved common and customer support areas; consolidated reception area for Community Development and Engineering; renovated Engineering to improve work environment and improve operating efficiencies; renovated Accounting area to provide more efficient work space and private work area for payroll; renovated meeting and conference room space for improved functionality; and renovated Purchasing and support areas to allow for better work flow and adequate storage. Work has recently been completed in relocating the Probate Court, Voters Registration and Human Resource areas to better support their mission.</p> <p>Future renovations to Town Hall and the Academy Complex include: Realignment of Accounting offices, Town Hall connection to Academy; Exterior door replacements; Interior modifications in Town Hall and build out of Academy Williams Building including ADA work in future years.</p>																				
<p>Estimated Capital Costs:</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #c6e0b4;"> <th>In Progress</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>1,755,283</td> <td>150,000</td> <td>75,000</td> <td>200,000</td> <td>50,000</td> <td>50,000</td> <td>2,280,283</td> </tr> </tbody> </table>							In Progress	2019	2020	2021	2022	Future	Total	1,755,283	150,000	75,000	200,000	50,000	50,000	2,280,283
In Progress	2019	2020	2021	2022	Future	Total														
1,755,283	150,000	75,000	200,000	50,000	50,000	2,280,283														
<p>Estimated Operating Budget Requirements: Facility renovations not expected to influence operating costs. Energy efficiency initiatives may reduce utility costs.</p>																				



Project Title: Energy Efficiency and Sustainability	Department: General Government: Facilities Services																			
<p>Project Description & Status: The Town continues to identify and implement clean renewable energy initiatives and to improve energy efficiency. Such initiatives could include solar technology, fuel cells, natural gas powered vehicles and others. The ongoing funding serves as a proactive approach to accessing programs and technologies as they become available. The current appropriation of \$1,296,044 has been offset by \$308,687.49 in rebates and grants which have reduced first costs and included benefits to all Town facilities. Future year appropriations will continue to provide funding, as needed, to identify, evaluate, design, and implement energy improvements. In conjunction with Clean Renewable Energy Initiatives, sustainable projects include a study to be performed to establish operating guidelines for current and future projects and fund activities associated with application to Sustainable CT. The first year funding may provide for an overarching study to bring best practices in sustainability to the forefront in a plan format. Ongoing years funding will support ongoing sustainable and Clean Energy projects.</p>																				
<p>Estimated Capital Costs:</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #c6e0b4;"> <th>In Progress</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>1,296,044</td> <td>150,000</td> <td>75,000</td> <td>75,000</td> <td>75,000</td> <td>75,000</td> <td>1,746,044</td> </tr> </tbody> </table>							In Progress	2019	2020	2021	2022	Future	Total	1,296,044	150,000	75,000	75,000	75,000	75,000	1,746,044
In Progress	2019	2020	2021	2022	Future	Total														
1,296,044	150,000	75,000	75,000	75,000	75,000	1,746,044														
<p>Estimated Operating Budget Requirements: Energy use intensity (EUI) has been reduced 24% since 2008. Overall energy spend is below the 2005 level.</p>																				



CIP Improvement Program | Ongoing Projects & Initiatives Cont'd

Project Title: Interior Space Reconfiguration – WTML

Department: Leisure/Culture: Library

Project Description & Status:

The last major library renovation/expansion was completed in 1999. Since then library services have changed and people use the space differently. Today's libraries are meeting places for social and collaborative work, cultural resources, places for learning, including digital instruction while remaining quiet places for reading and studying. To help transform the Welles-Turner Memorial Library into a 21st Century Library, TLB Architecture was hired in 2014 to perform a study of the existing space. In addition to the architects' analysis, they also gathered input from staff and public to complete the study. Some recommendations include: a maker space area for people to work individually or collaboratively to create and make things; reconfigured Lending and Reference areas to accommodate current technologies and uses; enlarged Children's area; enlarged Teen area as well as flexible space that can be used to accommodate future needs. The program also reviews and updates the current mechanical, electrical and plumbing systems (MEP).



Estimated Capital Costs:

In Progress	2019	2020	2021	2022	Future	Total
250,000	200,000	50,000	5,650,000	Referendum	Referendum	6,150,000

Estimated Operating Budget Requirements:

Funding FY2018/2019 includes continued renovation of the lower level to include new book/DVD area with comfortable furniture and enlarged/reconfigured Teen area to incorporate a small maker area. Funding 2019/2020 includes update of plans and cost estimate in preparation for referendum. The total amount of referendum assumes a cost escalation (4%) for each year after 2015.

Funding:

- \$1M+ – Second Century Fund
- Up to \$1M – Connecticut State Library Construction Grant
- \$100,000+ - Friends of WTML


Anticipate that MEP review/upgrade will offer some efficiency in utility operations, the additional spaces added will increase utility bills. Reconfiguration of the Reference area allows staff to circulate around the library to assist the public, rather than being stationed at a specific service desk.


CIP Improvement Program | New Projects and Proposals

Project Title: Old Maids Lane – Public Water	Department:					
<p>Project Description & Status: In 2007, public water system access was extended on Old Maids Lane in order to serve the new Nayaug Elementary School. The Town owns several additional parcels of significant size on Old Maids Lane westerly of the school. This proposal calls for extension of the existing water main in order to serve the additional Town-owned parcels and allow potential development for additional recreation, ongoing agricultural uses, and activities in support of the Bulky Waste Facility. The water line will also allow residential property owner to connect to public water. Figures below represent only construction material costs per prior agreement with an outside party. Design services and construction labor/equipment costs would accrue to others.</p>						
<p>Estimated Capital Costs:</p>						
In Progress	2019	2020	2021	2022	Future	Total
	175,000					175,000
<p>Estimated Operating Budget Requirements: Future maintenance to be performed by MDC. Town responsible for water use charges for service connection to Town properties, as applicable.</p>						



CIP Improvement Program | Other Projects

Project Title: Cider Mill Pump Station	Department: Sanitation/Water Pollution Control					
Project Description & Status:						
<p>This work has been recommended as a priority in the Master Sewer Plan. Cider Mill Pump station was placed into service in 1979 and has now exceeded its useful life. As a result the station is no longer reliable or efficient to operate. Increased equipment downtime and potential sewage backups are possible.</p> <p>Engineering design in progress with construction expected to follow.</p>						
Estimated Capital Costs:						
In Progress	2019	2020	2021	2022	Future	Total
102,700	875,000					977,700
<p>Funding is recommended from Sewer Funds Funding for 2017 is for Engineering with construction to follow in 2018.</p>						
Estimated Operating Budget Requirements:						
Replacement will provide more efficient operation without additional expense.						

Project Title: Sanitary Sewer System Force Main Evaluations	Department: Sanitation/Water Pollution Control					
Project Description & Status:						
<p>This work has been recommended as a priority in the Master Sewer Plan. The majority of our Sanitary Sewer System Force Main piping exceeds 50 years in age. As a result, overall structural integrity is a concern. This work would include an engineering evaluation condition assessment to prioritize potential future needs including replacement schedules.</p>						
Estimated Capital Costs:						
In Progress	2019	2020	2021	2022	Future	Total
	150,000					150,000
<p>Funding is recommended from Sewer Funds. Funding will be based on projected engineering effort of work involved.</p>						
Estimated Operating Budget Requirements:						
Prudent planning to evaluate condition and avoid catastrophic failures.						

Capital Improvement Projects | Debt Service Detail Overview

Date of Issue	Interest Rate	Description	Original Issue	Projected Outstanding June 30, 2018	2018 - 2019 Payments		Total
					Principal	Interest	
GENERAL TOWN BONDS							
April 15, 2009	2% to 4.5%	Land - Series A	\$ 7,000,000	\$ 2,800,000	\$ 350,000	\$ 106,750	\$ 456,750
April 15, 2009	2% to 5%	Refunding - Series B	2,135,000	450,000	115,000	14,450	129,450
Nov 15, 2010	2% to 5%	Refunding	8,995,000	4,053,000	638,000	144,538	782,538
Nov 1, 2011	2% to 3%	Land-Saglio Purchase	3,680,000	2,510,000	195,000	92,525	287,525
June 27, 2012	2% to 5%	Refunding 2006 & 2007	2,870,000	1,925,000	410,000	77,700	487,700
October 10, 2013	3.25% to 4.625%	Riverfront Park Phase II	8,950,000	8,240,000	400,000	303,749	703,749
May 15, 2014	2% to 3%	Refunding - 2004, 2007 & Partial 2009	3,095,000	1,829,000	22,000	51,284	73,284
Total General Town Bonds			\$36,725,000	\$ 21,807,000	\$2,130,000	\$ 790,995	\$ 2,920,995
SCHOOL BONDS							
April 15, 2009	2% to 4.5%	High School & Nayaug Elm - Series A	\$ 1,000,000	\$ 400,000	\$ 50,000	\$ 15,250	\$ 65,250
April 15, 2009	2% to 5%	Refunding - Series B	7,370,000	1,270,000	765,000	36,581	801,581
Nov 15, 2010	2% to 5%	Refunding	19,555,000	8,857,000	1,377,000	315,163	1,692,163
Nov 1, 2011	2% to 3%	High School, Nayaug and Land	2,715,000	1,785,000	155,000	47,763	202,763
June 27, 2012	2% to 5%	Refunding 2006 & 2007	11,675,000	8,605,000	1,215,000	351,356	1,566,356
May 15, 2014	2% to 3%	Refunding - 2004, 2007 & Partial 2009	6,385,000	2,576,000	728,000	56,960	784,960
Total School Bonds			\$48,700,000	\$ 23,493,000	\$4,290,000	\$ 823,073	\$ 5,113,073
TOTAL ALL BONDS			\$85,425,000	\$ 45,300,000	\$6,420,000	\$1,614,068	\$ 8,034,068
NOTES PAYABLE COSTS:							
Sewer Note Repayment							\$ 175,000
Temporary Note Repayment							
Bond Anticipation Note Interest							175,000
Principal Payment of Outstanding BANS							-
Total Temporary Note Repayment							175,000
Debt Administrative Costs - Estimate for issuance of authorized/unissued							75,016
TOTAL TOWN, EDUCATION & OTHER DEBT RELATED COSTS							\$ 8,459,085

Capital Improvement Projects | Long Term Debt Amortization Schedule

Excludes Authorized/Unissued

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 & Nayaug
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					
	53,533,761	53,533,761	5,198,153	10,678,148	12,247,050	5,267,475	14,555,650	1,815,284	3,772,000
Principal Total		44,925,000	4,405,000	7,865,000	10,530,000	4,295,000	12,910,000	1,720,000	3,200,000
Interest Total		8,608,761	793,153	2,813,148	1,717,050	972,475	1,645,650	95,284	572,000
	\$ 53,533,761	\$53,533,761	\$5,198,153	\$10,678,148	\$12,247,050	\$5,267,475	\$14,555,650	\$1,815,284	\$3,772,000

Capital Improvement Projects | Long Term Debt Amortization Schedule

Includes Authorized/Unissued

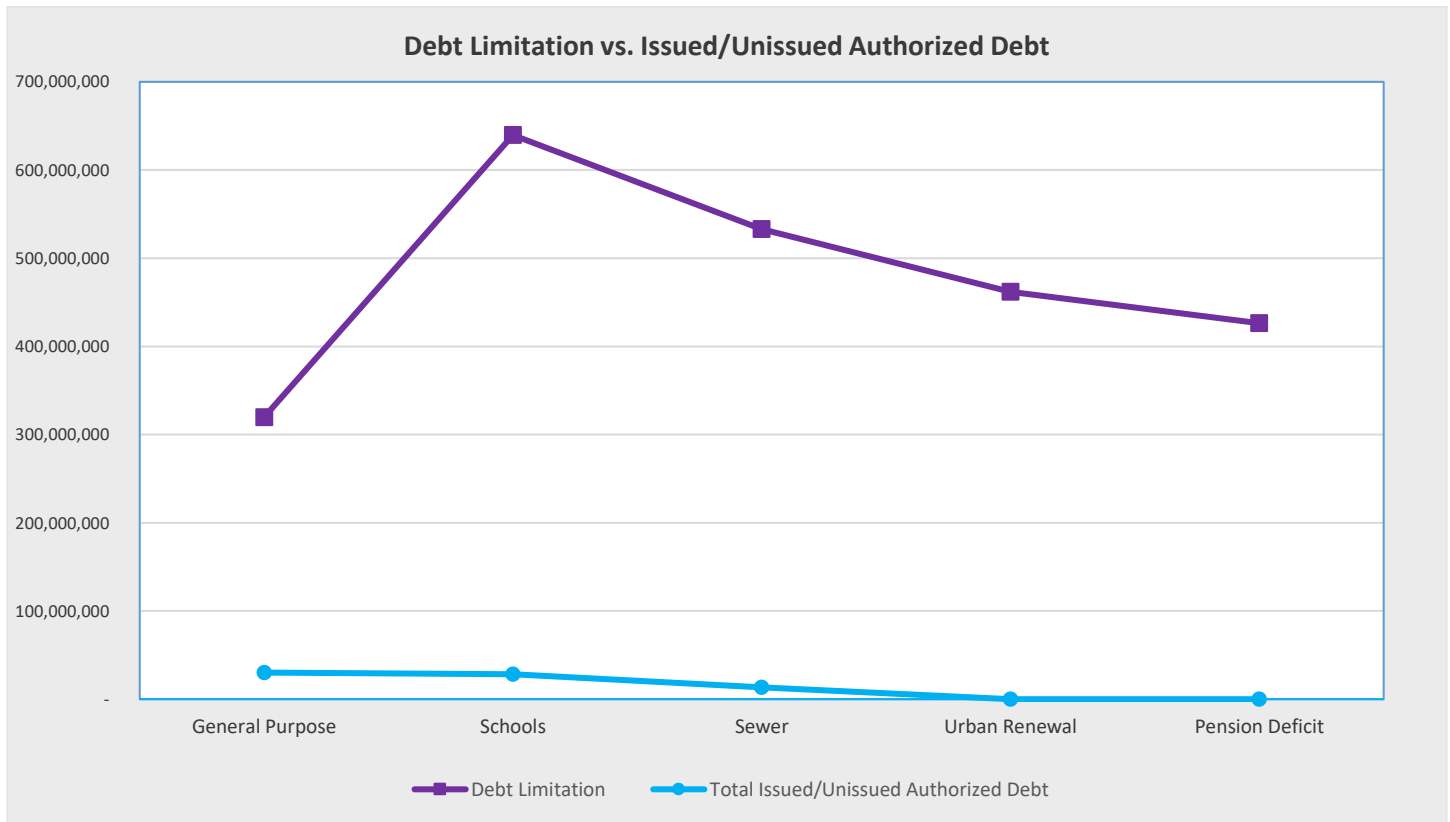
Includes Authorized/Unissued Bonds (for illustrative purposes only)										
Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	Unissued Land Proposed Issue @ 3.00% \$10.0m Closing 7/2018	2014 Refunding of 2004, 2007 & PARTIAL 2009 Bonds ADV REFUND	2013 Riverfront Park Phase II	2012 Refunding Police Com., Land, Elm. & High School ADV REFUND	2011 Saglio, Nayaug, GHS Land	2010 Refunding of 2004 & 2005 Bonds ADV REFUND	2009 - Series B 1998, 1999 and 2002 Bonds ADV REFUND	2009 Series A Land, GHS and Nayaug
2019-Principal		6,420,000	0	750,000	400,000	1,625,000	350,000	2,015,000	880,000	400,000
Interest	8,184,068	1,764,068	150,000	108,244	303,749	429,056	140,288	459,700	51,031	122,000
2020-Principal		5,625,000	500,000	30,000	425,000	1,625,000	350,000	2,010,000	285,000	400,000
Interest	7,319,767	1,694,767	292,500	98,775	291,374	364,056	130,563	384,100	24,400	109,000
2021-Principal		5,600,000	500,000	30,000	425,000	1,620,000	350,000	1,995,000	280,000	400,000
Interest	7,101,974	1,501,974	277,500	98,138	278,624	299,056	120,838	317,950	14,869	95,000
2022-Principal		5,475,000	500,000	30,000	445,000	1,470,000	350,000	2,005,000	275,000	400,000
Interest	6,751,099	1,276,099	262,500	97,500	265,296	234,256	111,113	219,950	4,984	80,500
2023-Principal		5,175,000	500,000	30,000	450,000	1,460,000	345,000	1,990,000		400,000
Interest	6,259,624	1,084,624	247,500	96,863	251,030	175,456	100,475	147,800		65,500
2024-Principal		5,140,000	500,000	585,000	450,000	905,000	340,000	1,960,000		400,000
Interest	6,041,952	901,952	232,500	90,328	235,843	117,056	88,625	88,100		49,500
2025-Principal		4,170,000	500,000	585,000	500,000	910,000	340,000	935,000		400,000
Interest	4,893,455	723,455	217,500	77,531	218,593	71,806	76,475	28,050		33,500
2026-Principal		3,260,000	500,000	575,000	530,000	915,000	340,000			400,000
Interest	3,831,074	571,074	202,500	62,325	198,618	26,306	64,325			17,000
2027-Principal		2,340,000	500,000	975,000	530,000		335,000			
Interest	2,796,003	456,003	187,500	39,075	177,153		52,275			
2028-Principal		1,775,000	500,000	410,000	530,000		335,000			
Interest	2,161,283	386,283	172,500	18,300	155,158		40,325			
2029-Principal		1,770,000	500,000	405,000	530,000		335,000			
Interest	2,094,108	324,108	157,500	6,075	132,633		27,900			
2030-Principal		1,365,000	500,000		530,000		335,000			
Interest	1,631,813	266,813	142,500		109,313		15,000			
2031-Principal		1,220,000	500,000		530,000		190,000			
Interest	1,437,238	217,238	127,500		85,463		4,275			
2032-Principal		1,030,000	500,000		530,000					
Interest	1,203,781	173,781	112,500		61,281					
2033-Principal		1,030,000	500,000		530,000					
Interest	1,164,269	134,269	97,500		36,769					
2034-Principal		1,030,000	500,000		530,000					
Interest	1,124,756	94,756	82,500		12,256					
2035-Principal		500,000	500,000							
Interest	567,500	67,500	67,500							
2036-Principal		500,000	500,000							
Interest	552,500	52,500	52,500							
2037-Principal		500,000	500,000							
Interest	537,500	37,500	37,500							
2038-Principal		500,000	500,000							
Interest	522,500	22,500	22,500							
2039-Principal		500,000	500,000							
Interest	507,500	7,500	7,500							
	66,683,761	66,683,761	13,150,000	5,198,153	10,678,148	12,247,050	5,267,475	14,555,650	1,815,284	3,772,000
Principal Total		54,925,000	10,000,000	4,405,000	7,865,000	10,530,000	4,295,000	12,910,000	1,720,000	3,200,000
Interest Total		11,758,761	3,150,000	793,153	2,813,148	1,717,050	972,475	1,645,650	95,284	572,000
Total	66,683,761	66,683,761	13,150,000	5,198,153	10,678,148	12,247,050	5,267,475	14,555,650	1,815,284	3,772,000

Capital Improvement Projects | Schedule of Debt Limitation – June 30, 2017

Total tax collections (including interest and lien fees) received by Treasurer for current fiscal year	\$141,993,237
Reimbursement of revenue loss from Tax Relief for the Elderly	134,895
Base	\$142,128,132

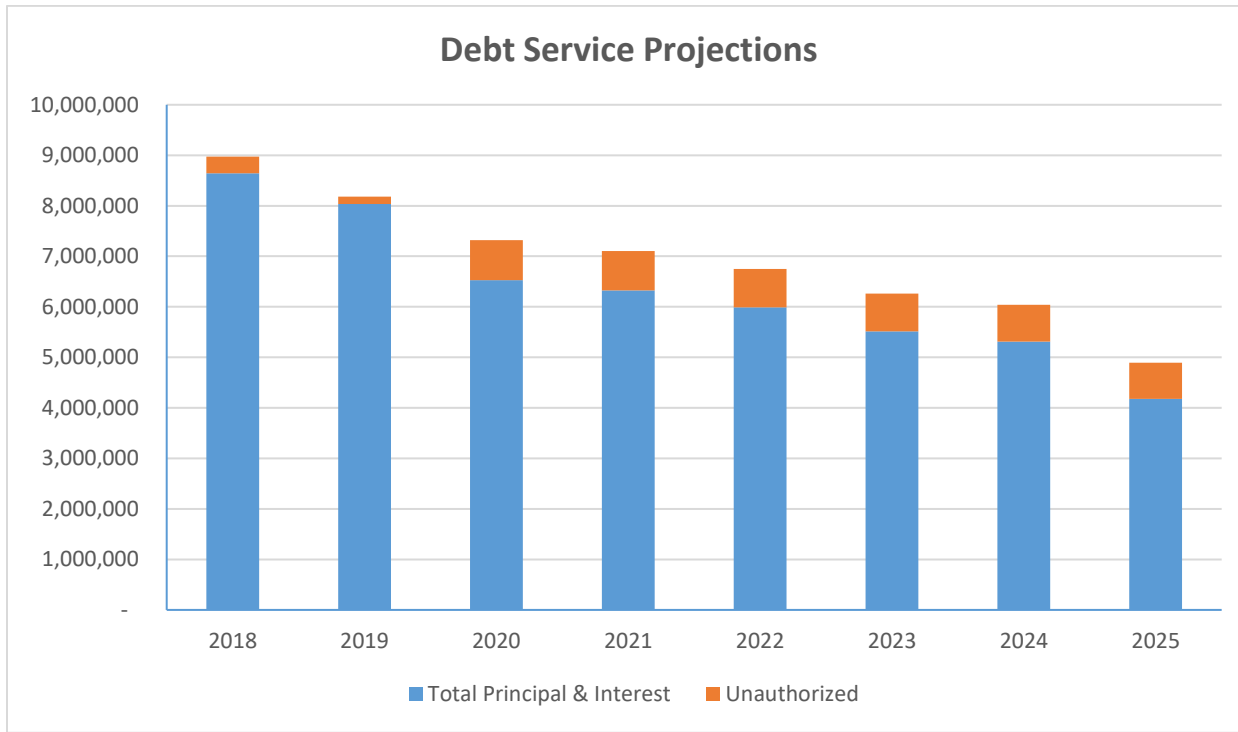
Debt Limitation	General Purpose	Schools	Sewer	Urban Renewal	Pension Deficit
2-1/4 times base	\$319,788,297	\$ -	\$ -	\$ -	\$ -
4-1/2 times base	-	639,576,594	-	-	-
3-3/4 times base	-	-	532,980,495	-	-
3-1/4 times base	-	-	-	461,916,429	-
3 times base	-	-	-	-	426,384,396
Total debt limitation	319,788,297	639,576,594	532,980,495	461,916,429	426,384,396
Indebtedness:					
Bonds outstanding	23,280,750	28,454,250	-	-	-
Bonds authorized and unissued	5,230,000	-	-	-	-
Bond anticipation notes	1,650,000	-	-	-	-
Clean Water Fund notes	-	-	13,580,197	-	-
Construction grants	-	-	-	-	-
Total indebtedness	30,160,750	28,454,250	13,580,197	-	-
Debt Limitation in Excess of Outstanding and Authorized Debt	\$289,627,547	\$611,122,344	\$519,400,298	\$461,916,429	\$426,384,396

Note: In no event shall total indebtedness exceed seven times the base for debt limitation computation. \$994,896,924



Capital Improvement Projects | Debt Service Projections

Over the next several years, there is a decline in the Town's current issued debt service, as illustrated in the chart below. This analysis will be used as a guide as Town officials review and analyze funding for projects under consideration presented in the five year Capital Improvement Program (CIP).



Appendix

Appendix A | COMMUNITY PROFILE/KEY STATISTICS

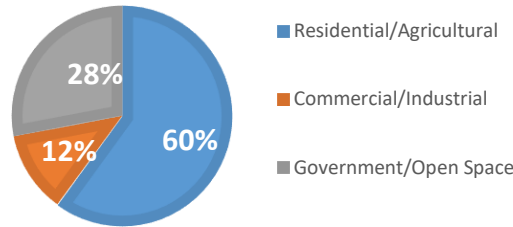
GOVERNMENT

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

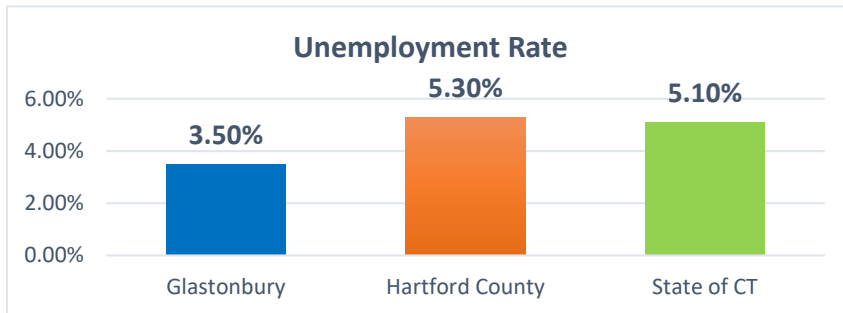
Land Area: 52.2 sq. miles

LAND USE



	1990	2000	2013	2016
POPULATION	27,901	31,876	34,768	34,584
MEDIAN AGE	37.8	39.8	43.1	43.8
# OF HOUSEHOLDS	10,553	12,614	13,032	13,332
HOUSEHOLD MEDIAN INCOME		\$80,660	\$101,076	\$110,341

ECONOMICS



Source: CERC 2018 Town Profile

Major Employers in Glastonbury

Town of Glastonbury Open Solutions
 Salmon Brook Nursing & Rehab
 Super Stop & Shop

Top Ten Taxpayers (2017 Grand List)

Connecticut Light & Power Co.:	44,052,150	SHP V Glastonbury LLC:	16,839,500
Shops At Somerset Square LLC:	28,651,700	Siebar Glastonbury LLC:	16,491,000
New London Turnpike Apts:	27,459,700	Connecticut Natural Gas:	15,985,280
Massachusetts Mutual Life Ins Co:	18,736,700	Briemor Residual Shoppes:	15,604,700
Glastonbury MZL LLC:	18,496,300	SBU LLC:	12,339,400

Sources: US Census, Town of Glastonbury, State of CT

Bond Rating

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

Human & Neighborhood Resources

Schools (8)
 Parks (12)
 Senior/Community Center (1)
 Swimming Pools (3)
 Libraries (3)

Community Development Building Permits (16/17)

New Residential Dwellings (13)
 Commercial Buildings (12)
 Other (1879)

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:
 1,525 tons/year

WASTE WATER TREATMENT

Sanitary Sewers: 105 miles
Average Daily Treatment Flow:
 1.95 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 | Towns and Cities Financial Indicators

Capital Region Towns/ District Reference Group B (DRG-B) Towns	2014 Population	2014 Mill Rate	2014 Tax Collection Rates	2014 General Fund Balance Unassigned	FY 2014 Per Capita Debt Service	FY 2014 Per Capita Income	Moody's Bond Rating as of December 2014
Andover	3,272	30.72	98.7%	2,415,170	1,193	39,872	-
Avon**	18,421	28.32	99.8%	8,687,086	1,663	66,365	Aaa
Bloomfield	20,819	34.84	98.5%	15,890,648	2,672	40,664	Aa2
Bolton	4,952	35.34	99.2%	986,359	2,593	44,959	Aa3
Brookfield*	17,055	25.70	99.1%	4,390,610	2,196	48,978	Aa1
Canton	10,345	28.56	98.9%	5,536,556	1,382	48,460	Aa2
Cheshire*	29,250	30.25	99.8%	9,009,206	2,180	43,583	Aa1
East Granby	5,212	29.8	98.9%	2,812,506	1,305	36,899	Aa2
East Hartford	51,033	45.4	97.9%	13,967,000	1,299	25,509	Aa2
East Windsor	11,423	29.78	97.8%	7,094,098	515	33,727	Aa2
Ellington	15,795	28.7	98.8%	2,094,065	839	41,200	Aa3
Enfield	44,626	29.13	98.0%	16,041,000	540	29,747	Aa2
Fairfield*	61,347	24.4	98.7%	21,168,000	3,227	59,156	Aaa
Farmington**	25,627	24.44	99.6%	9,551,893	1,727	54,754	Aaa
Glastonbury**	34,754	35.65	99.4%	25,648,081	2,538	55,678	Aaa
Granby**	11,310	35.52	99.1%	2,870,618	2,464	56,042	-
Greenwich*	62,610	10.97	98.9%	27,820,397	1,884	94,200	Aaa
Guilford*	22,413	27.42	99.5%	5,848,752	1,628	52,791	Aa2
Hartford	124,705	74.29	95.0%	13,022,000	4,233	16,813	A2
Hebron	9,564	35.75	98.3%	5,210,642	1,966	41,921	Aa2
Madison*	18,259	25.17	99.5%	8,801,600	1,800	53,221	Aaa
Manchester	58,106	38.65	98.1%	13,887,000	1,362	32,558	Aa1
Marlborough	6,430	31.45	99.2%	2,311,786	3,442	41,346	Aa2
Monroe*	19,867	31.01	98.9%	5,945,005	2,245	48,639	Aa2
New Fairfield*	14,149	26.08	99.4%	6,261,088	1,913	43,029	Aa1
Newington	30,685	34.77	99.1%	15,183,000	322	37,061	Aa2
Newtown*	28,152	33.31	99.3%	10,242,495	2,636	48,740	Aa1
Orange*	13,955	30.8	99.1%	8,155,029	2,977	49,512	As1
Rocky Hill	20,094	29.7	99.0%	4,586,516	595	43,207	Aa2
Simsbury**	23,975	37.14	99.6%	11,611,521	1,610	54,543	Aaa
Somers	11,303	23.37	98.7%	5,624,179	1,174	33,445	Aa2
South Windsor**	25,823	35.51	98.6%	5,238,041	2,387	44,569	Aa2
Suffield	15,814	27.12	98.9%	9,546,863	1,198	39,901	-
Tolland	14,872	31.05	99.2%	7,053,690	3,070	45,519	Aa2
Trumbull*	36,578	32.16	98.2%	15,234,809	2,491	45,535	Aa2
Vernon	29,098	36.11	98.6%	11,142,709	1,458	35,314	Aa2
West Hartford**	63,324	37.37	99.2%	19,653,000	2,224	48,808	Aaa
Wethersfield	26,446	36.74	99.0%	10,247,688	1,021	38,685	Aa2
Windsor	29,069	30.47	98.6%	17,347,987	1,355	36,048	Aa1
Windsor Locks	12,565	26.23	98.1%	11,874,539	1,203	35,129	Aa1
Woodbridge*	8,925	34.97	99.6%	4,484,043	2,989	61,717	Aaa

*Denotes towns that are DRG-B Towns only and are not listed under the Capital Region Council of Governments (CRCOG)

**Denotes towns that are both CRCOG Towns AND DRG-B Towns

Source: Connecticut Office of Policy Management annual publication of "Municipal Fiscal Indicators FYE 2009-2013" published March 2015. For more recent data compiled by this organization, please visit http://www.ct.gov/opm/lib/opm/FI_2012-16_Edition_As_of_2-6-18.pdf.

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 term is used in a restricted sense to denote the recording of revenues earned but not yet due, such as accrued interest on investment and the recording of expenditures which result in liabilities that are payable in another accounting period, such as accrued interest on bonds.

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

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

Amortization: The process of reducing an amount over a period according to a plan. For example, paying off debt with a fixed repayment schedule, in regular installments, over a period of time.

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 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

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 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.

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.

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

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

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.

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.

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.

Deficit: A shortage, especially the amount by which a sum of money falls short of what is required.

Depreciation: A noncash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence over the expected life of the asset. Most assets lose their value over time (in other words, they depreciate), and must be replaced once the end of their useful life is reached.

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.

Full-time Equivalent: The ratio of the total number of paid hours during a period (part time, full time, contracted) by the number of working hours in that period Mondays through Fridays. The ratio units are FTE units or equivalent employees working full-time. In other words, one **FTE** is **equivalent** to one **employee** working **full-time**.

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: The net worth of a fund as measured by the difference between assets and liabilities. Fund Balance may be further categorized as:

- Nonspendable - amounts not in spendable form such as inventory or required to be maintained intake such as a corpus of an endowment fund;
- Restricted - amounts constrained for a specific purpose through constitutional provisions or enabling legislation;
- Committed - amounts constrained to a specific purposes by the government itself by its highest level of decision-making authority;
- Assigned - where the intention is funds are to be used for a specific purpose; and
- Unassigned - the net remaining balance which can be used for any other purpose.

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 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

Major Fund: The concept of major fund reporting is introduced and defined by GASB Statement 34 to simplify the presentation of fund information and to focus attention on the major activities of the entity. Rather than require each type of fund to be individually presented, Statement 34 requires the individual presentation of *only* major funds, with all other funds (Non-major funds) combined into a single column. This reduces the number of funds presented on the face of the financial statements and directs the focus on the significant funds of the reporting entity. Major fund reporting is applied only to governmental (i.e., general, special revenue, debt

service, capital projects, and permanent funds) and enterprise funds. Internal service funds are excluded from the major fund reporting requirements. Fiduciary fund information is presented by type of fund rather than by major funds. Major funds are those where total assets, liabilities, revenues, or expenditures of the individual fund are at least 10 percent of the corresponding total for all funds or of that type.

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.

Non-Major Fund: See Major Fund definition above.

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.

Other Post-Employment Benefits (OPEB): Other post-employment benefits provided by an employer to plan participants, beneficiaries, and covered dependents through a plan or arrangement separate from a retirement plan. OPEB may include health care benefits, life insurance, and other assistance programs.

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

Special Revenue Fund: Accounts for, and reports, the proceeds of specific revenue sources, (other than major capital projects), that are restricted by law or committed by the highest level of administrative action to expenditures for specific purposes other than debt service or capital outlay.

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 party, 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 include Refuse Disposal permits and sewer services.

Appendix D | Salary Admin Plan – Wage Scales

NON-AFFILIATED EMPLOYEES FISCAL YEAR 2018/2019

SALARY GRADE	SALARY 37.5 HRS/ PER WEEK	RANGE 40 HRS/ PER WEEK	SALARY GRADE	SALARY RANGE			
				37.5 HRS/ PER WEEK		40 HRS/ PER WEEK	
24	103,896-140,263	N/A	12	60,391	75,523	64,418	80,558
23	99,001-133,614	N/A	11	57,544	71,935	61,381	76,731
22	94,243-127,218	N/A	10	54,814	68,523	58,469	73,091
21	89,715-121,173	N/A	9	52,182	65,247	55,661	69,597
20	85,468-115,440	N/A	8	49,705	62,088	53,019	66,227
19	81,393-109,941	N/A	7	47,326	59,221	50,482	63,170
18	77,532-104,676	N/A	6	45,084	56,374	48,090	60,133
17	73,846-99,684	N/A	5	42,978	53,683	45,843	57,262
16	68,269-94,945	N/A	4	40,872	51,070	43,597	54,475
15	67,002-90,441	N/A	3	38,941	48,711	41,538	51,958
14	66,612-83,265	71,053-88,816	2	37,069	46,410	39,541	49,504
13	63,472-79,306	67,704-84,594	1	35,334	44,187	37,690	47,133

GLASTONBURY POLICE OFFICER ASSOCIATION FISCAL YEAR 2018/2019

Police and Dispatchers and Animal Control Officer

Current contract extension expired June 30, 2017

(2017/2018 & 2018/2019 Wages in Negotiations)

SALARY GRADE	SALARY RANGE	
GPOA-LT	101,709	104,474
GPOA-SGT	91,899	98,662
GPOA-AGT	84,960	89,022
GPOA-PO	64,016	83,594
GPOA-COMM SUPV	66,664	71,875
GPOA-DISP	51,521	65,154
GPOA-ACO	47,773	59,088

INTERNATIONAL UNION OF OPERATING ENGINEERS FISCAL YEAR 2018/2019

Highway, Fleet Maintenance & Refuse Disposal Employees

Current contract expires June 30, 2019

SALARY GRADE	SALARY RANGE	
IUOE-5	65,957	80,870
IUOE-4	61,235	75,109
IUOE-3	56,992	69,907
IUOE-2	51,501	63,086
IUOE-1	46,821	57,470

Appendix D | Salary Admin Plan – Wage Scales Cont'd

AFSCME LOCAL 3946 OF COUNCIL 4 - FISCAL YEAR 2018/2019

Wastewater Treatment & Facilities Maintenance Employees

Contract expired June 30, 2017

(2017/2018 & 2018/2019 Wages in Negotiations)

SALARY GRADE	SALARY RANGE	
Grade 9	69,019	82,481
Grade 8	63,503	79,378
Grade 7	60,461	75,583
Grade 6	57,587	71,984
Grade 5	54,853	68,553
Grade 4	52,230	65,288
Grade 3	49,747	62,191
Grade 2	45,116	56,388
Grade 1	42,976	53,709

Appendix E | Comparative History of General Town Employees (Full Time)

DEPARTMENT	Division	FY2015	FY2016	FY2017	FY2018	FY2019
GENERAL GOVERNMENT	Town Manager	2	3	3	3	3
	Human Resources	3	3	3	4	3
	Facilities Maintenance	13	13	13	12	12
COMMUNITY DEVELOPMENT	Community Development	4.5	4.5	4.5	4.5	4
	Building Inspection	4	4	4	4	4
	Fire Marshal	2	2	2	2	2
	Health	5	5	5	5	5
ADMINISTRATIVE SERVICES	Financial Administration	9	8	8	8	8
	Accounting	4	4	4	4	4
	Property Assessment	5	5	5	5	5
	Revenue Collection	4	4	4	4	4
	Town Clerk	4	4	4	4	4
PUBLIC SAFETY	Police	75	75	75	78	79
	Fire	2	2	2	2	1
PHYSICAL SERVICES	Engineering	12.5	12.5	12.5	12.5	11
	Highway	22	22	22	22	22
	Fleet Maintenance	6	6	6	6	6
SANITATION	Refuse Disposal	2	2	2	2	2
SEWER OPERATING FUND	Water Pollution	9	9	9	9	9
HUMAN SERVICES	Senior & Community Services	9	9	9	7	7
	Youth & Family Services	12	12	12	12	11
LEISURE/CULTURE	Parks & Recreation	22	22	22	22.8	23
	Welles Turner Library	10	10	10	10	10
Total Town Government		241	241	241	242.8	239
Total Education (FTE)		814	810	802	786	776
TOTAL TOWN & EDUCATION		<u>1,055</u>	<u>1,051</u>	<u>1,043</u>	<u>1,029</u>	<u>1,015</u>

Appendix F | Staffing Summary – Full Time Employees

Excludes Board of Education

DEPARTMENT	FY 15/16 ACTUAL	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ADOPTED
General Government	18	19	19	19
Community Development	15.5	15.5	15.5	15.5
Administrative Services	25	25	25	25
Public Safety	77	77	79	79
Physical Services	40.5	40.5	40.5	40.5
Sanitation	2	2	2	2
Sewer Operating Fund	9	9	9	9
Human Services	21	21	21	19
Leisure/Culture	32	32	32	32
Total Full-Time Employees	240	241	243	241

Full-Time Employee Positions and Salary Grades by Department

POSITION	SALARY GRADE	FY 15/16 ACTUAL	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ADOPTED
GENERAL GOVERNMENT					
Town Manager	N/A	1	1	1	1
Director of Infrastructure & Bldg Services	23	1	1	1	1
Director of Human Resources	21	1	1	1	1
Building Superintendent	19	1	1	1	1
Marketing-Communications Specialist	13	1	1	1	1
Human Resources Generalist	12	1	1	0	0
Human Resources Programs Manager	13	0	0	1	1
Exec. Secretary to Town Manager	11	1	1	1	1
Executive Secretary	10	1	1	1	1
Human Resources Assistant	10	0	1	0	0
Human Resources Coordinator	10	0	0	1	1
Administrative Secretary	5,7	1	0	0	0
Building Maintenance Supervisor	AFSCME-8	1	1	1	1
Senior Building Maintainer	AFSCME-5	2	2	2	2
Inventory Specialist	AFSCME-4	1	1	0	0
Custodial Services Supervisor	AFSCME-4	1	1	1	1
Building Maintainer	AFSCME-2,3,5	2	2	3	3
Custodian	AFSCME-1	3	3	3	3
Total Full-Time		19	19	19	19

Appendix F | Staffing Summary – Full Time Employees Cont'd

COMMUNITY DEVELOPMENT	SALARY GRADE	FY 15/16 ACTUAL	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ADOPTED
Director of Planning and Land Use Services	24	1	1	1	1
Director of Health	20	1	1	1	1
Building Official	19	1	1	1	1
Fire Marshal	17	1	1	1	1
Deputy Building Official	16	1	1	1	1
Environmental Planner	16	1	1	1	1
Chief Sanitarian	15	1	1	1	1
Planner	15	1	1	1	1
Sanitarian	14	1	1	1	1
Deputy Fire Marshal	13	1	1	1	1
Building Inspector	12	1	1	1	1
Health Inspector	12	1	1	1	1
Administrative Secretary	5,7	0.5	0.5	0.5	0.5
Building Clerk	6	1	1	1	1
Health Clerk	6	1	1	1	1
Total Full-Time		14.5	14.5	14.5	14.5

Note: Wage scales by labor group are at end of Staffing Summary.

POSITION	SALARY GRADE	FY 15/16 ACTUAL	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ADOPTED
ADMINISTRATIVE SERVICES					
Dir. of Finance & Adm. Services	24	1	1	1	1
Controller	19	1	1	1	1
Assessor	19	1	1	1	1
Information Technology Manager	19	1	1	1	1
Town Clerk	17	1	1	1	1
Revenue Collector	17	1	1	1	1
Purchasing Agent	17	1	1	1	1
Assistant Assessor	13	1	1	1	1
Marketing-Communications Specialist	13	1	1	1	1
Systems Support Specialist	12	2	2	2	2
Web Applications Support Specialist	12	1	1	1	1
Executive Secretary	10	1	1	1	1
Assistant Town Clerk	10	1	1	1	1
Assistant Revenue Collector	10	1	1	1	1
Payroll Coordinator	10	1	1	1	1
Buyer	10	1	1	1	1
Assessment Technician	8	1	1	1	1
Revenue Clerk	6	2	2	2	2
Assessment Clerk	6	2	2	2	2
Account Clerk	6,7	2	2	2	2
Records Clerk	6	2	2	2	2
Total Full-Time		26	26	26	26

Appendix F | Staffing Summary – Full Time Employees Cont'd

POSITION	SALARY GRADE	FY 15/16 ACTUAL	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ADOPTED
PUBLIC SAFETY					
Chief of Police	24	1	1	1	1
Police Captain	21	1	1	1	1
Fire Chief	20	1	1	1	1
Executive Secretary	10	1	1	1	1
Data Processing Tech/Supervisor	8	1	1	1	1
Forensic Technician	8	1	1	1	1
Financial Technician	8	1	1	1	1
Records Clerk	6	1	0	0	0
Police Clerk	6	1	2	3	3
Administrative Secretary	5,7	1	1	1	1
Police Lieutenant	GPOA-LT	4	4	4	4
Police Sergeant	GPOA-SGT	7	7	7	7
Police Agent	GPOA-AGT	9	9	9	9
Police Officer II	GPOA-PII	34	0	0	0
Police Officer I	GPOA-PI	3	0	0	0
Police Officer	GPOA-PO	0	37	37	37
Communications Supervisor	GPOA-COMM SUPV	1	1	1	1
Dispatcher	GPOA-DSP	8	8	11	11
Animal Control Officer	GPOA-ACO	1	1	1	1
Total Full-Time		77	77	81	81

POSITION	SALARY GRADE	FY 15/16 ACTUAL	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ADOPTED
PHYSICAL SERVICES					
Town Engineer/Mgr of Phys. Services	23	1	1	1	1
Physical Services Operations Manager	21	1	1	1	1
Assistant Town Engineer	18	1	1	1	1
Sr. Engineering Technician	13	1	1	1	1
Civil Eng. Tech/CAD Coordinator	13	1	1	1	1
Senior Construction Inspector	11	2	2	2	2
Survey Party Chief	11	1	1	1	1
Civil Engineering Technician	11	1	1	1	1
Executive Secretary	10	1	1	1	1
Administrative Secretary	7	0.5	0.5	0.5	0.5
CAD Technician	9	1	1	1	1
Construction Inspector	9	1	0	0	0
Survey Technician	8	1	1	1	1
Vehicle & Equip Maintenance Supv.	IUOE-5	1	1	1	1
Highway Maintenance Supv.	IUOE-5	1	1	1	1
(Senior) Equipment Operators	IUOE-3,4	4	5	5	5
Highway Maintainer	IUOE-1,2,3	13	13	12	12
Highway Lead Maintainer	IUOE-4	2	2	2	2
Vehicle & Equip Mechanic	IUOE-3,4	5	5	5	5
Senior Traffic Sign Maintainer	IUOE-3	1	1	1	1
Total Full-Time		40.5	40.5	39.5	39.5

Appendix F | Staffing Summary – Full Time Employees Cont'd

POSITION	SALARY GRADE	FY 15/16 ACTUAL	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ADOPTED
SANITATION					
Transfer Station /Refuse Disposal Supervisor	IUOE-5	1	1	1	1
Transfer Station/Refuse Disposal Operator	IUOE-3,4	1	1	1	1
Total Full-Time		2	2	2	2
SEWER OPERATING FUND					
Sanitation Superintendent	19	1	1	0	0
Sanitation Superintendent	20	0	0	1	1
Sanitation Clerk	6	1	1	1	1
WPC Plant Maintenance Supervisor	AFSCME-9	1	1	1	1
WPC Plant Mechanic	AFSCME-7	1	1	1	1
WPC Laboratory Technician	AFSCME-5	1	1	1	1
WPC Plant Operator	AFSC-2,3,4,5	4	4	4	4
Total Full-Time		9	9	9	9
HUMAN SERVICES					
Director of Human Services	20	1	1	1	1
Clinical & Outreach Services Supervisor	16	1	1	1	1
Senior Center Program Supervisor	15	1	1	1	1
Youth Program Coordinator	13	1	1	1	1
Clinical Social Worker (Youth & Family (YFS))	12	5	5	4	4
Outreach Social Work Coordinator	12	1	1	1	1
Outreach Social Worker (YFS)	11	2	2	2	2
Substance Abuse Prev. Coordinator (YFS)	11	1	1	0	0
Outreach Social Worker (Social Services)	11	2	2	2	2
Human Services Assistant	10	1	1	1	1
Assistant Senior Center Program Coordinator	7	1	1	1	1
Assistant Program Coordinator (YFS)	7	1	1	1	1
Administrative Secretary	5,7	1	1	1	1
Customer Service Representative	3	1	1	1	1
Driver (CDL)	1	1	1	1	1
Total Full-Time		21	21	19	19

POSITION	SALARY GRADE	FY 15/16 ACTUAL	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ADOPTED
LEISURE/CULTURE					
Director of Parks and Recreation	22	1	1	1	1
Library Director	20	1	1	1	1
Parks Superintendent	18	1	1	1	1
Recreation Supervisor	15	3	3	3	3
Park Maintenance Supervisor	12	1	1	1	1
Recreation Program Coordinator	10	1	1	1	1
Executive Secretary	10	1	1	1	1
Senior Park Maintainer	10	1	1	0	0
Librarian	8,10,14	6	6	6	6
Park Maintainer	5,7,9,	12	12	13	13
Administrative Secretary	7	1	1	1	1
Library Assistant	4	3	3	3	2
Total Full-Time		32	32	32	31

Appendix G | Comparative Budget Impact – Historical

	ADOPTED 2014-2015	ADOPTED 2015-2016	ADOPTED 2016-2017	ADJUSTED 2017-2018	ADOPTED 2018-2019
Appropriations/Expenditures					
Town	38,264,716	39,231,569	40,080,830	40,558,462	42,016,003
Debt	9,832,620	8,856,680	8,984,958	8,975,000	8,459,085
Transfers:					
Capital Reserve	4,500,000	5,133,800	5,000,000	5,000,000	5,750,000
Dog Fund	45,000	45,000	45,000	45,000	45,000
OPEB Trust	0	0	0	687,804	713,719
Other		452,500	2,900,000	0	0
Sub-total Transfers	4,545,000	5,631,300	7,945,000	5,732,804	6,508,719
Debt and Transfers	14,377,620	14,487,980	16,929,958	14,707,804	14,967,804
Education	97,029,698	99,250,292	101,341,911	103,394,967	105,366,982
Total Appropriations	\$149,672,034	\$152,969,841	\$158,352,699	\$158,661,233	\$162,350,789
APPROPRIATION % INCREASE	3.14%	2.20%	3.52%	0.19%	2.33%
FINANCED BY:					
Licenses/Permits	\$749,520	\$833,150	\$956,200	\$1,051,100	\$1,126,100
Intergovernmental Revenues	7,823,305	7,871,845	8,807,118	8,872,279	7,052,570
Charges/Services	1,515,714	1,349,625	1,378,350	1,526,290	1,416,570
Other	2,281,526	2,488,276	2,310,461	1,588,072	1,784,841
Use/Fund Balance	750,000	650,000	575,000	575,000	575,000
Taxes/non-current	1,802,000	1,902,000	1,902,000	1,952,000	2,302,000
Total Non-Tax Revenues	\$14,922,065	\$15,094,896	\$15,929,129	\$15,564,741	\$14,257,081
% Increase	2.68%	1.16%	5.53%	-2.29%	-8.40%
CURRENT TAXES REQUIRED (1)	\$134,749,969	\$137,874,945	\$142,423,570	\$145,034,165	\$148,093,708
% Increase	3.20%	2.32%	3.30%	1.83%	2.11%
GRAND LIST - Stated in Thousands (2)	\$3,832,589	\$3,871,305	\$3,915,070	\$3,969,656	\$4,183,264
MILL RATE - Real Estate/Personal Property (3)	35.65	36.10	36.40	37.45	36.00
MILL RATE - Motor Vehicles (3)			34.60	32.00	36.00
% Increase (Decrease) on RE/PP	1.57%	1.26%	0.83%	2.88%	-3.87%
% Increase (Decrease) on MV	1.57%	1.26%	-4.16%	-7.51%	12.50%

NOTES:

(1) Fiscal Year 2017 - 2018 references Current Taxes Required per Adopted Budget.

(2) Fiscal Year 2017 - 2018 is a revaluation year.

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

	2018	2019	Difference
Average Real Estate	8,988	8,796	(192)
Average Motor Vehicle	683	782	99
Average RE & MV	9,671	9,578	(93)
			-1.0%

Appendix H | 3-Year Consolidated Budget Fund Financial Statements

	MAJOR FUND GENERAL FUND			NON MAJOR GOVERNMENTAL FUNDS			TOTAL ALL BUDGETED GOVERNMENTAL FUNDS		
	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED
FINANCIAL SOURCES									
Taxes	142,041,710	147,560,197	150,395,708	-	-	-	142,041,710	147,560,197	150,395,708
Licenses & Permits	1,447,584	1,442,652	1,126,100	-	-	-	1,447,584	1,442,652	1,126,100
Intergovernmental	9,719,044	8,166,349	7,052,570	25,540	7,009	-	9,744,584	8,173,358	7,052,570
Charges for Services	1,855,146	1,518,887	1,416,570	4,856,051	4,893,556	5,258,560	6,711,197	6,412,443	6,675,130
Other	1,967,191	2,044,461	1,784,841	14,893	49,797	4,900	1,982,084	2,094,258	1,789,741
Transfers In	-	-	-	-	-	-	-	-	-
Use of Fund Balance	-	-	575,000	-	-	-	-	-	575,000
TOTAL REVENUES/ TRANSFERS	157,030,675	160,732,546	162,350,789	4,896,484	4,950,362	5,263,460	161,927,159	165,682,908	167,614,249
FINANCIAL USES									
General Government	2,943,450	3,038,972	3,364,593	-	-	-	2,943,450	3,038,972	3,364,593
Community Development	1,881,332	1,857,926	2,103,418	-	-	-	1,881,332	1,857,926	2,103,418
Administrative Services	6,784,987	5,707,607	6,074,814	-	-	-	6,784,987	5,707,607	6,074,814
Public Safety	12,774,935	13,634,227	14,085,497	431,900	594,856	403,625	13,206,835	14,229,083	14,489,122
Physical Services	6,734,016	6,943,112	7,075,183	-	-	-	6,734,016	6,943,112	7,075,183
Sanitation	732,410	725,610	804,477	1,832,732	1,737,476	3,074,504	2,565,142	2,463,086	3,878,981
Human Services	2,792,577	2,787,792	2,979,232	-	-	-	2,792,577	2,787,792	2,979,232
Leisure & Culture	5,172,573	5,239,873	5,528,789	1,453,646	1,385,684	1,825,315	6,626,219	6,625,557	7,354,104
Contingency	-	-	-	-	-	-	-	-	-
Total Town	39,816,280	39,935,119	42,016,003	3,718,278	3,718,016	5,303,444	43,534,558	43,653,135	47,319,447
Debt Service & Transfers	16,250,289	16,783,940	14,967,804	1,072,203	737,883	(39,984)	17,322,492	17,521,823	14,927,820
Education	101,370,626	104,911,670	105,366,982	-	-	-	101,370,626	104,911,670	105,366,982
TOTAL EXPENDITURES	157,437,195	161,630,729	162,350,789	4,790,481	4,455,899	5,263,460	162,227,676	166,086,628	167,614,249
Net Increase/decrease in Fund Balance or use of Fund Balance	(406,520)	(898,183)	-	106,003	494,463	-	(300,517)	(403,720)	-
Budgetary Fund Balance Beginning of Year	27,062,231	26,655,711	25,757,528	3,769,655	3,875,658	4,370,121	30,831,886	30,531,369	30,127,649
Budgetary Fund Balance at End of Year	26,655,711	25,757,528	25,757,528	3,875,658	4,370,121	4,370,121	30,531,369	30,127,649	30,127,649
Non Spendable	218,628	202,704	202,704	9,413	5,080	5,080	228,041	207,784	207,784
Committed	-	-	-	3,866,245	4,365,041	4,365,041	3,866,245	4,365,041	4,365,041
Assigned	2,121,442	1,678,597	1,678,597	-	-	-	2,121,442	1,678,597	1,678,597
Unassigned	24,315,641	23,876,227	23,876,227	-	-	-	24,315,641	23,876,227	23,876,227
26,655,711	25,757,528	25,757,528	3,875,658	4,370,121	4,370,121	30,531,369	30,127,649	30,127,649	

EXPLANATIONS OF CHANGES IN FUND BALANCE GREATER THAN TEN PERCENT (10%)

Non Major Governmental Funds include: Sewer Operating Fund; Police Private Duty Fund; Recreation Activities Fund; and Riverfront Park Fund.
See consolidating Special Revenue schedule for explanations of variances in fund balances.

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Town of Glastonbury